



Farm Products Council  
of Canada

Conseil des produits agricoles  
du Canada

Central Experimental Farm  
Building 59  
960 Carling Avenue  
Ottawa, Ontario K1A 0C6

Ferme expérimentale centrale  
Édifice 59  
960, avenue Carling  
Ottawa, Ontario K1A 0C6

Le 18 février 2026

Monsieur Darren Ference  
Président  
Les Éleveurs de dindon du Canada  
7145, avenue West Credit  
Édifice 1, bureau 202  
Mississauga (Ontario)  
L5N 6J7

**Objet : Modification proposée à l'Ordonnance sur les redevances à payer pour la commercialisation des dindons du Canada (2019)**

Monsieur Ference,

Lors de sa réunion du 18 février 2026, le Conseil des produits agricoles du Canada (le Conseil) a examiné la modification proposée à l'*Ordonnance sur les redevances à payer pour la commercialisation des dindons du Canada (2019)* tel que demandé par les Éleveurs de dindon du Canada (ÉDC) dans la requête datée du 5 février 2026.

Après un examen approfondi de la justification fournie par les ÉDC et suite à une analyse interne, le Conseil a convenu que la modification était nécessaire à la mise en œuvre du plan de commercialisation énoncé dans la *Proclamation visant l'Office canadien de commercialisation des dindons*. La modification a été approuvée et entrera en vigueur à la date de son enregistrement et jusqu'au 31 mars 2027.

Pour toutes questions, n'hésitez pas à communiquer avec moi ou avec Lisa Melanson-Daigle, secrétaire du Conseil, par courriel à l'adresse [fpcc.secretariat.cpac@fpcc-cpac.gc.ca](mailto:fpcc.secretariat.cpac@fpcc-cpac.gc.ca).

Cordialement,

*Signature sur la version originale*

Brian Douglas  
Président

Canada 



**TURKEY FARMERS  
OF CANADA™**

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**LES ÉLEVEURS DE DINDON  
DU CANADA<sup>MC</sup>**

## **TURKEY FARMERS OF CANADA**

### **LEVY ORDER SUBMISSION**

**2026**

**Prepared for Submission to the**

**FARM PRODUCTS COUNCIL OF CANADA**

**February 2026**

# TURKEY FARMERS OF CANADA

## LEVY ORDER SUBMISSION

2026

### I N D E X

<u>SECTION</u>	<u>ITEM</u>
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II	DRAFT LEVY ORDER
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IV	2025 BUDGET, 2025 YEAR-END RESULTS & 2026 PRELIMINARY BUDGET
V	THINKTURKEY™ MARKETING CAMPAIGN

## **SECTION I**

### **LETTER OF TRANSMITTAL**



TURKEY FARMERS  
OF CANADA™  
LES ÉLEVEURS DE DINDON  
DU CANADA™

February 5, 2026

Mr. Brian Douglas  
Chairman  
Farm Products Council of Canada  
Central Experimental Farm  
960 Carling Avenue  
Building 59  
Ottawa, ON K1A 0C6

Dear Mr. Douglas

Enclosed is the Turkey Farmers of Canada Levy Order submission for consideration by the Farm Products Council of Canada at their next meeting. By this submission, the members of the TFC are requesting the Council's approval of the Levy Order amendment at that time.

The amendment to the Levy Order pertains only to the Production Levy, as per Sections 2(a) and 8(1). The effect of this amendment is to revise the expiry date to March 31, 2027, from March 31, 2026.

No amendment is being sought regarding the Marketing Levy, referred to in Sections 2(b), 4, and 8(2).

Included in the enclosed submission are the following:

- S. I: Draft Levy Order amending the expiry date of Schedule 1 from March 31, 2026, and extending the term to March 31, 2027, which has been submitted to the Department of Justice for blue-stamping. The draft includes one amendment: to amend the expiry date for Producer Levies to March 31, 2027, as per motion of the TFC Board.
- S. II: The financial position (forecasted) of the Agency for the fiscal year ending December 31, 2025, against the final 2025 budget;

- S. III The preliminary budget for the fiscal year 2026, including detailed explanatory notes by budget line; and
- S. IV: the statement of revenue and expenses for the Think Turkey national marketing campaign.

