



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

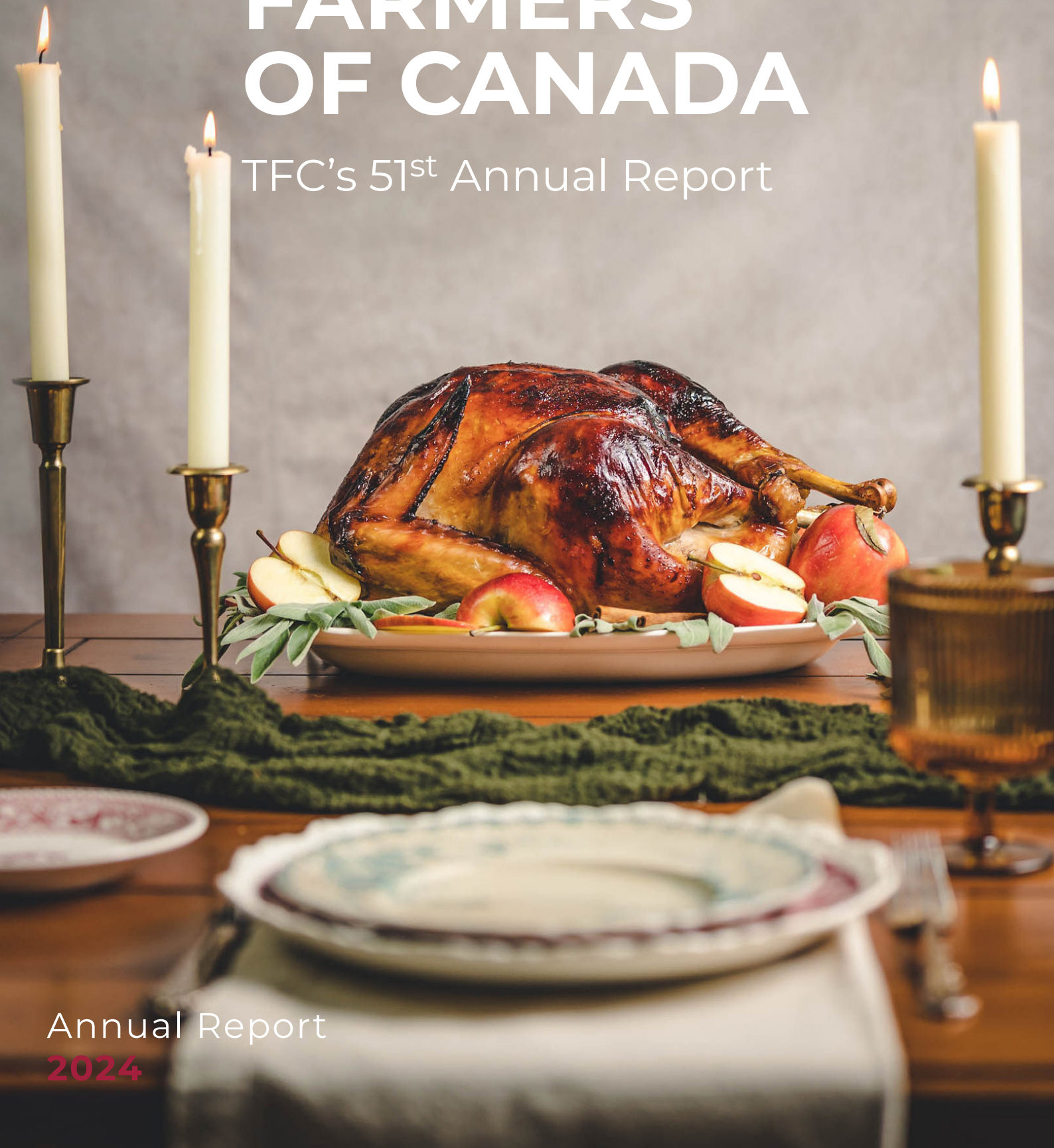
# ANNUAL REPORT

2024

Canadian Turkey Marketing Agency  
c.o.b. Turkey Farmers of Canada

# TURKEY FARMERS OF CANADA

TFC's 51<sup>st</sup> Annual Report



Annual Report  
**2024**

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The Fifty-first Annual Report of the Canadian Turkey Marketing Agency (c.o.b. Turkey Farmers of Canada) is prepared for presentation to the Federal Minister of Agriculture and Agri-Food, the Farm Products Council of Canada, and TFC Members.

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# About Turkey Farmers of Canada.

## Delivering Value on the Farm and Beyond

Turkey Farmers of Canada (TFC) represents Canada's 510+ turkey farmers. Created in 1974 under the federal *Farm Products Agencies Act* (FPAA), the Agency encourages cooperation throughout the Canadian turkey industry, promotes the consumption of turkey meat, and oversees the supply management system for turkey in Canada.

Mandated by Federal Proclamation, TFC's Board sets national turkey production levels in response to market activity and market forecasts, as well as expectations regarding imports and competing protein and input markets, to ensure that consumers have access to a secure supply of high-quality Canadian turkey products and that farmers earn a fair return on their investments.

The Board provides direction to national office staff and makes decisions on matters such as research, on-farm food safety, flock care, and the promotion of Canadian turkey, all in order to further promote a strong, efficient and competitive turkey production and marketing industry (as per S.21 of the FPAA).

TFC operations are funded by production-level levies remitted on each kilogram of turkey marketed.

The Agency is accountable to its members and partners and reports annually to Parliament through the Minister of Agriculture and Agri-Food Canada, and the Farm Products Council of Canada.



## Farm Products Agencies Act

### Objects and Powers

S. 21. The objects of an agency are:

1. to promote a strong, efficient, and competitive production and marketing industry for the regulated product or products in relation to which it may exercise its powers; and
2. to have due regard to the interests of producers and consumers of the regulated product or products.



# Vision, Mission, **Values.**

## **Our Vision**

Turkey Farmers of Canada is recognized for its collaboration with all stakeholders in creating a sustainable turkey industry that ensures a healthy, year-round food choice for Canadians.

## **Our Mission**

To promote research, knowledge sharing, efficiencies, and consumer awareness – the cornerstone of a thriving Canadian turkey industry – to contribute to the wellbeing of farmers, processors, the industry, and partners.

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## **Our Values**

The members of Turkey Farmers of Canada, guided by the Farm Products Agencies Act, S. 21, believe in:

- A national, orderly marketing system working towards growth of output and profitability for investors in the sector.
- A competitive and profitable economic model that benefits producers across Canada.
- Transparency of farm management practices, meeting the highest standards for health, safety, and animal welfare.
- Keeping pace with ongoing competitive changes in the Canadian marketplace.
- Satisfying the evolving expectations of the Canadian consumer through innovation and excellence in turkey production and processing, providing a high-quality and safe product to consumers at a fair price.
- An organization that operates ethically, respectfully, with integrity, and valuing employees, partners, and stakeholders.

# Chair's Message



**Darren Ference**

In this year's Annual Report, we reflect on a year of significant accomplishments, ongoing challenges, and the resilience of our turkey community.

2024 marked a milestone – the 50<sup>th</sup> anniversary of Turkey Farmers of Canada (TFC). This was a moment to celebrate our history and supply management in Canada for the last 50 years. We were proud to share the memories captured during this special year.

No year is without obstacles, and 2024 certainly presented some tough challenges. I know both turkey farmers and processors have been feeling the difficulties in our supply chain. From

the impact of HPAI disrupting production, to the uncertainty of the turkey market both in Canada and globally – we have all felt the stress.

It has been felt at the TFC table, and we are committed to finding common ground on these matters moving forward. Coming out of 2024, TFC convened a Turkey Summit early in 2025, to open the lines of communication across all parts of the industry. This summit was an important opportunity for the TFC Board, processors, provincial boards, provincial chairs and various staff to discuss challenges at all levels and the next steps. While this summit was just the beginning, it marked the beginning of renewed coordination within our industry.

Despite the challenges we faced, 2024 was also a year of significant achievements that are important to acknowledge. The National Marketing Campaign continues to evolve and make an impact. This year, we introduced fresh initiatives, new creative content, and partnerships aimed at highlighting the benefits of turkey as a healthy, accessible option. We eagerly await the results of the largest consumer research project TFC has ever conducted, which will offer insights to guide future decisions. Additionally, TFC established a framework to support provincial marketing initiatives using CPTPP and CUSMA mitigation funds; more details are available in this report.

The TFC Board and staff also made significant

progress by resolving the final pieces of the national Allocation Policy. And the TFC Board adopted a new Strategic Plan in March, outlining the direction for the next several years.

The return of HPAI in 2024 has had significant implications for our industry. Although the year began with relatively low activity, the surge in cases in October, particularly in British Columbia, marked the start of the sixth wave of HPAI. Importantly, TFC continued to play an active role through the HPAI Vaccination Task Force, co-chaired by TFC, which worked throughout the year to explore the viability of vaccination strategies in Canada.

TFC also remained engaged politically and on several important pieces of legislation. 2024 saw more mentions on supply management and many by detractors. The advocacy section of this report provides further details, but I will highlight that Bill C-282, which focused on supply management, saw a TFC appearance in the Senate, that I participated in to provide testimony, while also collaborating with the SM5 on the importance of supply management. Additionally, TFC advocated for Bill C-275, which focused on biosecurity, emphasizing the bill's importance for turkey farmers and the industry.

Even with all that unfolded in 2024 and the current uncertainty that has emerged in early 2025, I remain optimistic in my outlook.

Thank you to the Board of Directors, the provincial boards, TFC staff and our industry partners for their hard work this year. It has been a pleasure working with each of you.

Sincerely,



Darren Ference,  
Chair

**Executive  
Committee**

Darren Ference,  
Chair

Calvin McBain,  
Vice-Chair

Jelmer Wiersma,  
Executive Member

# Board of Directors.

The 11-member Board of Directors is comprised of eight farmer-elected Provincial Board representatives, along with two appointed members of the primary processing sector (Canadian Poultry and Egg Processors, CPEP) and one from the further processing sector (Further Poultry Processors Association of Canada, FPPAC).



