

BUSINESS PLAN



CANADIAN
BEEF CATTLE
CHECK-OFF

2024/25 Business Plan

APRIL 1, 2024 - MARCH 31, 2025



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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.

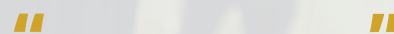
The Federal Levies Order was registered April 14, 2005. The import levy allows for equitable treatment between domestic beef producers and beef importers. The amendment to the Beef Cattle Research, Market Development and Promotion Levies Order to include an import levy was announced on July 30, 2013. 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.



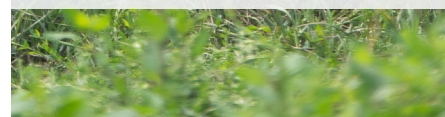
GOVERNANCE

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.



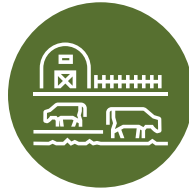
National Service Providers in Research, Market Development and Promotion



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

Eight 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 Canadian beef cow herd continued to decline in 2023. Record high feeder prices this past summer were not enough to encourage heifer retention for herd expansion; drought concerns and reduced feed stock levels remain front of mind. Domestic beef production declined in 2023 and is expected to continue that trend in 2024. Heavier steer carcass weights in December offset smaller fed slaughter volumes; fourth quarter beef production remains smaller than the fourth quarter of 2022. Demand will be key to success in 2024.

2023 MARKET HIGHLIGHTS

On July 1, 2023, the Canadian cow herd declined 1.5% to 3.66 million head. This was the third consecutive year Canada's beef cow herd has contracted. Beef heifers retained for breeding were down over 3% to 601,000 head. Calves under one year old were down almost 2.5% to 3.8 million head. Total cattle and calves declined 1.5% to 12.2 million head. There was some optimism that record high prices this year may have encouraged heifer retention and begin to rebuild the cow herd, but those hopes were dashed as the fall run progressed. Drought once again hit the Prairies in the summer of 2023, drying up pastures and reducing crop yields. The beef cow culling rate is projected to be 13.4%, steady with 2023 and is another indicator that herd expansion is not yet underway.

Federally Inspected slaughter totaled 3.14 million head in 2023, down 4% from 2022. Fed slaughter was down 6% (-6% in the West; -8% in the East). Non-fed slaughter (cows + bulls) was up 7%. Western Canadian cow slaughter was 8% higher with Eastern Canada 4% higher.

Slaughter cattle marketings in 2023 are projected to be down 4% from 2022 to 3.15 million head. Fed cattle marketings are expected to be down 5%; supported to some degree by heifer marketings, down 2% compared to steer marketings down 6%. Fed exports are projected to be up 11%, accounting for 11% of fed marketings.

Total domestic beef production (including exports of slaughter cattle and offals) is projected to total

1.6 million tonnes in 2023, down 4% from 2022. Fed production is expected to be down 5%, though non-fed production is expected to increase 3%. The year-over-year increase in cow slaughter pushed non-fed production to 17% of total production, up one percentage point from 2022.

In the fourth quarter of 2023, feeder prices showed strong resilience as prices softened a modest 1-2% from the third quarter record highs. Alberta 550 lb steers once again established new all-time highs, averaging \$383/cwt, up 42% from fourth quarter 2022. Alberta 850 lb steers averaged \$309/cwt in the fourth quarter, up 32% from fourth quarter 2022. Ontario 550 lb steers averaged \$350/cwt, up 31% from fourth quarter 2022. Ontario 850 lb steers averaged \$302/cwt, up 27% from fourth quarter 2022.

2024 OUTLOOK

Heavier Canadian steer carcass weights to end 2023 will increase beef production in the first quarter of 2024, though total domestic beef production is projected to decline around 4% for the year; to be the lowest since 2018. For 2024, fed and non-fed production are both projected to decline 4%. With ample fed beef supplies in the first quarter and tighten as the year progresses.

Demand remains a concern as Canadian consumer confidence has declined for four consecutive months. Inflation rates remains sticky, just above the Bank of Canada's target level. As demand comes down from historically strong levels it remains significantly better than a decade ago.

2024/25 OPERATING BUDGET

FOR THE YEAR ENDING MARCH 31, 2025

The Agency plans to run a deficit budget for the third 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	16,962,500
Beef Import Levy	1,100,000
Other	123,000
	<u><u>18,185,500</u></u>

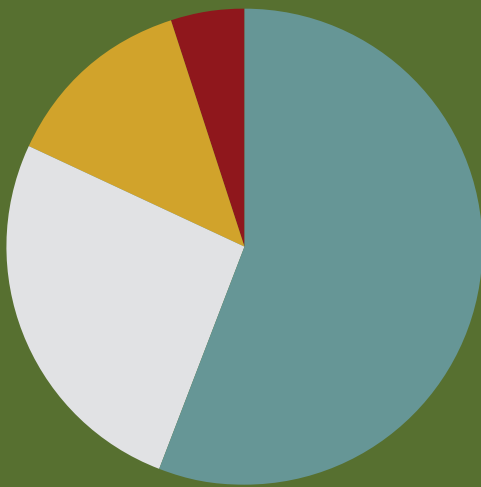
EXPENSES

Board of Directors	186,800
Agency Administration	799,455
Provincial Administration Fee	339,250
Provincial Investment	2,230,822
Research	4,317,477
Public and Stakeholder Engagement	704,554
Marketing	9,689,033
	<u><u>18,267,391</u></u>
	<u><u>(81,891)</u></u>
Surplus/(Deficit)	
Revenue from Surplus	<u><u>81,891</u></u>
	<u><u>0</u></u>