We trust you will find all in order; however, please feel free to contact the undersigned if there are any questions upon review.

Sincerely,

A handwritten signature in black ink, appearing to read 'Adam Power', with a large, stylized initial 'A'.

Adam Power Executive  
Director

Encls.

cc: Mark Kotipelto, FPCC

## **SECTION II**

### **DRAFT LEVY ORDER**

Whereas the Governor in Council has, by the *Canadian Turkey Marketing Agency Proclamation<sup>a</sup>*, established the Canadian Turkey Marketing Agency pursuant to subsection 16(1)<sup>b</sup> of the *Farm Products Agencies Act<sup>c</sup>*;

Whereas that Agency has been empowered to implement a marketing plan pursuant to that Proclamation;

Whereas the proposed *Order Amending the Canada Turkey Marketing Levies Order (2019)* is an order of a class to which paragraph 7(1)(d)<sup>d</sup> of that Act applies, by reason of section 2 of the *Agencies' Orders and Regulations Approval Order<sup>e</sup>*, and has been submitted to the National Farm Products Council pursuant to paragraph 22(1)(f) of that Act;

And whereas, pursuant to paragraph 7(1)(d)<sup>d</sup> of that Act, the National Farm Products Council has approved the proposed Order after being satisfied that it is necessary for the implementation of the marketing plan that that Agency is authorized to implement;

Therefore, the Canadian Turkey Marketing Agency, pursuant to paragraphs 22(1)(f) and (g)<sup>f</sup> of the *Farm Products Agencies Act<sup>c</sup>* and section 10 of Part II of the schedule to the *Canadian Turkey Marketing Agency Proclamation<sup>a</sup>*, makes the annexed *Order Amending the Canada Turkey Marketing Levies Order (2019)*.

Mississauga, February 4, 2026

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<sup>a</sup>C.R.C., c. 647

<sup>b</sup>S.C. 2015, c. 3, s. 85

<sup>c</sup>R.S., c. F-4; S.C. 1993, c. 3, s. 2

<sup>d</sup>S.C. 1993, c. 3, s. 7(2)

<sup>e</sup>C.R.C., c. 648

<sup>f</sup>S.C. 2015, c. 3, s. 88

# **Order Amending the Canada Turkey Marketing Levies Order (2019)**

## **Amendment**

- 1** Subsection 8(1) of the *Canada Turkey Marketing Levies Order (2019)*<sup>1</sup> is replaced by the following:

## **Production**

- 8(1)** Paragraph 2(a) ceases to have effect on March 31, 2027.

## **Coming into Force**

- 2** This Order comes into force on the day on which it is registered.

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<sup>1</sup> SOR/2019-54

Attendu que, en vertu du paragraphe 16(1)<sup>a</sup> de la *Loi sur les offices des produits agricoles*<sup>b</sup>, le gouverneur en conseil a, par la *Proclamation visant l'Office canadien de commercialisation des dindons*<sup>c</sup>, créé l'Office canadien de commercialisation des dindons;

Attendu que cet office est habilité à mettre en œuvre un plan de commercialisation conformément à cette proclamation;

Attendu que le projet d'ordonnance intitulé *Ordonnance modifiant l'Ordonnance sur les redevances à payer pour la commercialisation des dindons du Canada (2019)* relève d'une catégorie à laquelle s'applique l'alinéa 7(1)d)<sup>d</sup> de cette loi, aux termes de l'article 2 de l'*Ordonnance sur l'approbation des ordonnances et règlements des offices*<sup>e</sup>, et a été soumis au Conseil national des produits agricoles, conformément à l'alinéa 22(1)f) de cette loi;

Attendu que, en application de l'alinéa 7(1)d)<sup>d</sup> de cette loi, le Conseil national des produits agricoles, étant convaincu que le projet d'ordonnance est nécessaire à l'exécution du plan de commercialisation que cet office est habilité à mettre en œuvre, a approuvé ce projet,

À ces causes, en vertu des alinéas 22(1)f) et g)<sup>f</sup> de la *Loi sur les offices des produits agricoles*<sup>b</sup> et de l'article 10 de la partie II de l'annexe de la *Proclamation visant l'Office canadien de commercialisation des dindons*<sup>c</sup>, l'Office canadien de commercialisation des dindons prend l'*Ordonnance modifiant l'Ordonnance sur les redevances à payer pour la commercialisation des dindons du Canada (2019)*, ci-après.