**Darren Ference**



**Calvin McBain**



**Jelmer Wiersma**



**Matt Steele**



**Debbie Etsell**



**Leroy Loewen**



**Hugo Therrien**



**Michael de Graaf**



**Craig Valiquette**



**Michel Pépin**



**Adam Power**



# TFC Board Members.

## Board of Directors

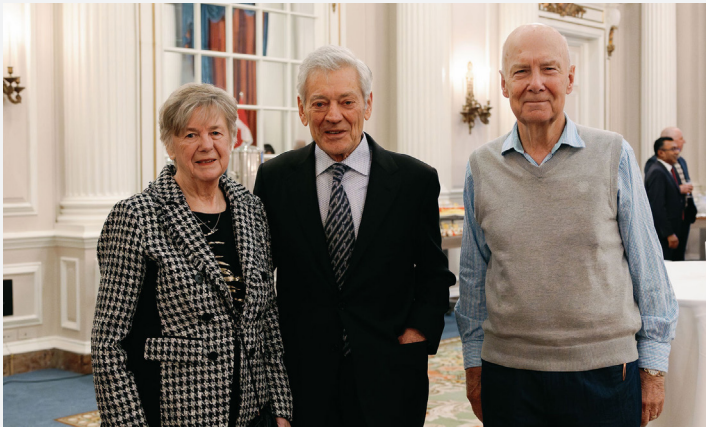
Darren Ference – Alberta Turkey Producers  
Calvin McBain – Les Éleveurs du volailles du Quebec  
Jelmer Wiersma – Turkey Farmers of Saskatchewan  
Matt Steele – Turkey Farmers of Ontario  
Debbie Etsell – British Columbia Turkey Marketing Board  
Mike Reimer / Leroy Loewen – Manitoba Turkey Producers  
Hugo Therrien – Turkey Farmers of New Brunswick  
Steven Eadie / Michael de Graaf – Turkey Farmers of Nova Scotia  
Doug Hart / Craig Valiquette – Canadian Poultry and Egg Processors  
Michel Pépin – Canadian Poultry and Egg Processors  
Adam Power – Further Poultry Processors Association of Canada

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## Alternate Directors

James Krahn / Kalpna Solanki – British Columbia Turkey Marketing Board  
Scott Olson – Alberta Turkey Producers  
David Mandel / Gary Wurz – Alberta Turkey Producers (2nd Alternate)  
Toby Mandel – Turkey Farmers of Saskatchewan  
Leroy Loewen – Manitoba Turkey Producers  
Duane Dietrich – Turkey Farmers of Ontario  
Jennifer Paquet – Les Éleveurs du Volaille du Quebec  
Hugo Therrien / Marco Volpé – Turkey Farmers of New Brunswick  
Louis Martin - Turkey Farmers of New Brunswick (2nd Alternate)  
Michael de Graaf / Marc Sproule – Turkey Farmers of Nova Scotia  
Werner Barnard – Canadian Poultry and Egg Processors  
Tony Tavares / Phil Jackson – Canadian Poultry and Egg Processors  
Nik Zylstra – Further Poultry Processors Association of Canada

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# 50<sup>th</sup> Anniversary

Turkey Farmers of Canada



# Executive Director's Message



**Phil Boyd**

Calendar 2024 was yet another unique year in the sector. The balance of the 2024 Annual Report provides detail on the key decisions made by the TFC members over the year and highlights the significant activities undertaken over the course of the year. Below are some highlights.

The ongoing struggles against highly pathogenic avian influenza persisted through 2024. The work of the farmers, processors, hatcheries, mills and public servants continued detection after detection. The detections continue to take their toll physically, emotionally, mentally and financially on those directly involved. The bird

loss also presents challenges to striking the right balance in the market supplies.

The domestic market for turkey meat continues to be difficult. However, it is not only in Canada where demand is soft for turkey meat – it is very similar in the U.S. and in the U.K. as well as in other parts of Europe, based on analysis undertaken in the office early in 2024. In 2024, the sector was expecting an increase in imports from Chile under the terms of the Comprehensive Progressive Trans-Pacific Partnership (CPTPP). This did not unfold, as the major Chilean turkey meat supplier exited the turkey sector and investing in the Chilean broiler sector.

Against this, the National Marketing Campaign has never been more important focusing on the versatility of the protein not only in all market segments (further processed products, cuts and whole bird) but to all population segments including newcomers to Canada. Empirically, in 2024, based on our bi-annual Leger 2024 Usage and Attitude Survey, newcomers and consumers under 35 years of age are being prompted to purchase turkey meat as an outcome of seeing one or more elements of the marketing campaign.

The nineteen-month consumer research initiative being conducted for the TFC by Value Chain Management International (VCMI) will be completed and tabled with the membership in

the first quarter of 2025. We expect this work, based on in-store interviews and hard data analysis, will provide helpful insights across the entire sector, all in a way to boost the market and increase domestic demand.

In addition to our work on HPAI over the course of 2024, we were working with our colleagues and officials at the Canadian Food Inspection Agency on two other significant conditions: reovirus and metapneumovirus, both of which are as significant (potentially) as HPAI. One internal outcome was the implementation of a national-in-scope Turkey Health Working Group (detailed in subsequent pages).

At the end of 2024, our long-term colleague, Sateesh Ramkissoonsingh, retired from our staff team at the TFC office. Our office, the entirety of TFC, and our colleagues within the national dairy and feather organizations at large benefited from Sateesh's insights, observations and contributions on all things domestic policy and international trade related. Sateesh was indeed a very good friend to supply management and to all of us who were fortunate enough to work with him in the TFC office, across the provinces and in the sector. As much as we miss him, we wish Sateesh well.

Again, this year, I want to acknowledge the work of my office colleagues, each of whom remains committed to the mandate and work of the TFC, the betterment of the sector for each of the participants involved. This annual report is submitted to the membership on their behalf.

Respectfully submitted,



Phil Boyd,  
Executive Director

# TFC Staff.

Phil Boyd

**Executive Director**

Adriana Goldman

**Director – Corporate Services**

Lisa Cadeau

**Director – National Marketing Campaign & Brand Partnerships**

Sateesh Ramkissoonsingh / Erik Ben-Tchavtchavadze (Fall 2024)

**Manager - Policy & Trade / Director - Economic Affairs and International Trade**

John Sheldon

**Manager – Markets Information**

Maegan MacKimmie

**Manager – Corporate Communications**

Malenka Georgiou

**Associate Manager – Technical Affairs, On-Farm Programs,**

Caroline Gonano

**Associate Manager – Technical Affairs, Science & Regulation,**

Scott Mitchnick

**Market & Policy Analyst**

Elise Mereweather

**Policy & Data Administrator**

Barb Weston

**Finance Administrator**

Lorna Morris

**Executive Services Administrator**

Cathy Lane

**Corporate Services Administrator / Information Technology (IT)**

# Provincial Managers Committee.



Sonya Lorette, TFNS

Louis Martin / Kevin Godin / Pierre Martin, TFNB

Richelle Fortin / Maxime d'Almeida, ÉVQ

Jon-Michael Falconer / Krista Cressman, TFO

Helga Wazny, MTP

Cinthya Wiersma, TFS

Cara Prout, ATP

Natalie Veles, BCTMB

# TFC Committees.

## Nominating Committee

Steven Eadie, Chair, TFNS  
Jelmer Wiersma, Director, TFS  
Mike Reimer, MTP

## Research Committee

Jelmer Wiersma, TFS  
Leroy Loewen, MTP  
Lucas McCartney, ÉVQ

## On-Farm Programs Committee

Scott Olson, Chair, ATP  
James Krahn, BCTMB  
Darren Kornelson, MTP  
Greg Lansink, TFO  
Jennifer Paquet, ÉVQ  
Hugo Therrien, TFNB  
Fred Grein (Maple Leaf), CPEP

## Supply Policy Committee

Darren Ference, Chair  
Debbie Etsell, TFC Producer Director, BCTMB  
Toby Mandel, TFC Alternate Producer Director, TFS  
Matt Steele, TFC Producer Director, TFO  
Jennifer Paquet, TFC Alternate Producer Director, ÉVQ  
Adam Power, TFC Director, FPPAC  
Jean-Luc Hamelin (Vice-President, Livestock Procurement, East Pork and Poultry), CPEP

## Audit and Finance Committee

Calvin McBain, Chair, ÉVQ  
Debbie Etsell, Director, BCTMB  
Adam Power, Director, FPPAC

## National Marketing Working Group

Debbie Etsell, BCTMB  
Scott Olson, ATP  
Emily Haramule / Kurtis Allaer, TFO  
Corinna Fortin Pop, ÉVQ  
Craig Valiquette, CPEP  
Mylène Frechette, CPEP  
Nicolas Paillat, CPEP  
Heather Cameron (Exceldor), CPEP  
Adam Power, FPPAC  
Phil Boyd, TFC  
Lisa Cadeau, TFC  
Adriana Goldman, TFC

## Turkey Health Working Group

Jelmer Wiersma, Chair  
James Krahn, BC  
Astrid Stephenson, AB, SK, MB  
Steven Vanderzanden, ON  
Jennifer Paquet, QC  
Steven Eadie, NS, NB  
Luke Nickel, CAPV  
Ben Schlegel, CAPV  
Louise Mercier, CAPV  
Sarah Thomson, Primary Breeder  
Silke Schantz, CPEP

## Turkey Market Advisory Committee

Sateesh Ramkissoonsingh / Erik Ben-Tchavtchavadze, Chair (TFC)  
Nicolas Paillat, CPEP  
Nik Zylstra, FPPAC  
John Sheldon, TFC  
Kevin Grier, Third-Party Analyst

## Producers' Trade Consultant

Charles Akande



# Memberships, Partnerships Affiliations.

## Memberships and Partnerships

Advancing Women in Agriculture  
Canadian 4-H  
Canadian Animal Health Coalition  
Canadian Agricultural Hall of Fame  
Canadian Agri-Marketing Association  
Canadian Centre for Food Integrity  
Canadian Federation of Agriculture  
Canadian Federation of Independent Grocers  
Canadian Poultry and Egg Processors  
Canadian Poultry Research Council

Canadian Supply Chain Food Safety Coalition  
Further Poultry Processors Association of  
Canada  
Animal Health Canada  
National Turkey Federation (U.S.)  
National Farm Animal Care Council  
Nutrient Rich Alliance  
Poultry Industry Council  
Restaurants Canada  
Turkey Research & Resource Bureau  
International Poultry Council (IPC)

## External Appointments and Affiliations

### Canadian Federation of Agriculture

Matt Steele, Director

### National Farm Animal Care Council

Astrid Stephenson, ATP

### Canadian Poultry Research Council

Jelmer Weirsma, TFC Director, Vice-Chair

### Code Committee for the Code of Practice for the Care and Handling of Hatching Eggs, Breeders, Chickens and Turkeys

Astrid Stephenson, ATP

Krystle Vanderzanden, TFO

### Turkey Research & Resource Bureau

Darren Ference, Chair, ATP

Debbie Etsell, BCTMB

Jelmer Wiersma, TFS

Mike Reimer / Leroy Loewen, MTP

Matt Steele, TFO

Calvin McBain, ÉVQ

Hugo Therrien, TFNB

Steven Eadie / Michael de Graaf, TFNS

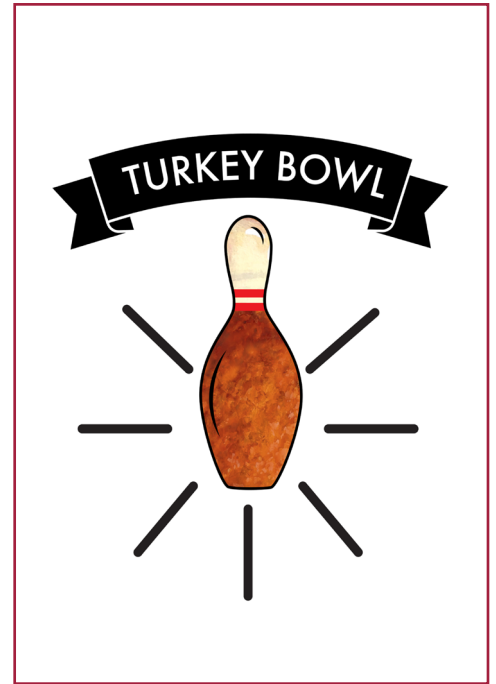
# National Marketing Campaign.

