



2024 AGENCY AGM

AUGUST 20, 2024 - SASKATOON, SK

[CDNBEEFCHECKOFF.CA/AGM](https://cdnbeefcheckoff.ca/agm)

DELEGATE PACKAGE





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 2024 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
- 2023 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



Agenda

ANNUAL GENERAL MEETING AUGUST 20, 2024 8:00AM MST

1. Meeting Registration Opens at Hall B (7:30am)
2. Welcome & Call to Order
 - Meeting Logistics Overview
 - AGM Rules & Declaration of Quorum
 - Approval of Agenda
 - Approve 2023 Annual Meeting minutes
 - Parliamentarian: Howard Bekkering
3. Greetings from Farm Products Council of Canada
4. Chair Report
5. Financial Committee Report
 - Auditor’s Report
6. General Manager Report
 - Financial Statements
 - Annual Review
 - Bylaw Amendments
7. Governance Committee Report
8. 2024 Scholarship Award
9. Marketing Committee Report
10. Agency Member Elections
11. Break
12. Marketing Committee Member at Large Elections
13. Service Provider Reports
 - Beef Cattle Research Council; Andrea Brocklebank
 - Public & Stakeholder Engagement; Amie Peck
 - Canada Beef; Eric Bienvenue
14. Special Presentations
15. Resolution Results
 - Discussion & Delegate Questions
16. Adjournment

ATTENTION AGENCY & MARKETING COMMITTEE MEMBERS
IMMEDIATELY FOLLOWING THE AGM:

- | | |
|------------------|---|
| 12:00pm - 1:00pm | Lunch + Headshots |
| 1:00pm - 1:15pm | Group Photo |
| 1:15pm - 3:00pm | Agency Board Meeting & Marketing Meeting (<i>Terrace</i>) |

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	2025	Coral Manastersky	2024
Mary Paziuk, MB	2025		
Jack Chaffe, ON	2024	Representing procesors, packers, traders and brokers as nominated by the Canadian Meat Council (4)	
Jeff Smith, AB	2024	Jeff Cline	2024
Sheila Hilmer, AB	2025	Andre Forget	2024
Chad Ross, SK	2024	Russ Mallard	2025
Sylvain Bourque QC	2025	John Curtis**	2025
Trevor Welch, NB	2025		
Larry Weatherby, NS	2024	Representing the Retail and Foodservice Sector (1)	
David Francis, PE	2024	Denis Burelle	2024
Julie Mortenson Youth Member*	2024 <i>observer</i>	Vacant <i>temporary substitute</i>	2024

NOMINATIONS FOR AGENCY MEMBERS

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

- a) be either a primary producer (Canadian resident) or industry representative
- b) must be over 18 and under 70 years of age
- c) not personally bankrupt
- d) 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.
** John Curtis is retiring as an Agency Member effective at the close of the 2024 AGM.

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	2025
		John Curtis**	2025
I.E. Canada	Appointed from Agency	Coral Manastersky	2024
Retail and Foodservice	Appointed from Agency	Denis Burelle	2024
Agency Producers	Appointed from Agency	Chad Ross	2024
		Jack Chaffe	2024
Members at Large	Elected by Voting Delegates	Cam Daniels	2024
		Clay Holmes	2024
		Mike Guest	2025
		Jim Clark	2025
Veal Farmers of Ontario	Appointed by Veal Farmers of Ontario	Jennifer Haley	2024

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



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.

Election Procedures

The nominating organizations must submit their nominations, on the prescribed form, to the Agency no later than 4:00 p.m. MDT on July 15, 2024. 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; and
- 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.

For the Member at Large seats ballots will allow for delegates to cast a vote for a number of nominees equal to the number of available seats (eg. two available seats allows for up to two votes cast).

Nominees will be considered elected by obtaining the most votes in accordance with the number of seats available (eg. two available seats indicates the highest two number of votes win the election).

(See Agency Policies 6.1 Nominations & Elections, and 6.1.1 Marketing Committee Nominations and Elections)

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	8
Manitoba	4
Ontario - Beef	4
Ontario - Veal	1
Quebec	4
New Brunswick	2
Nova Scotia	2
Prince Edward Island	2
Canadian Meat Council	2
I.E. Canada	4
Retail Foodservice Substitute	1
Current Agency Members	16
Total Voting Delegates	68

2023 AGM Minutes

1. Welcome & Call to Order

Chad Ross, AGM Chair, called the meeting to order at 8:00am MDT and welcomed all delegates and guests. He then introduced Julie Mortensen as AGM Co-Chair and youth representative on the Agency’s board. Brian Douglas and Jean-Francois Lefier were introduced as representatives from Farm Products Council of Canada (FPCC), Scott Dingwell as Chair of Pork Promotion-Research Agency, and Howard Bekkering as Parliamentarian. There followed a quick introduction of Board members and staff, quorum was declared as met, rules and procedures were reviewed, and delegates verified they were in possession of voting cards and an annual report.