Mississauga, le février 4, 2026

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<sup>a</sup> L.C. 2015, ch. 3, art. 85

<sup>b</sup> L.R., ch. F-4; L.C. 1993, ch. 3, art. 2

<sup>c</sup> C.R.C., ch. 647

<sup>d</sup> L.C. 1993, ch. 3, par. 7(2)

<sup>e</sup> C.R.C., ch. 648

<sup>f</sup> L.C. 2015, ch. 3, art. 88

# **Ordonnance modifiant l'Ordonnance sur les redevances à payer pour la commercialisation des dindons du Canada (2019)**

## **Modification**

- 1** Le paragraphe 8(1) de *l'Ordonnance sur les redevances à payer pour la commercialisation des dindons du Canada (2019)*<sup>1</sup> est remplacé par ce qui suit:

## **Production**

- 8(1)** L'alinéa 2a) cesse d'avoir effet le 31 mars 2027.

## **Entrée en vigueur**

- 2** La présente ordonnance entre en vigueur à la date de son enregistrement.

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<sup>1</sup> DORS/2019-54

**EXPLANATORY NOTE**

*(This note is not part of the Order.)*

The amendment sets out March 31, 2027, as the date on which the levies cease to have effect.

**NOTE EXPLICATIVE**

*(La présente note ne fait pas partie de l'Ordonnance.)*

La modification reportée au 31 mars 2027 la date de cessation d'application des redevances.

## **SECTION III**

### **FINANCIAL FORECAST**

**FOR THE YEAR ENDED DECEMBER 31, 2025**

**TURKEY FARMERS OF CANADA  
FINANCIAL FORECAST  
BALANCE SHEET  
AS AT DECEMBER 31, 2025 and 2026**

	<b>ASSETS</b>	
	<b>2025</b>	<b>2026</b>
	<b>Dec. Un-Audited</b>	<b>(Prelim Budget)</b>
<b>CURRENT</b>		
Cash and Short Term Investments	\$ 11,076,022	\$ 13,220,138
Accounts Receivable	2,670,530	2,130,000
Prepaid Expense	90,149	85,000
	\$ 13,836,701	\$ 15,435,138
<b>CAPITAL ASSETS</b>	\$ 335,689	\$ 350,000
	<b>\$ 14,172,390</b>	<b>\$ 15,785,138</b>
 <b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts Payable and Accrued Liabilities	\$ 954,240	\$ 844,000
 <b>EQUITY</b>		
Restricted surplus	\$ 10,683,481	\$ 12,385,524
Unrestricted surplus	568,267	575,291
	\$ 11,251,748	\$ 13,218,150
Balance beginning of year	\$ 11,251,748	\$ 13,218,150
Revenue over Expenditure	112,991	\$ (17,012)
Add Market Development Funding	\$ 1,853,411	\$ 1,740,000
Balance end of year	\$ 13,218,150	\$ 14,941,138
	<b>\$ 14,172,390</b>	<b>\$ 15,785,138</b>
	<b>\$ 14,172,390</b>	<b>\$ 15,785,138</b>

**TURKEY FARMERS OF CANADA  
FINANCIAL FORECAST  
STATEMENT OF OPERATIONS  
FOR THE YEAR ENDING DECEMBER 31, 2026**

**REVENUE**

Producer Levies	\$ 3,900,000
Interest Income	290,000
Transferred from Restricted Funds	581,000
Project Funding	<hr/>
<b>TOTAL REVENUE</b>	<b>\$ 4,771,000</b>

**EXPENSES**

Administration (Schedule I)	\$ 3,733,478
Marketing (Schedule II)	1,034,534
Special Projects (Schedule II)	20,000
Promotion (from Liquidated Damages) (Schedule II)	<hr/> -
<b>TOTAL EXPENSES</b>	<b>\$ 4,788,012</b>

**EXTRAORDINARY EXPENSES**

<b>REVENUE OVER EXPENDITURE</b>	<hr/> <b>\$ (17,012)</b> <hr/>
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**TURKEY FARMERS OF CANADA  
FINANCIAL FORECAST  
ADMINISTRATIVE EXPENSES  
FOR THE YEAR ENDING DECEMBER 31, 2026**

