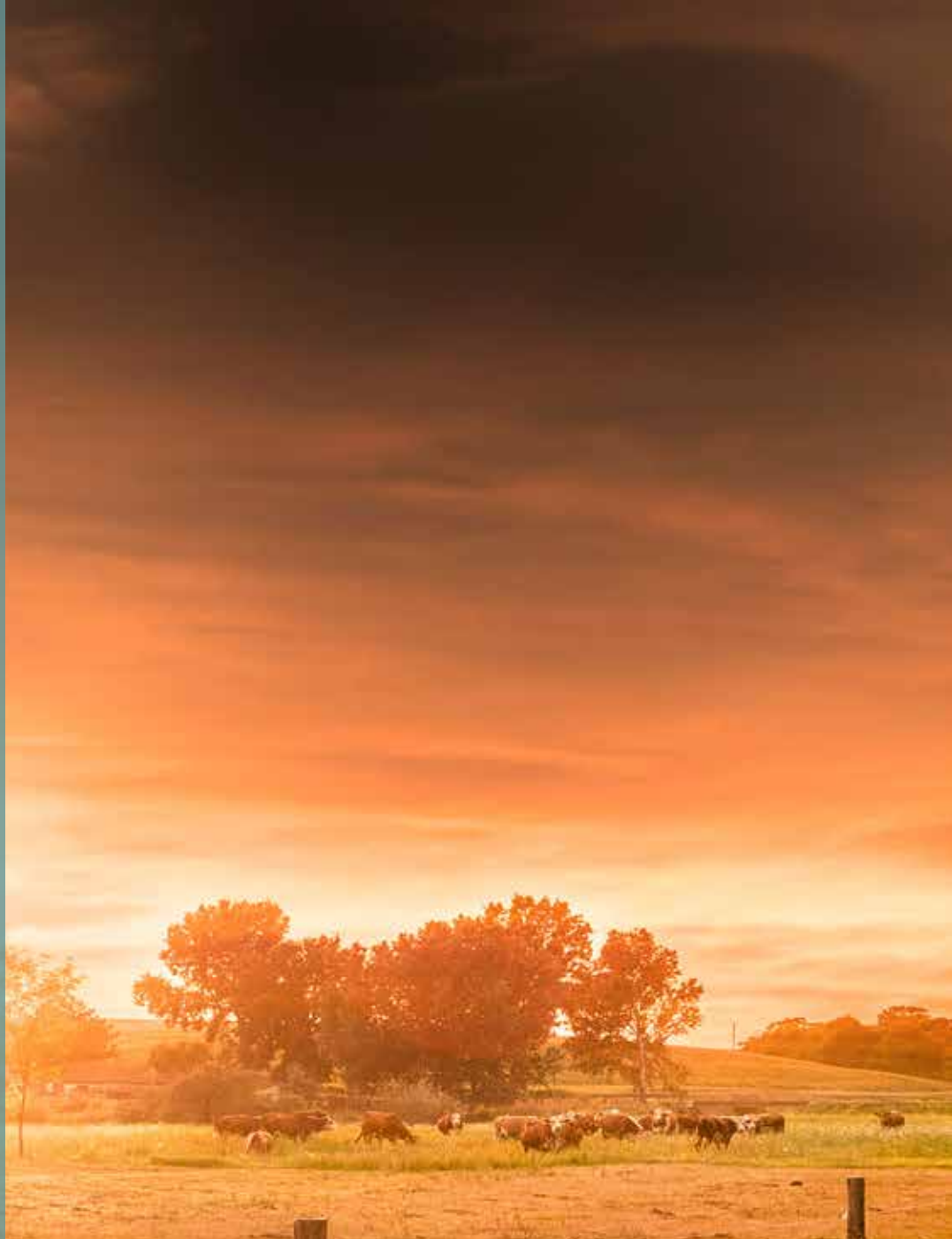




AGM HANDBOOK



2022 AGENCY AGM

AUGUST 16 2022 - PENTICTON, BC



VISION

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

MISSION

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

INCLUSION

To ensure equitable opportunities for involvement at the Agency table through a diverse array of backgrounds, experience and the desire to improve the Canadian beef industry.

Canadian Beef Check-Off Agency

Welcome to the Agency's 2022 AGM

We appreciate that Canadian beef producers and stakeholders are busy providing beef to Canadians and the world. To that end, our entire suite of AGM material has been made available online and is gathered together here in one place, to aide you in having pertinent information accessible and available from anywhere you might be. This will allow us to focus on the key decisions and business of the Agency during the meeting.



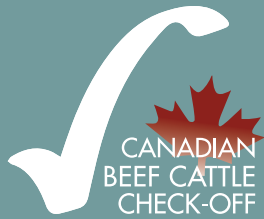
In this package you will find links the information you should require to make informed decisions at the AGM. If you have any additional questions, we urge you to directly contact the provincial cattle association or stakeholder group that you represent, or visit the Agency's AGM website at www.cdnbeefcheckoff.ca/agm

In This Delegate Handbook:

- Agenda
- AGM Handbook
- 2021 AGM Minutes
- Finance Committee Report
- Governance Committee Report
- Marketing Committee Report
- Nominees for Election

In the Annual Report:

- Message from the Chair
- Message from the General Manager
- Marketing Outlook
- Research Report
- Marketing Report
- Public and Stakeholder Engagement Report
- Financial Statements



2022 AGM

Agenda

AGENDA

ANNUAL GENERAL MEETING AUGUST 16, 2022 8:00AM PST

1. **Meeting Registration Opens at Salon C (7:30am)**
2. **Welcome & Call to Order**
 - Meeting Logistics Overview
 - AGM Rules & Declaration of Quorum
 - Approval of Agenda
 - Approve 2021 Annual Meeting minutes
 - Parliamentarian: Kevin Boon, BCCA
3. **Greetings from Farm Products Council of Canada**
4. **Chair Report**
5. **Governance Report**
6. **Financial Committee Report**
 - Auditor's Report
7. **General Manager Report**
 - Financial Statements
 - Annual Review
8. **Marketing Committee Report**
9. **Break (30 minutes)**
10. **Return on Investment Study**
11. **Service Provider Reports**
 - Canada Beef; Michael Young
 - Beef Cattle Research Council; Andrea Brocklebank
 - Public & Stakeholder Engagement; Amie Peck
12. **Elections Results**
13. **Resolution Results**
 - Discussion & Delegate Questions
14. **Adjournment**

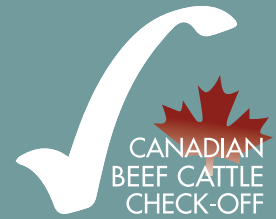
ATTENTION AGENCY & MARKETING COMMITTEE MEMBERS

