



2019 ANNUAL REPORT

CONTENTS

3	Board of Directors
4	Chair Report
5	Committees & Representatives
6	District Committee Representatives
7	Quota Per County
8	Marketing & Promotions
10	National Marketing Campaign
12	Turkey Farmers of Canada Highlights
13	FBCC 2019 Report
14	Farm & Food Care Year in Review
16	Market Information
21	Financial Statements

Special thank you to our cover stars Clair, Kathryn, Carmyn, Charlotte, Sophia and Adele Doan.

2019-2020 BOARD OF DIRECTORS



LEFT TO RIGHT: BRIAN RICKER-CHAIR, CHRIS DEGROOT, MATT STEELE-VICE CHAIR, JAMES SCHLEGEL-EXECUTIVE MEMBER, TIM DEWIT, STEVEN VANDERZANDEN, GREG LANSINK

2019 TFO STAFF

Ryan Brown-General Manager

Jon-Michael Falconer-Markets Analyst

Greg Morrison-Senior Field Inspector

Rachel Epworth-Field Inspector

Emily Haramule-Marketing & Communications

Carey Wood-Interim Finance & Quota Administrator

Miranda Sargent-Office Administrator

CHAIR REPORT

STRATEGIC PLAN

It is really quite amazing how quickly a three year strategic plan timeline can pass. It seems like yesterday the board of directors and staff worked hard to engage the turkey industry in a thorough exercise intended to guide the industry forward. I want to take a few minutes to reflect on the five different focus areas, and what we have accomplished.

The first area: Managing Supply; we have worked hard to optimize grower profitability while delivering a premium product for consumers as part of a healthy sustainable national sector. A major part of this has been considering new approaches when updating policies and regulations that consider topics like emerging markets or allocation; to make sure they are having the desired effect. Compliance improvements have been made for reporting and farm visits; however, this is an area where we need to continue to show diligence.

The second area: Increasing Consumption; we changed our approach and agency partners to improve the impact of the levies invested into marketing. We partnered with processors where possible to leverage the investment further, and worked hard to increase exposure with consumer focused initiatives such as ON Turkey TV and Turkey On Tour which you can read about in the Marketing & Promotions section of this report. The National Think Turkey campaign commenced in mid 2019 and is also highlighted in this report.

In the third area: Governance; the board and staff focused on improving work flow efficiencies by leveraging internal committees and adding other expertise via non-director members. I have been extremely happy by participation and contributions made by these members, in many instances working through some tough issues.

We also committed to perform a follow-up producer survey that built on the information originally gathered as part of this strategic plan development. The organization has worked hard to make improvements, and that was reflected in the results of the most recent survey.

The fourth area: Operations and Communications; efforts have been made to streamline and improve communications with the membership - the product of that being the 'highlighter'. Longer term plans continue to evolve that will address data management and website improvements.

Last but not least: Public Trust is an extremely important area. On-farm food safety and the flock care programs have evolved, and now have shorter cycles and different reporting than

previous. The industry compliance remains a priority as our organization and the industry responds to these changes.

We have also been working regularly with Farm Gate 5 (Ontario supply managed commodities) and other groups, both provincially and nationally. We have developed a solid relationship with the Minister Hardeman's office, and through Supply Management 5 (Federal supply managed commodities) to address trade agreement issues.

Now that we are nearing the end of this strategic plan, efforts are in place to develop the next one. The board has enlisted the services of Synthesis Agri-Food Network, the same group who facilitated this expiring plan, to build on some of the same concepts and structure – the goal is to 'refresh' the plan as opposed to 'built from the ground up'. And as with the expiring plan, we will be looking to incorporate producer feedback as we plan for the next 3 years.

PRICING WORKING GROUP

At the request of processors, in September 2019 TFO and Ontario processors initiated a working group to review TFO's live price formula. Producer representatives on that committee are Chris DeGroot (chair), Steven Vanderzanden, and Ingrid DeVisser. A full review of all elements of the pricing formula is being undertaken, including measurement of feed costs, poult costs, and gross margins. The TFO Board looks forward to receiving the recommendations of the working group in 2020.

BOARD & STAFF

There were no changes to the TFO Board in 2019. District 1 is represented by Tim de Wit and Matt Steele, District 2 is represented by Steven Vanderzanden and Brian Ricker, District 3 is represented by Chris DeGroot and James Schlegel and District 4 represented by Greg Lansink.

Greg Morrison, Senior Field Inspector is celebrating 25 years with the board and we thank him for his contributions. Our staff also consists of Ryan Brown, General Manager; Emily Haramule, Marketing & Communications; Jon-Michael Falconer, Markets Analyst; Miranda Sargent, Office Administrator; Rachel Epworth, Field Inspector and Chris Vanderkooy as part-time Field Inspector.

On behalf of the Board of Directors, we thank you for your support in 2019.

Respectfully submitted,
Brian Ricker, TFO Chair

2019-2020

COMMITTEES & REPRESENTATIVES

Executive Committee

Chair-Brian Ricker
Vice Chair-Matt Steele
Exec. Member-James Schlegel

Turkey Farmers of Canada

Director-Brian Ricker
Alternate-Matt Steele

Finance & Audit Committee

Chair-Matt Steele
James Schlegel
Tim de Wit

Marketing Committee

Chair-Brian Ricker
Tim de Wit
Greg Lansink
Clair Doan

Communications Committee

Chair-Tim de Wit
Greg Lansink
Steven Vanderzanden
Ingrid DeVisser
Colin Brubacher

Turkey Advisory Committee

Brian Ricker
Matt Steele
James Schlegel
Ryan Brown

Negotiation Committee

Brian Ricker
Matt Steele
James Schlegel

Events Committee

Greg Lansink
Brian Ricker
Annie Oegema
Kathryn Doan

Enforcement & Regulation Committee

Chair-Greg Lansink
Steven Vanderzanden
Matt Steele

Feather Board Command Centre

Chris DeGroot
Ryan Brown

Ontario Federation of Agriculture

Greg Lansink

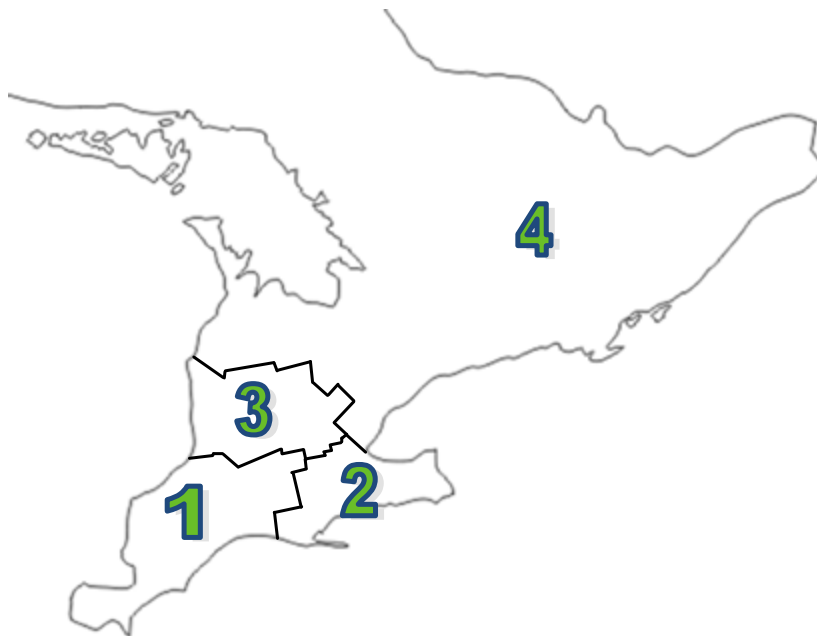
Farm and Food Care

Steven Vanderzanden

Poultry Industry Council

Greg Lansink

DISTRICT COMMITTEE REPRESENTATIVES



DISTRICT 1

DIRECTORS: MATT STEELE, TIM DE WIT

COMMITTEE REPS: CLAIR DOAN, JOSH MAILLOUX

DISTRICT 2

DIRECTORS: BRIAN RICKER, STEVEN VANDERZANDEN

COMMITTEE REPS: ANDREW POLS, PAUL VANDERZANDEN

DISTRICT 3

DIRECTORS: CHRIS DEGROOT, JAMES SCHLEGEL

COMMITTEE REPS: SEBASTIAAN ALTENA, COLIN BRUBACHER, DALE BRUBACHER,
TOM HAYTER, BUCK ROSS

DISTRICT 4

DIRECTOR: GREG LANSINK

COMMITTEE REPS: INGRID DEVISSER, MIKE FORESTELL, HENRY LANSINK

QUOTA PER COUNTY

DISTRICT 1	BROILER/HEN KGS	TOM/BREEDER KGS	TOTAL QUOTA	NUMBER OF PRODUCERS
ELGIN	240,803	868,152	1,108,955	4
ESSEX	34,943	210,000	244,943	2
KENT	-	118,935	118,935	1
LAMBTON	492,885	3,331,533	3,824,418	8
MIDDLESEX	2,337,456	6,901,710	9,239,166	8
OXFORD	1,208,699	4,066,466	5,275,165	15
TOTAL	4,314,786	15,496,796	19,811,582	38

