



Ontario Pork

Corporate Profile 2014



ONTARIO PORK

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Message from the Chair

As we reflect back on 2014, I think we would all agree that it was a year many of us will not soon forget. Threats to herd health and processing losses brought the industry and members of the value chain together to find solutions. While some export markets closed, others opened and our local Ontario brand gained momentum. The high prices and low feed costs we've enjoyed have been tempered with a sense of cautious optimism.

During the year the board was focused on several areas including the development of an Ontario swine health strategy stemming from our experiences with Porcine Epidemic Diarrhea (PED) and other emerging diseases, strengthening our government relationships, revitalizing our county associations, and creating a strategic plan that will see us through the next three years.

Ontario had its first confirmed case of PED on January 22, 2014 and its effects have been widespread, taking an emotional toll on those who have encountered it firsthand. Armed with a containment strategy, \$2 million in government support and industry collaboration, Ontario Pork has been able to provide assistance to our producers and fund projects that will help mitigate the spread of the disease. This disease has led to the development of an Ontario swine health strategy. A committee has been formed to put the strategy together and at our September Policy Day we sought feedback from our delegates. We are currently identifying knowledge gaps and hope to have the strategy completed in 2015.

The loss of the federal processors, Quality Meat Packers and Great Lakes Specialty Meats, was a shock to our industry. Producers and our association experienced not only financial, but processing shortfalls. With roughly a quarter of our processing capacity within the province eliminated, we continue to look for avenues to enable the orderly flow of marketing of hogs. Circumstances such as this also compelled our board to re-examine the issue of financial protection. We are working with the Hog Industry Advisory Committee to investigate this

further.

We have heard from our producers that there is reduced engagement at the county association level. The board made association revitalization one of its priorities. A committee was struck and with input from delegates, the goal is to provide associations with the resources and tools to help them build and strengthen their local producer base.

This year, Ontario Pork's board of directors and senior management engaged in a strategic review effort to shape the organization for the next three years and develop the organization's strategic plan for 2014–2017. This review process included multiple steps including a careful assessment of how developments in the pork production industry and the whole value chain could shape Ontario Pork's strategic directions. The result articulates goals and objectives for the coming years and presents a structure for determining priorities for the organization's future. At its core is Ontario Pork's mission to foster a vibrant business environment for pork producers. This includes putting an emphasis on building strong relationships within the entire value chain, improving visibility and the reputation of Ontario's pork producers and pork products through the branding campaign, and developing more effective barriers to control animal diseases.

I am excited about the future of our organization and I have confidence in our board and our producers. I have seen how we come together as an industry in crisis and show our support and strength. Each year brings its own set of challenges, rewards and opportunities. I know that Ontario Pork will continue to take a leadership role as we grow and improve our industry moving forward.

Amy Cronin



Message from the General Manager

In a year filled with challenges that required the commitment and co-operation of all our producers and partners, Ontario Pork continued to deliver its programs and services, and achieve its business objectives.

Although we represented our producers on a provincial level, there were many issues that affected us in 2014 that were national in scope including swine health, Pig Code guidelines, traceability and societal pressures.

Crisis management: Our response to a contagious virus entering our province and threatening our herds was remarkable given the limited knowledge we had about the disease. Advance preparation, strong biosecurity protocols, and industry collaboration helped to strengthen our resolve and leadership as an organization. Ontario Pork and the provincial and federal governments provided funding for the critical control points – producers, processors, assembly yards and transporters. Support was provided for PED testing, surveillance, Area Regional Control and Elimination strategies, truck wash facility, audits and assessments, and other containment and biosecurity plans.

Guidelines and traceability: After three years of studies and extensive consultations, the national Pig Code for the Care and Handling of Pigs was released in March. These revised guidelines will have long-term implications for our industry. Understandably, change is not always easy, but a measured approach allows us to put systems in place that will be in the best interest of our animals.

A national traceability system came into effect on July 1 that enables the pork industry to track swine movement between birth and processing in the province, and respond to disease outbreaks and food safety emergencies. Remitting market hog movement data and administering the tattooing and assisting the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) with the premises identification

program are just some of the ways Ontario Pork is working to ensure the success of the program.

Branding and reputation management: In 2014, Ontario Pork together with its federal processors launched its new label to retailers, restaurants and food service operators in the province. A marketing and branding campaign that encourages Ontarians to request and choose Ontario pork wherever they shop is ongoing. In conjunction with the branding awareness is building the reputation of Ontario pork producers at the consumer level to instill confidence in the quality of local pork. The organization achieved its funding goal in a \$2 million branding and advertising program to promote local pork at the retail level.

Strategic planning and business plan: The board has finalized its strategic plan which will set the direction for the organization over the next three years. From there, a detailed business plan with operating objectives, specific initiatives, tactics and reporting mechanisms along with budget considerations has been developed. In this way board policy and operations build a comprehensive framework for the organization.

The organization is in a strong position operationally and will continue to provide positive benefits for our pork producers. Ontario Pork continues to adapt and tailor its programs and services to meet our changing industry.

The landscape of pork production in Ontario is changing. As the general manager of Ontario Pork, I am committed to seeing that our organization changes with it.

Ken Ovington

Who We Are



L-R: Arno Schober, John de Bruyn, Eric Schwindt, Beth Clark, Oliver Haan, Bill Wymenga, Doug Ahrens, Teresa Van Raay, Amy Cronin.

2014-2015 Board of Directors

Amy Cronin (Chair)	Zone 1
Oliver Haan (Vice Chair)	Zone 4
John de Bruyn	Zone 2
Doug Ahrens	Zone 2
Beth Clark	Zone 3
Arno Schober	Zone 3
Eric Schwindt	Zone 2
Teresa Van Raay	Zone 1
Bill Wymenga	Zone 1

Senior Staff Leaders

Ken Ovington	General Manager
Dean Gurney	Manager Industry and Member Services
Neil Harper	Manager Information Systems
Patrick O'Neil	Manager Ontario Pork Marketing Division
Mary Jane Quinn	Manager Communications and Consumer Marketing
Jim Weir	Manager Finance and Administration

Mission, Vision and Values



Animal Health and Welfare

Statistics for 2014

County	Cases
Brant	1
Bruce	7
Chatham-Kent	2
Elgin	4
Essex	1
Haldimand	1
Hamilton-Wentworth	1
Huron	16
Lambton	3
Leeds-Grenville	1
Middlesex	6
Niagara	3
Norfolk	1
Oxford	10
Perth	7
Simcoe	1
Waterloo Region	3
Wellington	1
Total	69

Operation	Cases
Farrow to Feeder	1
Farrow to Finish	26
Farrow to Wean	4
Finisher	30
Nursery	4
Wean to Finish	4

Porcine Epidemic Diarrhea (PED)

Despite best efforts to prevent the disease from entering Canada, the first case of PED was confirmed in Ontario on January 22, 2014. Together with industry partners Ontario Pork worked to mitigate its spread. The organization worked closely with the Ontario Ministry of Agriculture, Food and Rural Affairs and other industry groups on a \$2 million PED response program and related funding support. In addition, a Growing Forward 2 Special Intake for PED was made available by the federal government to producers, processors, transporters and abattoirs. The pork industry committed almost \$20 million to qualify for the \$9 million of funding.

