



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 14 février 2024

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

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

Cher Monsieur Ference,

Lors de sa réunion du 13 février 2024, 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 15 janvier 2024.

Après un examen approfondi de la justification fournie par les ÉDC et suite à une analyse interne, les membres du Conseil ont conclu que la modification était nécessaire à la mise en œuvre du plan de commercialisation des ÉDC tel qu'énoncé dans la *Proclamation visant l'Office canadien de commercialisation des dindons*. L'ordonnance entrera en vigueur le jour de son enregistrement et sera en vigueur jusqu'au 31 mars 2025.

Si vous avez des 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).

Sincères salutations,

*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**

**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**

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

## **SECTION I**

### **LETTER OF TRANSMITTAL**



TURKEY FARMERS  
OF CANADA™  
LES ÉLEVEURS DE DINDON  
DU CANADA<sup>INC</sup>

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*<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, January 15 , 2024

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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, 2025.

## **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 Janvier, 2024

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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 2025.

## **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, 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**

| <b>ASSETS</b>                            |           | <b>2023<br/>Forecast</b> | <b>2024<br/>(Prelim Budget)</b> |
|--|-----------|--------------------------|---------------------------------|
| <b>CURRENT</b>                           |           |                          |                                 |
| 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                   |
| <b>CAPITAL</b>                           |           |                          |                                 |
|  | \$        | 21,700                   | \$ 50,000                       |
|  | <b>\$</b> | <b><u>11,389,301</u></b> | <b><u>12,383,224</u></b>        |
| <b>LIABILITIES</b>                       |           |                          |                                 |
| <b>CURRENT</b>                           |           |                          |                                 |
| Accounts Payable and Accrued Liabilities | <u>\$</u> | <u>481,600</u>           | <u>\$ 426,800</u>               |
| <b>EQUITY</b>                            |           |                          |                                 |
| 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>\$</u> | <u>10,907,701</u>        | <u>\$ 11,956,424</u>            |
|  | <b>\$</b> | <b><u>11,389,301</u></b> | <b><u>12,383,224</u></b>        |

**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 |    |           |

|                      |           |                  |
|----------------------|-----------|------------------|
| <b>TOTAL REVENUE</b> | <b>\$</b> | <b>3,668,045</b> |
|----------------------|-----------|------------------|

**EXPENSES**

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

|                       |           |                  |
|-----------------------|-----------|------------------|
| <b>TOTAL EXPENSES</b> | <b>\$</b> | <b>4,179,322</b> |
|-----------------------|-----------|------------------|

**EXTRAORDINARY EXPENSES**

|                                 |           |                  |
|---------------------------------|-----------|------------------|
| <b>REVENUE OVER EXPENDITURE</b> | <b>\$</b> | <b>(511,277)</b> |
|---------------------------------|-----------|------------------|



**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        |
|                                 | <b>\$</b> | <b>400,000</b> |

**RESEARCH**

|                 |           |                |
|-----------------|-----------|----------------|
| Market research | \$        | 68,800         |
| Turkey research |           | 168,465        |
|                 | <b>\$</b> | <b>237,265</b> |

**PUBLIC RELATIONS AND COMMUNICATIONS**

|                                      |           |                |
|--------------------------------------|-----------|----------------|
| National sponsorships and promotions | \$        | 12,300         |
| Marketing and communications         |           | 179,800        |
| Memberships                          |           | 88,974         |
| Subscriptions                        |           | 6,045          |
|                                      | <b>\$</b> | <b>287,119</b> |

**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**

|  | <b>2023 Preliminary<br/>Budget<br/>Oct 2022</b> | <b>Final<br/>2023 Budget<br/>June 2023</b> | <b>2023 Year End<br/>Forecast<br/>August-23</b> | <b>2024 Preliminary<br/>Budget<br/>Nov 2023</b> |
|--|---|--|---|---|
| <b>Revenue</b>                               |   |  |   |   |
| 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   |   |
| <b>Total Revenue</b>                         | \$ 3,662,221                                    | \$ 3,619,900                               | \$ 3,697,900                                    | \$ 3,668,045                                    |
| <b>Expenses</b>                              |   |  |   |   |
| 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   | -   |
| <b>Total Expenses</b>                        | \$ 4,246,588                                    | \$ 4,288,572                               | \$ 4,245,618                                    | \$ 4,179,322                                    |
| <b>Net Income Less Expenses</b>              | \$ (584,367)                                    | \$ (668,672)                               | \$ (547,718)                                    | \$ (511,277)                                    |
| <b>Project Funding</b>                       |   |  |   |   |
| <b>Net Income / (Loss)</b>                   | \$ (584,367)                                    | \$ (668,672)                               | \$ (547,718)                                    | \$ (511,277)                                    |
| <b>Extraordinary Items</b>                   |   |  |   |   |
| <b>Market Development Funding (net)</b>      |   |  | 2,410,000                                       | 1,560,000                                       |
| <b>Surplus / (Deficit)</b>                   | \$ (584,367)                                    | \$ (668,672)                               | \$ (547,718)                                    | \$ (511,277)                                    |
| <b>Opening Equity</b>                        | \$ 4,391,328                                    | \$ 9,232,739                               | \$ 9,232,739                                    | \$ 8,685,021                                    |
| <b>Closing Equity</b>                        | \$ 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**

