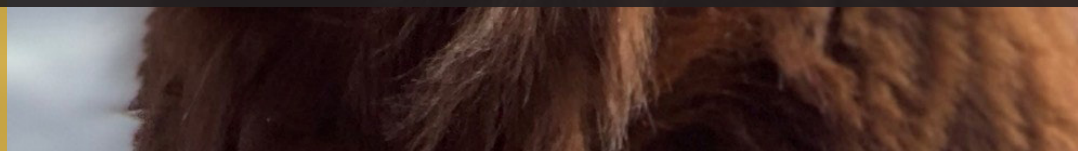


BUSINESS PLAN



2023/24 Business Plan

APRIL 1, 2023 - MARCH 31, 2024



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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.



GOVERNANCE & REGULATORY FRAMEWORK

Canadian Beef Check-Off Agency



Maintaining a structure focused on oversight of the check-off and import levy while ensuring compliance and transparency is a key to achieving success for our industry.

REGULATORY FRAMEWORK

The Farm Products Agencies Act, which was proclaimed in 1972, allowed for the creation of the Farm Products Council of Canada (FPCC). The Act also provides the legal foundation for the creation of the Canadian Beef Cattle Research, Market Development and Promotion Agency (the Agency). The Agency was created with the directive to promote the research, marketing and promotion of Canadian cattle and beef products, both domestically and abroad. The Agency was proclaimed on January 17, 2002 and the registration published on January 30, 2002.

The Federal Levies Order was registered April 14, 2005. The import levy allows for equitable treatment between domestic beef producers and beef importers. The amendment to the Beef Cattle Research, Market Development and Promotion Levies Order to include an import levy was announced on July 30, 2013. Since January 1, 2014, all imports of beef cattle, beef and beef products into Canada have been subject to the levy of \$1 per head or carcass equivalent.



GOVERNANCE

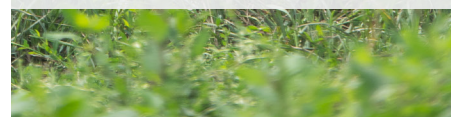
WE ARE STRONGEST TOGETHER

The Agency is governed by 16 Agency Members from across Canada. There are 10 member seats allocated to beef cattle producers nominated by their provincial cattle associations. The remaining six are: four from processors, traders, brokers and exporters nominated through the Canadian Meat Council (CMC), one importer (I.E. Canada) and one retail/foodservice operator. These six directors are nominated from their respective associations, or by the delegates at the Annual General Meeting each year.

“

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

”



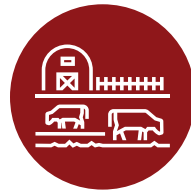
National Service Providers in Research, Market Development and Promotion



CANADA BEEF

Market Development and Promotion

Canada Beef works to build a dynamic, profitable and competitive Canadian beef and veal industry where Canadian high-quality beef and veal products are recognized as the most outstanding by domestic and international customers. These efforts increase awareness and demand for Canadian beef and veal while ensuring the maximum value for producer dollars.



BEEF CATTLE RESEARCH COUNCIL

Research

A portion of the funds collected by the Canadian Beef Check-Off Agency is directed towards the BCRC to fund research and technology transfer activities to improve the competitiveness and sustainability of Canada's beef industry. The BCRC further leverages these producer investments with other funding to meet the Canadian beef industry's ambitious long-term goals.



PUBLIC & STAKEHOLDER ENGAGEMENT

Industry Promotion and Public Relations

The Public and Stakeholder Engagement (PSE) program was envisioned under the first National Beef Strategy and has since grown into a fully funded program as a partnership between the Canadian Cattle Association (CCA) and Canada Beef.



PROVINCIAL INVESTMENTS

Investing Provincially for National Benefits

Seven provincial cattle associations have elected to allocate a portion of their national check-off funds back to their provincial association to invest into research, market development and promotion programs at home that provide national benefits.



MARKET OUTLOOK

CANFAX RESEARCH SERVICES

The 2021 drought spilled over into the spring of 2022 and kept feed prices high. Billion-dollar rains in June and July improved pasture conditions and feed production. In the second half of 2022, feeder cattle prices soared for all weight classes across the country to highs not seen since 2015-16. Beef production exceeded expectations in the fourth quarter, with record high carcass weights and more females in the slaughter mix.

2022 MARKET HIGHLIGHTS

On July 1, 2022, the Canadian cow herd inventory was 3.71 million head, down 1.7% from the previous year. The Canadian cow herd has declined for two consecutive years and has declined in four of the last five years. Heifers kept for breeding on July 1, 2022, fell a substantial 7.4%. Total Canadian cattle and calves were down 2.8% from 2021. The heifer slaughter ratio is projected to be 63% in 2022, the highest since 2014. The cow cull rate is projected to be 14.4%, the highest since 2009. This indicates that the Canadian cow herd is contracting.

Total Canadian beef production, including live slaughter exports, is projected at 1.63 million tonnes in 2022, up 1.9% from 2021. Fed beef production is projected to be up 1.7%, with non-fed production projected up 3.4%. Non-fed beef production is projected to be 16% of total beef production, steady with the last two years.

Federally Inspected cattle slaughter was up a very slight 0.6% in 2022 to 3.27 million head. Fed cattle slaughter was steady, and non-fed slaughter was up 4% in 2022. With carcass weights on all cattle 4 lbs heavier than 2021 domestic beef production was up 1.1%.

Slaughter cattle marketings (including live slaughter exports) are projected to be up 1.5% in 2022; heifer marketings are projected to be 7.2% higher than 2021 and steer marketings down 2.3%. Fed cattle exports are projected to be a substantial 16.8% higher in 2022 but up only 4% from the five-year average. With seasonality of fed exports following the five-year average; eliminating the dip seen in May to July of 2021.

In the fourth quarter, Alberta 550 lb steers surged to \$270/cwt (the highest since 2015) and Alberta 850 lb steers averaged \$234/cwt. Ontario 550 lb steers averaged \$267/cwt and Ontario 850 lb steers were \$237/cwt. While Alberta 550 lb steers were a \$6/cwt premium to Ontario on average, and 850 lb steers at a \$3/cwt discount – there was greater volatility in the Ontario market with some weeks showing a premium.

2023 OUTLOOK

Total Canadian beef production for 2023 is projected to decline 1.9%, to be steady with 2021. Fed beef production in 2023 is projected to decline 2%, reducing supplies of high-quality beef. Non-fed beef production is projected to decline 0.9% (assuming improved grass and feed supplies), also reducing supplies of trim meat and ground beef.

Canadian cattle slaughter is projected to be down 1.5% in 2023, with both fed and non-fed slaughter lower. As fed supplies tighten throughout the year, carcass weights are expected to get more current. However, with less heifers in the mix average carcass weights will be supported by steer numbers. While delayed in the fourth quarter of 2022, leverage is expected to shift to the feedlot in 2023.

The Canadian herd contraction is projected to reduce marketings by a modest 1.8% in 2023.

Tighter North American beef supplies will support cattle prices. However, the big question is how will domestic and international demand hold up to economic pressures.

2023/24 OPERATING BUDGET

FOR THE YEAR ENDING MARCH 31, 2024

The Agency plans to run a deficit budget for the second year in a row to invest funds from the surplus reserve into targeted and measurable programs. The 4.5% administration on all collected check-off continues to facilitate the deficit budget.

