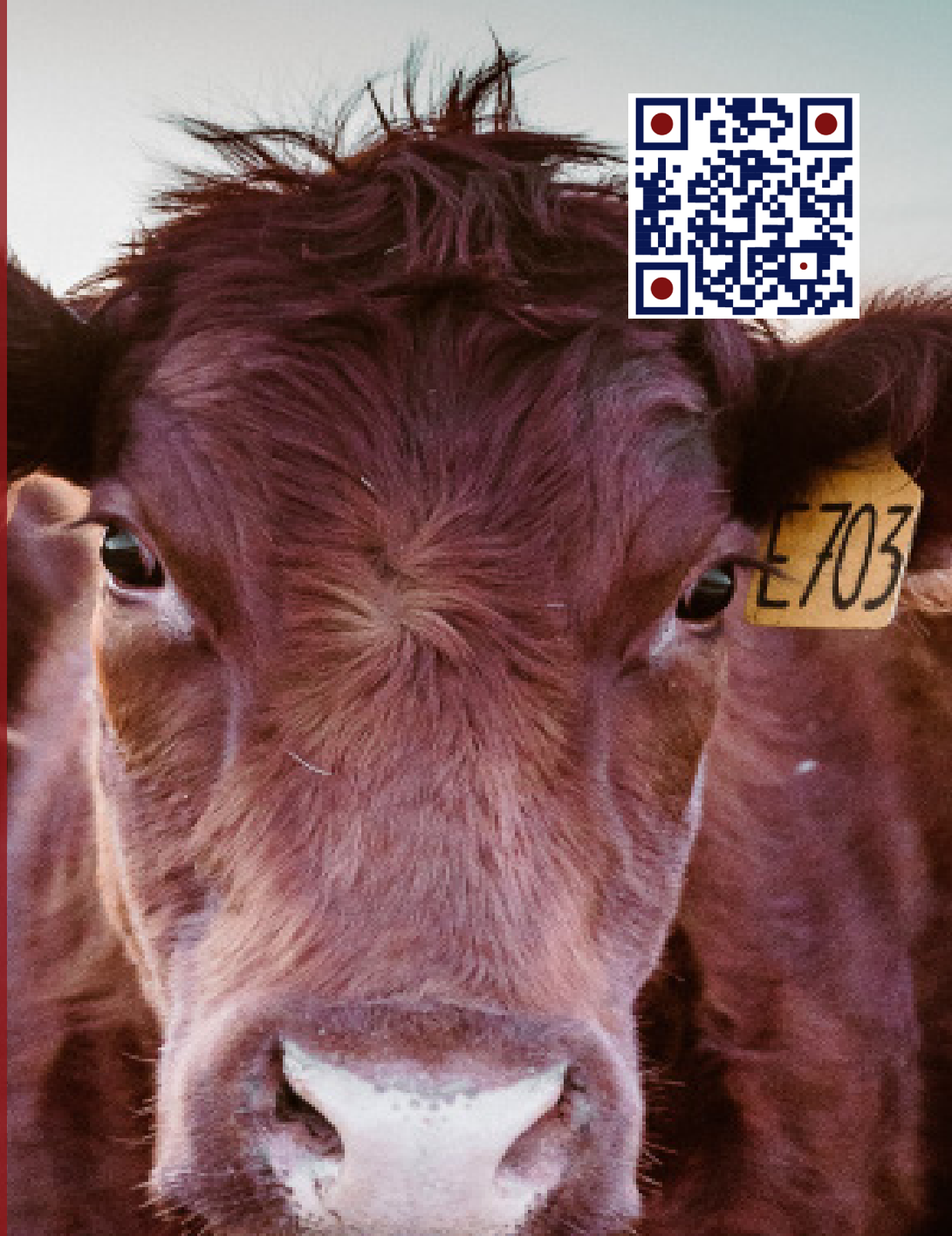


AGM HANDBOOK



2023 AGENCY AGM

AUGUST 15, 2023 - CALGARY, AB



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 2023 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
- 2022 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

REMINDER: An online streaming option is available for those who wish to join virtually. Voting delegates cannot cast ballots or vote on motions if they are attending virtually. Votes can only be cast in person at the meeting.

Register for the meeting broadcast at www.cdnbeefcheckoff.ca/agm



Agenda

ANNUAL GENERAL MEETING AUGUST 15, 2023 8:00AM MST

1. Meeting Registration Opens at Palomino Room (7:30am)
2. Welcome & Call to Order
 - Meeting Logistics Overview
 - AGM Rules & Declaration of Quorum
 - Approval of Agenda
 - Approve 2022 Annual Meeting minutes
 - Parliamentarian: Howard Bekkering
3. Greetings from Farm Products Council of Canada
4. Chair Report
5. Governance Committee Report
6. Financial Committee Report
 - Auditor's Report
7. General Manager Report
 - Financial Statements
 - Annual Review
 - SR & ED Tax Credit Program
 - Provincial Administration Fee Modernization
8. Break
9. 2023 Scholarship Award
10. Marketing Committee Report
11. Service Provider Reports
 - Beef Cattle Research Council; Andrea Brocklebank
 - Public & Stakeholder Engagement; Amie Peck
 - Canada Beef; Michael Young
12. Elections Results
13. Resolution Results
 - Discussion & Delegate Questions
14. Adjournment

