



ANNUAL REPORT

2024



TABLE OF CONTENTS

BC TURKEY MARKETING BOARD	3
BOARD MEMBERS	3
STAFF & INDUSTRY SUPPORT	3
CHAIR'S STATEMENT	3
EXECUTIVE DIRECTOR'S REPORT	5
AVIAN INFLUENZA	5
BLACKHEAD	5
PRICING	5
APPEALS	5
GENERAL ORDERS AND REGULATIONS	5
TFC ON-FARM PROGRAMS	6
STAFFING	6
BC MARKETING ACTIVITIES	7
IN-STORE DEMONSTRATIONS	7
FESTIVE CAMPAIGNS AND ONLINE MARKETING	7
BC LIONS – GRAVY BOWL SPONSORSHIP	7
TFC REPORT	9
STRATEGIC PLAN: 2024-2027	11
BCTMB FINANCIAL STATEMENTS	12
BC TURKEY ASSOCIATION	26
BCTA PRESIDENT'S REPORT	27
BCTA FINANCIAL STATEMENTS	28

BC TURKEY MARKETING BOARD

BOARD MEMBERS



KALPNA SOLANKI

Chair



JAMES KRAHN

Board Member & Vice Chair



RANDY REDEKOP

Board Member



DEBBIE ETSELL

Board Member & TFC Director



Left to Right - Randy Redekop, Debbie Etsell, Kalpna Solanki, James Krahn

STAFF & INDUSTRY SUPPORT

NATALIE VELES
Executive Director

KOURTNEY KRAUSE
On-Farm Program Coordinator

NANCY SAMPSON
Office Manager

CASEY CARSWELL
Audit & Production Coordinator

CHAIR'S STATEMENT

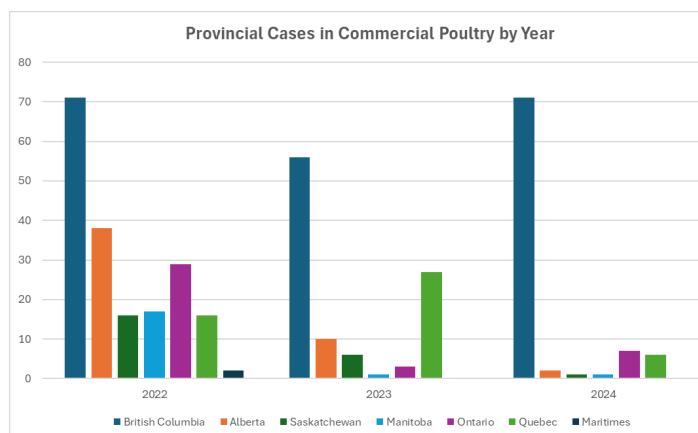
Dear friends,

Just when we thought we were going to evade HPAI in 2024, we were hit very hard later in the season.

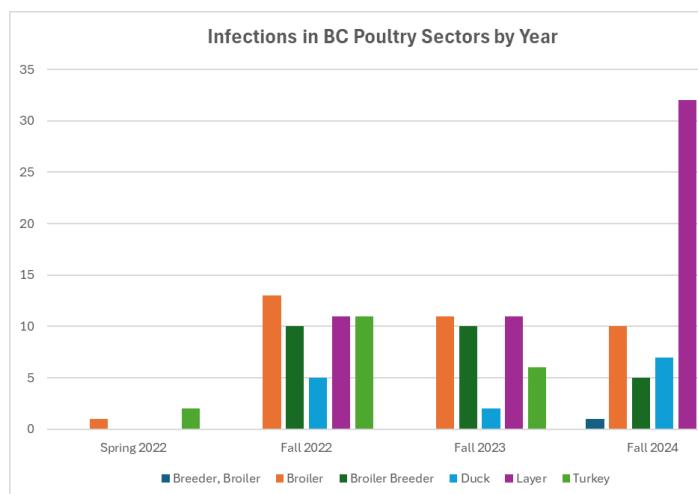


But, we have been learning every year on how to deal with the impact of this devastating disease, and each year, producers have been innovating with preventative measures, and the Emergency Operations Centre has been getting more effective.

As the data show, BC has had an inordinately high number of cases, year on year:



Every sector is affected, every year:



Despite these challenges, we were able to get together and support our community through the industry's charity golf tournament in July, with a record breaking \$213,685 being raised.

Our Strategic Plan was put into effect in 2023, and we continue to focus on each of the priorities, and more specifically, Priority 1 – Grow the Market – with the hiring of a marketing firm to promote the use of turkey, not just for special occasions like Easter, Thanksgiving, and Christmas, but all through the week, every week. Be sure to catch the posts on social media and also the product demos at various locations throughout BC.

In closing, I am fortunate to have the opportunity to work with a dedicated Board of Directors, staff team, other poultry boards, as well as provincial ministry staff, and the Minister of Agriculture, as we navigate the challenges that the industry continues to face. 2024 has not been an easy year. Yet, with everyone's support, I am confident that the industry will grow.

Sincerely,

Kalpana Solanki
Chair, BC Turkey Marketing Board

EXECUTIVE DIRECTOR'S REPORT

I am pleased to submit my report for 2024. We were able to make progress on some significant files this year and effectively deal with challenges as they came about.

AVIAN INFLUENZA

Similar to 2022 and 2023, BC saw its first case of Highly Pathogenic Avian Influenza (HPAI) in late October 2024. 14 turkey farms became infected, with several of these farms also housing other types of poultry.

About 3.5Mkg of turkey product was lost due to the wave of the outbreak. We were able to work with the Alberta Turkey Producers and BC hatcheries to divert some poult placements from infected farms in BC which resulted in an interprovincial lease of approximately 500,000kg. Some of the other losses will be covered by leases between growers in BC, but overall this wave of the HPAI outbreak yielded significant losses for the BC turkey industry.