REVENUE

Canadian Beef Cattle Check-Off	16,742,500
Beef Import Levy	950,000
	17,692,500

EXPENSES

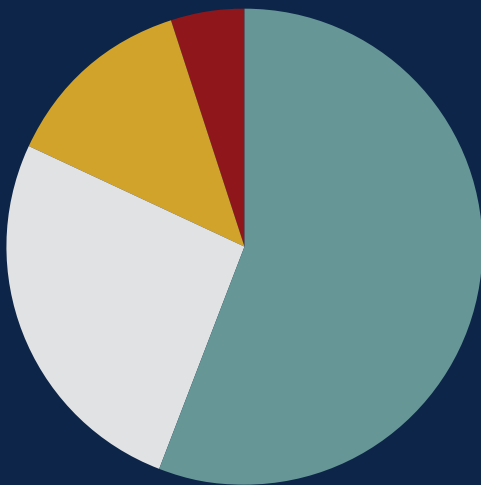
Board of Directors	192,500
Agency Administration	808,350
Provincial Investment	2,049,839
Research	4,201,881
Public and Stakeholder Engagement	849,711
Marketing	9,811,719
	17,914,000

Surplus/(Deficit)	(221,500)
Revenue from Surplus & Pork Import Levy Administration	221,500
	0

Executive Summary & Administration Plan

A UNIFIED, SUSTAINABLE FUNDING STRATEGY

Canadian beef and veal producers collectively invest in research, market development and promotion to achieve the industry's long-term vision of a dynamic and profitable Canadian industry.



Marketing
Research
Provincial Investment
Public & Stakeholder Engagement

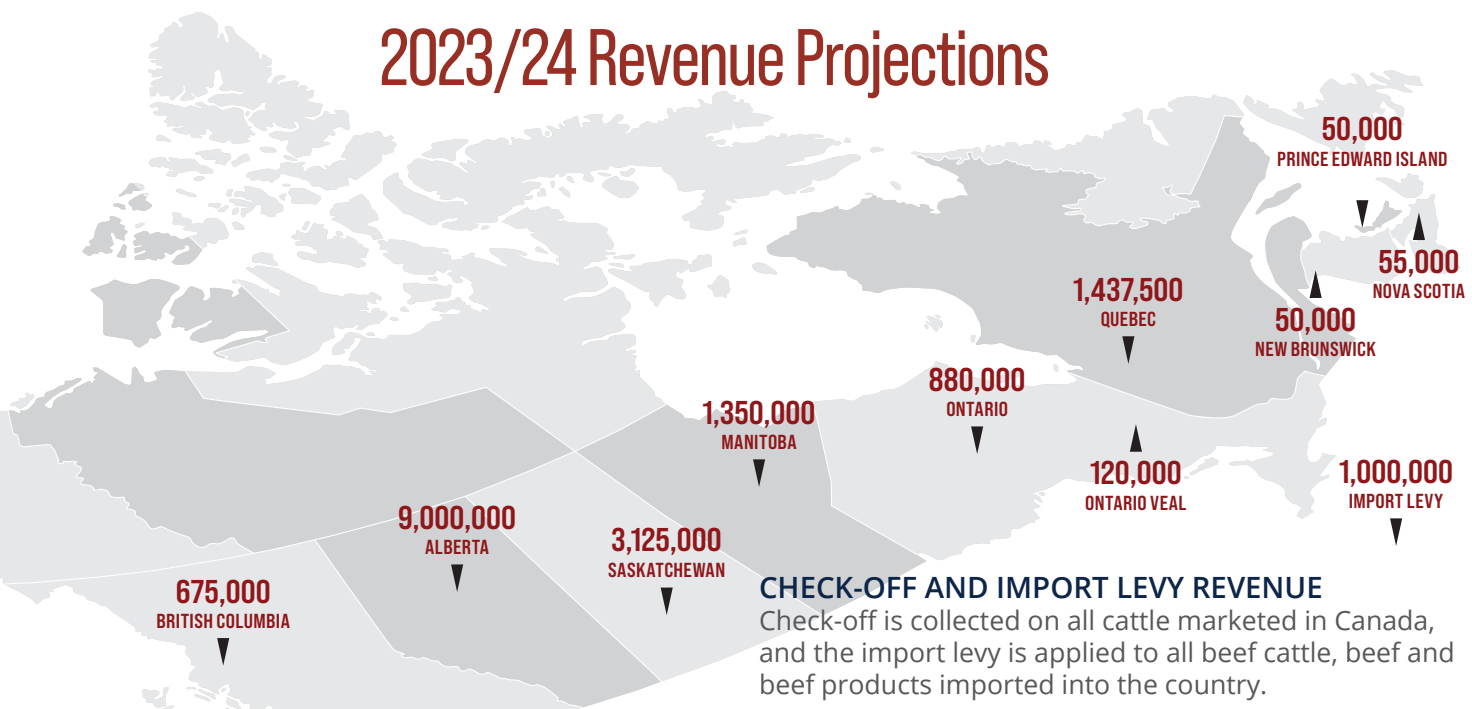
In 2023/24, the Canadian Beef Cattle Check-Off and Canada's Beef Import Levy is estimated to bring in approximately \$17,652,500 in gross revenue.

Moving into the 2023/24 fiscal year, eight of nine provinces are collecting a \$2.50 national check-off, with Ontario and the Import Levy collecting \$1 per head or equivalent.

The Agency projects the total check-off revenue, after 4.5% administration is deducted,

to be allocated as 56% to market development and promotion, 26% to research, 13% to provincial initiatives and 5% to public and stakeholder engagement (PSE). These allocations are set annually by each provincial cattle association one full year in advance and apply only to check-off dollars; the net beef import levy is allocated to the promotion of unbranded beef and veal in Canada.

2023/24 Revenue Projections



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.

ADMINISTRATION

PROJECTED ALLOCATION: \$779,350

The Agency moves into the 2023/24 fiscal year with goals to administer the Agency with separate and distinct governance, reduce check-off slippage, and develop robust education and compliance plans for check-off collection.



ADMINISTRATION & AGENCY PROGRAMS

The Agency Members approved a 2023/24 administration budget at \$1,000,850, with \$221,500 coming from the administration of the pork import levy and from the Agency's surplus. The \$221,500 additional revenue and the estimated \$779,350 from administration revenue balances the Agency's budget. The Agency plans to run a deficit budget for the second year in a row to invest funds from the surplus reserve into targeted and measurable programs. The 4.5% administration on all collected check-off continues to facilitate the deficit budget.

The Agency's programs will support the operations and Board, as well as the Agency's three strategic objectives:

1. Sound Governance and Administration
2. Structured Reporting and Compliance
3. Educated and Engaged Stakeholders

SOUND GOVERNANCE AND ADMINISTRATION

The role of Agency Members is to oversee check-off and import levy investments to be sure they meet our regulatory requirements and that investments are made with the best interests of the Canadian

beef and veal industry in mind. To this end, the Agency Members continue to keep a watchful eye on the investments and the regulatory framework that the investments are supported by. It is important that Agency Members are engaged in business plan development and work closely with their home associations to review and comment on the Agency's business plan once it is developed. This ensures a level of transparency that stakeholders have come to expect from the Agency.

The current governance structure the Agency is managed under, provides clear direction for both the Agency and its Committees, and continues to move forward on a path of stronger governance and operational separation from the internal marketing division of the organization. After finalizing the Agency's structural review early in 2023, the Marketing Committee will continue to tap into the expertise of its membership and continues to operate independently, but still under the general oversight of the Agency. The Agency and Committee will work together to implement any recommendations made through the review, and will be sure to communicate the results to stakeholders.

There is also a continued focus on succession planning at the board level, both to on-board new

Members and to develop strong leaders within the Agency. It is imperative that the Agency recruits skilled, knowledgeable Members who are ready to take on the responsibility of overseeing the check-off and import levy investments in Canada. The Agency continues to develop targeted resources for Member recruitment, and working directly with current Members to facilitate a smooth transition into Agency leadership roles those who are ready to step up to take them on.

