

**Ontario Pork
November 10th and 11th, 2009
Policy Day
White Papers**

Dear Councillors, Presidents and Secretaries,

The structure of the second day of the November 2009 Policy Day is a general session. Councillors have been given these white papers in advance and are encouraged to schedule district or county meetings to discuss them and prepare a presentation of their recommendations regarding each topic (Financial Protection Plan, Electoral Reform, and Ontario Pork Strategic Direction). During each topic discussion the district/county appointed presenter (preferably County President) will present these recommendations to the councillor body.

If you have any questions or concerns regarding this please do not hesitate to contact:

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WHITE PAPER ON THE DEVELOPMENT OF A SWINE FINANCIAL PROTECTION PROGRAM

BACKGROUND:

In June 2008 a strategic direction was endorsed by the Ontario Pork Board and ratified by the producer body on June 11th, 2008. One of the “must haves” indicated in the strategic direction was the need for timeliness and security of payment. The need for a swine financial protection program for the sector was identified. The purpose of such a program would be to protect producers against buyers who default on payments during the sale of market hogs.

However, the details and style for a program remained undefined until such time as other commodity programs to protect producer payments during a sale process were analyzed. Programs such as the Ontario Grain Financial Protection Programs, the Ontario Beef Financial Protection Program and the US Packers and Stockyards Program were viewed as potential industry tools capable of protecting producers for inventory sold in the event of a default on a given sale.

CURRENT SITUATION:

While a new program is being considered, Ontario Pork continues to protect Ontario producers in the market place through the use of three instruments. In addition to licensing all buyers of market hogs, Ontario Pork requires the testing for financial responsibility or the deposit of a Letter of Credit (LC) assigned to Ontario Pork to cover the sale value in case of default occurring between the time hogs leave the farm and the payment is received. Those buyers are then limited to purchases matching the value of the LC provided. Finally, Ontario Pork has an accumulated pool of reserves that may be used to pay producers in the event of a default.

Over the past ten years there have been only two small defaults in Ontario. Recently however, there have been defaults in the US.

Under the Farm Products Marketing Act there is not the provision to create a reserve fund to strictly pay producers in the event of a default on a sale. Consequently, Ontario Pork has actively pursued the development of a financial protection program tailored to the needs of Ontario Producers.

Beginning in 2009, Ontario pork industry meetings were facilitated through the Hog Industry Advisory Committee (HIAC) under the direction of the Farm Products Marketing Commission. Participation at the consultation table included Ontario Pork directors, producers, Ontario federal processors and members of the Commission. Through the use of a consultant, various aspects of financial protection programs within existing OMAFRA legislative framework under the Livestock and Livestock Products Act and the Farm Products Payment Act were examined and a number of issues were identified for further consideration. Ultimately, the HIAC endorsed program principles and parameters that could form the basis for a program. It was recognized that other classes of swine such as feeder pigs, breeding stock and sows may be considered in future for a financial protection program should the market hog program be implemented.

An initial program would see all processors purchasing market hogs in Ontario licensed by OMAFRA, and all producers selling market hogs subject to a premium collected at the point of slaughter and deposited into a Swine Financial Protection Fund administered by an industry committee.

When a default occurs, affected producers would claim against the fund and receive coverage based on a level set by regulation. The administrative licensing support and the Financial Protection Board functions could be tailored to capture synergies with similar activities occurring under the Beef Financial Protection Program. Based on the outcome of the pork industry consultations and further

discussions with OMAFRA, decisions will be made to ensure the availability of a robust and most cost efficient administration for the program.

Based on the HIAC endorsement, program details have been sufficiently defined to allow for an actuarial study to determine potential program costs and the validation of assumptions. In June 2009, Ontario Pork received the results of an actuarial study indicating various options for possible implementation. The key findings of the actuarial study are:

- Preload the initial fund with an industry investment of \$3 million.
- Growing the fund to sustainable level of \$5 million over a 5 to 10 year period.
- Set premiums in range of 3 to 7.5 cents per market hog slaughtered to support the fund including costs associated with determining financial responsibility of license applicants and Financial Protection Board activities (The more you preload the fund, the lower the premium).
- Set program coverage at 100% (70 to 90% may be more prudent).
- Establish licensing provisions with strict rules for financial responsibility assessment.
- Set probability of ruin for the fund at 1 in 80 years.
- Establish a 5 day payment cycle from slaughter day (day 0).

