



ONTARIO PORK

An Era of Change and Accountability

2015 Social Responsibility Report

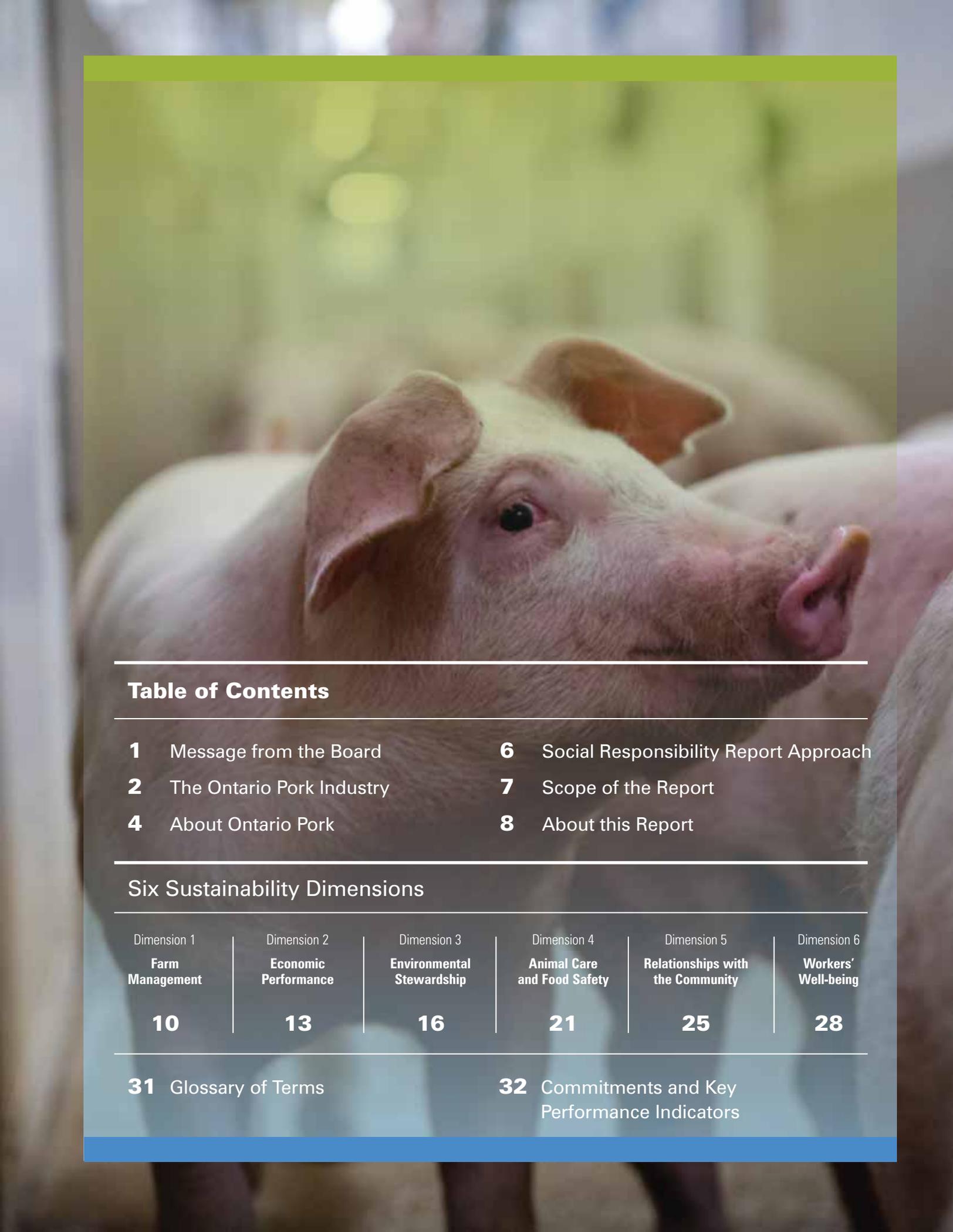


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Message from the Board

This is an era of change and accountability for Ontario pork producers.

Consumers want to better understand where their food comes from and how animals are raised. Retailers are adopting responsible procurement processes. Policymakers want to see adherence to sustainable agricultural practices.

Most importantly, pork producers are firmly committed to socially responsible practices achieved through education, greater dialogue and increased transparency.

And so it is with great pleasure and a deep sense of pride that Ontario Pork releases its inaugural Social Responsibility Report, making it the first livestock commodity group in the province to commit to setting benchmarks in areas that measure economic, environmental, social and governance performance, based on global measurement standards.

This is an important first step for us, one that is closely tied to our organization's three-year strategic plan, which is designed to foster a vibrant business environment for pork producers. We came to this process with our eyes wide open, knowing it would elicit strong feelings and foster vigorous debate.

Developing a social responsibility report requires self reflection, strong metrics and establishing a course of continuous improvement. By measuring progress towards specific targets and goals, our industry is showing its commitment to doing the right thing and building strong relationships throughout the entire value chain.

Since the concept of sustainable agriculture is still evolving, it is critical for farmers to address societal concerns and demonstrate how modern pork production offers innovative and economically viable opportunities for producers, consumers, policymakers and other stakeholders.

The last few years have seen our industry come together like never before, showing support and strength through challenges stemming from our experiences with Porcine Epidemic Diarrhea (PED) and other emerging diseases, as well as the loss of roughly one quarter of our province's processing capacity.

Both resilient and resolute, pork producers are excited about the future and the emergence of new markets, as we continue to embrace innovation in farm management practices, environmental stewardship, animal care and food safety. We are proud to be an important part of the value chain in producing healthy and nutritious pork products for Ontario and the world.

As we embark on this stimulating journey, we know there is a lot of work ahead of us, but we hope you share our enthusiasm for what our industry has to offer and the investment we are making to leave a lasting legacy for future generations.



Amy Cronin, Chair

About the Ontario Pork Industry

The Pork Industry - By the Numbers

In 2014, Ontario's pork industry generated:

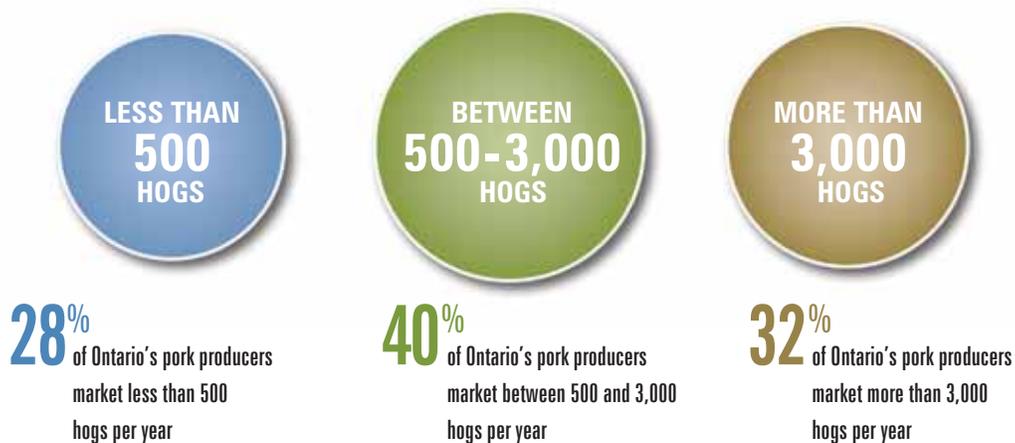


The above accounts for direct, indirect and induced impacts

**Some Ontario hog farms are big, some are small,
and nearly all (98%) are family-owned and operated.**

In 2014, 1,524 pork producers in Ontario marketed 4.97 million hogs.

ONTARIO PORK PRODUCERS PROFILE



Hog production is a vital cog in Ontario's agricultural sector and a major contributor to the province's economic growth.

Ontario's pork industry's export markets

According to U.S. Department of Agriculture world consumption statistics, pork is the most popular meat in the world and cost-per-serving of pork gives one of the best price-to-value ratios of any type of meat.

2014 ONTARIO TRADE MARKET	IMPORTS	EXPORTS
Metric tonnes	126,760	211,410
*Value in \$	\$771 million	\$651 million

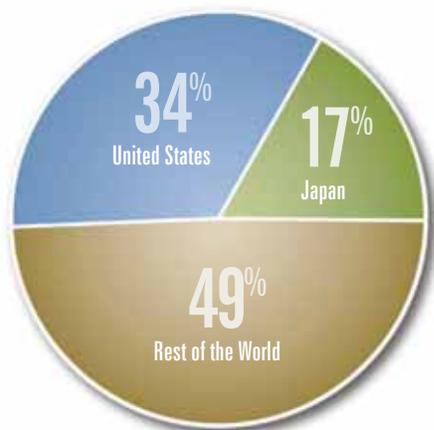
**Higher value (\$/kg) in imports relative to exports because of higher proportion of processed products*

Source: Statistics Canada, Agriculture and Agri-Food Canada, Ontario Pork, Ontario Ministry of Agriculture, Food and Rural Affairs, University of Guelph-Ridgetown Campus

Canada exported pork into 112 markets around the world in the past two years, with the U.S. (34%) and Japan (17%) leading the way as Ontario's top pork export nations, as of November 2014.

Ontario's share of the North American hog market was 4.3% in 2014.