BLACKHEAD

Unfortunately, there were 16 cases of blackhead (*histomoniasis*) in BC in 2024. After 2020 and 2021, this was the year with the most instances that the Board office has recorded.

Mortality in the affected flocks ranged from 1% to 29%. Outside of this, one farm shipped their flock early after seeing high losses of 66%. Disease notices were issued immediately to industry following the grower notifying the office of the positive disease detection.

Given the persistence of blackhead in BC turkey flocks, we are working with the BC Ministry of Agriculture and Food to validate a PCR test that can detect histomonads from environmental samples. The samples are being collected from farms that have had blackhead as well as a control group of those who have not.

PRICING

In 2024, the live price for BC turkey declined from the beginning of the year to the end. Broilers saw the largest price decrease of 7%, followed by hens



at 5%, and toms at 3%. These decreases reflect a softening of turkey feed prices in 2024.

APPEALS

On March 5, 2024, the Board received the BC Farm Industry Review Board's (FIRB) decision on the appeal filed by K&M Farms regarding custom processing in 2023. We were pleased to see FIRB recognize the Board's "transparent and inclusive process to consider the Appellant's [K&M Farms] request" and its finding that the Board's decision not to enact the policy requested by K&M Farms was "well supported and consistent with previous BC FIRB decisions and sound marketing policy" (*Mark Robbins d.b.a. K&M Farms v British Columbia Turkey Marketing Board*, March 5, 2024).

There were no appeals filed with FIRB of BCTMB decisions in 2024.

GENERAL ORDERS AND REGULATIONS

In 2024, the Board embarked on a significant review and rewrite of its General Orders. The Orders were last revised in their entirety over 20 years ago and amended over the years as various issues were raised or needed to be addressed.

The review process included online and in-person consultation with the BC Turkey Association, growers, direct vendors, processors, hatcheries, as well as current and former New Entrants. Great discussion took place at the consultation session on October 10, 2024 in Abbotsford and the Board is

looking forward to finalizing the new General Orders in 2025.

TFC ON-FARM PROGRAMS

We continued auditing growers' implementation of the TFC On-Farm Food Safety and Flock Care programs throughout 2024. Learning from the last two years of HPAI from October to December, we completed most on-farm full audits by mid-October and focused on records review for November and December.

We were also able to increase our auditing capacity in 2024 with two new auditors added for BC to TFC's certified auditor list. This will allow us to



provide better support to growers on the program requirements and also ensure we are able to complete all the audits in the condensed window we have to work with due to HPAI.

STAFFING

We welcomed Casey Carswell to our staff team in April 2024. Casey comes to us with a great understanding of agriculture and farming, and an enthusiasm to learn about poultry and support the industry. She has taken over Susan Mallory's role as Production Coordination as Susan officially retired in June. Casey is also coordinating and performing audits alongside Kourtney Krause after successfully completing her audit training in September 2024.

In closing, I extend my thanks to the Board and Staff team at BCTMB, as well as all growers and industry stakeholders. It has been a busy year of continued learning, connecting, and getting work done – progress only made possible with a strong and community-oriented industry like ours.

Respectfully submitted,

Handwritten signature of Natalie Veles.

Natalie Veles
Executive Director, BC Turkey Marketing Board

BC MARKETING ACTIVITIES

In 2024, BCTMB was able to develop and implement an enhanced marketing strategy due in large part to Market Development Funds accessed through TFC. Market Development Funds are provided by the federal government to help supply-managed sectors increase product awareness in response to access the Canadian market given to other countries through international trade agreements.

In June, the Board issued a Request for Proposals (RFP) which resulted in the selection of Grant Communications to develop and execute a marketing strategy for BC turkey.

The goal of the marketing strategy is simple – encourage consumers to eat more turkey. We plan to accomplish this by:

1. Increasing awareness and brand recognition of BC Turkey;
2. Promoting turkey products as versatile, high-quality option for everyday meals; and,
3. Increasing sales of turkey products in BC.

The following activities highlight some of the work done in 2024 under this new marketing focus.



IN-STORE DEMONSTRATIONS

With support from the processors and Grant Communications, BCTMB conducted some in-store demonstrations at Nature's Fare Markets in 2024 to help inspire customers to eat turkey. The results of these demo's were very positive, and we are excited

to support the processors directly with more in-store activities in 2025.

FESTIVE CAMPAIGNS AND ONLINE MARKETING

In late 2024, we launched our first targeted campaign under the new BC marketing initiative. "Together at the Table" aimed to celebrate the role of food in everyday family life, with turkey as a versatile and nutritious choice for meals. From quick lunches and snacks to family dinners, the campaign showed consumers how turkey can fit seamlessly into their daily meal routines, adding variety, flavour, and balance to everyday life.



BC LIONS – GRAVY BOWL SPONSORSHIP

Football and turkey – what better pairing is there? For the first time ever, BC Turkey was the presenting partner for the BC Lions' October 4, 2024 game against the Calgary Stampeders dubbed the "Gravy Bowl".

As part of the sponsorship, BC Turkey had an activation tent in Terry Fox Plaza before the game, where we were able to talk with people about the

benefits of eating turkey. We also received significant advertising on the radio, television, and social media in addition to in-game ads and shout-outs.

Perhaps most exciting was the inclusion of turkey meals in some of BC Place's concessions for the game. Turkey poutine, sliders, a mashed potato bowl, and a festive sandwich were all available for game attendees to purchase. Several menu items were also kept on for subsequent games at BC Place.



BCTMB is looking forward to continuing this sponsorship in future years and building on the momentum of turkey and high-performance sport.

