



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

February 14, 2024

Mr. Darren Ference
Chair
Turkey Farmers of Canada
7145 West Credit Avenue
Building 1, Suite 202
Mississauga, Ontario L5N 6J7

Subject: Proposed Amendments to the *Canada Turkey Marketing Levies Order (2019)*

Dear Mr. Ference,

At its February 13, 2024, meeting, the Farm Products Council of Canada (Council) reviewed the proposed amendment to the *Canada Turkey Marketing Levies Order (2019)*, presented by the Turkey Farmers of Canada (TFC) in its submission to Council dated January 15, 2024.

Following a thorough review of the rationale provided by TFC and internal analysis, Council members found that the amendment was necessary for the implementation of TFC's Marketing Plan as contained in the *Canadian Turkey Marketing Agency Proclamation*. The Order will come into force on the date it is registered and is in effect until March 31, 2025.

Should you have any questions, please do not hesitate to contact me or Lisa Melanson-Daigle, the Council Secretary at fpcc.secretariat.cpac@fpcc-cpac.gc.ca.

Sincerely,

Brian Douglas
Chair



**TURKEY FARMERS
OF CANADA™**

**LES ÉLEVEURS DE DINDON
DU CANADA^{MC}**

TURKEY FARMERS OF CANADA

LEVY ORDER SUBMISSION

2024

Prepared for Submission to the

FARM PRODUCTS COUNCIL OF CANADA

January 2024

TURKEY FARMERS OF CANADA

LEVY ORDER SUBMISSION

2024

I N D E X

<u>SECTION</u>	<u>ITEM</u>
I	LETTER OF TRANSMITTAL
II	DRAFT LEVY ORDER
III	FINANCIAL FORECAST
IV	2023 BUDGET, 2023 YEAR-END RESULTS & 2024 PRELIMINARY BUDGET
V	THINK TURKEY™ MARKETING CAMPAIGN

SECTION I

LETTER OF TRANSMITTAL



TURKEY FARMERS
OF CANADA™
LES ÉLEVEURS DE DINDON
DU CANADA^{INC}

January 15, 2024

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, 2025, from March 31, 2024.

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, 2024, and extending the term to March 31, 2025, 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, 2025, as per motion of the TFC Board.
- S. II: The financial position (forecasted) of the Agency for the fiscal year ending December 31, 2023, against the final 2023 budget;

- S. III The preliminary budget for the fiscal year 2024, including detailed explanatory notes by budget line; and
- S. IV: the statement of revenue and expenses for the Think Turkey national marketing campaign.

Please note that the Unaudited Balance Sheet and Comparative Preliminary Balance Sheet for the year ended December 31, 2023, includes the monies received at year-end from Agriculture and Agri-food Canada from the Market Development Program for Turkey and Chicken.

There is one planned expenditure from the MDPTC funds in 2024 to cover the consumer research being undertaken by VCMI. There will be further discussions of the Market Development funds at the Board level in 2024.

This compares to the Statement of Operations in which revenue is primarily from producer levies.

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

Sincerely,



Phil Boyd
Executive Director

Encls.

cc: Mark Kotipelto

SECTION II

DRAFT LEVY ORDER

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

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)^d of that Act applies, by reason of section 2 of the *Agencies' Orders and Regulations Approval Order*^e, 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)^d 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)^f of the *Farm Products Agencies Act*^c and section 10 of Part II of the schedule to the *Canadian Turkey Marketing Agency Proclamation*^a, makes the annexed *Order Amending the Canada Turkey Marketing Levies Order (2019)*.

Mississauga, January 15 , 2024

^a C.R.C., c. 647

^b S.C. 2015, c. 3, s. 85

^c R.S., c. F-4; S.C. 1993, c. 3, s. 2

^d S.C. 1993, c. 3, s. 7(2)

^e C.R.C., c. 648

^f 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)*¹ is replaced by the following:

Production

- 8(1)** Paragraph 2(a) ceases to have effect on March 31, 2025.

Coming into Force

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

¹ SOR/2019-54

Attendu que, en vertu du paragraphe 16(1)^a de la *Loi sur les offices des produits agricoles*^b, le gouverneur en conseil a, par la *Proclamation visant l'Office canadien de commercialisation des dindons*^c, 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)^d de cette loi, aux termes de l'article 2 de l'*Ordonnance sur l'approbation des ordonnances et règlements des offices*^e, 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)^d 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)^f de la *Loi sur les offices des produits agricoles*^b et de l'article 10 de la partie II de l'annexe de la *Proclamation visant l'Office canadien de commercialisation des dindons*^c, 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 Janvier, 2024

^a L.C. 2015, ch. 3, art. 85

^b L.R., ch. F-4; L.C. 1993, ch. 3, art. 2

^c C.R.C., ch. 647

^d L.C. 1993, ch. 3, par. 7(2)

^e C.R.C., ch. 648

^f 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)*¹ est remplacé par ce qui suit:

Production

- 8(1)** L'alinéa 2a) cesse d'avoir effet le 31 mars 2025.