ONTARIO HOG EXPORTS GLOBALLY



SHARE OF NORTH AMERICAN HOG MARKET



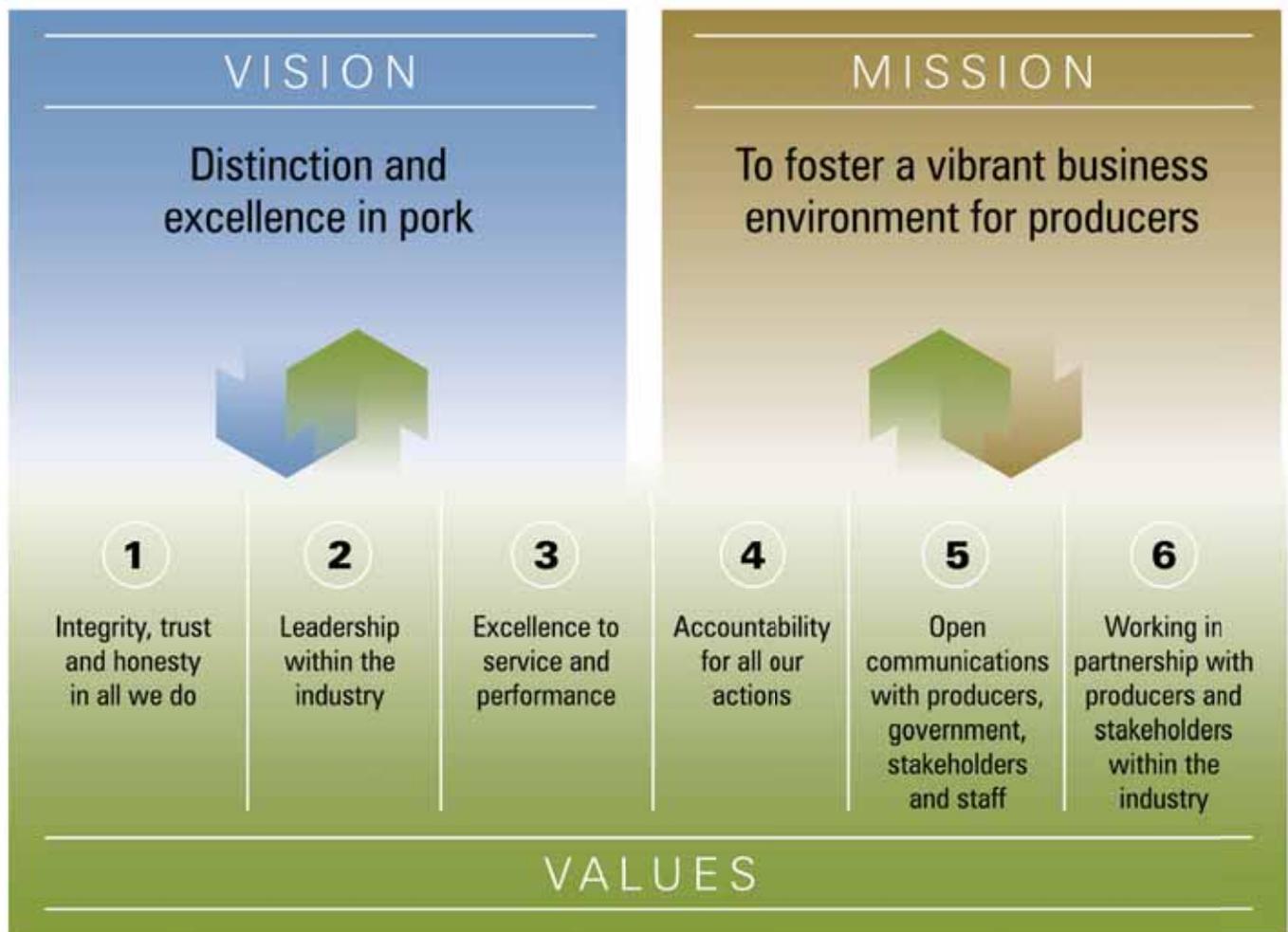
About Ontario Pork

The Ontario Pork Producers' Marketing Board is a not-for-profit organization that represents the pork producers in the province.

Formed in 1946, hog producers wanted to organize and control their own affairs through one collective voice

that would represent them as an industry – and thus Ontario Pork was born.

Ontario Pork represents producers in many areas, including consumer education, research, government relations, environmental issues, animal care and food quality assurance.



Ontario's four pork producing zones



Under the Farm Products Marketing Act of Ontario regulations, the province is divided into four pork producing zones. Within the zones are 27 local pork associations. The associations are the foundation of Ontario Pork. They are important for organizing and hosting local activities and events, promoting and lobbying on behalf of themselves and the industry. Each association is unique and sets its own direction, priorities and focus.

Each association elects delegates to represent it. The number of delegates per association is calculated by Ontario Pork, based on a formula, and allows a minimum of one elected representative per association. There are currently 106 delegates in the province. Board members are elected by the association delegates within each zone as per the table below.

ZONE	GEOGRAPHIC AREA	DIRECTORS PER ZONE	DIRECTORS
1	Chatham-Kent, Elgin, Essex, Huron, Lambton and Middlesex	3	Amy Cronin (Chair) Teresa Van Raay Bill Wymenga
2	Brant, Haldimand, Hamilton, Niagara, Norfolk, Oxford, Perth and Waterloo	3	Eric Schwindt (Vice Chair) Doug Ahrens John de Bruyn
3	Algoma, Bruce, Cochrane, Dufferin, Grey, Halton, Kenora, Manitoulin, Muskoka, Nipissing, Parry Sound, Peel, Rainy River, Simcoe, Sudbury, Thunder Bay, Timiskaming, Toronto, Wellington and York	2	Arno Schober TBD
4	Durham, Frontenac, Haliburton, Hastings, Kawartha Lakes, Lanark, Leeds and Grenville, Lennox and Addington, Northumberland, Ottawa, Peterborough, Prescott and Russell, Prince Edward, Renfrew and Stormont, Dundas and Glengarry	1	Oliver Haan

Social Responsibility Report Approach

In a global marketplace where Ontario pork producers are competing with a large number of hog-producing countries, product quality and value remain key success factors. However, new criteria related to the environmental and social attributes of business activities are becoming increasingly important, particularly in the agri-food industry.

The adoption of sound environmental and social practices is becoming a prerequisite for market access and these expectations are held by various segments of society:

- Consumers have growing expectations of the agri-food industry and are looking for products that meet high and credible standards attesting to sustainable production;
- Retailers are increasingly adopting additional sustainability strategies and responsible procurement practices, requiring their suppliers to comply with social and environmental specifications;
- Governments are continuously assessing initiatives to help increase the sustainable footprint of agriculture and make the sector as resilient as possible to climate change.

Ontario Pork addresses these expectations in its core-business plan, with operating objectives, specific initiatives and reporting mechanisms that will engage the sector in a social responsibility journey to demonstrate pork producers' commitment to sustainable farming.

This first Social Responsibility Report sets the baseline of this journey and will allow Ontario Pork to monitor the improvements of the sector over time. The organization plans to collect further data to continue to refine its approach, while constantly assessing new trends and best practices.

While Ontario Pork is committed to improving its social responsibility performance, some areas fall outside its direct influence (e.g. transportation), where the active engagement of its business partners is required. In this context, Ontario Pork is eager to work collaboratively with all members of the value chain and other stakeholders – such as government agencies – to work towards even more sustainable pork production in Ontario.



Scope of the Report

The social responsibility approach of Ontario Pork is based on six dimensions, which define the scope of the report and outline the sector’s sustainability journey. They are based on internationally recognized method-

ologies and standards, including the Global Reporting Initiative (GRI) and the Food and Agriculture Organization of the United Nations’ Sustainability Assessment of Food and Agriculture systems (SAFA) guidelines.

FARM MANAGEMENT	ECONOMIC PERFORMANCE	ENVIRONMENTAL STEWARDSHIP
<p>Responsible farm management addresses all aspects – economic, social and environmental – of social responsibility for Ontario pork producers. It requires complying with regulations, adhering to the industry’s voluntary standards, and continuously looking for improvements through the adoption of best management practices based on scientific principles.</p>	<p>Financial profitability is the primary purpose of all businesses and the lever by which the farm will be able to fulfill its roles and responsibilities as a responsible corporate citizen. Profitability may be achieved through sound financial planning, and a strong risk management strategy.</p>	<p>Ontario pork producers are stewards of the land. This involves preserving ecosystems and resources, such as soil and water, minimizing negative environmental impacts of their activities through the implementation of beneficial agricultural practices. From barn to field operations, pork producers can help to reduce environmental impacts on their farms.</p>
ANIMAL CARE AND FOOD SAFETY	RELATIONSHIPS WITH THE COMMUNITY	WORKERS’ WELL-BEING
<p>Together with food safety, animal care is increasingly scrutinized in the agri-food sector, especially at the production level. In this context the pork producer’s primary goal is to maintain high husbandry standards while remaining competitive. This requires adopting the high standards set by the industry and government agencies on issues including animal care, biosecurity and antibiotic use.</p>	<p>Good community relations enable a farm to contribute to the social acceptability of its activities and strengthen its presence in the community. Such relationships can take the form of a dialogue with local stakeholders. Community relations also pertain to actions that make a positive contribution to the social fabric.</p>	<p>Workers’ well-being relates to all aspects that influence recruitment and retention through attractive working conditions. Providing competitive working conditions, maintaining fair labour relations, and ensuring a safe working environment are key factors to a farm’s success and the overall health and well-being of its workforce.</p>

This report details the performance achieved by the sector in the way it is managing each of these dimensions. It also proposes Key Performance Indicators (KPIs) to

monitor and report on its performance over time, as well as commitments to show how Ontario Pork will engage the sector in its social responsibility journey.

About this Report

The scope of this report covers pork production activities in Ontario for the period between December 2014 and November 2015.

The report addresses material issues of the sector and seeks to cover dimensions of sustainability as they relate to the environment, economy and society.