TFC REPORT

2024 was a significant year for the Turkey Farmers of Canada (TFC), as the Agency celebrated its 50th Anniversary, giving all a time to reflect on the progress of the sector and supply management over the last 50 years. Beyond the anniversary celebrations, 2024 was a year of substantial activity for the Agency, as per the highlights that follow:

The new strategic plan was adopted by TFC in March 2024 and targets several key areas, including the expansion of the turkey market. TFC also adopted a national program to drive product development, in addition to the national marketing campaign (Think Turkey). This is in collaboration between TFC and the Canadian Poultry & Egg Processors (CPEP) and also put into place in 2024, was a funding program that can be used to enhance provincial marketing initiatives.

In 2024, the national Think Turkey™ bilingual marketing campaign entered its sixth year with new creative, partnerships, and a strong retail program. Key initiatives included promoting turkey as a healthy, fitness friendly protein through new partnerships, including Bowl Canada, and engaging Canadians with interactive challenges to win prizes while encouraging turkey consumption. The campaign also launched the "[Turkey, Do It More Often](#)" ad series, inspiring Canadians to make turkey a regular part of their meals, and kicked off BBQ season with a focus on grilling. New partnerships with major sports organizations and a back-to-school campaign promoted turkey in deli and lunch options. The year concluded with a refreshed holiday campaign and the second annual [Wishbone Awards](#), celebrating Canadians giving back through turkey donations.

The industry continued to face challenges posed by highly pathogenic avian influenza (HPAI). Early in the year, activity was relatively low, with only nine cases reported in January and February, and a single case

in April. However, on October 21, 2024, a surge of detections in British Columbia marked the beginning of the sixth wave of HPAI in Canada. Since then, there have been 93 additional cases across six provinces, bringing the 2024 total to 103 affected flocks, with over three million birds impacted. The majority of these detections occurred in commercial flocks, most being commercial layers, then turkeys, with broilers and ducks being similarly affected followed by broiler breeders. 2024 also saw the unprecedented spread of HPAI to dairy cattle in the United States of America, but there has been no evidence of HPAI spread to Canadian dairy herds.



In 2024, TFC representatives remained focused on supporting response efforts to HPAI with a national coordinating role with CFIA, and national poultry groups. Communication efforts were maintained to keep members informed, including weekly summaries on HPAI confirmations, trends, and biosecurity updates. The HPAI Vaccination Task Force, co-chaired by a TFC representative, worked throughout the year. This joint industry, government, and academic group provided a platform for discussion and information sharing on the potential use of vaccination against HPAI in Canada. Much of the Task Force's efforts were focused on cost analysis, with our representatives also participating in a working group that conducted an economic cost-benefit analysis.

In 2024, TFC remained actively engaged in monitoring and advocating on key bills and agricultural policies. Bill C-282, an *Act to amend the Department of Foreign Affairs, Trade and Development Act* was of particular focus of TFC. TFC Chair Darren Ference appeared before the Standing Senate Committee on Foreign Affairs and International Trade, in the fall, to share TFC's perspective on the bill, followed by a Q&A session with Darren and Executive Director Phil Boyd.

With some opposition to the bill, the SM5 responded by addressing negative narratives in media outlets and launched a positive public relations campaign on supply management, including placements in *The Hill Times*, an opinion piece and a social media campaign. In addition, the SM5 held numerous meetings with Senators throughout the year. By the end of 2024, the bill had undergone an amendment at the report stage in the Senate.

TFC Chair Darren Ference also appear on Bill C-275, *An Act to amend the Health of Animals Act (biosecurity on farms)*, before the Standing Senate Committee on Agriculture and Forestry. The bill also underwent an amendment at the report stage, and like C-282, its next steps remain uncertain. TFC continued to monitor several other bills throughout 2024, while advocacy efforts included engaging with local municipal leaders, MPs, and Senators through a variety of channels and through events to represent the interests of both the turkey industry and supply management.

With the prorogation of Parliament in very early 2025 and the unknown timing of an election, the next steps for both bills remain uncertain.

The national SM5 organizations each had participants attend the WTO Public Forum in

September. This event provided an opportunity to connect with farmer organizations and government officials from around the world, while participating in the Forum discussions. A key highlight was a workshop hosted by the World Farmers Organization (WFO) titled "Farmers' Driven Approach to Trade and Sustainability: Ingredients for Success," which focused on the global farmers' perspectives on the connections between trade, agriculture, and sustainability. TFC closely monitors the developments at the WTO, due to the importance in tracking global trade trends and potential areas that could impact Canada, the turkey sector and supply management.



To conclude, the TFC 50th anniversary was an important milestone this year. TFC remained committed to supporting the turkey industry through coordinated efforts with government, industry partners, and stakeholders. Equally important was the focus on expanding the turkey market and strengthening marketing efforts in 2024, which will remain a priority as the Agency moves into the years ahead. For detailed updates on TFC files, please see the TFC Annual Report, available in March.

Submitted by Turkeys Farmers of Canada

STRATEGIC PLAN: 2024-2027

Developed by the BC Turkey Marketing Board and the BC Turkey Association in 2023, the following is an overview of the strategic plan for 2024, 2025, 2026, and 2027.

