



ANNUAL REPORT

2020-2021

FOREWORD

THE CANADIAN BEEF CATTLE CHECK-OFF IS MANAGED AND ADMINISTERED BY THE CANADIAN BEEF CATTLE RESEARCH, MARKET DEVELOPMENT AND PROMOTION AGENCY, OPERATING AS THE CANADIAN BEEF CHECK-OFF AGENCY (THE AGENCY).

The Canadian Beef Cattle Check-Off is a mandatory levy collected on cattle sales throughout Canada to fund research and marketing activities on behalf of the entire industry. It is collected from cattle producers by provincial organizations when they market their cattle, using their existing collection systems involving auction markets, order buyers, brand inspectors and others who handle cattle sales.

The goal of the Canadian Beef Cattle Check-Off is twofold – to increase sales of domestic and export beef and to find better and more efficient methods of producing beef and beef cattle. The Canadian Beef Cattle Check-Off is a

critical source of revenue to fund initiatives that advance the industry and build strong markets for Canadian cattle and beef.

By working with service providers, the Agency ensures that check-off dollars are invested into research, market development and promotion programs that deliver measurable value to Canadian producers.

The Agency also collects an Import Levy on cattle, beef and beef products. Import levy dollars are invested into generic beef programs that do not bear the Canadian Beef brand mark, such as culinary skills, and health and wellness.

This 2020/21 annual report of the Agency provides a summary of programs and results of Canadian Beef Cattle Check-Off and Import Levy funded activities between April 1, 2020 and March 31, 2021.

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LAST YEAR WHEN YOU HEARD FROM ME, WE WERE ONLY A FEW MONTHS INTO ONE OF THE MOST ECONOMICALLY STRESSFUL PERIODS IN DECADES FOR OUR COUNTRY. COVID-19 HAS CHANGED SO MUCH OF THE WORLD WE LIVE IN, THAT IT IS HARD TO REMEMBER WHAT LIFE WAS LIKE BEFORE ZOOM CALLS AND SOCIAL DISTANCING.

But the last year has really shown how resilient and collaborative our industry can really be. We had to adjust how we do business in a lot of ways for our national and provincial organizations, while at home on the ranch, we've had to find ways to keep our families, friends and employees safe and still continue to provide top quality beef to Canadians and the world.

Our check-off dollars went to work hard this year, supporting flexible marketing strategies to meet consumers where they were shopping and delivering most, and investing research dollars into projects that helped producers stretch their feed supplies and increase efficiencies while holding on to cattle in a backlogged market situation. Investments into maintaining and growing public support for beef and beef producers was paramount this year, and our industry continues to focus on the science that shows how beneficial cattle and beef really are to our environments and bodies.

But as markets fluctuate and the way we raise and produce cattle changes, so must our strategy for investing check-off dollars.

Different points in the cattle cycle highlight the need for different investment priorities for our industry, so we have to be ready to watch for those market signals and remain flexible.

Through the National Beef Strategy, our industry can continue to focus on the priorities that will move us forward together, which includes a funding strategy to meet the goals that will affect the profitability and future of Canadian beef producers. The Strategy recommends both funding allocations for each provincial cattle association, as well as the measurable goals that will continue to pull our industry into the future. And it is the job of our national beef organizations, including our provincial partners and our three national service providers, to help deliver on those measurable goals.



MESSAGE FROM THE CHAIR

Speaking of our service providers, I have to give each of them a round of applause. This year has not been easy, and they have all stepped up to the plate to continue working for our industry without missing a beat.

At Canada Beef, Michael Young has brought such an impressive leadership style for the marketing arm of our industry. Canada Beef continues to thrive with Michael at the helm, and it is so encouraging to see the marketing strategies being put to work on behalf of our beef and veal producers. It is certainly something to be proud of.

At the Beef Cattle Research Council (BCRC), Andrea Brocklebank has been a rock for our industry. Through crises and prosperity, Andrea has continued to lead the BCRC and the industry's research strategies to do what they do best, which is to help beef producers do what they do best. Under Andrea's leadership, research capacity has been retained and grown, which is an incredible accomplishment for our industry.

Leading the Public and Stakeholder Engagement (PSE) team, Amie Peck has continued to drive new and exciting programs and strategies to share the stories of our industry and our beef and producers with the world. The Guardians of the Grasslands film has been an absolute joy to watch spread across the country, and it makes me feel so good about the hands that we're leaving our industry in.

Our service providers work incredibly hard on our behalf, so be sure to take a moment and thank them for everything they do to drive our industry forward. We are so lucky to attract and retain top talent in the beef industry, and I want them to know how much the beef producers in Canada appreciate the work that they do.

I'd also like to take this opportunity to thank the Agency Members for being so engaged this year. It can be hard for some of us to fully participate and stay enthused about doing business remotely, but I can say without a doubt that the Agency and our committees have been just as busy, if not more active, with our move to the virtual world. I appreciate everyone and their commitment to doing their very best for our industry, and want to thank you for remaining flexible and engaged.

Our staff is also in need of recognition! Melinda German and Tayla Fraser continued to keep our ship afloat and pointing in the right direction, even with the curveballs that the pandemic continues to throw at us. It really is hard for me to imagine not having this wonderful team, and I'm so thankful that they work so hard on behalf of beef and veal producers.

Lastly, I want to thank each and every one of you who is a part of Canada's beef and veal industry. I know it hasn't been easy and things like profitability, consolidation, public perception and the all mighty dollar often work against us, but when we put our heads down and go to work each day, we know that our industry continues to do what's right for us today, and what's right for our children tomorrow.

Regards,



CHAD ROSS
CHAIR
CANADIAN BEEF CHECK-OFF AGENCY





THROUGH THE NATIONAL BEEF STRATEGY, OUR INDUSTRY CAN CONTINUE TO FOCUS ON THE PRIORITIES THAT WILL MOVE US FORWARD TOGETHER, WHICH INCLUDES A FUNDING STRATEGY TO MEET THE GOALS THAT WILL AFFECT THE PROFITABILITY AND FUTURE OF CANADIAN BEEF PRODUCERS.

IT HAS BEEN FIVE YEARS SINCE OUR PROVINCIAL CATTLE ASSOCIATION PARTNERS SAT DOWN AT A TABLE IN CALGARY TOGETHER AND BEGAN DRAFTING A PLAN TO CHANGE THE WAY THE CANADIAN BEEF CATTLE RESEARCH, MARKET DEVELOPMENT AND PROMOTION AGENCY FUNCTIONS.

Our industry stakeholders were looking for three things: accountability, transparency and dedication to the administration of the national check-off.

Looking back at the original goals, and the intentions of the stakeholder groups who sat around that table, I feel good about where we are today. We have an engaged group of Agency board members, who are accountable and responsible to each and every industry stakeholder.



MESSAGE FROM THE GENERAL MANAGER

We have made measurable progress in carving out a separate role for the Agency Members and administrative staff from the marketing branch of the organization. We have an incredibly strong focus on transparent investment of every dollar collected of check-off and import levy in Canada. At our five year mark, I'm happy to say we are exactly where we should be.

This past year was challenging – working from home was a new concept for many of us, and both staff and our Agency Members had some steep learning curves. But we've managed to move the majority of our business remotely, and hardly missed a beat providing service to all of our provincial partners and national service providers while we juggled social distancing and travel restrictions.

The move to virtual meetings has had a silver lining for the Agency. The engagement from our Agency Members this year has been unrivaled, with positive collaboration from coast to coast, and we have made quick work of a variety of areas because we can connect quickly and regularly. While there is no replacement for a good old fashioned networking meeting, there is something to be said for keeping momentum when you are forced to do business a little differently in challenging times.

We hosted a 7-session online check-off training for all provincial cattle associations to bring all of our provincial stakeholder groups closer together. Through live class delivery, as well as online recordings and a new discussion forum, we worked to level the playing field on check-off collection and remittance knowledge and the application of levy rates. The training also allowed us at the Agency, and other provinces, to better understand check-off realities that differ from province to province and how best to attack challenges together. It also brought to light some opportunities to work together, improve processes and identify mutual areas of future interest for inspection and compliance.

Another major win for the Agency has been the steadily declining doubtful accounts for the beef import levy. We continue to work on import levy compliance with importers, which is often more an exercise of education than enforcement. It is important that we keep the lines of communication open with importers to understand the complexities of the import levy, and the benefits for the industry.

This year the industry continued its focus on the National Beef Strategy, and we are proud to support the direction that the Canadian Beef Advisors are moving. The goals and pillars remain the responsibility of the national beef organizations, including our national service providers, and we have to keep in mind funding strategies that are flexible

and impactful. By linking our reporting and deliverables of national check-off dollars to the goals of the National Beef Strategy, we can make sure that we continue to work with, and not against, our national and provincial partners.

The vast majority of check-off funds are allocated to research, marketing, and public and stakeholder engagement programs that deliver measurable value. These producer-led organizations continue to keep the best interests of Canada's beef producers in mind as they develop strategies and invest in programs that work towards the National Beef Strategy goals, and the strongest return on investment that they can deliver.

Next year, you'll see the results from the latest return on investment study that is currently underway to measure the benefits of the national check-off and import levy in Canada. We are fully committed to sharing the data from this study with our industry, so we can fully understand the opportunities and challenges that come with the check-off and import levy in Canada. The last study found that the check-off and import levy combined drew a cost-benefit ratio of 24:1 in Canada, and we are keen to learn how the value of the investments will have changed over the last few years.

The Canadian beef industry is known for being resilient, and I'm proud of the collaboration I've seen during this pandemic. I'm crossing my fingers for life to get back to a bit of normal this year coming up, but I'm thankful for the positives that we have been able to glean from a trying year.

I look forward to continuing to serve Canada's beef and veal producers at the Agency, and continuing to stay connected with stakeholders and grassroots producers alike. I encourage everyone to connect with us in some way, whether it's through your Agency Member representative, your provincial cattle association, our online newsletter or your favourite social media platform.

Now let's see what 2021 has in store for us...



MELINDA GERMAN
GENERAL MANAGER
CANADIAN BEEF CHECK-OFF AGENCY

AGENCY MEMBERS

The Agency's board consists of 16 Agency Members from across Canada. Ten seats are allocated to producers nominated by their provincial cattle associations, and six are representatives from the Canadian Meat Council (CMC), importers and retail and foodservice operators. These six representatives are nominated by their respective organizations, or by the delegates at the Annual General Meeting.

2020/21 BOARD



Chair: Chad Ross,
Saskatchewan



Vice Chair: Jeff Smith, Alberta



Terry Wiebe, British Columbia



Doug Sawyer, Alberta



Mary Paziuk, Manitoba



Jack Chaffe, Ontario



Kirk Jackson, Quebec



Trevor Welch, New Brunswick

The Board works both as a whole, and through focused advisory and operational committees to achieve its mandate. The Governance Committee and Finance Committee operate as advisory committees, and are made up of Agency Members only. The one operational committee, the Marketing Committee, is made up through an appointment of Agency Members and veal representation, and an election of producers and members-at-large. The Marketing Committee is responsible for the oversight of Canada Beef, the organization tasked with investing check-off dollars into market development and promotion. The members of this committee are appointed and elected from the best of the best in beef, veal, and marketing, ensuring that the industry receives strong value from their marketing investment through check-off.



Larry Weatherby, Nova Scotia



David Francis,
Prince Edward Island



Coral Manastersky,
I.E. Canada



Russ Mallard, CMC



Mike Kennedy, CMC



Andre Forget, CMC



John Curtis, CMC



Stephen Christie, Retail and
Foodservice Sector

MARKET AND INDUSTRY OVERVIEW

PRODUCTION INTERRUPTIONS PRESSURED CATTLE PRICES

COVID-related production interruptions weighed on the fed cattle market through 2020, especially in the west. Alberta fed steer prices averaged at \$138.85/cwt, down \$10.50/cwt from 2019, and was the lowest price since 2013. Ontario fed cattle prices were at a premium to Alberta for much of 2020 and averaged \$144.83/cwt.

Alberta 850-pound steer prices were down \$6.26/cwt from 2019 at \$178.70/cwt. Ontario 850-pound steer prices were steady with 2019 at \$182.45/cwt. Calf prices were relatively stable. Alberta 550-pound steers averaged \$1/cwt higher than 2019 at \$221/cwt. Prices in Ontario were \$12/cwt higher than 2019, and were generally even with Alberta at \$221/cwt.

BEEF PRODUCTION AND CATTLE INVENTORY SLIGHTLY DOWN

Beef production (domestic plus live slaughter exports) in 2020 was down 1.6 per cent to 3.28 billion pounds. Cattle slaughter declined in April and May due to production interruptions related to COVID-19 but realigned with historical levels in the second part of the year with packing plants running at full capacity and even over 100 per cent utilization by adding Saturday kills. Domestic production was down 2 per cent to 2.8 billion pounds. Live slaughter exports were up 0.7 per cent to 436 million pounds. Fed production was steady with last year, while non-fed production was down almost 10 per cent. Canadian steer carcass weights averaged 917 pounds, eight pounds heavier than 2019, but were two pounds below the record high set in 2016.

Total cattle and calf inventories on January 1st, 2021 were down 0.6 per cent to 11.15 million head. This is the third consecutive year of smaller numbers. Beef cow inventories





were down 0.4 per cent to 3.53 million head, the smallest number since 1990. Beef replacement heifers increased 4.1 per cent to 545,400 head. This is more than offset the decrease in beef cow numbers, resulting a 0.2 per cent increase in total beef breeding female at 4.1 million head. The beef cow culling rate declined from 12.6 per cent in 2019 to 10.7 per cent with reduced cow slaughter in 2020.