The results of the study have been shared with Ontario Pork directors and presented to Ontario federal processors. The initial reaction has been positive and Ontario Pork is now in a position to develop broad producer and stakeholder support through policy consultations. As the development of a swine financial protection program is not subject to the Agriculture, Food and Rural Affairs

Appeals Tribunal decision, Ontario Pork continues its efforts to develop a program for the benefit of all pork producers.

The purpose of the consultation is to present a program framework within Ontario legislative parameters, to seek producer and stakeholder input on program elements and to finalize a program model for the pork sector. Subsequently, Ontario Pork will formalize a request to the Minister of Agriculture, Food and Rural Affairs to establish a program beginning in 2010.

At each proposed consultation session, the following tentative agenda would be utilized to present the program, and ensure a thorough understanding of a potential program framework and the issues under consideration.

1. Proposal and purpose of consultation.
2. Background for a financial protection program.
3. Benefits.
4. Industry statistics.
5. Basic functionality of a program.
6. Industry risks.
7. Individual producer risk by production types.
8. Implications for producer owned co-ops.
9. Risk on a per transport basis.
10. Typical Fund activity over time.
11. Claim process including payment and recovery.
12. Detailed program structure and issues.

QUESTIONS FOR POLICY DAY DISCUSSION AND PRESENTATION:

We would request that each county association come to policy day prepared to share with the group at a minimum answers to the following questions:

- 1) Are you supportive of the development of a swine financial protection program?
- 2) **Do you agree with a phased-in approach – e.g. Developing market hog plan first and then feeder pigs, breeding stock and sows?**
- 3) What would you support as a premium per hog for this program with the range being 3 to 7.5 cents/market hog?

WHITE PAPER ON THE ELECTORAL STRUCTURE MODEL REFORM

ISSUE:

In 2008 Ontario Pork proposed a change to the electoral structure that included reducing the number of councillors and having elected representation at a district level rather than at the current county association level. However, at the Annual General Meeting in 2008 a resolution was passed to have representation determined by county rather than by district.

PREVIOUS DIRECTION:

Resolution, Board Meeting, November 27/28, 2008

It was duly moved and seconded to adopt option 1 as presented but with councillors being calculated by district not county. **MOTION CARRIED**

Option 1

- *80 councillors calculated by district*
- *3 zones*
- *3 year terms for councillors and District Directors*
- *councillors elections by district, with approx. 1/3 of district councillors elected every year*
- *zone election for director to take place annually at the Annual General Meeting*
- *Provision in Zone 3 that one of the directors be from District 11 or 12 provided there is a willing candidate*

Resolution, Annual General Meeting, March 31st, 2009

Therefore be it resolved that Ontario Pork change its position on governance structure so that in areas where producer representation is geographically challenged, councillor representation be determined by county instead of councillor by district. **PASSED**

CURRENT REVISED MODEL:

In response to the resolution passed at the 2009 AGM, the electoral model was reviewed. A revised model consisting of 4 zones, taking the provision to require a minimum of 1 delegate per county, has been created. The model reviewed at the 2009 AGM suggested a 3 zone model with a provision for 1 board director to be elected from district 11 or 12. This provision was formalized and a fourth zone was created.

To have a minimum of 1 councillor per county and give equivalent representation across the province would require 160 delegates. The Board was not supportive of such a large delegate representation. The formula utilizing either 80 or 100 delegates and forcing a minimum of 1 delegate per county association would result in 89 or 108 delegates respectively.

	Force minimum of one delegate per county using base of 80	Force minimum of one delegate per county using base of 100
Total delegates	89	108
Zone 1 35% producers/44% hogs	32 36% of delegates	39 36% of delegates
Zone 2 39% producers/40% hogs	32 36% of delegates	39 36% of delegates
Zone 3 20% producers/13% hogs	16 18% of delegates	21 19% of delegates
Zone 4 5% producers/4% hogs	9 10% of delegates	9 8 % of delegates

See Appendix A

A county model has validity in the changing environment where grassroots representation for lobby efforts and industry champions are required. Future steps would include a county amalgamation policy and review of the model to ensure changes occurring in the industry are adequately reflected. The inclusion of all pig numbers (not just market hog numbers currently used) will need to be incorporated.