Vision

A thriving and successful BC turkey industry

Mission

To enhance the BC turkey industry within supply management through responsible decisions, exemplary leadership, and effective stakeholder relationships

Strategic Priorities



Grow the Market

- Engage with retail, food service, and processors on new and emerging market opportunities
- Gather baseline data on current turkey product offerings and sales in BC
- Work with TFC and processors to identify and capitalize on new export opportunities



Manage Risks

- Provide disease prevention education to growers and enable peer-to-peer learning
- Share information on current and emerging risks in a timely manner
- Develop clear plans to support industry stakeholders in times of crisis
- Identify and pursue tools to manage on-farm risks



Administer Pricing

- Ensure costs of production and a fair margin continue to be incorporated into the live pricing model
- Continue dialogue with processors to identify and pursue mutually beneficial outcomes



Build Strong Relationships

- Work with TFC and other provinces to uphold the national allocation policy
- Promote effective governance practices and sound equitable national policies
- Collaborate with stakeholders to promote, regulate, and serve the industry

Financial Statements of

**BRITISH COLUMBIA
TURKEY MARKETING BOARD**

And Independent Auditor's Report thereon

Year ended December 31, 2024



KPMG LLP

32575 Simon Avenue
Abbotsford, BC V2T 4W6
Canada
Telephone (604) 854 2200
Fax (604) 853 2756

INDEPENDENT AUDITOR'S REPORT

To the Directors of British Columbia Turkey Marketing Board

Opinion

We have audited the financial statements of British Columbia Turkey Marketing (the "Board"), which comprise:

- the statement of financial position as at December 31, 2024
- the statement of operations for the year then ended
- the statement of changes in net assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies (Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Board 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 auditor's report.

We are independent of the Board 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 Board'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 Board or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Board'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 the 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 Board'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 Board'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 Board to cease to continue as a going concern.



Page 3

- 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.
- 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.

A handwritten signature in black ink that reads "KPMG LLP" in a stylized, cursive font. A horizontal line is drawn underneath the signature.

Chartered Professional Accountants

Abbotsford, Canada

February 13, 2025

BRITISH COLUMBIA TURKEY MARKETING BOARD

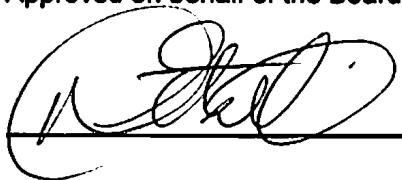
Statement of Financial Position

December 31, 2024, with comparative information for 2023

	2024	2023
Assets		
Current assets:		
Cash	\$ 308,028	\$ 193,849
Accounts receivable (note 2)	110,613	114,960
Investments (note 3)	54,313	37,299
Prepaid expenses	4,502	4,249
	<hr/> 477,456	<hr/> 350,357
Restricted investments (note 3)	345,000	465,000
Capital assets (note 4)	16,140	13,372
	<hr/> <hr/> \$ 838,596	<hr/> <hr/> \$ 828,729
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities (note 5)	\$ 118,134	\$ 136,527
Net assets:		
Investment in capital assets	16,140	13,372
Internally restricted (note 7)	345,000	465,000
Unrestricted	359,322	213,830
	<hr/> 720,462	<hr/> 692,202
Commitments (note 6)		
Contingencies (note 8)		
	<hr/> <hr/> \$ 838,596	<hr/> <hr/> \$ 828,729

See accompanying notes to financial statements.

Approved on behalf of the Board:



Director



Director

BRITISH COLUMBIA TURKEY MARKETING BOARD

Statement of Earnings

Year ended December 31, 2024, with comparative information for 2023

	2024	2023
Revenue:		
Levies revenue:		
Primary levies collected	\$ 1,095,249	\$ 1,070,304
Turkey Farmers of Canada Marketing Levy - Growers	304,236	309,909
Turkey Farmers of Canada Marketing Levy - Processors	276,026	249,695
Less: Marketing Levy remitted to Turkey Farmers of Canada	(580,262)	(559,604)
	<u>1,095,249</u>	<u>1,070,304</u>
Other revenues:		
Interprovincial allocation lease revenue	308,758	95,216
Promotions	216,710	47,055
License income (note 9)	23,991	23,425
Interest and other income	16,232	21,426
	<u>565,691</u>	<u>187,122</u>
	<u>1,660,940</u>	<u>1,257,426</u>
General and administrative expenses:		
Primary levies remitted to Turkey Farmers of Canada	437,569	446,415
Wages and benefits	328,134	305,359
Interprovincial allocation lease payments	280,689	87,788
Promotion expenses	189,919	60,809
Per diems	78,285	83,812
Rent and property costs (note 9)	45,251	44,009
Office supplies	42,054	43,305
Farm auditor fees	26,055	21,744
BCTA producers membership dues (note 9)	24,309	24,801
Meetings and conventions	22,811	24,992
Professional fees	17,650	45,750
Amortization	3,375	3,343
Bank charges	2,430	2,439
	<u>1,498,531</u>	<u>1,194,566</u>
Excess of revenues over expenses before the undernoted items	162,409	62,860
Other income (expense):		
Gain on investments	3,495	13,471
AI expenses (note 8)	(137,644)	(203,106)
	<u>(134,149)</u>	<u>(189,635)</u>
Excess (deficiency) of revenue over expenses	\$ 28,260	\$ (126,775)

See accompanying notes to financial statements.

BRITISH COLUMBIA TURKEY MARKETING BOARD

Statement of Changes in Net Assets

Year ended December 31, 2024, with comparative information for 2023

	Investment in capital assets	Internally restricted	Unrestricted	Total 2024	Total 2023
(note 7)					
Net assets, beginning of year	\$ 13,372	\$ 465,000	\$ 213,830	\$ 692,202	\$ 818,977
Excess (deficiency) of revenues over expenses	(3,375)	-	31,635	28,260	(126,775)
Interfund transfer	-	(120,000)	120,000	-	-
Invested in capital assets	6,143	-	(6,143)	-	-
Net assets, end of year	\$ 16,140	\$ 345,000	\$ 359,322	\$ 720,462	\$ 692,202

See accompanying notes to financial statements.