Entrée en vigueur

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

¹ DORS/2019-54

EXPLANATORY NOTE
(This note is not part of the Order.)

The amendment sets out March 31, 2025, 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 reporte au 31 mars 2025 la date de cessation d'application des redevances.

SECTION III

FINANCIAL FORECAST

FOR THE YEAR ENDED DECEMBER 31, 2023

**TURKEY FARMERS OF CANADA
FINANCIAL FORECAST
BALANCE SHEET
AS AT DECEMBER 31, 2023 and 2024**

ASSETS

**2023
Forecast 2024
(Prelim Budget)**

CURRENT

Cash and Short Term Investments	\$ 9,929,863	\$ 10,102,724
Accounts Receivable	1,291,238	2,089,000
Prepaid Expense	<u>146,500</u>	<u>141,500</u>
	\$ 11,367,601	\$ 12,333,224

CAPITAL

	\$ 21,700	\$ 50,000
	<u>\$ 11,389,301</u>	<u>\$ 12,383,224</u>

LIABILITIES

CURRENT

Accounts Payable and Accrued Liabilities	<u>\$ 481,600</u>	<u>\$ 426,800</u>
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EQUITY

Restricted surplus	\$ 7,798,007	\$ 10,208,007
Unrestricted surplus	<u>1,247,412</u>	<u>699,694</u>
Balance beginning of year	\$ 9,045,419	\$ 10,907,701
Revenue over Expenditure	(547,718)	(511,277)
Add Market Development Funding (net)	2,410,000	1,560,000
Balance end of year	<u>\$ 10,907,701</u>	<u>\$ 11,956,424</u>
	<u>\$ 11,389,301</u>	<u>\$ 12,383,224</u>

**TURKEY FARMERS OF CANADA
FINANCIAL FORECAST
STATEMENT OF OPERATIONS
FOR THE YEAR ENDING DECEMBER 31, 2024**

REVENUE

Producer Levies	\$	3,490,000
Interest Income		178,045
Project Funding		

TOTAL REVENUE	\$	3,668,045
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EXPENSES

Administration (Schedule I)	\$	3,232,938
Marketing (Schedule II)		924,384
Special Projects (Schedule II)		22,000
Promotion (from Liquidated Damages) (Schedule II)		-

TOTAL EXPENSES	\$	4,179,322
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EXTRAORDINARY EXPENSES

REVENUE OVER EXPENDITURE	\$	(511,277)
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**TURKEY FARMERS OF CANADA
FINANCIAL FORECAST
ADMINISTRATIVE EXPENSES
FOR THE YEAR ENDING DECEMBER 31, 2024**

SCHEDULE I

REMUNERATION TO OFFICERS AND STAFF

Staff salaries	\$ 1,226,189
Directors' fees	250,000
Director & employee benefits	259,516
	<u>\$ 1,735,705</u>

OTHER ADMINISTRATIVE

Contract services and projects	\$ 278,900
Trade	1,000
Audit	22,250
Telephone	16,114
Office Supplies	4,800
Office Leases	6,365
IT, Software & Websites	34,091
Postage & courier	2,740
Office contents insurance	7,000
Directors' liability insurance	9,000
Translations/Interpreters	165,200
Amortization	11,654
Legal fees	52,500
Rent, Utilities & taxes	143,811
Bank charges	2,208
On Farm Programs	80,500
	<u>\$ 838,133</u>

DIRECTORS AND STAFF EXPENSES

Directors, Alternates & Managers' expenses	\$ 323,000
Staff expenses	206,000
Meeting expenses	129,000
Travel insurance	1,100
	<u>\$ 659,100</u>

TOTAL ADMINISTRATIVE EXPENSES

\$ 3,232,938

**TURKEY FARMERS OF CANADA
FINANCIAL FORECAST
MARKETING EXPENSES AND SPECIAL PROJECTS
FOR THE YEAR ENDING DECEMBER 31, 2024**

SCHEDULE II

PROVINCIAL MARKETING PROGRAMS

Provincial Marketing Supplement	\$ 400,000
	\$ 400,000

RESEARCH

Market research	\$ 68,800
Turkey research	168,465
	\$ 237,265

PUBLIC RELATIONS AND COMMUNICATIONS

National sponsorships and promotions	\$ 12,300
Marketing and communications	179,800
Memberships	88,974
Subscriptions	6,045
	\$ 287,119

TOTAL MARKETING EXPENSES

\$ 924,384

SPECIAL PROJECTS

\$ 22,000

PROMOTION (FROM LIQUIDATED DAMAGES)

\$ -

**TURKEY FARMERS OF CANADA
NOTES TO THE FINANCIAL FORECAST
YEAR ENDED DECEMBER 31, 2023**

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, 2024, to December 31, 2024, is expected to be 159,633,552 kilograms eviscerated weight or 193,847,001 kilograms live weight.