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 Provincial Investment
 Research Public & Stakeholder Engagement

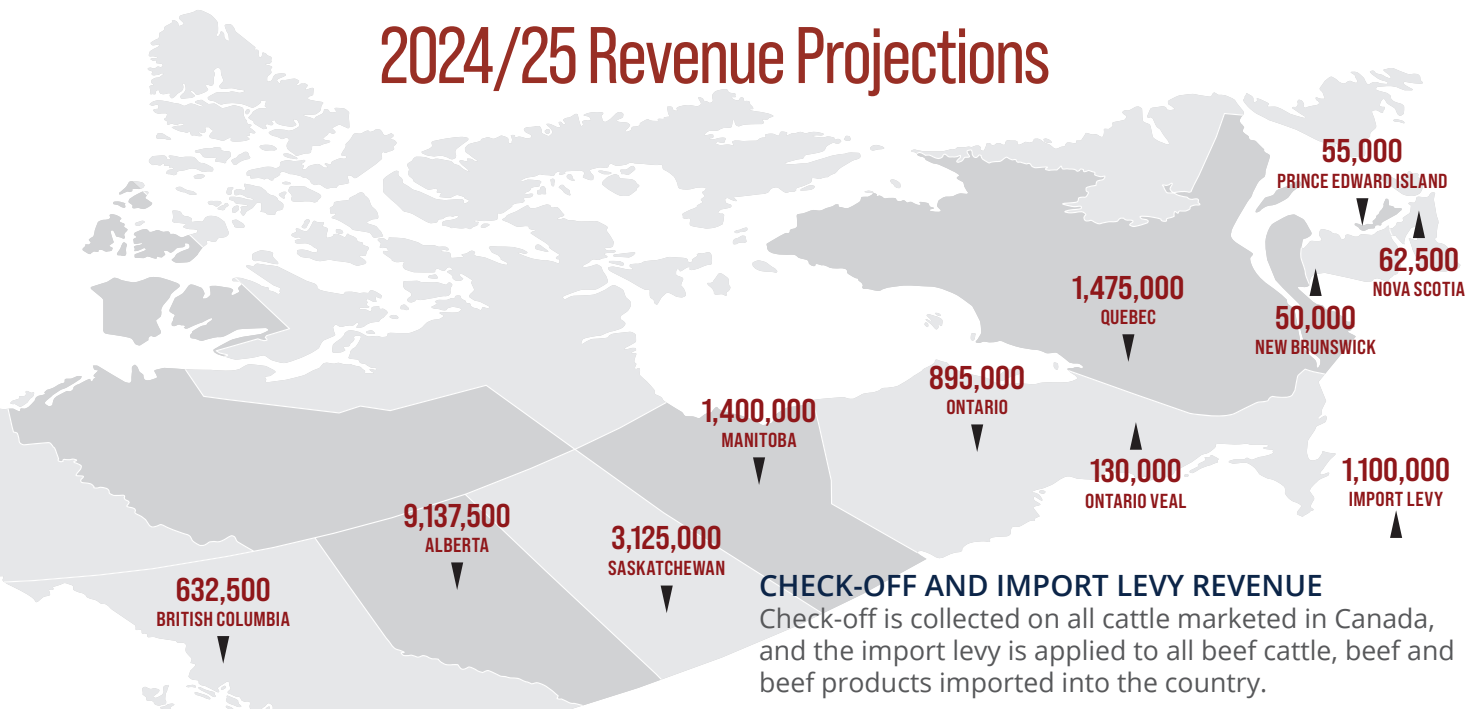
In 2024/25, the Canadian Beef Cattle Check-Off and Canada's Beef Import Levy is estimated to bring in approximately \$18,185,500 in gross revenue.

Moving into the 2024/25 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 54% to market development and promotion, 27% to research, 14% to provincial initiatives and 4% 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.

2024/25 Revenue Projections



ADMINISTRATION

PROJECTED ALLOCATION: \$781,364

The Agency moves into the 2024/25 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 and import levy collection.



ADMINISTRATION & AGENCY PROGRAMS

The Agency Members approved a 2024/25 administration budget at \$986,255, over a total revenue of \$904,364, which includes check-off and import levy administration fees, as well as other revenue from the administration of the Pork Import Levy, inspection revenue and interest earned.

The Agency plans to run a deficit budget for the third year in a row to invest \$88,891 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

For the first time the Agency will provide a collection fee to the provincial cattle associations as a commission for collecting and remitting the national check-off. This fee of 2% of the national check-off collected by province per head will remain with the

provincial association which collected the levy, and can be used to offset costs within the organization. The Agency anticipates a total of \$339,250 will remain with the provincial organizations as a result of the new provincial administration allocation.

On the heels of last year's Marketing Committee Structure Review, the Agency will conduct a full-scale governance review, to ensure that Canada's beef industry is confident in the work the Agency does. A complete review of the Agency's by-laws, governance framework and policies will take place and stakeholders will be engaged to provide input and recommendations. The Agency aims to provide results of the review at its AGM in the summer of 2024.