## Think Turkey™ Year in Review 2024

Year six of the national Think Turkey™ / Pensez Dindon<sup>MC</sup> bilingual marketing campaign brought new creative, new strategic partnerships, and the most robust retail programs to date. The campaign taught Canadians turkey techniques to give them the confidence to cook with turkey more often.

Think Turkey partnered with GymTV to reach health-conscious Canadians, showing how turkey can support fitness goals. The Veggies Love Turkey ads aired on gym screens nationwide, encouraging fitness enthusiasts to add turkey to their shopping carts.

Think Turkey / Pensez Dindon partnered with Bowl Canada for the annual Turkey Bowl challenge, encouraging Canadians to bowl a “turkey” (three strikes in a row) for a chance to win prizes. Through social media and signage, bowling centres were also motivated to feature turkey on their menus, with a prize for the centre with the highest turkey sales.



At Easter, to inspire Canadians to celebrate with turkey and visit ThinkTurkey.ca / PensezDindon.ca, Think Turkey launched the Easiest Easter Egg Hunt Ever contest. Canadians visited Think Turkey/ Pensez Dindon’s website daily to collect digital eggs for a chance to win an Easter dinner. Thousands of people participated, and website traffic reached record levels.



To encourage turkey for everyday meals, Think Turkey launched - Turkey, Do It More Often. Across several platforms, program ambassador Chef Chuck Hughes, shared turkey techniques for a variety of cuts to encourage Canadians to shop and cook turkey. During BBQ season, Think Turkey/ Pensez Dindon launched the Do It More Often on the Grill campaign to increase awareness and interest in turkey as a BBQ protein.

To reach newcomers and multicultural audiences, Think Turkey / Pensez Dindon developed grilling ads in Hindi, Punjabi, Mandarin, Arabic and Tagalog, which ran across social platforms and OMNI television during top shows like Punjabi Hockey Night in Canada. The ads directed users to in-language landing pages with recipes and turkey tips for the grill.

In the Spring, Think Turkey / Pensez Dindon launched two partnerships

# National Marketing Campaign.



with Pickleball Canada and Golf Canada. The “Make Birdies Count” program returned at the RBC Canadian Open and the CPKC Women’s Open, featuring on-site promotional opportunities and turkey burgers on the menu. Graham DeLaet and Maude-Aimée LeBlanc returned as ambassadors, leading First Tee youth clinics and appearing in a new “Birdie Watch” segment on TSN.

With pickleball’s growing popularity in Canada, Think Turkey / Pensez Dindon saw an opportunity to align with the sport and became the official 2024 Protein Sponsor of Pickleball Canada. The partnership featured on-site activations at various pickleball championships, providing strong brand visibility and offering turkey wraps at concession stands. Canadian Pickleball Champion, Christina Chin, was Think Turkey/ Pensez Dindon’s spokesperson, creating healthy recipe content and positioning turkey as a protein for active Canadians.

September saw Think Turkey / Pensez Dindon in store on deli screens to promote Canadian turkey for back to school. The campaign also promoted turkey at Thanksgiving to university and college students through the Join Thanksgiving Fund. The program offered grants to students who could not go home, allowing them to host on-campus celebrations and connect with the Thanksgiving turkey tradition. This work included a Chef program ambassador, who promote the program and called for nominations.

Additionally, Think Turkey / Pensez Dindon brought back the ‘Here’s to Canadian Thanksgiving’ ad in English Canada, and launched the NEW ‘Celebrate with Turkey’ ad in French Canada on TV and digital, which was supported through social media, advertisements and partnerships with major national retailers.

Think Turkey / Pensez Dindon launched its holiday campaign with a refreshed holiday carol celebrating It’s Turkey Time! The campaign included TV ads, social and digital media, and in-store retail presence with select grocers. Online grocery turkey product pages were also launched, making it easy to add turkey to their carts.

2024 concluded with the second annual Wishbone Awards, recognizing Canadians who give back to their communities by donating turkeys and serving holiday meals. The awards were promoted through various media channels, including social media, earned media, and a public service announcement.

# Corporate Communications.

Throughout 2024, TFC engaged in several key initiatives to support the turkey industry and promote supply management.

## Communications and Industry Events



### Federation of Canadian Municipalities (FCM) Conference

Held in Calgary from June 6-9, 2024, the FCM Conference provided an opportunity for the SM5 to engage with municipal leaders. This conference is the largest annual gathering of senior municipal officials from across Canada. The SM5 had an interactive booth to educate attendees about supply management and agriculture, in addition to opening remarks, and panel titled “the critical role municipalities and farmers play in sustaining Canada’s food security.” TFC representatives Scott Olson and Laurel Winter, along with staff member Maegan MacKimmie attended the event.

### Downtown Diner

On October 3, 2024, the SM5 hosted the annual Downtown Diner event in Ottawa. The event featured over 43 MPs and Senators, marking a record turnout. Farmers and representatives from each commodity group met with key government stakeholders, local media, and members of the Ottawa public. Given the timing, conversations reflected the ongoing debate around Bill C-282. TFC staff and Director Matt Steele attended for TFC.

### Advancing Women in Agriculture Conference

TFC participated in this conference from November 17-19, 2024, sponsoring an agriculture student.

# Corporate Communications.

This sponsorship offered the student exposure to the industry and potential career opportunities. Lisa Cadeau represented TFC at the event and had the opportunity to meet our sponsored participating student.

## Media

TFC continues to monitor media activity on the turkey industry and supply management and send updates through the bi-weekly *Eye on the Industry* Newsletter. If you are interested in receiving this, please email [info@tfc-edc.ca](mailto:info@tfc-edc.ca).

## Advocacy and Government Relations

TFC was actively engaged in advocacy and government relations, including participation in important consultations, such as pre-budget submissions, where TFC advocates for policies that align with the needs of turkey farmers and of the industry. TFC also monitored ongoing policy work related to agriculture and contributed to consultations, for example, Global Affairs Canada on Canadian security interests, trade, simulated meat and alternative protein products, ensuring that the turkey industry's input is made on discussions that may impact farmers and consumers.

TFC closely monitored the political landscape, preparing for the possibility of an upcoming election, ensuring that the Agency's key priority items will be part of discussions. Additionally, throughout 2024, several key bills were monitored, including:

Bill C-282, which aimed to amend the Department of Foreign Affairs, Trade and Development Act on supply management. Representatives from the SM5, including TFC Chair Darren Ference and Executive Director Phil Boyd, provided testimony on Bill C-282 at the Standing Senate Committee on Foreign Affairs and International Trade. A number of other tactics were deployed around this bill to positively promote supply management.

TFC monitored Bill C-275, which proposed amendments to the Health of Animals Act to improve on-farm biosecurity. TFC Chair Darren Ference testified before the committee about the bill's importance for both his operation and turkey farmers. TFC also participated in joint activities related to Bill C-234, which seeks to exempt natural gas and propane used in essential farming activities from the federal carbon tax, while keeping track of several other bills, including Bill C-293 on the Pandemic Preparedness Act.

To the end of 2024, the future of the bills remained uncertain due to amendments to some bills and the political landscape into 2025.

# Science and Research.

Canadian turkey farmers continued to earn the trust of Canadians with respect to food safety, quality and animal care in 2024 as programs, standards and practices were diligently followed and enhanced.

## TFC On-Farm Programs

Implementation of the TFC On-Farm Food Safety Program<sup>®</sup> (OFFSP) and Flock Care Program<sup>®</sup> (FCP) continued in 2024 across the country despite the ongoing avian influenza outbreak, which required some adjustments to the audit process in some regions. With both programs being mandatory, more than 99.6 percent of existing turkey producers are certified under the TFC On-Farm Programs, with new entrants undergoing the initial certification process.

A review of the TFC On-Farm Programs initiated in 2023 to ensure continuous improvements was completed by mid-2024. A number of edits to both the commercial and turkey breeder modules were published in September 2024 for implementation by producers by January 1, 2025. The edits were based on new science and regulations, and comments received from Provincial Boards, auditors, and producers since the last review of the TFC OFFSP and FCP. Most of the edits focused on strengthening the biosecurity requirements resulting from the turkey industry's experience with avian influenza or were intended to provide additional clarification to select program requirements. The edits specific to turkey breeders incorporated applicable requirements from the new Hatchery Regulations that came into force in November 2023. Prior to publication, the edits obtained necessary approvals from the TFC Board of Directors and were presented to the Canadian Food Inspection Agency (CFIA) and the National Farm Animal Care Council (NFACC) to confirm continued recognition for the TFC OFFSP and FCP. The revisions will also be addressed in amended producer and auditor training materials, and an updated TFC On-Farm Programs Auditor Guidance Manual. This manual is a reference tool for On-Farm Programs auditors on how to audit and interpret the various program requirements to help with consistent implementation of the TFC OFFSP and FCP across the country.

In June 2024, the TFC OFFSP successfully completed the 60-month review by the Canadian Food Inspection Agency (CFIA), required to maintain full government recognition under the CFIA Food Safety Recognition Program (FSRP). Full recognition for the TFC OFFSP was first obtained in 2018. It serves as formal declaration that the program meets the requirements of the FSRP; is technically sound in that it promotes the production of safe food at the farm level and adheres to Hazard Analysis Critical Control Point (HACCP) principles; and, supports the effective implementation, administration, delivery and maintenance of the program. To uphold its full recognition status, TFC participates in an ongoing 5-year review cycle, which includes evaluations at 20-month intervals. For the 60-month review, TFC participated in a pilot of a revised maintenance of recognition review process, which included assessments of additional records to substantiate that the TFC OFFSP is being delivered and implemented according to recognition requirements and will be used by CFIA for reviews moving forward.

On October 29-30, 2024, a face-to-face auditor training session for all TFC On-Farm Programs auditors was held in Toronto, Ontario. The training focused on interaction between participants and exchange

# Science and Research.

of experiences and included presentations related to the TFC On-Farm Programs edits and audit procedures, presentations by two expert speakers on turkey health and welfare topics and biosecurity non-compliance, as well as a number of group exercises and quizzes to reconfirm the participants' qualifications regarding the TFC program requirements.

Additional activities related to the TFC On-Farm Programs in 2024 included:

- follow-up from the December 2023 management review to evaluate the effectiveness of the TFC On-Farm Programs management system;
- training of new on-farm programs auditors, provincial program administrators and certification agents;
- internal audits of two provincial program administrators and preparations for annual TFC national office audit; and,
- witness audits of several on-farm programs auditors.

These internal review processes helped to uphold the effective management system in place for the TFC On-Farm Programs in 2024 and will continue to support the system moving forward.

## **TFC On-Farm Programs Portal**

Throughout 2024, producer registrations for the TFC On-Farm Programs portal ([www.tfconfarmprograms.ca](http://www.tfconfarmprograms.ca)) continued to gradually increase and TFC provided news updates through the site. Additionally, the PDF fillable electronic program version of the TFC OFFSP and FCP, available for download on the portal was updated to reflect the 2024 program edits. The portal also hosts other On-Farm Programs-related resources, including a library of Turkey Farming Info Sheets; research resources; and information on disease and flock health, medication, and antimicrobial use.