DISTRICT 2	BROILER/HEN KGS	TOM/BREEDER KGS	TOTAL QUOTA	NUMBER OF PRODUCERS
BRANT	453,597	-	453,597	1
HALDIMAND/NORFOLK	483,549	6,838,510	7,322,059	6
HAMILTON/WENTWORTH	20,452	-	20,452	1
REG. NIAGARA	3,881,681	-	3,881,681	15
TOTAL	4,839,279	6,838,510	11,677,789	23

DISTRICT 3	BROILER/HEN KGS	TOM/BREEDER KGS	TOTAL QUOTA	NUMBER OF PRODUCERS
HURON	6,037,762	2,095,033	8,132,795	6
PERTH	1,492,218	3,737,716	5,229,934	10
REG. WATERLOO	4,607,481	8,741,017	13,348,498	23
WELLINGTON	1,510,506	5,222,653	6,733,159	25
TOTAL	13,647,967	19,796,419	33,444,386	64

DISTRICT 4	BROILER/HEN KGS	TOM/BREEDER KGS	TOTAL QUOTA	NUMBER OF PRODUCERS
BRUCE/MANITOULIN	840,658	38,376	879,034	4
DUFFERIN	111,184	283,719	394,903	4
DURHAM	96,896	-	96,896	2
GREY	4,974,488	2,295,171	7,269,659	6
KAWARTHA LAKES	73,022	87,998	161,020	2
NORTHUMBERLAND	510,001	230,284	740,285	3
OTTAWA/STORMONT, DUNDAS & GLENGARRY	516,585	6,000	522,585	2
PRESCOTT	925,049	-	925,049	3
REG. YORK	111,908	30,236	142,144	2
SIMCOE	333,206	185,550	518,756	2
TORONTO/PEEL	-	187,827	187,827	2
TOTAL	8,492,997	3,345,161	11,838,158	32

ONTARIO TOTAL	31,295,029	45,476,886	76,771,915	157
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2019 MARKETING & PROMOTIONS

Turkey ON Tour operated for its third year from mid-May through September, with a couple of additional events in October and November. Our team of brand ambassadors travelled across the province for **54 days**, stopping at **33 stores in 16 cities** and **8 events**. Throughout their travels **over 43,000 samples** were distributed and included Mediterranean Turkey Kabobs, Souvlaki Turkey Kabobs and Ancient Grains Turkey Strips. New this year, Lilydale partnered to support us at the events and provided coupons and samples of their turkey strips. Coupon redemption was **approximately 5%**, which we were pleased with based on average being 1-2%. We were able to gain some exposure for the trailer on **4 TV segments** and published in **125 locations** like online event listings, community newspapers and SNAPD features.



On our social media channels we continue to post and monitor daily. We continued **ON Turkey TV biweekly** on **Tuesdays** with new video released at **2:00 pm** to our Facebook page. Our wonderful host Amy visited with guests including Chef Ted Reader, The Doan Family, Maddie & Kiki, Shahir Massoud, Annie Oegema, Halenda's Meats, and others. Our most popular videos were Ted Reader and the Doan Family and those had between **13,000 to 17,000 views**.

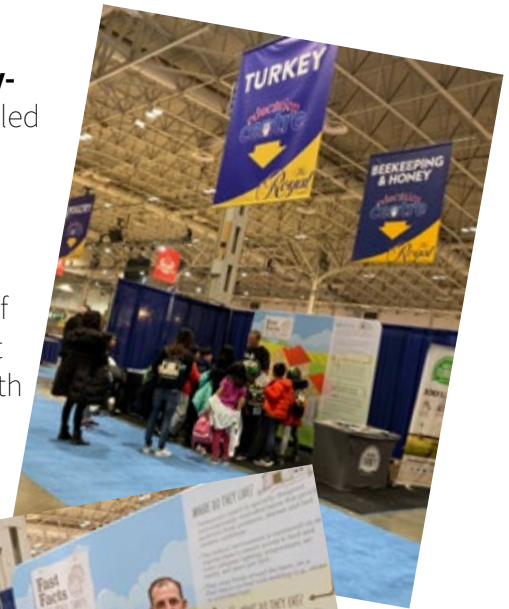
May 9, we held an **Instameet** where Emily Richards and Joanna Sable, a food influencer, hosted **25 Toronto-based online foodies** where they got to learn about turkey, try some recipes and produce shareable content. Over **200 Instagram stories** were posted, **7 live-streamed** parts of the event and **36 permanent posts** were created. Some of those in attendance **continued to post turkey content** through the year and tagged us in their posts.

Six new recipes were developed in the spring and for the fall development, instead of creating new recipes, we **updated photography of ten** existing TFO recipes. **Four** new informational videos for **deep frying, smoking, rotisserie and barbecuing whole turkeys** were filmed and we saw lots of engagement with them leading up to Thanksgiving. You can view them on the [Ontario Turkey YouTube page](#)



We participated in the **Royal Agricultural Winter Fair (RAWF) November 1-10**. Opening and closing weekend the turkey trailer sampled turkey strips outside of Heritage Court. We ran the first ever **Turkey Education Booth** where volunteers and staff took time to interact with attendees with our turkey trivia wheel. They could spin to win prizes but had to answer turkey trivia, food facts or farm facts first. Small prizes, recipes and activity books, and a greater knowledge of how the turkey industry operates was distributed. It is not often that these students, parents and families get an opportunity to speak with a turkey farmer. Sending a very big thank you to the volunteers who were involved in our first education booth.

Turkey was featured in **five cooking sessions** in the **Culinary Academy** where top chefs taught **new turkey recipes** to attendees. Two of those classes were with elementary students. Recipes included Asian-style Turkey Sloppy Joes, Turkey Jambalaya, Ethiopian Turkey Tibs, Turkey Caboodle with Gnuddi and Turkey Arancini.



Our key component the **sponsorships** selected is that turkey is featured in the event meals. We supported **4-H Ontario** Youth Adventure Camp and Annual Meeting, **Junior Farmers** 75th Anniversary Event, **Poultry Industry Council's** Golf Tournament and the **OFA** Harvest Dinner. We supported **Farm and Food Care** in their fall influencer tour and we visited Drouin's Turkey Farm in eastern Ontario. Guests asked a lot of great questions that were answered by Greg, Emily and Rachel from TFO. Photos to the left include Greg Morrison talking to the group about raising poults and below is the Drouin's showing the group their barn control room.

We encourage you to take a few minutes to view these highlight videos which would have been shown at the annual meeting.

[Turkey on Tour Highlights](#)
[ON Turkey TV Highlights](#)

National Marketing Campaign



Together, the Turkey Farmers of Canada and the Canadian Poultry and Egg Processors Council and Turkey Primary Processing Sector Members launched the “Think Turkey™/Pensez DindonMC” in early May. The campaign is a jointly funded farmer and processor fully integrated, bilingual campaign to raise awareness of the benefits of turkey, drive year-round demand and increase overall consumption and retail availability.

Zeno Group was selected as the Agency of Record to execute the five-year campaign after a comprehensive selection process. A National Marketing Working Group of farmers, processors and further processors was formed to provide oversight on the campaign.

In year one, the campaign marketing mix included: advertising (TV, Outdoor, Print), digital, PR, influencer relations, social, in-store and brand partnerships – tactics the “Think Turkey™/Pensez DindonMC” campaign will continue in 2020 to engage its primary meal planner target: women, primary meal planners, between the ages of 25-54.

The campaign launched with a six-week, national outdoor campaign consisting of outdoor billboard and transit shelter ads creating awareness and challenging Canadians to try turkey in their favourite recipes. The spring outdoor campaign was further amplified with a national paid search campaign, paid social campaigns, online video, PR and influencer engagement, which continued throughout the summer.

On Labour Day, phase two of the campaign began with a 30-second TV spot, which ran for six weeks in both English and French markets across conventional and specialty stations through a mix of Linear TV, Online Video and Video on Demand. The 30-second commercial celebrated both the power of food to bring family and loved ones together and the incredible versatility of turkey in everyday and holiday occasions.