The Agency is also working with consultants on the exploration of a Scientific Research and Experimental Development (SR & ED) tax credit program for Canadian beef producers. The SR & ED tax incentive program in Canada would aim to encourage businesses, including those in the agriculture sector, to conduct research and development activities. The program provides tax credits and incentives to offset the costs associated with eligible research and development projects. The amount of tax credits available is determined by looking at the amount of the national check-

off paid by beef producers, and determining what allocation of the check-off is invested into research in their own province. This provides a tax credit of approximately 15% to 35% of the research investment of their check-off dollars. The rate of return will range based on the size of the operation. The Agency continues to work with external consultants, as well as the Beef Cattle Research Council (BCRC) to navigate challenges and explore opportunities to implement the credit

STRUCTURED REPORTING AND COMPLIANCE

Last year, the Agency's inspection and education program grew to include a full-time Compliance and Education Manager. With nearly a full year of program implementation, the Agency will continue working with provincial cattle associations to partner on regular inspections and education programs. Ongoing inspection partnerships with the Veal Farmers of Ontario (VFO) and BC's Cattle Industry Development Council (CIDC) will continue to yield a reduction of slippage and the increase of remittance compliance. Two Maritime provinces, Nova Scotia and New Brunswick, have also signed inspection agreements with the Agency and will begin to see a stronger presence from the Agency's inspectors to increase compliance in the region. These continued partnerships will yield the reduction of paperwork, and streamline check-off collection and remittance processes in all areas.

The Agency has begun forming a working relationship with cattle producers and the beef industry in Newfoundland, who are working to create a formal provincial beef organization. With experience in regulatory framework, remittance and collection, the Agency is poised to assist with the formation of a new association, formalizing check-off implementation on beef cattle within, into and out of the province.

As a part of the organization's commitment to transparency, the Agency will conduct a formal but friendly audit of BCRC. The audit will follow funds invested through check-off dollars from distribution to BCRC, to the investment into the programs and strategies outlined in their annual business plans, and reported in their annual report to the Agency. The audit will help the Agency better understand the processes that the service providers undertake to invest check-off dollars, and also hold service providers accountable for the plans they propose and the dollars they invest.

EDUCATED AND ENGAGED STAKEHOLDERS

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 provincial partners in building materials to meet their unique needs.

The Agency's youth strategy showed tremendous value after its implementation in 2022, and that value will drive the continued engagement of young beef producers in the same manner. In partnership with the Canadian Cattle Youth Council, the Agency will welcome a new Youth Member to the table for a two-year term. The Youth Member will work with the Agency to create a development plan for their term, and will have the opportunity to mentor with a current Agency Member.

The Agency will once again share an opportunity for students in the beef industry to support their education through the Agency's \$2,000 scholarship program. The goal is to increase the number of applicants this year, and extend the reach of the Agency's messaging through youth involved in the beef industry. The scholarship application process also generates additional interest in the Youth Member position, and delivers valuable communication opportunities to a variety of organizations with grassroots producer-facing channels and platforms.

2024/25 ADMINISTRATION BUDGET

PROJECTED ALLOCATION: \$781,364

The Agency plans to run a deficit budget for the third 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.

	2023/24	2024/25
SOUND GOVERNANCE AND ADMINISTRATION	129,000	106,500
- conduct an annual Agency financial audit with MNP LLP		16,000
- invest in legal advice to ensure regulatory framework supports the Agency's mandate		18,000
- deliver strong, accurate projections and plans using data developed with Canfax		5,000
- deliver efficient, accurate administration of external programs		17,500
- continue the development of the Agency's SR & ED tax credit program for producers		20,000
- deliver a valuable annual report in conjunction with the Agency's AGM for stakeholders		30,000
STRUCTURED REPORTING AND COMPLIANCE	25,000	35,000
- connecting with Newfoundland stakeholders to develop plan for collection framework		1,500
- work with provincial associations to deliver training modules/materials in various formats		1,500
- connect with dealer stakeholders at LMAC to explore training and other opportunities		2,050
- conduct ongoing inspections and audits with partners, dealers and check-off collectors		29,950
ENGAGED AND EDUCATED STAKEHOLDERS	37,500	15,000
- deliver ongoing digital marketing and communications to stakeholders and producers		5,000
- administer and market a scholarship for industry youth to access for post secondary		2,500
- administer the Youth Member development plan and recruitment plan		3,500
- deliver specific, customized stakeholder communication pieces for various partner groups		4,000
OPERATIONS	616,850	642,955
BOARD OF DIRECTORS	192,500	186,800
- per diems		87,800
- travel and meeting expenses		89,000
- orientation and training		10,000
TOTAL	1,000,850	986,255

MARKETING: CANADA BEEF

PROJECTED ALLOCATION: \$9,689,033

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.

While the global economy has emerged from the impact of the COVID-19 pandemic, it will continue to be affected for the foreseeable future. Many had hoped the pandemic would be followed by a period of general economic recovery and stable market conditions, however, what has occurred instead is a wide range of challenges leading to rising prices, inflation, and the threat of economic recession.

Particularly for the agricultural sector, unfavourable weather conditions, animal disease outbreaks, stubbornly high input costs, non-tariff trade barriers and changing government climate policies have added tremendous uncertainty to world markets. Weak currencies combined with high food inflation is reducing buying power in many of Canada's key export markets. Competition is fierce from well-funded suppliers seeking to maintain or capture market share, volume, and value in all markets of interest for Canadian beef suppliers.

In Canada, record high cattle and beef prices combined with smaller herd sizes will result in less domestic beef production and difficulties meeting both domestic and export market demand. This will also create opportunities for more lower cost beef imports to fill gaps in the Canadian market. In response to high food inflation, Canadian consumers are beginning to trade down to lower cost animal protein choices in the retail meat case or foodservice menu.

Looking forward, new Canadians and their families will represent a significant segment of potential new customers. Statistics Canada predicts by 2048 immigrants and their families will represent more than half of the total Canadian population. There are few indications that this trend will slow down anytime soon. Consequently, the way the industry merchandises and promotes beef must adapt to changing demographics and socioeconomic trends. This is a tremendous opportunity to expand the

beef industry's customer base and ensure Canadian beef is a protein of choice for current, newly arrived, and future Canadian consumers.