## **Third-Party Audits for the TFC Flock Care Program® (FCP)**

Third-party audits for the TFC Flock Care Program® (FCP) continued in 2024 through NSF Canada Agricultural Certification Company, an internationally recognized, third-party certification body with Professional Animal Auditor Certification Organization (PAACO) certified auditors. Third-party audits were initiated in 2017 to demonstrate transparency and provide further assurance to retailers, restaurants, and consumers that turkeys in Canada are raised humanely, and that the TFC FCP is an effective national standard to represent animal care on-farm.

Verification audits were done on a statistically valid random sample of turkey farms across all provinces, in addition to the annual audits required to maintain a producer's certification under the TFC FCP. Based on the results of the 2024 audit program, it was concluded by NSF that the National Flock Care Program had been implemented effectively. Animal care measures were consistently applied, and producers demonstrated compliance and continuous improvement to the program requirements, with support

# Science and Research.

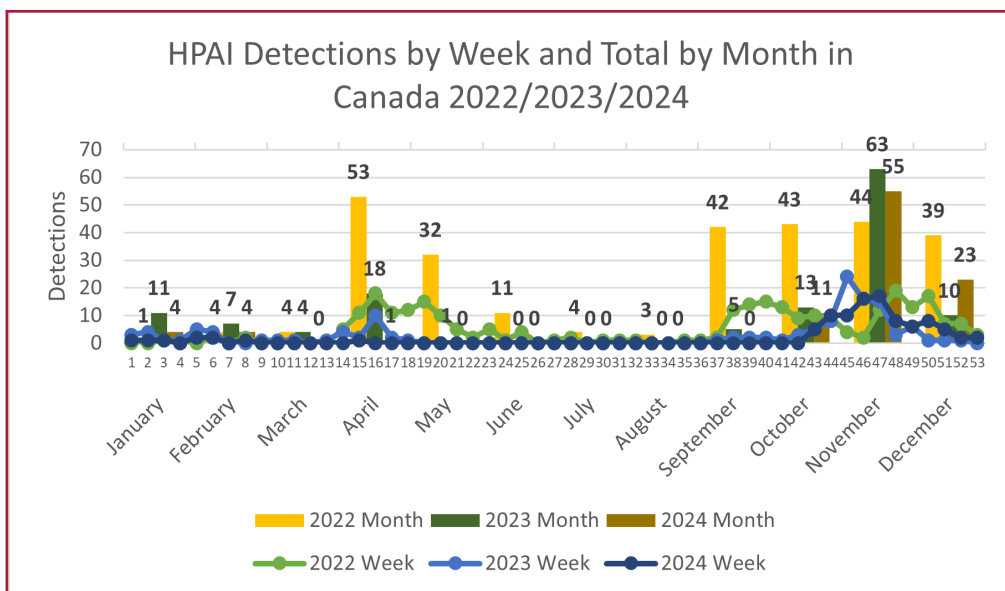
from Provincial Board representatives.

In late 2024, as part of an evaluation of the process and provider, TFC elected to go out with a request for proposals to audit companies to ensure the process remained relevant, transparent, and best met the needs of the industry.

## Avian Influenza

The Highly Pathogenic Avian Influenza (HPAI) outbreak persisted globally in 2024. The Canadian Food Inspection Agency (CFIA), along with provincial stakeholders and industry continued response efforts.

While early 2024 remained quiet with nine cases in January and February and an isolated case in April, a grouping of detections in British Columbia on October 21, 2024, started the sixth wave of avian influenza in Canada. Since that time, there were 93 detections across six provinces with the majority in British Columbia, bringing the 2024 total to 103 flocks with over 3 million birds impacted. 95% of detections were commercial flocks with the most being commercial layers, then turkeys, with broilers and ducks being similarly affected followed by broiler breeders. This was compared to 132 flocks and 4.3 million birds impacted in 2023. The total number of flocks impacted in Canada since December 2021 is 519 with 15.2 million birds.



Focus at TFC continued to be on supporting response efforts and playing a coordinating role from the national perspective with CFIA and provinces in conjunction with the national poultry groups (NPG). In addition, communication efforts from TFC were maintained to keep members up to date, including weekly summaries of confirmations of avian influenza and other trends and findings, and biosecurity reminders.



# Science and Research.

2024 also saw some evolving trends in avian influenza. In the sixth wave, the presence of HPAI virus of H5N2 subtype was detected on two commercial farms. This new variant has a similar behaviour to the current H5N1 subtype, and the existing response plan was followed. Low pathogenic avian influenza (LPAI) was also detected in four Quebec flocks in 2024. The first domestically acquired human case of avian influenza was also detected in Canada in 2024 in a teenager in British Columbia. There were no obvious sources of exposure, and no contacts of the individual were identified with the virus. TFC released prevention measure recommendations for farmers and workers.

2024 also saw the unprecedented spread of HPAI to dairy cattle in the United States of America. There has been no evidence of HPAI spread to Canadian dairy herds.

The work of the HPAI Vaccination Task Force, in place since June 2023, continued in 2024. The Task Force is a joint industry, cross government and academic task force serving as a forum for discussion, information sharing and consensus building on issues relating to the potential use of vaccination against HPAI in Canada. TFC co-chairs the Task Force. Much of the work focused on costing and TFC also participated in the Vaccination and Surveillance Costing Working Group, which conducted an economic cost-benefit analysis and considered a disease spread model to estimate the impacts of vaccination versus current policy.

## Antimicrobial Use and Resistance

2024 saw the continued implementation of the Canadian turkey industry antimicrobial use (AMU) strategy. The strategy focuses on the elimination of the preventive use of antibiotics important to human medicine to respond to the increased global attention to the threat of antimicrobial resistance (AMR). It works to maintain and build consumer confidence in Canadian turkey and to meet the needs of processors, restaurants, and retailers, while ensuring options to maintain the health and welfare of turkeys remain available.

TFC maintained its support of the surveillance activities for AMU and AMR through the Canadian Integrated Program for Antimicrobial Resistance Surveillance (CIPARS) of the Public Health Agency of Canada (PHAC). CIPARS results are used to inform progress and the impacts of the Turkey Industry AMU Strategy over time, as well as future decision making. TFC received the preliminary results for the 2023 CIPARS Turkey Industry Report for farm surveillance covering animal health, AMU, AMR, pathogen recovery. Again, due to AI, in 2023, there were fewer than expected flocks sampled in certain provinces.

The 2023 results showed increases in antimicrobial use indicators from 2022, but 2023 AMU indicators compared more closely to 2021 levels, with variation between regions. Shifts in antimicrobial use patterns in the industry may have caused this change. Overall, 74% of antimicrobials used in turkeys are not used in human medicine.

# Science and Research.

## Turkey Health

In 2024, the Turkey Health Working Group was established to respond to the health challenges facing the industry. The Working Group was formed to collaboratively examine emerging disease challenges and prioritize actions to support turkey farmers and includes farmers, veterinarians, and processors. It functions to conduct a scan of animal health priorities and work to find innovative solutions for disease challenges facing the industry. An additional role is to support the implementation of the Turkey Industry Antimicrobial Use (AMU) Strategy through the involvement in the development of communication and resource materials.

The group met four times in the latter half of 2024 and provided feedback on list of priority diseases that were raised during a roundtable discussion at an initial meeting. The group discussed each item and provided ideas on future actions and the priority level of the disease.

2024 also brought a new disease challenge, avian metapneumovirus, to Canada. The first known detection in Canada was on April 17, 2024, in Ontario with two turkey flocks with aMPV confirmed and, since then, there have been additional detections in Ontario, Manitoba, Quebec and evidence of the virus in Alberta across multiple species with significant impacts to the turkey industry. The USA has also documented increased cases of aMPV with significant economic losses in their poultry industry.

TFC spent 2024 advocating for access to vaccines to control the disease and impacts on bird health and economic losses. This included continued communications with the Canadian Food Inspection Agency (CFIA), meetings with animal health companies, and connecting with staff at the National Turkey Federation (NTF) and participation in a Working Group on aMPV organized in the U.S.

## National Farm Animal Care Council

In 2024, the update to the Code of Practice for the Care and Handling of Hatching Eggs, Breeders, Chickens and Turkeys (2016) was officially announced, and work was initiated. A Code Manager and Assistant were hired and the Scientific and Code Committee were populated. With the announcement, a top-of-mind survey was released, providing the public, producers, and all other stakeholders with an early opportunity for input. TFC also established its Priority Welfare Issues that will inform the scientific review by the Scientific Committee after agreement by the Code Committee.

## Research

### Canadian Poultry Research Council (CPRC)

To the end of 2024, CPRC Members committed more than \$6 million through regular funding programs in support of 118 research projects at universities and federal government laboratories across Canada “leveraged” at a ratio of greater than 5:1 to more than \$34.8 million.

# Science and Research.

CPRC continued with their regular activities in 2024, including the approval of funding for seven research projects through the annual call for letters of intent (LOIs). The selection was based on industry priorities, perceived benefit and impact to the industry, and the results of the technical and peer reviews. In 2024, the formal announcement of Cluster IV was also made by Agriculture and Agri-Food Canada (AAFC). The Government of Canada is delivering an investment of \$5,155,608, through the AgriScience Program – Clusters Component, an initiative under the Sustainable Canadian Agricultural Partnership.

Additionally, the CPRC Board of Directors initiated a Strategic Plan review as well as a review of their Research Strategy in 2024.

## TFC Involvement in Regulatory Modernization and Policy Initiatives

TFC monitored and contributed to a number of regulatory and policy initiatives and consultations, including:

- Implementation of the new Hatchery Regulations and Canadian Hatchery and Supply Flock Testing Standards
- Renewal of the Canadian Feeds Regulations
- Veterinary Drugs Regulatory Modernization
- Inspection Modernization
- Review of the Food Safety Recognition Program (FSRP)

TFC remained involved in the joint government-industry Working Group on the Control of Salmonella and Campylobacter in Poultry, in the Canadian Animal Health Surveillance System (CAHSS) Poultry and AMU/AMR Network Groups, the Animal Protein Table (APT) Regulations Working Group, the Canadian Livestock Transport (CLT) Training Advisory Committee, and initiatives coordinated by Animal Health Canada (AHC), such as the Expert Review Panel for Poultry Depopulation Methods.

In addition, TFC monitored and weighed in on international developments, including activities by the International Poultry Council (IPC) related to animal welfare, bird health and AMU/AMR, the World Organization of Animal Health (WOAH) chapter revisions on animal welfare at slaughter and discussions on the WOAH poultry definition, and the United Nations General Assembly (UNGA) declaration on antimicrobial resistance.

TFC appreciates the government's efforts to streamline and update existing regulations and policies and is committed to maintain its engagement as the various initiatives further progress.

# Policy and Trade.

## Trade

### World Trade Organization (WTO) Negotiations



The WTO held its *Thirteenth WTO Ministerial Meeting* (MC13) in Abu Dhabi, United Arab Emirates (UAE) from February 26 to March 1, 2024, where representatives from the SM5 (TFC, DFC, CFC, EFC, and CHEP) were in attendance to monitor the agricultural negotiations.

With respect to negotiating outcomes, no agreement let alone a work program was reached on Agriculture, as WTO members were unable to reach an understanding on key elements such as finding a permanent solution to Public Food Stockholding (PSH), a policy tool used by developing countries to procure, stockpile and distribute food when needed. As a result, nothing of concern from a supply management perspective was part of the MC13 outcome, however, that could easily have changed if movement on PSH had been possible.