Together with industry we have initiated and overseen funding for the following initiatives:

- on-farm elimination of PED
- assistance with the development of a long-term strategy for the Area Regional Control and Elimination (ARC&E) program
- federal and select provincial processor biosecurity audits, gap assessments and minor capital for biosecurity improvements
- establishment of a dedicated truck wash facility and audit process for high risk PED animal transport
- development of a transport and assembly risk reduction strategy and audits and assessments led by the Ontario Swine Health Advisory Board (OSHAB)
- applied research projects
- surveillance for PED at federal and select provincial processing plants as well as trace back of any positive environmental samples
- industry support and knowledge transfer
- creation of a long-term PED strategy

Ontario Swine Health Strategy

The health of animals is a concern and priority for the Ontario swine sector. Animal health touches not only the aspects of public health and food safety, but also the economic costs animal disease outbreaks can trigger, and animal welfare considerations including the implications of disease control. Ontario Pork believes a comprehensive swine health strategy for our industry is necessary.

A committee composed of producers and industry representatives has been established that will recognize, identify, link, and build initiatives that together will collectively provide benefits to producers and industry, and protect and improve the health status of the provincial swine herd.

This group will recommend a strategy in 2015 that will have elements and components to:

- foster collaboration for a co-ordinated approach to swine health
- reduce introduction and spread of emerging and re-emerging diseases
- create conditions for disease prevention and health controls within the Ontario swine herd.

At the September 2014 Ontario Pork Policy Day, producer delegates provided feedback to help the committee and Ontario Pork formulate its strategy.



Dr. Greg Douglas, Ontario Chief Veterinarian, at September 2014 Policy Day discussing the Ontario Swine Health Strategy with pork producers.

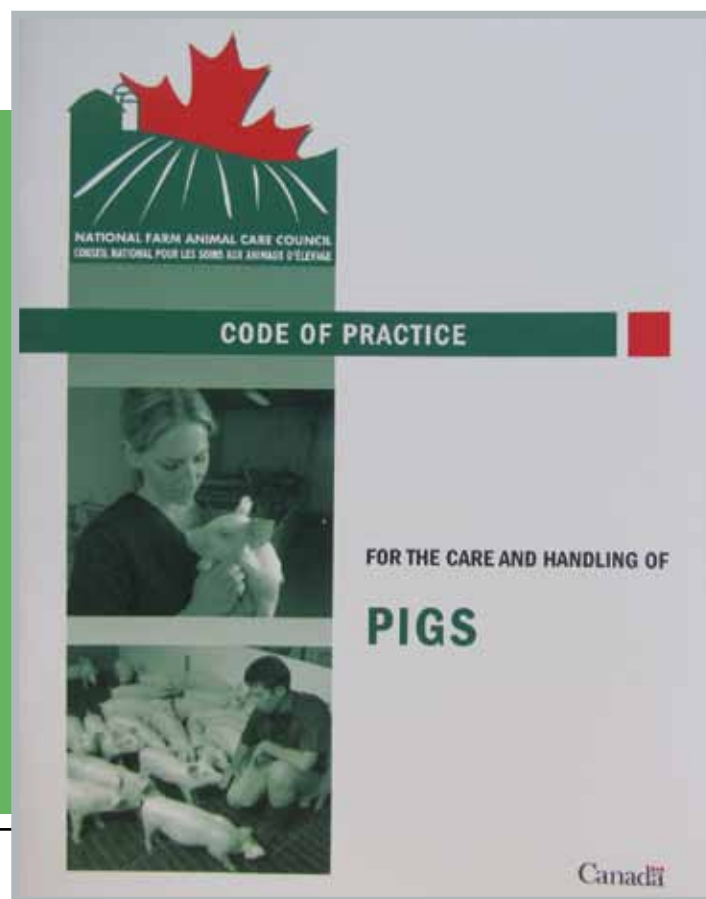


Code of Practice for the Care and Handling of Pigs

On March 6, 2014 the National Farm Animal Care Council (NFACC) released its revised Code of Practice for the Care and Handling of Pigs (Pig Code). Ontario Pork mailed copies of the Pig Code, the backgrounder, requirements, highlights, and press releases to all its producer members immediately after its release.

The Pig Code contains guidelines for the care and handling of pigs on Canadian farms throughout their lives. The code represents three years of collaboration among producers, veterinarians, animal welfare representatives, including the Canadian Federation of Humane Societies, and animal scientists.

The updated Pig Code includes a number of new requirements and recommended practices in the areas of housing, feed and water, animal health, animal husbandry, enrichment, transportation and euthanasia. Beginning July 1, 2014, all holdings newly built or rebuilt, or brought into use for the first time, mated gilts and sows, must be housed in groups.



Producer Engagement **Revitalization**

The Ontario pork industry has changed markedly over the past decade and producer engagement at the local pork association level has been on a steady decline during this time. The associations form the base of the electoral structure for Ontario Pork's governance model and participation is critical. Local pork associations are important for electing delegates and providing input to the board of directors to create policies and make decisions that impact the industry. Active, engaged county organizations provide a firm foundation upon which the future of Ontario Pork is based and which will contribute to developing our industry leaders of tomorrow.

Ontario Pork is taking steps to provide assistance to associations and recommend solutions to increase the level of producer engagement. In 2013 a leadership training program was launched. This year a committee composed of board members and elected delegates was struck to examine this issue with the following goals:

1. Create a list of activities and actions that attract or detract participation in local pork producer associations.
2. Conduct a limited survey and/or interviews, focus groups, etc., to understand people's motivation and willingness to participate.
3. Identify activities and actions taken by other organizations and assess the applicability for local pork producer associations.
4. Formulate and prioritize recommendations with the greatest probability of success for increasing the level of producer engagement within the local pork producer associations.

Along with input from delegates at the September Policy Day, a report will be compiled for submission to the board, and follow-up actions taken with the associations in 2015.



Delegates in roundtable discussions providing feedback for producer engagement revitalization.

Branding and Reputation Management

The beginning of 2014 saw Ontario Pork undertake a pilot branding strategy program in concert with the two federal processors Conestoga Meat Packers and Sofina Foods, with the goals of identifying Ontario pork products at retail and developing opportunities for diversified growth and longer-term brand sustainability. The success of the pilot ushered the program into full swing with 46 participants now signed on to carry the label. Government funding in the amount of \$2 million is helping expand the brand and label at retail and foodservice, as well as build the reputation of Ontario pork producers at the consumer level to instill confidence in the quality of local pork.

New advertising, promotional and event opportunities were leveraged using transit signage, digital campaigns, webinars, contests, instructional videos, television, radio and print creative.

Leadbetter Foods peameal bacon at the Elmira Foodland.



Ontario Pork staff showcasing pork tacos at the Delicious Food Show in Toronto.



Ontario Pork Webinar

Overview of the hog and pork markets and related trends in the retail and foodservice trade.