***ATTENTION AGENCY & MARKETING COMMITTEE MEMBERS* IMMEDIATELY FOLLOWING THE AGM:**

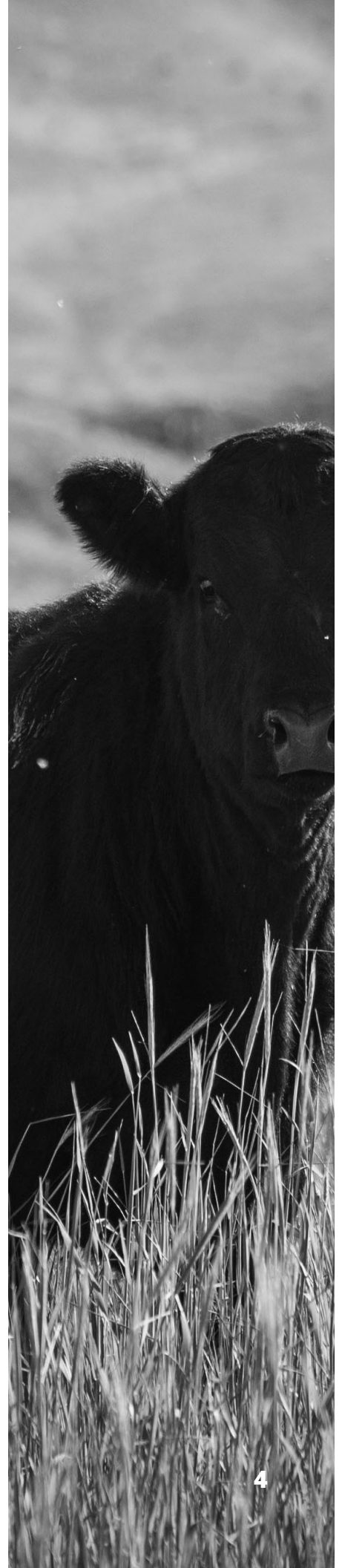
12:00pm - 1:15pm	Canada Beef Anniversary Luncheon
1:15pm - 1:45pm	Headshots & Group Photo <i>(or immediately following lunch)</i>
1:45pm - 3:00pm	Agency Board Meeting & Marketing Meeting

Agency Composition

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.



Agency Member Terms of Office

NAME & AFFILIATION	TERM ENDS	NAME & AFFILIATION	TERM ENDS
Representing primary producers (10) + 1 youth member observer		Representing importers as nominated by I.E. Canada (1)	
Andrea Van Iterson, BC	2023	Coral Manastersky	2024
Mary Paziuk, MB	2023		
Jack Chaffe, ON	2024	Representing processors, packers, traders and brokers as nominated by the Canadian Meat Council (4)	
Jeff Smith, AB	2024	Jeff Cline	2024
Sheila Hilmer, AB	2023	Andre Forget	2024
Chad Ross, SK	2024	Russ Mallard	2023
Kirk Jackson, QC	2023	John Curtis	2023
Trevor Welch, NB	2023		
Larry Weatherby, NS	2024	Representing the Retail and Foodservice Sector (1)	
David Francis, PE	2024	Steve Christie	2024
Julie Mortenson Youth Member*	2024 <i>observer</i>	Dennis Burrelle <i>temporary substitute</i>	2023

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 14, 2023. 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 observer position is nominated by the Canadian Cattle Youth Council. See Youth Membership Policy for more details.

Marketing Committee Terms of Office

REPRESENTING	SELECTION METHOD	CURRENT MEMBER	TERM EXPIRY
Canadian Meat Council	Appointed from Agency	Jeff Cline	2024
		Andre Forget	2024
		Russ Mallard	2023
		John Curtis	2023
I.E. Canada	Appointed from Agency	Coral Manastersky	2024
Retail and Foodservice	Appointed from Agency	Steve Christie	2023
Agency Producers	Appointed from Agency	David Franics	2024
		Jack Chaffe	2024
Members at Large	Elected by Voting Delegates	Cam Daniels	2024
		Clay Holmes	2024
		Mike Guest	2023
		Cameron Blake	2023
Veal Farmers of Ontario	Appointed by Veal Farmers of Ontario	Jennifer Haley	2023

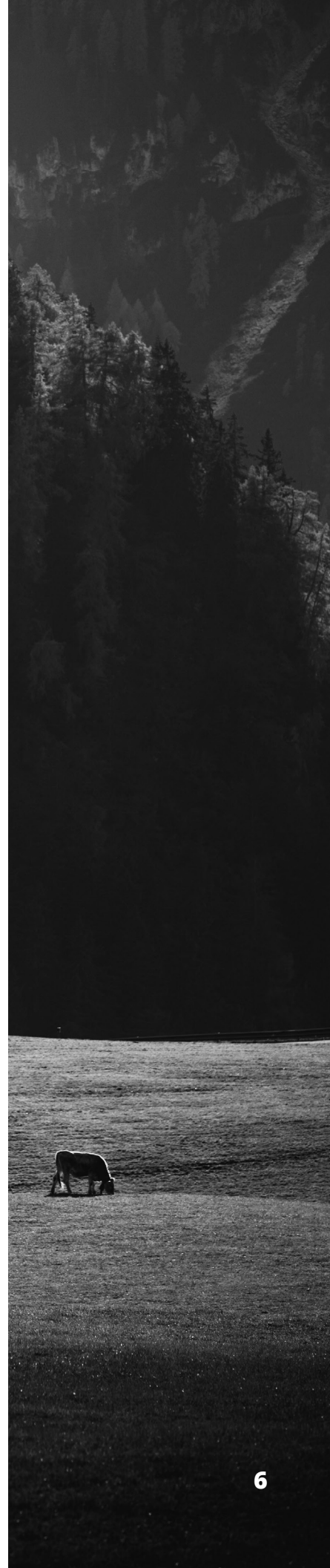
NOMINATIONS FOR MARKETING COMMITTEE

The organizations and delegates 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 2023 AGM, two Member-at-Large positions are up for election.

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:

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





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 14, 2023**. 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.

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 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. Proxies and anonymous attendees are not permitted.

Representatives who are sitting Agency Members on 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	10
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	70





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.