STRONG DOMESTIC AND INTERNATIONAL DEMAND

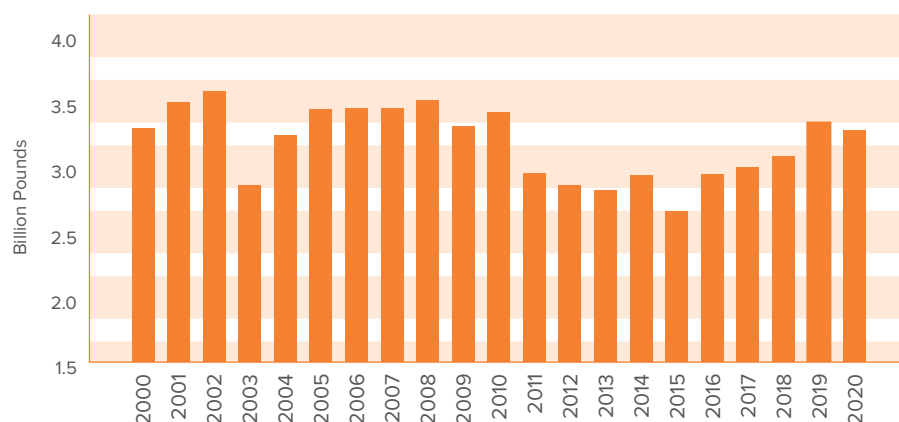
Total Canadian beef consumption in 2020 is up 1.5 per cent to 972,018 tonnes (carcass weight) with decreased exports and increased imports. Per capita consumption increased 0.3 per cent to 18.03 kgs. Seventy-seven per cent of domestic beef consumption was sourced from Canadian beef in 2020, down from 81 per cent in 2019. Deflated retail beef prices were up 5.2 per cent with supply chain shocks resulted in record high prices in June. Higher prices combined with increased per capita consumption pushed retail beef demand up 5.5 per cent to the highest level since 2016.

International demand was up 3.3 per cent with beef exports down 3 per cent in volume but up 1 per cent in value to 425,060 tonnes (product weight) valued at \$3.26 billion. The average export price surged 4.5 per cent from \$7.34/kg to \$7.66/kg with total export value setting a new record high for the fifth consecutive year. Compared to the five-year (2015-19) average, 2020 beef exports were up 12 per cent in volume and 26 per cent in value.

The U.S. continued to be the top export market for Canadian beef, accounting for 73 per cent of total exports. Japan remained the second largest market at 10.6 per cent of total exports, followed by Mexico (3.6 per cent), Hong Kong

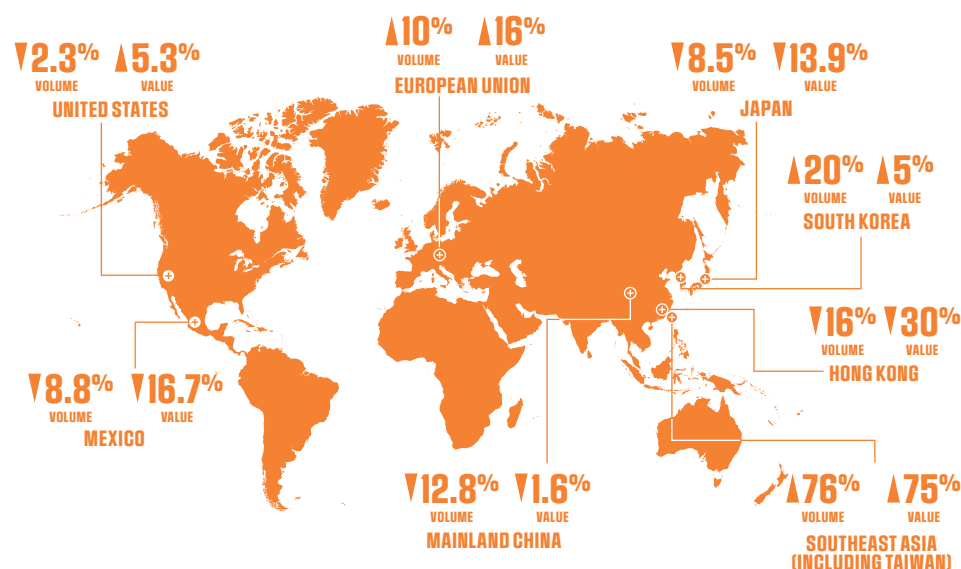
CANADIAN BEEF PRODUCTION

(includes slaughter exports)



Source: Canfax Research

2020 BEEF EXPORTS



THE U.S. CONTINUED TO BE THE TOP EXPORT MARKET FOR CANADIAN BEEF, ACCOUNTING FOR 73% OF TOTAL EXPORTS.



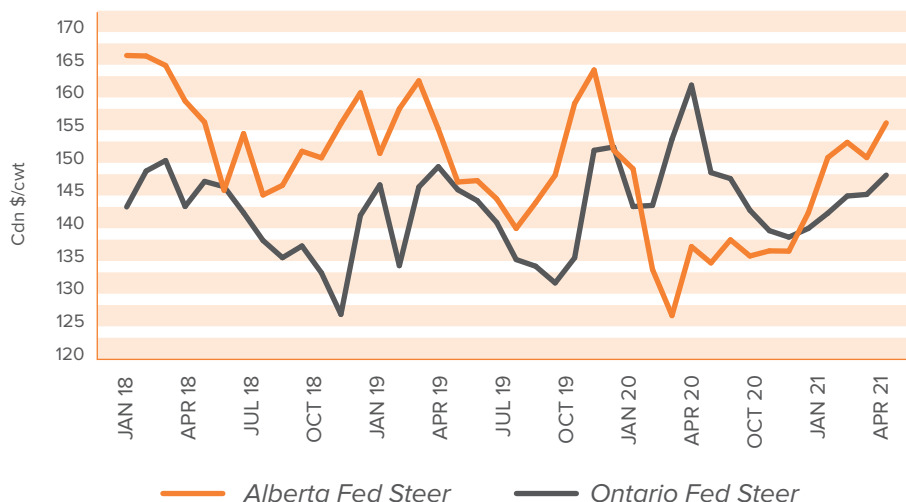
BEEF IMPORTS

▲ 23%
IN VOLUME

▲ 24%
IN VALUE

188,932 TONNES VALUED AT \$1.52 BILLION
LARGEST IMPORT VOLUME SINCE 2015

ALBERTA AND ONTARIO FED STEER



Source: Canfax Research

(3.3 per cent), and mainland China (2.5 per cent). Exports to the U.S. were down 2.3 per cent in volume but up 5.3 per cent in value to 309,562 tonnes valued at \$2.46 billion. Exports to Japan were down 8.5 per cent in volume and 13.9 per cent in value to 45,147 tonnes valued at \$305 million. Exports to Mexico were down 8.8 per cent in volume and 16.7 per cent in value to 15,155 tonnes at \$106 million. Exports to Hong Kong were down 16 per cent in volume and 30 per cent in value to 14,198 tonnes valued at \$109 million. Exports to mainland China were down 12.8 per cent in volume and 1.6 per cent in value to 10,504 tonnes at \$102 million. Exports to Southeast Asia (including Taiwan) were up 76 per cent in volume and 75 per cent in value to 10,519 tonnes at \$64 million. Exports to South Korea was up 20 per cent in volume and 5 per cent in value to 6,784 tonnes at \$45 million. Exports to the European Union (EU) were up 10 per cent in volume and 16 per cent in value to 2,295 tonnes at \$32 million.

Beef imports were up 23 per cent in volume and 24 per cent in value to 188,932 tonnes valued to \$1.52 billion. This is the largest import volume since 2015, and is 5.7 per cent larger than the five-year average of 178,736 tonnes. The U.S. remained Canada's largest import beef supplier, accounting for 56 per cent of imports. The EU replaced Australia to be the second largest import supplier accounting for 11 per cent of total imports; followed by New Zealand (10 per cent), and Uruguay (8 per cent); while Australia (7.8 per cent) fell to fifth place.

Canada's beef net trade volume was down 17 per cent from 284,021 tonnes

to 236,129 tonnes, and net trade value was down 13 per cent from \$1.98 billion to \$1.73 billion in 2020. Despite the year-over-year decline, net trade volume and value remained 18 per cent and 45 per cent above the five-year average of 200,691 tonnes and \$1.20 billion.

FIRST QUARTER 2021

While new COVID cases surged in the first part of 2021 and led to a return to lockdowns in many parts of the country, the rollout of COVID vaccines is creating grounds for optimism for the economy. Canadian GDP is forecast to grow 6 per cent in 2021 with expectation for strong recovery once physical-proximity services reopen.

The packing sector have been doing an impressive job of working through fed cattle supplies. Cattle slaughter in the first quarter was 3 per cent higher than a year ago, 15 per cent higher than the five-year average and was the largest first quarter slaughter since 2007. Fed cattle prices have improved from year-ago levels and exceeded the five-year

average in the first week of May. Calf prices rallied to the highest levels since 2015. Beef exports saw robust growth with volume up 12 per cent and value up 11 per cent in the first quarter.

The cattle market is expected to face some headwind as feed costs and Canadian dollar continue to climb. In April, Lethbridge barley prices surged to a record high of \$325/tonne, up 36 per cent from a year ago and 42 per cent from the five-year average. Ontario corn also reached a record high of \$308/tonne, up 61 per cent from a year ago and 63 per cent from the five-year average. Tightening domestic and global grain supplies combined with China's strong import demand for feed grains are expected to keep feed costs at elevated levels. In mid-May the Canadian dollar shot to a six-year high, topping US\$0.83. If the dollar continues to rise, it could add pressure for cattle prices and exports.



AGENCY OVERVIEW

In 2020/21, the Canadian Beef Cattle Check-Off revenue totalled \$17,155,434 on cattle marketed, net of the provincial portion of the federal levy.

Of the total check-off funds collected of cattle marketings, 54 per cent was allocated to market development and promotion, 27 per cent to research, 13 per cent was retained by the provincial cattle organizations for regional marketing and research programs and 6 per cent was allocated to Public and Stakeholder Engagement.

The Import Levy on beef cattle, beef and beef products imported into Canada was also collected at a rate of \$1 per head equivalent, for a total of \$1,256,416. These funds, net administration, are allocated to unbranded, generic beef marketing such as nutrition marketing, recipe development and culinary skills education.

\$487,037 was retained for the administration of the check-off and the Board, which was under budget by \$334,963.

ADMINISTRATION

With the onset of the COVID-19 pandemic, it was up to the Agency to find ways to ensure that business could continue as usual, while reducing time in the office and face to face meetings as much as possible.

The Agency moved entirely to remote work and meeting virtually last year, holding almost 30 virtual board and committee meetings, replacing the quarterly board and committee meetings from previous years. The level of engagement of Agency and Committee Members stayed strong and increased through the pandemic, proving that the virtual meetings allowed Members to get more done with less.



The Agency focused again on regulatory compliance of both check-off and import levy collections. With the implementation of a provincial training program for check-off collectors in each province, a stronger focus was placed on the regulatory framework and translating that into real world scenarios across the country. With nine of 10 provincial cattle associations having staff complete the training, there is a consistent base level of understanding when it comes to the regulatory framework of check-off collection in Canada.

For the import levy, the Agency focused on accounts that have proven difficult to collect on in the past, and developed a more streamlined process for communicating with importers with smaller, irregular imports. This allowed the Agency to again make a substantial gain in the amount of previously doubtful accounts, and increase the collection percentage for the benefit of program investment. The Agency continues to look for ways to

increase efficiencies in this area, to deliver the absolute best return for the industry.

Regulatory compliance was an important piece of the Agency's business plan for the year, and both check-off and import levy collections were targeted. The federal levy on interprovincial marketings was targeted for inspections on auction markets and dealers with

the focus on education and understanding levy remittances.

With the pandemic putting a halt to many of the on-site inspections planned for the year, the Agency focused on desk audits with a mix of dealers and provincial associations. These audits, though small, supported the provincial associations in their goals to increase compliance while educating stakeholders on the process and benefits of levy collection.