BRITISH COLUMBIA TURKEY MARKETING BOARD

Statement of Cash Flows

Year ended December 31, 2024, with comparative information for 2023

	2024	2023
Cash provided by (used in):		
Operations:		
Excess (deficiency) of revenues over expenses	\$ 28,260	\$ (126,775)
Items not involving cash:		
Amortization	3,375	3,343
Gain on investments	(3,495)	(13,471)
	<u>28,140</u>	<u>(136,903)</u>
Changes in non-cash operating working capital:		
Accounts receivable	4,347	(11,331)
Prepaid expenses	(253)	864
Accounts payable and accrued liabilities	(18,393)	(118,218)
	<u>13,841</u>	<u>(265,588)</u>
Investing:		
Decrease in investments	106,481	129,402
Purchase of capital assets	(6,143)	(1,375)
	<u>100,338</u>	<u>128,027</u>
Increase (decrease) in cash	114,179	(137,561)
Cash, beginning of year	193,849	331,410
Cash, end of year	<u>\$ 308,028</u>	<u>\$ 193,849</u>

See accompanying notes to financial statements.

BRITISH COLUMBIA TURKEY MARKETING BOARD

Notes to Financial Statements

Year ended December 31, 2024

Nature of operations:

British Columbia Turkey Marketing Board (the "Entity") is authorized under the Natural Products Marketing Board (BC) Act and functions under the British Columbia Turkey Marketing Scheme. The Board's function includes setting production policy, processing and marketing turkeys within British Columbia. The Board is a non-profit organization under the Income Tax Act (Canada) and, accordingly, is not subject to income taxes.

1. Significant accounting policies:

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies.

(a) Revenue recognition:

The Board follows the deferral method of accounting for contributions which include levies and other revenues.

Unrestricted contributions are recognized as revenue when received or receivable if the amounts can be reasonably estimated and collection is reasonably assured.

Externally restricted contributions are recorded as revenue in the year in which the related expenses are incurred. Contributions restricted for the purchase of capital assets are deferred and amortized into revenue at a rate corresponding with the amortization rate for the related asset.

Revenue from other sources such as interest and license income are recognized when earned and collection is reasonably assured.

(b) Capital assets:

Capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution. Repairs and maintenance costs are charged to expense. Betterments which extend the estimated life or improve the service potential of an asset are capitalized. The Board reviews the carrying amount of capital assets for impairment whenever events or changes in circumstances indicate that the asset no longer contributes to the Board's ability to provide goods and services, or that the value of the future economic benefits or service potential associated with the asset is less than its carrying amount. If such conditions exist, an impairment loss is measured and recorded in the statement of operations at the amount by which the carrying amount of the net asset exceeds its fair value or replacement cost.

BRITISH COLUMBIA TURKEY MARKETING BOARD

Notes to Financial Statements (continued)

Year ended December 31, 2024

1. Significant accounting policies (continued):

(b) Capital assets (continued):

Amortization is calculated on a declining balance basis at the following rates:

Asset	Rate
Furniture and fixtures	20%
Computer software	50%
Leasehold improvements	30%

(c) Use of estimates:

The preparation of the financial statements in accordance 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 and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Actual results could differ from those estimates.

(d) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Freestanding derivative instruments that are not in a qualifying hedging relationship and equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Entity has elected to carry any such financial instruments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Entity determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Entity expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future year, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

BRITISH COLUMBIA TURKEY MARKETING BOARD

Notes to Financial Statements (continued)

Year ended December 31, 2024

2. Accounts receivable:

No allowance for doubtful accounts has been provided for in accounts receivable.

3. Investments:

	Cost	Market	Cost	Market
Investments	\$ 414,185	\$ 399,313	\$ 541,268	\$ 502,299
Internally restricted amounts	(345,000)	(345,000)	(465,000)	(465,000)
Unrestricted investments	\$ 69,185	\$ 54,313	\$ 76,268	\$ 37,299

The Board has internally restricted \$345,000 (2023 - \$465,000) of investments for self insurance. The investments have interest rates ranging between 1.78% to 6.93% (2023 - 1.78% to 6.93%) and mature between November 2025 to June 2045 (2023 - November 2025 to June 2045).

4. Capital assets:

	Cost	Accumulated amortization	Net book value	Net book value
Furniture and fixtures	\$ 181,975	\$ 166,016	\$ 15,959	\$ 13,052
Computer software	23,821	23,713	108	215
Leasehold improvements	40,117	40,044	73	105
	\$ 245,913	\$ 229,773	\$ 16,140	\$ 13,372

5. Accounts payable and accrued liabilities:

Included in accounts payable and accrued liabilities are government remittances payable of \$14,361 (2023 - \$14,959), which includes amounts payable for payroll related taxes.

BRITISH COLUMBIA TURKEY MARKETING BOARD

Notes to Financial Statements (continued)

Year ended December 31, 2024

6. Commitments:

The Company rents premises under long-term operating leases. Future minimum lease payments over the remaining term are as follows:

2026	\$ 31,536
2027	\$ 32,484
<hr/>	
	\$ 64,020

7. Internally restricted:

	2024	2023
Reserve fund	\$ 345,000	\$ 465,000

The reserve fund was historically internally restricted for any disease issues that may affect the turkey industry in the province. In October 2024, the Board updated the purpose of the reserve fund to cover operating expenditures in the event of unexpected funding or revenue shortfalls.

During the year, the Board approved a \$120,000 (2023 - \$150,000) transfer from the reserve fund to unrestricted net assets.

8. Contingencies:

The Turkey Farmers of Canada ("TFC") requires that the Board have sufficient funds or letters of credit to cover potential future assessments of liquidated damages for production greater than allocation on a province by province basis. At present, the Board has issued an irrevocable letter of credit in favour of TFC in the amount of \$96,785 (2023 - \$96,785) expiring November 2025. The letter of credit automatically renews every November. The Board has estimated liquidated damages for the 2023/2024 quota year to be nil. The final liability for the 2024/2025 quota year will be based on actual production up to the end of the quota year and will be recorded at that time.