Successful delivery of the 2024-2025 investment plan is a stepping stone toward achieving the outcomes defined in Canada's National Beef Strategy 2020-2024 and a precursor for the development of Canada's National Beef Strategy 2025-2029.

It is within this context that the 2024-2025 Canada Beef investment plan was developed. The Investment Plan focuses on five key priorities important to the success of Canada Beef programs and services:

1. FULL EXECUTION AND DEPLOYMENT OF THE GATEWAY

The Canadian Beef Information Gateway optimizes the intersection of food and technology by using quick response (QR) codes and universal product codes (UPC) to drive the purchase and enjoyment of Canadian beef. The project uses scannable codes to improve customer experience through the selection, purchase, preparation, and enjoyment of consuming Canadian 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 information presented and the visual appearance of the Gateway program can be customized for retail and trade partners in global markets. Canada Beef will expand Gateway platforms to be adaptable to all sectors including retail, foodservice, packer/processor, and producers/stakeholder audiences. The organization will invest heavily in promotion and marketing of the Gateway in fiscal 2024-2025

to bring more partners and clients to the table. The IT architecture was designed to continue to expand and evolve to bring the closest alignment possible with partners and clients. .

2. VALUE CUT OPTIONS FOR RETAIL AND FOODSERVICE

Canada Beef will continue to develop and promote value-cut options for retail and foodservice operators to increase carcass utilization, value optimization and offer lower cost Canadian beef cuts. 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 defend the position 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. DEFEND MARKET SHARE AGAINST OTHER SUPPLIERS AND PROTEIN CHOICES

In a difficult marketplace, Canadian beef is facing increased challenges from other domestic and international competitors. To defend market share and the position on the consumers' plate, Canada Beef will:

- Increase brand awareness through story telling, targeting key segments, and constant share and engagement
- Generate high-quality leads through building relationships to drive marketing-qualified clients and key decision makers
- Acquire new clients and consumers by expanding the reach, and leveraging sustainable and flexible tactics to scale
- Expand website and Gateway traffic
- Entrench industry authority by leveraging knowledge, credibility, and partner networks to reach larger audiences
- Boost brand engagement by identifying client/consumer needs, and offering consistent and valuable solutions

4. OPTIMIZE THE RETURN ON INVESTMENT FROM THE CBCE EXPANSION

The Canadian Beef Centre of Excellence (CBCE) was retrofitted to become a multimedia production studio 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. The resources of the CBCE will be leveraged across all trade and consumer marketing programs in both the domestic and international markets.

5. DEVELOP MERCHANDISING RESOURCES THAT TARGET NEW CANADIANS

Due to immigration, Canada recently reported the highest population growth rate for a 12-month-period since 1957. Statistics Canada anticipates that, if the pace of current population growth continues, by 2048 immigrants and their families will represent more than half of the total Canadian population. This is a tremendous opportunity to expand the beef industry's customer base and ensure Canadian beef is a protein of choice for current, newly arrived, and future Canadian consumers. Canada Beef will develop merchandising and consumer marketing resources for new Canadians, primarily major ethnic groups including individuals from India (non-Hindu), China, Afghanistan, Nigeria, Africa, Philippines, etc. The approach includes education and awareness about ethnic merchandising styles and resource development for industry, and culturally appropriate images and recipes for consumers..

2024/25 CANADA BEEF BUDGET

REVENUE

1	Check Off - Marketing	8,600,000
2	Check Off - Public and Stakeholder Engagement	176,000
3	Import Levy - Beef	1,010,745
	Import Levy - Veal	34,255
4	Government of Canada - Canadian Agricultural Partnership (SCAP)	1,957,200
5	Alberta Agriculture and Industry - Export Market Development Program (EMDP)	166,667
6	Export Market Development Administration Fee	25,000
7	Interest	150,000
		<hr/>
		12,119,867

EXPENSE

	Board of Directors - Marketing Committee	100,000
	Marketing	15,288,167
		<hr/>
		15,388,167

(DEFICIT) TO BE FUNDED OUT OF UNRESTRICTED ACCUMULATED RESERVES

(3,268,300)

	MARKETING	PROGRAMS	OPERATING	TOTAL
1	Domestic - Generic Beef	403,264	199,184	602,448
	Domestic - Generic Veal	24,255		24,255
2	Public and Stakeholder Engagement	138,312	41,918	180,230
3	Global	1,107,500	1,334,240	2,441,740
	Global - Generic Beef	108,297		108,297
4	Domestic - Channel Marketing	802,000	374,368	1,176,368
5	Domestic - Consumer Marketing	1,283,000	144,982	1,427,982
6	Digital Marketing	540,000	223,469	763,469
	Digital Marketing - Generic Veal	10,000		10,000
7	Health and Nutrition	230,000	61,537	291,537
	Health and Nutrition - Generic Beef	300,000		300,000
8	Stakeholder Communications	275,000	144,278	419,278
9	Canadian Beef Information Gateway	955,000	149,696	1,104,696
10	Canadian Beef Centre of Excellence	500,000	663,861	1,163,861
11	Export Market Development	420,000	186,779	606,779
12	Emerging Markets	273,000	-	273,000
13	Japan	800,000	396,000	1,196,000
14	South Korea	435,000	19,200	454,200
15	China and Hong Kong	195,000	115,000	310,000
16	Taiwan and South East Asia	422,000	143,000	565,000
17	Mexico and Latin America	629,500	265,000	894,500
18	Calgary and Mississauga	-	974,528	974,528
		<hr/>	<hr/>	<hr/>
		9,851,129	5,437,038	15,288,167

RESEARCH: BEEF CATTLE RESEARCH COUNCIL

PROJECTED ALLOCATION: \$4,317,477

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 BCRC is positioned to respond to the dual calls of increased food production while reducing the industry's environmental footprint, in part through the research and extension programs outlined in this Business Plan. 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.