The Agency also kicked off another study to evaluate the benefits of the beef check-off and import levy in Canada, and the results are expected to come in time for the 2022 AGM. This study will take a closer look at programing than past studies, including the newly developed Public and Stakeholder Engagement program, to show the value that producers, and the entire industry, see from the investment of check-off and import levy dollars. This study is conducted

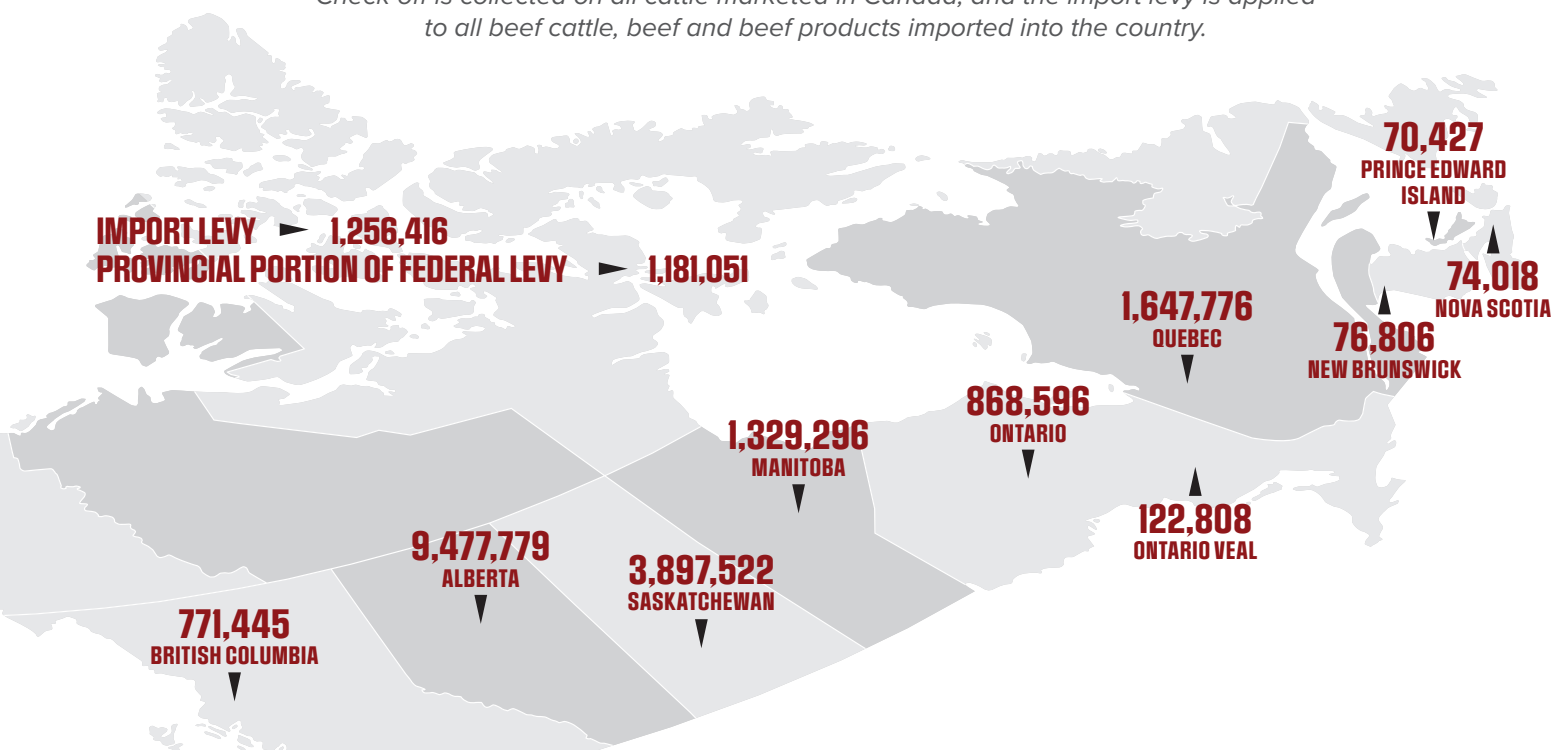
every five years, and acts as both a goalpost and a benchmark when planning for the future of the Agency, and all the service providers that invest check-off and import levy dollars on behalf of producers and importers.

The Agency Committees continue to work on developing policies and procedures to ensure the organization remains relevant, engaging and actively speaking for Canadian beef producers and importers. The Agency recently began a review of the bylaws to ensure they are modern and effective. A stronger focus was placed on succession planning within the Agency's board leadership, and the Agency is continuing to work closely with it's Members, and provincial partners, to ensure a robust leadership group continues to lead the Agency into the future. By working with the board members who have the interest and skills to grow their leadership roles at the Agency, the board is able to plan for the future and ensure a sustainable leadership model.

THE AGENCY MOVED ENTIRELY TO REMOTE WORK AND MEETING VIRTUALLY LAST YEAR, HOLDING ALMOST 30 VIRTUAL BOARD AND COMMITTEE MEETINGS, REPLACING THE QUARTERLY BOARD AND COMMITTEE MEETINGS FROM PREVIOUS YEARS

CHECK-OFF AND IMPORT LEVY REVENUE

Check-off is collected on all cattle marketed in Canada, and the import levy is applied to all beef cattle, beef and beef products imported into the country.



ALLOCATION OF REVENUE



- 54%** ➤ **MARKETING DEVELOPMENT & PROMOTION**
- 27%** ➤ **RESEARCH**
- 13%** ➤ **PROVINCIAL CATTLE ORGANIZATIONS**
- 6%** ➤ **PUBLIC & STAKEHOLDER ENGAGEMENT**

MARKET DEVELOPMENT AND PROMOTION

TOTAL INVESTMENT: \$9,998,280

Check-Off + Import Levy

Canada Beef delivers its business strategy by leveraging Canadian beef and veal brands through consumer marketing and market development activities in Canada and key export markets around the world. These efforts increase awareness and demand for Canadian beef and veal and the value producers receive for their cattle.

The COVID-19 pandemic continued to significantly affect Canada Beef programs as virtually all domestic and international activities were impacted by social distancing protocols on cattle processing, retail and foodservice operations and the ability to export products to markets.

Canada Beef worked collaboratively with allies from the national associations representing beef, veal and pork. Resources were developed for Canadian consumers and for meat professionals in domestic and international markets. The focus was to provide reassurance around the safety of the meat and the ability to maintain a stable supply by safeguarding the health of Canadians working in the sector.

Factsheets and an animated video communicate Canada's COVID-19 safeguards were developed for domestic and international markets. The materials were used as part of a global webinar series with support from Canadian Embassy personnel. As well, a COVID-19 training program for supply chain employees was developed and translated into seven languages. Both



projects were reviewed by the Public Health Agency of Canada and endorsed by the Canadian beef and pork sector associations.

Canadians continued to cook at home like never before and interest in buying, preparing and serving Canadian beef was at a record high. The Canada Beef website was integral to communicating with consumers as web traffic experienced a jump of 107 per cent versus the previous year with over 112,000 users. A website redesign was completed this fiscal year with a new-look home page featuring targeted categories and icon graphics to simplify navigation.

Given the increased interest in meal preparation at home and the use of QR codes due the pandemic, Canada Beef moved forward on an ambitious project titled the 'Global QR Code Gateway'. The essence of the program is the scanning of QR codes and potentially bar codes on beef packaging and point-of-sale signage to access information. Featuring a wide range of digital content created by Canada Beef to support beef purchases and preparation, the program is now ready for launch in Canada and will later be made available in global markets.

Two scheduled consumer marketing campaigns shifted focus to meet changing consumer needs due to the pandemic. Content shifted to focus on culinary topics—with recipe inspiration to shake up mundane meal routines, and how-to information to enable consumers to brush up on their beef-centric food skills. The One and Only Beef campaign focused on the benefits of beef over other substitutes including plant protein and utilized television, digital/on-line, social media and Influencer outreach to generate 56.8 million consumer impressions. The second campaign called MyCanadianBeef ocused on 'local' Canadian beef and the farmer, ranchers and feedlots who raise it. The campaign utilized targeted advertising, social outreach, influencer

outreach, web-posting and leverage, and several PR tactics/digital media investments to secure over 46 million consumer impressions.

By focusing on brand partners with large volumes and influence (such as Sobeys, Costco, Loblaws, Walmart, Federated Co-op, Tim Hortons, Harvey's, Chop Steakhouse, Sysco, GFS), Canada Beef can ensure that these partners are well-versed in Canadian beef, and can leverage the value of the Canadian Beef brand. For example, Canada Beef partnered with Tim Hortons on two national television marketing campaigns promoting their new 'Craveables' beef sandwich featuring 100 per cent Canadian Beef.

Canada Beef launched a new trade website dedicated to providing information for meat professionals in the retail, foodservice and processing sectors. Content includes the Canadian Beef Advantage (CBA) including the four pillars that make up the foundation of the CBA. The website also includes repository for market intelligence and statistical information, a library of instructional videos and merchandising resources. A Canadian beef supplier directory, subscription management tools and a product inquiry form are presently available on the site.

Canada Beef's social and digital spaces engage and connect with consumers and producers to build brand loyalty with over 69,000 followers, 29 million impressions (an increase of 51 per cent from last year), and over 776,000 consumer engagements (an increase of 49 per cent from last year).

On the Canadabeef.ca website, consumers and producers can source information regarding recipes, beef know-how, beef campaigns, fact sheets and events in both English and French. The Make it Beef (MIB) monthly e-newsletter is deployed to almost 40,000 subscribers covering topics that are both culinary and brand focused. The Roundup App is a mobile beef

buying and cooking app, designed to help consumers have better success with beef when they cook at home.

The beef import levy continues to provide funding for positive beef messaging. Canada Beef developed targeted initiatives to positively influence consumer preference for beef over other animal and plant proteins. The import levy also funded nutritional outreach to key health influencers such as registered dietitians and medical doctors. Traffic to the ThinkBeef.ca

Canada Beef's work in export markets is creating opportunities for the Canadian beef industry to realize greater value for the carcass than could be realized in the domestic market alone. As well as offering competitive bids on middle meats, the export markets can deliver better returns for end meats, credit/thin meats and offal than here at home.

Canada's export markets have been affected by the COVID-19 pandemic in similar ways to the domestic market

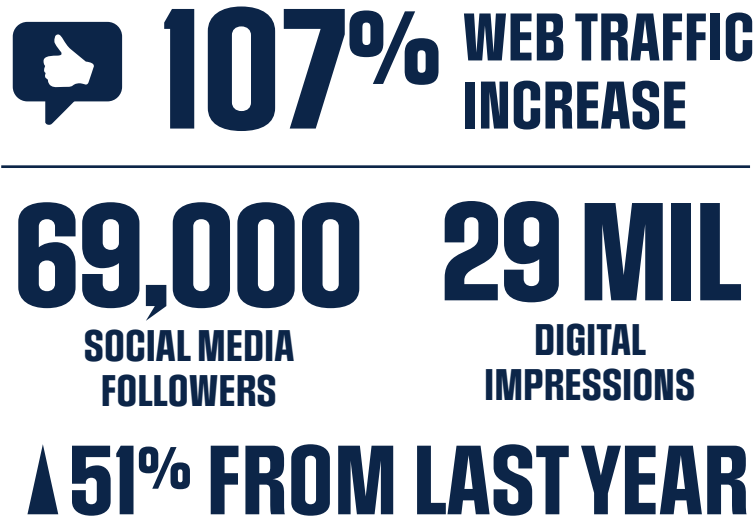
with social distancing protocols impacting retail and foodservice operations and the ability to export products to markets.

With heightened competition from other beef exporters, there is a need to intensify business development programs in export markets where Canadian beef is currently present.

By utilizing integrated marketing programs linking online and live events; culinary seminars and competitions; social media platforms and brand media

campaigns; and business development outreach through trade shows and trade missions; Canada Beef is creating brand awareness and positively positioning Canadian beef in the minds of export customers, consumers and key influencers.

Canada Beef completed its first annual Global Stakeholder Satisfaction Survey with feedback from 385 individuals in domestic and international markets. The results from domestic respondents, Canadian exporters and international clients were combined to calculate an overall global satisfaction score of 72 per cent. Typically less than 5 per cent of stakeholders indicated that they were dissatisfied with the attributes surveyed. A significant minority noted they were unable to comment which reduced satisfaction scores. Canada Beef will prioritize stakeholder communication initiatives to increase awareness and the expected removal of pandemic restrictions will greatly assist in this regard.



website increased by 600 per cent versus last year in response to consumer marketing campaigns driving consumers to beef culinary and nutrition resources.

The Canadian Beef Centre of Excellence (CBCE) is a teaching/training demo theatre featuring: fabrication room, commercial and home kitchen, boardroom and dining room, world-class equipment and HACCP standards. Due to the pandemic, the CBCE was not able to host domestic and international customers. The CBCE team embraced the need for digital training resources and increased distance learning opportunities for both trade customers and consumers. The team created more than 200 educational video resources for Canada Beef's new trade website. Quick, engaging and entertaining, the videos meet the needs of four distinct Canadian beef-user audiences from aspiring home chefs and butchers to seasoned veterans in culinary and meat cutting industries.

RESEARCH

**BCRC OPEN CALLS FOR
PROPOSAL IN 2020/21:**

83 

**LETTERS OF INTENT
FROM RESEARCHERS**



47 

**FULL PROPOSALS
SUBMITTED**



25 

APPROVED PROJECTS

TOTAL INVESTMENT: \$4,449,979

The BCRC is funded in part through a portion of a producer-paid national levy, the Canadian Beef Cattle Check-Off. In 2020/21, the BCRC received on average \$0.67 (unaudited) of every \$2.50 of the Canadian Beef Cattle Check-Off collected by the provinces. This funding was leveraged with the Agriculture and Agri-Food Canada (AAFC) Canadian Agricultural Partnership (CAP) funding, where industry contributed 26 per cent or \$1.16 million and government contributed 74 per cent or \$3.27 million. In addition, the BCRC leveraged the Canadian Beef Cattle Check-Off for an additional \$3.4 million in research funding from government and industry partners through initiatives outside of the Beef Science Cluster.

The COVID pandemic resulted in delays to project start and/or end dates for 11 projects. The delays varied from reporting extensions to research start dates being postponed for up to one year. These projects will be reported on in subsequent results reports.

There were 23 research and extension Cluster projects reporting activities between April 1, 2020 and March 31, 2021. The third year of the five-year Cluster program has now been completed, with some preliminary findings now available. For example, researchers used modern forage breeding tools to look at developing new alfalfa varieties that are less susceptible to stressful conditions. This research sets the foundation to breeding alfalfa and creating future varieties that will be better able to tolerate drought and flood conditions. Related to forestry grazing, another team is evaluating the potential for increased forage productivity in mid-rotation native forested rangeland sites through an integrated forage, cattle and timber management approach. The preliminary findings indicate that strip thinning in general increases diversity and abundance in the number of plant species observed.