In the lead up to Thanksgiving, TFC released an open letter and ‘Canadian Rockwell’ photo series to invite all Canadians of all ages and cultures to the tradition of the Thanksgiving turkey feast. The photo series and open letter ran as print and digital ads in English, French and Chinese in select print publications, supported through social media outreach.



To drive holiday whole turkey sales, TFC extended the shelf-life of the Think Turkey™/Pensez DindonMC TV spot September- December through a paid social campaign that ran on Facebook and YouTube, as well as national broadcast during family-favourite, holiday programs on CBC and the W Network in December.

Influencer and earned media programs were also “always-on” components of the campaign with top food influencers, home chefs and media personalities across the country developing unique recipe content that was shared on digital channels, the websites, as well as social media platforms and for use in media relations, both earned exposure and paid.

There is so much more “Think Turkey™ / Pensez DindonMC” to come in 2020 with an even more ambitious, integrated marketing campaign planned. As a lean, nutrient rich, versatile protein option, turkey is uniquely positioned to earn a place on health-conscious Canadians’ plates.

Turkey Farmers of Canada Highlights

Submitted by Maegan MacKimmie, TFC Manager, Corporate Communications

2019 was a busy year for Turkey Farmers of Canada (TFC), and brought with it new challenges and hurdles for the organization, while we advanced some significant files.

Trade negotiations continued to bring challenges over the past year. The impact of the Canada-United States-Mexico Agreement (CUSMA) finalized in 2019, will begin to be felt as we move through 2020. Canadian turkey farmers will eventually feel the impact of access given to the domestic market under the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP), potentially in 2021.

TFC advocated on behalf of turkey farmers along with the national supply managed poultry groups for a positive outcome on mitigation, since late 2018. Work continued throughout 2019, although went on pause for the Federal election campaign, and began again towards the end of the year. In part from the work undertaken in this regard, the four major federal parties provided two strong commitments:

- full and fair mitigation/compensation due to injury created by the increased access negotiated in trade agreements; and,
- a commitment to no further increases in market access tariff rate quotas in future negotiations.

TFC will continue to engage Ministers and elected officials in 2020 on mitigation.

Earning the trust and confidence of consumers is essential to growing our turkey market in Canada. The TFC On-Farm Food Safety Program© (OFFSP) and Flock Care Program© (FCP) continue to meet this goal, and through consistent and regular reviews ensure the highest standards are met to keep turkey as a competitive protein.

In March 2019, TFC released new producer manuals for the TFC On-Farm Programs. The program content

was streamlined, and the new manuals reflect changes to align the TFC FCP with the updated Code of Practice for the Care and Handling of Hatching Eggs, Breeders, Chickens, and Turkeys through the National Farm Animal Care Council's (NFACC) Animal Care Assessment Framework (ACAF) process, and revisions to strengthen the biosecurity and animal health requirements of the TFC OFFSP. The edits also implement the turkey industry antimicrobial use (AMU) strategy, as well as the requirement for the Turkey Load-Out Report to be completed for each flock as of January 1, 2019.

Also implemented in 2019, were changes to the TFC On-Farm Programs audit cycle. The new audit cycle is two-years consisting of full audits and records review audits.

TFC worked in 2019 on the implementation of a sector-wide antimicrobial use (AMU) strategy in response to the increased global attention to the threat of antimicrobial resistance. The elimination of the preventive use of category II and III antibiotics, which are antibiotics that are important to human medicine, is well underway, and TFC is working towards its full implementation in 2020. To ensure the well-being of birds, the strategy continues to allow the use of all categories of antibiotics for treatment and the use of ionophores (Category IV antibiotics: not used in human medicine) and chemical coccidiostats.

The review of the TFC National Commercial Quota Allocation Policy, started in 2017, continued throughout 2019. At the November TFC general meeting, the Review Committee's mandate was amended and the membership broadened, while provincial boards gained a better understanding of each other's needs and concerns. TFC and all provincial boards have agreed to move forward and work actively towards a new policy in 2020. This is an aggressive timetable; a difficult challenge; but, its doable.

FBCC 2019 Report

Submitted by Tom Baker, FBCC Project Manager/Incident Commander

Risk Management is an ongoing priority for all poultry operations, ensuring that everything we do has the aim of reducing risk and strengthening the resilience of Ontario poultry industry's value chain.

Since 2011, the Feather Board Command Centre (FBCC) has coordinated disease emergency management efforts of not only the four feather boards but the entire Ontario poultry industry. In the event of targeted infections (federally reportable diseases and ILT), the FBCC immediately mobilizes resources to collect critical information, help farmers self quarantine, prepare zone maps, issue biosecurity advisories and collaborate with government and industry partners. In various outbreaks over the past eight years, these timely response efforts have effectively prevented the spread of highly infectious diseases and together with effective recovery measures, maintained a secure supply of high-quality poultry and poultry products to Ontario consumers.

In the past year, the FBCC Board conducted an extensive review of their governance model and initiated discussions with the Association of Chicken Processors (AOCP), Poultry Service Association (PSA), Ontario Agri-Business Association (OABA) and Ontario Hatcheries Association (OHA) with the perspective of expanding the board to include strategic industry stakeholder groups.

Disease outbreaks are a continued threat to the animal agriculture industry. Last spring the FBCC Emergency Management Plan was updated to incorporate the lessons of previous outbreaks and simulations and ensure a rapid and well-executed response to any potential poultry-related disease situation.

In June 2019, about fifty staff from all four feather boards participated in a highly pathogenic Avian Influenza Disease Outbreak Response Simulation hosted by the Feather Board Command Centre (FBCC) in Guelph, Ontario. The training was held in collaboration with the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) and the Canadian Food Inspection Agency's (CFIA) Ontario Response Team. Participants followed the internationally recognized Incident Management System (IMS) model and played the roles that they would be responsible for during a real AI outbreak.

Register with FBCC today at www.fbcc.ca to receive timely Disease Alerts, monthly updates and gain access to FBCC's extensive resource library.

Farm & Food Care Year in Review

Submitted By Madeline Rodrigue, Communications Manager, Farm & Food Care Ontario

Farm & Food Care Ontario appreciates the support shown by its membership, including gold member Turkey Farmers of Ontario (TFO), which is key to the success of the organization, and the success of agricultural outreach more generally. Here are some highlights of FFCO initiatives in 2019.

Charitable Status

After a year's application process, Farm & Food Care Ontario (FFCO) became a registered Canadian charity in 2019. Charitable status will enable FFCO to recognize philanthropic support with charitable tax receipts and qualify as a potential applicant to more funding agencies.

Training and Workshops

In 2019, FFCO continued to offer speaker services, training and workshops to dozens of member groups, farmers, students, commodity organizations, agribusinesses and agricultural organizations throughout the province. Participants learn how to effectively engage with the public about food and farming, prepare for complicated conversations at community events or on their own farms and speak with the media about issues affecting their industry.

COMMUNICATIONS & OUTREACH

Breakfast on the Farm

Since 2013, thousands of families have visited FFCO's 12 Breakfast on the Farm events across the province. Breakfast on the Farm enables urban visitors to visit a real working farm and have their questions answered by the farmers themselves – who make up a large portion of each events' over 100 volunteers. In 2019, two farm families hosted 3,500 guests and 215 volunteers in the Windsor and Barrie areas. Guests enjoyed an all-Ontario breakfast, wagon ride, farm tour and dozens of exhibits by commodity groups and agribusinesses.

Special thanks to TFO staff for volunteering and to 'Wishbone' the turkey for providing lasting memories for our guests.

Union Station

For a second year, Farm & Food Care Ontario brought dozens of farmers to Toronto's busiest transportation hub in celebration of Ontario Agriculture Week. Building on the success of the 2018 event, a pop-up activation was held in Union Station where volunteers and farmers greeted commuters, answered their questions and thanked them for supporting Ontario's farm families by buying local. In addition, early morning commuters were offered breakfast sandwiches prepared with Ontario ingredients. Later in the day, all-Ontario snacks were given to afternoon commuters for their trip home. Afternoon commuters also had the opportunity to meet and take a picture with 'Wishbone' the turkey and have their questions answered by the TFO staff who volunteered that day.

This event's success was the result of support and volunteers from eight different provincial commodity groups and associations.

Farm Tours

Farm & Food Care Ontario's long-running farm tour program continues to be a sought-after event for food writers, bloggers, chefs, Registered Dietitians, culinary instructors and students and professional home economists. Since 2004, FFCO has hosted 123 tours for over 3,800 guests to more than 190 Ontario farms, food processing facilities and research stations. Farm & Food Care hosted five tours for key target audiences in 2019 including an Ottawa area food influencer tour for forty attendees. The group first met turkey farmers Jean François Drouin and his daughter Marie-Pair. Later, the influencers were introduced to a grain farmer. In an evaluation, one participant wrote that the tours are a reminder of "exactly how much time, effort, care, research, and innovation goes into the food we eat." Appreciation goes to TFO and SaskCanola whose continued support makes this program possible.