Wednesday, April 2, 2014
12 p.m.—1 p.m.

Featured Speakers:



Kevin Grier, Senior Market Analyst, George Morris Centre



Barbara Smith, Supervisor of Retail Marketing, Foodland Ontario

[Click here to register for this free event!](#)

To sign up for our monthly newsletter, [click here](#)

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It's just the good.

YOU CAN DO SOMETHING ABOUT IT.

Is there anything your can't do with Ontario pork? (Click & find out.)

There are **TWO** ways to ensure your guests are eating delicious, nutritious Ontario Pork.

When they see this seal, and when they taste it.




Ontario Puffed Pork

Ingredients:

- 1/2 lb (225g) Ontario Pork, cut and cooked
- 1/2 cup (125ml) cheddar cheese, shredded
- 1/2 cup (125ml) cheddar cheese, shredded
- 1/2 cup (125ml) cheddar cheese, shredded
- 1/2 cup (125ml) cheddar cheese, shredded
- 1/2 cup (125ml) cheddar cheese, shredded
- 1/2 cup (125ml) cheddar cheese, shredded
- 1/2 cup (125ml) cheddar cheese, shredded
- 1/2 cup (125ml) cheddar cheese, shredded
- 1/2 cup (125ml) cheddar cheese, shredded

Instructions:

- Preheat oven to 350°F (175°C).
- Place pork and cheese in a large bowl and mix well.
- Place mixture in a large bowl and mix well.
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Government Relations

Ontario Pork has a three pillar approach to government relations that includes building relationships, policy advocacy and capacity building. With 2014 being a provincial election year, the organization worked to build relationships with the government and opposition parties.

Ontario Pork had a significant number of important government relations successes and outcomes in 2014:

- Ontario Pork updated its economic and growth plan that addresses processing capacity and the premier's challenge to the agri-food sector to meet various growth targets by 2020.
- The fall Queen's Park reception was well attended by members of provincial parliament and their staff. The minister of agriculture, food and rural affairs (OMAFRA), Jeff Leal, announced the government's \$2 million contribution to the branding and local pork promotion program. The event has become a popular annual event at Queen's Park.
- Ontario Pork worked very closely with both the provincial and federal governments and other industry groups on a \$2 million PED response program that included a new PED Growing Forward 2 program.
- Working with commodity groups as part of the Ontario Agriculture Sustainability Coalition (OASC), Ontario Pork continues to review the elements of the Risk Management program that seek to benefit pork producers. The Farmer's Risk Management Premium Fund was created with the first payout being made to participating livestock groups.
- Ontario Pork works with both levels of government and other industry partners to explore risk management solutions for the pork industry.
- The year culminated with the appointment of Ontario Pork chair, Amy Cronin, to be the co-chair of the new Growth Steering Committee along with the deputy minister of OMAFRA.



MPPs and industry guests gather at the November 2014 Ontario Pork Queen's Park fall government reception. The Honourable Jeff Leal, minister of agriculture, food and rural affairs, Amy Cronin, chair of Ontario Pork, Arnold Drung, president of Conestoga Meat Packers Ltd., George Wilson, general manager – Pork, Sofina Foods Ltd. and retailer Dale Strano of Farmboy Markets Ltd. of Peterborough were among the attendees.

Risk Mitigation

Pork producers by virtue of their profession are subject to risk. Market volatility, environmental factors, trade and dollar value are examples of how the industry can be positively or negatively impacted. Several provincial and national risk mitigation programs are available to producers currently, or are being investigated by Ontario Pork as future options:

Risk Management Program (RMP)

In 2014, just under 5 million animals were enrolled in at least one category of the Risk Management hog program and the number of producers participating is still well over 500. As well, participants in the program had their 2013 RMP premium payment and future premiums transferred to the new Farmer's Risk Management Premium Fund managed by the commodity organizations involved, and these premiums will be added to a future payment under the program.

Ontario Pork also worked with members of OASC to remove the requirement to enroll in AgriStability as a prior condition to participating in the RMP beginning in 2015.

Financial Protection

With significant changes to the hog processing sector in 2014, Ontario Pork is re-examining the option of financial protection for producers to help protect themselves from financial losses. The organization is working with the Farm Products Marketing Commission and Hog Industry Advisory Committee to investigate the feasibility and details of this type of program.

Mortality Insurance (also referred to as Production Insurance)

Ontario Pork has been working with the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA), other pork boards and Agriculture and Agri-Food Canada to explore the feasibility, features and costs of a Mortality Insurance program for swine nationally as well as in Ontario. As a first step, the provincial government has introduced legislation to amend the Crop insurance Act to be able to include other commodities such as livestock.

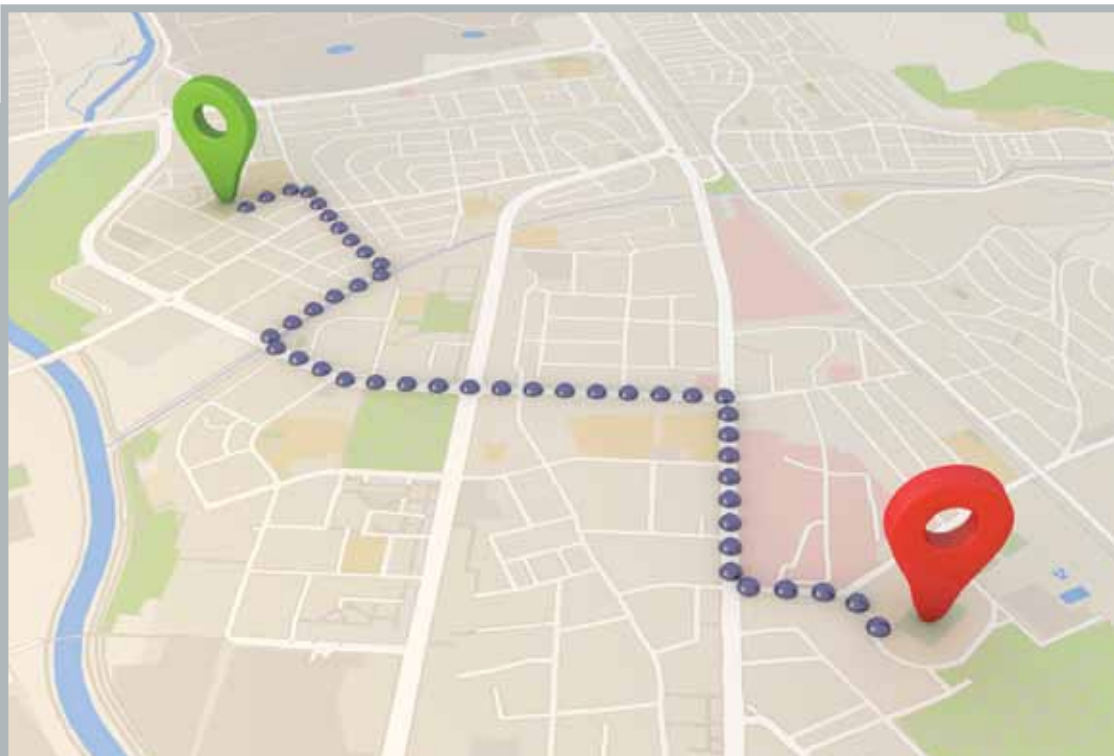
Margin Guarantee

Ontario Pork has been working with other provinces and the federal government to investigate a Margin Guarantee program. Building risk management tools like the proposed Margin Guarantee program, will enable producers to access futures markets without financial requirements for margin calls. This national initiative is being discussed with Agriculture and Agri-Food Canada.