STRUCTURED REPORTING AND COMPLIANCE

The Agency's inspection and education program will grow in 2023/24 to include a full-time Compliance and Education Manager. The Compliance and Education Manager will use the Agency's current education and inspection pilots as a platform to expand into a fully realized program. The program will range from education for collectors and remitters, to friendly audits of provincial cattle associations to help find efficiencies, to inspecting operations that may be operating outside regulatory framework to begin a compliance plan.

A more visible and dedicated Compliance and Education Manager will provide a strong resource for provincial cattle associations who are looking to reduce slippage, and help to ensure a more united and sustainable check-off system in Canada. In tandem with the inspection program, the Agency will strengthen the communication and education components around check-off and import levy collection, remittance processes at the point of sale, and stronger communication through both partner organizations and directly to Canadian beef producers. Stakeholders can expect to see a more streamlined and consistent approach to targeted communications.

The Agency must maintain a high level of confidence in how check-off and import levy dollars are invested to ensure eligibility within the Agency's mandate. To this end, the Compliance and Education Manager will work with service providers on the development of a more robust reporting process. Stronger reporting will increase transparency to stakeholders on how check-off and import levy dollars are invested, and increase the level of confidence that stakeholders have in the value that the investments deliver to the Canadian beef and veal industry. It will also strengthen the

confidence of the Agency Members when reporting to the federal government as part of the regulatory requirements the Agency falls under.

EDUCATED AND ENGAGED STAKEHOLDERS

The Agency's most important allies in communicating with stakeholders at all levels of the Canadian beef industry are the provincial cattle associations. By working with the associations directly, we are able to develop targeted communication tools that are flexible enough to meet their unique needs and audiences, but still aligned to a consistent message. This can be as tactical as providing communication support through levy rate changes, or as high level as developing robust reporting tools to showcase the value of check-off and import levy investments.

As a support to provincial cattle associations who may be struggling with specific communication needs around a united and sustainable funding strategy through the national check-off, the Agency will continue to help overcome communication challenges with custom resources. For some provinces, this means assistance in developing educational resources for collectors and remitters, while in others it may be help in promoting the benefits of check-off and import levy investments to strengthen support for a national system. The Agency will continue to support transparent communication, and support our provincial partners in building materials to meet their unique needs.

The Agency has also introduced a youth engagement strategy, which kicked off at the 2022 AGM in Penticton. This strategy launched with the election of the first Youth Member to the Agency, a non-voting seat to enhance the engagement with young Canadian beef producers. The Youth Member is a key stakeholder who is involved with directly communicating the value of check-off and import levy investments with other young industry leaders. The Agency is also preparing to award the first ever Agency-sponsored post secondary scholarship, to help promote the areas of research, market development and promotion in the Canadian beef industry with young stakeholders.

2023/24 ADMINISTRATION BUDGET

PROJECTED ALLOCATION: \$779,350

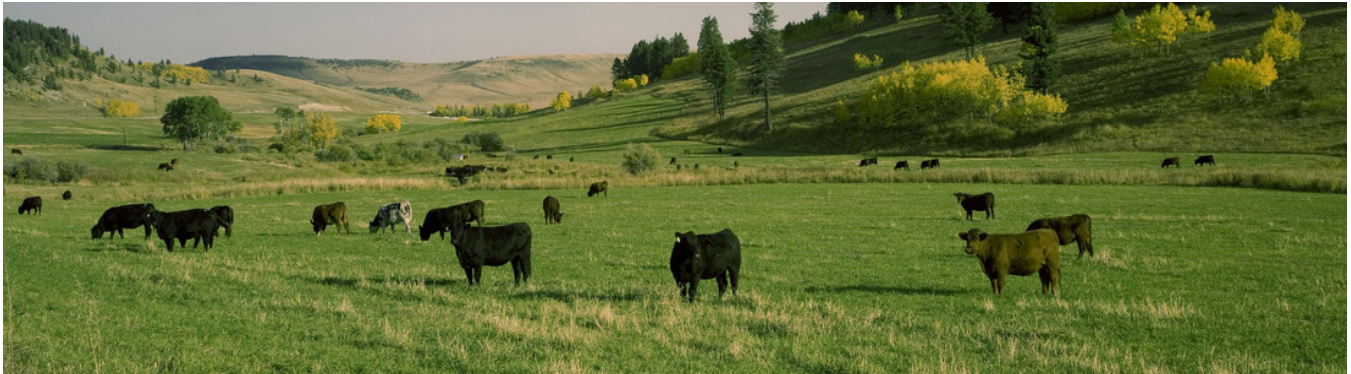
The Agency plans to run a deficit budget for the second year in a row to invest funds from the surplus reserve into targeted and measurable programs. The 4.5% administration on all collected check-off continues to facilitate the deficit budget.

	2022/23	2023/24
SOUND GOVERNANCE AND ADMINISTRATION	162,000	129,000
<ul style="list-style-type: none">- ensure federal regulatory requirements are met- cultivate a strategic and focused governance structure and culture- deliver accurate and valuable measurements and reportables- support the prudent administration of check-off and import levy management- review of the current Marketing Committee structure for gaps		
STRUCTURED REPORTING AND COMPLIANCE	25,000	25,000
<ul style="list-style-type: none">- addition of Compliance and Education manager as a programming lead- standardizing remittance requirements for check-off remitters- inspection program development with provincial cattle associations- strengthen remitter compliance through inspections and education- reduce slippage on interprovincial marketings		
ENGAGED AND EDUCATED STAKEHOLDERS	25,000	37,500
<ul style="list-style-type: none">- support comprehensive learning on collection of levies at provincial level- create resource material for provincial cattle associations to support check-off collection- communicate value of national check-off programing- engage targeted industry stakeholders to champion value of check-off messages		
OPERATIONS	491,800	616,850
BOARD OF DIRECTORS	183,200	192,500
<ul style="list-style-type: none">- per diems- travel and meeting expenses- orientation and training		
TOTAL	917,000	1,000,850

MARKETING: CANADA BEEF

PROJECTED ALLOCATION: \$9,811,719

Canada Beef has built its strategic focus in parallel with the National Beef Strategy developed by a broad industry coalition including all the major national and provincial beef industry associations.



The National Beef Strategy is about positioning the Canadian beef industry for greater profitability, growth and continued production of high-quality beef products.

In 2023, Canada Beef will celebrate the 50th anniversary of beef marketing activities in Canada and abroad. Canada Beef began operations on July 1, 2011 with the consolidation of the Beef Information Centre (formerly responsible for domestic beef market development) and the Canada Beef Export Federation (formerly responsible for international beef market development).

While Canada Beef has operated for just over a decade, its predecessor organizations had operated as the domestic and international marketing organizations since 1973 (Beef Information Centre in 1973 and Canada Beef Export Federation in 1989).

The Canada Beef Market Development and Promotion Committee and the staff are proud to carry on the strong legacy of leadership in beef marketing and innovation that will continue to serve producers by ensuring a bright and resilient future for the Canadian beef industry.

Canada Beef's strategy aligns with the Federal Government's Agricultural Policy Framework that aims to increase and diversify exports to international markets and seize market opportunities through industry-led promotional activities that differentiate Canadian products and producers, and leverage Canada's reputation for high quality and safe food. Canada Beef's Canadian beef brand positioning also aligns closely with the Federal Government's Brand Canada strategy.

Canada Beef is primarily funded by cattle producer check-off and import levy dollars and is able to further leverage the check-off investment through eligible government industry development funds and client partner investments to maximize the return on investment that cattle producers receive from their check-off contributions.

"The new normal" is a term used to describe the period that follows a significant transitional phase, and it aptly describes the emerging marketplace for Canadian beef in fiscal 2023-2024. Two years of the COVID-19 pandemic have given rise to many short term, and potentially long lasting changes to the domestic and international marketplace.