Faces Behind Food

2019 saw the launch of FFCO's newest initiatives – Faces Behind Food. Inspired by social media campaigns like Humans of New York, Faces Behind Food uses photos and captions to share the many stories of the people behind the food that we love. With the vast majority of Canadians well removed from farming and food production, Faces Behind Food shows consumers the passion that goes into the local foods that they're buying, one person at a time. These profiles can be found on Instagram, Facebook and www.FarmFoodCareON.org.

Farm Environmental and Farm Animal Care Councils

In 2019, three Farm Animal Care and Farm Environment Advisory Council meetings were held for FFCO's Platinum, Gold and Silver level voting members. These meetings provide an open forum for input, ideas, dialogue and proactive thinking on farm animal welfare and on-farm environmental issues and help shape issue-specific work that FFCO is doing in those areas. Abdication of the OSPCA, trade issues and growing concerns about farm trespassing were among the topics discussed.

ANIMAL CARE INITIATIVES

Livestock Emergency and Farm Fire Awareness Projects

In 2019, FFCO received Canadian Agricultural Partnership funding through the Agricultural Adaptation Council to extend work focused on farm fire awareness and prevention. FFCO exhibited at eight industry events, delivered seven keynote presentations on the topic and produced seventeen articles for the farm press.

Additionally, an Ontario-specific course was developed for first responders to better prepare them for responding to unique challenges of livestock truck rollovers. Over one hundred firefighters and first responders were trained through-out five one-day courses held across the province.

FFCO continues to offer a FLIR (heat sensing) equipment lending program, where farmers can use the module to check for potential fire risks like heat corrosion in receptacles, plugs and panels in livestock barns. FLIR modules can be borrowed from the FFCO office.

Animal Care Helpline

FFCO received 11 calls to the Farm Animal Care Helpline in 2019. This confidential service allows concerned farmers and community members to report situations where they feel another farmer could use help, resources or advice in better caring for their animals. The intention is for a “farmer helping farmer” approach to intervening in sensitive situations before they reach a critical point or need the attention of the provincial authority. FFCO works with farmers, experienced staff and commodity groups like TFO to investigate reports and resolve these situations accordingly.

ENVIRONMENT INITIATIVES

Timing Matters and Peer to Peer

The Timing Matters Working Group is an FFCO-led coalition of farm organizations which strives to promote sound manure management practices. In 2019, a focus group of farmers, custom manure applicators, nutrient consultants and equipment manufacturers was conducted to better understand attitudes towards manure application and to identify a communications strategy going forward. The Peer to Peer Network is a subgroup focused on raising awareness about the potential for run-off when nutrient application is made to frozen fields. Peer to Peer continues to consult farmers on best practices, dispel myths and identify practical alternatives to spreading manure on frozen or snow-covered.

TO LEARN MORE

To learn more about all of Farm & Food Care's outreach, animal care and environment initiatives, visit www.farmfoodcareON.org. Comments and questions can always be directed to Farm & Food Care staff directly at info@farmfoodcare.org.

Anyone interested in keeping current on Farm & Food Care Ontario initiatives can subscribe to the monthly e-newsletter by emailing info@farmfoodcare.org.

MARKET INFORMATION

PRODUCTION CO-EFFICIENTS FOR ONTARIO

			Broilers	Hens	Toms
Average Weight (Kgs.):					
Jan. - June	2017		5.34	7.37	16.28
July - Dec.	2017		5.15	8.06	15.69
Jan. - June	2018		5.20	7.73	16.06
July - Dec.	2018		5.08	7.99	15.67
Jan. - June	2019		5.25	7.98	15.84
July - Dec.	2019		5.32	7.99	15.85
Days on Feed:					
Jan. - June	2017		72	87	119
July - Dec.	2017		69	93	116
Jan. - June	2018		69	90	118
July - Dec.	2018		70	93	115
Jan. - June	2019		71	92	116
July - Dec.	2019		73	92	119
Feed Conversion Ratio:					
Jan. - June	2017		1.96	2.10	2.34
July - Dec.	2017		1.92	2.19	2.30
Jan. - June	2018		1.95	2.14	2.31
July - Dec.	2018		1.86	2.17	2.26
Jan. - June	2019		1.91	2.20	2.32
July - Dec.	2019		1.95	2.17	2.31
% DOA/Condemns:					
Jan. - June	2017		0.24	0.33	1.35
July - Dec.	2017		0.20	0.47	1.18
Jan. - June	2018		0.23	0.56	1.41
July - Dec.	2018		0.26	0.51	1.97
Jan. - June	2019		0.23	0.50	2.06
July - Dec.	2019		0.30	0.50	1.87
% Mortality:					
Jan. - June	2017		5.63	6.19	9.74
July - Dec.	2017		4.98	6.18	8.77
Jan. - June	2018		6.64	7.06	10.01
July - Dec.	2018		6.66	7.42	9.02
Jan. - June	2019		6.33	6.39	9.31
July - Dec.	2019		5.88	6.02	9.71

*Hens - 6.2 to 10.8 Kgs &
Toms - over 10.8 Kgs*

PROVINCIAL WHOLE BIRD QUOTAS (evisc kgs)

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
British Columbia	11,460,152	11,619,321	11,460,152	10,272,780	10,258,534	9,402,741	9,402,741
Alberta	6,287,900	6,375,232	6,287,900	5,636,418	5,628,602	5,159,050	5,159,050
Saskatchewan	3,247,730	3,292,838	3,247,730	2,911,237	2,907,200	2,664,674	2,664,674
Manitoba	8,504,145	8,622,259	8,504,145	7,623,041	7,612,470	6,977,419	6,977,419
Ontario	21,097,559	21,390,580	21,097,559	18,911,666	18,885,440	17,309,970	17,309,970
Quebec	17,408,087	17,649,866	17,408,087	15,604,457	15,582,817	14,282,860	14,282,860
New Brunswick	1,438,751	1,458,734	1,438,751	1,289,684	1,287,896	1,180,456	1,180,456
Nova Scotia	2,555,676	2,591,170	2,555,676	3,757,137	3,843,461	3,522,830	3,522,830
CANADA	72,000,000	73,000,000	72,000,000	66,006,420	66,006,420	60,500,000	60,500,000

PROVINCIAL FURTHER PROCESSED QUOTAS (evisc kgs)

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
British Columbia	8,487,880	8,687,448	9,108,439	9,294,115	9,326,151	9,269,911	9,269,911
Alberta	7,835,404	7,944,594	8,462,876	8,420,825	8,531,967	11,537,484	8,756,886
Saskatchewan	2,156,455	1,969,300	2,040,261	2,035,975	2,029,682	2,030,326	2,026,743
Manitoba	2,502,086	1,461,447	1,485,251	1,515,847	1,434,926	1,489,793	1,676,492
Ontario	36,297,641	38,482,423	41,245,051	42,305,745	41,355,728	42,973,780	42,973,780
Quebec	15,621,932	16,205,911	18,402,361	19,496,253	19,009,628	19,112,103	19,112,103
New Brunswick	1,823,537	1,881,293	2,109,075	2,185,921	2,181,932	2,290,480	2,290,480
Nova Scotia	1,552,374	1,638,203	1,746,816	n/a	n/a	n/a	n/a
CANADA	76,277,309	78,270,619	84,600,130	85,254,681	83,870,014	88,703,877	86,106,395

PROVINCIAL SHARES OF NATIONAL FURTHER PROCESSED QUOTAS

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
British Columbia	11.13%	11.10%	10.77%	10.90%	11.12%	10.45%	10.77%
Alberta	10.27%	10.15%	10.00%	9.88%	10.17%	13.01%	10.17%
Saskatchewan	2.83%	2.52%	2.41%	2.39%	2.42%	2.29%	2.35%
Manitoba	3.28%	1.87%	1.76%	1.78%	1.71%	1.68%	1.95%
Ontario	47.59%	49.17%	48.75%	49.62%	49.31%	48.45%	49.91%
Quebec	20.48%	20.70%	21.75%	22.87%	22.67%	21.55%	22.20%
New Brunswick	2.39%	2.40%	2.49%	2.56%	2.60%	2.58%	2.66%
Nova Scotia	2.04%	2.09%	2.06%	n/a	n/a	n/a	n/a
CANADA	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**CANADIAN SUMMARY OF STOCKS, SUPPLIES AND DISAPPEARANCE
CALENDAR YEARS
(Million Kgs Evisc)**