IMMEDIATELY FOLLOWING THE AGM:

11:45-12:45pm	Headshots
12:00-12:45pm	Lunch
12:45pm-2pm	Group Photo & Board Meeting

2022 AGM

August 16, 2022 Penticton, BC



THE AGENCY MEMBERS

The 16-Member Agency is elected by the Delegates at the AGM as follows:

- a) eight Agency Members are elected to represent the primary producers of each of the following provinces from among the candidates who are nominated by the provincial cattle association of those provinces:
 - i. Ontario
 - ii. Quebec
 - iii. Nova Scotia
 - iv. New Brunswick
 - v. Manitoba
 - vi. British Columbia
 - vii. Prince Edward Island
 - viii. Saskatchewan
- b) two Agency Members are elected to represent the primary producers of Alberta from among the candidates who are nominated by the provincial cattle association of Alberta
- c) one Agency Member is elected to represent importers from among the candidates who are nominated by the Canadian Association of Importers and Exporters Inc. (I.E. Canada)
- d) one Agency Member is elected to represent the retail and foodservice sector from among the candidates who are employed in that sector and who are nominated by the Delegates at the AGM, and one temporary substitute Agency Member is to be elected by those Delegates from among the candidates who is to hold office until the next AGM, if the Agency Member who represents the retail and foodservice sector resigns or dies, or to act during any period in which that Agency Member is unable to act
- e) four Agency Members are elected to collectively represent the beef and veal processors, traders, brokers and exporters from among the candidates who are nominated by the Canadian Meat Council.

HANDBOOK



Agency Member Terms of Office

NAME & AFFILIATION	TERM ENDS	NAME & AFFILIATION	TERM ENDS
Representing primary producers (10)		Representing importers as nominated by I.E. Canada (1)	
Terry Wiebe, BC	2023	Coral Manastersky	2022
Mary Paziuk, MB	2023		
Jack Chaffe, ON	2022	Representing processors, packers, traders and brokers as nominated by the Canadian Meat Council (4)	
Jeff Smith, AB	2022	Mike Kennedy	2022
Sheila Hillmer, AB	2023	Andre Forget	2022
Chad Ross, SK	2022	Russ Mallard	2023
Kirk Jackson, QC	2023	John Curtis	2023
Trevor Welch, NB	2023		
Larry Weatherby, NS	2022	Representing the Retail and Foodservice Sector (1)	
David Francis, PE	2022	Steve Christie	2023
Youth Member* <i>ex officio</i>	2022 <i>currently vacant</i>	Dennis Burrelle <i>(temporary substitute)</i>	2022

NOMINATIONS FOR AGENCY MEMBERS

In order to be eligible to be an Agency Member, a nominee must:

- be either a primary producer (Canadian resident) or industry representative
- must be over 18 and under 70 years of age
- not personally bankrupt
- be approved as a nominee by the Governance Committee

The nominating organizations must submit their nominations, on the prescribed form, to the Agency no later than 4:00 p.m. MDT on July 15, 2022. The nominating organizations are the provincial cattle associations, the Canadian Meat Council and I.E. Canada.

AGENCY MEMBER ELECTIONS

All individuals nominated for election as an Agency Member must attend the AGM in order to be eligible for election, unless otherwise determined by the Governance Committee.

Elected Agency Members hold the seat in their own right as an individual. While they are nominated by their respective associations, they cannot be removed from this seat by that nominating association. It is the responsibility of the associations to nominate eligible candidates for the seat only.

* The Youth Member ex officio seat was implemented in 2022, with the first appointment to be made by the Young Cattlemen's Council (YCC) for the 2022 AGM.

Marketing Committee Terms of Office

REPRESENTING	SELECTION METHOD	CURRENT MEMBER	TERM EXPIRY
Canadian Meat Council	Appointed from Agency	Mike Kennedy	2022
		Andre Forget	2022
		Russ Mallard	2023
		John Curtis	2023
I.E. Canada	Appointed from Agency	Coral Manastersky	2022
Retail and Foodservice	Appointed from Agency	Steve Christie	2023
Agency Producers	Appointed from Agency	David Franics	2022
		Jack Chaffe	2022
Members at Large	Elected by Voting Delegates	Hubert Lau	2022
		Vacancy	2022
		Mike Guest	2023
		Cameron Blake	2023
Veal Farmers of Ontario	Appointed by Veal Farmers of Ontario	Jennifer Haley	2022

NOMINATIONS FOR MARKETING COMMITTEE

The organizations who are eligible to nominate for the Agency Member seats are also eligible to submit nominees for Members-at-Large for the Marketing Committee for a two-year term. At the 2022 AGM, two Member-at-Large positions are up for election, one of which is currently vacant.

The Marketing Committee is responsible for the Agency's mandate with respect to the promotion and development of the marketing of beef cattle, beef and beef products through Canada Beef. The Committee is responsible for planning and establishing the strategic, business and operational goals and objectives of Canada Beef and for the overall management and operation of the business and affairs of Canada Beef in relation to those goals and objectives.

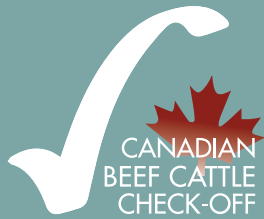
In order to be eligible to be a Marketing Committee Member-at-Large, a nominee must:

- must be over 18 and under 70 years of age
- not personally bankrupt
- possess skills in one of the following three areas:
 - general marketing experience
 - beef/veal marketing experience
 - in-market experience
- be approved as a nominee by the Governance Committee



ELECTIONS

The Marketing Committee has four elected Member at Large seats, two of which are up for election each year at the AGM.



ELECTIONS

AGM & Election Procedures

The nominating organizations must submit their nominations, on the prescribed form, to the Agency no later than **4:00 p.m. MDT on July 15, 2022**. The nominating organizations are the provincial cattle associations, the Canadian Meat Council and I.E. Canada.

The process to nominate Members-at-Large for the Marketing Committee is the same as for an Agency Member. The appropriate forms will be made available, and deadlines for submission will be identical to the Agency Member nominations. The two producer seats on the Marketing Committee will be nominated through an Agency Nominating Committee, and must be Members of the Agency.

During the AGM the Governance Committee will:

- a) present the nominees for Agency Members submitted by the provincial cattle associations, the Canadian Meat Council and I.E. Canada, and approved by the Governance Committee;
- b) present the nominees for the retail and foodservice sector, and the nominees for temporary substitute for the retail and foodservice sector received from the Delegates, in the event the Agency Member representing that sector is unable to act;
- c) present the nominees for the Marketing Committee Members at Large submitted by the voting delegates and approved by the Governance Committee.