Data and results presented in the report have been collected and measured based on three sources:

- An on-farm survey was carried out among pork producers of Ontario to document their practices in regards to six dimensions, 22 themes and 50 practices related to social responsibility at the farm level. The questions were selected based on the main standards in social responsibility in agriculture, such as SAFA and other socioeconomic studies conducted recently in this sector.
- A simplified environmental Life Cycle Assessment (LCA) was carried out to measure the carbon and water footprint of pork production in Ontario. The assessment encompasses the entire pork production chain from feed production through to the final processing at the slaughtering house; the retail and consumption phases fall outside the scope.
- Industry information was provided by Ontario Pork based on available data.

About the survey methodology

In July 2015, over 1,000 Ontario producers were invited to fill out a questionnaire. A participation rate of 11.5 % (116 surveys) was achieved, with balanced representation in terms of size and location of farms.

About the LCA methodology

This LCA, compliant with ISO 14040-14044, covers the different stages required to produce 1 kg of pork carcass weight and is based on average data representative of pork production in Ontario. Information concerning swine mortality rates, feed intake and growth speed was compiled using cost of production data provided by Ontario Pork and other industry sources. Energy and water consumption data was collected using university research projects, while the feed recipe was obtained by feed providers. Ecoinvent 3.1 was used as the background life cycle database. More details about the data and methodology are available on Ontario Pork's website at www.ontariopork.on.ca.

Date of publication: November 25, 2015

Frequency: Three years (next publication planned for 2018)

Note: please refer to the glossary of terms at the end of the report for greater clarity on technical terms and industry-related nomenclature.



THE (FAMILY) TIES THAT BIND

For Beth and her husband Bruce, farming is not simply a way to make a living, but also a way of life. And what a ride it's been. Reflecting on their 40-year journey as pork producers, she can't help but feel a deep sense of pride in the road traveled.

"Despite heavy challenges, Ontario pork producers should feel very good about what they've accomplished to keep the industry viable and vibrant, and they owe much of their success to their entrepreneurial spirit," said Clark, who served more than 10 years on Ontario Pork's Board of Directors and headed the organization's research committee.

From their modest beginnings on a 35-sow farrow-to-finish farm to owning and overseeing a three-site hog production unit with more than 1,250 sows, the Clarks have remained steadfast in their approach: act locally, think globally and keep it in the family!

"To stay relevant in this business, you need to be diversified, flexible and always look toward the future," said Clark, who has been an inspiration and a mentor to many women in the industry. We are fortunate to have our two sons and their families involved, and

that our three-site system is made up of owner-operators that are family farms in their own right. It's a badge of honour to be a full-circle operation where we grow our crops, produce our feed and fertilize our fields the way Mother Nature intended."

A champion for greater engagement from producers in decisions that impact their livelihood and better education among all stakeholders on the singularity of pork farming, Clark believes there is a world of opportunity out there for the next generation.

"There's no 'one-size-fits all' model anymore and I believe there is a way to have both a strong presence locally and embrace exporting to emerging markets. However, at the heart of it all is the family farm and that is the connective tissue we cannot afford to lose. I'm proud that we've played our part in helping other families thrive in this business and keep independent farms alive and kicking."

BETH CLARK | Simcoe County





Dimension 1 **Farm Management**

With the landscape of pork production constantly evolving, Ontario's pork producers rely on sound farming practices and responsible production standards to stay competitive and economically viable.

Farm Management

Situation Overview

Guiding principles of responsible farm management:

- Compliance with regulations
 - Participation in the industry's voluntary standards and initiatives
 - Continuous improvement through sound farm management and strategic planning
-

Production methods have changed over the years, but one thing has remained constant: the commitment to ensure a consistent, top-quality food product for the consumer by raising healthy animals in a clean and well-managed environment.

Having seen their resilience tested time and time again, producers understand they need to embrace change to meet the demands of the marketplace and be accountable in the face of growing societal expectations.

With the release in 2014 of the updated Code of Practice for the Care and Handling of Pigs, along with the introduction of several legislative and regulatory initiatives which impact different aspects of farming, producers are being challenged to think differently about developing long-term strategies that will protect and grow their operations.

Currently, 85% of pork producers are enrolled in the Canadian Quality Assurance (CQA) and Animal Care Assessment (ACA) programs that help promote and demonstrate responsible on-farm food safety protocols and pork production standards.

In addition, eight out of 10 producers have a valid and complete Environmental Farm Plan (EFP) to help them highlight their farm's environmental strengths, identify areas of concerns and set realistic action plans to improve environmental conditions.

While Nutrient Management Plans (NMP) are also well documented among producers (with nearly three-quarters having a formal plan in place), there is an opportunity to promote the adoption of such tools, as well as encourage farmers to have a documented strategic plan that sets clear objectives and identifies future challenges to help improve their performance.

Similarly, in the context of the new Occupational Health and Safety Act (OHS), there is a need for producers to review their practices to comply with changes and raise awareness among all farms hiring labour, including family members.

From animal care and food safety to environmental issues and marketing, pork producers have to comply with a vast array of provincial and national laws and regulations, but voluntary initiatives to improve performance are what will set the industry apart.

In establishing a roadmap for long-term success, Ontario Pork is committed to designing training programs and educating producers on a wide range of best management practices, working collaboratively with them to increase compliance with regulation and participation in the industry's voluntary standards.

The full list of commitments, covering all dimensions, can be found at the end of the report

BUILDING A SUSTAINABLE BUSINESS MODEL

As a former swine specialist at the Ontario Ministry of Agriculture, Food and Rural Affairs, James Reesor knew the challenges facing the industry were daunting, but when he ‘hopped over the fence’ to devote himself to the production side, he understood that in order to be financially sound, a sustainable business model had to be built specifically for Ontario production.

In the two decades since he established a 300-sow farrowing herd, Reesor’s RFW Farms has grown into one of the larger hog operations in the province, producing 2,000 market hogs a week. RFW Farms produces these hogs through a multi-site farrow-to-finish production system that includes over 30 farm families throughout the counties of Huron, Perth, Middlesex, Wellington and Waterloo.

“There’s a lot of satisfaction starting a farm business that models what can be accomplished when things are done in a spirit of collaboration. This includes regular meetings with producers. As well, a summer evening pig roast is regularly enjoyed with producers and their families.”

The RFW Farms production system is based on mutual respect and accountability. It was forged through challenging times where the

constant need to improve to meet evolving market demands required a diligent and methodical approach. Everyone in the system needs to be “all-in” for it to work.

“Ontario is a very good place to farm, but we need everyone in the supply chain to understand what’s involved in producing quality food at a competitive price,” says Reesor. “As farmers, we need to continue leading, moving the industry forward and setting high standards of production and animal care. Our customers know our product is safe and the animals are well cared for; we also know they’re looking for value.”

For a proponent of sustainable farming such as Reesor, to see everything coming full circle seems like the perfect analogy.

JAMES REESOR WITH SOW PRODUCER, STAN BRUBACHER | RFW Farms



Dimension 2

Economic Performance

Ontario pork producers operate in an open and highly competitive market. By virtue of their profession, they are subject to risk. Market volatility, trade variances and currency fluctuations are examples of how the industry can be positively or negatively impacted.



Economic Performance

Situation Overview

Guiding principles of economic performance:

- Sound financial planning
 - Strong risk management strategy
-

Like all businesses, profitability is of critical importance. Sound financial planning, a robust risk management strategy and on-going investment in innovation are all important factors in achieving long-term success.

Diversification also plays a key role in how Ontario producers are able to consistently produce high-quality pork. Greater stability in their feed supply from being largely land-based, allows pork producers to feed their pigs with crops grown on their own farm and use manure to fertilize crops. In this way, the industry has positioned itself favourably in the marketplace.

The last few years have certainly tested the resolve of Ontario pork producers with challenges at home and abroad altering the business landscape and changing the dynamics within the industry.

Whether fending off animal health concerns brought on by the PED virus, challenging U.S. Country of Origin Labelling, mitigating the loss of Russia as a trading partner for Canadian pork or coping with a reduction in the capacity of the Ontario processing sector, pork producers have shown an unrelenting determination to forge ahead.

Buoyed by the prospects of major trade agreements with the European Union and the Trans-Pacific Partnership, Ontario pork producers are eager to broaden the global trading network and bring added value to the economy.

To be successful, pork producers have to control production costs, identify all potential risks and have access to the appropriate resources to help sustain them through the market's unpredictable cycles.

As responsible business managers, almost all producers (94%) diligently monitor their cost of production for crop or livestock, while 80% are taking it a step further through a dedicated plan to manage operational risks.

To cope with market losses and stabilize their income, producers greatly value government programs such as the Risk Management Program, AgriStability and AgriInvest, with all parties working together to explore sustainable risk management solutions.

For its part, Ontario Pork is committed to closely monitor the business environment and develop programs aimed at educating producers on different risk mitigation options.

The full list of commitments, covering all dimensions, can be found at the end of the report.

CONESTOGA MEAT PACKERS LTD. – CO-OPERATION AT ITS BEST

As a business strategy, a producer-owned co-operative has long been perceived as a tough sell. Historically, bringing large portions of the supply chain under a common ownership has been difficult to implement successfully.

Don't tell that to Arnold Drung, President of Conestoga Meat Packers, who believes strongly the company – founded in 1982 – actually has history on its side.

"A producer-owned co-operative requires a level of commitment from our members that is unrelenting, but it's the very reason the model works because everyone has a stake in its success and holds each other accountable," said Drung, who has seen the co-operative made up of 170 Southern Ontario family farmers grow 10-fold since 2001.

Today, Conestoga Meat Packers processes 28,000 hogs per week at its production plant located in Breslau, which employs 750 people. With federal government inspectors on-site at all times, the company's dedication to quality and food safety is evident in every stage of production.