A highlight of MC13 was the acceptance of two new countries as WTO members, Comoros and Timor-Leste, which brings the membership to a total of 166 member countries.

Each Ministerial Conference that fails to achieve substantial progress in agricultural negotiations increases pressure and raises questions about the WTO's relevance and effectiveness as a facilitator of international trade, but it also increases the pressure on WTO members to generate an outcome, requiring the supply management organizations to diligently monitor activities in Geneva on a regular basis.

# Policy and Trade.

As a result the SM5 participated two additional sets of meetings at the WTO in 2024 – the first in June and the second in September.

The objective of the June meetings was to connect with contacts at the WTO, whether members of the WTO Secretariat, representatives of other member countries, or farm group associates to get a deeper understanding of the dynamics emerging at the WTO and within the Agriculture Negotiating Committee. All with a primary focus on technical issues including the initial thoughts and ideas on Market Access (TRQ levels and tariffs in the SM5 cases) connected to Domestic Support and Export Competition, and PSH.

The September meetings were held adjacent to the WTO Public Forum and focussed on the same themes identified of concern in June. It is becoming clear that international trade and climate change are being discussed more in tandem than in the past. In addition, there is mounting pressure for the next Ministerial Conference (14) to be held in early 2026 in Cameroon to show progress.

## International Trade Developments

Other notable trade activities in 2024 on the part of Canada included:

In regard to CPTPP, Canada chaired the 2024 CPTPP Commission where consensus was achieved to launch a working group to negotiate the accession of Costa Rica to the CPTPP, demonstrating that expansion of the CPTPP remains a core objective for members. The United Kingdom acceded to the CPTPP on December 15, 2024, however, the agreement continues to be non-binding between Canada and the UK. For supply management, no additional access for supply-managed commodities was provided through the accession process. In a related negotiation, CA/UK bilateral negotiations stalled in January 2024 over disagreement on market access issues, but largely due to the pending elections in the UK and political considerations by the government of the day.

Initiated by the United States in January 2023, the Americas Partnership for Economic Prosperity (APEP) is a new framework for cooperation and working together to advance mutual interests across the countries of Barbados, Canada, Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, Mexico, Panama, Peru, the United States, and Uruguay. In August 2024, APEP trade ministers adopted a “Declaration on Good Practices for Pre-Arrival Processing” to streamline customs’ procedures and enhance trade efficiency. They also directed the Council for Trade and Competitiveness to identify digitalization improvements in customs’ processes and to host a public-private workshop on regional value and supply chains for the medical device sector. While the APEP provides a forum for further cooperation with member countries, no official trade agreement or market access issues are on the horizon.

# Policy and Trade.

## POLICY

The development of a new National Commercial Allocation Policy for distributing allocation changes amongst the eight member-provinces of the Agency was concluded at the TFC 275<sup>th</sup> General Meeting on September 19, 2023, with the final written text being adopted at the TFC 276<sup>th</sup> General Meeting from November 29-30, 2023.

Accompanying the National Commercial Allocation Policy but as a stand-alone policy, the TFC Board adopted the stand-alone special “conditional quota” request process (also known as the innovation policy) at their 279<sup>th</sup> General Meeting in September 2024. The program is designed to encourage innovation in turkey product offerings, for the consuming public, by the processing sector on the basis of conditional allocations that must be earned to be used. The program will be guided by provincially developed policies to address the specific uniqueness in each province. The policies will each be shared across the TFC membership in the interests of transparency. It is hoped that the application of the policy will lead to some growth opportunities across this sector, which, as is well known, has been challenged for growth.

Also adopted at the 279<sup>th</sup> General Meeting was a CUSMA TRQ Commercial Allocation Adjustment Methodology, as proposed by the Supply Policy Committee (SPC). The purpose of the adjustment methodology is to counterbalance, on a provincial level, the impact of export production on increases to the TRQ, due to the new CUSMA TRQ calculation. Under the previous NAFTA TRQ calculation, export production was excluded from the TRQ calculation.

Over the 2024 calendar year, the TFC Supply Policy Committee undertook and/or started reviews of additional Agency policies. The focal points of the ongoing reviews in 2025 will be the Export Policy and the Inter-Provincial Leasing Guidelines.

The review of the Leasing Guideline has been expedited by the ongoing detections of highly pathogenic avian influenza (HPAI) over the last four years and specifically the evaluation of the leases permitted in 2023 and its impact on the setting of the 2024/2025 Commercial Allocation.

## CPTPP Mitigation Payment

In the Spring of 2021, details of the Poultry and Egg On-Farm Investment Program (PEFIP) and the Market Development Program for Turkey and Chicken were announced by AAFC. Updates on each of the two programs follow:

# Policy and Trade.

## A) Poultry & Egg On-Farm Investment Program (PEFIP)

The cost-shared program aims to help supply-managed poultry and egg producers adapt to market changes resulting from the implementation of the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) and the Canada - United States - Mexico Agreement (CUSMA). The program supports on-farm investments that increase efficiency or productivity, improves on-farm food safety, biosecurity, environmental sustainability, and responds to consumer preferences.

By the end of the third quarter of 2024, 68% of turkey producers have registered with the program, with 236 applications received totalling \$42.5 million in requested funding. To date, 152 turkey applications have been approved, and 147 claims paid equalling \$21 million.

## B) Market Development Program for Turkey and Chicken

In addition to assisting producers to adjust to the implementation of the CPTPP, both Chicken Farmers of Canada and Turkey Farmers of Canada wanted to ensure funding to develop and stimulate both markets in the face of the provisions of the Agreement. The TFC Board, in February 2024 adopted a framework to provide funding to Provincial Boards to augment the individual local marketing efforts in an incremental way to the boards' current budgets.

Available annual funding to the provinces totals \$1.7 million per year for the next four years and each province's share of the funds are based on their pro-rata commercial allocation percentage shares of the National Commercial Allocation Policy starting point allocations of 144.0 mkg. The application process commenced in 2024, and the first funds were distributed before the end of 2024. There are additional applications awaiting Board approval in early 2025.



# Turkey Industry Statistics.

## Domestic Disappearance

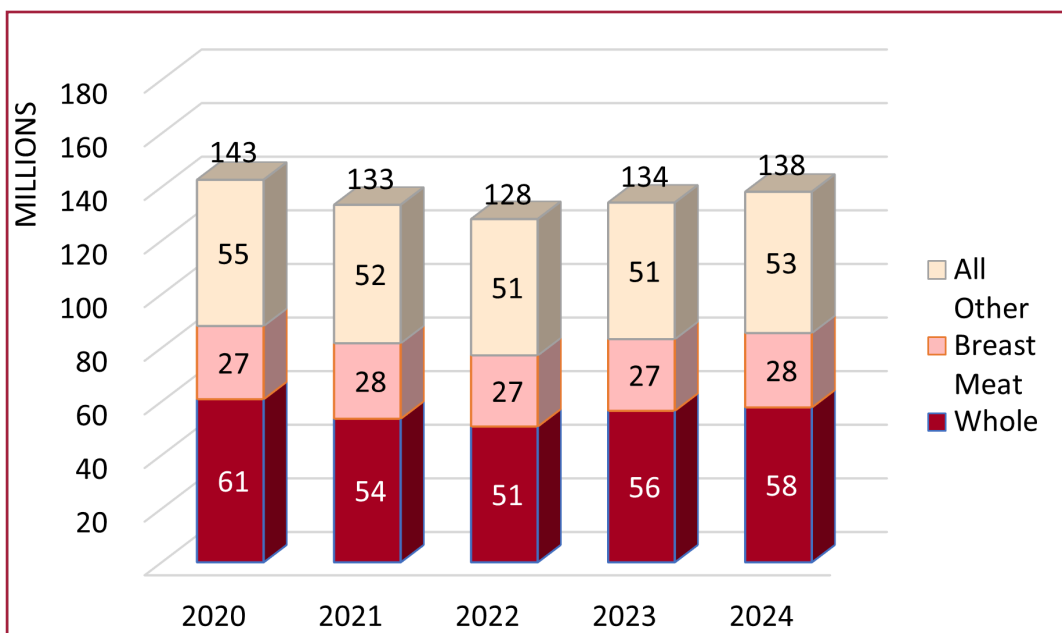
Domestic disappearance of all turkey and turkey products in 2024 increased to 138.2 million kg (mkg); an increase of 3.0% from 2023. During the holiday seasons (Easter, Thanksgiving and Christmas), total domestic disappearance of all turkey and turkey products decreased by 1.8 mkg to 86.3 mkg. Easter (March and April) disappearance declined for a second year in a row, falling to 19.5 mkg from 21.4 mkg in 2024 and 22.3 mkg in 2023. Combined Thanksgiving and Christmas disappearance (from September to December) was 66.7 mkg, a slight increase from the same part of 2023.

Whole bird domestic disappearance increased by 1.3 mkg, to 57.8 mkg in 2024. Much of the increase in whole bird disappearance occurred in the first months of the year and can be attributed to heavy supplies. In the 2023/2024 Control Period, HPAI caused some production to occur later than originally planned. As a result, this disruption contributed to downward pressure on wholesale prices, which fell below the levels seen at the same time the previous year. In the September to December period, domestic disappearance declined by 1.2 mkg from year earlier to 37.6 mkg. While the last 1/3 of the year saw some recovery in wholesale prices, they were still below year earlier.

Breast meat movement increased slightly to 27.7 mkg from 26.7 mkg in 2023. Compared to whole birds, breast meat movement is spread out more evenly throughout the year with only minor variations in movement from month-to-month.

## Domestic Disappearance of Turkey

(Calendar year – by major category and total – millions of kg – eviscerated)





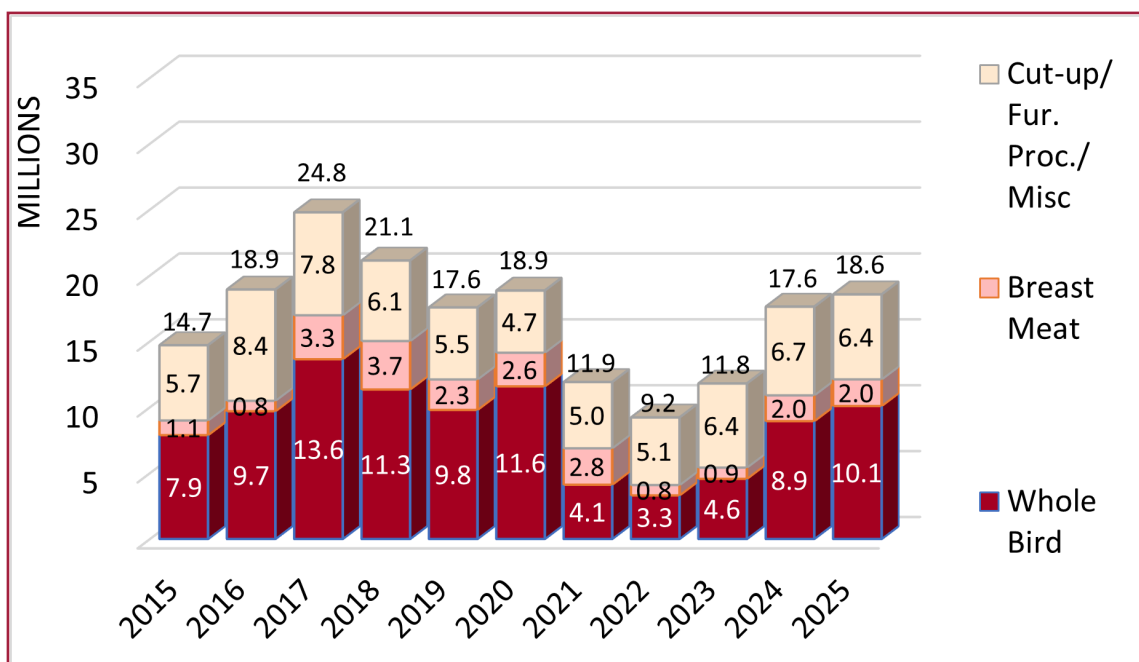
# Turkey Industry Statistics.