While the marketplace has adapted and economies have begun to move to a post-pandemic phase,

the transition has coincided with the highest inflationary period in decades and the looming threat of a global economic recession. The 2023-2024 investment plan is designed to be nimble and responsive, allowing Canada Beef to meet the needs of consumers and trade clients in domestic and international markets and find or create the market opportunities that can come from change. This approach is what will set Canadian beef apart from its competitors and provide the maximum benefit for Canada's cattle producers and other stakeholders.

The plan focuses on five key priorities important to the success of Canada Beef programs and services:

1. FULL EXECUTION AND DEPLOYMENT OF THE CANADIAN BEEF INFORMATION GATEWAY (GATEWAY) PLATFORMS ACROSS ALL CHANNELS AND SECTORS

The Gateway optimizes the intersection of food and technology by using quick response (QR) codes to drive the purchase and enjoyment of beef. Each cut has a digital profile accessible via smart phone or tablet. Each profile features essential information including recommended cooking methods, food safety and storage information, written recipes, recipe videos, nutritional information and shopping lists. The program was launched in Canada last fiscal and will be made available in global markets this fiscal. Canada Beef will expand Gateway platforms to be adaptable to all sectors including retail, foodservice, packers and producer/stakeholder audiences. The organization will invest heavily in promotion and marketing of the Gateway in fiscal 2023-2024 to bring more partners and clients to the table.

2. VALUE CUT OPTIONS FOR RETAIL AND FOODSERVICE

The impact of food inflation, particularly for the meat category, is biting into consumers' purchasing power and is challenging beef's place on foodservice menus and retail meat counter shelves. As customers and consumers consider less expensive options, Canada Beef will create and promote processing and merchandising solutions that will help bring

lower-cost beef choices to a variety of menu and retail applications. The strategy will help to defend the place of high value middle meats on menus and encourage the uptake of lesser known value cuts supported by consumer marketing and education to enhance awareness of proper preparation and cooking methods.

3. CONTINUE TO REFINE AND DEVELOP THE CANADIAN BEEF ADVANTAGE FOR TRADE AUDIENCES WHILE INTRODUCING IT TO THE CONSUMER AUDIENCE

The Canadian Beef Advantage (CBA) is the combination of technical and emotional product attributes that taken together differentiates Canadian beef from its domestic and international competitors. These attributes include areas such as beef quality, food safety, grading, genetics, sustainability, cattle identification, animal health, etc. These messages have long been at the centre of trade extension and communications, and will now be translated into consumer-friendly language and incorporated into consumer marketing and communications.

4. MAXIMIZE AND OPTIMIZE THE EXPANSION OF THE CANADIAN BEEF CENTRE OF EXCELLENCE

The Canadian Beef Centre of Excellence (CBCE) was retrofitted to become a multimedia production studio in order to meet the growing demand for digital media to support trade and consumer marketing programs. Renovations and audio/visual upgrades to the Centre will ensure the facility continues to play a key role in communicating the Canadian Beef Advantage across digital platforms to consumers, culinary and butchery students, and meat professionals worldwide.

5. PANDEMIC RECOVERY AND GROWTH STRATEGY

The pandemic had significant and wide-ranging impacts on the industry - in particular on the foodservice sector which is still in recovery. A pandemic recovery strategy is being developed guided by market research that identified nine key issues to be addressed, which can be found in Canada Beef's full plan.

2023/24 CANADA BEEF BUDGET

REVENUE

1	Check Off - Marketing	8,900,000
2	Check Off - Public and Stakeholder Engagement	212,000
3	Import Levy - Beef	870,774
	Import Levy - Veal	31,726
4	Government of Canada - Canadian Agricultural Partnership (CAP)*	-
5	Alberta Agriculture and Industry - EMDP **	-
6	Export Market Development Administration Fee	-
7	Interest	70,000
8	Deferred Revenue Amortization (CBCE)	106,000
		10,190,500

EXPENSE

Board of Directors - Marketing Committee	100,000
Marketing	14,699,710
	14,799,710

(DEFICIT) TO BE FUNDED OUT OF UNRESTRICTED ACCUMULATED RESERVES (4,609,210)

	MARKETING	PROGRAMS	OPERATING	TOTAL
1	Domestic - Generic Beef & Veal	424,990	177,510	602,500
2	Public and Stakeholder Engagement	270,000	53,431	323,431
3	Global Marketing	1,110,000	1,439,625	2,549,625
4	Domestic - Channel Marketing	475,000	179,988	654,988
5	Domestic - Consumer Marketing	1,545,000	145,026	1,690,026
6	Digital Marketing	655,000	363,795	1,018,795
7	Digital Marketing - Generic Veal	10,000	-	10,000
8	Health and Nutrition	270,000	61,347	331,347
	Health and Nutrition - Generic Beef	290,000		290,000
9	Communications	285,000	141,809	426,809
10	Canadian Beef Information Gateway	381,000		381,000
11	Canadian Beef Centre of Excellence	720,000	500,601	1,220,601
12	Export Market Development	420,000	185,693	605,693
13	Emerging Markets	270,000	-	270,000
14	Japan	830,000	415,000	1,245,000
15	South Korea	431,800	19,200	451,000
16	China and Hong Kong	243,000	214,300	457,300
17	Taiwan & Southeast Asia	340,000	117,200	457,200
18	Mexico & Latin America	595,000	192,000	787,000
19	Calgary and Mississauga	-	927,395	927,395
		9,565,790	5,133,920	14,699,710

Revenue Notes:

4 Canada Beef will apply once new program is announced
5,6 Discussions have started to renew agreement

RESEARCH: BEEF CATTLE RESEARCH COUNCIL

PROJECTED ALLOCATION: \$4,201,881

As the national beef cattle industry research agency, the BCRC plays an important role in identifying the industry's research and development priorities and subsequently influencing public sector investment in beef, cattle and forage research



The BCRC administers the Canadian Beef Cattle Check-Off funds that are allocated to research and leverages these funds with cash funding from industry partners, provincial governments, industry organizations and Agriculture and Agri-Food Canada through the Beef Cattle Industry Science Clusters.

A portion of the funds collected by the Canadian Beef Check-Off Agency is directed towards the Beef Cattle Research Council (BCRC) to fund research and technology transfer activities to improve the competitiveness and sustainability of Canada's beef industry. The BCRC further leverages these producer investments with other funding to meet the Canadian beef industry's ambitious long-term goals. Operating as a division of the Canadian Cattle Association, the BCRC's mission is to lead the Canadian beef industry as the most prominent supporter of cattle, forage and beef research with a producer-led council who invest producer funds into research and technology transfer to support growth in beef demand, increase productivity and earn public trust. Research and technology transfer are key to driving competitiveness and innovation in the Canadian beef cattle industry

and meeting increased consumer demand for beef products on a global scale.

The Canadian beef industry is called upon to respond to the dual calls of increased food production to meet global demand, while reducing greenhouse gas (GHG) emissions and the environmental footprint of Canadian beef production. While always keeping in mind the utmost importance of supporting the economic sustainability of Canadian beef producers and supply chain stakeholders, the Beef Cattle Research Council (BCRC) firmly believes that in part through the beef research, innovation and extension programs outlined in this Business Plan, we can be a leader in global beef production and global agricultural sustainability.

The BCRC has been tasked with leveraging producer investments with other funding to meet the Canadian beef industry's ambitious 2030 goals. All priorities under the Canadian Beef Research and Technology Transfer Strategy, which guides the BCRC's program funding, align with one or more of the 2030 goals, covering areas relating to greenhouse gas emissions and carbon sequestration, animal health and welfare,

land use and biodiversity, water, beef quality and food safety, human health and safety, as well as technology.