The Board was party to an agreement with the BC Chicken Marketing Board and the BC Broiler Hatching Egg Commission in that extraordinary costs to clean and disinfect an infected premise resulting from a confirmed notifiable Avian Influenza occurrence in BC for a registered producer/grower are partially covered. This agreement concluded following the Fall/Winter outbreak in 2022/2023 and resulted in payments from the Board totalling \$203,106 in 2023. Following the Fall/Winter outbreak in 2023/2024, the Board paid \$137,644 to affected turkey growers to offset cleaning and disinfection costs.

BRITISH COLUMBIA TURKEY MARKETING BOARD

Notes to Financial Statements (continued)

Year ended December 31, 2024

9. Economic interest - British Columbia Turkey Association:

The Board has the discretion to fund the British Columbia Turkey Association (the "Association") as set by the Natural Products Marketing (BC) Act. Accordingly, a large portion of the Association's funding is derived from the Board. As both the Board and the Association have objectives in common, the funding of the Association's objectives is expected to continue for the foreseeable future.

During the year, the Board made rental payments of \$30,612 (2023 - \$29,727) and producers membership dues payments of \$24,309 (2023 - \$24,801) to the Association. The rental payments are based on the fair value of rent for similar facilities at the time the multi-year lease was entered into. The producers membership dues are based on provincial turkey production. The Board collects levies from turkey producers and pays the dues on behalf of the turkey producers to the Association.

During the year, the Board received \$10,200 (2023 - \$9,900) in payments for administrative services provided to the Association, which was recorded in license income.

10. Financial risks:

(a) Liquidity risk:

Liquidity risk is the risk that the Board will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Board manages its liquidity risk by monitoring its operating requirements. The Board prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations.

(b) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The Board deals with creditworthy counterparties to mitigate the risk of financial loss from defaults. The Board monitors the credit risk of customers through credit rating reviews.

(c) Interest rate risk:

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Board is exposed to interest rate risk with respect to its fixed income securities which fluctuate due to changes in market interest rates.

There has been no change to the risk exposures from the prior year.

BRITISH COLUMBIA TURKEY MARKETING BOARD

Notes to Financial Statements (continued)

Year ended December 31, 2024

11. Comparative information:

The financial statements have been reclassified, where applicable, to conform to the presentation used in the current year. The changes do not affect prior year earnings.

BC TURKEY ASSOCIATION

BCTA PRESIDENT'S REPORT

2024 was another busy year for the BC Turkey Association, marked by the distribution of funds under the Farmed Animal Disease (FAD) Program, an engaging grower meeting in June, our annual charity golf tournament, and another challenging HPAI season.

Association Directors worked hard this year to encourage growers to make improvements to their farms under the FAD Program. 41 projects were approved in 2024, valued at just under \$300,000 in total. These projects included practical purchases like dry vacs, pressure washers, and foggers to better clean barns, but we also saw some bigger projects come through. Two farms in Aldergrove built standalone huts to improve biosecurity for catchers during turkey load-out while another grower in Chilliwack installed a camera system that notifies him if there is any wild bird motion near his barns. He's able to view the monitor on his phone and trigger bird scare devices as needed.



In June, we hosted a lively and engaging grower meeting at the office in Surrey. We had small break out groups discuss best practices for raising poult (including feed, lights, air, water, sanitation, and security) and share their findings

with the larger group. We're looking forward to hosting more of these interactive-style grower meetings moving forward as we heard great feedback from those in attendance.

Our annual charity golf tournament in July was a great success. This was the 20th annual tournament that BC Turkey and BC Egg organized and hosted – a major milestone for a great cause! We had an excellent turnout, perfect weather, and a great atmosphere of friendly competition and networking throughout the day. A record-setting \$213,685 was raised for Union Gospel Mission, possible through the incredible generosity of players, sponsors, and event attendees.

The fall brought another difficult wave of HPAI to our industry. We were able to leverage a lot of the learnings and experience our growers have dealing with outbreaks to support those who went through an infection for the first time. We're looking forward to more engaging discussions with growers in 2025 about what else we can do to help mitigate risk to the industry and manage disease outbreaks as they happen.

As always, thank you to my fellow Association Directors for the time and effort you put in to serving the industry and thank you also to our turkey growers for continuing to engage and help each other out as needed. We have a great community to be proud of.

Sincerely,

A handwritten signature in black ink that reads "Steve Heppell".

Steve Heppell

Financial Statements of

BRITISH COLUMBIA TURKEY ASSOCIATION

And Independent Practitioner's Review Engagement Report
thereon

Year ended December 31, 2024



KPMG LLP

32575 Simon Avenue
Abbotsford, BC V2T 4W6
Canada
Telephone (604) 854 2200
Fax (604) 853 2756

INDEPENDENT PRACTITIONER'S REVIEW ENGAGEMENT REPORT

To the Directors of British Columbia Turkey Association

We have reviewed the accompanying financial statements of British Columbia Turkey Association, which comprise the statement of financial position as at December 31, 2024, the statement of operations, statement of changes in net assets and statement of cash flows for the year then ended, then ended and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these 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.

Practitioner's Responsibility

Our responsibility is to express a conclusion on the accompanying financial statements based on our review. We conducted our review in accordance with Canadian generally accepted standards for review engagements, which require us to comply with relevant ethical requirements.

A review of financial statements in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. The practitioner performs procedures, primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit conducted in accordance with Canadian generally accepted auditing standards. Accordingly, we do not express an audit opinion on these financial statements.



Page 2

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that the financial statements do not present fairly, in all material respects, the financial position of British Columbia Turkey Association 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.

A handwritten signature in black ink that reads 'KPMG LLP' in a stylized, cursive font. A horizontal line is drawn underneath the signature.