## Stocks

Total January 1, 2025 stocks were 18.6 mkg, 0.9 mkg higher than year earlier, and a sharp increase from the years 2021 to 2023, when January 1<sup>st</sup> stocks ranged from 9.2 mkg to 11.9 mkg. Total whole bird stocks were 10.1 mkg, up from 8.9 mkg on January 2023 and 4.6 mkg in 2022. Compared to the year earlier, the bulk of the increase in whole bird stocks was in the light hen category (5 to 7 kg), with an increase of 1.3 mkg from year earlier. Stocks of boneless skinless breast meat were 2.0 mkg, an increase of 0.1 mkg from one year earlier and 1.2 mkg two years earlier.

## January 1<sup>st</sup> Turkey Stocks

(Calendar Year – by Major Category and Total – Millions of kg – Eviscerated)



## Turkey Production

Canadian turkey production in 2024 was 158.4 mkg, a decrease of 0.6 mkg from 2023. Year-over-year changes in production normally track closely to changes in commercial quota levels. In 2024, despite lower quota levels compared to the previous year, production only saw a slight decrease, as the significant production losses in 2023 due to HPAI had a major impact. In 2024 there were losses due to HPAI at the beginning, and again at the end of the calendar year. Some production lost in 2023 was

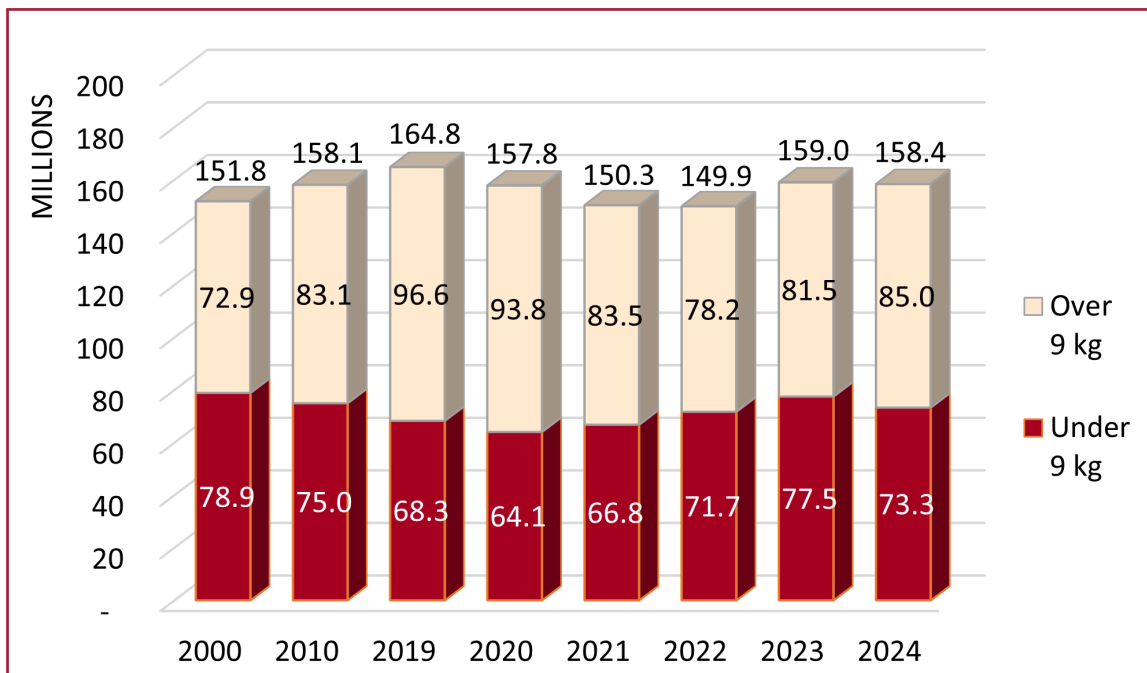
# Turkey Industry Statistics.

replaced in early 2024. These impacts can be better understood by looking at 2024 in two parts, the first 1/3rd and the last 2/3rds of 2024:

- In the first 1/3rd of 2024, January to April, production was 50.6 mkg, an increase from the year earlier of 2.0 mkg or 4.0%. Given the quota allocation in place at that time, it would normally be expected that production would be about 3% lower than year earlier instead of being higher.
- In the last 2/3rd of 2024, production was 107.8 mkg, a decrease of 2.6 mkg or 2.3%. Given the quota allocation in place at that time, it would normally be expected that production would be about 6.2% lower than year earlier.

## Turkey Production in Canada

(Calendar Year – Under 9 kg/Over 9 kg and Total – Millions of kg – Eviscerated)



# Turkey Industry Statistics.

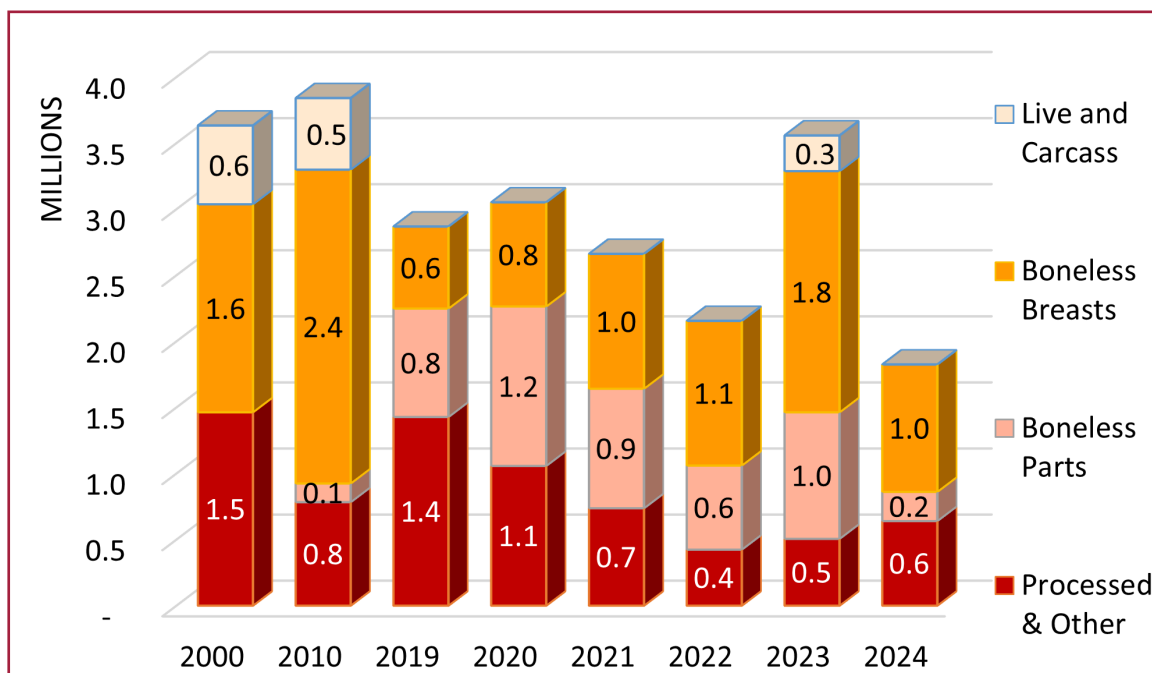
## Imports

Under the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) 3,500,000 kg of Tariff Rate Quota (TRQ) was available in 2023/2024, with 3,535,000 kg available for 2024/2025. When the CPTPP was announced, it was expected that almost all this additional TRQ would be utilized. However, the decision by the US Government to pull out of the CPTPP and Chile’s delayed ratification of the agreement meant that for the first years of the agreement, no imports occurred. Chile was able to export under the CPTPP for the first time in 2023. In that year, 1,680,180 kg of TRQ was utilized. This likely would have been higher had it not been for HPAI in Chile. In 2024, only 193,134 kg of TRQ was used. Due to the economics of the turkey market, one of the major producers of turkey in Chile has decided to exit the industry, and the outlook for imports under the CPTPP for the immediate future are zero.

Imports under the WTO/CUSMA were among the lowest on record in 2024. Out of a TRQ level of 5,588,000 kg, only 3,550,775 kg of TRQ was used, for a fill rate of 64%. Normally, it is a given that the use of WTO/CUSMA TRQ will be close to 100%.

Imports of products on the import control list were 1.8 mkg, about half of what was imported in 2023. Boneless breast meat made up over half of all imports at 963,000 kg.

## Imports of Turkey into Canada (Calendar year – by Part – Millions of kg – Eviscerated)



# Turkey Industry Statistics.

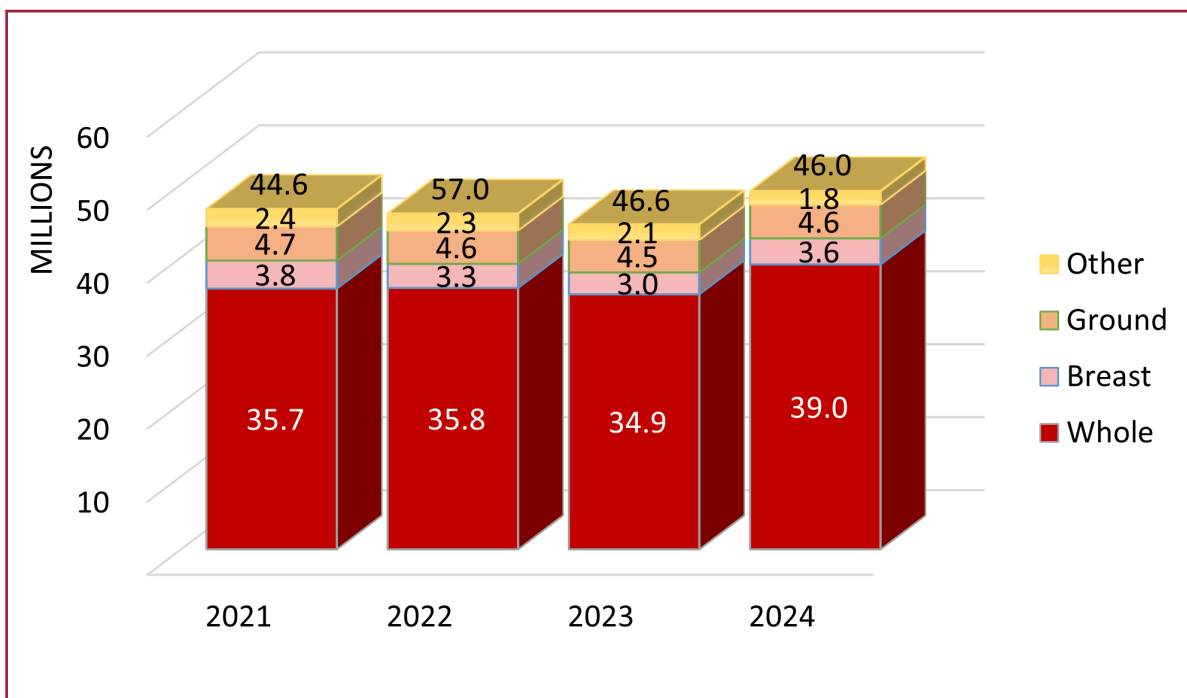
## Retail Sales

AC Nielsen reports sales of whole turkeys, ground turkey, breast meat products and other turkey products, but not deli meat, at retailers that represent approximately 80% of grocery sales in Canada. For the products tracked by AC Nielsen, total retail sales volumes of turkey products increased by 4.6 mkg from 2023 to 49.1 mkg.