	2014	2015	2016	2017	2018	2019	5 Yr Average
Opening Stocks	13.3	14.7	18.9	24.8	21.1	17.6	18.6
Production	167.6	171.1	183.3	171.7	168.1	165.0	172.4
% Change from prior year	6.08%	2.09%	7.13%	-6.33%	-2.10%	-3.90%	1.37%
Imports	2.6	2.7	3.1	2.8	2.7	2.9	2.8
TOTAL SUPPLY	183.6	188.5	205.4	199.2	191.9	185.5	193.7
% Change from prior year	2.02%	2.66%	8.94%	-2.99%	-3.68%	-3.34%	1.39%
Closing Stocks	14.708	18.9	24.8	21.1	17.6	18.8	19.4
TOTAL DISAPPEARANCE	168.9	169.6	180.6	178.1	174.3	166.7	174.3
% Change from prior year	0.55%	0.41%	6.46%	-1.35%	-2.15%	-4.36%	0.78%
Exports	21.9	20.6	26.2	24.2	20.8	22.4	22.7
Domestic Disappearance	147.0	149.0	154.4	153.9	153.5	144.3	151.6
% Change from prior year	1.05%	1.36%	3.59%	-0.28%	-0.28%	-5.99%	1.09%

PRODUCERS' GROSS MARGIN OVER FEED & POULT

FEED AND POULT COSTS <small>(1st Week of Each Month)</small>							UNGRADED LIVE PRICES <small>(Price corresponding to Feed & Poultry at left)</small>						
	2019	2018	2017	2016	2015	2014	2019	2018	2017	2016	2015	2014	
BROILERS													
MONTH	2019	2018	2017	2016	2015	2014	2019	2018	2017	2016	2015	2014	
JAN	123.70	120.88	119.20	122.19	130.41	125.09	194.35	190.35	187.35	189.35	195.85	189.85	
FEB	124.04	121.76	120.17	121.88	130.35	126.75	194.85	191.35	188.35	188.85	195.85	190.85	
MAR	122.99	123.46	122.67	119.20	129.02	128.83	193.85	192.85	190.85	186.35	194.35	192.85	
APR	117.93	123.20	120.71	117.04	128.63	130.27	189.35	192.85	188.85	183.85	193.85	194.85	
MAY	117.39	124.85	119.27	117.32	127.18	133.67	188.85	195.35	188.85	185.35	194.35	198.35	
JUNE	118.18	127.94	118.96	121.90	124.10	134.30	188.85	198.85	188.85	190.85	198.85	199.85	
JULY	121.26	128.08	119.27	126.02	124.43	132.87	191.85	198.85	188.85	192.85	191.35	198.35	
AUG	122.75	125.98	120.18	125.94	127.78	129.64	193.35	196.85	189.85	193.85	194.85	194.85	
SEPT	121.75	124.11	119.29	123.11	128.18	129.63	192.35	194.85	188.85	191.35	195.35	194.85	
OCT	121.35	124.91	120.10	122.21	128.72	131.26	191.85	195.35	189.85	190.35	195.85	196.85	
NOV	122.19	123.27	119.61	119.53	125.87	126.37	189.85	193.85	189.35	188.35	192.85	193.85	
DEC	121.16	122.87	119.92	118.31	123.07	128.04	188.85	193.35	189.35	186.35	189.85	193.35	
AVERAGE	121.22	124.28	119.95	121.22	127.31	129.73	191.43	194.56	189.06	188.81	193.77	194.89	
							5 Yr. Avg. 192.22						

FEED AND POULT COSTS <small>(1st Week of Each Month)</small>							UNGRADED LIVE PRICES <small>(Price corresponding to Feed & Poultry at left)</small>						
	2019	2018	2017	2016	2015	2014	2019	2018	2017	2016	2015	2014	
HENS													
MONTH	2019	2018	2017	2016	2015	2014	2019	2018	2017	2016	2015	2014	
JAN	119.80	113.83	115.29	122.67	126.13	119.19	194.30	187.30	186.80	193.30	194.80	187.30	
FEB	120.44	114.72	115.52	123.08	127.39	120.67	194.80	187.80	187.30	193.80	195.80	188.30	
MAR	119.60	116.14	118.37	119.95	126.14	123.14	193.80	189.30	189.80	190.30	194.80	190.30	
APR	118.24	122.10	118.61	117.32	126.98	127.66	192.80	194.30	190.30	187.80	195.80	194.80	
MAY	117.63	125.01	118.06	117.71	126.00	130.18	191.80	198.30	191.30	189.30	196.30	198.80	
JUNE	118.32	127.81	117.27	121.86	122.94	132.39	192.80	202.30	190.30	192.80	193.30	201.30	
JULY	121.34	128.39	118.21	126.30	122.49	131.11	195.80	202.80	191.30	196.80	192.80	199.80	
AUG	123.67	126.73	118.15	127.08	125.06	128.41	198.30	201.30	191.30	198.80	195.30	197.30	
SEPT	122.65	124.08	117.90	124.87	126.78	127.27	197.30	198.30	191.30	196.30	197.30	196.30	
OCT	122.47	121.74	112.69	118.91	129.49	126.92	196.80	196.30	186.30	191.80	199.80	195.80	
NOV	123.02	119.81	113.22	117.22	126.81	123.08	194.30	194.30	186.30	188.80	197.30	194.30	
DEC	122.04	119.24	113.04	114.61	123.85	123.06	193.30	193.80	186.30	186.30	194.30	191.80	
AVERAGE	120.77	121.63	116.36	120.97	125.84	126.09	194.68	195.51	189.05	192.18	195.63	194.68	
							5 Yr. Avg. 193.41						

FEED AND POULT COSTS <small>(1st Week of Each Month)</small>							UNGRADED LIVE PRICES <small>(Price corresponding to Feed & Poultry at left)</small>						
	2019	2018	2017	2016	2015	2014	2019	2018	2017	2016	2015	2014	
TOMS													
MONTH	2019	2018	2017	2016	2015	2014	2019	2018	2017	2016	2015	2014	
JAN	121.78	116.90	113.93	119.22	127.32	119.59	196.00	190.00	185.50	189.50	196.00	187.50	
FEB	122.30	117.19	115.09	118.47	127.29	120.17	196.50	190.50	186.50	189.00	196.00	188.00	
MAR	122.01	118.02	116.96	117.71	127.46	122.29	196.50	191.00	188.50	188.00	196.00	190.50	
APR	118.58	120.71	118.88	113.32	126.69	124.93	193.00	194.00	190.50	184.50	195.50	193.00	
MAY	117.59	123.58	119.11	112.75	124.80	128.27	192.00	197.00	192.00	184.00	195.00	196.50	
JUNE	117.78	126.82	119.20	115.05	122.06	130.38	192.00	201.00	192.50	186.50	192.50	199.00	
JULY	120.04	127.62	116.84	118.99	120.98	129.49	194.50	202.00	191.00	190.50	191.50	198.00	
AUG	122.56	126.17	115.98	121.47	122.64	126.94	197.00	200.50	189.00	193.00	193.00	195.50	
SEPT	122.97	123.96	116.12	120.28	124.15	125.76	197.00	198.00	189.00	192.00	194.50	194.50	
OCT	123.70	124.01	116.48	119.26	125.18	129.46	198.00	198.50	189.50	191.00	195.50	198.00	
NOV	124.86	122.19	116.06	116.60	123.02	128.54	196.00	196.50	189.00	188.00	193.50	197.50	
DEC	122.95	120.91	115.60	114.39	120.90	127.32	194.00	195.00	188.50	186.00	191.00	196.00	
AVERAGE	121.43	122.34	116.69	117.29	124.37	126.10	195.21	196.17	189.29	188.50	194.17	194.50	
							5 Yr. Avg. 192.36						