Traceability

The Canadian Pork Council together with the Federal Government have developed a mandatory identification and traceability system, called PigTrace, for the Canadian hog industry. This national program is a proactive measure to safeguard our industry from foreign animal disease, protect our domestic and export market access and uphold our food safety quality. Mandatory requirements for PigTrace Canada took effect on July 1, 2014. As part of the system requirements, shippers and receivers of animals are required to report the movement of animals within seven days of departure and arrival.

Ontario Pork remits market hog movement data, administers tattoos, and works with OMAFRA's Provincial Premises Registry to facilitate accurate tracking of swine movement in the province. Since the program began, 58,583 hog movements have been reported representing over 2 million animals.



Community Outreach

Ontario Pork believes that educating the public on agriculture and pigs in particular, is one of the best ways to illustrate how we care for the land, animals and the environment. The PigMobile and the Travellin' Farmer are two exhibits that travel the province attending events including the Canadian National Exhibition, Royal Agricultural Winter Fair, Ottawa Food Aid Day, Kemptville College Royal and numerous other fairs and education settings.

Food Bank

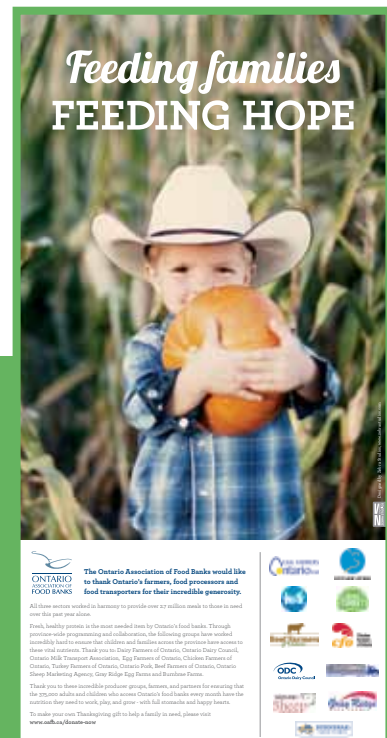
During the year Ontario Pork gave back to communities through various Food Bank initiatives. April 10 was the Premier's Annual Ontario Public Service Spring Food Drive. Ontario Pork committed \$2,000 and donated 725 lbs of fresh ground pork to the Daily Bread Food Bank. Working together with Conestoga Meat Packers Ltd., the pork was processed and packaged with Ontario Pork's new label.

The Ontario Pork program that was started in 2013 as a pilot continued in 2014 and expanded to all of Ontario. Ontario Pork contributed \$15,550 with matching industry funds to the Ontario Associations of Food Banks through this project. On July 24, just under 5,000 lbs of fresh meat was delivered to the Ontario Association of Food Banks central zone distribution centres. Working together with processor Sofina Foods, 450 g packs of ground pork were distributed from Halton to the Quinte Region, and up to Parry Sound. The donation provided 33,024 adult servings (150 g per serving) or 66,053 child servings (75 g per serving) of protein.

As part of Agriculture Week, the Ontario Public Service Food Drive was held on Wednesday, October 8 in Toronto. Ontario Pork donated \$2,000 of ground pork that was processed and labelled through Metzger Meats. This equates to approximately 870 lbs that was delivered to the Daily Bread Food Bank. With help from the agriculture and food industry, the fall 2014 drive was the largest in years raising over 56,000 lbs of food and almost \$11,000 for Daily Bread's Thanksgiving Drive.



Ontario Public Service Fall Food Drive, October 8, 2014.
L-R Ontario Pork staff Mary Jane Quinn, producer
Teresa Van Raay and Premier Kathleen Wynne.



Ontario Association of Food Banks ad in Toronto Star, October 6, 2014
thanking their partners.

Research

Ontario Pork has initiated a number of projects with various funding partners encompassing the research priorities of production, innovation and societal trends.

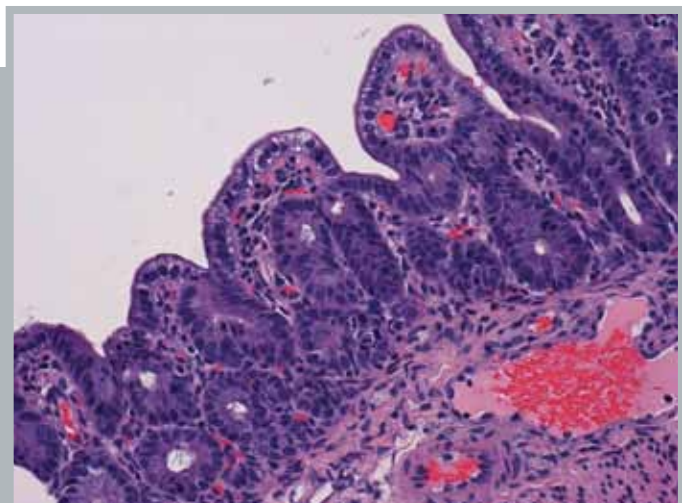
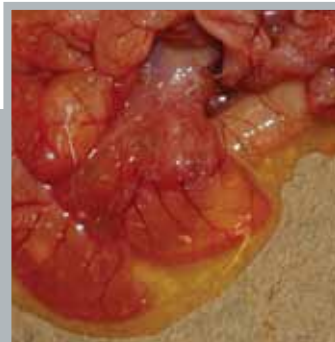
These projects include:

- assessing feeding strategies and nutrient utilization
- alternatives to antibiotics and impacts of antimicrobials such as zinc oxide
- welfare and pain control research as it applies to products and practices for animals and producers
- heart lesion prevalence and genetic links.

In total (research projects, including monies allocated to Swine Innovation Porc and other research-related expenses) the board approved \$939,958 in fiscal 2014. Six projects with \$792,576 in funding make up the majority of the expense.

All combined, the research not only helps to advance our industry's herd health and care management practices, but can result in scientific papers, articles in trade publications, and presentations at industry meetings including the Centralia Swine Research Update, London Swine Conference and the Shakespeare Swine Seminar.

Small intestine of a PED-infected pig, showing typical watery yellow fluid from intestines (diarrhea).