In the event there is more than one nominee for each position open for nominations, an online election will be held, which may not necessarily be by secret ballot. Where only one individual is nominated to fill each position, the returning officer shall declare the individuals nominated as being elected by acclamation.

The Agency may opt to hold elections in advance of the AGM, or at the AGM itself. If elections are to be conducted in advance, the Agency will select an online election platform that provides confidential and secure voting. The election platform will be clearly communicated to the nominating organizations well in advance.

Voting Delegates

The AGM is the opportunity for producers and industry stakeholders to provide feedback and comments to the Agency and its Agency Members by being appointed as Delegates to the AGM. Delegates are entitled to nominate retail and foodservice sector candidates to hold office as an Agency Member and as a temporary substitute Agency Member, vote in elections for Agency Members and Marketing Committee Members-at-Large, present resolutions for consideration and vote on resolutions presented at the AGM.

Delegates will be required to sign in to the meeting with their first and last name to ensure that quorum is met, and to ensure voting integrity.

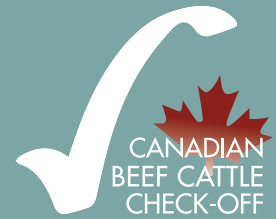
As per the Agency's Bylaws, the [provincial cattle associations](#) and [I.E. Canada](#) are entitled to appoint Delegates to the AGM in accordance with the formula based on total Canadian Beef Cattle Check-Off, and the [Canadian Meat Council](#) is entitled to appoint Delegates matching the lowest number of delegates by a provincial cattle association.

Only Agency Members and Delegates present at the AGM are eligible to vote on any question put to a vote at the AGM, or Delegates who are appointed to resolution and election votes held in advance. Proxies and anonymous attendees are not permitted.

Representatives who are current Members of the Canadian Beef Check-Off Agency as of the opening of the AGM should not be submitted as a part of the association's voting Delegate list. The number of voting Delegates assigned to each group is on top of their sitting Agency Member. If an association wishes to have an incoming Agency Member vote on elections or resolutions, they must be listed as a voting Delegate.

% OF CANADIAN BEEF CATTLE CHECK-OFF AND IMPORT LEVY (2020/21)	# OF DELEGATES
>2%	2
2% - 5%	3
5% - 10%	4
10% - 15%	6
15% - 20%	8
20% - 25%	10
>25%	15

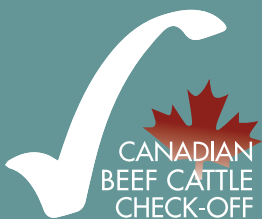
ORGANIZATION	# OF DELEGATES
British Columbia	3
Alberta	15
Saskatchewan	8
Manitoba	4
Ontario - Beef	4
Ontario - Veal	1
Quebec	4
New Brunswick	2
Nova Scotia	2
Prince Edward Island	2
Canadian Meat Council	2
I.E. Canada	4
Retail Foodservice Substitute	1
Current Agency Members	16
Total Voting Delegates	68



VOTING DELEGATES

RULES & PROCEDURES

1. A more detailed explanation of elections, moving and seconding motions, discussion and voting will follow in the delegate packages expected to be delivered no less than two weeks before the AGM.
2. The reference manual used to settle disputes arising from the conduct of this meeting shall be that of "Roberts Rules of Order" except as agreed to below.
3. Visitors shall have the privilege of the floor, at the request of a Delegate or Agency Member and with the approval of the AGM Chair, to provide information or clarification on a matter being considered by the Delegate body.
4. Visitors and non-Delegates do not have voting privileges and cannot move, second or amend motions.
5. The Governance Committee has determined where resolutions should be considered with general resolutions to be debated by the Delegate body and the balance of the resolutions going to the Agency Members or the appropriate committee for consideration.
6. The mover, seconder and anyone speaking to a motion must give his/her name before speaking.
7. After the motion has been moved and seconded, the mover has the first privilege of speaking, followed by the seconder. The mover of a motion has the privilege of closing the debate on the resolution. Any Delegate or speaker other than the mover may speak only once to a resolution.
8. After a motion has been duly moved and seconded and no one speaks in opposition, the vote may be taken without further debate.
9. Each speaker to a resolution shall be limited to three (3) minutes. The AGM Chair will provide a visual signal to indicate a 15 second warning on the allowed speaking time.
10. Delegates wanting debate on a resolution to be closed may ask informally for the "question" to be called or formally move the "previous question." A motion for the "previous question" must be moved, seconded, and carried by a two-thirds majority of the Delegates present and voting.
11. Delegates may submit resolutions for debate by the Delegate body. These resolutions must be submitted in writing to the Agency as per the deadlines stated in the AGM Handbook. The Governance Committee reserves the right to determine which resolutions will be debated at the meeting. All resolutions will be distributed in advance of the meeting. Resolutions from the floor will not be accepted.
12. All announcements must be made by the AGM Chair or displayed on the screen.
13. Ensure all devices are set to silent or muted unless required.
14. Abusive language or personal attacks will not be tolerated.



RESOLUTIONS PROTOCOLS

1. Resolutions to be debated at the AGM would be those proposing a significant change in regulatory, industry or Agency policy or which would have a significant impact on organizational budgets or procedures and may include resolutions regarding planning, budgeting and performance measurements or guidelines.
2. The Agency will prepare the resolutions to be distributed to the Delegates in advance of the meeting. The resolution should be read and shown on the screen. The AGM chair would indicate at the resolution section of the agenda that a resolution has been brought forward, and the resolution would be read. In order to be debated, the proposed resolution must be moved and seconded.
3. At the closing of the resolution submission deadline, the Governance Committee will finalize the grouping, sorting, wording and assignment of the resolutions. They will ensure that resolutions are technically sound, that there is a logical flow to the resolutions and if a resolution is edited, the original intent of the resolution is not lost. When there are resolutions with similar intent they may be combined into one resolution. The Governance Committee reserves the right to reject any proposed resolution which does not fall within the mandate of the Agency.
4. Any discussion or amendments to resolutions will be administered through the Meeting Chair, or in the event of a virtual meeting, the meeting platform's chat function, Q&A function, request to speak/raise hand, or unmute function.
5. Resolutions passed at the AGM are not binding on the Members of the Agency.
6. Resolution voting may not necessarily be by secret ballot.