The model consists of 9 delegates elected to become the Board of Directors. The Directors would be elected for staggered 3 year terms, so maximum turnover in any year would be 3 directors each from different zones.

County associations will be required to have either annual elections for approximately 1/3 of the delegates, or elections every third year. Due to counties with less than 3 delegates annual elections would not be required. If a delegate is elected to the Board, and the term does not match the councillor term, the county could be required to alter the delegate term. Numerous scenarios and options are possible and will be evaluated following acceptance of a model. County Annual Meetings will still be required in January and February of the year. In the transition year the Director elections will be held at the Board AGM. In subsequent years elections by electronic or mail in ballot system may be considered.

A full transition plan will be developed with association input. This will be essential for understanding and transitioning smoothly to a new model.

Currently, each enterprise is entitled to two votes at a local annual meeting, with an appropriate individual permitted to exercise the second vote. No decision has been made if this provision is in the interest of producer and county association.

FINANCIAL IMPACT:

Reduction of councillors from the potential 217 (210 elected) to either 89 or 108 elected delegates will significantly reduce meeting costs and budgeting for delegate and county compensation levels and method.

NON-FINANCIAL IMPACT:

A significant reduction in delegates (89 or 108) will allow for better management and utilization of the resources they bring to the position. Delegates will be expected to bring and discuss policy issues. It will allow for true election of delegates, as with the current 210 councillors only minimal elections are held as acclamations are the norm.

PROVINCIAL DELEGATE PROFILE DESCRIPTION:

MAJOR DUTIES AND RESPONSIBILITIES

1. Represent the interest of constituents in their area.
2. Coordinate policy development at the grass roots level.
3. Attend and participate in county, zone, policy, special and annual meetings.

JOB SPECIFICATIONS

Technical Skills:

- Engaged in the production of swine;
- Knowledge and interest in the industry;
- Possess the interest and time to devote to the position.

Helpful Competencies:

- Ability and desire to demonstrate leadership;
- Excellent oral and written communication skills;
- Public speaking skills;
- Time management, and conflict resolution skills;
- Effective meeting skills.

INTERPERSONAL RELATIONS

Frequent Internal Contacts

Producers	Delegates
Directors	OPPMB Staff *

* Contact with OPPMB Staff would occur at meetings e.g. Committee, County, Zone, Policy, Special and Annual meetings.

MAJOR DUTIES AND RESPONSIBILITIES

1. Represent the interests of the constituents

- Actively listen to what constituents are saying, encourage dialogue and healthy debate on industry issues.
- Earn the trust of constituents by accurately representing their views.
- Be open, approachable, non-judgmental and honest in your dealings with constituents.

2. Liaison between constituents, county association and Board of Directors

- Convey constituent's views, concerns, comments and requests to the Board.
- Keep constituents informed of issues affecting the pork industry.

3. Policy Development

- Keep informed and aware of constituents opinions, views, concerns and wishes.
- Provide an atmosphere in which constituents feel comfortable in voicing their concerns and views and in which they feel free to participate in the resolution process. Ensure all views are taken into consideration.
- Provide leadership in the development of well thought out and sound resolutions.
- Present, and where necessary, debate resolutions at the Annual Meeting.
- Serve on policy committees when required.

4. Attend Industry Meetings

- Regularly attend the county, zone, policy, special and annual meetings representing the interests of constituents.
- Vote on industry issues representing the views of constituents.
- Participate in and add value to discussions on industry issues.
- Vote for representative on Ontario Pork Board

5. Provide Leadership

- Keep up-to-date on industry issues i.e. newsletters, agriculture newspapers/magazines.

QUESTIONS FOR POLICY DAY DISCUSSION AND PRESENTATION:

We would request that each county association come to policy day prepared to share with the group at a minimum answers to the following questions.

- 1) Do you support a county model permitting a minimum of 1 delegate per county?
- 2) Do you support a county model with 4 zones with board representation as outlined (zone 1 & 2 – each 3 Directors, zone 3 – 2 Directors, and zone 4 – 1 Director)?
- 3) If so, do you prefer a county model based on 80 or 100 delegates (using 2008 producer and hog statistic would result in 89 or 108 delegates respectively)?
- 4) Do you support county elections every year or every 3rd year?
- 5) Do you support each producer being entitled to a second vote?