The BCRC 2023/24 programs are directed by the Canadian Beef Research and Technology Transfer Strategy (Research and Extension Strategy) released in 2021. This five-year Research and Extension Strategy was developed in partnership with the Canadian Beef Advisors (a collaborative group of national beef sector organizations including the BCRC) and ongoing engagement of researchers, funders and beef producers, to identify needs in research capacity, infrastructure, programming, funding and coordination. It aligns dollars and priorities to achieve a comprehensive outcome-based research and extension program supporting the Canadian beef industry's vision and guides industry and government research investments at both national and provincial levels across multiple funding agencies. The renewed Research and Extension Strategy aligns with Canada's National Beef Strategy and the ten-year goals launched by the Canadian Beef Advisors.

The core research and technology transfer principles identified in the Research and Extension Strategy and supported by the 2023/24 BCRC programs are:

- Increase producer profitability by increasing productivity or decreasing costs of production and risks.
- Develop, enhance and encourage adoption of beneficial practices and innovations that maximize the environmental benefits the industry provides and continue to reduce our environmental footprint, while supporting industry competitiveness.
- Support continuous improvements in Canadian beef demand through advancements in the quality and safety of Canadian beef.
- Generate science to inform decision makers, policy and best management practices and to support consumer confidence and public trust.
- Develop, enhance and encourage adoption

of leading-edge technologies that support industry competitiveness, automation and sustainability.

- Ensure the maintenance and rejuvenation of critical research capacity and infrastructure that facilitate proactive inquiry and innovation to support industry advancement.

Funding research projects and initiatives outside of the Beef Science Cluster remains a core component of the BCRC's plan. Due to the higher funding requirements for Science Cluster IV, the BCRC will move from an annual call for proposals to completing a call every 18 months. This will result in a deferral of cashflow from 2023/24 to 2024/25, which will be offset by a larger volume of funding being allocated to priority research projects in 2024/25. In addition to offsetting cluster funding requirements, this will allow for larger funding calls that attract stronger research proposals and increase the efficiency of our proposal evaluation process.

The BCRC will continue to deliver its knowledge and technology transfer programs, utilizing current outreach and extension strategies, the technology transfer network and the cost of production network. The BCRC remains committed to expanding the reach of its extension initiatives to drive the timely adoption of research and innovation.

The delivery of the Verified Beef Production Plus (VBP+) program, including both the training and auditing components, will continue to be advanced in 2023/24. Moving into its fourth year of a five-year transition plan, the VBP+ program priorities for the coming year include: enhancement of the producer training platform; communication of the benefits of training; completing benchmarking activities; and ensuring aggregated data collected through certification is used to its fullest potential.

2023/24 BCRC BUDGET

NET ASSETS, BEGINNING OF YEAR (JULY 2022)	7,544,117
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURE - JUNE 2023	(906,731)
NET ASSETS, JUNE 30, 2023	6,637,386
PROJECTED 2023 - 2024 REVENUE	
National Check Off	4,200,000
Industry - Cluster projects	80,000
VBP+ Stripe Transfer Payment	10,000
AAFC Cluster projects	427,565
Dividends	300,000
Interest	60,000
TOTAL REVENUE	5,077,565
PROJECTED 2023 - 2024 EXPENSES	
BCRC Division Services	1,257,657
Projects - Non-Cluster	2,461,505
Verified Beef Production Plus	491,052
Cluster IV Projects	1,584,650
VBP Market Alignment	0
TOTAL EXPENSES	5,794,864
PROJECTED 2023 - 2024 OTHER INCOME	
Unrealized Gains	383,400
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURE	(333,899)
PROJECTED NET ASSETS, JUNE 30, 2024	6,303,487

PUBLIC AND STAKEHOLDER ENGAGEMENT

PROJECTED ALLOCATION: \$849,711

The allocations of check-off is shared between the Canadian Cattle Association (CCA) at 75 per cent and Canada Beef at 25 per cent for the delivery of public trust programming and issues management. The work plan is designed with the intent to align and deliver on the National Beef Strategy five-year plan.



The PSE team works closely with the Canada Beef staff in strategic planning and delivery of public trust in beef and beef production. To ensure that synergies within the industry are enhanced, the engagement and participation of stakeholder groups is essential. This National Communication Managers group includes but is not limited to stakeholders such as: the Beef Cattle Research Council (BCRC), Canadian Roundtable for Sustainable Beef (CRSB), Canadian Meat Council (CMC), the National Cattle Feeders Association (NCFA) and the provincial cattle organizations that help amplify and deliver messages.

The PSE program continues to facilitate the management of issues related to industry reputation and public perception through strategic response. Investment into the media monitoring platform, Meltwater, is cost shared with CCA communications and provides the ability to monitor, track and identify trends in beef industry issues. As well, it provides social listening tools to analyze online conversations about beef and raising beef cattle in Canada. The platform also gathers data on earned media and social media initiatives, providing important Key Performance Indicators (KPI's) for the program.

Enhancing the public image of the Canadian beef industry and emphasizing the many positive benefits our industry contributes is a key objective of this program. The immensely successful short film, Guardians of the Grasslands, has over 300,000 views across Facebook and YouTube and was utilized for both international climate events – COP27 in Egypt through the Inter-American Institute for Cooperation on Agriculture and at COP15 in the Canada Pavilion through Environment and Climate Change Canada.

The PSE program recently launched a new documentary titled Too Close to Home. Together with the British Columbia Cattlemen's Association, the City of Kelowna and provincial rangeland specialists, the film debuted this past spring and has already amassed over 140,000 views online. The team plans to continue to develop and launch several additional short documentaries highlighting the positive benefits of raising beef cattle on the land in Canada. The film highlighting the amazing upcycling ability of beef cattle is expected to launch in the spring/summer of 2023.

While much of the overall 2022 Public Trust survey data informs ongoing resources and public outreach activities of the PSE program to achieve the connectivity and beef demand goals, there were

specific findings that support work identified in this year's business plan. While sustainability was not the top concern for Canadians in last year's study, environmental issues were identified as the greatest threat to Canada's food system and identified Gen Z (Canadians born after 1995) as driving attitude changes on sustainability. Our ongoing social media activities, including influencer outreach and partnerships, enable beef farmers and ranchers to act as the trusted spokespersons and allow direct connection with the priority audiences of Millennials and Gen Z. Highlighting the sustainability initiatives happening on-farm demonstrates shared values around environmental issues and ecosystem protections.

Another key finding from CCFI was the increasing percentage of Canadians looking to reduce their food waste – up to 49%. This is consistent with the PSE benchmark consumer research in 2020 which found reducing food loss and waste as the top food goal for Canadians, and CRSB found this year that support was strongest for the goal of reducing food loss and waste. The strategy to launch PSE's third short documentary in 2023, centered around cattle's ability to upcycle resources, seems well positioned to leverage this interest in the public. PSE will continue to develop and launch several additional short documentaries highlighting the positive benefits of raising beef cattle on the land in Canada.

A key component to raising the profile of Canadian beef is working with public figures or key influencers, and in 2023 PSE will leverage a successful campaign strategy from last year to effectively reach consumers. PSE will partner with Canada Beef to deliver a cross-Canada influencer campaign similar to the one this past summer that saw chefs, foodies and media personalities visiting farms and ranches to discover the environmental benefits of raising beef cattle in Canada. The campaign resulted in a reach of over six million Canadians and nearly 700,000 video views across Instagram and YouTube.

Equipping beef producers and industry advocates with valuable training and educational opportunities is foundational to earning public trust. The Expert Network continues to add various spokespeople to the industry's roster and requires ongoing educational opportunities, such as media

training, and emerging issue updates. Resources and content development including factsheets, backgrounders and photography, are valuable assets for both internal and external industry partners. Funding is also allocated for consultants to assist with partnership outreach in diverse communities.