2022 AGM Minutes

1. **WELCOME & CALL TO ORDER**

Chad Ross, Board Chair, called the meeting to order at 8:09am PDT and welcomed all delegates and guests. Brian Douglas and Jean-Francois Lefier were introduced as representatives from Farm Products Council of Canada (FPCC), and Kevin Boon (BCCA) as Parliamentarian. Quorum was declared as 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. (Jeff Smith/Shelia Hillmer). Carried.

3. **APPROVAL OF 2021 AGM MEETING MINUTES**

No errors or omissions noted.

MOTION: Approve the minutes as presented. (Russ Mallard/Terry Weibe). Carried.

4. **GREETINGS FROM FARM PRODUCTS COUNCIL OF CANADA**

Council Chair Brian Douglas brought greetings from the Council, and celebrated the 20th anniversary of the Agency and 50th anniversary of FPCC. He recognized the Agency's success and vision to ensure its work remains relevant and important.

5. **CHAIR REPORT**

Chad Ross presented the 2021/22 Annual Report to the delegation, along with the Chair Report. A written report was included in the Annual Report. He acknowledged that the past few years have been challenging for the industry but it has built resilience and the Agency is in a good place. He confirmed that, although this would be the end of his term as chair, he will continue to represent Saskatchewan, and thanked the board for their support.

6. **GOVERNANCE COMMITTEE REPORT**

Larry Weatherby, Governance Chair, presented the Governance Committee Report, and included a written report in the delegate package. He noted that it has been five years since the Agency made changes to its structure and that this would be externally reviewed over the coming year. There has been more focus on recruiting, and in particular the development of a youth strategy and addition of a youth observer on the board. The Committee also continues to support hosting the AGM with CBIC along with 95% of last year's attendees.

7. FINANCE COMMITTEE AND AUDITOR'S REPORTS

Kirk Jackson, Finance Chair, presented the Finance Committee Report, referencing the written report included in the delegate package. He noted in particular an increase in check off collected over previous years, and that the Agency had been able to reduce the percentage held for administration, giving more funds for investment. The new Return on Investment (ROI) study has shown positive results with a benefit-cost ratio of 33:1; and the transition to MNP LLP as auditors has been smooth.

James Melnyk, MNP LLP, expressed the opinion of MNP LLP that the non-consolidated financial statements present fairly, in all material respects, the non-consolidated financial position of the Canadian Beef Cattle Research, Market Development and Promotion Agency as at March 31, 2022, and the non-consolidated results of its operations and its non-consolidated cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations. He added that key internal controls were tested and no significant issues were found.

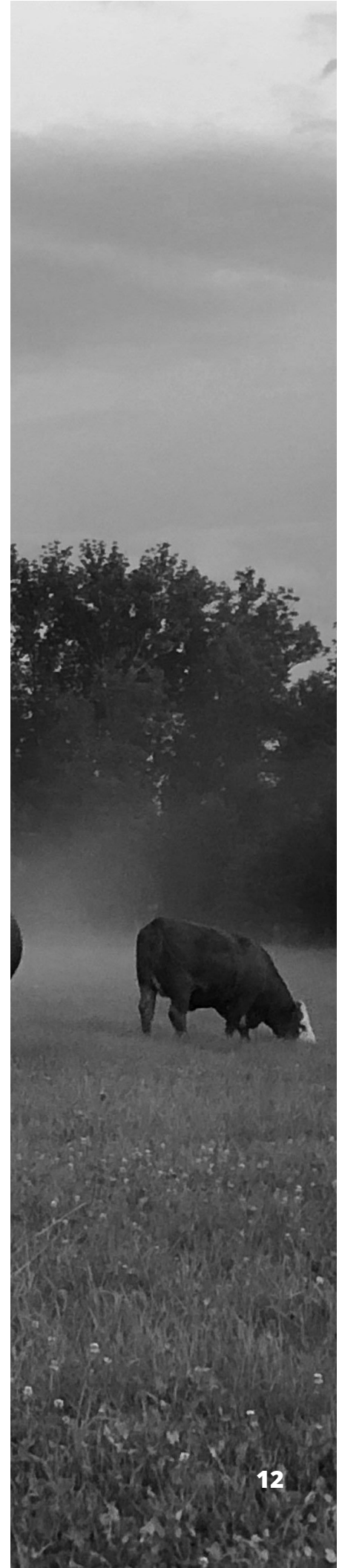
Melinda German, General Manager, presented a detailed look at the financial statements, a copy of which was provided in the Annual Report. Highlights included: an increase in check-off revenue but a decrease in import levy revenue; the additional revenue source from administering the pork import levy collection; and a review of allocations to national programs, which have seen no significant changes over the previous year. Under marketing programs generic beef is funded from import levies, which in 2021/22 also used the surplus from the prior year; and branded is funded from domestic check off. The Agency created a new restricted fund in 2021/22 by moving \$360,000 from reserves into a 'crisis management and business continuation fund'.

Jack Chaffe (Board Member-Ontario) asked about the increase in live cattle imports (up \$30,000 over 2020/21). Melinda German confirmed that the majority of this had been seen in the West, notably Alberta.

8. GENERAL MANAGER REPORT

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

She touched on the decrease in import levies, which was expected, and is consistent with pre-COVID years. The Marketing Committee review will assess how the establishment of the current structure in 2018 to enable Canada Beef to stand alone more from the Agency is functioning. The inspection program was developed five years ago but did stall a bit during COVID, two new inspectors were trained in 2021/22 and field inspections have resumed with current year-to-date recoveries of more than \$300,000. The program will continue to build and grow, its





aim is friendly inspections that help parties to understand the complexities of check off. The program will be extended to the Provincial Associations to help train new staff, correct errors, and increase efficiencies. The Agency currently has a surplus, funds from which will be used towards the new youth strategy. The board is enthusiastic to see younger cattle producers join and she welcomed Julie Mortenson as the new youth member; there will also be scholarships and other support for further education down the line. She noted that the 20th anniversary of the Agency is very significant, and took a moment to thank Chad Ross for his support and direction during his term as Board Chair.