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.

The BCRC 2024/25 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 2024/25 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

the industry's 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.

The Beef Science Cluster IV program, under the Sustainable Canadian Agricultural Partnership, began April 1, 2023. The second year of the cluster begins in 2024, with funding for twenty-three research and extension projects. Cluster IV projects focus on meeting AAFC priorities while maintaining a strong focus on outcomes beneficial for producers.

Funding research projects and initiatives outside of the Beef Science Cluster remains a core component of the BCRC's plan. The Priority Research Program is managing 56 ongoing projects in 2024/25, which are selected through a vigorous intake process that includes the input of the producer council, sciences advisors, and external peer reviewers. A new call for proposals launched in early January 2024 with funding decisions to be made in fall 2024 for a slate of new projects.

The BCRC's Proof of Concept & Validation Trial program, intended to support short-term proof of concept-based research that informs whether it is worth pursuing as a larger area of research, will continue in 2024/25. The Research Capacity program addresses industry identified priorities and gaps in research capacity across Canada. In 2024/25, this program will continue to support the three existing Research Chairs. In addition, two universities received start-up funding in 2023/24 to assist new researchers in developing their research programs. This funding will continue in 2024/25.

The BCRC remains committed to expanding the reach of its extension initiatives to drive the timely adoption of research and innovation. Activities

for 2024/25 include content development, further development of the Canadian Beef Technology Transfer Network, and engaging stakeholders such as nutritionists in content development and distribution. A second call for regional extension initiatives will occur in 2024. The BCRC will also continue distributing CowBytes in advance of the planned update in 2025/26.

The delivery of the Verified Beef Production Plus (VBP+) program, including both the training and auditing components, will continue to be advanced in 2024/25. An Agri-Assurance grant will help fund the VBP+ program priorities for the coming year, including enhancement of the producer training platform, addressing standard gaps, beginning benchmarking opportunities and further exploration of certification pathways.

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.

2024/25 BCRC BUDGET

NET ASSETS, BEGINNING OF YEAR (JULY 2023)	7,885,583
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURE - JUNE 2024	(2,540,374)

NET ASSETS, JUNE 30, 2024	<u>5,345,209</u>
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PROJECTED 2023 - 2024 REVENUE

National Check Off	4,300,000
Industry - Cluster projects	155,500
AAFC Cluster projects	468,364
VBP+ Stripe Transfer Payment	5,000
AAFC VBP+ Projects	297,775
CowBytes Stripe Transfer Payments	7,200
ANH.01.23 CIPARS	94,500
Dividends	300,000
Interest	100,000

TOTAL REVENUE	<u>5,728,338</u>
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PROJECTED 2024-2025 EXPENSES

BCRC Division Services	1,306,719
Cluster IV Projects	1,996,564
Non-Cluster Projects	2,613,025
ANH.01.23 CIPARS	94,500
CowBytes	7,200
Verified Beef Production Plus	537,460
VBP+ AgriAssurance	277,000

TOTAL EXPENSES	<u>6,832,468</u>
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PROJECTED 2023 - 2024 OTHER INCOME

Unrealized Gains	383,400
Management Fees	(30,000)

EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURE	<u><u>(750,729)</u></u>
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PROJECTED NET ASSETS, JUNE 30, 2025	<u><u>4,594,480</u></u>
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PUBLIC AND STAKEHOLDER ENGAGEMENT

PROJECTED ALLOCATION: \$704,554

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 Public & Stakeholder Engagement (PSE) program is tasked with progressing and achieving the consumer confidence and public trust outcomes in the National Beef Strategy. As a jointly delivered program, the PSE team works closely with the Canada Beef staff in strategic planning and delivery of communications on beef and beef production. As well, the collaboration and coordination with stakeholder groups is essential for aligned messaging. The National Communication Managers group includes 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.

Enabling industry advocates is paramount to achieving consumer confidence in both beef as a product and the way beef cattle are raised in Canada. With the National Beef Sustainability Assessment (NBSA) set to launch mid-January 2024, many industry statistics will have to be updated for alignment. This includes internal and consumer facing resources. Media training will continue to be offered to industry stakeholders from primary producers to veterinarians and culinary experts as well as regional nominees for The Environmental Stewardship Award (TESA). Finally, Beef Advocacy

Canada (BAC) – a staple since the start of PSE – has seen over 100 graduates in the new and improved online modules and continues to be a mandatory element of the Cattle Young Leaders (CYL) program.

Providing leadership in the management of public facing issues is another key objective for PSE. In the past year, a virtual crisis communications tabletop exercise was held with the National Communication Managers, focusing on a suspected foot and mouth disease case. Participants navigated through the escalating scenario, handling traditional media requests, misinformation on social media and stakeholder relations. The session allowed participants to exercise their crisis communications best practices in a supportive environment and identify areas for further improvement, alignment, and future training in the coming year.

Successfully facilitating the management of issues related to industry reputation and public perception result in an ongoing investment into the media monitoring platform, Meltwater. This 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

metrics for the success of the PSE program. These insights and resources are shared with the National Communication Managers when provincial issues arise.