For the 2023-2024 year, the PSE team looks to continue to focus on two key areas of deliverables, with ten associated annual core activities:

TWO AREAS OF FOCUS

1. Supporting issues response
2. Proactive content development and strategic partnerships

TEN CORE ACTIVITIES

These activities are critical in the delivery of the program business plan:

1. Response intelligence
2. Consumer research
3. Media advisory group
4. Social media content
5. PSE communications
6. Video series with key partners
7. Training and industry consultations
8. Key contacts/partnerships
9. Beef Advocacy Canada
10. Public outreach

2023/24 PSE BUDGET

	Q1	Q2	Q3	Q4	2023/24 TOTAL PSE BUDGET	CCA – PSE PROGRAM
REVENUE						
Projected National Check-off Funds	175,000	235,000	264,000	175,000	849,000	637,000
Other Revenue - CAP Funding	7,000					
Other Revenue- Marketing check-off	58,000					
	240,000	235,000	264,000	175,000	914,000	644,000
EXPENSES						
Operations	84,000	84,000	84,000	82,000	337,000	337,000
Communications	22,000	23,000	22,000	25,000	92,000	77,000
Partnerships	5,000	7,000	7,000	8,000	27,000	22,000
Training	6,000	6,000	6,000	8,000	26,000	21,000
Administration	5,000	5,000	5,000	5,000	20,000	20,000
Public Outreach/ Project Development	105,000	102,000	103,000	105,000	412,000	170,000
	227,000	227,000	227,000	233,000	914,000	647,000
NET SURPLUS (DEFICIT)	13,000	8,000	37,000	-58,000		

ACTIVITY	CCA – PSE PROGRAM	CANADA BEEF
Operations and Administration	\$406,500	
Other Revenue - CAP	\$7,000	
Other Revenue (Marketing check-off)	-	\$58,000
1. Response Intelligence	\$11,500	
2. Consumer Research	\$20,000	
2. Media Advisory Group	\$10,000	
3. Social Media Content	\$12,000	
4. PSE Communications Plan	\$13,000	\$15,000
5. Key Partners Video Series	\$25,000	
6. Training and industry consultations	\$21,000	\$5,000
7. Key partnerships for building public trust	\$22,000	\$5,000
8. Beef Advocacy Canada and PSE Websites	\$13,000	
9. Public Outreach	\$83,000	\$245,000
TOTAL	\$644,000	\$270,000
11. PSE Issues Reserve (Mawer Investments)	\$108,717	

PROVINCIAL INVESTMENT

PROJECTED ALLOCATION: \$2,049,839

Provincial allocation programs are currently delivered by seven provincial cattle associations and must promote the research, market development and promotion of beef and veal in Canada.



MANITOBA BEEF PRODUCERS

Projected Allocation: \$83,801

PUBLIC TRUST

Total Project Budget: \$60,000
Total Check-Off Investment: \$20,000

Public trust is a key factor that may impact success in the Agriculture industry. This can be from a public policy or demand perspective. With Climate Change being in the forefront of the public's mind, the Manitoba Beef Producers (MBP) see an opportunity to strongly promote the environment benefits, and take advantage of resources such as Guardians of the Grasslands. Because this project is multi-year, the goal will evolve as major topics come to the forefront. Improving public confidence and trust in the Canadian beef industry has many benefits to the industry from coast to coast. Any resources developed could be leveraged in other jurisdictions, such as the mobile grassland activity produced for the Farm and Food Discovery Centre.

While measuring public trust can be difficult especially in a single year, MBP will measure the success of the multi-tactic approach through the development and delivery of strong, purposeful resources, and leveraging national surveys.

MANITOBA BEEF & FORAGE INITIATIVES

Total Project Budget: \$115,000
Total Check-Off Investment: \$30,000

Research innovation is always important in the beef sector and having a location to test applied research that producers can understand and utilize is critical for adoption of these new innovations and ideas. Manitoba Beef and Forage Initiatives (MBFI) near Brandon, MB is set up as an applied research hub, with a goal of focusing on knowledge extension to producers. As well, MBFI has a goal of engaging the general public to display the societal benefits of beef production. MBP has increased the commitment to MBFI this year based on anticipated increases in costs under the Sustainable Canadian Agricultural Partnership. MBFI will be conducting basic and applied research that can lead to beneficial outcomes for producers coast to coast and many of the projects conducted involve collaboration with other jurisdictions to ensure it is relevant for producers outside of Manitoba as well. It also has a benefit for public trust efforts, as many new partnerships are focusing on engaging the consumer at the research site, to display the positive benefits of beef production to the society. Projects conducted and outcomes will be tracked. A successful project is when there is engagement with both producers and the general public about the innovative practices happening on the research farm.

CALF IMPLANT PROJECT

Total Project Budget:	\$60,000
Total Check-Off Investment:	\$5,000

Use of implants in feedlot cattle has been shown to improve average daily gain, feed efficiency and carcass weight and reduce the environmental footprint. However, environmental impact using implants in suckling calves has not been quantified in Canadian cow-calf operations. As the use of implants in the cow-calf sector is relatively low (< 30%), this is an area which offers significant opportunity to improve both economic and environmental sustainability for Manitoba and Canadian beef producers. Growth implants are one such technology that can improve production efficiency, as well as economic sustainability in cattle. As Manitoba is primarily a cow-calf province, information garnered from this project can help guide producers in their decision-making regarding adoption of management strategies that improve economical sustainability.

This project is estimated to start in July of 2023 and finish in the fall of 2024.

STACKING GHG MITIGATION

Total Project Budget:	\$100,000
Total Check-Off Investment:	\$5,000

Increasing demand for food with higher environmental standards is shaping agricultural activities toward more sustainable food systems. In response, federal and provincial governments and commodity groups have set ambitious targets to reduce greenhouse gas (GHG) emissions. The proposed research will examine the GHG mitigation potential associated with the adoption of multiple mitigation strategies as well as the secondary benefits of improving production efficiency. Results from this project could be used in other provinces when looking at the benefits of practices that mitigate or reduce GHG emissions. Canada currently produces 2.3% of beef globally (9th in the world) and is responsible for 5% of global beef exports (8th in the world). To remain competitive, the industry must respond to the increasing demand for food with higher environmental standards. Therefore, identifying sustainable production practices is paramount for the future growth of the cattle industry. Outcomes from this project will support Manitoba's Protein Strategy by

demonstrating and further improving the economic and environmental sustainability of the cow-calf sector. Finally, it will also help guide producers in their decision-making regarding adoption of management strategies that are both economically and environmentally sustainable, which is applicable Canada wide. This project also includes direct investments with the Beef Cattle Research Council (BCRC).

BEEF FARMERS OF ONTARIO

Projected Allocation: \$352,968

CONSUMER ENGAGEMENT PROGRAM

(Multiple Tactics)

Total Project Budget:	\$570,000
Total Check-Off Budget:	\$312,968

BFO's Consumer Engagement Program is a combination of activities and initiatives that engage directly with consumers to achieve four key goals using the Ontario Beef identity:

1. Maintain and gain support for Ontario's beef industry and create enthusiasm for buying Ontario Beef
2. Increase awareness of the attributes and benefits associated with beef
3. Increase demand for Ontario beef
4. Increase trust in beef production and consumption

In 2022, the team invested heavily in key asset pieces that BFO will use to their full potential in 2023. The organization will continue the base activities that have served them well in the past few years, like social media, influencers and the two annual campaigns. For enhanced activities, the program will breathe new life into existing solid pieces that BFO already has in their arsenal. Without the costs of production on some of the resources, more funds can be directed to increasing views and reach. Additional investments will be made into two TV commercials will extend the time that they are to run to an additional six weeks, doubling the airtime from last year, utilizing already existing videos. BFO will also continue to work with their three chosen influencers who visited Ontario beef operations last year, and leverage existing content. Another priority will be to ramp up the summer BBQ battle, and bring together the host and challengers together to leverage the event

various video and social media opportunities.