2020/21, the BCRC received 83 letters of intent from research teams across Canada. Of these, 49 research teams were invited to submit a full proposal, 47 forwarded a proposal and funding was approved for 25 projects in February 2021. All successful applicants secured funding from other sources (government and industry), matching the Canadian Beef Cattle Check-Off dollars at a minimum of 1:1. Several 2019 and 2020 projects which were expected to start as early as April 2020, were delayed due to COVID-19 impacts and/or inability to secure matched funding, but many projects got underway and continued throughout the year. One such project compared the nutrient density, nutritional value and relative cost of beef to other proteins. The results suggest that beef can cost-effectively address vitamin B12, zinc and iron inadequacies in Canadian diets. Another project is comparing yield, quality, and other factors of hybrid rye with barley, and early results

indicate that open pollinated rye and hybrid rye yield as much as barley with consistent or greater forage quality.

The BCRC continued to support the implementation of long-term research capacity in 2020/21. A third Chair position was approved at the University of Saskatchewan, College of Agriculture and Bioresources to expand the agronomic research capacity and to bring together expertise at the University of Saskatchewan and beyond to fill the gaps in forage research and disseminate findings to industry. Funding for this Chair is provided from a combination of contributions from the BCRC (\$2.5 million), the Saskatchewan Cattlemen's Association (\$1 million) and the Saskatchewan Ministry of Agriculture (a minimum of \$750,000 over five years with potential for an additional five-year commitment).

RESEARCHERS ARE USING MODERN FORAGE BREEDING TOOLS TO LOOK AT DEVELOPING NEW ALFALFA VARIETIES THAT ARE LESS SUSCEPTIBLE TO STRESSFUL CONDITIONS.

In addition to the knowledge and technology transfer activities under the Beef Science Cluster, such as the development and distribution of articles, decision tools, videos, blog posts and webinars, Knowledge and Technology Transfer (KTT) continued to be advanced through a Canadian Beef Technology Transfer Network. In 2020/21 the BCRC approved funding for four technology transfer and production economics projects, and more than 80 individuals participated in an online annual meeting that facilitated communication and collaboration.

Funding was also approved for six 2020 Proof of Concept (POC) projects – short-term (six months to one year) POC-based research to help inform whether it is worth pursuing as a larger, more defined research investment in that area. The BCRC also continued to support priority surveillance networks related to production limiting diseases

and antimicrobial resistance and use. In 2020/21, work on the Canadian Cow-Calf Cost of Production Network continued, and funding for three additional surveillance projects was approved. This marks the first year the BCRC invested in surveillance projects outside of the Cluster program.

The BCRC is also responsible for the delivery of the Verified Beef Production Plus (VBP+) program, a program developed to educate producers and facilitate on-farm certification of practices related to food safety, animal care, biosecurity, and environmental sustainability. VBP+ training and certification are important in supporting industry's efforts to demonstrate to downstream supply chain stakeholders and consumers that Canadian beef is produced in a sustainable manner and that maintaining public trust is a priority.

The VBP+ certification services have been transitioned to VBP+ Delivery Services Inc. (VBP+ Inc.) in all provinces except Quebec and the Maritimes. It is anticipated that agreements with Les Producteurs de bovins du Québec, to provide services to francophone producers, will be completed soon.

As of April 2021, there were 1,314 active certified operations in Canada, representing 1,605,615 head under the management of VBP+ certified operations. New metrics being collected from producers annually will include the number of acres (grazing and feed production) under the management of VBP+ certified operations. 19,971 producers have completed historic VBP and VBP+ training.

PUBLIC & STAKEHOLDER ENGAGEMENT

TOTAL INVESTMENT: \$969,266

The 2020/21 year presented immense challenges for the Canadian beef industry with the arrival of COVID-19 to our country and the ensuing impacts of the pandemic. Just into its third year of funding, the Public and Stakeholder Engagement (PSE) program demonstrated its value to the industry by supporting crisis communication efforts, responding to issues, and continuing to create proactive content to build public trust.

As COVID-19 was declared a pandemic, the Canadian Cattlemen's Association Crisis Communications plan came into effect, with PSE Manager, Amie Peck, becoming part of the national media relations team and involved in activities directed to both internal and external audiences. With business continuity as the overarching goal, this support included writing key messages and FAQ documents, selecting spokespersons and coordinating interviews. To streamline incoming media requests, Media Town Hall events were developed and held on an ongoing basis and often in conjunction with partners such as the Canadian



Federation of Agriculture, Canadian Pork Council and the Canadian Meat Council. To keep producers informed, Producer Town Halls events were organized and supplemented with short, monthly video updates.

With staff shortages or idling in place at both the Cargill and JBS processing plants in Alberta, McDonald's Canada was forced to temporarily supplement their beef supply with sources from outside the country. PSE was able to create and disseminate key messages to industry stakeholders to mitigate negative responses to this news, largely on social media. Throughout the staff shortages, compilation videos were created in partnership with provincial associations and Canadian Beef featuring cattle farmers and ranchers expressing their gratitude for the processing plant workers who are essential to the industry.

Burger King announced new research showing lemongrass added to cattle rations would reduce methane emissions, however the research was not yet peer-reviewed and the campaign video contained numerous inaccuracies. PSE coordinated with the Beef Cattle Research Council (BCRC), the Canadian Roundtable for Sustainable Beef (CRSB), National Cattlemen's Beef Association (NCBA) in the United States, and Dr. Frank Mitloehner from University of California, Davis to create a key messages document for industry use. Restaurants Brand International, the parent company of Burger King, is a member of the Global Roundtable for Sustainable Beef (GRSB) and so a meeting was organized. Results from the discussion included edits to the original video, an apology letter to the members of GRSB and a reduced focus on the campaign.

The Canadian Centre for Food Integrity (CCFI) continues to be a valued partnership for the PSE program. Alongside the annual research on Canadian's perceptions about agriculture, PSE requested two additional services be brought forward by the organization. The first was a membership with an animal rights surveillance group, to be shared amongst livestock partners. This also

involves meetings with representatives to share best practices, key learnings and strategies moving forward. As well, marketing and communications staff from a variety of agriculture organizations will meet quarterly to discuss alignment on global food systems, like the United Nations Food Systems Summit (UNFSS) and the Climate Change Conference (COP26), as well marketing crop and livestock systems as integrated and complimentary.

Tremendous progress has also been made at the Simpson Centre for Agricultural Innovation. Over 23 webinar events were held with over

native grasslands lost to other purposes. Three complementary video assets highlight how three multi-generational operations are working to leave something behind for the next generation while protecting grasslands for the benefit of all Canadians. This initiative was awarded Best Crisis Communications Campaign at the 2020 Canadian Agri-Marketing Awards.

The short documentary Guardians of the Grasslands continued to see great success with over 20 film festival selections across Canada and internationally. Most importantly, the film was chosen for several

GUARDIANS OF THE GRASSLANDS CONTINUED TO SEE GREAT SUCCESS WITH OVER 20 FILM FESTIVAL SELECTIONS ACROSS CANADA AND INTERNATIONALLY.

1,200 attendees, many focusing on the beef industry and its contributions to the environment and economy. Dr. Guillaume Lhermie was appointed program Chair and through PSE has held a beef industry roundtable meeting to discuss priorities for the centre. A proposal for potential outreach funding through the Government of Alberta was supported by the PSE program which could see a tremendous amplification of public trust communications in the coming years.

Proactive content creation was able to adapt this year to the restrictions in place from COVID-19. To raise awareness around potential food security issues and grassland loss due to the impacts on cattle producers, the team created a campaign called "Feeding the Future." Two virtual media town hall events were held to showcase stories with the first featuring young producers from across Canada discussing the impacts to their business. The second featured speakers from Dalhousie University, Ducks Unlimited Canada (DUC), the Nature Conservancy of Canada (NCC), and Birds Canada on how without a viable beef industry we could see

environmental, conservation and wildlife themed events and was featured in The Narwhal's story, "Meet the People Saving Canada's Grasslands." With screenings moving online due to COVID-19, the PSE team was still able to coordinate many exciting events over the year including an Earth Day webinar with DUC and NCC that attracted over 300 live participants. Other events included a presentation at the Royal Agricultural Winter Fair to discuss how climate action and cattle interconnect. To celebrate Canada's Ag Day in February, the short film teamed up with former Saskatchewan premier Brad Wall, musician Colter Wall and Original 16 Brewery to entertain close to 5,000 attendees through "Ballads, Brews and Moos". Through a sponsorship by the Canadian Cattlemen's Foundation, Agriculture in the Classroom Canada will be developing educational tools and resources for the film, to be utilized by teachers nationwide.

PROVINCIAL INVESTMENT

TOTAL PROVINCIAL INVESTMENT: \$2,138,885

Provincial allocation programs are currently delivered by seven provincial associations who allocate a percentage of check-off dollars back to their own province to undertake research, market development and promotion activities in

their own province. The investments must promote the marketing and production of beef and veal or conduct and promote research activities related to those products.



FUNDING FOR THIS TYPE OF CENTRE FOR INNOVATION AND KNOWLEDGE TRANSFER HAS BENEFITS FOR NOT ONLY THE MANITOBA BEEF SECTOR, BUT FOR THE CANADIAN BEEF INDUSTRY AS A WHOLE.

MANITOBA BEEF PRODUCERS

TOTAL PROVINCIAL INVESTMENT: \$75,264

Manitoba Beef and Forage Initiatives (MBFI) Research Support

The Manitoba Beef Producers (MBP) continue to strongly support MBFI research. Their mission is to be a centre of agricultural innovation engaging in science-based research to benefit valuable ecosystems, improve producer profitability and build social awareness around the beef and forage industries. This supports the overall mission of the 2020-24 National Beef Strategy.

In the 2020 field season there were seven active academic research studies despite the pandemic restrictions posing several challenges to having projects established and samples collected. On-farm demonstration projects are created to showcase beneficial management practices, new tools or technologies, innovative grazing practices, and economics of practices. Three demonstration projects, designed as case studies, and eight projects designed with randomized treatment replication and or control treatment to assess if the practice(s) perform better than a comparison under the conditions at MBFI were completed.

Funding from provincial and national check-off for this type of centre for innovation and knowledge transfer has benefits for not only the Manitoba beef sector, but for the Canadian beef industry as a whole.

Strategic Supplementation Grazing System

The goal of this project is to develop strategies for effective supplementation of cattle on pasture. Strategic supplementation of cattle in non-confined beef production systems may be a viable option to achieve increased productivity and identify sustainable protein sources while at the same time enhancing public trust in terms of animal welfare and wellbeing. The project uses recently-developed precision feeding technology with the capacity to limit and monitor individual animal intake of supplement.

The primary objectives were to examine day-to-day and animal-animal variation in cattle spring/fall grazing of stockpiled pastures using precision feeders to deliver supplement to individual animals, to observe animal supplement intake and to determine

impact of supplementation on animal weight gain, blood urea nitrogen and methane emissions.

The spring 2020 grazing trial was deferred to the fall as a consequence of the provincial lock-down. MBP received permission at the University of Manitoba to proceed with a fall trial. Bred replacement heifers grazed stockpiled pastures for two, 21 day periods. Measurements included forage quality and availability, animal intake and performance, enteric methane emissions and blood urea nitrogen.

Awareness and Innovation

Public trust is an extremely important component to the industry moving forward, as it can have a potential impact across the whole value chain. This is why awareness activities using new innovation is important for the beef sector within Manitoba and beyond. This area aligns with the Connectivity, Competitiveness, and Beef Demand pillars of the National Beef Strategy, but could have an overarching effect on the whole strategy.

In 2020/21, funds were utilized as best as possible, but public trust efforts were reduced due to the impacts of the COVID-19 pandemic. MBP was able to conduct various virtual public trust

events this year, such as a couple of virtual cooking events with members of the general public. However, many planned projects were pushed in to the upcoming fiscal year. Activities related to public trust remains an important focus of MBP, and we will continue to work on many initiatives in the upcoming fiscal year to improve the public's understanding of and trust in the industry. Important key messages include that the beef sector is a champion in fighting the impacts of climate change, and that it plays a critical role in protecting the valuable grassland ecosystem.

University of Manitoba Tick Study

The project was postponed by one year because University of Manitoba researchers could not begin new research in 2020 due to the COVID-19 pandemic. As of May 2021, hired students were assigned to the project, researchers identified four of the five sampling sites, and plans are underway to begin sampling as soon as possible. The early disappearance of snow cover and onset of warm temperatures combined with the drought and poor grazing conditions in the early season may lead to slight adaptations in the research protocols. Another challenge faced is related to field-travel restrictions from the university, which more than double expenses. Next

steps are to schedule the first sampling point with the participating producers, get GPS collars on animals, and begin sampling for ticks. This project aligns with the productivity and competitiveness pillars of the National Beef Strategy.

University of Manitoba Watershed-Scale Assessment

This project has been delayed due to the impacts of the COVID-19 pandemic. A suitable candidate for the MSc position funded by this project has been hired as of May 1st 2021. The MSc student is a recent graduate from Biosystems Engineering and possess the numeracy background required to develop the modelling exercises planned in this research. The student has started his activities and is acquiring the software (i.e., Geographical Information Systems and hydrological model) and training required for the research. The research team has started weekly meetings scheduled to track research progress. The student will start the data collection for the project in June (e.g., grazing management scenarios, climate change data), once he completes training on the software tools.





THE ONTARIO BEEF MARKET DEVELOPMENT PROGRAM HAS ESTIMATED THAT EVERY \$1 OF CHECK-OFF INVESTED IN THIS MARKET RETURNED \$4.58 IN VALUE FOR THE ONTARIO BEEF SECTOR.

BEEF FARMERS OF ONTARIO

**TOTAL PROVINCIAL INVESTMENT:
\$402,098**

Livestock Research and Innovation Corporation (LRIC)

Funds returned from Canadian Beef Cattle Check-off Agency helped to fund Beef Farmers of Ontario's (BFO) \$40,000 membership in the Livestock Research and Innovation Corporation (LRIC), an organization that provides leadership to the Ontario livestock sectors in research and innovation.