**SCHEDULE I**

**REMUNERATION TO OFFICERS AND STAFF**

Staff salaries	\$	1,334,411
Directors' fees		272,000
Director & employee benefits		344,290
	<b>\$</b>	<b>1,950,701</b>

**OTHER ADMINISTRATIVE**

Contract services and projects	\$	253,700
Trade		75,000
Audit		28,000
Telephone		15,200
Office Supplies		10,000
Office Leases		4,944
IT, Software & Websites		36,579
Postage & courier		3,900
Office contents insurance		7,200
Directors' liability insurance		9,300
Translations/Interpreters		234,750
Amortization		99,848
Legal fees		60,000
Rent, Utilities & taxes		175,291
Bank charges		2,420
On Farm Programs		51,925
	<b>\$</b>	<b>1,068,057</b>

**DIRECTORS AND STAFF EXPENSES**

Directors, Alternates & Managers' expenses	\$	333,000
Staff expenses		246,920
Meeting expenses		133,000
Travel insurance		1,800
	<b>\$</b>	<b>714,720</b>

**TOTAL ADMINISTRATIVE EXPENSES**

**\$ 3,733,478**

**TURKEY FARMERS OF CANADA  
FINANCIAL FORECAST  
MARKETING EXPENSES AND SPECIAL PROJECTS  
FOR THE YEAR ENDING DECEMBER 31, 2026**

**SCHEDULE II**

**PROVINCIAL MARKETING PROGRAMS**

Provincial Marketing Supplement	\$ 400,000
	<u>\$ 400,000</u>

**RESEARCH**

Market research	\$ 97,080
Turkey research	308,797
Consumer Research	-
	<u>\$ 405,877</u>

**PUBLIC RELATIONS AND COMMUNICATIONS**

National sponsorships and promotions	\$ 20,250
Marketing and communications	101,300
Memberships	102,267
Subscriptions	4,840
	<u>\$ 228,657</u>

**TOTAL MARKETING EXPENSES**

\$ 1,034,534

**SPECIAL PROJECTS**

\$ 20,000

**PROMOTION (FROM LIQUIDATED DAMAGES)**

\$ -

**TURKEY FARMERS OF CANADA  
NOTES TO THE FINANCIAL FORECAST  
YEAR ENDING DECEMBER 31, 2026**

**SUMMARY OF SIGNIFICANT ASSUMPTIONS**

This financial forecast presents to the best of management's knowledge and belief; the Agency's planned financial position and statement of operations prepared in accordance with the accounting principles expected to be used during the forecast period, which are the same as those used in the most recent annual financial statements. Accordingly, the forecast reflects management's plan, based on present circumstances, of expected conditions. The assumptions disclosed herein are those that management believes are significant to the forecast and are summarized as follows:

**GENERAL**

Production in the 12-month fiscal year, January 1, 2026, to December 31, 2026, is expected to be 149,511,503 kilograms eviscerated weight or 185,714,286 kilograms live weight.

Factors influencing this forecast which are beyond the control of the organization are:

- An undetermined inflation rate.
- Prime interest rate of 4.45%.
- Return on investment funds.

**TURKEY FARMERS OF CANADA  
NOTES TO THE FINANCIAL FORECAST  
YEAR ENDED DECEMBER 31, 2025**

**BALANCE SHEET**

**CURRENT ASSETS**

**Cash**

Cash includes current accounts and investments.

**Accounts Receivable**

It is assumed that the historic pattern for receipt of provincial levies will apply and that at the fiscal year-end, the December levies will be an outstanding receivable. The percentage of the total year's income normally received during the month of December is applied to the total for the year to arrive at the amount included in the accounts receivable. This is generally in the order of 10% of total levies.

Any AAFC funding from the Market Development Program for Turkey and Chicken not received in the year is also included as a misc. receivable.

**Prepaid Expenses**

Prepaid Expenses include amounts paid in advance for insurance, hotel & meeting deposits, registrations and contracts.

**Capital Assets**

This includes capital assets net of depreciation for the year.

**CURRENT LIABILITIES**

Accounts payable are estimated based on normal activity at the month and year-end.