C. Ross then directed attendees to page 18 of the AGM Handbook which contained a brief history in memory of Terry Wiebe, a board member who sadly passed away since the previous AGM. A moment of silence was held and concluded with RIP Cowboy.

2. Approval of the Agenda

J. Mortensen called for approval of the agenda, checking that no additions were required.

MOTION: Approve the agenda as presented. (Russ Mallard/Kirk Jackson). Carried

3. Approval of 2022 AGM Meeting Minutes

She then called for approval of the 2022 AGM minutes. No errors or omissions were noted.

MOTION: Approve the minutes as presented. (Trevor Welch/Larry Weatherby). Carried

4. Greetings from Farm Products Council of Canada

Council Chair Brian Douglas brought greetings from the Council. He took a moment to recognize the drought and wildfire situation, and the difficulties that brings to the industry. He commended the Agency on another successful year overseeing the regulatory framework and acknowledged the addition of a youth member, which Council feels is great to see. He thanked the Agency for hosting the FPCC delegation in May and confirmed that the levies order was extended at that time to June 2024. He concluded his greetings by sharing the FPCC video produced as part of the 50th Anniversary celebrations.

5. Chair Report

Jeff Smith presented the 2022/23 Annual Report to the delegation, along with the Chair Report. A written report was included in the Annual Report. He commented that a year had past since he became Chair. Noteworthy was the youth engagement program, Julie Mortenson has proved an exceptional voice at the table and Jeff Smith thanked Chad Ross for his mentoring; the Agency will be announcing the winner of its first scholarship at this AGM. He acknowledged that relations with FPCC continue to strengthen and thanked Council for their visit in May. The Agency has a new staff member that will allow it to expand programming in the compliance and education field. He concluded by thanking the service providers: A. Brocklebank of Beef Cattle Research Council (BCRC), A. Peck of Public Stakeholder Engagement (PSE), M. Young of Canada Beef, for continuing to turn Check Off investments into measurable results.

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 during the year the committee had engaged a consultant to conduct a thorough review of the Marketing Committee structure now that it has been 5 years in its current format. The results showed no major challenges. There has been a deeper dive into governance, and director roles and duties during the year. The youth strategy has proved a great success with Julie Mortenson also joining the Governance Committee.

Fred Lozeman (Alberta) asked who the consultant was and how the Agency compared to other organizations’ governance. Melinda German replied that it was Frameworks Analytics, and that no comparisons were given. Overall it was a review to see if the Marketing Committee was on track from the 2018 changes, and the conclusion was yes.

Fred Lozeman (Alberta) asked when the Agency was due a governance review. Melinda German responded that the current structure was established in 2016, with a tweak in 2018, it is due a full review in the next year.

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 that revenues were down slightly as there had been fewer marketings across the country, this was something that had been anticipated so budgets were set accordingly. Administration accounted for 4.1% overall, and the Agency ran a deficit budget to use surplus funds. There was particular focus during the year on exploring the feasibility of a SR&ED program to give tax credits to producers, more will follow on this in the General Manager’s report.

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, 2023, 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: the anticipated drop in check off and import levy revenues; a significant increase in interest earned; the new revenue stream from administration of the pork levy; and additional inspections revenue as that program started to grow. During the year there has been more travel for both board and staff as things slowly return to pre-COVID routines. Noteworthy was a significant increase in the amount of provincial investment going back to New Brunswick and Nova Scotia, this was a result of a decrease in government funding. On the balance sheet net assets show a positive position at \$14.23 million; the restricted cash represents \$3 million for any wind down of the Agency, and \$364,959 is designated for any emergency or crisis that may arise.

Fred Lozeman (Alberta) noted that 4.1% in administration was excellent, he asked if there was a formal threshold of 4.5% set with FPCC that the Agency can not go over. Melinda German responded that no, there was no formal commitment; the Agency develops a business plan which is reviewed and approved by FPCC, the last 2 years have budgeted administration at 4.5%, previously it was at 5%. Brian Douglas added that FPCC review annually and if they thought there was a problem they would address it.