Through the LRIC membership, BFO was able to host a 2020/21 call for proposals, with eleven separate beef research projects funded. The Centre also submitted research priorities for the province's beef sector to inform the funding priorities for the province and the University of Guelph, and helped to secure a new Assistant Professor in Forages and Service Crops at the university as well.

LRIC launched a Young Researcher Mentorship Program which connected young/new researchers at the University of Guelph with industry and

government partners involved in the beef sector, including BFO. Part of this program included a "beef in the spotlight" farm tour day for new/young University of Guelph faculty members with research interests in the beef and broader livestock sector.

In partnership with LRIC, BFO and BCRC began planning for a "Beef at Guelph" workshop to explore how the University of Guelph, through partnership with sector stakeholders, can help grow and improve the beef and cattle sectors in Ontario through targeted and collaborative research.

Research Projects (BFO Research Investment Strategy)

Eight separate beef research projects/initiatives were funded in whole, or in part, using funds invested from the Canadian Beef Check-off Agency in 2020/21. Multiple projects were supported this year, including antimicrobial use and resistance, rest stops and cattle welfare, bale and silage wrap, hide disposal, bovine respiratory disease, pain control and dexamethasone in cattle.

In addition to BFO sponsored research in the project above, BFO also made a top-up contribution to the National Beef Science Cluster through the Beef Cattle Research Council to be directed to Science Cluster projects.

Consumer Engagement Program

The focus of the BFO consumer engagement program in 2020/21 was to get content in-market, build relationships with influencers and partners, and continue to build the Ontario Beef brand story with the public. The vast majority of BFO's new strategy was designed to be carried out digitally, which allowed them to proceed with most activities despite COVID-19 restrictions. The national check-off represented 50 per cent of total budget for consumer engagement activities executed by BFO in 2020/21.

Overall, social media results for 2020/21 were positive. Content – both organic and paid – made well over 18 million impressions, reached over 3.7 million users, delivered over 780k engagements, and drove over 55k website visits. The focus of the Ontario Beef social media channels in 2020/21 was to use content to build an engaged audience across each of our channels, with the bulk of the effort put toward Instagram, Facebook and Pinterest. BFO launched their first paid social media, which helped our content find its way in front of those who would be most interested, but who we had not yet connected with. In addition to the regular paid and organic content, BFO ran two separate targeted influencer campaigns that helped amplify messaging at specific times.



Key consumer campaigns included the “Ontario Beef Battle,” designed to celebrate local recipes during the height of grilling season, and keeping Ontario Beef top of mind during this key period. The “Ask Your Local Butcher” campaign was focused on encouraging consumers to visit local butchers and retailers, asking for Ontario beef. Shifts to shopping local brought on by the pandemic, matched with this campaign, have positioned local butchers, retailers and farmers as a great source for consumers to experience Ontario beef. This paired well with the transit shelter ads directing consumers to local butcher shops and retailers, and worked in tandem also with the social media influencer program developed with Jimmy’s Nook.

Ontario Beef Marketing Strategy

BFO and the Ontario Cattle Feeders’ Association (OCFA) agreed in 2019 to develop and fund the Ontario Beef Market Development Strategy to support and grow Ontario beef at home and abroad.

Funds returned from the national check-off for this activity have helped expand marketing efforts and has increased opportunities for growth of local beef brands domestically and internationally, despite the challenges and constraints that the COVID-19 pandemic has created for marketing and market development efforts.

Highlights from the strategy include national trade shows, the newly branded Ontario Beef program, point of sale materials for domestic and international promotion, partnering on the “Ontario Made” promotional

initiative, and supporting marketing and development efforts for Carve – Premium Ontario Beef, a program being delivered through the largest Canadian owned foodservice distributor in Ontario.

COVID challenges necessitated a shift in focus from new markets to support for existing markets and customers, particularly in Japan. The Ontario Beef Market Development program has estimated that every \$1 of checkoff invested in this market returned \$4.58 in value for the Ontario beef sector.



THE VEAL AT HOME CAMPAIGN WAS LAUNCHED TO ADDRESS CONSUMERS NO LONGER HAVING RESTAURANT OPTIONS FOR THEIR FAVOURITE VEAL DISHES.

VEAL FARMERS OF ONTARIO

TOTAL PROVINCIAL INVESTMENT: \$115,506

Ontario Veal Appeal

The Ontario Veal Appeal campaign was a multi-tactic initiative with the overall goal of driving demand for Ontario veal. With the onset of the COVID-19 pandemic, the campaign had to shift gears and re-prioritize. The 2020 Search for Ontario’s Best Veal Sandwich contest was postponed, however Ontario Veal Appeal quickly pivoted. The Veal at Home campaign was launched to address consumers no longer having restaurant options for their favourite veal dishes. The campaign included an emphasis on social media channels and a contest to

encourage consumers to share how they were cooking with veal at home. Engagement and interactions across social media channels increased as a result.

Partnering with John Cattucci and Food Network Canada, the Ontario Veal Appeal campaign also included a contest to build content on Food Network’s recipe pages and drive sign ups to the monthly Veal Appeal e-newsletter. As a result of COVID-19, the organization also increased the frequency of the Veal Appeal e-newsletter from monthly to weekly during April to August 2020 and then to bi-monthly by September 2020.

The summer months are traditionally the lowest consumption periods for the veal category. In order to build momentum and ensure year round demand, the Ontario Veal Appeal also partnered with BBQ Guru Ted Reader to develop and promote exciting new

ways to cook with veal on the BBQ. This integrated campaign included new recipe development, food photography, social media posts on Ted Reader’s channels and website, inclusion in our e-newsletter as well as some additional print and TV media coverage.

Three advertisements – summer, fall and holiday – were also placed in the LCBO’s (Liquor Control Board of Ontario) Food & Drink magazine – the readers of that publication are a key demographic for purchasing veal.

For the Holiday season, Ontario Veal Appeal partnered once again with John Cattucci for a holiday entertaining media campaign. The campaign included several print and television appearances that included menu suggestions for including veal in the many different entertaining and special occasions celebrated by our consumers.



PBQ HAS CONTINUED TO PLACE FOCUS ON MARKETING AND RESEARCH STRATEGIES TO MAINTAIN AND GROW THE FEEDER CALF SECTOR IN QUEBEC.

LES PRODUCTEURS DE BOVINS DU QUÉBEC

**TOTAL PROVINCIAL INVESTMENT:
\$1,477,143**

Les Producteurs de bovins du Québec (PBQ) collect levies based on various classes of cattle, and in turn, their plans to invest their provincial allocations into classes of cattle/beef as well.

Feeder Calf Programs

PBQ has continued to place focus on marketing and research strategies to maintain and grow the feeder calf sector in Quebec. Marketing and auction management strategies as well as a focus on the implementation of the new transportation regulations and vaccination programs have improved the quality of feeder calves in the province, and the new feeder calf marketing agreement also has worked to improve the quality of cattle in this sector.

Fed Cattle Programs

With a recent and steady decline in the fed cattle sector in Quebec, the association implemented an action plan focused on boosting production as a part of the beef sector strategic planning process. The demand for beef in Quebec since the implementation of the action plan has increased enough to make the sector more profitable, and PBQ capitalized on the local food movement to increase consumer loyalty to Quebec beef.

PBQ also worked to develop a Holstein feedlot finishing sector research project, two promotion and advertising initiatives showcasing local beef producers, and a joint project with feeder calf producers. These projects are all ongoing.

Veal Programs

Since the onset of the pandemic, the grain-fed and milk-fed veal promotional programs have been continued at retail and directly to consumers. This included the consolidation of two website and online programs into a single brand for larger advertising reach under the Quebec Veal brand, and increasing the engagement of the promotions to reach a target audience

successfully with new key messages and a complete revamp of the brand design.

Research also continued to compare the cost of production of milk-fed veal in Quebec with the Netherlands, along with the extension of a production cost calculator and video package for producers to better understand profitability and efficiency.

Cull Cattle and Bob Calf Programs

For cull cattle and bob calves, PBQ has a strong plan to drive initiatives to add value in these cattle classes.

PBQ developed a guide and video on using beef sire semen in dairy herds to provide information and tools to producers to generate value in dairy cows. In addition, a series of webinars, videos and other resources were made available to generate interest and uptake in a dairy beef cross.

A research extension tool was developed for cull cattle and bob calf producers, which focused on drug residues to streamline access to information needed to manage residues in beef, promote the judicious use of drugs and antibiotics, and ensure that food produced is safe and meets consumer satisfaction.



THE NBCP CREATED A PRODUCER PROGRAM TO ADOPT SAFE HANDLING PRACTICES AND EQUIPMENT, ENHANCING HERD HEALTH AND OVERALL BEEF HERD QUALITY.

NEW BRUNSWICK CATTLE PRODUCERS

**TOTAL PROVINCIAL INVESTMENT:
\$20,941**

Improving Cattle Handling Systems

The New Brunswick Cattle Producers (NBCP) have created a producer program to encourage safe handling practices and equipment, as well as to implement and enhance herd health and overall beef herd quality. These programs can assist producers in increasing the profitability of their herd, and of beef in Canada. Through this program, NBCP encouraged producers to collectively invest \$200,342 into improvements.

Producers, their staff and veterinarians see the definite benefits with improving safety on farm by improving their handling systems. Having the proper equipment enables producers to work much more efficiently and safely. New scale installations are giving producers more control over their business, and knowledge of their animal's weights makes dosage for animal health products more accurate so product is not wasted, or enough is used to ensure treatments are effective.

Workshops

In order to adhere to New Brunswick Department of Health directives regarding COVID-19, NBCP was forced to postpone its regional meetings originally scheduled for October 2020 and delivered regional meetings in an online format in January 2021.

Challenges such as limited rural broadband internet and adoption of new technologies can sometimes become a barrier to success of the virtual platform. NBCP hosted a number

of Zoom training sessions throughout December and January to help producers prepare for participation in the virtual regional meetings, and NBCP presented recorded presentations of previously announced Regional Meeting Workshop presenters. The business meeting presentations were also recorded for consistency on all virtual regional meetings and to avoid any internet challenges during the meetings. All presentations were recorded in English and French and have been posted on a YouTube page under NBCP. Simultaneous translation was provided for the virtual meetings as well. Attendance on the calls was down 20 to 25 per cent compared to in person meetings, however, there was positive discussion with those in attendance.

AgRisk Modelling and AgriStability

The original project proposal was to complete Ag Risk Management Projector Modelling for five models, but due to limitations of various prospects not having accrued financial information and/or not being in AgriStability, only two models were able to be completed. MNP provided a 45-minute webinar which was also translated into French. Both the French and English versions of the webinar have been posted on our YouTube channel. The webinar included the following topics: AgriStability myth-busting including revenue trigger point analysis, record-keeping for AgriStability and the cash reference margin pilot project.

Animal Welfare and Transport Regulation Extension

The extension project engaged Jonathan Wort, Manager of Livestock and Field Crops, Ruminant Specialist with Perennia to present to producers. The presentation included a review of the new regulations and identification

of major changes to the regulations that will have the most impact for producers, and how producers can proactively meet the requirements of the new regulations. Since a large component of the regulations revolve around producer understanding of animal behaviour, livestock handling, and welfare, these were a significant portion of the presentation related to the regulations. The intent of the presentation was to meet the general requirements of awareness of the regulation for the average livestock producer so that they would have the knowledge to transport their own livestock.

Another critical element for producers, truckers and dealers of livestock, is the requirement for manifest documentation. The project included printing a three part bilingual Record of Livestock Movement book which has been sent to all licensed dealers, abattoirs and to regional offices for producers to have easy access.

Other Communication Projects

The NBCP supported online marketing efforts on strengthening outreach for sales on pre-conditioned cattle based on previous vaccination programs supported by check-off dollars, and support was provided to the Maritime Beef Council for producer outreach and communication around the VBP+ program.

The NBCP also contributed to the real time translation of the Maritime Beef Conference into French. This year the conference was held virtually, and translation was provided to increase the reach of the content and to ensure that French speaking producers were able to participate in the conference as well.

Additional support was provided to the Maritime Beef Council – Combined Maritime Initiatives below.



IN 2019, THE NOVA SCOTIA ELITE SIRE PROGRAM WAS DEVELOPED IN RESPONSE TO INDUSTRY'S REQUEST TO PROVIDE FUNDING FOR THE TESTING AND PURCHASE OF BULLS.

NOVA SCOTIA CATTLE PRODUCERS

**TOTAL PROVINCIAL INVESTMENT:
\$24,929**

Genetic Marketing Program

In 2019, the Nova Scotia Elite Sire Program was developed by the Nova Scotia Cattle Producers (NSCP) in response to industry's request to

provide funding for the testing and purchase of bulls. Funds for the Program were allocated from the marketing allocation of national check-off and other industry development funding. The program proved to be popular amongst breeders and bull buyers and was launched in 2020, with some small changes. These changes included removing the bull testing component as it was included in the Beef Industry Enhancement Program, the application deadline was also extended to allow for bulls purchased later in the spring.

This program encouraged an increased understanding of genetic measures, improved genetic testing, and improved herd performance for the beef industry in Nova Scotia. 31 bulls were tested, and the project was entirely industry funded, with no government funding support.

Additional support was provided to the Maritime Beef Council – Combined Maritime Initiatives below.





PRINCE EDWARD ISLAND CATTLE PRODUCERS

**TOTAL PROVINCIAL INVESTMENT:
\$23,004**

Meat N' Badaydas (Potatoes)

The Prince Edward Island Cattle Producers (PEICP) were the presenting sponsors of the new marketing and promotion campaign *Meat N' Badaydas* (potatoes). A month-long celebration in April of Meat N' Badaydas is a classic twist on east coast tradition.