Chartered Professional Accountants

Abbotsford, Canada

February 21, 2025

BRITISH COLUMBIA TURKEY ASSOCIATION

Statement of Financial Position

December 31, 2024, with comparative information for 2023

	2024	2023
Assets		
Current assets:		
Cash	\$ 35,399	\$ 15,237
Term deposit (note 2)	305,014	595,014
<u>Accounts receivable</u>	1,610	6,511
	342,023	616,762
Capital assets (note 3)	82,356	73,137
Long-term investment (note 4)	1	1
	<hr/> \$ 424,380	<hr/> \$ 689,900
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 5,579	\$ 13,263
Deferred contributions (note 5)	147,279	416,536
<u>Deferred capital contributions (note 6)</u>	6,663	8,329
	159,521	438,128
Net assets:		
Investment in capital assets (note 7)	75,693	64,808
Unrestricted	189,166	186,964
	264,859	251,772
	<hr/> \$ 424,380	<hr/> \$ 689,900

See accompanying notes to financial statements.

BRITISH COLUMBIA TURKEY ASSOCIATION

Statement of Operations

Year ended December 31, 2024, with comparative information for 2023

	2024	2023
Revenue:		
Rental income (note 9)	\$ 30,612	\$ 29,727
Producers membership dues (note 9)	24,309	24,801
Interest income	23,811	1,368
Amortization of deferred capital contributions	1,666	2,082
	80,398	57,978
Expenses:		
Amortization	7,547	4,978
Industry meetings and events	4,029	12,911
BC Poultry Association	11,974	12,803
Directors - expenses	1,698	881
Directors - per diems	9,725	6,403
Office and general (note 9)	27,255	9,059
Professional fees	5,083	4,494
	67,311	51,529
Excess of revenue over expenses before the undernoted items	13,087	6,449
Other income (expenses):		
Grant revenues (note 5)	269,257	107,806
Grant expenses (notes 5 and 9)	(269,257)	(107,806)
Golf tournament (note 8)	-	(1,118)
	-	(1,118)
Excess of revenue over expenses	\$ 13,087	\$ 5,331

See accompanying notes to financial statements.

BRITISH COLUMBIA TURKEY ASSOCIATION

Statement of Changes in Net Assets

Year ended December 31, 2024, with comparative information for 2023

	Investment in capital assets (note 7)	Internally restricted	Unrestricted	Total 2024	Total 2023
Net assets, beginning of year	\$ 64,808	\$ -	\$ 186,964	\$ 251,772	\$ 246,441
Excess (deficiency) of revenues over expenses	(5,881)	-	18,968	13,087	5,331
Internally imposed restrictions (note 8)	-	104,808	(104,808)	-	-
Approved expenditures (note 8)	-	(104,808)	104,808	-	-
Net change in invested in capital assets (note 7(c))	16,766	-	(16,766)	-	-
Net assets, end of year	\$ 75,693	\$ -	\$ 189,166	\$ 264,859	\$ 251,772

See accompanying notes to financial statements.

BRITISH COLUMBIA TURKEY ASSOCIATION

Statement of Cash Flows

Year ended December 31, 2024, with comparative information for 2023

	2024	2023
Cash provided by (used in):		
Operations:		
Excess of revenue over expenses	\$ 13,087	\$ 5,331
Items not involving cash:		
Amortization	7,547	4,978
Amortization of deferred capital contributions	(1,666)	(2,082)
	<u>18,968</u>	<u>8,227</u>
Changes in non-cash operating working capital:		
Accounts receivable	4,901	(4,235)
Prepaid expenses and deposits	-	4,164
Accounts payable and accrued liabilities	(7,684)	10,031
Deferred contributions	(269,257)	416,536
	<u>(253,072)</u>	<u>434,723</u>
Investing:		
Acquisition of capital assets	(16,766)	(8,037)
Redemptions in term deposits	290,000	-
Purchase of term deposits	-	(564,346)
	<u>273,234</u>	<u>(572,383)</u>
Increase (decrease) in cash	20,162	(137,660)
Cash, beginning of year	15,237	152,897
Cash, end of year	\$ 35,399	\$ 15,237

See accompanying notes to financial statements.

BRITISH COLUMBIA TURKEY ASSOCIATION

Notes to Financial Statements

Year ended December 31, 2024

Nature of operations:

British Columbia Turkey Association (the "Association") is organized to provide representation from the turkey growers to the poultry industry. The Association is incorporated under the Societies Act (British Columbia) and is a not-for-profit organization under the Income Tax Act. Accordingly the Association is exempt from income taxes provided certain requirements of the Income Tax Act are met.

1. Significant accounting policies:

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

(a) Investments:

The Association measures those investments at cost that are not subject to significant influence, control or joint control.

(b) Capital assets:

Capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution. Repairs and maintenance costs are charged to expense. Betterments which extend the estimated life or improve the service potential of an asset are capitalized. The Association reviews the carrying amount of capital assets for impairment whenever events or changes in circumstances indicate that the asset no longer contributes to the Association's ability to provide goods and services, or that the value of the future economic benefits or service potential associated with the asset is less than its carrying amount. If such conditions exist, an impairment loss is measured and recorded in the statement of operations at the amount by which the carrying amount of the net asset exceeds its fair value or replacement cost.

Amortization commences in the month of acquisition and is calculated on a declining balance basis at the following rates:

Asset	Rate
Building and capital improvements	4%
Equipment	20%
Furniture and fixtures	20%

BRITISH COLUMBIA TURKEY ASSOCIATION

Notes to Financial Statements (continued)

Year ended December 31, 2024

1. Significant accounting policies (continued):

(c) Revenue recognition:

The Association follows the deferral method of accounting for revenues which include producers membership dues, rental income and other revenues.

Contributions for specific purposes or programs are deferred and subsequently recognized as revenue at the time the related expenses are incurred. Contributions restricted for capital assets are deferred and amortized into revenue at a rate corresponding with the amortization rate for the related asset.