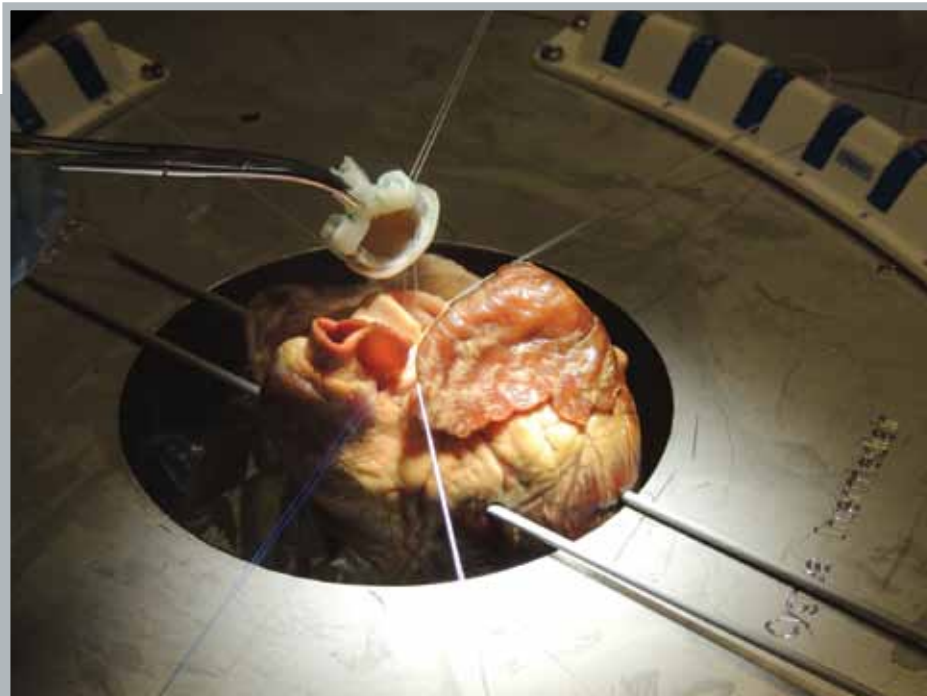


Photos from AHL Labs

Histology of a small intestine in a PED-infected pig, showing marked villus atrophy (effect of virus on the intestine, causing malabsorption).

Medical Advances

The University of Toronto Surgical Skills Centre at Mount Sinai Hospital provides a laboratory setting where basic and more advanced surgical procedures can be learned and practised. Traditionally, surgical skills have been acquired in the operating room. However, the complexity of surgical procedures and the premium placed on surgical time have increased. Pig parts are routinely used as general surgical models of most organs and systems. To that end the Ontario pork industry is able to supply the centre with the necessary parts for their surgeons to hone and perfect their skills.

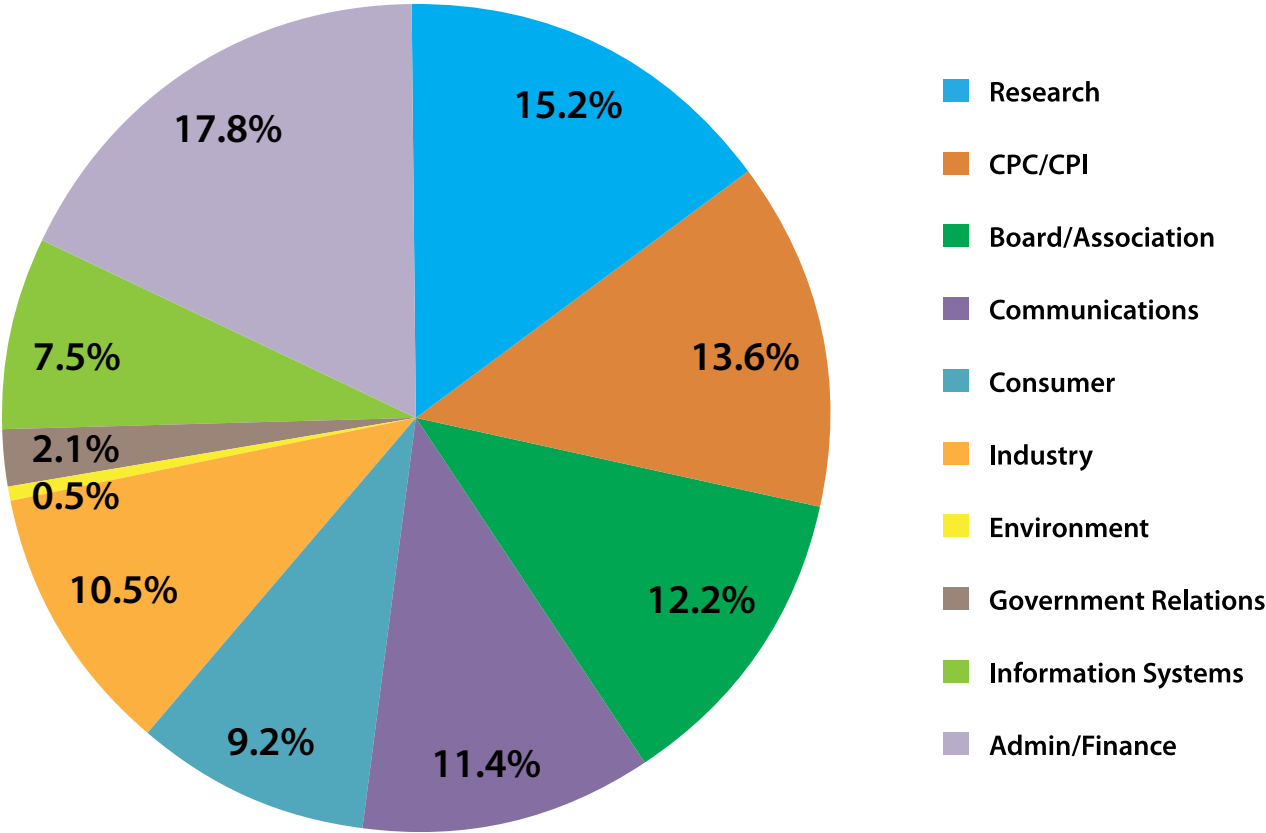


Porcine heart being used for a cardiac resident session.

Fiscal Year 2014

Distribution of Revenues

(amounts are displayed as a percentage of revenue)



Independent Auditor's Report

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

We have audited the accompanying consolidated financial statements of The Ontario Pork Producers' Marketing Board, which comprise the consolidated statement of financial position as at November 29, 2014 and November 30, 2013 and the consolidated statements of operations, changes in net assets, cash flows and trust account statement of financial position for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

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

Opinion

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of The Ontario Pork Producers' Marketing Board as at November 29, 2014 and November 30, 2013 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.