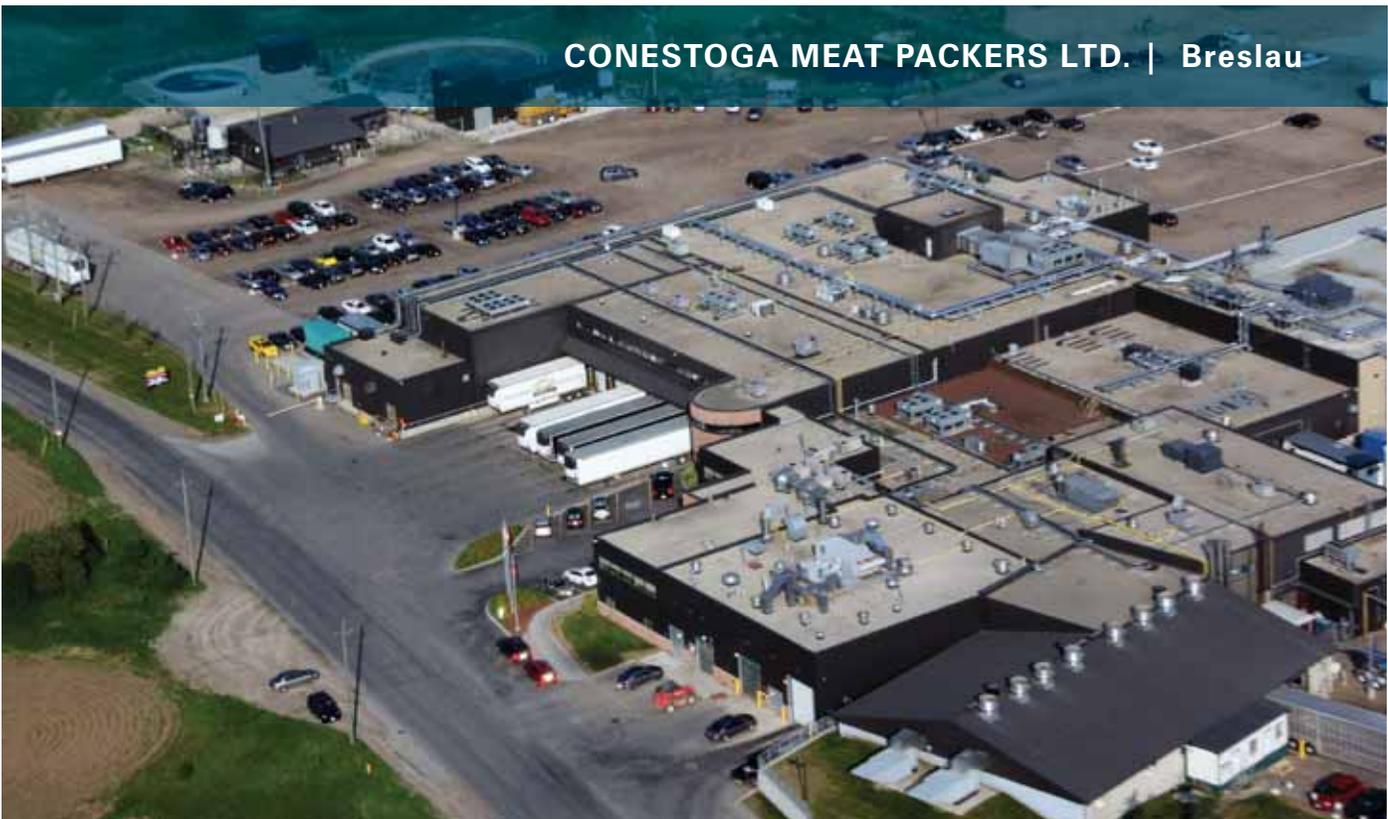
"The biggest threat to our industry, besides barriers that limit our access to new and emerging markets, is complacency. It's something we're always cognizant of, but consumers can rest assured

that we're implementing all the necessary processes and protocols, both on-farm and at the plant, to ensure we continue to produce safe and great-tasting pork products for the market," said Drung.

As one of two federally licensed processing plants in the province, Conestoga Meat Packers, not only supplies pork products to the local domestic market, but also exports 50% of its production to more than 30 countries around the globe including Japan, the United States, South Korea, the Philippines and Mexico.

"We are in an enviable position on the global stage, but we need to keep innovating to stay at the top of our game. Consolidation will continue to have a major impact on our business, as will fluctuations in our currency, but we've shown time and time again that we are a resilient industry that is always up for the next challenge."

In an industry where processors customarily operate independently of the farmer, Conestoga is different. It has shown that pork producers can be successful growers and owners in the value chain.



CONESTOGA MEAT PACKERS LTD. | Breslau

Dimension 3

Environmental Stewardship

Ontario pork producers are stewards of the land and sound agri-environmental practices are the backbone of sustainable farming. Few people are more dependent on soil and water than farmers. Preserving ecosystems and minimizing negative environmental impacts of on-farm activities are part of a pork producer's DNA.

Environmental Stewardship

Situation Overview

Guiding principles of responsible environmental stewardship:

- Preservation of ecosystems and resources (e.g. soil, water, biodiversity)
 - Minimization of negative environmental impacts (e.g. climate change, water quality and consumption, human health)
-

From barn-to-field operations, pork producers abide by the requirements of a wide variety of environmental laws and regulations, including the Environmental Protection Act, Nutrient Management Act, Lakes and Rivers Improvement Act, Ontario Water Resources Act, Drainage Act, Endangered Species Act, Pesticides Act, Clean Water Act, Source Water Protection Plans, as well as new legislation such as the recently passed Great Lakes Protection Act.

Manure applications, building designs and feeding modifications are all practices pork producers employ to help protect the environment, but they also understand more progress needs to be made on climate and water challenges.

Part of an Ontario hog farm's environmental footprint (see: Life Cycle Assessment (LCA) footprint) is impacted by activities outside of the producer's control, such as electricity production or processing. However, manure management and feed production are among the activities that not only contribute the most to the sector's footprint, but also on which farmers can have a direct and positive influence (see: How to reduce the sector's footprint).

With the global focus on environmental stewardship, climate change initiatives and modifications to pesticide regulations, pork producers are increasingly cognizant of the importance of rigorous processes and protocols around soil, pest and nutrient management, including how manure is stored and spread.

Over the last three years, 94% of farmers have conducted soil analysis to match nutrient applications to their

crops' needs, but there is room for improvement when it comes to testing manure to determine its nutrient content as a crop fertilizer.

With its potential impact both on human health and the environment, pesticide applications are closely monitored, and most pork producers (96%) ensure they are timed properly to limit volatilization. It's important to note that commercial farmers in Ontario must pass a Grower Pesticide Safety Course to buy or use class 2 or 3 pesticides.

Together with soil, water is one of the most important commodities for hog farms, yet there are disparities in the way producers are managing this plentiful but fragile resource, something the pork industry will work to address.

Among them, there is a need to increase the number of pork producers who conduct regular water quality analysis, a practice that only 60% of those relying on well water are currently doing, which can help for early detection of quality issues.

Similarly, by accurately estimating and monitoring water usage producers can better manage water supplies as only 38% are tracking presently. Metering total-site water usage helps establish baselines, allowing any deviations to be identified and addressed. Metering can also alert to potential herd health challenges and to changes in water use due to drips or leaks in couplings. It also helps monitor water consumption when there are no pigs in the facility to check for non-visible leaks.

Through comprehensive Environmental Farm Plans (EFP) and the implementation of beneficial agricultur-

al practices, pork producers know they play a pivotal role in protecting the ecosystems on which production depends.

And so, while the Ontario pork sector’s carbon footprint compares favourably with the North American average, there is still work to be done (see: Comparing LCA results of pork production). As such, the organization is committed to educating producers on best management practices for manure and soil to encourage more

widespread testing. It will also provide additional resources and develop tools to promote water monitoring and methods to prevent water wastage. Through these initiatives Ontario Pork will be making a concerted effort to reduce the province’s environmental footprint (see: The Ontario Pork footprint in perspective).

The full list of commitments, covering all dimensions, can be found at the end of the report.

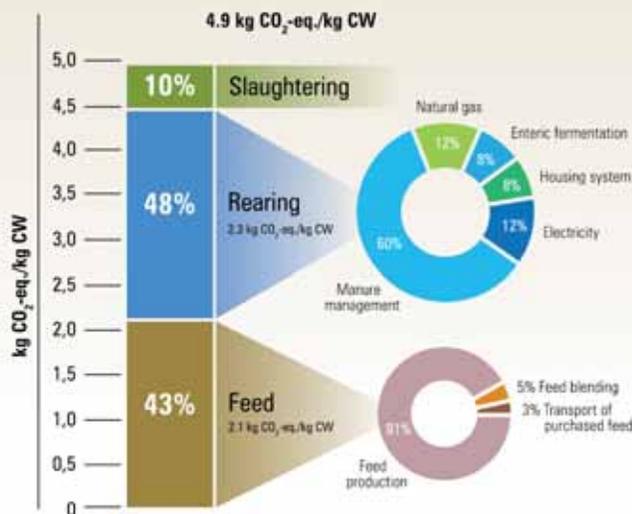
Life Cycle Assessment (LCA) Footprint For its first Social Responsibility Report, Ontario Pork has measured the sector’s carbon and water footprints. Specifically, two indicators were assessed:

- Climate change impacts – expressed as greenhouse gas emissions in kg CO₂-eq

- Water consumption (L) – calculated as water withdrawn minus water reinserted in stream/ground
- Results, measured following the LCA methodology (see: Life Cycle Assessment), show that 1 kg of pork carcass weight produced in Ontario:
 - produces 4.9 kg CO₂-eq./kg carcass weight (CW)
 - consumes 112 L of water/kg CW

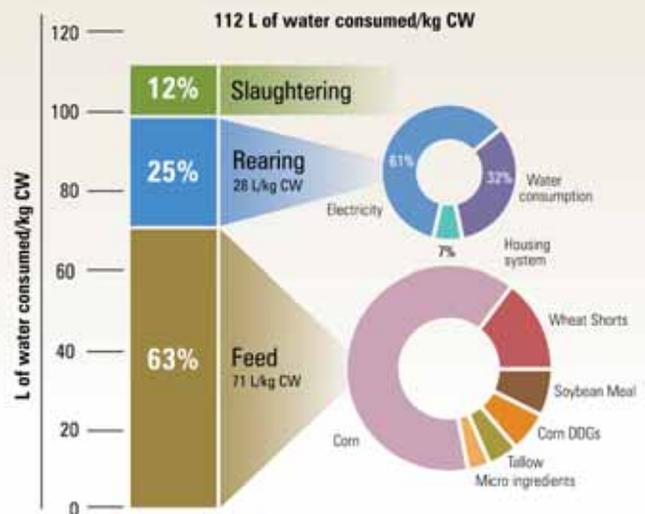
These results, based on the LCA database and available studies, encompass the entire pork production chain from feed production to the processing at the slaughtering house. They provide a baseline to benchmark current practices and impacts, and identify opportunities for progress on climate and water challenges (see: How to reduce the sector’s footprint).