2021 AGM MINUTES

2021 AGM Minutes

ANNUAL GENERAL MEETING

AUGUST 17, 2021 10:00AM MDT - VIRTUAL AGM

1. **Welcome & Call to Order**

Chad Ross called the meeting to order at 10:05am MDT and welcomed all delegates and guests. Quorum was met, rules and procedures were reviewed, and delegates verified they were in possession of voting cards and an annual report.

2. **Approval of the Agenda**

MOTION: Approve the agenda as presented. (Colin Campbell/Brad Welter). Carried.

3. **Approval of 2020 AGM Meeting Minutes**

MOTION: Approve the minutes as presented. (Mary Paziuk/Doug Sawyer). Carried.

4. **Greetings from Farm Products Council of Canada**

Council Vice Chair Ron Bonnet brought greetings from the Council and highlighted the positive working relationship the Council continues to have with the Agency.

5. **Chair Report**

Chad Ross presented the 2020/21 Annual Report to the delegation, along with the Chair Report. A written report was submitted in the Annual Report.

6. **General Manager Report**

Melinda German presented the General Manager's report, also included in the Annual Report.

A review of key five-year progress markers provided delegates a look at the governance of the Agency and the marketing arm, clearly showing separate lines of reporting and oversight. A growing return on investment for producers, increasing administrative efficiencies and a focus on collection compliance is making a difference in industry's knowledge and understanding of check-off and import levy collections.

7. **Financial Statements and Auditor's Report**

Jeff Smith, Vice Chair provided the Finance Committee report, referencing the written report in the delegate package.

Laura Rivero of KPMG LLP indicated that the financial statements present fairly, in all material respects, the financial position of the Canadian Beef Cattle Research, Market Development and Promotion

Agency as of March 31, 2021, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Laura Rivero of KPMG Enterprise announced this is the fifth year with the Agency, confirmed an unqualified audit opinion on Canadian Beef Cattle Research Market Development and Promotion Agency on June 28, 2021 was completed. No concerns reported.

Melinda German presented a detailed look at the financial statements provided in the Annual Report. Highlights included record check-off and import levy revenue, a low administrative percentage, and a review of allocations to national programs.

Fred Lozeman asked if any special audits by KPMG were available to strengthen the Agency's system of checks and balances.

Laura Rivero noted that KPMG reviews entity level controls as a part of the audit, but do not go into the full details that individual control audits can. She indicated that a program is available to take a deeper dive into duplication of efforts, gained efficiencies, overlap reduced and assess where any other issues might be.

Melinda German explained that under the current regulatory framework there is provision for additional audits and reviews if necessary. Currently the Finance and Audit Committee meet with KPMG to review the financials, and have an in-camera session to dig deeper if they feel it is necessary. The Agency Board also has the same opportunity with KPMG, and also the Farm Products Council of Canada can request a separate meeting if they would like additional details.

Jack Chaffe requested information on what part of the country feeder imports were coming – eastern or western Canada – based on the increase of import levy by 45,000 head.

Melinda German noted that the very high level of information provided on the import levy invoices can't be drilled down much further, however Agriculture and Agri-Food Canada may be able to provide some insight.

ACTION: Melinda German to follow up with Jack Chaffe with numbers regarding increase in feeder cattle imports.

8. Bylaw Amendments

Melinda German reviewed the proposed bylaw amendments that were distributed on July 26, 2021, for review by all stakeholder groups and voting delegates. The amendments will be put to an approval vote in September 2021 by the Agency Members, following a comment period which closes August 20.

A memo was circulated to Agency Members, voting delegates and stakeholder associations on July 26, 2021 with the draft bylaw amendments.

Kim O'Neil asked for clarification on the process regarding the

2021 AGM MINUTES

2021 AGM MINUTES

communication of the amendment process going forward, and if the bylaws were being implemented immediately or after a period of time.

Melinda German confirmed the comment period remains open until August 20, at which time the Agency will compile any changes or recommendations, and make any necessary changes to the amendments. Following that, 30 days notice is required to vote on any bylaw amendments. Stakeholder associations will be notified of any changes to the amendments, and the outcome of the amendment vote.

9. Service Provider Q&A

An open Q&A for national service providers who invest check-off and import levy dollars was held for delegates. On hand to answer questions on behalf of the service providers was:

- Andrea Brocklebank, Beef Cattle Research Council
- Michael Young, Canada Beef
- Amie Peck, Public and Stakeholder Engagement

Colin Campbell asked Michael Young to comment on the anticipation of how the beef industry will respond to retail and foodservice easing restrictions following the pandemic, and if there is a potential for future growth this area.

Michael Young indicated that Canada Beef, as all industry partners, worked to create initiatives based on changing conditions, challenges and opportunities caused by the pandemic. The Beef Information Gateway project was born out of a need to provide further information about beef, and how to buy and prepare it, as more Canadians were spending time in their kitchens and eating at home. He also indicated that there will be further investment in foodservice programs as they come back online, and a dedication to providing consumers the information they need to continue enjoying beef in their kitchens.

Doug Sawyer asked if the Guardians of the Grasslands video has been measured for impact on viewers.

Amie Peck of the Public and Stakeholder Engagement Team shared that although public sentiment is difficult to measure, response has been very positive. The documentary has been shared far and wide, and since its launch on May 4, 2021 has been found on broadcast TV, film festivals and more. The team is currently working to incorporate impact questions into a consumer survey.

Mary Paziuk asked what has been the most effective way for BCRC to get help into the hands of producers in short order during crises situations.

Andrea Brocklebank of BCRC responded noting that the science needs to be long completed, and the team needs to be able to get it into the field quickly. BCRC and other science and research

organizations have been working to build a sturdy tech transfer platform over the past five years to deliver the information needed at any time. The strategy has to always focus on looking ahead, and having resources ready for producers when they need them.

Russ Mallard asked all service providers to share their plan to invest budget surplus from the past two years.

Michael Young shared the Canada Beef surplus plan, highlighting the Beef Information Gateway as an program that was in response to the pandemic, and was not introduced in the annual business plan. Canada Beef will also work to bring a full formal COVID-19 recovery plan to the Marketing Committee for approval to draw down the surplus and get funds invested into programs and strategies to delivery value.

Andrea Brocklebank noted that BCRC did not draw down on the reserve this past year as planned, with tightened restrictions interfering with physical research. It appears that nearly all research is now back underway, and the ramp up can continue to invest those surplus funds. The BCRC surplus was planned in conjunction with the Beef Science Cluster and other strategic research programs to allow for a full ramp up of investments. Also, there are opportunities to invest more deeply in extension through Agriculture and Agri-Food Canada's Living Labs programs.

Amie Peck explained that the idea for the PSE program is to be fully spent each year. There is also a \$100,000 reserve fund for national large scale crises that would provide additional support when needed. PSE also will utilize surplus for additional programs and resources, and as an assistance for cashflow in the beginning of the fiscal year.