### Retail Sales of Turkey and Turkey Products

(Major Retail Banners Excluding Warehouse Club Stores – Millions of kg – Annual)

(does not include deli meats sold at retail or foodservice)



# Financial Statements.

**CANADIAN TURKEY MARKETING AGENCY C.O.B.  
TURKEY FARMERS OF CANADA**

For the year ended December 31, 2024





**Doane Grant Thornton LLP**  
800-201 City Centre Drive  
Mississauga, ON L5B 2T4

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## INDEPENDENT AUDITORS' REPORT

To the Members of Canadian Turkey Marketing Agency c.o.b. Turkey Farmers of Canada

### *Opinion*

We have audited the financial statements of Canadian Turkey Marketing Agency c.o.b. Turkey Farmers of Canada (the "Agency"), which comprise the statement of financial position as at December 31, 2024, the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Agency as at December 31, 2024, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Agency in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Other Matter*

The financial statements of Canadian Turkey Marketing Agency c.o.b. Turkey Farmers of Canada for the year ended December 31, 2023, were audited by MacGillivray Brampton who expressed an unmodified opinion on those statements on March 1, 2024. The partners and staff of MacGillivray Brampton joined Doane Grant Thornton LLP on February 1, 2025.

***Responsibilities of Management and Those Charged with Governance for the Financial Statements***  
Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Agency's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Agency or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Agency's financial reporting process.

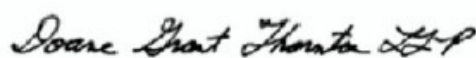
## INDEPENDENT AUDITORS' REPORT, CONTINUED

### *Auditor's Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- ♦ Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ♦ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Agency's internal control.
- ♦ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- ♦ Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on The Agency's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause The Agency to cease to continue as a going concern.
- ♦ Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Mississauga, Ontario  
March 17, 2025

CHARTERED PROFESSIONAL ACCOUNTANTS  
LICENSED PUBLIC ACCOUNTANTS

**TURKEY FARMERS OF CANADA**

## STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2024

	2024	2023
<b>ASSETS</b>		
<b>Current</b>		
Cash and cash equivalents	\$ 7,859,096	\$ 8,103,660
Short-term investments (note 3)	1,999,370	824,198
Accounts receivable (notes 4 & 12)	2,455,407	1,743,588
Prepaid expenses	100,355	143,625
	<u>12,414,228</u>	<u>10,815,071</u>
<b>Long-term investments (note 3)</b>	860,166	1,191,429
<b>Property and equipment (note 5)</b>	<u>412,574</u>	<u>22,095</u>
	<u>\$ 13,686,968</u>	<u>\$ 12,028,595</u>
<b>LIABILITIES</b>		
<b>Current</b>		
Accounts payable and accrued liabilities	\$ 576,980	\$ 575,060
Current portion of deferred lease inducement (note 6)	17,371	-
Government remittances payable	74,580	82,390
	<u>668,931</u>	<u>657,450</u>
<b>Deferred lease inducement (note 6)</b>	<u>232,734</u>	<u>-</u>
	<u>901,665</u>	<u>657,450</u>
<b>COMMITMENTS (note 7)</b>		
<b>NET ASSETS</b>		
<b>Internally restricted funds (note 2)</b>	12,001,278	10,356,556
<b>Unrestricted fund</b>	371,451	992,494
<b>Funds invested in property and equipment (note 2)</b>	<u>412,574</u>	<u>22,095</u>
	<u>12,785,303</u>	<u>11,371,145</u>
	<u>\$ 13,686,968</u>	<u>\$ 12,028,595</u>

Approved on behalf of the board

Director 

See accompanying notes to the financial statements



**TURKEY FARMERS OF CANADA**

## STATEMENT OF OPERATIONS

FOR THE YEAR ENDED DECEMBER 31, 2024

	<i>General Operations</i>	<i>National Marketing Campaign</i>	<i>2024 Total</i>	<i>2023 Total</i>
<b>Revenue</b>				
Producer levies	\$ 3,590,521	\$ -	\$ 3,590,521	\$ 3,674,011
Marketing levies	-	4,890,356	4,890,356	4,935,988
Investment gain	394,020	-	394,020	269,921
Project funding	-	-	-	9,900
Market Development Funding (note 12)	1,751,187	-	1,751,187	2,375,402
	<u>5,735,728</u>	<u>4,890,356</u>	<u>10,626,084</u>	<u>11,265,222</u>
<b>Expenses</b>				
<b>Administration (Schedule 1)</b>				
Directors' and staff expenses	681,154	-	681,154	696,699
Remuneration to Directors and staff	1,870,880	-	1,870,880	1,742,601
Other administrative	910,978	-	910,978	790,583
	<u>3,463,012</u>	<u>-</u>	<u>3,463,012</u>	<u>3,229,883</u>
<b>Marketing (Schedule 2)</b>				
Provincial marketing programs	539,700	-	539,700	400,000
Market development and research	414,358	-	414,358	321,285
Public relations and communications	164,082	-	164,082	174,285
	<u>1,118,140</u>	<u>-</u>	<u>1,118,140</u>	<u>895,570</u>
<b>Other expenses</b>				
National Marketing Campaign expenses (note 10)	-	4,630,774	4,630,774	4,647,900
Special promotion (note 13)	-	-	-	200,000
	<u>-</u>	<u>4,630,774</u>	<u>4,630,774</u>	<u>4,847,900</u>
	<u>4,581,152</u>	<u>4,630,774</u>	<u>9,211,926</u>	<u>8,973,353</u>
<b>Excess of revenue over expenses for the year</b>	<u>\$ 1,154,576</u>	<u>\$ 259,582</u>	<u>\$ 1,414,158</u>	<u>\$ 2,291,869</u>

See accompanying notes to the financial statements

**TURKEY FARMERS OF CANADA**STATEMENT OF CHANGES IN NET ASSETS  
FOR THE YEAR ENDED DECEMBER 31, 2024

	<i>Internally restricted funds</i>	<i>Unrestricted fund</i>	<i>Funds invested in property and equipment</i>	<i>Total 2024</i>	<i>Total 2023</i>
<b>Balance, beginning of year</b>	\$ 10,356,556	\$ 992,494	\$ 22,095	\$ 11,371,145	\$ 9,079,276
Excess (deficiency) of revenues over expenses	1,562,722	(104,099)	(44,465)	1,414,158	2,291,869
Appropriations	82,000	(82,000)	-	-	-
Capital expenditures	-	(434,944)	434,944	-	-
<b>Balance, end of year</b>	<u>\$ 12,001,278</u>	<u>\$ 371,451</u>	<u>\$ 412,574</u>	<u>\$ 12,785,303</u>	<u>\$ 11,371,145</u>

*See accompanying notes to the financial statements*

**TURKEY FARMERS OF CANADA**

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2024

	2024	2023
<b>Cash flows from operating activities</b>		
Excess of revenue over expenses	\$ 1,414,158	\$ 2,291,869
Adjustment for items which do not affect cash		
Amortization	37,586	11,762
Loss on disposal of equipment	6,879	-
Change in non-cash working capital items		
Accounts receivable	(711,819)	1,695,407
Prepaid expenses	43,270	(41,604)
Accounts payable and accrued liabilities	1,920	320,459
Government remittances	(7,810)	(2,721)
	<u>784,184</u>	<u>4,275,172</u>
<b>Cash flows from investing activities</b>		
Purchase of property and equipment	(184,839)	-
(Purchase) sale of investments, net	<u>(843,909)</u>	<u>740,098</u>
	<u>(1,028,748)</u>	<u>740,098</u>
<b>(Decrease) increase in cash and cash equivalents</b>	(244,564)	5,015,270
<b>Cash and cash equivalents, beginning of year</b>	<u>8,103,660</u>	<u>3,088,390</u>
<b>Cash and cash equivalents, end of year</b>	<u>\$ 7,859,096</u>	<u>\$ 8,103,660</u>
<b>Cash and cash equivalents consists of:</b>		
Cash	\$ 7,718,084	\$ 8,103,660
Cash equivalents	141,012	-
	<u>\$ 7,859,096</u>	<u>\$ 8,103,660</u>

See accompanying notes to the financial statements

## TURKEY FARMERS OF CANADA

### NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2024

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#### 1. NATURE OF OPERATIONS

##### Nature and Purpose of Agency

In fiscal 2009, the Agency adopted the name Canadian Turkey Marketing Agency c.o.b. Turkey Farmers of Canada ("TFC" or the "Agency"). TFC is a tax-exempt corporate body established under the Farm Products Marketing Agencies Act (Canada) to promote a strong, efficient and competitive production and marketing industry for turkey in Canada.

As at March 26, 2009, the Canadian Turkey Marketing Agency operates under the name "Turkey Farmers of Canada".

##### The Turkey Research and Resource Bureau

The Agency is deemed to control the Turkey Research and Resource Bureau ("TRRB") by virtue of TFC's right to appoint the eight provincial producer member Board of Directors. The Agency does not consolidate the financial statements of TRRB. TRRB is a not-for-profit organization established to facilitate turkey related research. At present, TRRB maintains several escrow accounts on behalf of some provincial boards as security for liquidated damage obligations under the Promotion Agreement. The financial position of TRRB reflects assets of \$400,810 (2023 - \$402,470), liabilities of \$398,993 (2023 - \$401,090), and net assets of \$1,817 (2023 - \$1,380). The results of operations of TRRB are total member contributions of \$1,600 (2023 - \$1,600), total expenses of \$1,163 (2023 - \$1,208), and surplus of contributions over expenses of \$437 (2023 - \$392). Cash flow from operating activities is an inflow of \$437 (2023 - \$392).

#### 2. SIGNIFICANT ACCOUNTING POLICIES

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations. The significant policies are detailed as follows:

##### (a) Property and equipment

Property and equipment are stated at cost less accumulated amortization. Amortization based on the estimated useful life of the asset is calculated as follows:

Furniture and equipment	Declining balance	20%
Computer equipment	Declining balance	30%
Leasehold improvements	Straight-line	5 years

When conditions indicate that property and equipment is impaired, the net carrying amount of the property and equipment shall be written down to the lesser of the its fair value or replacement cost.