RLB LLP

Guelph, Ontario
January 27, 2015
Chartered Accountants
Licensed Public Accountants

Consolidated Statement of Operations

Year ended November 29, 2014 and November 30, 2013

	2014	2013
Revenue		
Service fees—Universal Services	\$ 4,909,599	\$ 4,987,951
Service fees—Marketing Division	730,859	731,999
Interest	195,600	181,568
Government grants (Note 13)	830,839	552,485
Biosecurity (Note 19)	-	447,888
Porcine epidemic diarrhea (Note 19)	778,360	-
Branding and reputation management (Note 19)	800,145	-
Sundry	260,371	276,096
	<u>8,505,773</u>	<u>7,177,987</u>
Expenses		
Operations (Schedule A)	3,500,472	3,484,811
Consumer marketing (Schedule B)	1,443,350	525,868
Board secretariat (Schedule C)	726,997	615,693
Industry support (Schedule D)	3,507,414	2,313,158
	<u>9,178,233</u>	<u>6,939,530</u>
(Deficiency)/Excess of revenue over expenses before other items	(672,460)	238,457
Other income (expense)		
Forward pricing (Note 6)	245,233	315,858
Partial reimbursement and bad debts (Note 22)	(754,684)	-
Net loss on disposal of capital assets	-	(7,414)
Net loss of In-Transit Loss account (Note 8)	(12,514)	(44,105)
	<u>(521,965)</u>	<u>264,339</u>
(Deficiency)/Excess of revenue over expenses	\$ (1,194,425)	\$ 502,796

General Account Consolidated Statement of Financial Position

November 29, 2014 and November 30, 2013

	2014	2013
Assets		
Current assets		
Cash	\$ 5,094,281	\$ 1,876,129
Temporary investments (Note 4)	6,412,406	7,304,107
Accounts receivable (Note 5)	303,766	240,956
Due from trust account	868,044	1,470,167
Prepaid expenses and supplies	113,922	73,249
Other assets (Note 6)	84,527	987,390
	<u>12,876,946</u>	<u>11,951,998</u>
Capital assets (Note 7)	1,257,602	1,332,463
	<u>\$ 14,134,548</u>	<u>\$ 13,284,461</u>
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	\$ 651,829	\$ 476,607
Grants payable	87,645	321,864
Government remittances payable	6,011	13,885
Deferred contributions (Note 19)	2,439,823	-
Research projects payable	1,299,166	824,287
Other liabilities (Note 6)	25,308	816,113
	<u>4,509,782</u>	<u>2,452,756</u>
Minority interest (Note 8)	\$ 59,444	\$ 71,958
Net assets		
Funds invested in capital assets	1,257,602	1,332,463
Unrestricted funds	6,348,523	7,127,959
Internally restricted fund for research (Note 9)	9,677	433,582
Internally restricted fund for special projects (Note 10)	1,924,636	1,881,596
Unrealized gain/(loss) on investments	24,884	(15,853)
	<u>9,565,322</u>	<u>10,759,747</u>
	<u>\$ 14,134,548</u>	<u>\$ 13,284,461</u>

Consolidated Statement of Changes in Net Assets

Year ended November 29, 2014 and November 30, 2013

	Beginning balance	Excess (deficiency) of revenue over expense	Unrealized (loss)/gain on investments	Acquisition of capital assets	Ending balance
Invested in capital assets	\$ 1,332,463	\$ (121,183)	\$ -	\$ 46,322	\$ 1,257,602
Unrestricted	7,127,959	(692,377)	(40,737)	(46,322)	6,348,523
Internally restricted					
For research (Note 9)	433,582	(423,905)	-	-	9,677
For special projects (Note 10)	1,881,596	43,040	-	-	1,924,636
Unrealized (loss)/gain on investments	(15,853)	-	40,737	-	24,884
Total	\$ 10,759,747	\$ (1,194,425)	\$ -	\$ -	\$ 9,565,322

Consolidated Statement of Cash Flows

Year ended November 29, 2014 and November 30, 2013

	2014	2013
Operating activities		
(Deficiency)/Excess of revenues over expenses	\$ (1,194,425)	\$ 502,796
Amortization of capital assets	121,183	111,782
Net loss on disposal of capital assets	-	7,414
Minority interest	(12,514)	(44,105)
Change in non-cash operating working capital	2,555,666	(191,474)
	1,469,910	386,413
Investing activities		
Proceeds on sale of capital assets	-	72
Decrease in temporary investments	891,701	585,322
Purchase of capital assets	(46,322)	(162,657)
	845,379	422,737
Financing activities		
Other assets	902,863	(785,580)
Net increase in cash	3,218,152	23,570
Cash, beginning of year	1,876,129	1,852,559
Cash, end of year	5,094,281	1,876,129
Changes in non-cash operating working capital of:		
Accounts receivable	(62,810)	(8,552)
Due from trust account	602,123	(345,243)
Prepaid expense and supplies	(40,673)	12,545
Current liabilities	2,057,026	149,776
	\$ 2,555,666	\$ (191,474)

Trust Account Statement of Financial Position

November 29, 2014 and November 30, 2013

	2014	2013
Assets		
Cash	\$ 1,004,303	\$ 1,439,415
Temporary investments (Note 4)	-	26,548
Accounts receivable from processors	3,566,237	3,094,558
	\$ 4,570,540	\$ 4,560,521
Liabilities		
Due to general account	\$ 868,044	\$ 1,470,167
Payable to producers, transporters and others	3,702,496	3,090,354
	\$ 4,570,540	\$ 4,560,521

Notes to the Consolidated Financial Statements

November 29, 2014

1. Nature of operations

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

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

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

2. Summary of significant accounting policies

a) Principles of consolidation

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

b) Revenue recognition

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

2. Summary of significant accounting policies (continued)

c) Forward Pricing Program

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

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

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

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

d) Financial instruments

Measurement of financial instruments

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

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

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

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

The organization’s financial assets measured at fair value include temporary investments, other assets and other liabilities.

Impairment

Financial assets measured at amortized cost are tested for impairment when there are indicators of impairment. If an impairment has occurred, the carrying amount of financial assets measured at amortized cost is reduced to the greater of the

discounted future cash flows expected or the proceeds that could be realized from the sale of the financial asset. The amount of the write-down is recognized in the consolidated statement of operations. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in the consolidated statement of operations.

Transaction costs

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

e) Effective interest method

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

f) Derivative financial instruments

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

g) Foreign currency

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

h) Impairment of long-lived assets

Long-lived assets are tested for recoverability whenever events or changes in circumstances indicate that their carrying amount may not be

2. Summary of significant accounting policies (continued)

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
Promotional vehicles	30% declining-balance
Computers purchased after 2001	3-year straight-line
Other computer systems	20–33% declining-balance
Office furniture and equipment	20% declining-balance

j) Research

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

k) Net assets internally restricted for research

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

l) Net assets internally restricted for special projects

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

m) Grants and deferred contributions

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

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

n) Use of estimates

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

o) Fiscal year-end

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

3. Marketing Division

Ontario Pork, the organization, has administratively and physically separated the operating facilities of the Ontario Pork Universal Services Division and the Ontario Pork Marketing Division. This separation includes confidential pricing information that shall be maintained within the Marketing Division as well as the financial information of the Marketing Division. Direct expenses are charged to the Marketing Division, while shared expenses are reviewed to ensure they accurately reflect the costs

incurred to operate the respective divisions. Ontario Pork has consulted with the Ontario Farm Products Marketing Commission who 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

	2014	2013
Bonds and mortgage-backed securities held in Canadian funds, valued at market, bearing rates varying from 1.75% to 3.40%. (2013–1.0% to 4.65%)		
General Account	\$ 6,412,406	\$ 7,304,107
Trust Account	-	26,548
	<u>\$ 6,412,406</u>	<u>\$ 7,330,655</u>

5. Accounts receivable

	2014	2013
Trade	\$ 140,289	\$ 119,775
Other	54,315	12,599
Grants	109,162	108,582
	<u>\$ 303,766</u>	<u>\$ 240,956</u>

6. Other assets and liabilities

Ontario Pork has entered into foreign currency contracts and lean hog contracts with an independent broker and with producers as previously described in the forward pricing program policy included in Note 2 (c). Included in other assets is the net position of contracts held with producers relating to the forward pricing program with a total market value of \$84,527 (2013–\$987,390). Included in other liabilities are foreign currency contracts and lean hog commodity contracts with a net market value of \$25,308 (2013–\$816,113).