BOLDING Denotes implementation of new production co-efficients

FEED AND POULT COSTS <small>(1st Week of Each Month)</small>							GROSS MARGIN OVER FEED & POULT						
	2019	2018	2017	2016	2015	2014	2019	2018	2017	2016	2015	2014	
BROILERS													
MONTH	2019	2018	2017	2016	2015	2014	2019	2018	2017	2016	2015	2014	
JAN	123.70	120.88	119.20	122.19	130.41	125.09	70.65	69.47	68.15	67.16	65.44	64.76	
FEB	124.04	121.76	120.17	121.88	130.35	126.75	70.81	69.59	68.18	66.97	65.50	64.10	
MAR	122.99	123.46	122.67	119.20	129.02	128.83	70.86	69.39	68.18	67.15	65.33	64.02	
APR	117.93	123.20	120.71	117.04	128.63	130.27	71.42	69.65	68.14	66.81	65.22	64.58	
MAY	117.39	124.85	119.27	117.32	127.18	133.67	70.46	70.50	69.59	68.03	67.17	64.68	
JUNE	118.18	127.94	118.96	121.90	124.10	134.30	70.67	70.91	69.39	66.95	66.75	65.55	
JULY	121.26	128.08	119.27	126.02	124.43	132.87	70.59	70.77	69.58	66.83	66.92	65.48	
AUG	122.75	125.98	120.18	125.94	127.78	129.64	70.60	70.87	69.67	67.91	67.07	65.21	
SEPT	121.75	124.11	119.29	123.11	128.18	129.63	70.60	70.74	69.56	68.24	67.17	65.22	
OCT	121.35	124.91	120.10	122.21	128.72	131.26	70.50	70.44	69.75	68.14	67.13	65.59	
NOV	122.19	123.27	119.61	119.53	125.87	126.37	67.66	70.58	69.74	68.82	66.98	67.48	
DEC	121.16	122.87	119.92	118.31	123.07	128.04	67.69	70.48	69.43	68.04	66.78	65.31	
AVERAGE	121.22	124.28	119.95	121.22	127.31	129.73	70.21	70.28	69.11	67.59	66.46	65.16	
							5 Yr. Avg. 67.72						

FEED AND POULT COSTS <small>(1st Week of Each Month)</small>							GROSS MARGIN OVER FEED & POULT						
	2019	2018	2017	2016	2015	2014	2019	2018	2017	2016	2015	2014	
HENS													
MONTH	2019	2018	2017	2016	2015	2014	2019	2018	2017	2016	2015	2014	
JAN	119.80	113.83	115.29	122.67	126.13	119.19	74.50	73.47	71.51	70.63	68.67	68.11	
FEB	120.44	114.72	115.52	123.08	127.39	120.67	74.36	73.08	71.78	70.72	68.41	67.63	
MAR	119.60	116.14	118.37	119.95	126.14	123.14	74.20	73.16	71.43	70.35	68.66	67.16	
APR	118.24	122.10	118.61	117.32	126.98	127.66	74.56	72.20	71.69	70.48	68.82	67.14	
MAY	117.63	125.01	118.06	117.71	126.00	130.18	74.17	73.29	73.24	71.59	70.30	68.62	
JUNE	118.32	127.81	117.27	121.86	122.94	132.39	74.48	74.49	73.03	70.94	70.36	68.91	
JULY	121.34	128.39	118.21	126.30	122.49	131.11	74.46	74.41	73.09	70.50	70.31	68.69	
AUG	123.67	126.73	118.15	127.08	125.06	128.41	74.63	74.57	73.15	71.72			

NATIONAL STORAGE STOCKS (000'S KGS.)

MONTH	BROILERS					BONELESS BREAST					5 Yr. Average		
	2019	2018	2017	2016	2015	2014	2019	2018	2017	2016		2015	2014
JAN	3,178	2,839	3,621	1,747	967	2,422	2,314	3,676	3,208	795	1,115	1,575	2,074
FEB	4,358	4,152	4,004	2,654	1,974	3,548	2,310	3,608	3,388	847	987	1,733	2,113
MAR	4,510	3,731	4,693	3,103	2,682	4,147	2,223	3,642	3,410	1,386	1,165	1,789	2,278
APR	4,876	3,368	5,076	3,615	2,673	3,566	2,414	3,831	4,145	1,464	1,065	1,827	2,466
MAY	4,893	4,270	4,733	4,799	3,814	4,355	2,513	3,837	4,076	1,818	1,348	1,891	2,594
JUNE	5,914	5,468	5,639	5,924	4,183	4,394	2,388	3,647	4,045	1,887	1,154	1,690	2,485
JULY	6,496	6,466	6,714	7,048	5,811	5,189	2,500	3,561	4,056	1,995	1,088	1,154	2,371
AUG	6,979	7,361	7,335	8,156	6,326	7,181	2,496	3,396	4,228	2,040	1,002	1,021	2,337
SEPT	7,560	7,543	7,205	7,918	6,629	6,434	2,446	2,916	4,121	2,383	1,074	1,148	2,328
OCT	6,018	5,415	5,615	6,516	6,730	4,323	2,446	2,602	4,082	2,382	586	874	2,105
NOV	6,030	5,781	6,367	6,746	4,887	3,778	2,388	2,429	3,776	2,547	477	840	2,014
DEC	4,887	4,611	4,935	5,759	3,786	3,749	2,350	2,216	3,495	2,979	766	830	2,057

MONTH	HIENS					FFP					5 Yr. Average		
	2019	2018	2017	2016	2015	2014	2019	2018	2017	2016		2015	2014
JAN	4,908	5,393	5,775	7,232	5,668	3,203	1,266	3,243	2,658	3,372	2,359	2,065	2,739
FEB	7,576	8,474	8,679	11,054	9,167	6,380	1,296	3,404	9,359	3,177	3,340	2,482	4,352
MAR	9,372	9,409	10,704	13,895	11,151	8,173	1,355	3,364	2,878	3,107	3,101	2,355	2,961
APR	10,496	8,602	12,277	13,610	10,153	7,712	1,667	3,237	2,899	2,487	3,103	2,401	2,825
MAY	10,404	10,751	11,824	17,235	12,545	10,707	1,704	3,757	3,138	2,543	3,555	2,525	3,104
JUNE	13,515	14,269	14,913	19,581	15,293	13,298	1,879	3,590	3,062	2,683	2,913	2,143	2,878
JULY	15,869	18,035	18,481	23,395	19,708	17,988	2,034	3,473	3,314	2,747	3,096	2,080	2,942
AUG	19,505	22,450	20,764	24,900	22,329	22,863	2,252	3,627	3,440	2,682	3,551	2,001	3,060
SEPT	21,241	24,138	23,405	26,002	26,108	23,617	2,236	3,975	3,571	2,867	3,391	2,115	3,184
OCT	14,979	16,151	17,261	18,420	20,848	18,893	1,939	3,406	3,691	2,398	3,304	2,302	3,020
NOV	15,389	16,391	17,867	17,157	16,514	16,803	1,793	3,224	3,531	2,573	3,310	2,405	3,009
DEC	11,787	11,238	12,053	13,602	14,150	11,019	1,696	2,294	3,301	2,745	3,011	2,473	2,765

MONTH	TOMS					TOTAL					5 Yr. Average		
	2019	2018	2017	2016	2015	2014	2019	2018	2017	2016		2015	2014
JAN	1,706	3,113	3,447	712	1,243	1,129	17,574	21,130	23,799	18,930	14,704	13,340	18,381
FEB	2,095	3,768	3,922	1,142	1,440	1,383	21,986	26,490	27,205	24,155	21,025	19,118	23,599
MAR	2,298	3,495	4,397	1,844	1,674	1,726	23,589	26,832	29,996	28,818	24,150	21,757	26,311
APR	2,889	3,471	4,881	1,667	1,512	2,071	26,277	25,741	32,905	28,227	22,803	20,942	26,124
MAY	2,945	3,459	4,456	2,841	1,862	2,410	26,868	29,318	31,571	34,908	27,241	25,345	29,677
JUNE	3,518	4,124	5,289	3,359	1,998	3,169	31,633	34,159	36,362	39,209	30,241	28,264	33,647
JULY	4,231	4,739	5,703	4,212	2,434	4,183	35,712	39,337	41,287	45,140	36,259	33,958	39,196
AUG	5,155	5,138	5,981	4,930	3,510	5,639	40,746	45,052	45,051	48,738	41,381	42,166	44,478
SEPT	5,532	5,641	6,490	5,344	3,905	5,756	43,549	47,964	48,055	50,373	45,326	42,059	46,755
OCT	4,706	4,431	5,357	5,429	3,024	4,736	34,215	35,577	39,244	40,912	38,263	34,142	37,628
NOV	4,445	4,258	5,695	5,078	2,566	4,778	34,120	35,762	40,456	39,428	31,534	30,924	35,621
DEC	4,178	2,982	4,578	5,063	1,792	3,240	28,775	26,452	31,235	35,439	27,864	24,372	29,072

Hens consists of 5 - 7 kgs and 7 - 9 kgs
Toms consists of 9 - 11 kgs and over 11 kgs
FFP consists of FPP and Miscellaneous

TURKEY FARMERS OF ONTARIO
FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2019

TURKEY FARMERS OF ONTARIO
INDEX TO THE FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2019

	Page
INDEPENDENT AUDITOR'S REPORT	3
FINANCIAL STATEMENTS	
Statement of Financial Position	4
Statement of Changes in Net Assets	5
Statement of Operations	6
Statement of Cash Flows	7
Notes to the Financial Statements	8 - 12

INDEPENDENT AUDITOR'S REPORT

To the Members of: Turkey Farmers of Ontario

Opinion

We have audited the accompanying financial statements of Turkey Farmers of Ontario, which comprise the statement of financial position as at December 31, 2019 and the statements of changes in net assets, operations and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, these financial statements present fairly, in all material respects, the financial position of Turkey Farmers of Ontario as at December 31, 2019 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not for profit organizations.