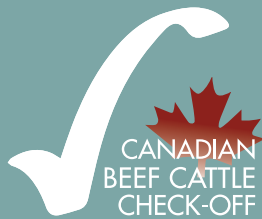
Fred Lozeman asked if there was a strategy for Canada Beef to encourage the price of beef and of cattle to remain more connected.

Micheal Young explained the lag time between livestock price, wholesale price and retail price, and the connection between each. Global demand is incredibly high at this point, and we can hope it will bring balance again to the margin. Canada Beef tries to keep in mind that if the price of a commodity reaches a certain price point, people will make other chocies, and that is where we need to try and show value to soften that blow. The value can be placed on grading for livestock, and Canada Beef has been ramping up the Canadian beef grades, specific to what supply partners are putting in beef boxes. Canada Beef is also working on a strategy with hopes of getting more interest in cuts, seasonality and ethnic cooking opportunities that are outside of normal market opportunities.

10. Elections

The number of nominees for each seat was equal to the number of seats available, and therefore no election by ballots was required. The 2021/22 Agency Members and Members at Large were announced as:

2021 AGM MINUTES



2021 AGM MINUTES

BC - Terry Wiebe	NS - Larry Weatherby	I.E. Canada - Coral Manastersky
AB - Sheila Hillmer	PE - David Francis	Retail/Foodservice - Stephen Christie
AB - Jeff Smith	NB - Trevor Welch	Marketing Member at Large - Hubert Lau
SK - Chad Ross	CMC - Russ Mallard	Marketing Member at Large - Cameron Blake
MB - Mary Paziuk	CMC - Andre Forget	Marketing Member at Large - Becky Bevacqua
ON - Jack Chaffe	CMC - John Curtis	Marketing Member at Large - Mike Guest
QC - Kirk Jackson	CMC - Mike Kennedy	VFO - Jennifer Haley

MOTION: Accept Agency Members and Marketing Committee Members for 2021/22. (Terry Wiebe/Larry Weatherby) Carried.

Chad Ross honored departing director Doug Sawyer, and Mike Kennedy honored departing Marketing Member at Large Helen Langford.

11. Resolutions

No resolutions were submitted by the delegate body.

Chad Ross opened the floor for an open Q&A and comments by the delegate body. No questions or comments were brought forward.

12. Adjournment

MOTION: Adjourn the meeting at 11:55am. (Mary Paziuk)

Understanding Check-off Collection

A UNIFIED, SUSTAINABLE FUNDING STRATEGY

If you own cattle, you pay a mandatory levy each time you sell an animal; a combination of national and provincial check-offs. The collection of the levies in Canada are an integral part of a sustainable and profitable industry.

THE BEEF CHECK-OFF

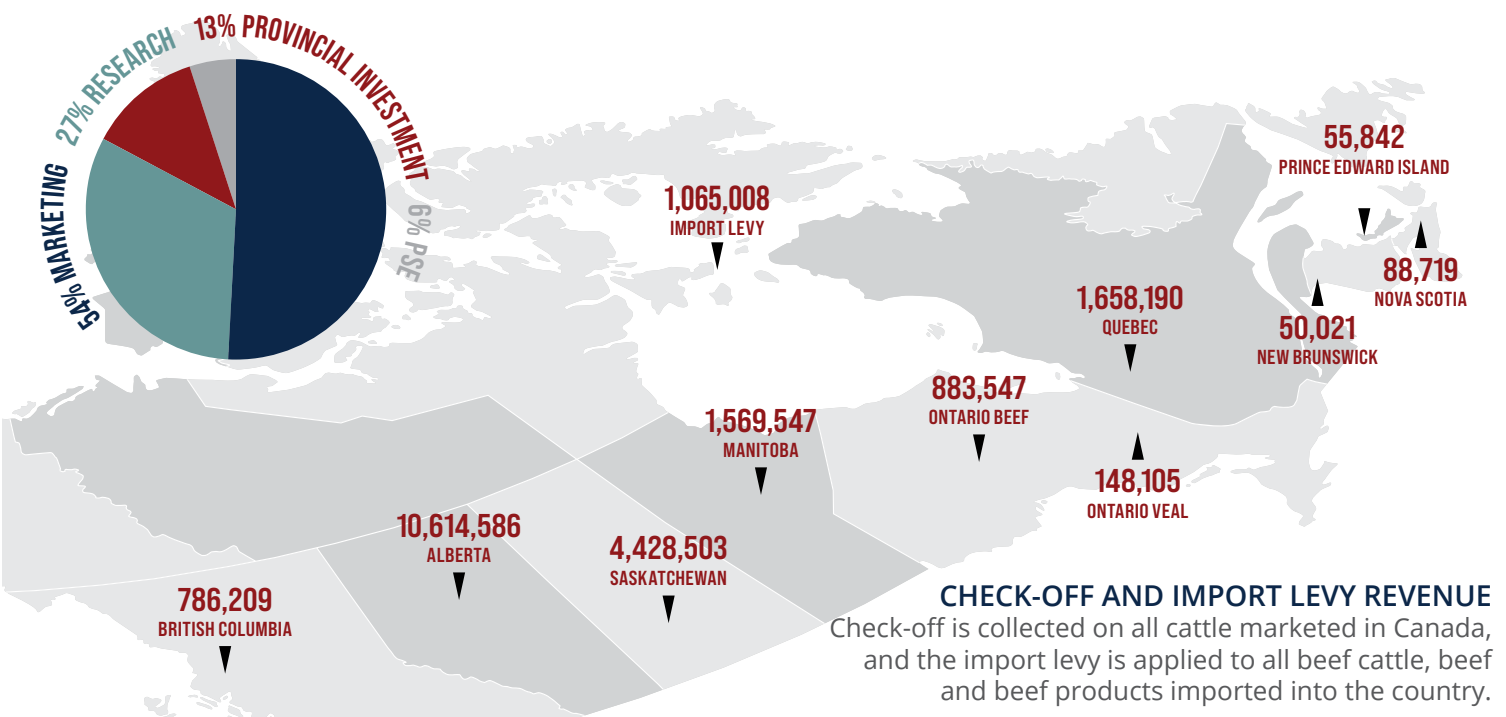
The term “Canadian Beef Cattle Check-Off”, often called the national check-off, is non-refundable and used to describe the portion of the money that is invested in national beef cattle research, market development and promotion. The provincial check-off is the portion used by the provincial cattle associations to carry out their mandate, which includes provincial advocacy, policy and trade initiatives.