	2014	2013
Realized gain	\$ 177,794	\$ 140,160
Unrealized gain	59,219	171,278
Forward pricing fees/other	8,220	4,420
	<u>\$ 245,233</u>	<u>\$ 315,858</u>

7. Capital assets

			2014	2013
	Cost	Accumulated amortization	Net book value	Net book value
Land	\$ 205,445	\$ -	\$ 205,445	\$ 205,445
Buildings and building improvements	1,700,513	761,036	939,477	1,006,395
Promotional vehicles	30,024	29,472	552	789
Computer system	2,464,794	2,412,025	52,769	45,636
Office furniture and equipment	581,422	522,063	59,359	74,198
	\$ 4,982,198	\$ 3,724,596	\$ 1,257,602	\$ 1,332,463

8. In-Transit Loss Account

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

	2014	2013
Assets	\$ 118,889	\$ 143,917
Liabilities	-	-
Net assets	118,889	143,917
Net (loss)	\$ (12,514)	\$ (44,105)

The 50% interest in the net assets of the In-Transit Loss Account allocated to the producers, packers and transporters amounting to \$59,444 (2013–\$71,958) is recorded as minority interest on the consolidated statement of financial position of the general account. The In-Transit Loss Account was suspended as of May 4, 2007.

A separate set of unaudited financial statements for the In-Transit Loss Account has been prepared for the year ended November 29, 2014.

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

9. Internally restricted fund for research

	2014	2013
Balance, beginning of year	\$ 433,582	\$ 381,191
Amounts assessed in service fees	516,053	498,901
Grant amounts transferred into fund during the year (Note 13)	830,839	552,485
Rescinded research projects	77,849	57,600
Research expended (Note 13)	(1,623,415)	(908,319)
Research other expense	(225,231)	(148,276)
Balance, end of year	\$ 9,677	\$ 433,582

Industry research expense recorded in Schedule D is comprised of :

Rescinded research projects	\$ 77,849	\$ 57,600
Research expended (Note 13)	(1,623,415)	(908,319)
Research other expense	(225,231)	(148,276)
Balance, end of year	\$(1,770,797)	\$ (998,995)

10. Internally restricted fund for special projects

	2014	2013
Balance, beginning of year	\$ 1,881,596	\$ 1,839,519
Expended	-	-
Interest allocation	43,040	42,077
Balance, end of year	\$ 1,924,636	\$ 1,881,596

11. Toronto Stockyards Land Development Fund

	2014	2013
Balance, beginning of year	\$ -	\$ -
Amounts transferred into fund during the year	201,179	197,395
Funds expended	(201,179)	(197,395)
Balance, end of year	\$ -	\$ -

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

A portion of these funds was used in 2014 for industry outreach events, telephone town hall meetings discussing swine research and health issues (such as Porcine Epidemic Diarrhea).

12. Credit facility agreement

Ontario Pork has entered into two credit facility agreements with a Canadian financial institution, facility (1) and facility (2). Facility (1) includes an unsecured authorized operating line of credit of up to \$2,000,000 due on demand. Facility (2) includes an unsecured additional authorized operating line by way of USD denominated loans of \$1,500,000 Canadian due on demand. Canadian dollar advances on facility (1) bear interest at prime plus 0.30% and USD advances on facility (2) bear interest at U.S. prime plus 0.55% base rates. At year-end, draws on facility (1) are \$Nil (2013-\$Nil) and facility (2) are \$Nil (2013-\$Nil). There were no draws on either facility during the year.

13. Government grants and research expenditures

	2014		2013	
	Government grants	Research expenditures	Government grants	Research expenditures
Economics	\$ 42,922	\$ 42,922	\$ 64,483	\$ 64,483
Innovation	257,807	285,807	110,852	115,477
Production	33,604	679,874	-	345,119
Social trends and perception	496,506	614,812	377,150	383,240
Other	-	-	-	-
	\$ 830,839	\$ 1,623,415	\$ 552,485	\$ 908,319

Government grants in 2014 were funded in part through Growing Forward 2, a federal-provincial-territorial initiative, and by Agriculture and Agri-Food Canada through the Canadian Agricultural Adaptation Program (CAAP). In Ontario, the Agricultural Adaptation Council delivers CAAP and assists in the delivery of several Growing Forward programs. These amounts are included in government grants in the consolidated statement of operations.

14. Grants

- Included in animal care expenses reported in Schedule D is a membership fee of \$45,000 (2013–\$45,000) to Farm and Food Care.
- Grants and memberships reported in Schedule D consist of the following:

	2014	2013
Advanced Agriculture Leadership	\$ -	\$ 2,500
Centralia Swine Research Update	200	200
OAC Awards Committee	3,250	-
Ontario Agri-Commodity Council	1,000	1,000
Ontario Agri-Food Education Inc.	5,000	5,000
Ontario Agri-Food Technologies	2,500	2,500
Ontario Junior Barrow Show	3,000	3,000
Presidents' Council	900	300
Sundry	1,000	200
	\$ 16,850	\$ 14,700

15. Canadian Pork Council

	2014	2013
General fees	\$ 729,588	\$ 736,176

In 2009, the Canadian Pork Council (CPC) transitioned from a historical production base for assessments to one concurrent with the number of pigs subject to provincial levies, and this includes export weanling and feeder pigs in addition to slaughter animals. In 2014, the CPC funding was \$0.145 market hogs and \$0.03 for weanling and feeder pigs exported (2013–\$0.145 and \$0.03 respectively).

16. Defined contribution pension plan

The total plan expense for the organization's defined contribution pension plan is as follows:

	2014	2013
Defined contribution pension plan	\$ 90,948	\$ 89,068

17. Commitments

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

2015	\$ 21,459
2016	21,459
2017	19,970
2018	17,118
2019	14,811
Total	<u>\$ 94,817</u>

18. Ontario Pork Grading Authority

Ontario Pork has delegated its authority for the grading of hogs to the Ontario Pork Grading Authority (OPGA), an independent not for profit organization. The OPGA provides a grading system and health data collection services. Ontario Pork producers maintain a 50% interest in the net assets of this organization. The other 50% interest is shared by two larger processors. The organization is governed by a five-member board consisting of two representatives from the Canadian Meat Council (CMC), one representative from the Ontario Independent Meat Processors (OIMP) and two representatives from Ontario Pork. Ontario Pork also provides office and administration services to the OPGA. The financial statements of the OPGA are not consolidated in the financial statements of Ontario Pork. The following are the assets, liabilities, revenues, and expenses from the audited financial statements of the OPGA for the year ended September 30, 2014.