Unrestricted contributions are recognized as revenue when received or receivable if the amounts can be reasonably estimated and collection is reasonably assured.

(d) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Freestanding derivative instruments that are not in a qualifying hedging relationship and equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Association has not elected to carry any such financial instruments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Association determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Association expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future year, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

(e) Use of estimates:

The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Actual results could differ from those estimates.

BRITISH COLUMBIA TURKEY ASSOCIATION

Notes to Financial Statements (continued)

Year ended December 31, 2024

2. Term deposit:

The Association has a one-year redeemable short-term investment certificate at Bank of Montreal, with interest at 3.20% (2023 - 4.95%), maturing October 30, 2025 (2023 - October 30, 2024).

3. Capital assets:

			2024	2023
	Cost	Accumulated amortization	Net book value	Net book value
Buildings	\$ 151,961	\$ 98,749	\$ 53,212	\$ 55,429
Equipment	21,423	13,525	7,898	9,872
Furniture and fixtures	24,802	3,556	21,246	7,836
	\$ 198,186	\$ 115,830	\$ 82,356	\$ 73,137

4. Long-term investment:

The Association holds 100 common shares of BC Poultry Captive Insurance Company Inc. ("BCPCIC"), a privately owned company. BCPCIC is an insurance company incorporated by the BC Poultry Industry to provide supply managed poultry farmers in BC with insurance policies against Avian Influenza.

The investment in the BCPCIC is broken out as follows:

	2024	2023
100 Class D Common shares	\$ 1	\$ 1

BRITISH COLUMBIA TURKEY ASSOCIATION

Notes to Financial Statements (continued)

Year ended December 31, 2024

5. Deferred contributions:

Deferred contributions are comprised of unspent grant funding received from Investment Agriculture Foundation, which relate to the following programs:

			2024		2023
Animal disease			\$ 80,909	\$ 209,101	
BioSecurity			66,370	207,435	
			\$ 147,279	\$ 416,536	
	Animal disease	BioSecurity	2024		2023
Deferred revenue beginning of year	\$ 209,101	\$ 207,435	\$ 416,536	\$ -	
Amounts received during the year	-	-	-	-	524,342
Amounts recognized as revenue	(128,192)	(141,065)	(269,257)	(107,806)	
Deferred contributions, end of year	\$ 80,909	\$ 66,370	\$ 147,279	\$ 416,536	

6. Deferred capital contributions:

Deferred capital contributions represent external contributions for the purchase of capital assets.

Changes in deferred capital contribution balances are summarized as follows:

	2024		2023
Deferred capital contributions, beginning of year	\$ 8,329	\$ 10,411	
Less: amortization of deferred capital contributions	(1,666)	(2,082)	
	\$ 6,663	\$ 8,329	

BRITISH COLUMBIA TURKEY ASSOCIATION

Notes to Financial Statements (continued)

Year ended December 31, 2024

7. Invested in capital assets:

a) Invested in capital assets is calculated as follows:

	2024	2023
Capital assets	\$ 82,356	\$ 73,137
Amounts financed by deferred capital contributions	(6,663)	(8,329)
	<hr/> \$ 75,693	<hr/> \$ 64,808

b) Deficiency of revenues over expenses:

	2024	2023
Amortization of deferred capital contributions	\$ 1,666	\$ 2,082
Amortization of capital assets	(7,547)	(4,978)
	<hr/> \$ (5,881)	<hr/> \$ (2,896)

c) Change in net assets invested in capital assets:

	2024	2023
Purchase of capital assets	\$ 16,766	\$ 8,037

BRITISH COLUMBIA TURKEY ASSOCIATION

Notes to Financial Statements (continued)

Year ended December 31, 2024

8. Golf tournament:

The Association hosts an annual charity golf tournament in conjunction with the BC Egg Marketing Board ("BC Egg"). Net proceeds from the golf tournament are split 50 / 50 with the BC Egg.

	2024	2023
Revenue	\$ 262,500	\$ 216,554
Expenses	(52,884)	(45,878)
	209,616	170,676
Allocation of net proceeds:		
BC Egg Marketing Board	(104,808)	(85,338)
BC Turkey Association	(104,808)	(85,338)
	\$ -	\$ -

During the year, the Board of Directors restricted \$104,808, (2023 - \$85,338) for donations to the Union Gospel Mission ("UGM") and spent \$104,808 (2023 - \$85,338) on donations to UGM.

	2024	2023
Net proceeds	\$ 104,808	\$ 85,338
Donations to UGM	(104,808)	(85,338)
	\$ -	\$ -

During the year, the Association incurred no additional (2023 - \$1,118) costs related to the golf tournament. These costs were not shared with BC Egg and are recorded on the financial statements as an expense to the Association.

BRITISH COLUMBIA TURKEY ASSOCIATION

Notes to Financial Statements (continued)

Year ended December 31, 2024

9. Economic dependence - British Columbia Turkey Marketing Board:

A substantial amount of the Association's revenue, both rental and producers membership dues income is derived from the British Columbia Turkey Marketing Board (the "Board"). The rental income of \$30,612 (2023 - \$29,727) is based on the fair market value of rent for similar facilities at the time the multi-year lease was entered into. The producers membership dues of \$24,309 (2023 - \$24,801) is based on provincial turkey production. The Board collects levies from turkey producers and pays these dues on behalf of the turkey producers to the Association.

During the year, the Association paid \$10,200 (2023 - \$9,900) for administrative services provided by the Board, which was recorded in office and general expenses.

10. Financial risks:

Liquidity risk:

Liquidity risk is the risk that the Association will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Association manages its liquidity risk by monitoring its operating requirements. The Association prepares budget to ensure it has sufficient funds to fulfill its obligations. There has been no change to the risk exposures from prior year.