



2020/21-2022/23 STRATEGIC PLAN

Canadian Beef Cattle Research, Market Development and Promotion Agency
operating as the Canadian Beef Check-Off Agency



APRIL 1, 2020 - MARCH 31, 2023

REPRESENTING THE AGENCY

WE ARE STRONGEST TOGETHER

The 16 Agency Members represent our stakeholders - grassroots producers, beef and veal importers, packers and processors, and retail and foodservice organizations - and are your voice at the table.



Canadian beef and veal producers and importers can be proud of their representation at the national table.

MISSION

To deliver measurable value to the Canadian beef industry through prudent and transparent management of the Canadian Beef Cattle Check-Off.

VISION

A unified and sustainable national funding strategy for Canadian beef cattle research, market development and promotion.

PURPOSE

The Canadian Beef Check-Off Agency (the Agency) manages and administers the Canadian Beef Cattle Check-Off. By working with core partners, the Agency ensures that check-off dollars are invested into research, market development and promotion programs that deliver measurable value to the Canadian beef industry.

The Agency is responsible for communicating the value of the check-off investment, as well as training and education of producers and funding partners, regulatory management, collection and administration of check-off dollars.

STRATEGIC SWOT ANALYSIS

PUTTING OUR BEST FOOT FORWARD

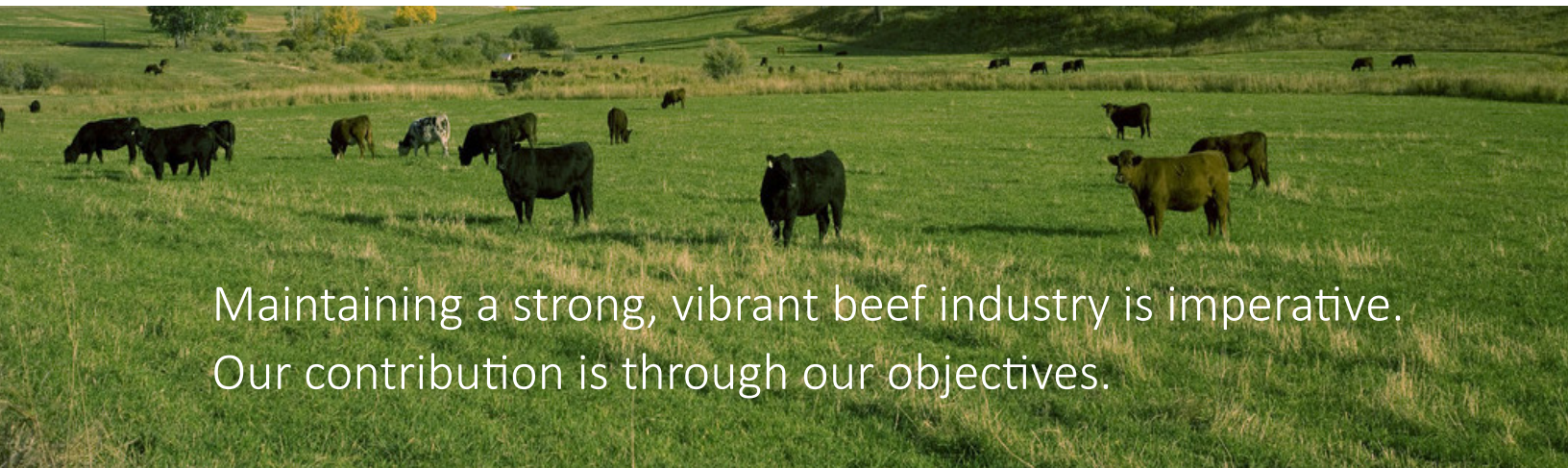
By continuing to focus on what we do well, we can support our industry's growth from coast to coast.