Basis of 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 organization 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.

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 organization'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 organization or to cease operations, or has no realistic alternative but to do so.

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

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.

A further description of the auditor's responsibilities for the audit of the financial statements is located at RLB LLP's website at: www.rlb.ca/additional-auditor-responsibilities. This description forms part of our auditor's report.



Guelph, Ontario
February 19, 2020

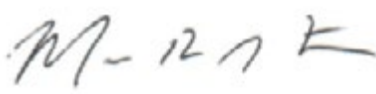
Chartered Professional Accountants
Licensed Public Accountants

TURKEY FARMERS OF ONTARIO
STATEMENT OF FINANCIAL POSITION
AS AT DECEMBER 31, 2019

	2019	2018
ASSETS		
CURRENT		
Cash	\$ 982,854	\$ 836,432
Accounts receivable (note 3)	10,874	65,459
Investments (note 5)	2,818,066	2,521,560
Inventory	5,725	9,214
Prepaid expenses	<u>11,677</u>	<u>9,942</u>
	3,829,196	3,442,607
CAPITAL ASSETS (note 4)	<u>27,648</u>	<u>39,406</u>
	<u>\$ 3,856,844</u>	<u>\$ 3,482,013</u>
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities (notes 6 and 10)	\$ 332,216	\$ 231,898
Government remittances payable	28,976	61,964
Deferred generic marketing revenue (note 11)	<u>48,809</u>	<u>125,555</u>
	<u>410,001</u>	<u>419,417</u>
NET ASSETS		
Unrestricted	1,972,198	1,587,951
Internally restricted contingent reserve	1,400,000	1,400,000
Internally restricted for research purposes	<u>74,645</u>	<u>74,645</u>
	<u>3,446,843</u>	<u>3,062,596</u>
	<u>\$ 3,856,844</u>	<u>\$ 3,482,013</u>

ON BEHALF OF THE BOARD:


 _____ Director


 _____ Director

TURKEY FARMERS OF ONTARIO
STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2019

	Unrestricted Net Assets	Internally Restricted Contingent Reserve	Internally Restricted for Research Purposes	2019 Total	2018 Total
NET ASSETS					
Balance, beginning of year	\$ <u>1,587,951</u>	\$ <u>1,400,000</u>	\$ <u>74,645</u>	\$ <u>3,062,596</u>	\$ <u>2,762,300</u>
Revenue	2,278,425	0	0	2,278,425	3,126,029
Disbursements	<u>(1,894,178)</u>	<u>0</u>	<u>0</u>	<u>(1,894,178)</u>	<u>(2,825,733)</u>
Excess of revenue over disbursements for the year	<u>384,247</u>	<u>0</u>	<u>0</u>	<u>384,247</u>	<u>300,296</u>
Balance, end of year	\$ <u><u>1,972,198</u></u>	\$ <u><u>1,400,000</u></u>	\$ <u><u>74,645</u></u>	\$ <u><u>3,446,843</u></u>	\$ <u><u>3,062,596</u></u>

TURKEY FARMERS OF ONTARIO
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED DECEMBER 31, 2019

	2019 BUDGET (note 12)	2019 ACTUAL	2018 ACTUAL
REVENUE			
Ontario license fees	\$ 1,344,825	\$ 1,350,578	\$ 1,376,977
Overmarketing levies (note 7)	0	172,432	105,384
Marketing grants	144,719	144,719	144,719
Other income	24,500	57,675	61,241
Investment income	<u>30,000</u>	<u>46,505</u>	<u>35,460</u>
	<u>1,544,044</u>	<u>1,771,909</u>	<u>1,723,781</u>
DISBURSEMENTS			
Advertising and promotion			
Marketing program	91,000	97,222	92,480
Promotional material	35,000	41,117	45,824
Exhibitions and fairs	41,000	27,733	64,573
General advertising and joint promotion	<u>0</u>	<u>0</u>	<u>3,667</u>
	<u>167,000</u>	<u>166,072</u>	<u>206,544</u>
Administration and general			
Salaries and subcontract	580,250	562,430	544,817
Employee benefits	120,000	107,379	107,645
Directors - per diem	103,450	101,600	113,212
Rent and related charges	85,000	80,512	76,907
Travel and auto expense	75,000	70,775	65,782
Office and computer	80,000	54,382	59,837
Fees and grants (note 9)	53,150	51,536	50,023
Directors - expenses	47,363	37,598	39,542
Seminars and special events	50,000	30,043	49,565
Human resources management	15,000	28,277	8,777
Accounting and audit	20,000	26,720	25,000
On Farm Food Safety/FBCC (note 9)	23,000	22,075	22,166
Telephone	18,000	16,461	16,607
Amortization	12,000	13,648	14,867
Legal	40,000	12,219	19,883
Contingency	25,000	3,617	0
Letter of credit charges (note 13)	2,320	2,318	2,311
Strategic planning and communications	<u>23,000</u>	<u>0</u>	<u>0</u>
	<u>1,372,533</u>	<u>1,221,590</u>	<u>1,216,941</u>
Total disbursements	<u>1,539,533</u>	<u>1,387,662</u>	<u>1,423,485</u>
OTHER			
Generic marketing levies (note 11)	0	506,516	1,402,248
Generic marketing program (note 11)	<u>(470,000)</u>	<u>(506,516)</u>	<u>(1,402,248)</u>
	<u>(470,000)</u>	<u>0</u>	<u>0</u>
(DEFICIT) EXCESS OF REVENUE OVER DISBURSEMENTS for the year	<u>\$ (465,489)</u>	<u>\$ 384,247</u>	<u>\$ 300,296</u>

TURKEY FARMERS OF ONTARIO
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2019

	2019	2018
CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES		
Excess of revenue over disbursements for the year	\$ 384,247	\$ 300,296
Items not requiring an outlay of cash		
Amortization	<u>13,648</u>	<u>14,867</u>
	<u>397,895</u>	<u>315,163</u>
Changes in non-cash working capital		
Accounts receivable	54,585	41,452
Inventory	3,489	3,585
Prepaid expenses	(1,735)	(525)
Accounts payable and accrued liabilities	100,318	22,750
Government remittances payable	(32,988)	19,932
Deferred generic marketing revenue	<u>(76,746)</u>	<u>(25,271)</u>
	<u>46,923</u>	<u>61,923</u>
	<u>444,818</u>	<u>377,086</u>
CASH (USED IN) INVESTING ACTIVITIES		
Purchase of capital assets	(1,890)	(38,383)
Investments	<u>(296,506)</u>	<u>(815,461)</u>
	<u>(298,396)</u>	<u>(853,844)</u>
NET CASH INCREASE (DECREASE) during the year	146,422	(476,758)
NET CASH, beginning of year	<u>836,432</u>	<u>1,313,190</u>
NET CASH, end of year	<u>\$ 982,854</u>	<u>\$ 836,432</u>

TURKEY FARMERS OF ONTARIO
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2019

1. OPERATIONS AND SIGNIFICANT ACCOUNTING POLICIES

The Turkey Farmers of Ontario is a marketing board established under the Farm Products Marketing Act and is primarily engaged in the promotion of turkey sales and the regulation of turkey production in Ontario. The organization is a not for profit organization and is exempt from income tax.

The financial statements have been prepared in accordance with Canadian accounting standards for not for profit organizations and include the following significant accounting policies:

(a) INVENTORY

The inventory consists of advertising and promotional supplies and is valued at lower of acquisition cost or replacement cost.

(b) CAPITAL ASSETS

The capital assets are capitalized at acquisition cost.

Amortization is charged against revenue on a straight line basis at the following rates:

Furniture and fixtures	10 years
Automobiles	4 years
Display units	10 years
Computer	4 years

(c) IMPAIRMENT OF LONG LIVED ASSETS

Long lived assets are tested for recoverability whenever events or changes in circumstances indicate that their carrying amount may not be recoverable. An impairment loss is recognized when the carrying value exceeds the total undiscounted cash flows expected from their use and eventual disposition. The amount of the impairment loss is determined as the excess of the carrying value of the asset over its fair value.