WHITE PAPER ON ONTARIO PORK STRATEGIC DIRECTION

Ontario Pork Strategic Plan – July 2009

1. Introduction

1.1 Background

Historically, Ontario Pork has provided a host of services to Ontario's pork producers and industry stakeholders including finance, sales and logistics, communications and consumer marketing, and program administration for initiatives such as Canadian Quality Assurance[®] and traceability.

1.2 Pork Industry Environment

In 2003, Ontario Pork's Board of Directors and senior staff created a Strategic Plan for 2004 – 2007. The strategic planning process to provide guidance for the period from 2008 to 2010 began in June 2006. The two year strategic planning process resulted in a two-page strategic direction document that was approved by the Board. The strategic direction document included eight 'must haves' which are essential elements that must be considered and included in any strategic plan derived from the strategic direction. The eight 'must haves' are: maintenance of regulatory authority, code of conduct for licensed selling agents, choice in marketing, price reporting and access to markets, traceability, food safety and foreign animal disease preparedness, timeliness and security of payment, an organizational focus on customer service, and CQA[®].

The Board also identified several measures in the strategic direction. These included:

- Implementing an expanded vision of producer marketing choice will accommodate licensed agents who must agree, and adhere, to a "Code of Conduct" clearly establishing the rights and obligations.

- Establishing the equivalent of a “Packers and Stockyards Act” to promote a level playing field and to advance competitiveness within a North American market.
- Ontario Pork would continue to provide the settlement function during transition to the “Packers & Stockyards Act” (or equivalent) with exception where individual producers acting as agents licensed by Ontario Pork, have provided waivers (indemnify OP regarding payment guarantee, while having access to all necessary data).
- In exchange for the “waiver” Ontario Pork must be provided with all transaction data in support of the system functions (other than payment) until mandatory price reporting is in effect.
- Requiring of management, continued improvements in productivity and efficiency with a specific emphasis on building within Ontario Pork a “customer service” culture that is responsive to producer needs and focused on producer success.
- Ongoing commitment to accurate price transparency and access to markets. This is essential to the accountability entrusted to us for industry self-regulation under the Farm Products Marketing Act. Providing industry information to our producers for informed decision-making.
- Advancing measures to assure food safety and traceability.
- Assessing of the costs and benefits associated with a shift to “Freight on Board (F.O.B.) Plant” pricing for market hogs.
- Continued fiscal responsibility on behalf of our producers and industry stakeholders in regard to how we set policy and how we carry out our operational responsibilities.

On June 11, 2008, Ontario Pork hosted a Policy Day and the Board received clear endorsement from elected producer representatives to proceed with developing the details around the new strategic direction.

The Board aimed to begin the process of adding the detail required to successfully implement the approved direction and build a comprehensive strategic plan by November 2008.

However, the initiative to build a comprehensive strategic plan was affected by an October 2008 ruling of the Farm Products Marketing Commission (FPMC). As a result of a hearing in July 2008, the FPMC ruled that Ontario Pork will no longer be the sole marketing authority for Ontario market weight hogs. Ontario Pork must now realign operational priorities within context of the new marketing environment. Some business plan activities such as delivery management have been put on hold while the Board embarks on a new strategic planning process to encompass the FPMC ruling and the strategic direction endorsed by the elected producer representatives at the June 11, 2008 Policy Day.

1.3 Highlights of the Plan

This Plan outlines the strategic planning process undertaken by the Board to develop a vision, mission, and values statement for Ontario Pork. The vision, mission, and values statement are outlined within the document, as well as the four strategies the Board has identified to help guide the organization to fulfill its mandate. The four strategies are: be the preferred supplier of services that provide knowledge and opportunities to allow producers to be economically sustainable; provide an on-going industry forum to encourage, leverage, and enhance sustainable industry development; provide an advocacy function to improve the business environment; and drive innovative product development.

A Functional Plan outlining the initiatives, tactics and performance measures that corresponds to the four strategies is also included in the plan. Initiatives and tactics have been assigned to the various departments within Ontario Pork. Finally, the performance measures have been further detailed following the Functional Plan.

It is imperative that Ontario Pork have a method to fully evaluate its performance in terms of services offered to producer members so that further refinements and improvements to initiatives can be made in the future, ensuring that producers receive the best service possible.