9. MARKETING COMMITTEE REPORT

Mike Kennedy, Marketing Chair, presented the Marketing Committee Report, and included a written report in the delegate package. It has been his pleasure and honour to chair such a diverse committee that offers a wide range of skill sets from the producer, packer, and foodservice/retail sectors. With COVID came an unprecedented situation and many challenges but the Canadian Beef Centre of Excellence (CBCE) stood up and evolved with initiatives such as informative videos. The industry and Canada Beef are evolving digitally with the development of QR codes and the Beef Information Gateway. Beef consumption is falling, there is a new demographic evolving that wants a better planet with a focus on sustainability issues, and beef has to be sensitive to this. In Canada the cornerstone is that the consumer wants Canadian; Asia also presents a big opportunity.

Chad Ross thanked Mike Kennedy for his ten years of service and the excellent job he has done for beef producers.

Melanie Wowk (Alberta) commented that often the focus is on what consumers don't know and so the industry pushes information at them; but industry has to remember that consumers have also stepped up in the past, e.g. the labelling issue and BSE. She added that it is important to remember to thank them, we are such a small voice and they make us so much larger, we should remember that in our marketing.

10. BREAK

30 minute break from 9:25am to 9:55am PDT.

11. RETURN ON INVESTMENT STUDY (ROI)

Melinda German explained that the Agency conducts a ROI study every five years with the aim of evaluating check off and import levy. This is the third such study to show the benefit cost ratio (BCR), the value of check off to the national program, the impact of investments, and any recommended allocation changes. It also serves as a means to communicate to producers how check off is working for them. A new team of researchers was contracted

to conduct this study, using different methods, which makes it hard to compare results to previous studies. However, they show that overall for every \$1 invested, there is a \$33 value back to the industry (33:1) which is a positive benefit to industry. Three areas were assessed. Research at 63:1 is a significant increase, it is always on the higher end of range, and the Agency anticipated an increase. Public and Stakeholder Engagement (PSE) was evaluated for the first time as it has only been around for five years and came in at 16:1. Marketing is always at the lower end of the range versus research and came in at 15:1. With the increase in national check off to \$2.50 it was anticipated that there would be a drop in the BCR and a direct comparison to the methodology used in previous studies would put this study overall at 13:1, in 2016 it was 14:1. The increase to \$2.50 spearheaded the changes in methodology and the increased metrics used to evaluate and make the study more robust, this will help with defining priority and program areas. Compared to other major producers countries Canada is at the higher end of BCR but at the lower end of investment.

Jack Chaffe (Board Member-Ontario) asked if the BCRs take leveraged government funding into consideration, or if they are strictly check off dollars. Melinda German answered that it is on everything.

Ryan Kasko (Alberta) asked in the methodology analysis how long the benefit was measured for, e.g. how long the type of investment will have an influence for, continued benefit. Andrea Brocklebank (BCRC) responded that the goal is to replicate in a manner to see if it extends. R. Kasko continued by noting that a high BCR could signify that you are under investing in that category and asked if more funding should be directed to research. Melinda German answered that part of the reason the Agency does the study is to provide allocation recommendations to the Provincial Cattle Associations, but the researchers are not currently recommending any shift as the differences are not statistically higher and confidence levels are okay.

Dick Boucher (Alberta) asked at 95% of every dollar invested, if there is a sweet spot, e.g. \$7.50, \$10, \$5, that check off should be at for the most cost benefit. Melinda German responded that this was not something the Agency looked at, but it can be taken into consideration for the future. Andrea Brocklebank added that research was under invested, when National Strategy is revisited there is a need to take a step back and focus internationally on what other countries are doing.





12. SERVICE PROVIDER REPORTS

CANADA BEEF

Michael Young presented an update on Canada Beef's strategies, programs and activities from the past year, and included a written report in the Annual Report. Next year (2023) will see the 50th anniversary of Canada Beef in one form or another. The years have not been without their struggles, China continues to suspend imports, and Canada Beef has staged a reduction of their footprint in China as a result. The focus in general has been to promote the Canadian Beef advantage under the four pillars of: animal health; grading standards; food safety; and beef quality. There has been a significant investment in multimedia as a tool. The Canadian Beef Centre for Excellence (CBCE) has been closed for renovations which should be completed soon, it is a dramatic upgrade with enhanced broadcast capabilities, and three operating studios (meat lab, commercial kitchen, culinary studio). The industry is seeing a growing demand for value cuts and information on how to cook them, including traditional methods and those introduced from other countries. The Canadian Beef Information Gateway continues to grow and Canada Beef is working with Loblaw's Group; the second generation platform will be online by the end of August.

Russ Mallard (Board Member-CMC) noted that COVID has changed the world, but asked if it has changed Canada Beef for the better. Michael Young replied that it gave the chance to pause and rethink how Canada Beef should move forward. There has been a change in operations, tactics and processes, and how to source the information needed to stay ahead of challenges. It has given Canada Beef the chance to expand the Gateway, and make plans to push it into the export market, e.g. Mexico. He would estimate that 90% of operations have changed because of COVID.