INVESTMENTS

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 generates \$14.2 million annually on average, and is a critical source of revenue to fund initiatives that will advance the industry and build strong markets for Canadian cattle and beef.

OTHER FUNDING

While the Canadian Beef Cattle Check-Off provides the core industry funding for research and marketing programs, it does not fully cover the costs of all programs and activities. Supplementary funding is available through government programs, and is obtained by leveraging the Canadian Beef Cattle Check-Off through the investments into research, market development and promotion.





Finance Committee

CHAIR: KIRK JACKSON

Committee Members: Trevor Welch, Russ Mallard, Terry Wiebe, Jeff Smith, Mary Paziuk

The focus of the Finance Committee this past year was making sure that check-off and import levy dollars were invested into programs and strategies that brought a strong return on their investment.

We were pleased to help select a team of researchers for the 2022 Evaluating the Benefits of the Canadian Beef Cattle Check-Off study.

We needed to select a solid research partner with experience in model and methodology development to help build a new study model. The Agency, in collaboration with Canfax Research Services selected Dr. Alan Ker from the University of Guelph Department of Food, Agricultural and Resource Economics to lead the study and deliver a new scientific model.

In May, we received the results of the study and were pleased to see a benefit-cost ratio of 33:1. While it is hard to compare these results to past years because of the change in methodology, I strongly encourage you to check out the study materials or go online to www.cdnbeefcheckoff.ca/value to learn more about the results, and how they compare to years past.

A big thank you to Brenna Grant and the Canfax team for their continued support of the evaluations, and to our service providers for the extra work that goes into collecting the additional data in years where we update the study.

Another area of focus for our Committee last year was looking at strategic priorities and developing a 2022/23 business plan that delivered value for Canadian beef producers. For the first time in six years, we were able to reduce the total percentage of check-off that was held for administration. We feel the plan both effectively and efficiently managed the administration of check-off dollars, and invests surplus budget into what the provincial cattle associations see as priority areas.

The Committee also selected and appointed a new auditor for the Agency, welcoming MNP LLP to the team for the next seven years. We feel confident that our new auditor is the right fit for the Agency.

Thank you to our Committee members for being ready to work hard on behalf of our friends in the industry.

"It's our job to get the most value for every dollar we invest on behalf of Canada's beef producers. We're doing positive work, and producers can be proud of the investments we make into the Canadian beef industry."

Governance Committee

CHAIR: LARRY WEATHERBY

Committee Members: Sheila Hillmer, Jack Chaffe, Coral Manastersky,

Our Governance Committee continues to be committed to ensuring the Agency's structure facilitates transparent and flexible management with the right level of oversight.

Last year, we identified some areas that we would like to explore to strengthen the Agency Members' skillsets and make the board even more collaborative. We also put a more concrete plan in action for recruitment of Agency and Marketing Committee Members, with the development of recruitment packages and accompanying videos. The resources will roll out in stages, but have so far been launched to help fill seats for packers and processors, and for Members at Large on the Marketing Committee.

In the same line as recruiting, we have also worked to implement a youth strategy for the Agency. It is important for the Agency to have a strong youth engagement strategy not only to stay relevant to all generations of beef producers, but also as good governance planning for succession of the Agency. You will see part of our youth strategy coming to fruition at the 2022 AGM, as we add an ex-officio youth member to the board table. This position was developed in collaboration with the Young Cattlemen's Council (YCC), and we look forward to working in tandem with that organization as we look for ways to include young cattlemen and women at our table.

You may have noticed our new inclusion statement at the beginning of this AGM package. We drafted the inclusion statement to be short and to the point, and we are committed to living out the promise it makes.

We are glad to be back meeting in person at the Canadian Beef Industry Conference (CBIC) to share our successes with our friends and industry partners. It can be a difficult task finding time during the conference to hold important meetings like this, but we did make the decision that it is important to hold true to the spirit of the conference, and continue to hold our AGM as a part of the larger event. Please make sure you give us your feedback on the meeting by scanning the QR code and responding to a very short 5 question survey.

I would like to thank the entire Committee for their work and engagement last year, and I am confident we are set up for success in the coming years.



“

The Agency is at a place right now where we can focus on doing the right thing every day - being transparent and representing the stakeholders in our industry. It's all about delivering value.

”



SCAN FOR ANNUAL REPORT
& AGM SURVEY



Marketing Committee

CHAIR: MIKE KENNEDY

Committee Members: Jack Chaffe, David Francis, Russ Mallard, John Curtis, Andre Forget, Coral Manastersky, Stephen Christie, Jennifer Haley, Mike Guest, Hubert Lau, Cameron Blake

It has been my pleasure to chair the Market Development and Promotion Committee (Marketing Committee) for the 2021-2022 fiscal year.

As the operational oversight over Canada Beef under the Agency, the Marketing Committee ensures that producer dollars and other investments are allocated strategically with the overall goal of increasing demand for Canadian beef globally.

"The Marketing Committee is responsible for the oversight of the Canada Beef investment plan and budget, working with the President to ensure the business strategy is correct, overseeing its implementation, and evaluating its results."

In addition to ensuring an effective strategic plan was in place, the alignment of beef and veal marketing programs, services and investment was a major focus of the Marketing Committee this fiscal year. The committee established a Provincial Marketing Alliance (PMA), to support the idea that marketing programs and services executed at the international, national, and provincial level should be complementary in nature and should align and focus on a common vision, goals and objectives that serve Canadian beef cattle and veal producers.

Under the PMA, professional marketing specialists from participating provincial cattle or veal producer associations work with the Canada Beef staff team to achieve the common goals and objectives as outlined in Canada's National Beef Strategy, Canada Beef's annual Investment Plan, or as identified by the Marketing Committee.

In addition to maximizing return on investment for funding partners, the initiative optimizes the impact of marketing programs in the marketplace for all stakeholders and clients - increasingly important objectives as industry moves forward.

March 11, 2022 marked the second anniversary of the World Health Organization declaration of the global pandemic. COVID-19 continued to affect the foodservice sector, supply partners, end-user clients, and consumers worldwide while the emergence of the Omicron variant in late 2021 delayed recovery.

Canada Beef remained responsive to stakeholder needs by pivoting and repositioning marketing efforts and bringing strategic solutions to the table. With beef pricing hitting record highs over the past year, the Canada Beef team focused on deploying new programs that drive

interest in value cuts of beef at lower price points. This is and continues to be a key strategy in keeping beef as a protein of choice for consumers, even in inflationary times.

In addition, the Canadian Beef Information Gateway (Gateway) is a timely initiative to ensure beef remains a family favorite as higher costs for food, fuel and power weigh on household budgets. The Gateway as well educates and inspires consumers to choose beef for all occasions, and does this in a digital format that aligns with current consumer behaviour and preferences for information.