HELPFUL		HARMFUL	
INTERNAL	STRENGTHS <i>Advantages within the organization that strengthen it.</i> <ul style="list-style-type: none">• Clarity of the Agency's role (legal and governance)• Streamlined processes and reporting requirements• Solid governance structure• Understanding the business and priorities of service providers• Consistent terminology and education• Relationship with Farm Products Council of Canada (FPCC)• Visual branding• Focus on the current mission• Strong skillsets of Agency Members and staff• Renewed focus on transparency• Excellent communication	EXTERNAL	WEAKNESSES <i>Limitations that place the organization in a disadvantage situation.</i> <ul style="list-style-type: none">• Inability to action or influence certain areas due to framework or governance, little control on investments• Limited staff resources and geographic diversity• Lack of understanding of how the Agency fits or works with other industry groups (ie. Beef Advisors, National Strategy)• Small staff vulnerable to turnover• Perception of no separation between Agency and Marketing• Inspection program requires clarity of roles and processes
	OPPORTUNITIES <i>External elements that might be transformed into an advantage for the organization.</i> <ul style="list-style-type: none">• Provide more accurate metrics on dollars and marketings• Competitive equity and increased revenues through unity• FPCC/industry leadership can assist with awareness and issue resolution• Increased clarity on the allocation process of the import levy• Ensuring Agency is seen as an enabler of industry weighing in for producer's benefit• Cost-share funds from government to offset admin costs to funders for communications, management and enforcement		THREATS <i>External elements coming from the environment that put the organization at risk.</i> <ul style="list-style-type: none">• Lack of understanding of check-off• Changing provincial allocations• Increased pressure for additional allocation sources, especially following the increase• Check-off challenges• Unsettled governance structure and changing stakeholder expectations• Consolidation of the industry means fewer payers and more levy• Blurred lines between marketing function and Agency may present concerns

STRATEGIC OBJECTIVES

THE FOUR PILLARS TO SUCCESS

Our four key objectives keep us focused on the unique needs of our provincial associations, representing our nation's beef and veal producers and beef importers.



Maintaining a strong, vibrant beef industry is imperative.
Our contribution is through our objectives.

STRUCTURED REPORTING & COMPLIANCE

It is important to have a level playing field for the beef industry in Canada and working to achieve a **high standard of compliance** is integral to delivering results. Strategic areas of focus around compliance and reporting will create efficiencies and ensure levies are collected and subsequently invested for the betterment of the industry.

ENGAGED & EDUCATED STAKEHOLDERS

The Agency is as strong as our stakeholder partners, so our goal is to support **comprehensive understanding of check-off and import levy collection** with provincial cattle associations across the country. A familiarity with regulations, framework and value of investments allows the Agency to help others around us to 'speak check-off' too.

STRATEGIC COMMUNICATIONS & COLLABORATION

The ability to collaborate with our partners gives the Agency an advantage when it comes to communication: the ability to be flexible in channel and delivery, but consistent in message when targeting **Canadian beef and veal producers**. By strategically amplifying the Agency's messages through traditional and innovative channels, we are able to grow our reach.

SOUND GOVERNANCE AND ADMINISTRATION


A solid foundation has been laid, and the Agency is prepared to focus on achieving the goals set for us by our industry. We are led by a dynamic and diverse group of individuals representing stakeholders from coast to coast, who ensure **business continuation** and that we are prepared to **manage risks**.

CANADIAN BEEF CHECK-OFF AGENCY

STAFF TEAM

WORKING TOGETHER FOR YOU

The Agency is made up of five dedicated staff who are proud to work on behalf of Canada's beef and veal producers and beef importers.



We are driven by the growth of a healthy industry and the success of our stakeholders.



MELINDA GERMAN

General Manager



**TAYLA
FRASER**

Manager
Partner Engagement



**EMILY
TAYLOR**

Bookkeeper
Contract



**BRAD
MCCALLUM**

Inspector
Contract



**WHITNEY
DANDRIDGE**

Board Support
Contract



It is important that we manage producer and industry dollars transparently and prudently. Our board of grassroots producers and industry representatives are committed to deliver the best possible return for our industry, enabling growth, profitability and sustainability.

As a Canadian beef producer or industry stakeholder, your voice matters. Whether it is electing your representative, voting at our annual meeting, attending a provincial cattle organization meeting or connecting with us on social media, we take each interaction to heart every day.

Whether you write letters or tweets, we want to hear from you. We have an open door policy and pride ourselves on transparency, so stop in, ask questions and provide feedback! Sign up for our monthly newsletter The Gatepost on our website.



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