(d) REVENUE RECOGNITION

The organization follows the deferral method of accounting and recognizes revenue as follows:

- (i) Ontario license fees are recognized when receivable based on the processing date.
- (ii) Marketing grants are recognized when received or receivable and in the period to which they relate.
- (iii) Overmarketing levies are recognized at the end of the quota year.
- (iv) Investment income includes interest and realized and unrealized gains and losses and is recognized on an accrual basis.
- (v) Generic marketing levies are externally restricted and are recognized when the related Generic marketing expense is incurred.
- (vi) Government grants are recognized when the related expense is incurred.
- (vii) Other revenue is recognized when received or receivable and in the period when earned.

TURKEY FARMERS OF ONTARIO
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2019

1. OPERATIONS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

(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 year. Significant areas requiring the use of management estimates and assumptions relate to prepaid expenses, useful life of capital assets and accrued liabilities. Actual results could differ from those estimates.

(f) FINANCIAL INSTRUMENTS

Measurement of financial instruments

The organization initially measures its financial assets and liabilities at fair value, except for certain non-arm's length transactions. The organization subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments, which are measured at fair value. Changes in fair value are recognized in net surplus.

Financial assets measured at amortized cost include cash and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

Impairment

Financial assets measured at amortized cost are tested for impairment when there are indicators of impairment. If an impairment has occurred, the carrying amount of financial assets measured at amortized cost is reduced to the greater of the discounted future cash flows expected or the proceeds that could be realized from the sale of the financial asset. The amount of the write-down is recognized in net surplus. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in net surplus.

Transaction costs

The organization recognizes its transaction costs in net income in the period incurred. However, financial instruments that will not be subsequently measured at fair value are adjusted by the transaction costs that are directly attributable to their origination, issuance or assumption.

(g) INTERNALLY RESTRICTED RESERVES

The internally restricted reserve for research purposes represents funds that are to be used for future research purposes.

The internally restricted contingent reserve represents funds that are to be used for contingent expenditures as determined by the board of directors.

TURKEY FARMERS OF ONTARIO
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2019

2. FINANCIAL INSTRUMENTS

Unless otherwise noted, it is management's opinion that the organization is not exposed to significant interest, credit, currency, liquidity, or other price risks arising from the financial instruments. The extent of the organization's exposure to these risks did not change in 2019 compared to the previous period.

The organization does not have a significant exposure to any individual customer or counterpart.

3. ACCOUNTS RECEIVABLE

The accounts receivable as at the year end consist of:

	2019	2018
Ontario license fees	\$ 10,874	\$ 41,411
Overmarketing fees	<u>0</u>	<u>24,048</u>
	<u>\$ 10,874</u>	<u>\$ 65,459</u>

4. CAPITAL ASSETS AND AMORTIZATION

	Cost	Accumulated Amortization	2019 Net	2018 Net
Furniture and fixtures	\$ 102,570	\$ 97,565	\$ 5,005	\$ 6,198
Automobiles	38,383	19,192	19,191	28,787
Display units	1,891	189	1,702	0
Computer	<u>23,230</u>	<u>21,480</u>	<u>1,750</u>	<u>4,421</u>
	<u>\$ 166,074</u>	<u>\$ 138,426</u>	<u>\$ 27,648</u>	<u>\$ 39,406</u>

5. INVESTMENTS

Investments consist of the following:

	2019	2018
TD Cash account	\$ 1	\$ 1
B2B Bank Guaranteed Investment Certificate, 1.92%, due April 8, 2019	0	110,976
Bank of Nova Scotia Guaranteed Investment Certificate, 2.51%, due November 11, 2019	0	182,396
B2B Bank Guaranteed Investment Certificate, 1.81%, due September 21, 2020	54,628	53,656
Bank of Montreal Guaranteed Investment Certificate, 2.15%, due July 3, 2020	280,000	0
Bank of Montreal Guaranteed Investment Certificate, 2.21%, due July 3, 2024	283,069	0
Bank of Montreal Guaranteed Investment Certificate, 2.35%, due November 13, 2024	186,915	0
Bank of Nova Scotia Guaranteed Investment Certificate, 2.11%, due July 4, 2022	282,930	0
Bank of Nova Scotia Guaranteed Investment Certificate, 2.15%, due July 3, 2023	282,985	0
Homequity Bank Guaranteed Investment Certificate, 2.10%, due June 28, 2021	31,533	30,885

TURKEY FARMERS OF ONTARIO
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2019

5. INVESTMENTS (continued)

	2019	2018
HSBC Trust Company Guaranteed Investment Certificate, 2.07%, due July 5, 2021	\$ 282,874	\$ 0
TD Bank Investment Savings Account, 1.60%	<u>1,133,131</u>	<u>2,143,646</u>
	<u>\$ 2,818,066</u>	<u>\$ 2,521,560</u>

6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

The accounts payable as at the year end consist of:

	2019	2018
Trade accounts payable and accrued liabilities	\$ 42,118	\$ 103,354
Turkey Farmers of Canada (note 10)	<u>290,098</u>	<u>128,544</u>
	<u>\$ 332,216</u>	<u>\$ 231,898</u>

7. OVERMARKETING LEVIES

Overmarketing levies relate to the 12 month production period ending April 27, 2019 (2018 - April 28, 2018).

8. COMMITMENTS

The organization is committed under a lease for office premises which expires December 31, 2028. Payments are required as follows:

2020	\$ 45,492
2021	45,492
2022	45,492
2023	45,492
2024	45,492
Thereafter	<u>189,550</u>
	<u>\$ 417,010</u>

The organization is committed under a lease for equipment to make payments as follows:

2020	\$ 3,139
2021	<u>3,139</u>
	<u>\$ 6,278</u>

The organization has agreed to contribute the following amounts to the Poultry Industry Council:

2020	<u>\$ 25,658</u>
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The organization has agreed to contribute the following amounts to Feather Board Command Centre:

2020	<u>\$ 20,000</u>
------	------------------

TURKEY FARMERS OF ONTARIO
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2019

9. FEES AND GRANTS AND RESEARCH EXPENSES

In accordance with the regulations of the Farm Products Marketing Commission amended December 17, 1999, the details of fees and grants and research expenses paid greater than \$3,000 during 2019 are presented.

Poultry Industry Council	\$ 25,658
Feather Board Command Centre	18,848
Farm and Food Care - Ontario	15,000
Livestock Research Innovation Council	5,000

10. LEVIES COLLECTED ON BEHALF OF TURKEY FARMERS OF CANADA

Turkey Farmers of Canada imposes levies on individual producers pursuant to the Farm Products Agencies Act of Canada. Turkey Farmers of Ontario acts as a collection point and receives and remits the levies. In 2019, the organization collected levies, inclusive of HST, on behalf of Turkey Farmers of Canada in the amount \$3,860,191 (2018 - \$1,857,116). These levies are not shown on the organization's statement of operations. As at December 31, 2019, included in accounts payable are net levies payable to Turkey Farmers of Canada in the amount of \$290,098 (2018 - \$128,544). These are comprised of accounts payable of \$325,218 (2018 - \$156,128) and levies receivable from producers of \$35,120 (2018 - \$27,584).

11. GENERIC MARKETING PROGRAM

On November 3, 2010, the producers voted to support an Ontario generic marketing program whereby an additional generic marketing levy is collected at the rate of \$.015 per kilogram, effective January 1, 2011. The generic marketing levy funds the expenditures externally restricted to the generic marketing program. The goal of the generic marketing program is to raise awareness of turkey and, as a result, increase demand for turkey consumption. In 2015, the producers voted to continue the program. In March of 2019, the Ontario rate changed to \$.0025 per kilogram as there is now a national generic marketing program administered by Turkey Farmers of Canada.

The amounts reported in these financial statements for the generic marketing program are as follows:

	2019	2018
Deferred generic marketing revenue, opening	\$ 125,555	\$ 150,826
Generic marketing levies collected	429,770	1,376,977
Generic marketing program expenditures	<u>(506,516)</u>	<u>(1,402,248)</u>
Deferred generic marketing revenue, closing	<u>\$ 48,809</u>	<u>\$ 125,555</u>

12. BUDGET FIGURES

The budget figures are presented for comparison purposes, reclassified to conform to the current financial statement presentation. They have not been audited or reviewed by the auditor.

13. CONTINGENT LIABILITIES

The board is contingently liable under a letter of credit in favour of the Turkey Farmers of Canada (TFC) for an amount of \$462,285 as required by the 2018/19 promotion agreement with TFC, the National Farm Products Council and other provincial turkey marketing boards. The letter of credit expires July 31, 2020.



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