Headwinds include significant freight increases, reduced vessel allocation space in the Canada-Asia corridor and supply chain disruptions. Indirect impacts related to Russia's invasion of Ukraine are possible and could increase costs for energy, fertilizer and feed. While China remained closed to imports of Canadian beef at fiscal year end, a reopening of that market to the traditional mainstay beef products would place an additional strain on beef prices here at home.

Canada Beef has done a tremendous job of navigating another turbulent year on behalf of Canada's beef producers.

The drive to use producer funding efficiently extended to operational space. Canada Beef initiated a plan to reduce its operational footprint in the Calgary and Mississauga offices to remain fit for purpose through the pandemic. The move will result in a significant cost savings that can be redirected to programming or other needs as identified. This is a good example how the Canada Beef leadership team is focused on ensuring the maximum value for producer dollars.

Additional renovations to the Canadian Beef Centre of Excellence (CBCE) studio will ensure the facility continues to play a key role in communicating the Canadian Beef Advantage across digital platforms to consumers, students and meat professionals worldwide.

Canada Beef will continue to collaborate with the beef value chain to ensure markets and products are prioritized appropriately in the strategic planning process. This ensures industry alignment and most importantly ensures producer investment is being maximized.

I thank Canada Beef and the industry for the opportunity to chair the Marketing Committee and I look forward to continued success for Canadian beef in domestic and international markets.

Producer Nominees



CHAD ROSS, BEEF PRODUCER

SASKATCHEWAN CATTLEMEN'S ASSOCIATION

Chad grew up on a generational ranch south of Estevan, SK established 1905. He attended school in Estevan, participated in the 4-H Beef program then ventured to the U.S. to further his education. Chad is an aggressive and progressive beef producer and has spent countless hours promoting and growing Agriculture for a sustainable future. Chad is also a huge supporter of the 4-H program to help grow responsible young adults for our community and province.



JEFF SMITH, BEEF PRODUCER

ALBERTA BEEF PRODUCERS

Jeff is the General Manager at Gateway Livestock Exchange based in Taber, Alberta. He has been in the livestock marketing industry since 2001, with much of that spent in finished cattle, studying and analyzing carcass performance. Jeff graduated from Lethbridge College with a diploma in Computer Information Technology. He sits on a number of boards within the industry, including the Alberta Cattle Feeders Association (ACFA), Alberta Livestock Dealers and Order Buyers, Forty Mile Feeders Association and Alberta Verified Beef Production.



JACK CHAFFE, BEEF PRODUCER

BEEF FARMERS OF ONTARIO

Jack Chaffe lives north of Mitchell, Ontario with his wife, Diane, and three sons. Jack is President/Co-owner of Chaffe Farms Ltd. a family feedlot operation in its 5th generation. His vision for the Canadian beef industry is to embrace positive technological change through scientific research and explore developing markets through product development and promotions to be sustainable, and to engage the next generation for a profitable future. Jack was elected President of the Beef Farmers of Ontario in February of 2022.



LARRY WEATHERBY, BEEF PRODUCER

NOVA SCOTIA CATTLE PRODUCERS

Larry has been a cow/calf and feeder operator for more than 35 years. He currently has 160 cows and finishes more than 200 head per year with his family, and also farms sheep, forage and lowbushblueberries. Larry is the current chair of the Nova Scotia Cattle Producers, is a former board member of both the Maritime Beef Council and the Nova Scotia Federation of Agriculture Council of Leaders.

DAVID FRANCIS, BEEF PRODUCER

PEI CATTLE PRODUCERS

David Francis operates a Charolais cow/calf farm in Lady Fane with his family. He has been a beef/potato farmer for over 39 years on a farm that was established before Confederation. They have completed extensive conservation projects throughout the farm and were awarded the Enviromental stewardship award in 2017. David and his family have been involved in 4-H, showing cattle throughout the Maritimes and at the Royal.



JULIE MORTENSON, BEEF PRODUCER

YOUNG CATTLEMEN'S COUNCIL (YCC)

Julie Mortenson farms with her husband near Nokomis, SK. They run a commercial cattle herd of about 250 head, a 50 head purebred polled Hereford herd and farm about 5,000 acres of grainland. Julie works full time for Blair's, working closely with other farmers and ranchers in Saskatchewan. She also represents her municipality on the Agricultural Producers Association of Saskatchewan (APAS), a mentee in the Canadian Western Agribition's NextGen Agriculture Mentorship Program, and sits as a director on the Saskatchewan Hereford Association.



Industry Nominees



CORAL MANASTERSKY, I.E. CANADA

MANAGER, BEEF PROCUREMENT, MAPLE LEAF FOODS

Coral has 35+ years of beef further processing industry experience. Her responsibilities at Maple Leaf Foods include development of the beef procurement strategy, management of beef import quota, commodity forecasting, vendor contracts as well as cost savings and budget initiatives. Coral supports industry organizations such as I.E. Canada, CMC, Alliance for Free Trade and Foreign Affairs, Trade and Development Canada Department ADHOC-TQAC meetings.



DENIS BURRELLE, TEMPORARY SUBSTITUTE RETAIL/FOODSERVICE

DIRECTOR OF NATIONAL PROCUREMENT, SYSCO SPECIALTY MEAT GROUP

Denis is currently the Director of National Procurement for Sysco Specialty Meat Group. Denis has held various procurement and account management roles in the food industry, with focus on merchandising and marketing proteins.



JEFF CLINE, CANADIAN MEAT COUNCIL

DIRECTOR, SALES - CARGILL MEAT SOLUTIONS

Jeff has been involved in the beef industry and international sales at Cargill for over 20 years. Working directly with Cargill's international sales hubs in key markets, the team has continued to grow exports from Canada over the past 15 years since the BSE recovery. Jeff plans to continue to leverage his market knowledge, aligning with Canada Beef's strategic focus areas to continue growing value and partnerships overseas.



ANDRE FORGET, CANADIAN MEAT COUNCIL

MONTPAK INTERNATIONAL

After 20 years as a futures and options trader on an interest rate arbitrage desk, André was reeled back into the family business in 2009. André's father started his packing unit in 1960, where André became the President in 2014 and successfully doubled sales over the next 6 years. The plant was acquired by Montpak International in 2019 and André happily joined the group as head of the beef division thereafter. André strongly believes in fair commerce between packers and producers, integrity and welfare of animals.