THE PRINCE EDWARD ISLAND CATTLE PRODUCERS WERE THE PRESENTING SPONSORS OF THE NEW MARKETING AND PROMOTION CAMPAIGN MEAT N BADAYDAS (POTATOES).

Meat N' Badaydas celebrates the warmth of gathering around the dinner table, providing comfort in times of need, and carrying on beloved family traditions. It is a chance for these classic ingredients to be interpreted through the hands and hearts of local chefs and producers. A month long showcase of classic PEI flavours in 66 restaurants across the province, featuring one-of-a-kind modern twists and traditional takes on the hearty meat and potatoes dish.

All participating restaurants had access to promotional material with the PEICP logo and a brief description of the participating dishes at each table, as well as signage through out the restaurant featuring the PEICP logo. As part of the campaign there were

also advertisements run on local radio stations, and the PEICP created daily social media posts which increased their total social following.

Levy Compliance and Inspection

To ensure a strong and robust check-off system in Canada, regulatory compliance is paramount on all levels. The PEICP invested in strategies to ensure compliance with all levels of regulatory framework, and to ensure levies were collected consistently. In turn, this enabled PEICP to continue to invest in innovative, strategic programming to support the beef industry.

Additional support was provided to the Maritime Beef Council – Combined Maritime Initiatives below.



MARITIME BEEF COUNCIL – COMBINED MARITIME INITIATIVES

The Maritime Beef Council (MBC), which includes the New Brunswick Cattle Producers (NBCP) the Nova Scotia Cattle Producers (NSCP) and the Prince Edward Island Cattle Producers (PEICP) have submitted a joint, co-operative plan to increase beef demand, productivity, competitiveness and connectivity within the three Maritime provinces. Funding for these joint programs is contributed through each of the three province's provincial investment allocations listed above.

THE DAIRY BEEF VALUE CHAIN PROJECT PROVIDES AN OPPORTUNITY TO INCREASE THE VALUE OF BOB CALVES, INCREASING THE RETURN ON CHECK-OFF INVESTMENT IN THE MARITIMES.

Maritime Beef Strategy Implementation

The Maritime Beef Sector Development and Expansion strategy was developed as a means to support the growth of the Maritime beef industry. In 2020, the MBC delivered on activities under this program, including hosting a Forage Field Day, a knowledge and tech transfer project proposal which includes parts of the project being implemented, and other projects that increased alignment within the beef industry in the Maritimes.

Verified Beef Production Plus

The MBC aims to increase the number of Verified Beef Production Plus (VBP+) trained and certified producers in

Atlantic Canada, improving food safety, traceability, biosecurity and animal welfare within the beef sector. This created improved marketing opportunities for Atlantic Canadian cattle in branded beef programs, and the Canadian Roundtable for Sustainable Beef certification for the supply chain program.

The national Verified Beef Program is going under a revamp where participants will have evaluations on the training process. Due to COVID the national program has delayed release. While MBC only trained 11 new producers this year, the webinar series with six additional learning opportunities reached over 50 individuals.

Data Management

Collectively, the Maritime provinces aimed to educate regional producers on various technology platforms with respect to traceability, record keeping and enhanced herd health. The program continued to develop databases as required by regulatory bodies, and provide training support for various technology platforms to support the seamless flow of information through the beef value chain. A select group of producers were introduced to various herd management software solutions, and reported on their experience.

The group of producers continued to test the software systems, and met to discuss any issues and provided formal responses virtually and through surveys developed by the project team. The addition of genomic data was welcomed by the producer test group, and further recommendations and testing continue into next year.

Dairy Beef Value Chain Alignment

An identified gap in the beef and dairy industry is producers' ability to get small, newborn calves to a 400 lb marketable weight. The value chain alignment program included a dairy-beef calf club, along with the exploration of marketing options, and the beginning stages of a strategy to effectively engage consumer and retail groups. The end goal of the program is to provide an opportunity to increase the value of bob calves, which is particularly of interest to providing a return on investment of check-off dollars to the dairy sector in the Maritimes.

This year, MBC worked with CanFax and BCRC to make adjustments to the national Cow Calf Cost of Production Network to include dairy beef modelling. There was also some additional work done on the feed management manual, including a feeding grid developed with Dr. Dan Shaefer, and partnership with the Les Producteurs de bovins du Québec to sponsor educational presentations on transportation of young calves.

This program will continue in future years to encourage added value to the dairy beef industry.

Atlantic Beef School

The Atlantic Beef School has been designed as a professional development program for beef producers in the Atlantic region. The region has a wealth of knowledge and resources that are often not easily accessible for producers. The beef school is an eight-module cow/calf program and additional modules covering feedlot production and has expanded to cover dairy-beef emerging needs. These modules cover several aspects of production practices. Ideally, the beef school will operate from a comprehensive database for best management practices that any producer can use on their own operation. MBC owns the curriculum of each of the beef school modules and has the opportunity to change or adjust content at their discretion.

This year, in a shift to online learning, four online sessions were held, with a total of 58 attendees combined. Feedback from attendees was overwhelmingly supportive of the online delivery.



Non-Consolidated Financial Statements of

**CANADIAN BEEF CATTLE RESEARCH,
MARKET DEVELOPMENT AND
PROMOTION AGENCY**

And Independent Auditors' Report thereon

Year ended March 31, 2021

KPMG LLP
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Calgary AB
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Fax (403) 691-8008
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INDEPENDENT AUDITORS' REPORT

To the Board of Directors of Canadian Beef Cattle Research, Market Development and Promotion Agency

Opinion

We have audited the non-consolidated financial statements of Canadian Beef Cattle Research, Market Development and Promotion Agency (the Entity), which comprise:

- the non-consolidated statement of financial position as at March 31, 2021;
- the non-consolidated statement of operations for the year then ended;
- the non-consolidated statement of changes in net assets for the year then ended;
- the non-consolidated statement of cash flows for the year then ended;
- and notes to the non-consolidated 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 non-consolidated financial position of the Entity as at March 31, 2021, and its non-consolidated results of operations and its non-consolidated 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 “**Auditors’ Responsibilities for the Audit of the Financial Statements**” section of our auditors’ report.

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

Those charged with governance are responsible for overseeing the Entity’s financial reporting process.

Auditors’ 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 auditors’ 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 Entity'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 Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' 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 auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- 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.



- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

KPMG LLP

Chartered Professional Accountants

Calgary, Canada

June 29, 2021

CANADIAN BEEF CATTLE RESEARCH, MARKET DEVELOPMENT AND PROMOTION AGENCY

Non-Consolidated Statement of Financial Position

March 31, 2021, with comparative information for 2020

	2021 (note 15)	2020
Assets		
Current assets:		
Cash (note 3)	\$ 9,096,737	\$ 4,808,590
Internally restricted cash (note 12)	3,000,000	3,000,000
Accounts receivable (note 4)	4,488,413	6,073,979
Prepaid expenses and deposits	91,831	92,303
Due from related party (note 8)	331,865	70,410
	17,008,846	14,045,282
Capital assets (note 5)	522,607	682,346
Investment (notes 2(a) and 8)	100	100
	\$ 17,531,553	\$ 14,727,728

Liabilities and Net Assets

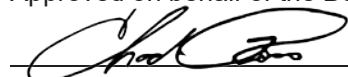
Current liabilities:		
Accounts payable and accrued liabilities (note 6)	\$ 2,983,332	\$ 2,810,884
Due to related parties (note 8)	574,941	260,453
Deferred revenue (note 7)	248,727	155,455
	3,807,000	3,226,792
Deferred capital contributions (note 9)	309,913	416,169
	4,116,913	3,642,961
Net assets:		
Unrestricted	8,462,844	6,132,971
Internally restricted (note 12)	4,000,000	4,000,000
Consolidation reserve (note 12(b))	951,796	951,796
	13,414,640	11,084,767

Commitments (note 10)

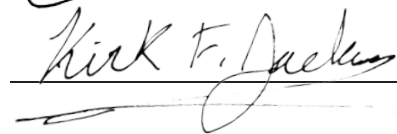
	\$ 17,531,553	\$ 14,727,728
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See accompanying notes to non-consolidated financial statements.

Approved on behalf of the Board



Director



Director

CANADIAN BEEF CATTLE RESEARCH, MARKET DEVELOPMENT AND PROMOTION AGENCY

Non-Consolidated Statement of Operations

Year ended March 31, 2021, with comparative information for 2020

	2021	2020
	(note 15)	
Revenues:		
Canadian beef check-off:		
Domestic beef check-off (note 13)	\$ 18,336,483	\$ 19,219,377
Import levies	1,256,416	1,100,342
Other income	64,676	156,935
	19,657,575	20,476,654
Marketing:		
Government of Canada – Canadian Agriculture Partnership	1,428,604	1,470,819
Amortization of deferred capital contributions (note 9)	106,256	106,256
Government of Alberta	93,668	11,316
	1,628,528	1,588,391
	21,286,103	22,065,045
Expenses:		
Canadian beef check-off:		
Board of Directors	56,204	227,809
Canadian Beef check-off operations	430,833	491,061
	487,037	718,870
Programs:		
Public stakeholder and engagement	893,578	748,380
Marketing (note 14):		
Marketing – Generic Beef	1,303,698	1,016,608
Marketing – Branded	8,502,002	7,924,759
Research	4,449,979	5,851,638
Provincial investment (note 13)	2,138,885	2,064,467
Provincial portion of the Federal Levy	1,181,051	1,312,811
	18,469,193	18,918,663
	18,956,230	19,637,533
Excess of revenues over expenses	\$ 2,329,873	\$ 2,427,512

See accompanying notes to non-consolidated financial statements.

CANADIAN BEEF CATTLE RESEARCH, MARKET DEVELOPMENT AND PROMOTION AGENCY

Non-Consolidated Statement of Changes in Net Assets

Year ended March 31, 2021, with comparative information for 2020

	Unrestricted	Internally restricted	Consolidation reserve	Total
As of March 31, 2019	\$ 3,705,459	\$ 4,000,000	\$ 951,796	\$ 8,657,255
Excess of revenues over expenses	2,427,512	–	–	2,427,512
As of March 31, 2020	6,132,971	4,000,000	951,796	11,084,767
Excess of revenues over expenses	2,329,873	–	–	2,329,873
As of March 31, 2021	\$ 8,462,844	\$ 4,000,000	\$ 951,796	\$ 13,414,640

See accompanying notes to financial statements.

CANADIAN BEEF CATTLE RESEARCH, MARKET DEVELOPMENT AND PROMOTION AGENCY

Non-Consolidated Statement of Cash Flows

Year ended March 31, 2021, with comparative information for 2020

	2021	2020
Cash provided by (used in) the following activities		
Operations:		
Excess of revenues over expenses	\$ 2,329,873	\$ 2,427,512
Non-cash recognition of deferred capital contributions (note 9)	(106,256)	(106,256)
Amortization (note 5)	167,675	273,983
Loss on disposal of capital assets	15,507	3,735
	2,406,799	2,598,974
Changes in working capital accounts:		
Accounts receivable	1,585,565	254,508
Due from related party	(261,455)	(70,410)
Prepaid expenses and deposits	472	(26,027)
Accounts payable and accrued liabilities	172,448	402,887
Deferred revenue	93,272	155,455
Due to related parties	314,488	27,781
	4,311,589	3,343,168
Investments:		
Purchase of capital assets	(23,442)	(76,197)
Increase in cash	4,288,147	3,266,971
Cash, beginning of year	7,808,590	4,541,619
Cash, end of year	\$12,096,737	\$ 7,808,590
Cash consists of:		
Unrestricted cash	\$ 9,096,737	\$ 4,808,590
Internally restricted cash (note 12)	3,000,000	3,000,000
Cash, end of year	\$12,095,367	\$ 7,808,590

See accompanying notes to financial statements.

CANADIAN BEEF CATTLE RESEARCH, MARKET DEVELOPMENT AND PROMOTION AGENCY

Notes to the Non-Consolidated Financial Statements

Year ended March 31, 2021, with comparative information for 2020

1. Purpose of Agency:

Canadian Beef Cattle Research, Market Development and Promotion Agency (the “Agency”), was proclaimed on January 17, 2002 and is registered as a not-for profit organization under the Income Tax Act (the “Act”) and as such is exempt from income taxes. In order to maintain its status as a registered not-for-profit organization under the Act, the Agency must meet certain requirements within the Act. In the opinion of management, these requirements have been met.

The mission of the Agency is to deliver measurable value to the Canadian beef industry through prudent and transparent management of the Canadian Beef Cattle Check-Off and the beef import levy. The Agency is funded by a non-refundable levy (or Check-Off) initially set at \$1.00 per head applied to Canadian beef cattle marketed domestically and beef cattle, beef and beef products imported into Canada.

On September 18, 2015, a resolution was passed by the Agency’s voting delegation to increase the Federal levy from \$1.00 to \$2.50. The increase in levy was determined necessary in order to implement the new Canadian Beef Sector National Beef Strategy announced in 2014. The strategy is intended to promote a united approach to position the Canadian beef industry for greater profitability, growth and continued production of a high quality beef product.

As at March 31, 2021, the federal levy of \$2.50 is applicable to the following eight provinces effective the following dates:

Nova Scotia – January 1, 2017

Prince Edward Island – June 1, 2017

New Brunswick – February 1, 2018

Alberta – April 1, 2018

Saskatchewan – April 1, 2018

Manitoba – April 1, 2018

Quebec – June 1, 2018

British Columbia – July 1, 2018

At the close of the Agency’s fiscal year end on March 31, 2021, the Canadian Beef Cattle Check-Off in Ontario remained at \$1.00 per head. The Import Levy also remained at \$1.00 per head or equivalent.