## TURKEY FARMERS OF CANADA

### NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2024

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#### 2. SIGNIFICANT ACCOUNTING POLICIES, continued

##### (b) Internally restricted funds

The Board of Directors has approved the restriction of a portion of the Agency's net assets as a contingency to cover six months of operations. The Board of Directors has proposed an appropriation of unrestricted funds that increases to restricted amount to \$2,475,000 (2023 - \$2,393,000).

A special marketing fund was established in 2016 by the Board of Directors to segregate funds related to an arbitration award reached with Turkey Farmers of Ontario. All future liquidated damages will also be included in this fund. These funds are internally restricted and mandated by the Board of Directors to be used for incremental marketing expenses that promote the consumption of turkey meat in Canada. There was no activity in this fund in 2024. The balance in this is fund is \$54,234 (2023 - \$54,234).

A research fund was previously established by the Board of Directors to accumulate funds for future research needs. The balance in this fund is \$382,224 (2023 - \$366,295). The increase in the research fund related to interest earned in its dedicated bank account.

A special marketing fund was established in 2019 for the National Marketing Campaign. These funds are internally restricted and mandated by the Board of Directors to be used for marketing expenses that promote the consumption of turkey meat in Canada. The balance in this fund is a surplus of \$360,350 (2023 - \$100,768). Activities in this fund are presented separately in the Statement of Operations.

A market development fund was established in the prior year for the Market Development Funding received from Agriculture and Agri-food Canada (AAFC) described in Note 12. These funds are internally restricted and mandated by the Board of Directors to be used for future market development initiatives. The funds received from AAFC represent a reimbursement for past expenditures. There are no external restrictions on the balance in the market development fund that is internally restricted by the Board of Directors. The balance in this fund is a surplus of \$8,729,470 (2023 - \$7,442,259). The increase in the fund represents funding described in Note 12 and interest earned on fund balances, net of expenditures on Provincial marketing and consumer research.

##### (c) Revenue recognition

The Agency follows the deferral method of accounting for externally restricted contributions.

Producer and marketing levies are accrued monthly based on the live weight of turkey production submitted by Agriculture and Agri-Food Canada.

Investment income relates to interest earned and changes in market value on investments held and is recognized as it is earned.

Project funding relates to funding received for specific projects and is recognized as it is earned.

## TURKEY FARMERS OF CANADA

### NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2024

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#### 2. SIGNIFICANT ACCOUNTING POLICIES, continued

##### (d) Financial instruments

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial instruments are reported at cost or amortized cost, except for investments, which are measured at fair value as determined by quoted market values at year-end. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired. Transaction costs on the acquisition, sale or issue of financial instruments are expensed for those items remeasured at fair value at each statement of financial position date and charged to the financial instrument for those measured at amortized cost.

##### (e) Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. By their nature, these estimates are subject to measurement uncertainty. The effect of changes in such estimates on the financial statements in future periods could be significant. Accounts specifically affected by estimates in these financial statements are accounts receivable, useful lives of property and equipment and accrued liabilities.

##### (f) Cash and cash equivalents

Cash and cash equivalents include cash, mutual funds and short-term investments with maturities of three months or less from their date of acquisition, which are readily convertible into a known amount of cash, and are subject to an insignificant risk to changes in their fair value.

##### (g) Funds invested in property and equipment

Funds Invested in property and equipment represent funds provided for the acquisition and financing of property and equipment. The financing of investments in property and equipment is transferred from the unrestricted fund on an annual basis. All amortization of property and equipment is charged to this account.

##### (h) Lease inducement

Lease inducements on account of capital expenditures are deferred and amortized over the term of the lease plus the first renewal term, using the rate implicit in the lease.

#### 3. INVESTMENTS

(a) Short-term investments consist of \$1,999,370 (2023 - \$824,198) in strip bonds guaranteed by the Government of Canada with interest rates ranging from 1.05% to 4.45% (2023 - 1.02% to 1.07%), that mature between June 2025 and December 2025 (2023 - on December 1, 2024).

(b) Long-term investments consist of \$860,166 (2023 - \$1,191,429) in strip bonds guaranteed by the Government of Canada with an interest rate of 2.85% (2023 - ranging from 1.05% to 4.45%) that mature on June 1, 2026 (2023 - between June 2025 to December 2025).

**TURKEY FARMERS OF CANADA**

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2024

## 4. ACCOUNTS RECEIVABLE

	<b>2024</b>	<b>2023</b>
Producer levies	\$ 338,153	\$ 386,171
Marketing levies	459,888	527,284
Market Development Funding (note 12)	1,626,589	816,640
Accrued interest	20,757	13,036
Other receivables	10,020	457
	<b><u>\$ 2,455,407</u></b>	<b><u>\$ 1,743,588</u></b>

## 5. PROPERTY AND EQUIPMENT

	<b>Cost</b>	<b>Accumulated Amortization</b>	<b>2024 Net</b>	<b>2023 Net</b>
Computer equipment	\$ 85,963	\$ 56,184	\$ 29,779	\$ 13,115
Furniture and fixtures	125,730	-	125,730	8,599
Leasehold improvements	285,628	28,563	257,065	381
	<b><u>\$ 497,321</u></b>	<b><u>\$ 84,747</u></b>	<b><u>\$ 412,574</u></b>	<b><u>\$ 22,095</u></b>

Included in furniture and fixtures are assets totaling \$125,730 that are not in use and consequently, have not been amortized.

## 6. DEFERRED LEASE INDUCEMENT

	<b>2024</b>	<b>2023</b>
Deferred lease inducement, bearing interest at an implicit rate of 7.60% per annum, repayable in blended monthly payments of \$2,982. The inducement matures on December 9, 2034.	\$ 250,105	\$ -
Less current portion	<u>(17,371)</u>	<u>-</u>
Due beyond one year	<b><u>\$ 232,734</u></b>	<b><u>\$ -</u></b>

## TURKEY FARMERS OF CANADA

### NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2024

#### 6. DEFERRED LEASE INDUCEMENT, continued

Estimated principal repayments are as follows:

2025	\$ 17,371
2026	18,739
2027	20,213
2028	21,804
2029	23,520
Subsequent	<u>148,458</u>
	<u>\$ 250,105</u>

#### 7. COMMITMENTS

The minimum annual lease payments for rent, office equipment, automobile and funding commitments for future years are as follows:

2025	\$ 353,225
2026	255,810
2027	247,429
2028	176,620
2029	<u>129,818</u>
	<u>\$ 1,162,902</u>

Funding commitments relate to contributions for turkey-specific research projects.

#### 8. CREDIT FACILITY

The Agency has a revolving demand facility of \$595,000 that is due on demand and bears interest at the bank's prime rate plus 1%. It is secured by all present and after acquired personal property of the Agency. As at December 31, 2024, this facility has not been used (2023 - nil).

#### 9. CAPITAL MANAGEMENT

The Agency's capital consists of its fund balances. The Agency's primary objective of capital management is to ensure that it has sufficient resources to continue to provide services to its members. Annual budgets are developed and monitored to ensure the Agency's capital is maintained at an appropriate level. The Agency is not subject to any externally imposed capital requirements. The Agency's restricted funds of \$12,001,278 (2023 - \$10,356,556) are subject to internally imposed capital restrictions.

#### 10. NATIONAL MARKETING CAMPAIGN EXPENSES

National Marketing Campaign expenses include marketing and other administrative expenses related to the promotion and consumption of turkey meat in Canada.



## TURKEY FARMERS OF CANADA

### NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2024

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#### 11. FINANCIAL INSTRUMENTS

Financial instruments include cash and cash equivalents, investments, accounts receivable and accounts payable. The carrying value of these instruments approximates their fair value due to their immediate or short-term liquidity.

It is management's opinion that the Agency is not exposed to significant interest rate, currency, liquidity or credit risks arising from its financial instruments.

Management believes the exposure to the above risks have not changed in the past year.

#### 12. MARKET DEVELOPMENT FUNDING

Market Development Funding reflects the Comprehensive & Progressive Trans-Pacific Partnership (CPTPP) mitigation monies for Market Development received from Agriculture and Agri-food Canada (AAFC) to offset the hurt to the Canadian turkey production sector as a result of the final Agreement. In the current year, the Agency entered into a new agreement with AAFC and will receive a maximum of \$6,960,000 of funding over four years ending March 31, 2028. The Agency was granted \$1,751,187 (2023 - \$2,375,402) in 2024 as a reimbursement for past expenditures in developing the market for Canadian turkey meat under the provisions of the AAFC Market Development Program for Turkey and Chicken; of this amount \$1,626,589 (2023 - \$816,640) is included in accounts receivable at year-end.

#### 13. SPECIAL PROMOTIONS

Special promotions expense represents promotions and marketing expenditures incremental to normal operating promotion and marketing activities, utilizing segregated funds from liquidated damages.

**TURKEY FARMERS OF CANADA**

## SCHEDULE 1 - ADMINISTRATION EXPENSES

FOR THE YEAR ENDED DECEMBER 31, 2024

	2024	2023
Directors' and staff expenses		
Directors, Alternates and Board Managers' expenses	\$ 316,439	\$ 361,626
Staff expenses	249,159	209,794
Meeting expenses	114,516	124,229
Travel insurance	1,039	1,050
	<u>681,153</u>	<u>696,699</u>
Remuneration to Directors and staff		
Staff salaries	1,333,837	1,198,888
Directors' fees	254,142	278,917
Employee benefits	282,901	264,796
	<u>1,870,880</u>	<u>1,742,601</u>
Other administrative		
Contract projects and external consulting	255,361	231,080
Rent, property tax and maintenance	179,161	191,188
Translation and interpretation	179,350	174,437
Legal	41,179	48,657
IT, office leases and supplies	65,262	39,674
On-farm programs	87,158	38,540
Audit and accounting	21,635	19,850
Telephone	15,920	15,216
Insurance	16,127	13,485
Amortization	37,586	11,762
Postage and courier	1,969	2,320
Sundry administration	2,406	2,254
Trade consultation	986	2,120
Loss on disposal of property and equipment	6,879	-
	<u>910,979</u>	<u>790,583</u>
	<u>\$ 3,463,012</u>	<u>\$ 3,229,883</u>

See accompanying notes

**TURKEY FARMERS OF CANADA**

## SCHEDULE 2 - MARKETING EXPENSES

FOR THE YEAR ENDED DECEMBER 31, 2024

	<u>2024</u>	<u>2023</u>
Provincial marketing programs		
TFC provincial marketing supplement	\$ 539,700	\$ 400,000
Market development and research		
Turkey research	104,497	94,632
Consumer research	188,355	90,000
Market research	70,174	69,987
Canadian Poultry Research Council	<u>51,332</u>	<u>66,666</u>
	<u>414,358</u>	<u>321,285</u>
Public relations and communications		
Memberships	89,596	97,155
Marketing and communications	49,023	58,701
National sponsorships and promotions	21,189	13,551
Subscriptions	<u>4,274</u>	<u>4,878</u>
	<u>164,082</u>	<u>174,285</u>
	<u>\$ 1,118,140</u>	<u>\$ 895,570</u>

*See accompanying notes*

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**CANADIAN TURKEY MARKETING AGENCY  
C.O.B. TURKEY FARMERS OF CANADA**

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