Strategic paid partnerships for the next year will continue to include the Canadian Centre for Food Integrity (CCFI), the Canadian Roundtable for Sustainable Beef (CRSB) and the Global Meat Alliance (GMA). CCFI provides public trust research for all of agriculture in Canada as well as working to bring all commodity partners together in consumer facing public trust messaging and campaigns. The GMA gathers international partners to share information on latest research, industry developments, consumer campaigns and issues management. Lastly, membership with AFIMAC will continue, an activist surveillance service that provides information on communications, planned activities and events as well as a background check service for the entire industry.

Enhancing the public image of the Canadian beef industry and emphasizing the many positive benefits the industry contributes is a pillar of this program. Outreach activities for the next year include direct to consumer efforts as well as together with stakeholder partners and through key influencers. An extensive sustainability consumer campaign, based on the results of the NBSA, will feature the positive story of raising beef cattle in Canada, in print and on social media channels. The fourth short documentary, focusing on the wildlife habitat found on beef farms and ranches, is expected to launch in this next fiscal year. PSE will be in the planning and filming phases for the fifth short documentary, with the potential to highlight either the people in the industry or animal care.

With the Sustainable CAP grant application approved, the Guardians of the Grasslands game will continue to be developed and promoted. Currently, ten provinces have curriculum links for students in grades 7-12 in subjects including Science, Social Studies, and Practical Arts. A fully translated French language version is in its final stages and the team will also explore the potential to have French Immersion curriculum links. PSE will be designing and developing an integrated, stand-alone display with touchscreen tablets that will travel to large public facing events in each province, like the Pacific National Exhibition, the Calgary Stampede, and the Royal Winter Fair. Finally, the

opportunity to pitch the game as a public facing resource to food service and other education partners (science centers, museums) will continue to be explored.

A key component to raising the profile of Canadian beef is working with public figures or key influencers. Building on the success of the last two influencer campaigns, plans have been developed to host one or more influencer events that will focus on the positive societal benefits of raising beef cattle in Canada and promote existing key messages from PSE's short documentaries. These influencers are chosen based on their ability to provide direct engagement with must-win audiences. The comparative low-cost of influencer promotion continues to position it as an ideal initiative to positively impact public perception. Overall, public outreach activities represent a significant percentage of the budget and rely on substantial staff time and resources.

For the 2024-2025 year, the PSE team looks to continue to focus on two key areas of deliverables, with ten associated annual core activities and two long term program initiatives:

TWO AREAS OF FOCUS

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

TEN CORE ACTIVITIES

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 partnerships
9. BAC and PSE Websites
10. Public outreach

TWO LONG TERM PROGRAM INITIATIVES

1. Long term strategy
2. Issues reserve

2024/25 PSE BUDGET

	Q1	Q2	Q3	Q4	2024/25 TOTAL PSE BUDGET	CCA – PSE PROGRAM
REVENUE						
Projected National Check-Off Funds	130,000	165,000	275,000	134,000	704,000	528,000
Other Revenue - SCAP Funding	39,550					39,550
Other Revenue- CCA Deferred Revenue	106,248					106,248
Other Revenue- Interest	4,500	4,500	4,500	4,500	18,000	18,000
Total Revenue	280,298	169,500	279,500	138,500	867,798	691,798
EXPENSES						
Operations	95,741	95,741	95,741	95,745	382,968	345,280
Communications	21,000	23,000	23,000	22,000	89,000	79,000
Partnerships	4,500	5,000	5,000	-	14,500	7,500
Training	8,000	1,875	7,625	3,500	21,000	21,000
Administration	5,280	5,280	5,280	5,280	21,120	21,120
Public Outreach/ Project Development	110,000	82,720	82,798	63,692	339,210	217,898
Total Expenses	244,521	213,616	219,444	190,217	867,798	691,798
NET SURPLUS (DEFICIT)	35,777	-44,116	60,056	-51,717		-

ACTIVITY	CCA – PSE PROGRAM	CANADA BEEF
Operations and Administration	366,400	37,688
Other Revenue - CAP	39,550	
Deferred Revenue	106,248	
Interest	18,000	
1. Response Intelligence	13,500	
2. Consumer Research	17,500	
2. Media Advisory Group	10,000	
3. Social Media Content	11,000	
4. PSE Communications Plan (and staff travel)	55,000	10,000
5. Key Partners Video Series	28,000	
6. Training and industry consultations	27,000	
7. Key partnerships for building public trust	7,500	7,000
8. Beef Advocacy Canada and PSE Websites	13,000	
9. Public Outreach	142,798	121,312
TOTAL	691,698	176,000
11. PSE Issues Reserve (Mawer Investments)	114,709	

PROVINCIAL INVESTMENT

PROJECTED ALLOCATION: \$2,230,822

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



BC CATTLE INDUSTRY DEVELOPMENT COUNCIL

Projected Allocation: \$177,587

PUBLIC AFFAIRS AND EDUCATION (BCCA)

Total Project Budget: \$240,000

Total Check-Off Investment: \$87,000

CIDC will find various projects through the BC Cattlemen's Association (BCCA), who works through the Public Affairs and Education Committee to oversee various activities to deliver information about the industry to the public and about cattle industry.

One such example of this work will be seen at the Pacific National Exhibition in Vancouver. Here BCCA plans to interact with the public with the following goals:

- increase involvement to have the booth manned for the length of the fair
- demonstrating tools and technology utilized by the cattle industry
- explaining livestock production
- explaining beef nutrition

The organization also plans to participate in other smaller fairs throughout the province in

cooperation with local and regional cattlemen's associations.