Another area of growth will be the organizations paid social and online media strategy, where they plan to focus on content that aligns with their four goals. BFO is looking to collaborate with Canada Beef and the Canadian Cattle Association (CCA) in areas like supporting the food waste documentary, delivering the Guardians of the Grasslands Grazing Game, and engaging with an influencer for a farm tour and campaign.

BFO's activities directly reach the country's largest market in Ontario, and is designed to target both urban and suburban populations. Most of the messages found in BFO's tactics and resources are focused on areas that benefit all Canadian producers, like environmental impact, nutrition and health, animal welfare, and cooking and culinary areas.

The organization will measure market share of beef against other proteins in Ontario, as well as a variety of online engagement and activity metrics both against other proteins and other campaigns and programs.

The programs will be complete by December 31, 2023.

LIVESTOCK RESEARCH INNOVATION CORPORATION (LRIC) MEMBERSHIP

Total Project Budget: \$40,000
Total Check-Off Budget: \$40,000

The Livestock Research Innovation Corporation (LRIC) helps to administer research and innovation calls for proposals and letters of intent for members, including BFO's Research and Investment Strategy. The service provides a more affordable and streamlined way of managing BFO research finding, project management, report evaluations and dissemination and extension activities. LRIC membership also provides access to the Smart Simple Research System, which coordinates research across livestock sectors in Ontario between industry, government and the University of Guelph. This provides the organization with access to a database of funded beef research projects and outcomes, and helps avoid duplication of funding, while promoting affordable cross-collaboration.

The LRIC also provides a clear, unified voice and conduit to the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) on research priorities

for the province's livestock sectors, helping to inform funding priorities for research funded by the province. A major deliverable for 2023 will be to increase extension and dissemination of beef research results from all funders in the province, including BFO, and these extension and dissemination activities would not be possible without the membership investment by BFO. The information obtained by provincial research centres will be shared nationally with the Beef Cattle Research Council, benefiting all Canadian beef producers.

The goals will be considered met with a measurement of project proposals reviewed and contracts complete. BFO will also measure scope and reach of research article dissemination, number of industry presentations, media uptake, etc., as well as number of non-technical articles, presentations and demonstration days geared towards producers for technology transfer projects.

VEAL FARMERS OF ONTARIO

Projected Allocation: \$114,600

ONTARIO VEAL APPEAL CONSUMER MARKETING AND PROMOTION PROJECT

Total Project Budget: \$225,000
Total Check-Off Budget: \$114,600

The goal of the Ontario Veal Appeal Consumer Marketing and Promotion project is to drive demand for Canadian and Ontario veal. With year round demand from the consumer, this will help stabilize the impacts of seasonality on pricing that veal farmers receive and provide opportunities for processors and retailers to ensure year round consistent supply for features and promotions. VFO will identify strategic consumer marketing opportunities and initiatives that will help to 'pull' demand through the supply chain and leverage budget and resources to extend consumer reach to key demographics. The program will include initiatives that partner with social media influencers, traditional print media advertising as well as partnerships with retailers and foodservice, spokespeople, recipe development, online presence amplification.

Ensuring that the veal category remains top of mind awareness for the targeted veal consumer demographic is a priority that will benefit the

Canadian veal sector. VFO works closely with the Canadian veal sector's two federally licensed processors- who market across Canada as well- which are located outside of Ontario in Quebec.

VFO will utilize metrics to assess whether the strategic objectives of the project have been met including media impressions, social media reach, consumer and industry partner feedback and other tools to assess success.

These are ongoing initiatives and VFO plans to start April 1, 2023 with the start of the Agency's fiscal year. VFO's fiscal year is December 31, so there is also crossover in activities and initiatives.

LES PRODUCTEURS DE BOVINS DU QUEBEC

Projected Allocation: \$1,394,375

FEEDER CALF SECTOR

The Quebec association will be showcasing a new program at sale barns this year to support the ongoing effort to ensure herd health. Starting in August 2023, all feeder calves sold through specialized auctions must come from a breeding herd that is vaccinated according to new regulations. Investments will be made in communicating the process to the Quebec industry. The program will increase confidence in the health of the Quebec beef herd, and focus on the quality of beef in the province.

FED CATTLE SECTOR

The organization will continue to prioritize the provincial fed cattle sector, to grow the demand for Quebec beef. A new VBP+ strategy will be developed and implemented for fed cattle raised in the province, which will also support the promotion strategy for beef produced in Quebec. Focus will also be placed on how the industry can improve profitability and productivity of fed cattle production, through research and collaboration with other beef industry sectors in the province.

GRAIN FED VEAL SECTOR

The grain-fed veal sector in Quebec is working to strengthen the productivity and profitability of the sector, and will work in collaboration with the Canadian Veal Association (CVA). This

collaboration will work on finding solutions to increase the number of cross calves on heavy calf farms. There is also a desire to continue working to improve the quality of bob calves in Quebec, in collaboration with the cull cattle and dairy calf marketing committee. This also includes the active participation in the Veal Forum. Research will also continue on examining the impact of pre-slaughter management practices on carcass quality in grain-fed veal calves. The results from this study will be used to conduct training sessions for Quebec producers as well. Additional work into an overhaul of the grading system for veal continues to align the sector across the country and generate a consistently graded product for consumers.

MILK FED VEAL SECTOR

Research projects continue to be a priority for the milk-fed veal sector in Quebec, with a few new and continuing projects lined up for the 2023/24 business year. A final report for the research and marketing project to revitalize the heavy calf sector will be delivered this year, and a recommendation on measures to adopt across industry partners will also be a part of that report. A study will also wrap up this year on examining the effects of various types of feed given to unweaned calves at rest stops during transportation. This is an important study to work alongside the transport regulations and understanding how to mitigate any challenges while veal calves are being transported. The organization will also launch phase two on a project looking at abomasal lesions in milk-fed veal calves to establish the causes, and locate management-related aspects that could prevent them.

CULL CATTLE AND BOB CALF SECTOR

Improving the health, welfare, and quality of bob calves sold at auctions remains a priority for the sector, and that means promoting good practices for bob calf care on dairy farms. To that end, a project was launched in 2022 to establish criteria for developing a certification program that would recognize dairy farms implementing best practices for bob calf care. A research project examining the on-farm performance of Holstein beef cattle in the Quebec market will confirm the findings of the literature review and techno-economic analysis on this question. Its goal is to determine if appropriate livestock management can help fulfill male bob

calves' value-generating potential as beef cattle with high enough growth performance for this endeavour to be profitable in Quebec.

NEW BRUNSWICK CATTLE PRODUCERS

Projected Allocation: \$38,200

GENETIC IMPROVEMENT

Total Project Budget: \$7,500
Total Check-Off Investment: \$4,000

The goal of the genetic improvement program aims to increase the understanding of genetic measures in Maritime beef producers, improve the genetic testing in the province, and improve herd performance at operations in the region. Increasing the genetic quality of the beef herd in the region will drive demand both for Maritime beef, but for maritime genetics and live cattle, with the opportunity to grow the sector. Bulls will required to be above breed average in at least three traits, which are identified in the herd improvement plan. Measurements of residual feed intake will also be done at the Maritime Beef Test Station. The association will measure success through genetic selection data on bull purchases, performance data and carcass quality information. The program will also collect breeding replacement heifer carcass ultrasound data and genetic information. This program is being implemented in both New Brunswick and Nova Scotia. Three workshops will also be held on herd renewal to help commercial beef farmers identify which genetic traits need improving within their herd and aid in selecting bulls that will address those specific challenges.