Climate Change Impact



This figure shows the contribution of the different life cycle stages to the climate change impact (carbon footprint). Feed production, blending and transportation to farm account for 43% of the total footprint, while farm emissions represent 48%. The latter impact comes primarily from methane emission from manure and enteric fermentation. Natural gas and electricity production are responsible for 24% of the rearing footprint.

Water Consumption



This figure shows the water consumed throughout the different life cycle steps of pork production. Feed production represents 63% of total consumed water. Water used in electricity production is the main driver for the rearing step, followed by water consumed at the farm, which covers drinking water and service water. Note: Total % may differ from 100% due to rounding.

How to reduce the sector's footprint Pork producers can affect change in many ways to reduce their footprint. It is shown that adopting sound soil, pest, and nutrient management practices can have a positive impact in reducing greenhouse gases emissions. As well, introducing methods to prevent water wastage at the barn could reduce the total volume of consumed water on the farm. Producers can also implement initiatives that reduce energy consumption at the barn or increase feed efficiency.

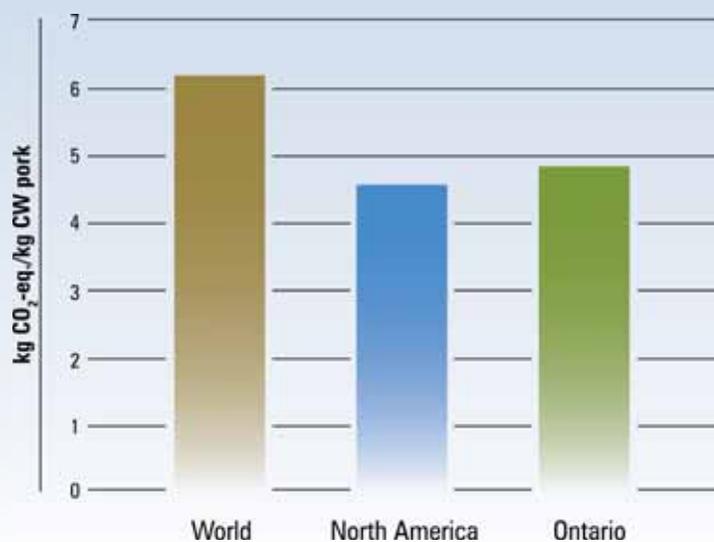
Life Cycle Assessment Life cycle assessment (LCA) is a systematic, quantitative assessment used by industries to gauge environmental performance. It is guided by the International Organization for Standardization (ISO 14040/14044) and can evaluate a broad spectrum of impacts. For food production this would include water use, energy use, greenhouse gas emissions and land use.

Comparing LCA results of pork production

The figure below shows the average carbon footprint for the production of 1 kg of pork carcass weight in different regions.

Although the results of any LCA are valid and meaningful only within the context of the study's boundaries, assumptions and limitations – and therefore not necessarily directly comparable – it is interesting to put their outcomes into perspective.

The comparison numbers are taken from the Global Livestock Environmental Assessment Model (GLEAM) developed by the Food and Agriculture Organization of the United Nations. They show that Ontario is on par with the continental average, and compares favorably to the world average.



Source: MacLeod, M., Gerber, P., Mottet, A., Tempio, G., Falcucci, A., Opio, C., Steinfeld, H. (2013). Greenhouse gas emissions from pig and chicken supply chains – A global life cycle assessment.

The Ontario pork footprint in perspective At a provincial level, the carbon footprint of pork producers amounts to 2,493,880 tonnes of CO₂ eq. If we put this in perspective, this is approximately equivalent to:

- 1.5% of provincial total greenhouse gases emissions; or
- 11% of emissions generated by household automobiles in Ontario; or
- 22% of emissions from electricity generation in Ontario.

Similarly, the sector consumed 57,116,767 m³ of water in 2014 while producing over 4,960,000 animals. This is the equivalent amount of water running through Niagara Falls over 6.6 hours.

TURNING WASTE INTO “BLACK GOLD”

Having the right mindset and a can-do attitude are critical attributes for success in any type of business. In the agri-food world, it often makes all the difference. When you're able to turn risk into opportunity and transform what was once perceived as waste into a valuable commodity, you can literally strike “black gold”.

“It’s all about thinking differently and being open to new ideas,” said Jake Kraayenbrink, who operates a high-health herd of 500 sows near Drayton. “I’ve always been interested in the biology of soil and finding ways to enhance production while protecting the ecosystem. I was an early adopter of injecting manure into the ground and embracing innovation in this area has been a huge part of our growth.”

Nutrient management has been an industry buzzword for quite a few years now, but it is often misunderstood, partly because it is both a science and an art. The basic principles are designed for the farmer to increase the efficiency of all the nutrient sources a crop uses while minimizing the environmental risk.

In leading the charge to reduce the industry’s water, air and carbon footprint, Kraayenbrink turned his attention to an unlikely type of footprint: his manure tanker’s tire footprint!

“With the help of a truck mechanic and a professional engineer, we developed an automatic air inflation-deflation system where

the farmer can quickly adjust the tanker tires’ pressure without leaving the tractor seat, which allows manure spreading over a greater area and reduces soil compaction,” said Kraayenbrink, who was awarded the 2011 Premier’s Award for Agri-Food Innovation Excellence.

This development resulted in significant increases in crop yields and considerable savings of time, fuel consumption and tire wear. In short: the classic definition of a win-win.

As a director of Innovative Farmers of Ontario, Kraayenbrink knows the work is never done, but he’s determined to keep pushing the industry to find sustainable solutions to age-old questions.

“As stewards of the land, we have a great responsibility and we take it very seriously. Ultimately, there are no economic benefits that outweigh the value of soil health.”

One could call it the footprint to success.

BETTY AND JAKE KRAAYENBRINK | Drayton



A close-up photograph of a person's hands gently holding a small, pink piglet. The person is wearing a dark blue shirt. The background is blurred, showing what appears to be a farm or processing facility. The text is overlaid on the top left of the image.

Dimension 4 **Animal Care and Food Safety**

Today's farming methods aim to provide a consistent, top-quality food product for the consumer by raising and caring for animals in an environment that is compassionate and humane.

Animal Care and Food Safety

Situation Overview

Guiding principles of animal care and food safety:

- Adoption and compliance with recognized standards regarding:
 - ~ Animal care
 - ~ Biosecurity
 - ~ Antibiotic use
-

Since 2014, the updated Code of Practice for the Care and Handling of Pigs provides guidelines for sound husbandry and animal care practices. Following a review process that was a collaborative effort with pig producers, scientists, transporters, processors, veterinarians, government and representatives from the Canadian Federation of Humane Societies, it covers elements including housing systems, spacing requirements, pain control, behaviour enrichment, as well as building and feed requirements.

Commonly known as the “Pig Code”, it highlights the importance of continuous improvement and raises the bar to promote animal care and food safety standards. Among the most significant provisions of the Code is the phased transition to group housing. As of July 2014, mated gilts and sows must be housed in groups, individual pens or in stalls if they are provided the opportunity to turn around or exercise periodically, or other means that allow greater freedom of movement. Suitable options will be clarified by the participating stakeholders by July 1, 2019, as informed by scientific evidence.

Currently, approximately 30% of sows in Ontario are housed in loose and/or group housing, but it is important to remember that pigs can be aggressive by nature and competitive for food and space, so the animals are often kept either individually or in small groups to ensure their social and nutritional needs are met.

Most pigs in Canada are kept in barns to provide protection from predators, extreme weather, parasites and disease. Barns maintain an optimal environment with ventilation systems that control temperature and humidity. Strict sanitation and restricted farm entry programs are designed to help pork producers maintain optimal animal health and biosecurity. Such stringent management measures to prevent disease agents from being introduced and spreading to and/or from the animals were instrumental in the industry’s successful response to 2014’s Porcine Epidemic Diarrhea (PED) virus outbreak.

It is a delicate balancing act for pork producers to maintain a healthy herd and ensure the responsible use of antibiotics. As antimicrobial resistance becomes a growing concern and the need for increased surveillance systems more pressing, Ontario producers continue to follow best practices, seek counsel from veterinarians and work within the regulatory requirements.

Ontario Pork will collaborate with stakeholders to track, monitor and develop solutions to promote responsible use of antimicrobials on-farm. The organization will also champion Swine Health Ontario in the creation and oversight of an industry-wide initiative to improve the health of the province’s swine herd.

The full list of commitments, covering all dimensions, can be found at the end of the report.

Ontario Society for the Prevention of Cruelty to Animals (Ontario SPCA) memorandum of agreement

In an agreement designed to address concerns of animal abuse or neglect, Ontario Pork and Ontario SPCA are working together when investigating complaints about animal welfare on swine farms.