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

- An undetermined inflation rate.
- Prime interest rate of 7.2%.
- Return on investment funds.

**TURKEY FARMERS OF CANADA
NOTES TO THE FINANCIAL FORECAST
YEAR ENDED DECEMBER 31, 2023**

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.

Prepaid Expenses

Prepaid Expenses include amounts paid in advance for insurance 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: 2023 - \$2,393,000; and 2024 - \$2,475,000. 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 2024 equity is based on the 2023 Forecast.

**TURKEY FARMERS OF CANADA
NOTES TO THE FINANCIAL FORECAST
YEAR ENDED DECEMBER 31, 2023**

REVENUE

Producer Levies

The global eviscerated quota for the 12-month fiscal period will be achieved on a live weight production of 193,847,001 kilograms of turkey. The levy rate will be \$0.018 per kilogram from January 1, 2024 to December 31, 2024.

Interest Income

It is estimated that interest on short-term investments will average 1.05%. Interest on long-term investments will range from 1.02% - 4.45%.

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 executive 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. The fee schedule is set out in a specific by-law and changes are subject to FPCC approval.

•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, 2023**

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 is specialized consulting services for long-term ongoing projects such as crisis and issues management and training, HR development and recruitment, strategic planning facilitation, 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 international trade negotiations and related initiatives.

•Audit

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 is reviewed and renewed annually.

•Translations / Interpreters

This account pertains to simultaneous interpretation for meetings and french/english translation of policy, legal and information documents.

•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 ten-year term of the premises lease.

**TURKEY FARMERS OF CANADA
NOTES TO THE FINANCIAL
FORECAST YEAR ENDED
DECEMBER 31, 2023**

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.

•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, 2023**

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. Unused funds at year end are accumulated in a research investment fund.

•CPRC

Annual contribution to the Canadian Poultry Research Council.

**TURKEY FARMERS OF CANADA
NOTES TO THE FINANCIAL FORECAST
YEAR ENDED DECEMBER 31, 2023**

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.

This account also includes media monitoring.

•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

2023 Budget - 2023 YEAR-END FORECAST

2024 PRELIMINARY BUDGET

TURKEY FARMERS OF CANADA
FINANCIAL FORECAST
STATEMENT OF OPERATIONS
2023 BUDGET, 2023 YEAR END FORECAST & 2024 PRELIMINARY BUDGET

	2023 Preliminary Budget Oct 2022	Final 2023 Budget June 2023	2023 Year End Forecast August-23	2024 Preliminary Budget Nov 2023
Revenue				
Producer Levies	\$ 3,585,291	\$ 3,402,000	\$ 3,500,000	\$ 3,490,000
Interest Income	\$ 48,000	\$ 48,000	48,000	\$ 18,045
Interest on MDPTC		\$ 160,000	140,000	\$ 160,000
Over Marketing Penalties				
Market Development Program				
Project Funding	28,930	9,900	9,900	
Total Revenue	\$ 3,662,221	\$ 3,619,900	\$ 3,697,900	\$ 3,668,045
Expenses				
Administration (Schedule I)	3,298,453	3,295,202	3,231,748	3,232,938
Marketing (Schedule II)	926,135	846,370	813,870	924,384
Special Projects (Schedule II)	22,000	22,000	-	22,000
Promotion (Liquidated Damages) (Schedule II)	-	125,000	200,000	-
Total Expenses	\$ 4,246,588	\$ 4,288,572	\$ 4,245,618	\$ 4,179,322
Net Income Less Expenses	\$ (584,367)	\$ (668,672)	\$ (547,718)	\$ (511,277)
Project Funding				
Net Income / (Loss)	\$ (584,367)	\$ (668,672)	\$ (547,718)	\$ (511,277)
Extraordinary Items				
Market Development Funding (net)			2,410,000	1,560,000
Surplus / (Deficit)	\$ (584,367)	\$ (668,672)	\$ (547,718)	\$ (511,277)
Opening Equity	\$ 4,391,328	\$ 9,232,739	\$ 9,232,739	\$ 8,685,021
Closing Equity	\$ 3,806,961	\$ 8,564,067	\$ 8,685,021	\$ 8,173,744

* NOTE: 2024 Preliminary Budget opening equity is based on 2023 Forecast).