**EQUITY**

The financial forecast of expenditures for the coming fiscal period allows equity to achieve a responsible level and meet the restricted targets as set out by the TFC Board.

A portion of TFC's accumulated surplus has been set aside as restricted for specified purposes. This amount will be: 2025 - \$2,702,000 and 2026 - \$2,799,000. Target equity levels are based on criteria as specified by auditors and approved by the TFC Board upon recommendations from the Audit and Finance Committee. The restricted equity includes contingency funds in case of Agency wind down and funds for future research projects. In 2016, the TFC Board also approved the restriction of funds from liquidated damages for incremental marketing and promotional expenditures. In 2023, the TFC board approved the restriction of funds received from AAFC from the Market Development Program for Turkey and Chicken. The opening balance for 2026 equity is based on the 2025 Forecast.

**TURKEY FARMERS OF CANADA  
NOTES TO THE FINANCIAL FORECAST  
YEAR ENDED DECEMBER 31, 2025**

**REVENUE**

**Producer Levies**

The global eviscerated quota for the 12-month fiscal period will be achieved on a live weight production of 185,714,286 kilograms of turkey. The levy rate will be \$0.021 per kilogram from January 1, 2026, to Dec. 31, 2026.

**Interest Income**

It is estimated that interest in short-term investments will average 2.85%. Interest in long-term investments will range from 2.61% - 2.85%.

**Project Funding**

These are funds received under project contribution agreements through agencies such as AAFC.

**Market Development Program**

These are also funds received under project contribution agreements through AAFC.

**EXPENSES**

**REMUNERATION TO OFFICERS AND STAFF**      **SCHEDULE I**

**•Staff Salaries**

TFC staff complement consists of ten full-time employees and three part-time.

**•Directors' Fees**

The budget includes fees paid to elected Directors for four TFC meetings plus an allowance for additional meetings. The executives and all directors receive stipends, teleconference fees and fees for travel days. TFC also covers fees for related committee meetings and representation at other meetings external to the Agency.

**•Director & Employee Benefits**

Included in this expense are the employer paid portions of Canada Pension Plan, Employment Insurance, Ontario Health Tax as well as supplementary Health and Dental Insurance and employee benefits.

**TURKEY FARMERS OF CANADA  
NOTES TO THE FINANCIAL FORECAST  
YEAR ENDED DECEMBER 31, 2025**

**OTHER ADMINISTRATIVE   SCHEDULE I**

**·Contract Services and Projects**

This expense is for independent research, review and refinement of the Agency's operational policies and programs on an "as needed" basis. Also included in this expense are specialized consulting services for long-term ongoing projects such as crisis and issues management and training, HR development and recruitment, strategic planning facilitation, media monitoring, US production data and production verification audits. This account also includes consumer surveys as needed from time to time.

**·Trade**

This budgeted item is for ongoing monitoring of trade negotiations and related initiatives.

**·Audit & Accounting**

This expense is for auditing the TFC yearly financial statements and other consulting services as required.

**·Telephone, Postage & Courier, Office Expenses, Office Leases & IT, Software & Websites**

These accounts pertain to the day-to-day operation of the TFC office and are based on the current years' experience.

**·Office Insurance and Directors' Liability Insurance**

Office insurance covers the office premises for fire, theft, and public liability. Directors' liability insurance was initiated in 1998.

**·Translations / Interpreters**

This account pertains to simultaneous interpretation for meetings and translation of policy, legal and information documents to the French language.

**·Amortization**

Amortization is charged to operations on the declining balance method at 20% per annum for office equipment, 30% for computer equipment and on the straight-line basis for leasehold improvements over the five-year term of the premises lease.

**TURKEY FARMERS OF CANADA  
NOTES TO THE FINANCIAL FORECAST  
YEAR ENDED DECEMBER 31, 2025**

**OTHER ADMINISTRATIVE   SCHEDULE I   cont'd**

**•Legal Fees**

This account pertains to the estimated legal services required for TFC operations.

**•Rent, Utilities, Taxes**

This expense is based on the premises lease for the TFC Office.

**•Bank Charges**

All service charges and interest charged by the bank on the Agency's operating account and annual credit card fees.