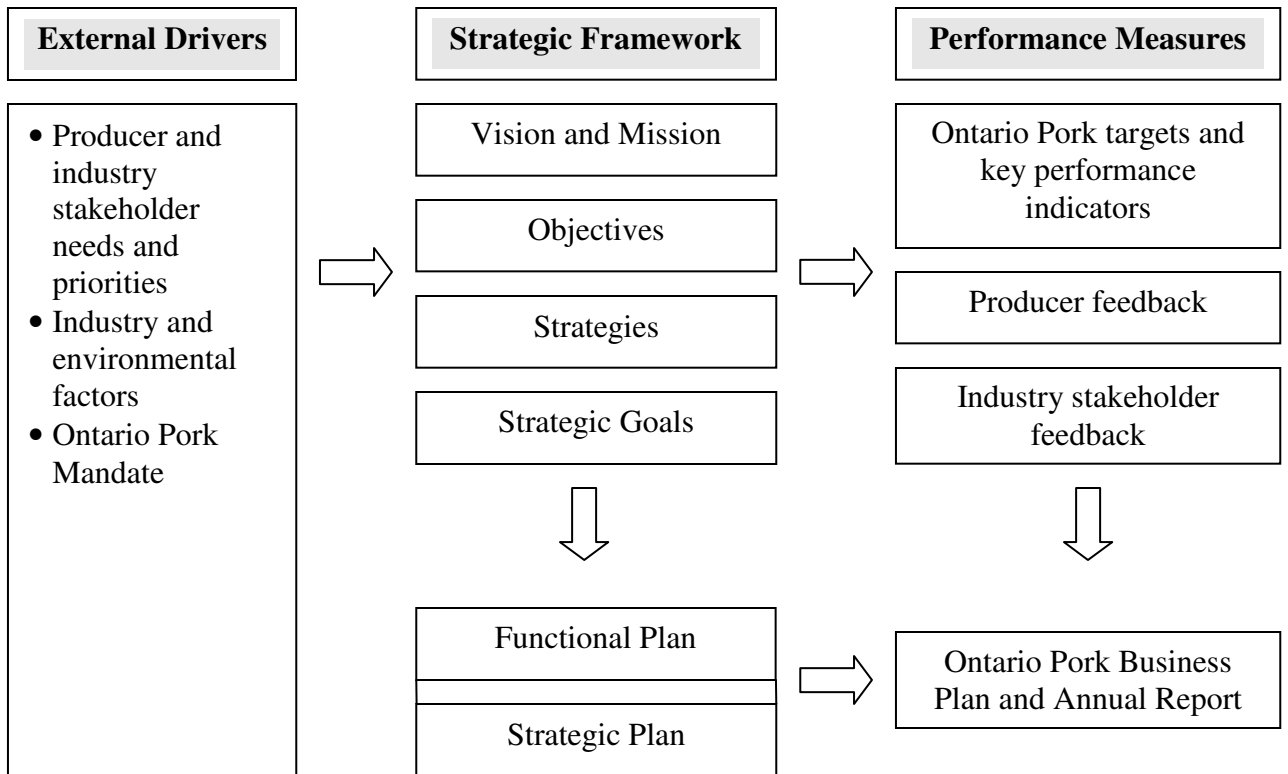
2. Ontario Pork's Strategic Development Process

The Board of Directors of Ontario Pork met for a two-day strategic planning session in late April 2009. Working with facilitator Larry Martin of the George Morris Centre, the Board defined a new vision and mission for Ontario Pork. The Board also identified four key strategies that will help Ontario Pork fulfill its mandate.

Ontario Pork's Senior Management team utilized the new vision, mission and strategies outlined by the Board in order to develop specific activities and processes. Core activities of Ontario Pork are identified later in this document.

3. Ontario Pork's Strategic Framework

The diagram below demonstrates the approach to strategic planning utilized by Ontario Pork. Specifically, it was essential that the Board understand the mandate of the organization, derived from the Farm Products Marketing Act, before proceeding with creating the new vision and mission. The objectives and strategies are resultant from the mandate, vision, and mission, while strategic goals provide a more targeted grouping of activities. The vision, mission, objectives, strategies and strategic goals will be included in the Strategic Plan for Ontario Pork, of which the Functional Plan is a component. Performance measures include Ontario Pork key performance indicators and internal targets for various activities, producer feedback and industry stakeholder feedback. These performance measures will aid Ontario Pork in evaluating the benefit of providing various services to industry and provide indications of required changes in services. All of the elements outlined in the following diagram will lead to the creation of a formal Business Plan for Ontario Pork.