BEEF CATTLE RESEARCH COUNCIL

Andrea Brocklebank presented the research report from the Beef Cattle Research Council (BCRC). A written report was included in the Annual Report. Particular areas of focus included technology transfer to support producer adoption, a web based approach to get results of research out to the producers quickly, it also gives analytics and data into who read what. BCRC's newly designed website also acts as a source for other resources, interactive tools and calculators, there is also a blog, newsletter and short videos. Another outreach resource is through the BCRC veterinarian engagement as they can often reach producers who are not directly connected with BCRC and promote relevant initiatives such as Calf 911. BCRC is also focusing on increasing forage and forestry productivity through an integrated forage, cattle, timber management approach which promotes environmental

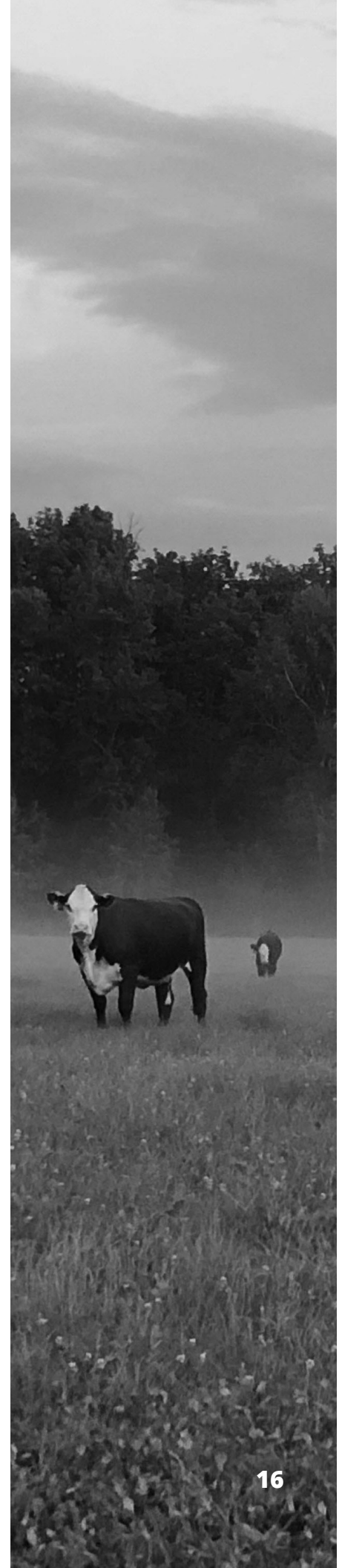
and industry sustainability. Food waste is another area, including upcycling by-products, developing best practises to divert food loss and waste, and evaluating the safety and efficiency of existing and new technologies, e.g. growth promotants. BCRC also focuses on research to inform policy and regulation and one example of this is work conducted on cattle transport and rest stops. It is important to make sure the science is there before jumping into regulatory requirements. Another is research into specified risk materials (SRM) rules, with involvement from CFIA, BCRC is examining the feasibility of transitioning Canada from the current long list to a shorter one more aligned with the US.


Jacob Bueckert (Alberta) expressed a concern that with the rest stop data could the government say cattle can only be hauled so far. Can we prove we are addressing their concerns and that really there are not any concerns. Andrea Brocklebank responded that the results are waiting to be published so she can't share, but research focused on longer hauls and showed no residual issues, the current research was mostly on rest stops as the pressure item. Jack Chaffe (Board Member-Ontario) added that when transportation rules changed to 36 hours they did allow the extra 4 hours until the research was done, and they have kept the door open. Andrea Brocklebank commented that is where BCRC stops and CCA takes over in terms of the lobbying, but it is important to have the science behind it.

Kirk Jackson (Board Member-Quebec) noted on the financial statements that BCRC's surplus is growing and asked what the plan is to deal with this. Andrea Brocklebank responded that BCRC has had a deficit for the past two years and plans to continue to draw down the reserve, they have put a ten year growth plan in place and aim to run four to five years at a deficit, and then should be at a breakeven budget.

PUBLIC & STAKEHOLDER ENGAGEMENT

Amie Peck provided an update on the Public and Stakeholder Engagement (PSE) program. A written report was included in the Annual Report. She summarized three of the program pillars PSE has focused on. Industry Resources includes fact sheets, a network of experts who can speak on various topics, media training, and other online training and video content. Issues Management Tools include media monitoring, animal activist monitoring (which is approximately 10% beef and 90% pork, poultry, dairy) which also allows for background checks, especially important in feedlots. Content Creation, in particular the flagstone Guardians of the Grasslands which now has 300,000 views online since its 2021 premier, it has been screened at 25 film festivals, on television, at events and fairs. It has become a tool in industry collaboration, used by CRSB, Canada Beef, CCA, Canadian Cattle Foundation, provincial groups, and others.





Shelia Hillmer (Board Member-Alberta) noted that PSE has seen growth, and asked how the PSE governance structure works. Amie Peck explained that as manager she reports to the CCA executive, there is a chair in place for the program, the CCA past president moves on to chair PSE, there is a PSE advisory committee of three members, it is small so that the program remains flexible plus provides expertise needed to inform public trust activities. They all report to the CCA board, and also receive guidance from the Check Off board. Shelia Hillmer added a comment on the need for a committee structure, would it be more inclusive and beneficial now PSE is getting bigger. Amie Peck noted that 2023, when PSE reaches their five year anniversary, would be a good time to review the current structure.

Craig McLaughlin (Ontario) asked what and when will be the next documentary. Amie Peck responded that they plan to make a suite of five or six short documentaries that will include 'Too Close to Home' as the second one, options for a third would include one on food waste. They are looking for partner opportunities as these give credibility and access to audiences. Future projects could include wildlife and habitat. The grand plan is that they go on streaming and in flight services together as a package.

13. ELECTIONS

The number of nominees for each seat was equal to the number of seats available, and therefore no election by ballots was required.

***MOTION:** Accept the nominees as elected by acclamation. (Kirk Jackson/Russ Mallard) Carried.*

Chad Ross welcomed Jeff Cline, Julie Mortenson, Clay Homes, and Cam Daniels to the board.