** 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
2023 BUDGET, 2023 YEAR END FORECAST & 2024 PRELIMINARY BUDGET

SCHEDULE I

	2023 Preliminary Budget Oct 2022	Final 2023 Budget June 2023	2023 Year End Forecast August-23	2024 Preliminary Budget Nov 2023
Administrative Expenses				
Remuneration to Officers & Staff				
Staff salaries	\$ 1,161,305	\$ 1,179,965	\$ 1,179,965	\$ 1,226,189
Directors' fees	303,500	303,500	278,500	250,000
Director & employee benefits	277,994	277,309	277,309	259,516
	\$ 1,742,799	\$ 1,760,774	\$ 1,735,774	\$ 1,735,705
Other Administrative				
Contract services and projects	\$ 298,075	\$ 260,755	\$ 254,581	\$ 278,900
Trade	1,000	1,000	2,120	1,000
Audit & Accounting	18,850	20,500	21,500	22,250
Telephone & Internet	15,774	16,648	16,648	16,114
Office supplies	5,900	5,900	5,900	4,800
Office leases	6,365	6,365	6,365	6,365
IT, Software & Websites	36,572	34,572	34,572	34,091
Postage & courier	2,200	2,900	2,900	2,740
Office contents insurance	6,900	6,900	6,900	7,000
Directors' liability insurance	5,800	6,500	9,000	9,000
Translations/Interpreters	177,200	167,200	167,200	165,200
Amortization	11,571	11,571	11,571	11,654
Loss on capital assets			-	
Legal fees	87,000	74,500	47,600	52,500
Rent, Utilities & taxes	191,275	191,275	191,275	143,811
Bank charges	1,972	2,122	2,122	2,208
On Farm Programs	70,400	47,920	47,920	80,500
	\$ 936,854	\$ 856,628	\$ 828,174	\$ 838,133
Directors & Staff Expenses				
Directors, Alternates & Managers' expenses	\$ 317,000	\$ 359,000	\$ 349,000	\$ 323,000
Staff expenses	171,200	196,000	196,000	206,000
Meeting expenses	129,500	121,700	121,700	129,000
Travel insurance	1,100	1,100	1,100	1,100
	\$ 618,800	\$ 677,800	\$ 667,800	\$ 659,100
Total Administrative Expenses	\$ 3,298,453	\$ 3,295,202	\$ 3,231,748	\$ 3,232,938

TURKEY FARMERS OF CANADA
2023 BUDGET, 2023 YEAR END FORECAST & 2024 PRELIMINARY BUDGET

SCHEDULE II

	2023 Preliminary Budget Oct 2022	Final 2023 Budget June 2023	2023 Year End Forecast August-23	2024 Preliminary Budget Nov 2023
Marketing Expenses				
Provincial Marketing Programs				
Provincial Marketing Supplement	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Research				
Market research	\$ 65,700	\$ 65,700	\$ 65,700	\$ 68,800
Turkey research	159,666	151,298	161,298	168,465
	\$ 225,366	\$ 216,998	\$ 226,998	\$ 237,265
Public Relations & Communications				
National sponsorships and promotions	\$ 13,400	\$ 14,400	\$ 15,400	\$ 12,300
Marketing and communications	186,800	111,800	68,300	179,800
Memberships	93,794	97,176	97,776	88,974
Subscriptions	6,775	5,996	5,396	6,045
	\$ 300,769	\$ 229,372	\$ 186,872	\$ 287,119
Total Marketing	\$ 926,135	\$ 846,370	\$ 813,870	\$ 924,384
Special Projects	\$ 22,000	\$ 22,000	\$ -	\$ 22,000
Promotion (from Liquidated Damages)		\$ 125,000	\$ 200,000	\$ -

SECTION V

THINK TURKEY™ MARKETING CAMPAIGN

**TURKEY FARMERS OF CANADA
NATIONAL MARKETING CAMPAIGN
CAMPAIGN REVENUE & EXPENSES
2023 BUDGET, 2023 YEAR END FORECAST & 2024 PRELIMINARY BUDGET**

	2023 Preliminary Budget Oct 2022	Final 2023 Budget June 2023	2023 Year End Forecast	2024 Preliminary Budget Nov 2023
Levy Revenue	\$ 4,925,000	\$ 4,679,000	\$ 4,800,000	\$ 4,780,000
Expenses	\$ 4,934,000	\$ 4,644,000	\$ 4,651,000	\$ 4,625,000
Difference Between Revenue & Expenses	\$ (9,000)	\$ 35,000	\$ 149,000	\$ 155,000

Note: The 2024 Think Turkey anticipated expenditures are preliminary and may be subject to changes in revenue due to changes in allocation for the 2023/24 control period.