Marketing Committee Nominees



CLAY HOLMES, MEMBER AT LARGE

NATIONAL ACCOUNT SALES, INTERCITY PACKERS

Clay has over 26 years experience in the protein industry, primarily in beef foodservice, with Gordon Food Service (GFS), Sysco and Intercity Packers. His roles started with foodservice direct sales, and grew into management and national oversight positions, managing a portfolio of multi-unit national accounts. Clay is also a member of the Canadian Roundtable for Sustainable Beef (CRSB) board, as well as a member of their Marketing Committee, and Strategic Business Plan Committee.



CAM DANIELS, MEMBER AT LARGE

DIRECTOR OF MARKETING, HARMONY BEEF LTD.

Cam Daniels is a respected Canadian Meat industry leader with more than 30 years' experience in domestic and international beef and veal markets. He is known for his technical and marketing skills, with the unique ability to match the best product mix and specifications for clients in all markets. He currently serves as the Director Marketing for Harmony Beef.

Returning Agency Members for 2022/23



Kirk Jackson, QC



Mary Paziuk, MB



Sheila Hillmer, AB



Terry Wiebe, BC



Trevor Welch, NB



Stephen Christie, RTFS



Russ Mallard, CMC



John Curtis, CMC

Returning Marketing Committee Members



Mike Guest, Member at Large



Cameron Blake, Member at Large



Jennifer Haley, VFO

THANK YOU, CHAD.



CHAD ROSS

**THANKS TO CHAD FOR HIS LEADERSHIP AND GUIDANCE
AS AGENCY CHAIR OVER THE PAST THREE YEARS. WE
LOOK FORWARD TO HIS CONTINUED LEADERSHIP
REPRESENTING SASKATCHEWAN AT THE AGENCY TABLE.**

RETIRING MEMBER



MIKE KENNEDY

**THANK YOU TO MIKE FOR 10 YEARS OF SERVICE TO
THE AGENCY AND CONTINUED SUPPORT OF THE
CANADIAN BEEF INDUSTRY.**



RETIRING MEMBER

HUBERT LAU

HUBERT'S INDUSTRY INSIGHT AND ENGAGEMENT WITH OUR TEAM WERE A STRONG ASSET TO THE MARKETING COMMITTEE. THANK YOU, HUBERT.



CANADIAN BEEF CATTLE CHECK-OFF EVALUATION 2022 UPDATE



The Canadian Beef Cattle Check-Off provides industry funding for the Beef Cattle Research Council (BCRC) responsible for the industry's national research and extension program, Canada Beef tasked with market development and promotion in domestic and international markets, and public and stakeholder engagement, which works to manage issues and build public trust in Canadian beef cattle production.

The Canadian Beef Cattle Check-Off is a mandatory levy of \$2.50 per head collected from beef cattle producers when they market their cattle, with the exception of Ontario, who remains at \$1. The check-off generated \$17.2 million in check-off and \$1.2 million in import levy in 2020/21 for research, marketing and promotion activities on behalf of the entire industry.

THE OVERALL BENEFIT IS 33:1

This study reports that on a five-year average from 2015-21, national research, marketing and promotion activities resulted in the following benefit cost ratios (BCR):

- **Research** had a BCR of \$63.2, compared to \$34.5 and \$46 in the Rude (2011/12 to 2013/14) and Cranfield (2005 and 2008) studies respectively.
- **Domestic Marketing** (including the import levy) had a BCR of \$15.4, compared to \$17 and \$8 in the Rude and Cranfield studies respectively.
- **Public and Stakeholder Engagement** had a BCR of \$16, no comparisons are available.

WHY MEASURE THE VALUE?



You deserve to know how your investments are REALLY doing

Measuring the impact of invested check-off and import levy dollars allows producers to know exactly what their money is doing, and how well it's working for them. This evaluation takes place every five years by the Canadian Beef Check-Off Agency.

FACT SHEET



TO LEARN MORE ABOUT THE
VALUE OF CHECK-OFF FOR THE
CANADIAN BEEF INDUSTRY, VISIT
CDNBEEFCHECKOFF.CA/VALUE
OR SCAN THE QR CODE





ALLOCATIONS 3 YR AVERAGE



51% MARKETING
32% RESEARCH
12% PROVINCIAL INVESTMENT*
5% PUBLIC & STAKEHOLDER
ENGAGEMENT

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WHAT DOES VALUE **REALLY** LOOK LIKE?

RESEARCH

The Beef Cattle Research Council (BCRC) is Canada's national industry-led funding organization for beef, cattle and forage research. BCRC received about 32% of check-off dollars over the past three years.

Calving Resuscitation Video & Calving Tip Series

At calving time, planning and early intervention are key to increasing the likelihood of a live, healthy calf. The BCRC's [#Calf911](#) video series includes practical, calf management strategies focusing on resuscitation of newborn calves, tube (esophageal) feeding, handling colostrum, and treating dehydration. As of mid-May 2022, the four [#Calf911](#) videos have been viewed a combined number of 104,000+ times across social media platforms."

MARKETING

Canada Beef is responsible for domestic and international marketing programs. They received about 51% of check-off dollars and 100% of import levy dollars over the past three years.

"This study is one of the most important things we can do for Canadian beef producers, because we can't manage what we don't measure."

**Jeff Smith, Alberta Beef Producer
& Value Assessment Committee**

Beef Information Gateway

The [Beef Information Gateway](#) showcased over 400 recipes and 75 beef cuts through an estimated 200 retailers. Each product has a digital profile that features essential information including recommended cooking methods, food safety and storage information, written recipes along with 'hands-in-pans' instructional videos, nutritional information and shopping lists.

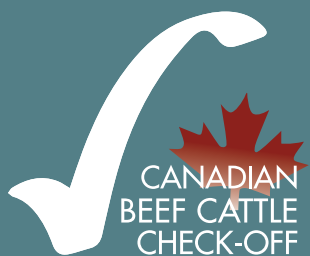
PUBLIC & STAKEHOLDER ENGAGEMENT

The Public and Stakeholder Engagement (PSE) team works to address consumer questions and issues that could erode consumer and public confidence in the beef industry. PSE received about 5% of check-off dollars over the past three years.

Guardians of the Grasslands

Since the 2021 release of the [Guardians of the Grasslands](#), the short documentary has amassed 230,000 views, was selected for 25 film festivals across North America, and won seven awards including Best Short Documentary, Cinematography, Editing and Directing. A recent [article in ABP Daily](#) was quoted as saying, "The award-winning film Guardians of the Grasslands, has impacted consumer perception of the role of cattle as regenerative contributors in a frail environment..."

* The Evaluating the Economic Benefits from the Canadian Beef Cattle Check-Off study excluded the analysis of provincial investment



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