CANADIAN BEEF CATTLE RESEARCH, MARKET DEVELOPMENT AND PROMOTION AGENCY

Notes to the Non-Consolidated Financial Statements

Year ended March 31, 2021, with comparative information for 2020

2. Significant accounting policies:

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations.

On March 11, 2020, the World Health Organization declared the Coronavirus (COVID-19) outbreak a pandemic. This has resulted in governments worldwide, including the Canadian and Alberta governments, enacting emergency measures to combat the spread of the virus. These measures, which include the implementation of travel bans, self-imposed quarantine periods, closures of non-essential businesses, and physical distancing, have caused material disruption to businesses in Alberta resulting in an economic slowdown. Governments and central banks have reacted with significant monetary and fiscal interventions designed to stabilize economic conditions.

As at the reporting date, the Agency has determined that COVID-19 has had no impact on its contracts or lease agreements, the assessment of provisions and contingent liabilities, or the timing of revenue recognition. Management has assessed the financial impacts of the COVID-19 pandemic and did not identify any impacts on its non-consolidated financial statements as at March 31, 2021.

The factors discussed above, which present uncertainty over future revenues and cash flows, may cause significant changes to the assets or liabilities and may have a significant impact on future operations. An estimate of the financial effect of these items is not practicable at this time.

The Agency's significant accounting policies are as follows:

(a) Basis of presentation:

The Agency controls Canada Beef International Institute (the "Institute") as a result of their ability to appoint all of the Directors. The Institute is a not-for-profit and as such, the Agency has elected the accounting policy to not consolidate this entity.

The Agency also controls Canada Beef International Institute Inc. (the "Institute Inc.") by way of ownership of 100% of the issued class A common shares. The Institute Inc. is a for-profit entity and as such, the Agency has elected the accounting policy to consolidate for profit entities, however, the Institute Inc. is not material and therefore balances are not consolidated in these financial statements as at March 31, 2021.

Financial information on each controlled entity is disclosed in note 8.

CANADIAN BEEF CATTLE RESEARCH, MARKET DEVELOPMENT AND PROMOTION AGENCY

Notes to the Non-Consolidated Financial Statements

Year ended March 31, 2021, with comparative information for 2020

2. Significant accounting policies (continued):

(b) Foreign currency translation:

Transaction amounts denominated in foreign currencies are translated into Canadian dollar equivalents at exchange rates prevailing at the transaction dates. The accounts of the Agency's Japan, the People's Republic of China, Taiwan and Mexico representative office operations are translated at the rate of exchange in effect at the statement of financial position date and non-monetary items are translated at applicable historical rates. Revenue and expense items are translated at the average exchange rates prevailing throughout the year. Gains and losses resulting from these translation adjustments are included within revenue and expenses included on the statement of operations.

(c) Income taxes:

The Agency is registered as a not-for-profit organization under the Act and as such is exempt from income taxes.

(d) Capital assets:

Capital assets are recorded at cost less accumulated amortization.

Amortization is provided using the straight-line method at rates intended to amortize the cost of assets over their estimated useful lives.

	Years
Computer hardware and software	3
Furniture and fixtures	5
Leasehold improvements	10
Office equipment	5
Kitchen equipment and appliances	5
Website and logo	5

(e) Revenue recognition:

The Agency follows the deferral method of accounting for contributions.

Contributions include provincial payments for Check-Off, Import levy, other income and government grants.

Check-Off revenue (beef cattle levies) received from beef cattle producers through beef cattle sales and delivery organizations are unrestricted and are recognized in the year in which the beef cattle sales occur and collectability is reasonably assured.

CANADIAN BEEF CATTLE RESEARCH, MARKET DEVELOPMENT AND PROMOTION AGENCY

Notes to the Non-Consolidated Financial Statements

Year ended March 31, 2021, with comparative information for 2020

2. Significant accounting policies (continued):

(e) Revenue recognition (continued):

Import levies received from importers of beef cattle, beef and beef products are unrestricted and are recognized in the year in which the imports occur and collectability is reasonably assured.

Interest income is recognized as revenue in the year in which it is earned.

Government grants are recognized as revenue in the year in which the related expenses are incurred and when collection is reasonably assured. Deferred revenue is recorded when grant funds have been received relating to expenses of future periods. Deferred revenue will be recognized when performance occurs.

(f) Deferred contributions related to capital assets:

Deferred contributions related to capital assets represent the unamortized portion of restricted contributions that were used to fund the development of the Canadian Beef Centre of Excellence. Recognition of these contributions as revenue is deferred up to the point where the related capital assets are amortized at which point the contributions are recognized as income over the useful lives of the related assets.

(g) Use of estimates:

The preparation of the 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 and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting year. Significant management estimates pertain to the estimated useful lives of capital assets, the net recoverability of accounts receivable and the amount of cattle levies recognized. Actual results could differ from those estimates.

These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in the statement of operations in the years in which they become known.

(h) Disclosure of allocation of expenses:

The Agency follows CPA Canada Handbook Section 4470, which established disclosure standards for not-for-profit organizations that classify their expenses by function and allocate their expenses to a number of functions to which the expenses relate. Allocations are based on submissions from the provincial cattle associations, who determine the percentage of revenue generated in their province that is allocated to each function.

CANADIAN BEEF CATTLE RESEARCH, MARKET DEVELOPMENT AND PROMOTION AGENCY

Notes to the Non-Consolidated Financial Statements

Year ended March 31, 2021, with comparative information for 2020

2. Significant accounting policies (continued):

(i) Financial instruments:

All financial instruments are recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Agency has not elected to carry any such financial instruments at fair value.

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 Agency 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 Agency 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.

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 effective interest method.

3. Cash:

Cash consist of cash on hand and interest bearing bank balances held with reputable financial institutions.

4. Accounts receivable:

	2021	2020
Check-Off	\$ 3,213,796	\$ 3,098,423
Government of Canada		
Canadian Agriculture Partnership	977,452	2,682,290
Import levies	177,682	192,371
Loan to New Brunswick Cattle Producers	23,180	23,180
Other	96,303	77,715
	<u>\$ 4,488,413</u>	<u>\$ 6,073,979</u>

CANADIAN BEEF CATTLE RESEARCH, MARKET DEVELOPMENT AND PROMOTION AGENCY

Notes to the Non-Consolidated Financial Statements

Year ended March 31, 2021, with comparative information for 2020

5. Capital assets:

			2021	2020
	Cost	Accumulated depreciation	Net book value	Net book value
Computer hardware and software	\$ 170,725	\$ 138,093	\$ 32,632	\$ 49,711
Furniture and fixtures	228,320	215,423	12,897	23,356
Leasehold improvements	1,193,098	724,882	468,216	595,200
Office equipment	51,384	46,708	4,676	2,972
Kitchen equipment and appliances	546,201	542,015	4,186	11,107
Website and logo	47,529	47,529	—	—
	\$ 2,237,257	\$ 1,714,650	\$ 522,607	\$ 682,346

Amortization of \$167,675 (2020 – \$273,983) is included in Canadian Beef check-off operations and marketing program expense captions for the year ended March 31, 2021.

6. Accounts payable and accrued liabilities:

	2021	2020
Check-off transfers	\$ 1,370,041	\$ 1,462,125
Trade accounts payable	970,861	692,060
Government remittances	10,317	13,671
Accrued liabilities	632,113	643,018
	\$ 2,983,332	\$ 2,810,874

CANADIAN BEEF CATTLE RESEARCH, MARKET DEVELOPMENT AND PROMOTION AGENCY

Notes to the Non-Consolidated Financial Statements

Year ended March 31, 2021, with comparative information for 2020

7. Deferred revenue:

The components of deferred revenue as at March 31 were as follows:

	2021	2020
Balance, beginning of year	\$ 155,455	\$ –
Add: amounts received related to expenses of future periods	186,666	166,771
Less: amounts recognized into revenue in the year	(93,394)	(11,316)
	<u>\$ 248,727</u>	<u>\$ 155,455</u>

8. Related party transactions:

(a) Canadian Cattlemen's Association:

The Canadian Cattleman's Association is related by virtue of directors who serve on the Agency's Board of Directors. During the year, the Agency incurred \$6,984 (2020 – \$13,364) for contract services expenses and \$517 (2020 – \$11,465) for other expenses as determined by the discretion of the Board of Directors on an annual basis.

(b) Canada Beef International Institute:

Canada Beef Export Federation (the "Federation") was incorporated under the Societies Act of the Province of Alberta on November 16, 1989 for the purposes of promoting demand for Canadian beef products in the international marketplace. On July 1, 2011, the majority of the Federation's operations were transferred to the Agency and the Federation was left active in order to settle its remaining obligation as well as remain active as it is a known entity in many non-Canadian markets in which it operated. The Federation changed its name to Canada Beef International Institute (the "Institute") on January 18, 2012. It is registered as a not-for-profit organization under the Income Tax Act (the "Act") and as such is exempt from income taxes.

During the year, the Agency incurred expenses to be reimbursed by the Institute for conducting business in certain foreign jurisdictions. As at March 31, 2021, \$331,865 was due from the Institute as a reimbursement (2020 – \$65,894). This amount bears no interest, is due on demand, unsecured and has no fixed repayment terms.

CANADIAN BEEF CATTLE RESEARCH, MARKET DEVELOPMENT AND PROMOTION AGENCY

Notes to the Non-Consolidated Financial Statements

Year ended March 31, 2021, with comparative information for 2020

8. Related party transactions (continued):

(b) Canada Beef International Institute (continued):

In order to maintain its status as a registered not-for-profit organization under the Act, the Institute must meet certain requirements within the Act. In the opinion of management, these requirements have been met.

The Agency exercises control over the Institute by virtue of its ability to appoint all of the Directors of the Institute.

The accounts of the Institute have not been consolidated in these financial statements. The financial information of the Institute as at March 31, 2021 are summarized as follows:

	2021	2020
Total assets	\$ 864,958	\$ 603,481
Total liabilities	336,115	69,894
Total net assets	528,843	533,587
Total liabilities and net assets	\$ 864,958	\$ 603,481

	2021	2020
Total expenses	\$ 4,744	\$ 2,395
Deficiency of revenues over expenses	\$ (4,744)	\$ (2,395)

	2021	2020
Decrease (increase) in cash	\$ 55,811	\$ (29,842)

(c) Canada Beef International Institute Inc.:

Canada Beef Export Federation Inc. (the "Corporation") was incorporated under the Business Corporations Act of the Province of Alberta on January 13, 1997 for the purposes of promoting demand for Canadian beef products in Taiwan. On July 1, 2011, the majority of the Corporation's operations were transferred to Canadian Beef Cattle Research, Market

CANADIAN BEEF CATTLE RESEARCH, MARKET DEVELOPMENT AND PROMOTION AGENCY

Notes to the Non-Consolidated Financial Statements

Year ended March 31, 2021, with comparative information for 2020

8. Related party transactions (continued):

(c) Canada Beef International Institute Inc. (continued):

Development and Promotion Agency and the Corporation was left active in order to settle its remaining obligation as well as remain active as it is a known entity in Taiwan.

On September 1, 2011, the Corporations shares were transferred from Canada Beef International Institute Inc. to Canadian Beef Cattle Research, Market Development and Promotion Agency.

The Corporation changed its name to Canada Beef International Institute Inc. (the "Institute Inc.") on February 28, 2012.

As at March 31, 2021, \$574,941 (2020 – \$260,453) was due to the Institute Inc. as a reimbursement. This amount bears no interest, is due on demand, unsecured and has no fixed repayment terms.

The Agency exercises control over the Institute Inc. by virtue of its ability to appoint all of the Directors of the Institute Inc. and through 100% share ownership.

The accounts of the Institute Inc. have not been consolidated in these financial statements. The financial information of the Institute as at March 31, 2021 are summarized as follows:

	2021	2020
Total assets	\$ 574,991	\$ 260,512
Total liabilities	572,900	255,362
Total retained earnings	1,991	5,050
Total share capital	100	100
Total liabilities and retained earnings	\$ 574,991	\$ 260,512

	2021	2020
Total expenses	\$ 3,059	\$ 5,317
Deficiency of revenues over expenses	\$ (3,059)	\$ (5,317)

CANADIAN BEEF CATTLE RESEARCH, MARKET DEVELOPMENT AND PROMOTION AGENCY

Notes to the Non-Consolidated Financial Statements

Year ended March 31, 2021, with comparative information for 2020

8. Related party transactions (continued):

(c) Canada Beef International Institute Inc. (continued):

	2021	2020
Decrease (Increase) in cash	\$ 9	\$ (59)

The related party transactions occurred in the normal course of operations and are measured at their exchange amount, which is the amount of consideration established and agreed to by the related parties.

9. Deferred capital contributions:

In prior years, the Agency received funding from Western Economic Diversification for the construction and operation of the Canadian Beef Centre of Excellence ("The Centre") which commenced operations in spring 2015. The total funds committed were \$1,231,278 of which \$827,771 was spent on capital improvements to the premises and \$403,507 was spent on equipment. \$106,256 (2020 – \$106,256) of the deferred amount was recognized as revenue in the current year.

Deferred capital contributions related to capital assets represent the unamortized amount and unspent amount of grants received for the purchase of capital assets. The amortization of capital contributions is recorded as revenue in the statement of operations.