Kirk Jackson honoured departing director Mike Kennedy. Mike Kennedy honoured departing director Hubert Lau. Jeff Smith honoured Chad Ross as departing chair.

14. 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.

15. ADJOURNMENT

***MOTION:** Adjourn the meeting at 11:39pm PDT. (Shelia Hillmer)*



CANADIAN
BEEF CATTLE
CHECK-OFF

IN MEMORY OF TERRY WIEBE

TERRY WILL BE REMEMBERED AS A DEDICATED SALT OF THE EARTH COWBOY, WHO WAS ALWAYS WILLING TO LEND A HAND. HE WILL BE MISSED BY HIS FAMILY AND ALL WHO HAVE HAD THE PLEASURE OF KNOWING AND WORKING ALONG SIDE HIM IN THE BEEF INDUSTRY.

Finance Committee Report

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.



Our revenue was down slightly from last year, which was a product of fewer cattle marketings across the country. This was something we anticipated, and were able to work with our national service providers to budget accordingly.

“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.”

A lot of our committee and sub-committee work was focused on the exploration of the Science Research and Experimental Development (SR&ED) Program, which can offer tax credits to producers who invest into research and development. We worked closely with the Beef Cattle Research Council (BCRC) on this program review, to ensure that however we decided to proceed, we would have the support and cooperation of our industry’s leading beef research organization. The work on the SR&ED opportunity

has been slow, but we feel as though we have developed a plan to move forward in a way that generates the most value to Canadian beef producers. More details will be shared in Melinda’s General Manager report at the AGM.

Our committee also worked to develop policies to ensure a stable future for the Agency in the face of any industry crises. A business continuation policy and small reserve were created to help sustain the Agency through an industry-wide event that would cause a drastic reduction in domestic cattle marketings, leading to near zero revenue for the Agency.

Committee members also approved a budget for the Agency’s 2023/24 fiscal year, focusing in investing into areas that generate more value for the industry. We tightened our belt where we were able to, and our stakeholders can feel confident in our transparency and prudence.

Thank you to our Committee members for being ready to work hard on behalf of our friends in the industry. I will sincerely miss being a part of both this great committee, and this great group of industry advocates around the whole Agency table.

Governance Committee Report

CHAIR: LARRY WEATHERBY

Committee Members: Sheila Hillmer, Jack Chaffe, Coral Manastersky, Chad Ross, Andrea van Iterson, Julie Mortenson (Observer)

The Governance Committee took on the management of a large project over the past year, focusing on the Marketing Committee Structural Review, which we committed to our stakeholders would be conducted in 2022/23. With five years of our current structure under our belt, we knew it was prudent to take a look back at the goals and objectives that our stakeholder groups had in mind when they helped reshape our organization. We worked with an independent contractor, who facilitated a thorough review of the Committee's ability to operate, and the Agency's level of oversight. We were pleased that the end results of the thorough review indicated that there are no major structural or governance related challenges with the Committee. Our stakeholders should feel confident that the Agency continues to maintain a strong level of oversight over the Committee, while allowing the flexibility for the group to develop and execute marketing plans that deliver strong returns to our industry.



"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."

Our Committee continued to work with both the Executive Committee, and Agency Members to develop strong and skilled leaders for the Agency and the industry. Our industry has worked very hard to shape the Agency into an organization with focused direction and regulatory strength, and we are proud of our commitment to succession planning. We supported in-person development opportunities this spring to ensure our Agency Members have more tools in their arsenal to effectively govern our organization with the best interests of our stakeholders at the forefront.

We are now one full year through our first Youth Membership term, and it has been a pleasure having Julie Mortenson sitting at the Agency table with us. It is also exciting to be announcing our very first youth scholarship at our AGM this year.

Thank you also to all of our delegates and nominees who put themselves forward to represent our industry stakeholders. If there is anything you would like to recommend to making your role as a delegate or nominee better at our AGM, please be sure to fill out our AGM survey which you can find online or by scanning the QR code on this page.

I look forward to what the next year brings for the Agency.

Marketing Committee Report

CHAIR: RUSS MALLARD

Committee Members: Jack Chaffe, Chad Ross, Andre Forget, Jeff Cline, John Curtis, Coral Manastersky, Stephen Christie, Jennifer Haley, Mike Guest, Cam Daniels, Cameron Blake



“The Marketing Committee consists of a broad range of representatives from all aspects of the beef and veal industry. The business insight, expertise and perspectives of our committee members results in effective dialogue and collaboration within the committee.”

As the chair of the Marketing Committee, I am pleased to take over the reins from the very capable Mike Kennedy who stepped away from the role in August after 11 years at the helm. During his time as Marketing Chair, Mike worked closely with three Canada Beef Presidents to oversee the development and implementation of the organization's business plans and budgets. During his tenure, the Canadian beef industry has seen some of the highest beef demand and export volume and values in decades.

The Marketing Committee is responsible for planning and establishing Canada Beef's strategic, business and operational goals and objectives and for the overall management and operation of the business and affairs. The committee provides oversight of the Canada Beef investment plan and budget, and works with the President to ensure the business strategy is correct, oversees its implementation, and evaluates its results.

The Marketing Committee consists of a broad range of representatives from all aspects of the beef and veal industry. The business insight, expertise and perspectives of our committee members results in effective dialogue and collaboration within the committee.

At the Agency's annual general meeting last August, the Marketing Committee elected their Executive Committee consisting of myself (Chair), Stephen Christie as Vice-Chair and Jack Chaffe as Finance Chair. The committee also elected two new Members-at-Large for 2022-2023: Clay Holmes of Intercity Packers, and Cam Daniels of Harmony Beef. Julie Mortenson of Saskatchewan, the Agency's first Youth Member, joined the Marketing Committee as an ex-officio member. The perspectives of young producers are a welcome addition to the committee.