4. Vision, Mission, and Values Statement

4.1 Vision

In order to define the new vision, the Board considered what principles Ontario Pork will be committed to and what the organization wants to be in the future. The vision statement provides the organization with a shared and long-term direction for the future. Ontario Pork's new vision is as follows:

Distinction and Excellence in Pork.

4.2 Mission

The mission outlines a concrete and specific goal that Ontario Pork will aim to accomplish in the upcoming years, essentially identifying the purpose of the organizations existence. Ontario Pork's new mission is as follows:

To foster a healthy business environment for industry partners, innovation, and development.

4.3 Values Statement

A values statement is an expression of an organization's philosophy of how they conduct business. It acts as an ethical framework within which the organization will function. Ontario Pork's values statement is as follows:

Ontario Pork values and supports an ongoing commitment to:
Excellence in service and performance;
Leadership within the industry;
Accountability for our actions,
Working in partnership with producers and stakeholders within the industry;
Open communications with producers, government, stakeholders, and staff; and
Integrity, Trust, Respect, and Honesty in all we do.

5. Ontario Pork Objectives/Strategies

5.1 Strategies

The Board of Directors defined four specific strategies that aim to help the organization fulfill its mission. The four strategies are below:

1. Be the preferred supplier of services that provide knowledge and opportunities to allow producers to be economically sustainable.
2. Provide an on-going industry forum to encourage, leverage, and enhance sustainable industry development.
3. Provide an advocacy function to improve the business environment.
4. Drive innovative product development.

6. Functional Plan

The Functional Plan in the following tables pairs the four strategies identified by the Board of Directors with specific initiatives and tactics that will support the strategies. The departments that will become the activity centers for these strategies are also noted, as well as the measures of success.

Strategy 1: Information			
Be the preferred supplier of services that provide knowledge and opportunities to allow producers to be economically sustainable.			
Activity Centers	Initiatives	Tactics	Measures
<ul style="list-style-type: none"> • Administration • Industry/ Member Services • Communications • Consumer Marketing 	<ul style="list-style-type: none"> • Member Relations • Business Intelligence 	<ul style="list-style-type: none"> • Benchmarking (OINK Website) • Mandatory Price Reporting • Market Outlook • Market Information • Field Services • Database Management 	<ul style="list-style-type: none"> • Focus Sessions • Technology Adoption Rates (Website Usage Reports) • Producer Satisfaction Surveys • Annual Reports • Producer Verbal Responses

Strategy 2: Forum

Provide an on-going industry forum to encourage, leverage, and enhance sustainable industry development.

Activity Centers	Initiatives	Tactics	Measures
<ul style="list-style-type: none">• Administration• Industry/ Member Services• Communications• Consumer Marketing	<ul style="list-style-type: none">• Governance• National Partnerships• Provincial Partnerships• Crisis Management	<ul style="list-style-type: none">• County Association Support• County Grants• Safety Nets• CPC/CPI• CQA[®]/ACA• OFAC/OFEC/GFO• OPGA• Industry Affiliations• Traceability/FAD Preparedness• Emergency Planning	<ul style="list-style-type: none">• Supply Chain Participation• Reports on Progress

Strategy 3: Innovation

Drive innovative product development.

Activity Centers	Initiatives	Tactics	Measures
<ul style="list-style-type: none"> • Administration • Industry/ Member Services • Communications • Consumer Marketing 	<ul style="list-style-type: none"> • Food Service • Retail • Pork Marketing Canada • Consumer Relations • Value Chain Coordination • Research 	<ul style="list-style-type: none"> • Advertising • Consumer Website • Promotion • Partner with “Foodies” • Partner with Innovative Companies • Sponsorship • Product Development • Demographic Studies • Market Studies • Joint Funding with Partners 	<ul style="list-style-type: none"> • Consumer Awareness & Attitude Studies • Pork Usage Studies • New Product launch • Independent Research • Research by Master’s Students • Numbers of Partnerships