Under the agreement, Ontario Pork provides technical assistance to Ontario SPCA's officers and arranges a joint inspection of the farm property for the purpose of investigating allegations of inadequate animal care.

Both organizations work together to exchange information and experiences related to on-farm animal care and Pig Code issues.



Swine Health Ontario The health of animals is a concern and priority for the Ontario swine sector. Animal health impacts not only public health and food safety, but also the economic costs outbreaks can trigger, and animal welfare considerations including disease control.

Swine Health Ontario, a committee composed of producers and industry representatives was established to recognize, identify, link, and build initiatives that will provide benefits to producers and industry, and protect and improve the health status of the provincial swine herd.

This group will introduce a strategy in 2016 that will have elements and components to:

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

Ontario Pork believes a comprehensive swine health strategy for our industry is paramount and is taking the necessary steps to achieve this vision.

PigTrace In partnership with the federal government, the Canadian Pork Council has developed a mandatory identification and traceability system for the Canadian hog industry called PigTrace.

This national program, which took effect on July 1, 2014, is a proactive measure to help safeguard our industry from foreign animal disease, protect our domestic and export market access and uphold our food quality and safety.

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 re-mits market hog movement data, and works with the Ontario Ministry of Agriculture, Food and Rural Affairs' Provincial Premises Registry to help facilitate accurate tracking of swine movement in the province.



TECHNOLOGICALLY SAVVY AND ENVIRONMENTALLY FRIENDLY

More than 60 years after his parents came to Canada from Holland and started a modest dairy farm where rudimentary tools and clunky machinery were part of the daily grind, John Van Engelen marvels at the impact technology has had on his farming operations.

"It used to be that if something broke in the barn, you'd simply fix a handle or replace a part, but nowadays you're more likely to call a tech who'll look at your automated systems or IT infrastructure," says the Lambton County-based producer, who looks after a 250 sow, farrow-to-finish herd, with his wife Joan and their 22-year-old son Mitchell.

While his brothers took over the family's dairy farm in the mid-80s, John made the transition to hog farming. He quickly became an industry leader in innovative pork production with barn improvements including the installation of a state-of-the-art ventilation and heat recovery system, electronic sow feeding (where each sow can take her individual ration of feed in a safe and comfortable environment) and auto-sort finishing, in which an automatic scale is used to sort pigs in a finishing barn.

By modifying the ventilation system to meet his specific needs, it improved air quality, increased growth rates, and made barns safer and more environmentally friendly. Twelve fans support 16 rooms at the facility compared to the one to three fans per room in traditional hog barns. His system has shown that the pigs are ready for market in 15% less time.

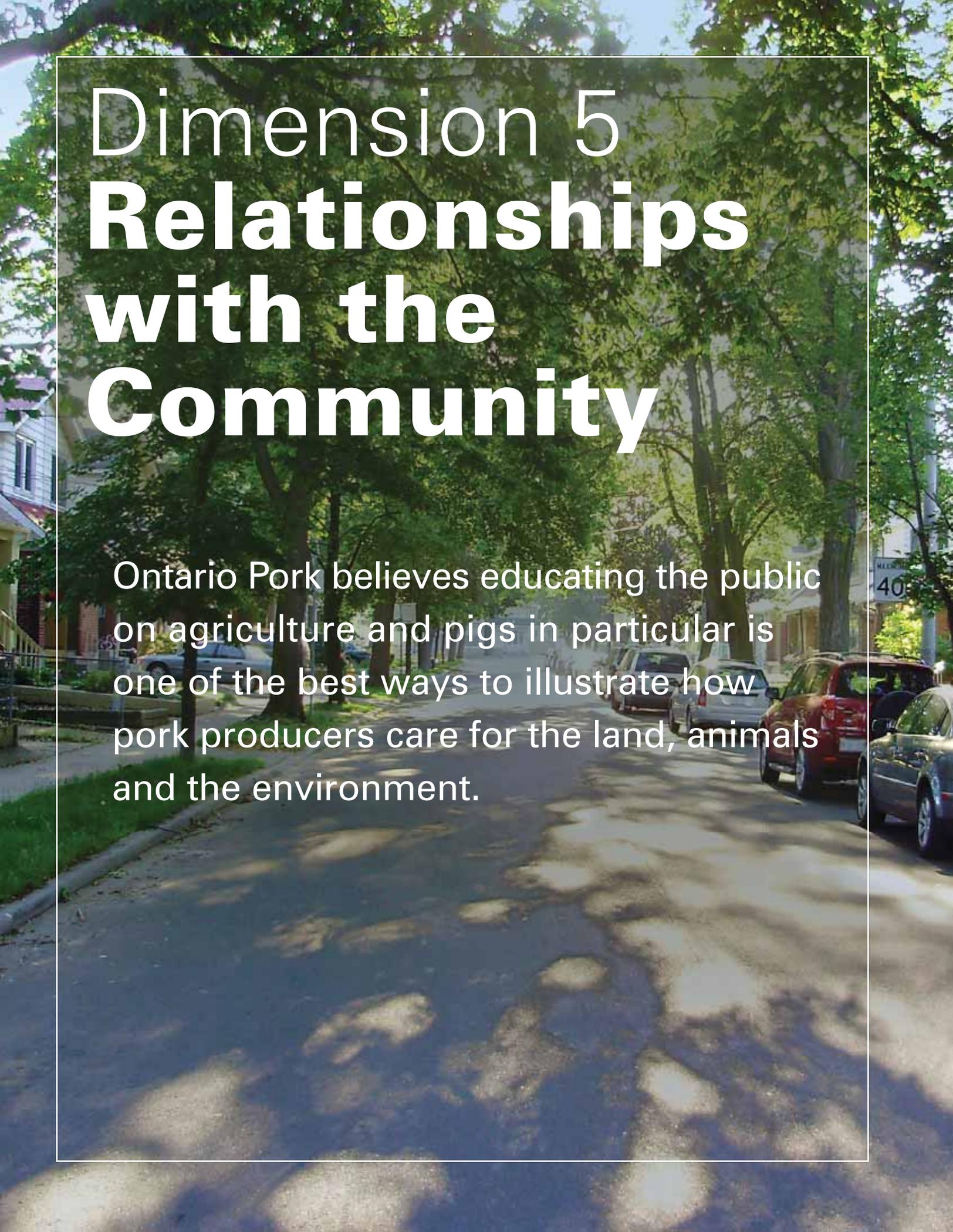
"I've always liked to experiment and try new things to ensure we were fully land-based, diversified and integrated so that we'd be able to do more with less," says the recipient of the 2010 Premier's Award for Agri-Food Innovation Excellence, who has recently transitioned to group housing. "Innovation has played a big role in our success, however technology is only good if you use it and you need to embrace change."

One of the most visible signs of that commitment came a few years ago when the Van Engelen brothers looked at alternative energy sources. This led to the installation of Ontario's first on-farm 250 KW windmill which, given the close proximity of the farms, supplies power to both operations.

Despite seeing the number of Ontario pork producers dwindle over the last decade, John is optimistic about the future. "We're taking all the necessary steps to build a sustainable, best-in-class operation and I'm proud to see my son share the same passion for farming and taking care of the land and the animals."

JOHN VAN ENGELEN | Lambton County



A photograph of a residential street lined with mature trees. The street is paved and has several cars parked along the right side. The scene is bright and sunny, with shadows cast on the road. The text is overlaid on the top half of the image.

Dimension 5 **Relationships with the Community**

Ontario Pork believes educating the public on agriculture and pigs in particular is one of the best ways to illustrate how pork producers care for the land, animals and the environment.

Relationships with the Community

Situation Overview

Guiding principles of responsible relationships with the community:

- Participation in a dialogue with local stakeholders
 - Contribution to the local community
 - Minimization of farm nuisances
-

According to the Canadian Pork Council, only 2% of the population today is engaged in producing food for the other 98%, meaning fewer people have intimate knowledge of what farming entails. This supports the need for pork producers to ensure clear and respectful communication to foster a better understanding of agriculture's contribution to the economy, and the effort and investment they are making in environmental quality.

The PigMobile and the Travellin' Farmer are two exhibits that appear at events across the province including the Canadian National Exhibition, Royal Agricultural Winter Fair, Ottawa Food Aid Day, Kemptville College Royal and numerous other fairs and education settings.

Connecting with consumers and engaging in dialogue with local stakeholders gives pork producers a platform to answer questions, respond to concerns and provide context about the challenges and opportunities that farming life presents each and every day.

While adopting best management practices is essential to ensure good neighbouring, nuisances such as noise, smells and dust inevitably arise from normal agricultural activities.

Pork producers are committed to minimizing their impacts on local quality of life by using different production methods. For instance, most producers (73%) are applying manure using techniques known to minimize odour spread, such as injection and low level broadcast. About half also incorporate it within a day, further contributing to odour reduction.

Strong community relations is a core principle for pork producers as the vast majority (86%) are deeply engaged in their local community, giving their time and products by hosting church events, community dinners, fundraisers and supporting local festivals, youth clubs and much more. Nearly four out of 10 producers are actively involved in local service organizations and offer free services to community members, including snow removal, lending machinery and providing access to the land.

Ontario pork producers also give back to the communities they serve through various food bank initiatives. Since 1998, they have collectively donated more than \$135,000 in money and product to the Ontario Association of Food Banks. Since its inception, the program has supported over 75 food banks across the province, giving away over 45,000 pounds of fresh ground pork for a total of 138,826 servings to adults, children and families in need.

As Winston Churchill once said: "We make a living by what we get, but we make a life by what we give."

The full list of commitments, covering all dimensions, can be found at the end of the report.