	2021	2020
Balance, beginning of year	\$ 416,169	\$ 522,425
Less: amortization of deferred capital contributions	(106,256)	(106,256)
	\$ 309,913	\$ 416,169

CANADIAN BEEF CATTLE RESEARCH, MARKET DEVELOPMENT AND PROMOTION AGENCY

Notes to the Non-Consolidated Financial Statements

Year ended March 31, 2021, with comparative information for 2020

10. Commitments:

The Agency has entered into various lease agreements with estimated minimum annual payments as follows:

2022	\$ 245,537
2023	237,610
2024	77,101
2025	33,934
2026	25,303
Thereafter	—
	<hr/>
	\$ 619,486

The Agency's controlled entities entered into various lease agreements which the Agency will advance funds to pay for. The estimated minimum annual payments under these contracts are as follows:

Canada Beef International Institute:

2022	\$ 100,214
2023	56,800
2024	—
2025	—
Thereafter	—
	<hr/>
	\$ 157,014

CANADIAN BEEF CATTLE RESEARCH, MARKET DEVELOPMENT AND PROMOTION AGENCY

Notes to the Non-Consolidated Financial Statements

Year ended March 31, 2021, with comparative information for 2020

11. Financial instruments:

As part of its operations, the Agency carries a number of financial instruments. It is management's opinion that the Agency is not exposed to significant interest rate, currency, credit, liquidity or other price risks arising from these financial instruments except as otherwise disclosed.

(a) Currency risk:

The Agency is exposed to financial risks as a result of exchange rate fluctuations and the volatility of these rates. In the normal course of business, the Agency enters into transactions denominated in foreign currencies for which the related revenues, expenses, accounts receivable and accounts payable balances are subject to exchange rate fluctuations. As at March 31, 2021, the following items are denominated in foreign currency:

	2021	2020
Cash	\$ 15,225	\$ 11,950
Accounts receivable	77,885	60,783
Accounts payable and accrued liabilities	421,168	299,850

(b) Credit risk:

Credit risk refers to the risk that a counterparty may default on its regulatory obligations resulting in a financial loss. The Agency derives the majority of its revenue and accounts receivable in the form of levies from associations involved in the cattle industry, and the beef import levy.

The Agency is exposed to credit risk with respect to these receivables to the extent that importers may default on payment of import levies on the importation of beef cattle, beef or beef products. The Agency assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts.

(c) Liquidity risk:

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

Refer to note 2 for discussion around changes to the risk exposure due to COVID-19.

CANADIAN BEEF CATTLE RESEARCH, MARKET DEVELOPMENT AND PROMOTION AGENCY

Notes to the Non-Consolidated Financial Statements

Year ended March 31, 2021, with comparative information for 2020

12. Net assets:

(a) Internally restricted cash and net assets:

During the year ended March 31, 2021, the Board of Directors of the Agency (see note 15) internally restricted cash reserve amounted to \$3,000,000 (2020 – \$3,000,000) for the event of any future wind-down. In addition, \$1,000,000 (2020 – \$1,000,000) is held by Marketing (see note 15) as restricted net assets, for total restricted net assets of \$4,000,000 (2020 – \$4,000,000).

(b) Consolidation reserve transfers:

On July 1, 2011, the Agency combined operations with Beef Information Centre (“BIC”) and the Federation (now, the Institute). In accordance with the consolidation agreement between the Canadian Cattleman’s Association and the Agency, \$5,051,796 was transferred from BIC and the Institute to the Agency as the residual amount remaining after those obligations were settled.

13. Canadian Beef Check-Off Collections and Distributions:

The Agency’s administration fee is calculated based on the budget approved by the Agency’s Board of Directors for each fiscal year. The administration is deducted from the Canadian Beef Cattle Check-Off remitted by the provincial cattlemen’s associations, and the import levy.

	2021	2020
Collections:		
Cattle Industry Development Council (British Columbia)	\$ 771,455	\$ 911,128
Alberta Beef Producers	9,477,779	9,832,904
Saskatchewan Cattlemen’s Association	3,897,522	3,985,649
Manitoba Cattle Producer’s Association	1,329,296	1,677,096
Beef Farmers of Ontario	868,596	958,356
Les Producteurs de bovins du Québec	1,647,776	1,623,615
New Brunswick Cattle Producers	76,806	79,031
Nova Scotia Cattle Producers	74,018	79,348
Prince Edward Island Cattle Producers	70,427	72,250
Ontario Veal	122,808	–
Total collections	\$ 18,336,483	\$ 19,219,377
Less: Agency administration	\$ 827,316	\$ 865,081
	\$ 17,509,167	\$ 18,354,296

CANADIAN BEEF CATTLE RESEARCH, MARKET DEVELOPMENT AND PROMOTION AGENCY

Notes to the Non-Consolidated Financial Statements

Year ended March 31, 2021, with comparative information for 2020

13. Canadian Beef Check-Off Collections and Distributions (continued):

These are portions of Canadian Beef Cattle Check-Off returned to the respective provincial cattlemen's associations based on the agreed Canadian Beef Check-Off allocation percentages.

	2021	2020
Distributions:		
Manitoba Cattle Producer's Association	\$ 75,264	\$ 91,711
Beef Farmers of Ontario	402,098	438,000
Les Producteurs de bovins du Québec	1,477,143	1,467,487
New Brunswick Cattle Producers	20,941	20,566
Nova Scotia Cattle Producers	24,929	25,304
Prince Edward Island Cattle Producers	23,004	21,399
Ontario Veal	115,506	—
	<u>\$ 2,138,885</u>	<u>\$ 2,064,467</u>

14. Marketing (Operations & Market Development Programs):

	2021	2020
Market Development – North America:		
Canada market development	\$ 3,475,754	\$ 1,795,106
Market Development – Global Markets:		
China	309,015	384,631
Emerging Markets	39,335	61,444
Japan	481,008	625,213
Korea	90,793	98,565
South East Asia	231,084	152,825
Latin America	230,128	262,004
Global Markets	739,814	896,229
Canadian Beef Centre of Excellence	190,925	344,733
	<u>2,312,102</u>	<u>2,825,644</u>
Total Marketing – Market Development Programs	<u>\$ 5,787,856</u>	<u>\$ 4,620,750</u>

CANADIAN BEEF CATTLE RESEARCH, MARKET DEVELOPMENT AND PROMOTION AGENCY

Notes to the Non-Consolidated Financial Statements

Year ended March 31, 2021, with comparative information for 2020

14. Marketing (Operations & Market Development Programs) (continued):

	2021	2020
Operations (Canada):		
Amortization	\$ 155,869	\$ 258,824
Bank charges and interest	7,169	6,937
Computer maintenance and supplies	63,212	69,612
Consulting, legal and audit	56,639	71,814
Licenses and subscriptions	17,241	28,709
Office and meeting	15,716	118,075
Recruitment and training	11,099	10,937
Rent and lease payments	365,048	384,163
Salaries and benefits	2,036,380	1,901,465
Sponsorship and donations	—	17,500
Travel and insurance	45,185	133,578
Utilities	33,242	33,387
	2,806,800	3,035,001
Operations (foreign):		
Amortization	10,441	17,732
Bank charges and interest	3,149	3,175
Computer maintenance and supplies	24,127	43,029
Consulting, legal and audit	62,953	85,339
Foreign exchange loss	21,940	2,277
Licenses and subscriptions	5,970	10,409
Office and meeting	12,490	12,363
Recruitment and training	—	73,659
Rent and lease payments	214,140	203,581
Salaries and benefits	855,366	835,656
Travel and insurance	2,811	11,684
Utilities	40,838	50,063
Consumption tax recovery	(43,181)	(63,351)
	1,211,045	1,285,616
Total Marketing - Operations	\$ 4,017,845	\$ 4,320,617
Total Marketing – Operations & Market Development Programs	\$ 9,805,700	\$ 8,941,367
Allocation of funds:		
Marketing – Generic Beef	1,303,698	1,016,608
Marketing – Branded	8,502,002	7,924,759
Total Marketing – Operations & Market Development Programs	\$ 9,805,700	\$ 8,941,367

CANADIAN BEEF CATTLE RESEARCH, MARKET DEVELOPMENT AND PROMOTION AGENCY

Notes to the Non-Consolidated Financial Statements

Year ended March 31, 2021, with comparative information for 2020

15. Functional information:

The Agency has elected to present information on its main functions separately for reader information.

(a) Marketing:

The Marketing Committee is responsible for planning and establishing the Marketing strategic, business and operational goals and objectives and for the overall management and operation of the business and affairs of Marketing. The Agency transfers funds to Canada Beef to conduct marketing programs and public and stakeholder engagement activities. These transactions are based on percentage allocations of remitted levies from provincial cattle associations and investment of the import levies. The Agency and Canada Beef also share costs relating to business, office and board expenses, and transactions are required between the two parties in respect to those areas as inter-functional transfers.

(b) Agency:

The purpose of the Agency is to promote the marketing and production of beef cattle, beef and beef products for the purposes of interprovincial, export and import trade, and conduct and promote research activities related to those farm products. The Agency contracts external service providers to conduct the work and deliver on these objectives. As per the Agency's bylaws, the Marketing Committee's role and responsibility are outlined as an internal service provider, conducting business as Canada Beef, hereinafter referred to as "Marketing" or "Canada Beef". The Agency is responsible for overseeing the business goals of the service providers, the management and administration of check-off and import levy revenue and ensuring that the Agency and service providers comply with all regulations, by-laws and policies.

CANADIAN BEEF CATTLE RESEARCH, MARKET DEVELOPMENT AND PROMOTION AGENCY

Notes to the Non-Consolidated Financial Statements

Year ended March 31, 2021, with comparative information for 2020

15. Functional information (continued):

Statement of Financial Position

	Marketing	Transfers (i)	Agency	Transfers (i)	2021
Assets					
Current assets:					
Cash	\$ 8,260,873	\$ –	\$ 835,864	\$ –	\$ 9,096,737
Internally restricted cash	3,000,000	(3,000,000)	3,000,000	–	3,000,000
Accounts receivable	3,097,592	(2,023,838)	3,418,409	(3,750)	4,488,413
Prepaid expenses and deposits	91,831	–	–	–	91,831
Due from related party	331,865	–	–	–	331,865
	\$14,782,161	(5,023,838)	7,254,273	(3,750)	17,008,846
Capital assets (note 5)	519,421	–	3,186	–	522,607
Investment (note 2(a))	100	–	–	–	100
	\$15,301,682	\$ (5,023,838)	\$ 7,257,459	\$ (3,750)	\$17,531,553
Liabilities and Net Assets					
Current liabilities:					
Accounts payable and accrued liabilities	\$ 1,589,293	\$ (3,750)	\$ 3,421,627	\$ (2,023,838)	\$ 2,983,332
Internally restricted cash	–	–	3,000,000	(3,000,000)	–
Due to related parties	574,941	–	–	–	574,941
Deferred revenue	248,727	–	–	–	248,727
	2,412,961	(3,750)	6,421,627	(5,023,838)	3,807,000
Deferred capital contributions	309,913	–	–	–	309,913
Net assets:					
Unrestricted	7,627,012	–	835,832	–	8,462,844
Internally restricted	4,000,000	–	–	–	4,000,000
Consolidation reserve	951,796	–	–	–	951,796
	12,578,808	–	835,832	–	13,414,640
	\$15,301,682	\$ (3,750)	\$ 7,257,459	\$ (5,023,838)	\$17,531,553

(i) Transfers reflect adjustments required to eliminate inter-functional transactions. For description of each functions' responsibilities, refer to previous discussion in note 15(a) and (b).

(ii) For comparative information, refer to the non-consolidated statement of financial position.

CANADIAN BEEF CATTLE RESEARCH, MARKET DEVELOPMENT AND PROMOTION AGENCY

Notes to the Non-Consolidated Financial Statements

Year ended March 31, 2021, with comparative information for 2020

15. Functional Information (continued):

Statement of Operations

	Marketing	Transfers (i)	Agency	Transfers (i)	2021
Revenue:					
Canada Beef Check Off:					
Domestic Beef Check-Off:	\$ —	\$ —	\$ 18,336,483	\$ —	\$ 18,336,483
Transfers from Agency					
Marketing	8,801,292	(8,801,292)	—	—	—
Public Stakeholder and Engagement	241,370	(241,370)	—	—	—
Import levies	1,196,988	(1,196,988)	59,428	1,196,988	1,256,416
Other income	61,745	—	2,931	—	64,676
	10,301,395	(10,239,650)	18,398,842	1,196,988	19,657,575
Government of Canada – CAP	1,428,604	—	—	—	1,428,604
Amortization of DCC	106,256	—	—	—	106,256
Government of Alberta – EMD	93,668	—	—	—	93,668
	1,628,528	—	—	—	1,628,528
	11,929,923	(10,239,650)	18,398,842	1,196,988	21,286,103
Expenses:					
Canada Beef Check Off:					
Board of Directors	11,350	—	44,854	—	56,204
Canadian Beef Check-Off Operations	—	—	430,833	—	430,833
	11,350	—	475,687	—	487,037
Programs:					
Public and Stakeholder Engagement	165,682	—	969,266	(241,370)	893,578
Transfers to Marketing	—	—	8,801,292	(8,801,292)	—
Marketing—					
Generic Beef	1,303,698	—	—	—	1,303,698
Branded	8,502,002	—	—	—	8,502,002
Research	—	—	4,449,979	—	4,449,979
Provincial investment	—	—	2,138,885	—	2,138,885
Provincial portion of the Federal Levy	—	—	1,181,051	—	1,181,051
	9,971,382	—	17,540,473	(9,042,662)	18,469,193
	9,982,732	—	18,016,160	(9,042,662)	18,956,230
	\$ 1,947,191	\$(10,239,650)	\$ 382,682	\$10,239,650	\$ 2,329,873

(i) Transfers reflect adjustments required to eliminate inter-functional transactions. For description of each functions' responsibilities, refer to previous discussion in note 15(a) and (b).

(ii) For comparative information, refer to the non-consolidated statement of operations.

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