Succession planning for the pending retirement of Canada Beef President Michael Young was activated to ensure adequate time to find a leader of suitable vision and purpose. The industry has benefitted from Young's extensive knowledge and experience and strong leadership. With retirement on the horizon, a search committee was formed and

a candidate search process was launched to enable adequate time to find a suitable candidate. There will also be a transition period that will see Young train and mentor the successful candidate to ensure Canada Beef is left in capable hands going forward.

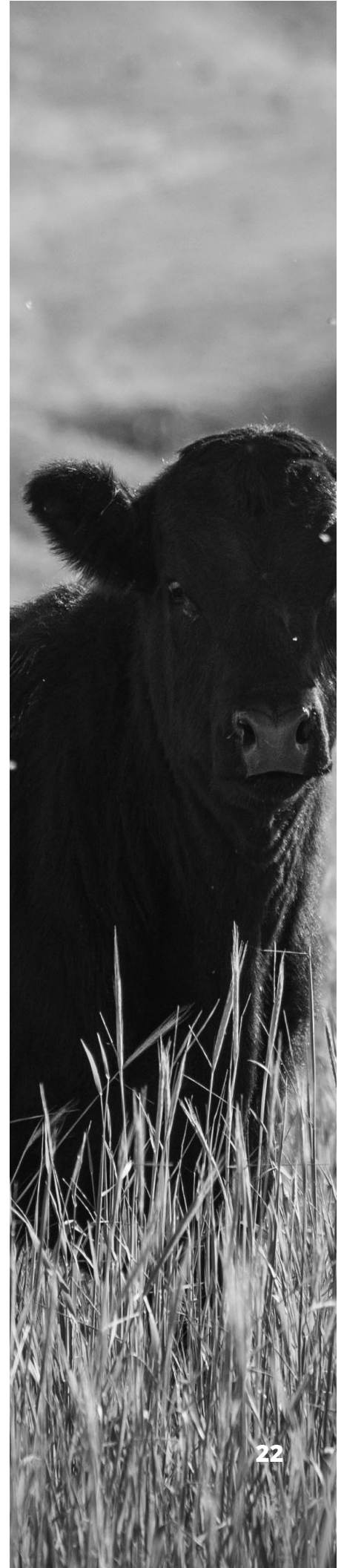
The drive to use producer funding efficiently extended to operational space. Canada Beef reduced its operational footprint in the Calgary and Mississauga offices result in a significant cost savings that can be redirected to programming or other needs as identified. This is a good example how the Canada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

The Canadian Beef Centre of Excellence (CBCE) facility reopened in January 2023. The newly renovated CBCE studio will ensure the facility can accommodate increased demand for video resources to support a variety of projects including the Gateway, Canadian Beef Advantage, educational programs, consumer test kitchen and hosting functions.

Canada Beef's funding agreement with Canadian Agricultural Partnership (CAP) concluded March 31, 2023. A funding application was submitted to its replacement, the Sustainable CAP, a new 5-year agreement effective April 1, 2023 to March 31, 2028, and we await word on that.

Innovative initiatives created and introduced include the Provincial Marketing Alliance (PMA) to align the collective expertise and resources of participating provincial cattle organizations through shared strategic goals, objectives, and initiatives. The program will support co-funded projects between Canada Beef and the participating provincial cattle organizations through regional initiatives important to regional marketing strategies. Alberta Beef Producers (ABP) accessed the PMA 50% consumer marketing cost-share program this fiscal.

Canada Beef has done a tremendous job of navigating the challenges on behalf of Canada's beef producers. The Canada Beef team 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 would also take the opportunity to thanks all the members of the Marketing Committee for their contributions over the past year to ensure Canadian Beef is seen as the number one beef choice for consumers home and abroad!



Producer Nominees (5 seats)



MARY PAZIUK, BEEF PRODUCER

MANITOBA BEEF PRODUCERS

Mary and her husband Wayne are beef producers in the Ethelbert area. They raise purebred Angus cattle. She is MBP's District 13 director, now having served twice in that role. This included service during the early years of the BSE crisis. During her time as a MBP director she has been active in animal health, agricultural Crown lands and the environment. She is interested in interprovincial and international trade, agriculture and rural communities, and likes to learn more about different agricultural practices when traveling.



SHEILA HILLMER, BEEF PRODUCER

ALBERTA BEEF PRODUCERS

Sheila Hillmer is a Key Account Manager with Elanco Canada. Sheila works with corporate feedyards and based in Southern Alberta and spends a significant amount of time developing and executing learning and development both internally within Elanco and externally to customers. Sheila and her family have a farming and ranching operation in Del Bonita Alberta and her two sons are the 4th generation in beef and are beginning the process of succession in the family business.



ANDREA VAN ITERSON, BEEF PRODUCER

BC CATTLE INDUSTRY DEVELOPMENT COUNCIL

Growing up on a cattle feedlot in Westwold, BC, Andrea has always had a love for the beef cattle industry. After spending a decade away, Andrea and her husband moved their three boys to Westwold in 2015 where she now farms alongside her brother and parents. In addition to being active in the Canadian Cattle Youth Council and Canadian Cattle Young Leader's Program, Andrea has worked with the BC Association of Cattle Feeder's and National Cattle Feeder's Association since 2014. Areas that Andrea has most interest in are government relations, industry advocacy and public education. Remaining involved in 4-H as a beef leader and active in her children's basketball and school activities keeps Andrea busy in her off-farm time.



SYLVAIN BORQUE, BEEF PRODUCER

LES PRODUCTEURS DU BOVINS DU QUÉBEC

Sylvain Bourque started a cow-calf operation in 2004 in the beautiful Beauce region. He migrated his farm to dairy production in 2011. Mr. Bourque studied agricultural production at the Institut de technologies agricoles (ITA) in the early 80s. He decided to get involved in agricultural organizations so he could help his fellow farmers and influence the major orientations of cattle production. Sylvain has always been active in his community through various economic and social organizations in his region.