THIRD-GENERATION FARMER LEADS NEW BREED OF PRODUCERS

Upon graduating from the University of Guelph’s Ridgetown Campus in 2006, Graham Learn had a pretty good idea what he was getting into when it came to raising pigs. After all, he grew up helping his dad take care of the herd on his family’s farm, so it came naturally to him.

But to those who think he was simply settling for something that was familiar and safe, the 29-year-old producer from Oxford County has these words: “When you’re just out of college trying to look into the future, it’s tough to ignore the opinion that there is no future in farming. But I felt such a strong sense of community and I wanted to pass it on to the next generation. I’m glad I decided to stick it out.”

With markets fluctuating and animal disease a recurring threat, operating a farrow-to-finish farm with 350 sows isn’t for the faint of heart. With the support of his wife Allison – who runs one of the finishing barns and manages the administrative side of the business – and the assistance of his brother Adam, who helps with the pigs and does the crops, Graham quickly learned the value of turning challenges into opportunities.

“I believe having fewer producers has forced us to innovate and become a bit bolder in our approach to farming,” says Learn, who built his own feed mill and whose operation is fully land-based.

“We embraced a fairly new concept called batch farrowing, where we basically have two weeks of production in one, allowing smaller-production farms such as ours to be more efficient and competitive.”

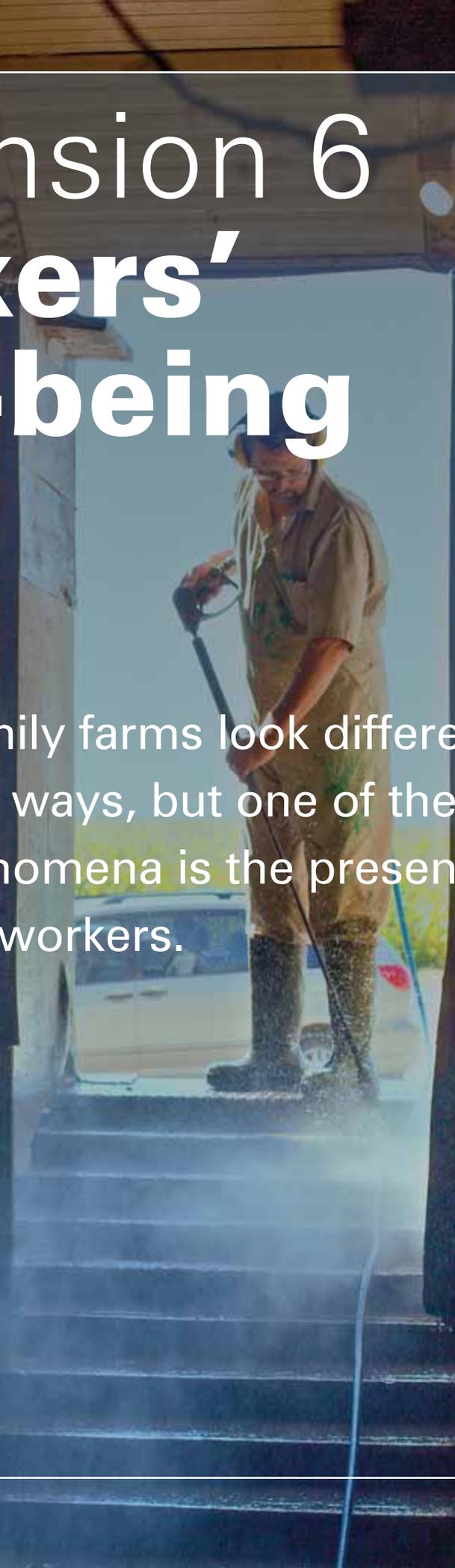
“I wish more people from urban areas had knowledge of what we do and how much we care about our animals. They’d also see how sophisticated our operations are and how much investment is required for us to be at the cutting edge in our industry. As I often say to those who ask me about my career choice: People will always need food. You can either import it or produce it. I picked the latter and I’m glad I did.”

GRAHAM LEARN | Oxford County



Dimension 6 **Workers' Well-being**

Today's family farms look different in a myriad of ways, but one of the more recent phenomena is the presence of non-family workers.



Workers' Well-being

Situation Overview

Guiding principles of workers' well-being:

- Competitive working conditions
 - Fair labour relations
 - Safe working environment
-

While family-related labour is still an important part of total workforce in the sector, more than half of hog farms in Ontario (59%) now employ non-family labour, including local and foreign labour.

This new reality has led pork producers to develop skills and approaches to manage their workforce, but the shortage of labour in the agri-food industry has been well-documented and finding people to work and live in rural communities is challenging.

Furthermore, with the reform of the Temporary Foreign Worker Program (TFWP), conditions under which farmers can hire foreign nationals have changed significantly to become much more restrictive.

In addition to sound management practices, many factors influence labour force recruitment and retention, including competitive, safe and fair working conditions. However, in order for the pork industry to remain a viable contributor to the economy, Ontario Pork will continue to advocate for more immediate access to a greater number of workers.

Another vital work-related consideration is occupational health and safety. All workers – including producers – should benefit from safe and secure conditions and have access to all the necessary resources to avert incidents that could compromise their physical health and psychological well-being.

As such, Ontario Pork is committed to encouraging pork producers to adopt first-aid training and emergency response procedures and the organization will also develop an on-farm emergency preparedness manual for producers.

The full list of commitments, covering all dimensions, can be found at the end of the report.



“OVER THE TOP” APPROACH KEEPS TRANSPORT COMPANY ABOVE THE FRAY

Having gone through the turmoil brought on by the bovine spongiform encephalopathy (BSE) in the early 2000s, which compelled Luckhart Transport to diversify its operations to extend beyond livestock hauling, the PED outbreak in 2014 was the ultimate litmus test of the company’s unrelenting focus on biosecurity, turning what could have been a crippling event into a game-changing opportunity.

“We’ve always gone a little over-the-top when it comes to getting ourselves ready for the worst case scenario,” said Angie Luckhart Hurst, Co-Owner and Vice President of Luckhart Transport. “With the PED virus, we knew it was a matter of when, not if, and as with anything we do, we were going to be all in because any disease inside a barn directly impacts our livelihood.”

But it was more than just business. It was personal. Ever since the third-generation, family-run business got things moving in 1951, sound animal welfare practices and industry-leading environmental stewardship have been central to its success.

As one of only eight Thermo Assisted Drying and Decontamination (TADD) sites in Canada, Luckhart Transport has also developed a wetland system to naturally clean the waste water from the wash bay in its Sebringville, Ontario cleaning and drying facility, which is open 24 hours a day, seven days a week.

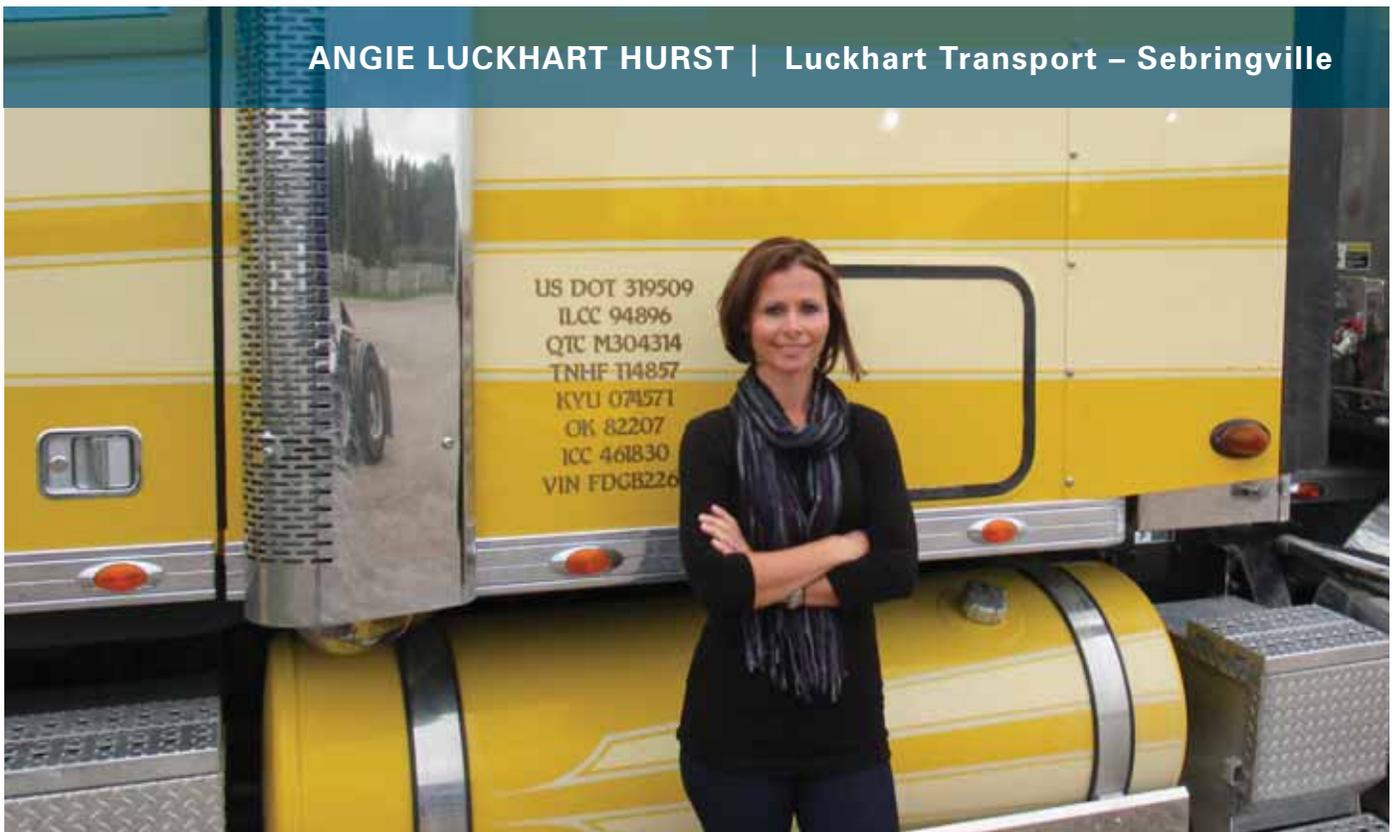
“We’re only as good as our people and they take great pride in their work,” said Hurst, who started washing trailers as a teenager. “What we do at two in the morning is the same as what happens in the middle of the day. There’s a lot of extra cost to the measures we’ve taken to ensure best-in-class biosecurity – including fresh bedding on every trailer and high-health washes several times a day – but it helps us sleep better at night knowing we’re doing the right thing.”