**•On Farm Programs**

This account pertains to the costs to deliver and maintain the Agency's On-Farm Food Safety Program and Flock Care Program.

**•OFP Projects**

This account pertains to the costs related to On-Farm programs that are to be delivered under specific funding agreements. This expense account is offset by revenue received through the funding agreements.

**DIRECTORS AND STAFF EXPENSES   SCHEDULE I**

**•Directors, Alternates & Managers Expenses / Staff Expenses**

This includes airfare, hotel and other out of pocket expenses for Directors, Alternates, Managers, and staff attendance at Agency meetings and for conduct of Agency business.

**•Meeting Rooms**

Incorporates meeting room and equipment rentals as well as catering costs.

**•Travel Insurance**

Based on the number of days travelled over a 12-month period by the Agency representatives and staff members.

**TURKEY FARMERS OF CANADA  
NOTES TO THE FINANCIAL FORECAST  
YEAR ENDED DECEMBER 31, 2025**

**MARKETING EXPENSES   SCHEDULE II**

**PROVINCIAL MARKETING PROGRAMS**

**·TFC Provincial Marketing Supplement**

The Agency supplements provincial marketing programs to promote the extension of local marketing initiatives. Of the fixed expenditure of \$400,000, \$344,000 is allocated to each province according to their percentage share of national quota allocations. These funds may be used for any marketing project. The balance of \$56,000 is allocated according to the original Consumer Seed Money Policy, which is now a matter of historical record and has been included in the Marketing Supplement. Each Provincial Board is required to provide a reporting annually of their marketing program activities, which have been supported through this supplement.

**RESEARCH**

**·Market Research**

Incorporates the expense related to obtaining at-home consumption data as supplied through AC Nielsen Company of Canada in the form of retailed scanned data. The budget reflects the agreed subscription contract.

**·Turkey Research**

Budget is established yearly by TFC for research pertaining to bird health, nutrition, food safety and quality, new product development and environmental concerns which are undertaken by accredited research institutions.

**·CPRC**

Annual contribution to the Canadian Poultry Research Council.

**TURKEY FARMERS OF CANADA  
NOTES TO THE FINANCIAL FORECAST  
YEAR ENDED DECEMBER 31, 2025**

**MARKETING EXPENSES   SCHEDULE II   cont'd**

**PUBLIC RELATIONS AND COMMUNICATIONS**

**•National Sponsorships and Promotions**

Incorporates funds committed to sponsorship of trade associations and conferences as well as promotional products.

**•Marketing and Communications**

Funds are used to position turkey in the marketplace and to advance the consuming public's awareness of the industry and of the Canadian Turkey brand, its production sector, and its products.

This also incorporates the cost of advertising in the Canadian Poultry Magazine and yearly "Who's Who" in the Canadian Poultry Industry and other opportunities that arise.

**•Memberships**

Includes the cost for memberships in the Canadian Federation of Agriculture, national and provincial animal care council organizations and associate industry memberships.

**•Subscriptions**

Ongoing subscriptions to electronic bulletins, newspapers, magazines, and other information resources.

**SPECIAL PROJECTS   SCHEDULE II**

This account identifies and segregates one-time special projects.

**PROMOTION (FROM LIQUIDATED DAMAGES) SCHEDULE II**

This account identifies promotion and marketing expenditures incremental to normal operating promotion and marketing activities, utilizing segregated funds from liquidated damages.

## **SECTION IV**

**2025 Budget - 2025 YEAR-END FORECAST**

**2026 PRELIMINARY BUDGET**

**TURKEY FARMERS OF CANADA  
FINANCIAL FORECAST  
STATEMENT OF OPERATIONS  
2025 BUDGET, 2025 YEAR END UNAUDITED & 2026 PRELIMINARY BUDGET**