TREVOR WELCH, BEEF PRODUCER

NEW BRUNSWICK CATTLE PRODUCERS

Trevor hails from Glassville, NB and operates Garvie Mountain Angus, with a black and red Angus purebred and commercial herd of about 70 head. Trevor is the fourth generation of Welch family to work on or own the farm, which is VBP+ certified. Trevor has extensive experience representing cattlemen on provincial and national boards. He has or is currently serving on the Canadian Angus Association as Past President and Maritime Director, the Maritime Angus Association, New Brunswick Cattle Producers. Trevor is also a past 4-H beef project leader, and the owner and president of Welch Surveys Ltd., a private survey company.

Industry Nominees (4 seats)



STEVE CHRISTIE, RETAIL/FOODSERVICE

VICE PRESIDENT OF NATIONAL ACCOUNT SALES FOR SYSCO SPECIALTY MEAT AND SEAFOOD CANADA

Steve has worked in various roles related to the beef industry and protein sales and marketing. He has experience as a butcher in an independent butcher shop, and worked in both beef and pork plants at Canada Packers. Steve was a sales representative with Canada Packers and Maple Leaf Food Service, and a protein category manager with Gordon Food Service, where he developed an Alberta beef brand.



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.



RUSS MALLARD, CANADIAN MEAT COUNCIL

PRESIDENT, ATLANTIC BEEF PRODUCTS

Russ is the President of Atlantic Beef Products Inc., the only federally inspected beef processor east of Montreal. Russ also spent 7 years in Western Canada in Calgary and Victoria BC with Centennial Packers. In 1992, he went to work for Hub Meat Packers in Moncton as Senior Director of Sales. In 2000, Russ to fulfil a lifelong dream of owning his own business and started M&S Food Service Inc. In 2003 it was acquired by Gordon Food Service and Russ remained and President & CEO until the end of 2006.



JOHN CURTIS, CANADIAN MEAT COUNCIL

PLANT MANAGER, ST. HELEN'S MEAT PACKERS LIMITED

John has been in the industry for approximately 40 years ranging in duties from cleaning pens part time at the Ontario Stock Yards to managing the St. Helen's Meat Packers plant in Toronto. He worked briefly for the Ontario Stock Yards, and as fate would have it, was asked to apprentice to become a cattle buyer for K.C. Schleissner and Sons. John worked with them from 1977-1987 order buying fat cattle and stockers. He then left and went to J.M. Schneiders Ltd. for three years, and Better Beef for five. John has been with St. Helen's Meat Packers in plant management since then, for more than 26 years.

Marketing Committee Nominees (2 seats)



CAMERON BLAKE, MEMBER AT LARGE

CUSTOMER INSIGHT MANAGER, MAPLE LEAF FOODS

Cameron is currently the Customer Insight Manager at Maple Leaf Foods, where he is responsible for managing and delivering customer insights and analytics in order to drive category performance, distribution and assortment plans while maximizing efficiencies. He has successfully managed cross functional initiatives and improved seasonal marketing execution, and reduced supply chain barriers. He holds an MBA and an Honours Bachelor of Business Administration from Brock University, Goodman School of Business.



MIKE GUEST, MEMBER AT LARGE

OWNER/OPERATOR, WESTERN PRIME MEAT PROCESSORS, BANDITS DISTILLING INC. AND A CATTLE/GRAIN OPERATION

Mike brings a wealth of experience to the Marketing Committee. As the owner and operator of Western Prime Meat Processors in Weyburn, SK, Mike works directly with the products that Canadian beef producers are marketing. He also owns and operates Bandits Distilling Inc. using their very own highest quality homegrown grains to infuse their products with country values and strong work ethic. Mike is a journeyman meat cutter, and operates a cattle and grain operation near Weyburn, SK.



JIM CLARK, MEMBER AT LARGE

EXECUTIVE DIRECTOR, ONTARIO CATTLE FEEDERS AND THE ONTARIO CORN FED BEEF BRAND

Jim Clark is the Executive Director of the Ontario Cattle Feeders' Association (OCFA) and the Ontario Corn-Feed Beef (OCFB) brand, positions that he has held for close to 25 years. In addition to his responsibilities as Executive Director of OCFA, Jim is also the CEO of the Ontario Beef Market Development program, a partnership between OCFA and the Beef Farmers of Ontario. Previously, Jim served as Chair of the Ontario Farm Products Marketing Commission, as well as a Senior Policy Advisor and Stakeholder Relations Specialist for the Ontario Ministry of Agriculture, Food and Rural Affairs.

Returning Agency Members



Jeff Smith, AB



Chad Ross, SK



Jack Chaffe, ON



Larry Weatherby, NS



David Francis, PE



Jeff Cline, CMC



Andre Forget, CMC



Coral Manastersky, IE Canada



Julie Mortenson, Youth
Member Observer

Returning Marketing Committee Members



Cam Daniels, Member at Large



Clay Holmes, Member at Large



Jennifer Haley, VFO



RETIREMENT: KIRK JACKSON

**THANK YOU TO KIRK FOR 10 YEARS OF SERVICE TO THE AGENCY
AND CONTINUED SUPPORT OF THE CANADIAN BEEF INDUSTRY.
WE'LL MISS YOUR PASSION FOR THE INDUSTRY AND YOUR
DEDICATION FOR DOING WHAT IS RIGHT FOR BEEF PRODUCERS.**



SUITE 146, 6715 - 8TH STREET NE
CALGARY, AB, CANADA T2E 7H7
TEL: (403) 736-2157
@cdnbeefcheckoff
cdnbeefcheckoff.ca