The company went as far as bringing employees on-farm to show the real-life impact of the disease on both producers and animals.

“It was a real eye-opener for them to see first-hand what can happen if you cut corners. It brought home how important their job is and reinforced their dedication to doing everything it takes to make a positive contribution.”

Truly inspiring words to live by... and work for!

ANGIE LUCKHART HURST | Luckhart Transport – Sebringville



Glossary of Terms

Review and description of regulations, norms and standards

4R Nutrient Stewardship Philosophy

An innovative and science-based approach that offers enhanced environmental protection, increased production, increased farmer profitability, and improved sustainability. The concept calls for the right fertilizer source, at the right rate, at the right time, with the right placement.

Animal Care Assessment (ACA) program

In 2005, the Animal Care Assessment program was launched as an independent, voluntary assessment tool for producers to promote and demonstrate responsible pork production that is validated by an outside party. The ACA provides a step-by-step guide for producers to complete a welfare assessment for their farms that can be used to monitor, manage and document animal husbandry practices. Since 2012, ACA is a requirement for CQA.

Canadian Quality Assurance (CQA)

The Canadian Quality Assurance (CQA) is the on-farm food safety program for Canadian hog producers. The program was developed and is maintained by the Canadian Pork Council, the national association for Canada's hog producers. Through the national CQA program, registered producers demonstrate their compliance with national standards for food safety and animal care.

Clean Water Act

The intent of the legislation is to ensure communities are able to protect their municipal drinking water supplies by developing collaborative, locally driven, science-based protection plans. Municipalities, conservation authorities, property owners, farmers, industry, community groups and the public all work together to meet common goals.

Environmental Farm Plan (EFP)

Environmental Farm Plan is an assessment voluntarily prepared by farm families to increase their environmental awareness in up to 23 different areas on their farm. Through the EFP local workshop process, farmers highlight their farms' environmental strengths, identify areas of environmental concern, and set realistic action plans with timetables to improve environmental conditions.

Growing Forward 2 - AgriInvest

AgriInvest creates an individual saving account for producers to help them manage risk such as small income shortfalls or to invest on the farm. Producers can deposit up to 1% of their allowable net sales and the amount is matched by the government to a maximum of \$15,000/year.

Growing Forward 2 - AgriStability

AgriStability protects producers from large declines in their farming income due to market conditions, production loss or increased costs of production.

Nutrient Management Act, 2002

Under the Nutrient Management Act, Ontario pork producers are required under certain conditions to manage nutrients through the adoption of plans and strategies (i.e. Nutrient Management Strategy (NMS); Nutrient Management Plan (NMP); Non-agricultural Source Material Plan (NASM)).

Ontario Food Bank Program

The goal of the Ontario Food Bank Program is to get fresh, healthy, local protein to those in need. This program was piloted with the Ontario Association of Food Banks in 2013 when Ontario Pork donated \$10,000 in funding to support the purchase of Ontario pork which was matched by industry partners. In 2016, Ontario Pork will donate up to approximately \$100,000 when combined with matching industry funds.

Ontario's Occupational Health and Safety Act (OHSA)

On November 15, 2013, Ontario's Ministry of Labour announced that all workplaces covered under the Occupational Health and Safety Act (OHSA) must ensure that workers and supervisors have completed a basic health and safety awareness training program by July 1, 2014. This includes all farms with paid employees (i.e. anyone who provides labour on farm in exchange for a wage).

Risk Management Program (Ontario programs)

Ontario's Risk Management Program (RMP) helps producers manage risks beyond their control, like fluctuating costs and market prices. RMP works like insurance to help Ontario producers offset losses caused by low commodity prices and rising production costs.

Swine Health Ontario

An independent swine health leadership team called "Swine Health Ontario" created by three founding members - Ontario Pork, Ontario Pork Industry Council/Ontario Swine Health Advisory Board (OPIC/OSHAB) and Ontario Ministry of Agriculture Food and Rural Affairs. Designed to improve the health of the province's swine herd, the Swine Health Ontario strategy encompasses the entire cycle of health management including planning and prevention, early detection, surveillance, response plans, recovery, support systems, and continual improvement. A budget of \$150,000 has been dedicated to support the first year of this initiative.

A Roadmap to Sustainable Pork Production in Ontario

Commitments and Key Performance Indicators

Ontario Pork is engaging the sector in its social responsibility journey through a set of commitments in each dimension. The organization also identified a series of Key Performance Indicators (KPIs) to monitor and report on its performance over time. These indicators have been selected based on the organization's priorities and commitments, as well as on the importance of the practices and data availability. All commitments to be achieved by 2018 unless otherwise specified.

Score Legend



Dimension 1 | Farm Management

OBJECTIVES	COMMITMENTS	KEY PERFORMANCE INDICATORS	SCORE
Compliance with regulation	Design training programs to educate pork producers on the Ontario Health and Safety Act. By 2017, Ontario Pork will work together with industry to develop tools for farmers on health and safety best practices.	Number of pork producers having implemented an Occupational Health and Safety (OHS) program on their farm.	
Participation in the industry's voluntary standards and initiatives	Work with pork producers and processors to increase producer Canadian Quality Assurance/Animal Care Assessment (CQA/ACA) compliance. Encourage new producers to comply with the CQA/ACA programs.	Number of pork producers who joined the CQA/ACA programs.	
	Promote the adoption of the Environmental Farm Plan (EFP) to increase the number of pork producers adopting the initiative.	Number of pork producers who have a valid and complete EFP.	
	Educate pork producers on best management practices for using manure and improving soil management with the goal to increase Nutrient Management Plans (NMPs).	Number of pork producers who have a valid and complete NMP or Nutrient Management Strategy (NMS).	
Continuous improvement through sound farm management and strategic planning	Encourage pork producers to develop their own on-farm strategic planning exercises. Beginning 2016, Ontario Pork will perform a gap analysis to determine best practices and training materials for business planning.	Number of pork producers who have a documented strategic plan that sets short-, medium- and long-term objectives and identifies the future challenges for their farms.	

Dimension 2 | Economic Performance

OBJECTIVES	COMMITMENTS	KEY PERFORMANCE INDICATORS	SCORE
Sound financial planning	Monitor the business environment and develop programs aimed at educating pork producers on different risk mitigation options.	Number of pork producers who monitor their cost of production for crops or livestock.	
Strong risk management strategy		Number of pork producers who have a plan to manage risk on their operation.	

Dimension 3 | Environmental Stewardship

OBJECTIVES	COMMITMENTS	KEY PERFORMANCE INDICATORS	SCORE
Preservation of ecosystems and resources	Educate pork producers on best management practices for manure and soil to increase number of farms testing their soil and manure.	Number of pork producers who test the soil on their fields for its nutrient content.	
	Promote the 4R nutrient stewardship philosophy.	Number of pork producers who test their herds' manure for its nutrient content.	
	Promote the usage of water meters on farms.	Number of pork producers who use water meters to track their water usage.	
	Develop a water usage calculator to allow pork producers to compare and track their water usage.		
	Raise awareness about the importance and benefits of well water analysis.	Number of pork producers relying on well water who regularly get an analysis of the water quality.	
Raise awareness among pork producers about the legislated standards for pesticide use.	Number of pork producers who follow legal and/or professional recommendations when applying pesticides based on the frequency at which they are doing it (e.g. always, often, sometimes, never).		

Dimension 4 | Animal Care and Food Safety

OBJECTIVES	COMMITMENTS	KEY PERFORMANCE INDICATORS	SCORE
Adoption and compliance with recognized standards regarding: - Animal care - Biosecurity - Antibiotic use	Monitor the improvements implemented on the farm and solicit best practices regarding animal care.	Number of pork producers who have made changes in their barns, equipment and/or practices to improve animal care.	
		Number of pork producers who have read the Pig Code and have made changes on their farms.	
	Collaborate with stakeholders to track, monitor and develop solutions to promote responsible use of antimicrobials.	KPI to be defined in 2016 based on new Canadian Quality Assurance/Animal Care Assessment programs' requirements and Health Canada legislation.	
	Champion Swine Health Ontario in the creation and oversight of an industry-wide, long-term strategy for swine health with a first-year budget of \$150,000.	Total budget invested by Swine Health Ontario.	

Dimension 5 | Relationships with the Community

OBJECTIVES	COMMITMENTS	KEY PERFORMANCE INDICATORS	SCORE
Contribution to the local community	Initiate and support the Ontario Pork Program with the Ontario Association of Food Banks (OAFB).	Amount given to OAFB annually.	

Dimension 6 | Workers' Well-being

OBJECTIVES	COMMITMENTS	KEY PERFORMANCE INDICATORS	SCORE
Safe working environment	Encourage pork producers to adopt first-aid training and emergency response procedures.	Number of pork producers where at least one farm worker (including owner) receives first-aid training.	
	Develop an on-farm emergency preparedness manual for pork producers.	Number of pork farms where clear emergency procedures and instructions are made available for all workers (including owners).	



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