Another example of public affairs and education will be the Behind the Beef program, where local producers are available at their Save-on Foods meat department and visit with the shoppers to share their story.

In respect to stakeholder education, the BCCA's main print communication with producers is the *Beef in BC* magazine. There are also plans for town halls in a few locations in the province, and plans to continue to update producers regularly with weekly e-news, and plans to refresh the website this year.

DAIRY RESEARCH

Total Project Budget: \$260,962

Total Check-Off Investment: \$46,500

As a sizable portion of dairy producers in BC cross-breed with beef animals, and many run their own beef herds, the research funded by CIDC is most often transferable to the beef sector. The 2024 research will support projects related to cattle disease, genetics, and soil amendments to decrease carbon footprints in the sector, all of which will help advance beef research in Canada. The communication plan includes sharing research results with the Canadian beef sector, which will

provide additional value for beef producers and ranchers. CIDC's second goal of harmonizing research intake and review process across the West, carries the intent of breaking down provincial borders and silos when it comes to selecting the most suitable and applicable projects for cattle producers in Western Canada. By streamlining operations, creating efficiencies and increasing collaboration, knowledge will be leveraged across the West to help assess research applications, coordinate successful projects, and share results widely within the beef and dairy sectors across Canada.

MANITOBA BEEF PRODUCERS

Projected Allocation: \$78,616

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. This project is multi-year, the goal will evolve as major topics come to the forefront. MBP WILL complete various efforts to increase the public trust of the beef industry in Manitoba and across Canada. An example of an effort idea is an addition (static or electronic) to the Burrowing Owl space, which is officially part of the Grasslands & Boreal Forest display at Assiniboine Park Zoo, to better connect beef and biodiversity.

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 cooking videos with a food expert that can be used for promotion of the nutritional benefits of beef.

MANITOBA BEEF & FORAGE INITIATIVES

Total Project Budget: \$120,000

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.

PRODUCER EXTENSION SERVICES

Total Project Budget: \$50,000

Total Check-Off Investment: \$15,000

Valuable research is constantly occurring in the beef industry. The main problem is the dissemination of this research out to the primary producer. The goal of this project is for MBP to increase extension services in Manitoba, and across the country, to ensure producers have the tools and knowledge they need to advance their operations. MBP will leverage BCRC tools to help meet the goals of this project.

Any tools, such as fact sheets, webinars, in person meetings will be shared with national partners to ensure producers can access the tools that can provide benefit in Manitoba and to producers across Canada. As an example, findings from the predation project will be shared in various formats over the next year to ensure producers know of what worked and didn't work in Manitoba.

BEEF FARMERS OF ONTARIO

Projected Allocation: \$314,083

CONSUMER ENGAGEMENT PROGRAM

Total Project Budget: \$570,000

Total Check-Off Budget: \$202,000

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

The program is designed to target urban and suburban audiences, with more refined targeting of specific messages and resources as appropriate. Enhancing and collaborating with other consumer engagement and marketing efforts taking place, to augment and broaden the message through BFO channels, events and contacts. Activities are designed to connect into the industry's broader initiatives in the areas of beef demand and public trust. Driving demand for beef by answering consumers' questions, inspiring them to buy, cook, eat and share beef, and showing the faces and farms behind beef. Providing another positive voice to public discussions on beef and topics such as environmental impact, nutrition/health, and animal welfare.

Success in the Consumer Engagement Program is measured in a variety of ways, including online and event engagement numbers, market share of beef in the Ontario marketplace against other protein competitors, and engagement/activity metrics of involvement in public discussion on beef and topics such as environmental impact, nutrition and health, and animal welfare. The overarching mission is to provide a positive and credible voice on all things beef and beef production related in the consumer and public space within the province of Ontario.

'BUILD' LEADERSHIP PROGRAM

Total Project Budget: \$70,000
Total Check-Off Budget: \$70,000

In partnership with the Rural Ontario Institute, BFO plans to re-offer the Ontario Beef BUILD Leadership Program by identifying and supporting a group of visionary organization leaders capable of moving the Ontario beef industry forward. The knowledge and skills developed through participation in the program will focus on the individual, on effective meetings, and on the association. Some of the skill building will focus on communication, dealing with

change, motivating others, meeting management, effective skills for recruiting, effective policies and procedures and more.

The goal of the program is to create a pipeline of future leaders willing to take on roles of increasing responsibility within the sector, their local communities, and beyond.

The Canadian beef sector has demonstrated and reaped value from their investments in leadership programming, particularly through youth programs like the Cattlemen's Young Leaders (CYL) and Canadian Cattle Youth Council. BFO has also seen tremendous value from the BUILD program that ran in Ontario between 2013-2017 which graduated close to 100 individuals, many of whom took on board roles, advisory council, Ontario Beef Youth Alliance, the Canadian Cattle Association, and beyond in the years since graduation. All organizations need a pipeline of willing and trained individuals who can steer and lead various associations and sectors forward, BUILD 2.0 will contribute positively toward that end.

RETURN ON INVESTMENT STUDY

Total Project Budget: \$70,000
Total Check-Off Budget: \$70,000

The goal of this return on investment (ROI) study is to determine the ROI to Ontario cattle producers from the mandatory Ontario check-off levy using historical check-off fund expenditures and available performance measures and outcomes. In addition, further granularity is sought for benefit-cost ratios (BCR) on various major program areas including research, market development, consumer engagement, and producer programming and engagement.