	<b>2025 Preliminary Budget Oct 2024</b>	<b>2025 Final Budget June 2025</b>	<b>2025 Year End Un-Audited Dec 2025</b>	<b>2026 Preliminary Budget Nov 2025</b>
<b>Revenue</b>				
Producer Levies	\$ 3,493,000	\$ 3,374,000	\$ 3,567,016	\$ 3,900,000
Interest Income	39,500	20,000		74,000
Interest on MDPTC		200,000	225,214	216,000
Over Marketing Penalties			\$ 91,065	
Transfer from MD Fund	\$ 527,150	\$ 527,150	\$ 1,506,796	\$ 450,000
Market Development Program			<b>\$ 1,853,411</b>	
Transfer from Research Fund				\$ 131,000
Project Funding		7,000	7,000	
<b>Total Revenue</b>	<b>\$ 4,059,650</b>	<b>\$ 4,128,150</b>	<b>\$ 7,250,502</b>	<b>\$ 4,771,000</b>
<b>Expenses</b>				
Administration (Schedule I)	3,289,418	3,593,244	3,448,282	3,733,478
Marketing (Schedule II)	895,790	911,099	1,835,819	1,034,534
Special Projects (Schedule II)	22,000	22,000	-	20,000
Promotion (Liquidated Damages) (Schedule II)	-	-	-	-
<b>Total Expenses</b>	<b>\$ 4,207,208</b>	<b>\$ 4,526,343</b>	<b>\$ 5,284,101</b>	<b>\$ 4,788,012</b>
<b>Net Income Less Expenses</b>	<b>\$ (147,558)</b>	<b>\$ (398,193)</b>	<b>\$ 1,966,401</b>	<b>\$ (17,012)</b>
<b>Project Funding</b>				
<b>Net Surplus / (Deficit)</b>	<b>\$ (147,558)</b>	<b>\$ (398,193)</b>	<b>\$ 1,966,401</b>	<b>\$ (17,012)</b>
<b>Extraordinary Items</b>				
<b>Market Development Funding</b>			<b>(1,853,411)</b>	
<b>Surplus / (Deficit)</b>	<b>\$ (147,558)</b>	<b>\$ (398,193)</b>	<b>\$ 112,991</b>	<b>\$ (17,012)</b>
<b>Opening Equity</b>	<b>\$ 12,372,729</b>	<b>\$ 12,785,303</b>	<b>\$ 12,785,303</b>	<b>\$ 12,898,294</b>
<b>Closing Equity</b>	<b>\$ 12,225,171</b>	<b>\$ 12,387,110</b>	<b>\$ 12,898,294</b>	<b>\$ 12,881,282</b>

\* NOTE: 2026 Preliminary Budget opening equity is based on 2025 un-audited statements).

\*\* NOTE: The year end deficit/surplus figures shown represents the organization's overall results, which includes utilization of funds from restricted equity, such as restricted research and liquidated damages fund for specific research and promotional activities.

**TURKEY FARMERS OF CANADA**  
**2025 BUDGET, 2025 YEAR END UNAUDITED & 2026 PRELIMINARY BUDGET**

**SCHEDULE I**

	<b>2025 Preliminary Budget Oct 2024</b>	<b>Final Budget June 2025</b>	<b>2025 Year End Un-Audited Dec 2025</b>	<b>2026 Preliminary Budget Nov 2025</b>
<b>Administrative Expenses</b>				
<b>Remuneration to Officers &amp; Staff</b>				
Staff salaries	\$ 1,294,588	\$ 1,327,774	\$ 1,477,823	\$ 1,334,411
Directors' fees	240,000	264,000	259,717	272,000
Director & employee benefits	320,237	329,274	181,457	344,290
	<b>\$ 1,854,825</b>	<b>\$ 1,921,048</b>	<b>\$ 1,918,997</b>	<b>\$ 1,950,701</b>
<b>Other Administrative</b>				
Contract services and projects	\$ 255,500	\$ 338,300	\$ 223,495	\$ 253,700
Trade	-	-	60,617	75,000
Audit & Accounting	23,250	28,000	27,800	28,000
Telephone & Internet	14,953	15,280	16,058	15,200
Office expenses	4,900	10,000	9,633	10,000
Office leases	6,320	6,064	6,032	4,944
IT, Software & Websites	38,538	39,426	32,834	36,579
Postage & courier	2,500	2,600	2,178	3,900
Office contents insurance	7,250	7,510	7,415	7,200
Directors' liability insurance	9,400	9,600	9,293	9,300
Translations/Interpreters	161,200	196,300	202,019	234,750
Amortization	33,970	95,155	93,975	90,848
Loss on capital assets			-	9,000
Legal fees	46,500	46,500	26,409	60,000
Rent, Utilities & taxes	175,000	161,111	124,562	175,291
Interest Expense		18,410	18,425	
Bank charges	2,292	2,300	2,626	2,420
On Farm Programs	46,420	41,020	38,011	51,925
	<b>\$ 827,993</b>	<b>\$ 1,017,576</b>	<b>\$ 901,382</b>	<b>\$ 1,068,057</b>
<b>Directors &amp; Staff Expenses</b>				
Directors, Alternates & Managers' expenses	\$ 255,000	\$ 278,000	\$ 313,009	\$ 333,000
Staff expenses	239,000	237,520	193,027	246,920
Meeting expenses	111,500	138,000	120,547	133,000
Travel insurance	1,100	1,100	1,320	1,800
	<b>\$ 606,600</b>	<b>\$ 654,620</b>	<b>\$ 627,903</b>	<b>\$ 714,720</b>
<b>Total Administrative Expenses</b>	<b>\$ 3,289,418</b>	<b>\$ 3,593,244</b>	<b>\$ 3,448,282</b>	<b>\$ 3,733,478</b>