Strategy 4: Advocacy			
Provide an advocacy function to improve the business environment.			
Activity Centers	Initiatives	Tactics	Measures
<ul style="list-style-type: none"> • Administration • Industry/ Member Services • Communications • Consumer Marketing 	<ul style="list-style-type: none"> • Government Relations • Stakeholder Relations • Trade Advocacy • Risk Mitigation 	<ul style="list-style-type: none"> • Corporate Website • Environment • Regulatory Input & Development • Issues Management • Media Relations • Ag. Education & Awareness • Animal Welfare • Lobbying 	<ul style="list-style-type: none"> • Producer Uptake on Sustainable Management Practices • Existing Government Relations Evaluation Tool • Dollars Accessed • Audit Evaluations

7. Performance Measures

It is important that Ontario Pork continually evaluate its service offerings to ensure that producer members continue to receive services that provide benefits for their business. Ontario Pork has identified key performance indicators and measures of success for each of the four strategies. Generally, Ontario Pork will evaluate internal targets for initiatives as well as producer and industry stakeholder feedback to determine whether initiatives are meeting the needs of producers and stakeholders.

It is important to note that the same specific measures of success will not be utilized for all initiatives and tactics. However, measures have been grouped according to the strategy to which they correspond.

Strategy 1 “be the preferred supplier of services that provide knowledge and opportunities to allow producers to be economically sustainable” is supported by initiatives such as member relations and business intelligence. In order to measure the success of the initiatives and tactics that support strategy 1, Ontario Pork will utilize focus sessions with producers and stakeholders, producer satisfaction surveys and verbal responses. Additionally, Ontario Pork will evaluate the technology adoption rates using website usage reports to determine what elements of the website, such as benchmarking and price reporting, are used most frequently by producer members.

Strategy 2 “provide an on-going industry forum to encourage, leverage, and enhance sustainable industry development” is supported by initiatives such as national and provincial partnerships and governance. Ontario Pork will evaluate participation in the supply chain and reports on progress in order to measure the performance of the initiatives and tactics that support strategy 2.

Strategy 3 “drive innovative product development” includes initiatives such as research, consumer relations and value chain coordination. Measures of success regarding Ontario Pork’s efforts to drive innovative product development include independent research and research by master’s students regarding pork consumption. Ontario Pork may also commission pork usage studies and consumer awareness and attitude studies. Lastly, the number of partnerships between Ontario Pork and various companies, “Foodies”, and other industry organizations will help to measure the success of the initiatives that support Ontario Pork’s effort to drive innovative product development.

Strategy 4 “provide an advocacy function to improve the business environment” is supported by initiatives such as government and stakeholder relations and trade advocacy. Success will be measured by the existing government relations evaluation tool and the number of dollars accessed for producers from government.

Producer uptake on sustainable management practices will demonstrate the effectiveness of tactics such as environment and agriculture education and awareness. Finally, Ontario Pork will use audit evaluations to examine the progress of advocacy initiatives, determining whether Ontario Pork has been successful in its effort to enhance trade relationships and influence government programs.

8. Financials

Senior managers at Ontario Pork create budgets for each department within the organization. The budget details are presented to the Board of Directors yearly. The budget outlines the amount of dollars to be spent on various initiatives and tactics undertaken by Ontario Pork. Additionally, budget is allocated to the various measures of success that Ontario Pork will use to gauge whether initiatives are meeting the needs of producers and stakeholders.

9. Conclusion

Ontario Pork will use this Strategic Plan in the creation of a Business Plan for the organization. The Business Plan will include more detail on the initiatives and activities carried out by Ontario Pork, such as the timeline to begin work on various activities and assignment of responsibilities within departments. The Business Plan will also include more detail on the budget parameters.

QUESTIONS FOR POLICY DAY DISCUSSION AND PRESENTATION:

We would request that each county association come to policy day prepared to share with the group at a minimum answers to the following questions.

- 1) Are you supportive of the above proposed direction?

- 2) Do you believe that this suggested strategy has all the elements it needs – are there any important omissions or changes needed? What are the strengths and weaknesses of the proposed policy? Are there any groups of producers that have been left out or need special consideration under the policy?

- 3) What implementation conditions or limitations, if any, would you want to impose on this policy as it is being implemented?