Further research on the ROI across major program areas will not only serve as a comparison to the various studies that have been done at the national level by the Agency, but could also serve as a benchmark for other provinces to potentially measure against in the future. Having available data on ROI by program area will help inform decision makers in both Ontario and across Canada about areas that generate larger returns and therefore, could potentially warrant additional investment, or the opposite. Having a benchmark for Ontario check-off ROI may also inform future decisions on national check-off allocations if major discrepancies in value are found between national and provincial,

which could be particularly important for provincial service providers that invest a portion of the national check-off into provincial programming.

The project will be completed when a third-party report with quantifiable metrics on the return on check-off investment by major program area has been delivered.

VEAL FARMERS OF ONTARIO

Projected Allocation: \$121,667

ONTARIO VEAL APPEAL CONSUMER MARKETING AND PROMOTION PROJECT

Total Project Budget: \$122,000

Total Check-Off Budget: \$122,000

There are three components to the 2024/25 Ontario Veal Appeal Consumer Campaign and allocation of funding with the overall goal to drive demand for Canadian and Ontario veal. Veal Farmers of Ontario (VFO) will also be investing additional funds to these projects from their provincial licence fee budget.

The first aspect to this project is an investment into ethnic market research to specifically learn more about the attitudes and decision making towards veal as a protein choice. This will include quantitative and qualitative analysis.

The second aspect to the project will be partnering with Canada Beef to update and develop new retail, foodservice, culinary and consumer resources for both the domestic and exports markets that focus on veal carcass cuts and information.

Thirdly, funds will be allocated to the Ontario's Best Veal Sandwich contest foodservice distributor education and incentive program. The goal of this portion of the project is to provide educational resources and incentives to inspire new contest entrants from various restaurants, whether as a new menu item, a feature item or a new veal customer. With more contest entrants and a longer lead time with the food distribution supply chain, we can amplify the overall contest with consumers and promote more restaurants across Ontario.

Ensuring that the veal category remains top of mind awareness in order to sustain veal purchases, whether at retail or foodservice, for the targeted veal consumer demographic is a priority that will benefit the Canadian veal sector as a whole and all the partners in the veal supply chain.

LES PRODUCTEURS DE BOVINS DU QUEBEC

Projected Allocation: \$1,402,135

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 2024, only feeder calves born from a breeder herd vaccinated or whose producers underwent a compliance review will be accepted into specialized auctions. Investments will be made in communicating the process to the Quebec industry, including an in person information session in spring 2024. 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. Continued support for the province's VBP+ strategy will also support the promotion strategy for beef produced in Quebec. The organization will also continue analysis of potential involvement of the Boeuf du Québec certification project.

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 crossbred calves in veal operations. Last year's work on grading standards will be put into action through a commercial scale classification tool using proven technologies. The 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. A priority will be to examine the data collected on last year's research on 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. Research projects examining beef and dairy crosses, including a relationship between back fat deposition and various breeding outcomes, will seek to gather data for informed decision making by the producers in the sector. 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. Further support for producers who market cull cows will come through the development of resources to assist in adapting to the transport regulations. This aims to ensure that all cattle remain marketable within the current regulatory environment. The cull cattle and dairy calf sector will also continue to develop markets for cull cattle produced in Quebec. It will also continue its involvement in the development of the collective Boeuf du Québec certification as well as the establishment of new partnerships.

NEW BRUNSWICK CATTLE PRODUCERS

Projected Allocation: \$32,757

BURGER IT FORWARD

Total Project Budget: \$4,000

Total Check-Off Budget: \$4,000

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.

REGULATORY COMPLIANCE

Total Project Budget: \$4,000

Total Check-Off Budget: \$4,000

The NBCP 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.

MBC STRATEGY IMPLEMENTATION

Total Check-Off Budget: \$25,000

Investment into joint projects under MBC.

NOVA SCOTIA CATTLE PRODUCERS

Projected Allocation: \$40,946

FORAGE SAMPLING

Total Project Budget: \$39,750

Total Check-Off Budget: \$6,000

The goal of the NSCP is to create a benchmark of the quantity and quality of forage produced in the province for the beef industry. This benchmark will act as a guide in future years when weather conditions impact forage production and can be used when requesting aide.

The structure of this initiative, including any modifications that would improve efficiency in data collection, could be easily replicated in other provinces to create their own benchmark.

A successful project would allow the NSCP to have a realistic data map of the quantity and quality of forage produced in the province.

SOIL, PASTURE, FORAGE AND FEED IMPROVEMENT

Total Project Budget: \$10,000
Total Check-Off Budget: \$5,000

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.

REGULATORY COMPLIANCE

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

The NSCP 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.

BURGER IT FORWARD

Total Project Budget: \$4,000
Total Check-Off Budget: \$2,000

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.

MBC STRATEGY IMPLEMENTATION

Total Check-Off Budget: \$25,000

Investment into joint projects under MBC.

PRINCE EDWARD ISLAND CATTLE PRODUCERS

Projected Allocation: \$36,032

MARKETING AND PROMOTIONS

Total Project Budget: \$16,000
Total Check-Off Budget: \$16,000

Marketing and promotion campaigns from the PEICP are being built to showcase the PEICP organization itself as a trusted beef producer group. It includes social media development, production of promotional items, local advertising, and branded marketing materials 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: \$20,000

Investment into joint projects under MBC.

MARITIME BEEF COUNCIL

MBC STRATEGY IMPLEMENTATION

Total Project Budget: \$781,500

Total Check-Off Budget: \$70,000

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 continue to drive the development of 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 Green Herd research project will begin over a multi-year span.

FULL BUSINESS PLANS

I. MARKETING

II. RESEARCH

III. PUBLIC AND STAKEHOLDER ENGAGEMENT

IV. PROVINCIAL INVESTMENT



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