**TURKEY FARMERS OF CANADA**  
**2025 BUDGET, 2025 YEAR END UNAUDITED & 2026 PRELIMINARY BUDGET**

**SCHEDULE II**

	<b>2025 Preliminary Budget Oct 2024</b>	<b>2025 Final Budget June 2025</b>	<b>2025 Year End Un-Audited Dec 2025</b>	<b>2026 Preliminary Budget Nov 2025</b>
<b>Marketing Expenses</b>				
<b>Provincial Marketing Programs</b>				
Provincial Marketing Supplement	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Provincial Marketing Program			\$ 993,160	
	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 1,393,160</b>	<b>\$ 400,000</b>
<b>Research</b>				
Market research	\$ 75,300	\$ 75,312	\$ 73,638	\$ 97,080
Turkey research	176,032	221,297	148,562	308,797
Consumer Research	27,150	29,160	29,160	-
	<b>\$ 278,482</b>	<b>\$ 325,769</b>	<b>\$ 251,360</b>	<b>\$ 405,877</b>
<b>Public Relations &amp; Communications</b>				
National sponsorships and promotions	\$ 17,400	\$ 16,650	\$ 16,888	\$ 20,250
Marketing and communications	104,400	71,310	69,288	101,300
Memberships	5,929	5,941	3,903	102,267
Subscriptions	89,579	91,429	101,220	4,840
	<b>\$ 217,308</b>	<b>\$ 185,330</b>	<b>\$ 191,299</b>	<b>\$ 228,657</b>
<b>Total Marketing</b>	<b>\$ 895,790</b>	<b>\$ 911,099</b>	<b>\$ 1,835,819</b>	<b>\$ 1,034,534</b>
<b>Special Projects</b>	<b>\$ 22,000</b>	<b>\$ 22,000</b>	<b>\$ -</b>	<b>\$ 20,000</b>
<b>Promotion (from Liquidated Damages)</b>	<b>\$ -</b>			<b>\$ -</b>

## **SECTION V**

### **NATIONAL MARKETING CAMPAIGN**

**TURKEY FARMERS OF CANADA  
 NATIONAL MARKETING CAMPAIGN  
 CAMPAIGN REVENUE & EXPENSES  
 2025 BUDGET, 2025 YEAR END UN-AUDITED STATEMENTS & 2026 PRELIMINARY BUDGET**

	<b>2025 Preliminary Budget Oct 2024</b>	<b>2025 Final Budget June 2025</b>	<b>2025 Year End Un-Audited Dec 2025</b>	<b>2026 Preliminary Budget Nov 2025</b>
Levy Revenue	\$ 4,259,000	\$ 4,133,500	\$ 4,323,901	\$ 4,520,000
Expenses	\$ 4,634,500	\$ 4,236,000	\$ 4,350,661	\$ 4,640,000
Difference Between Revenue & Expenses	<u>\$ (375,500)</u>	<u>\$ (102,500)</u>	<u>\$ (26,760)</u>	<u>\$ (120,000)</u>

Note: The 2026 National Market Campaign anticipated expenditures are preliminary and may be subject to changes in revenue due to changes in allocation for the 2025/26 control period.