|   | <b>2023 Preliminary<br/>Budget<br/>Oct 2022</b> | <b>Final<br/>2023 Budget<br/>June 2023</b> | <b>2023 Year End<br/>Forecast<br/>August-23</b> | <b>2024 Preliminary<br/>Budget<br/>Nov 2023</b> |
|---|---|--|---|---|
| <b>Administrative Expenses</b>              |   |  |   |   |
| <b>Remuneration to Officers &amp; Staff</b> |   |  |   |   |
| 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   |
|   | <b>\$ 1,742,799</b>                             | <b>\$ 1,760,774</b>                        | <b>\$ 1,735,774</b>                             | <b>\$ 1,735,705</b>                             |
| <b>Other Administrative</b>                 |   |  |   |   |
| 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  |
|   | <b>\$ 936,854</b>                               | <b>\$ 856,628</b>                          | <b>\$ 828,174</b>                               | <b>\$ 838,133</b>                               |
| <b>Directors &amp; Staff Expenses</b>       |   |  |   |   |
| 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   |
|   | <b>\$ 618,800</b>                               | <b>\$ 677,800</b>                          | <b>\$ 667,800</b>                               | <b>\$ 659,100</b>                               |
| <b>Total Administrative Expenses</b>        | <b>\$ 3,298,453</b>                             | <b>\$ 3,295,202</b>                        | <b>\$ 3,231,748</b>                             | <b>\$ 3,232,938</b>                             |

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

**SCHEDULE II**

| <b>Marketing Expenses</b>                    | <b>2023 Preliminary<br/>Budget<br/>Oct 2022</b> | <b>Final<br/>2023 Budget<br/>June 2023</b> | <b>2023 Year End<br/>Forecast<br/>August-23</b> | <b>2024 Preliminary<br/>Budget<br/>Nov 2023</b> |
|--|---|--|---|---|
| <b>Provincial Marketing Programs</b>         |   |  |   |   |
| Provincial Marketing Supplement              | \$ 400,000                                      | \$ 400,000                                 | \$ 400,000                                      | \$ 400,000                                      |
|  | <b>\$ 400,000</b>                               | <b>\$ 400,000</b>                          | <b>\$ 400,000</b>                               | <b>\$ 400,000</b>                               |
| <b>Research</b>                              |   |  |   |   |
| Market research                              | \$ 65,700                                       | \$ 65,700                                  | \$ 65,700                                       | \$ 68,800                                       |
| Turkey research                              | 159,666   | 151,298                                    | 161,298   | 168,465   |
|  | <b>\$ 225,366</b>                               | <b>\$ 216,998</b>                          | <b>\$ 226,998</b>                               | <b>\$ 237,265</b>                               |
| <b>Public Relations &amp; Communications</b> |   |  |   |   |
| 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   |
|  | <b>\$ 300,769</b>                               | <b>\$ 229,372</b>                          | <b>\$ 186,872</b>                               | <b>\$ 287,119</b>                               |
| <b>Total Marketing</b>                       | <b>\$ 926,135</b>                               | <b>\$ 846,370</b>                          | <b>\$ 813,870</b>                               | <b>\$ 924,384</b>                               |
| <b>Special Projects</b>                      | <b>\$ 22,000</b>                                | <b>\$ 22,000</b>                           | <b>\$ -</b>                                     | <b>\$ 22,000</b>                                |
| <b>Promotion (from Liquidated Damages)</b>   |   | <b>\$ 125,000</b>                          | <b>\$ 200,000</b>                               | <b>\$ -</b>                                     |

## **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<br>Budget<br>Oct 2022 | Final<br>2023 Budget<br>June 2023 | 2023 Year End<br>Forecast | 2024 Preliminary<br>Budget<br>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.