BURGER IT FORWARD

Total Project Budget: \$4,000
Total Check-Off Budget: \$3,500

The Burger It Forward program aims to increase beef consumption in the Maritimes by partnering with value chain participants while supporting local food banks. The organization will partner with Atlantic Beef Products Inc. (ABP), two provincial dairy associations and a local restaurant chain Irving Big Stop Restaurants to provide \$1 in beef for every burger sold during the campaign. The campaign benefits the beef industry by developing relationships with value chain partners, including processors, restaurants and partner commodities to increase the awareness and demand for beef to regional consumers. Canada Beef will

also be involved, providing campaign materials and resources like a microsite, maps and other promotional pieces. The campaign will be measured through online social engagement, and the increase in burgers sold through the promotion from April 1, 2023 to December 31, 2023. This program is being implemented in both New Brunswick and Nova Scotia.

MBC STRATEGY IMPLEMENTATION

Total Check-Off Budget: \$30,700
Investment into joint projects under MBC.

NOVA SCOTIA CATTLE PRODUCERS

Projected Allocation: \$42,020

GENETIC MARKETING PROGRAM

Total Project Budget: \$8,000
Total Check-Off Investment: \$4,000

The goal of the genetic improvement program aims to increase the understanding of genetic measures in Maritime beef producers, improve the genetic testing in the province, and improve herd performance at operations in the region. Increasing the genetic quality of the beef herd in the region will drive demand both for Maritime beef, but for maritime genetics and live cattle, with the opportunity to grow the sector. Bulls will required to be above breed average in at least three traits, which are identified in the herd improvement plan. Measurements of residual feed intake will also be done at the Maritime Beef Test Station. The association will measure success through genetic selection data on bull purchases, performance data and carcass quality information. The program will also collect breeding replacement heifer carcass ultrasound data and genetic information. This program is being implemented in both New Brunswick and Nova Scotia. Three workshops will also be held on herd renewal to help commercial beef farmers identify which genetic traits need improving within their herd and aid in selecting bulls that will address those specific challenges.

SOIL, PASTURE, FORAGE AND FEED IMPROVEMENT

Total Project Budget: \$8,000
Total Check-Off Budget: \$4,000

The NSCP soil, pasture, forage and feed

improvement program is to support farm practices that improve soil fertility management to enhance pasture and forage productivity for cattle growth and performance. The project aims to improve animal health and productivity by assisting with forage and soil testing, and improving soil pH. It also creates awareness and information that can be shared with local, regional and national stakeholders. NSCP will collect data from individual farms across the province to form a baseline for soil fertility and forage productivity. They will also conduct basic harvest data like date, forage type and weight. To measure the success for soil fertility, they will seek to find improved soil pH across the farms in the program, and for forage, success will be an earlier harvest date, increased yield, improved crude protein, and improved NDF. The program will run April 1, 2023 to December 31, 2023.

ON-FARM PRECONDITIONING PROGRAM

Total Project Budget: \$27,500
Total Check-Off Budget: \$12,500

The On-Farm Cattle Preconditioning Project aims to improve cattle herd health in the province by increasing the quantity and quality of vaccinated brood cows and pre-conditioned feeder calves. The program is in the last year of its pilot, and at the end of the project the NSCP will be able to state a business for this activity within the Maritime provinces. To date, 470 animals have been processed through the program that brings an on-farm team to assist in pre-conditioning and processing cattle, to help generate an understanding of the benefits of pre-conditioning. The program also provides farmers with real cost data to determine whether or not there is a business case for them to purchase their own handling equipment, including depreciation, and use their own time or vet time for processing cattle. The program will also determine profitability by deducting the service cost from the market premium they receive for calves, above what they would have received for non-precondition calves. The organization will also conduct a break-even analysis for service delivery, and begin to establish user fees for the continued delivery of service. The pilot project aims to process 1000 feeder calves and/or breeding cows across the six designated zones in Nova Scotia to make a measurable difference to the health of the provincial cattle

herd. In past years, an unexpected benefit for the breeding herds involved in this project, is that some farmers have been using the program to synchronize breeding to tighten calving windows, making calves going to market more uniform in age and size.

BURGER IT FORWARD

Total Project Budget: \$4,000
Total Check-Off Budget: \$1,500

The Burger It Forward program aims to increase beef consumption in the Maritimes by partnering with value chain participants while supporting local food banks. The organization will partner with Atlantic Beef Products Inc. (ABP), two provincial dairy associations and a local restaurant chain Irving Big Stop Restaurants to provide \$1 in beef for every burger sold during the campaign. The campaign benefits the beef industry by developing relationships with value chain partners, including processors, restaurants and partner commodities to increase the awareness and demand for beef to regional consumers. Canada Beef will also be involved, providing campaign materials and resources like a microsite, maps and other promotional pieces. The campaign will be measured through online social engagement, and the increase in burgers sold through the promotion from April 1, 2023 to December 31, 2023. This program is being implemented in both New Brunswick and Nova Scotia.

MBC STRATEGY IMPLEMENTATION

Total Check-Off Budget: \$30,000

Investment into joint projects under MBC.

PRINCE EDWARD ISLAND CATTLE PRODUCERS

Projected Allocation: \$23,875

REGULATORY COMPLIANCE

Total Project Budget: \$4,450
Total Check-Off Budget: \$4,450

The PEICP continues to invest into audit and inspection programs reduce competitive disadvantages by strengthening compliance and reducing slippage of levy collection. It also supports any challenges that the organization may undergo while upholding the current regulatory framework

and ensuring a sustainable funding strategy. The program's success will be measured by continuing to increase the percentage of total collected check-off on all marketings, and reduce the amount of check-off dollars outstanding and owed to the organization.

MARKETING AND PROMOTIONS

Total Project Budget: \$11,500
Total Check-Off Budget: \$11,500

Marketing and promotion campaigns from the PEICP are being built to showcase the PEICP organization itself as a trusted beef producer group. It includes an overhaul of the website, social media development, production of promotional items, local advertising, and a campaign designed to support local food banks, driving brand awareness for PEICP. The projects will connect producers, processors and consumers through a strengthened brand identity and recognition with consumers as delivering a nutritious, delicious protein that is good for consumers and the environment. The PEICP are committed to measuring online engagement. At this time, the website does not track any metrics, so a baseline will be built for that. Social media campaigns are aiming to increase traffic on all platforms by 20%. Metrics will also be built into each individual campaign to build baselines to measure against moving forward.

MBC STRATEGY IMPLEMENTATION

Total Check-Off Budget: \$7,925

Investment into joint projects under MBC.

MARITIME BEEF COUNCIL

MBC STRATEGY IMPLEMENTATION

Total Project Budget: \$450,000
Total Check-Off Budget: \$68,625

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 within the three Maritime provinces.

To increase professionalism in the beef industry, the MBC will invest into both the Atlantic Beef School, and the Maritime Beef Conference. The Atlantic Beef School aims to increase efficiency in

production practices and business management decisions while connecting with other beef producers. Six to eight modules will be delivered in the coming year, and have been adapted to be delivered virtually. Also to increase professionalism and skill in the industry, the MBC will continue to increase the number of VBP+ trained producers in the region. This will also help build public trust in producers.

One of the current limitations affecting the expansion of the Maritime beef herd is the lack of risk management tools available to beef producers. As the agricultural industry continues to evolve, the complexity and risks are increasing. Currently beef producers in Maritime Canada still operate without a program that manages price risk in a bankable, timely fashion. While AgriInvest and AgriStability are available, MBC will be working to develop an Eastern Livestock Price Insurance Program for Maritime cattle producers.

Value chain alignment is another focus of the MBC, and through a suite of projects, the associations plan to drive higher engagement across the industry. The Verified Beef Production Plus program will be returning, as well as feedlot and cow/calf production clubs. Both the VBP+ and production clubs focus on knowledge transfer, education and strengthening profitable and recognized processes on farm. Also, a dairy beef research project aims to strengthen the value for dairy cross calves and growing the sector to deliver profitability for producers.



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