	2014	2013
Assets	\$ 314,210	\$ 339,997
Liabilities	32,139	43,348
Net assets	282,071	296,649
Revenues	497,154	549,276
Expenses	511,732	547,943
(Shortfall)/Excess of revenue over expenses	(14,578)	1,333

Supplemental cash flow information

Cash flow derived from/(used by):

Operating activities	21,214	(8,668)
Investing activities	(771)	-
Financing activities	(16,463)	(9,817)
Increase/(Decrease) in cash	3,980	(18,485)
Cash, beginning of year	48,928	67,413
Cash, end of year	<u>\$ 52,908</u>	<u>\$ 48,928</u>

19. Deferred contributions

Deferred contributions is a combination of the three separate funding arrangements summarized below. Total deferred contributions as at November 29, 2014 is \$2,439,823 (\$1,205,594 + 1,234,229) (2013—\$Nil).

The Canadian Swine Health Board (CSHB) launched a National Swine Farm-Level Biosecurity Standard in the fall of 2010. This program ended March 31, 2013.

Biosecurity

	2014	2013
Balance, beginning of year	\$ -	\$ 470,438
Advances	-	-
Expended	-	(400,881)
Operation expense incurred	-	(47,007)
Excess funds returned	-	(22,550)
Balance, end of year	\$ -	\$ -

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

Branding and Reputation Management

	2014	2013
Balance, beginning of year	\$ -	\$ -
Advances	2,000,000	-
Expended	(800,145)	-
Interest earned	5,739	-
Balance, end of year	\$ 1,205,594	\$ -

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

Porcine Epidemic Diarrhea

	2014	2013
Balance, beginning of year	\$ -	\$ -
Advances	2,000,000	-
Expended	(778,360)	-
Interest earned	12,589	-
Balance, end of year	\$ 1,234,229	\$ -

Ontario Pork incurred a further \$114,044 of Porcine Epidemic Diarrhea expenditures not covered by this funding arrangement, for a total of \$892,404.

20. Comparative figures

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

21. Financial instruments

The organization's financial instruments consist of cash, temporary investments, accounts receivable, accounts payable and accrued liabilities, grants payable and research projects payable, other assets and other liabilities. Unless otherwise noted, it is management's opinion that the organization is not exposed to significant interest, credit, currency, liquidity, or other price risks arising from these financial instruments.

The extent of the organization's exposure to these risks did not change in 2014 compared to the previous period.

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

Fair value

Fair value represents management's estimate of current market value at a given time. The fair value of cash, accounts receivable, research projects payable, grants payable, accounts payable and accrued liabilities approximate their carrying value due to their short-term maturity. The fair value of temporary investments is disclosed in Note 4.

Currency risk

Ontario Pork realizes a portion of its transactions in USD and is exposed to foreign exchange fluctuations. At year-end, Trust account USD cash balances include USD \$279,237 (2013 – USD \$1,522,472). All balances are recorded in Canadian dollars at year-end.

Credit risk

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

22. Partial reimbursement and bad debts

On April 3, 2014 Quality Meat Packers Limited (QMP) and a related company filed a Notice of Intention to Make a Proposal pursuant to the provisions of the Bankruptcy and Insolvency Act which granted it a 30 day stay of proceedings over all amounts owing to creditors. The Companies did not file proposals or obtain Court-approved extensions of the initial 30-day stay period before it expired at the end of the day May 5, 2014; accordingly, the Companies were deemed bankrupt effective May 6, 2014. On June 10, 2014 Great Lakes Specialty Meats of Canada Inc. (GLSM) was placed into receivership.

The Board of Directors of Ontario Pork passed a motion to allocate a portion of the Marketing Division's accumulated surplus to partially reimburse those farmers that shipped to Quality Meats through the Marketing Division in the days prior to Quality Meat's insolvency filing.

The likelihood of any recovery of the outstanding receivable amount is very small from QMP or GLSM, therefore all amounts owing to Ontario Pork (Universal and Marketing Divisions) were written off in the 2014 fiscal year.

Schedules

Consolidated schedule of operation expenses – Schedule A

Year ended November 29, 2014 and November 30, 2013

	2014	2013
Amortization – capital assets	\$ 121,183	\$ 111,782
Audit fees	53,470	51,071
Bank charges	16,604	18,733
Cleaning	25,111	24,639
Computer software, supplies and Internet	62,969	89,555
Consulting – information systems	2,000	31,840
Consulting – other	260,569	340,012
Courier	31,650	49,068
Dues and subscriptions	12,662	13,910
Exchange (gain)/ loss	(545)	1,944
Forward pricing costs	23,387	12,463
General office and other	41,425	65,037
Insurance	52,017	51,445
Legal fees	202,384	68,070
Light, heat and water	35,876	35,846
Machine and systems rental	14,811	14,974
Postage	33,427	47,276
Realty taxes	53,185	53,955
Repairs and maintenance	110,114	113,016
Salaries and employee benefits	2,134,428	2,056,984
Stationery and supplies	35,216	19,242
Telephone	49,940	47,158
Training and professional development	15,154	40,588
Travel	113,435	126,203
	\$ 3,500,472	\$ 3,484,811

Consolidated schedule of consumer marketing expenses – Schedule B

Year ended November 29, 2014 and November 30, 2013

	2014	2013
Advertising/other	\$ 343,142	\$ 323,763
Branding and reputation (Note 19)	800,145	-
Consumers' events	47,770	21,639
Education	31,543	47,982
Promotion–retail trade	5,578	4,874
Public relations	112,015	-
Retail and nutrition promotion	103,157	127,610
	\$ 1,443,350	\$ 525,868

Consolidated schedule of board secretariat expenses – Schedule C

Year ended November 29, 2014 and November 30, 2013

	2014	2013
Delegates' remuneration	\$ 67,236	\$ 68,262
Directors' expenses	106,926	101,003
Directors' remuneration	246,094	218,976
Grants – counties	64,877	59,661
Liability insurance	7,477	8,100
Meetings – annual and other	89,297	78,935
General office and other	52,468	29,552
Salaries and employee benefits	54,982	49,790
Seminars and conferences	37,640	1,414
	\$ 726,997	\$ 615,693

Consolidated schedule of industry support expenses – Schedule D

Year ended November 29, 2014 and November 30, 2013

	2014	2013
Animal care (Note 14)	\$ 65,075	\$ 64,611
Biosecurity (Note 19)	-	400,881
Canadian Pork Council (Note 15)	729,588	736,176
Grants and memberships (Note 14)	16,850	14,700
Ontario Pork Congress	15,903	9,200
Porcine epidemic diarrhea (Note 19)	892,404	-
Pork Marketing Canada	570	62,834
Industry betterment funds	16,227	25,761
Research (Note 9)	1,770,797	998,995
	\$ 3,507,414	\$ 2,313,158

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