8. General Manager Report

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

She touched on the development of the inspection program now that Brad McCallum is full time with the Agency, there has and will continue to be tremendous growth in creating a reliable check off mechanism. Through inspections in the field systems are improved and errors identified, the Agency can also conduct provincial inspections if a Provincial Cattle Association (PCA) instructs it to. The Agency has started to implement audits of the National Service Providers; this is regulatory requirement which will look at the business plan and follow the money. This year Canada Beef is acting as the guinea pig; and the aim is to help meet regulatory requirements and improve transparency. The Agency is known as a holder of quality data and other bodies have expressed an interest in using its numbers; these are sanitised numbers so can not be traced back to the individual. The Provincial Cattle Association report cards help with budgeting and slippage; Canadian Cattle Association use the data for provincial assessment calculations; and Stats Canada is in the process of entering a service agreement to combine Agency numbers with other data sources to increase accuracy and work towards AgZero and decreasing the survey burden.

She also mentioned the services the Agency is providing to the Canadian Pork Promotion-Research Agency (PPRA). The Canadian Beef Check Off Agency (CBCOA) was the first to collect an import levy and developed mechanisms and efficiencies that PPRA is now benefiting from. She introduced Scott Dingwell from PPRA who in turn expressed that he felt honoured and privileged to address this AGM as a non-beef organization. He gave a brief synopsis: it took 10 years to get PPRA established and key is the partnership with CBCOA to draw on past experiences and lessons learned. The pork levy has seen 90% collection over the past few months, when the initial business plan anticipated only 50%, this has been an excellent choice of partner.

Other notable events included the exploration into a SR&ED program to give a tax incentive to producers. The Agency formed a working group and contracted KPMG to help, BCRC have also been closely involved in the process. The administrative burden of implementing the program is felt to be justified; it has been confirmed that there would be somewhere in the region of \$4.3 million per year in qualifying funds; producers would apply when they file their tax returns with the amount of check off paid and a percentage provided of how much went to qualifying research. The goal is to implement the program in the 2024 tax year.

The Agency has also been exploring a new system for compensating PCAs for the check off they collect on its behalf. Currently PCAs receive \$0.02 per head for any inter-provincial check off collected (based on 2% of \$1). The new system would see 2% on all marketings (intra and inter) using the full national check off amount collected (either \$2.50 or \$1 in Ontario). This would see an increase in funds to PCAs and a decrease for the Service Providers, Agency and Provincial Investment. It is felt that now is the time to modernize the system as PCAs see operational costs rise and find themselves under increased financial pressure; and to reflect that national check off is no longer \$1 in most regions. A percentage was chosen over a dollar amount to make it scalable for any future changes to national check off rates.

John Doherty (Alberta) asked why the National Check Off in Ontario was \$1. Melinda German explained that in 2017/18 National Check Off rates, with the exception of Ontario, increased to \$2.50 in response to the National Beef Strategy. Jack Chaffe (Board Member, Ontario) added that on the provincial side Ontario does invest significant funds into marketing, research and PSE; so even though Ontario doesn't pay \$2.50 to National Check Off they do still invest a lot of dollars on the provincial side.

9. Break

25 minute break from 9:25am to 9:50am MDT.

10. 2023 Scholarship Award

Julie Mortenson expressed that in 2023 the Agency was proud to select the first recipient of the Canadian Beef Check Off Agency Scholarship. There were over 20 video submissions, the committee was thrilled with the quality and to see the future of the beef industry and how it is developing through education. The winner was announced by playing their video submission. Hannah Nikkel from Pickardville, AB is studying Environmental Conservation Sciences at the University of Alberta and is focusing on conservation of endangered prairie grasslands, and using cattle to maintain them; tools for conservation; and carbon sequestration. Hannah Nikkel was then welcomed on to the stage and presented with her cheque.

11. Marketing Committee Report

Russ Mallard, Marketing Chair, presented the Marketing Committee Report, and included a written report in the delegate package. He reminded attendees about the 50th anniversary luncheon later, adding that Canada Beef has come a long way over the past 50 years. This coming year will see succession planning as Michael Young will retire his position as President in 2024. A committee has been established to search for a new President who will then work alongside Michael Young for 5-6 months to facilitate a smooth transition. Canada Beef has reduced its operational footprint through some significant cost savings, which is allowing for more dollars to be invested in programs. The Canadian Beef Centre for Excellence (CBCE) reopened in January 2023, it is a tremendous resource and allows for industry's demand for video resources. Other significant events include the conclusion of the CAPP grant, Canada Beef has applied to be considered under its replacement, SCAPP, and is waiting to hear back. He concluded by thanking Michael Young, his job is not done yet but he won't be at the next AGM, he has set a good path forward.

12. Service Provider Reports

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. She noted that BCRC faced big challenges during COVID as start dates were deferred, funding is staggered over 3, 5, 10 years, and BCRC is continuing to ramp up programming with the aim of seeing reserves decline.

Particular areas of focus during the year included knowledge technology transfer (KTT). This is seen through beefresearch.ca, which gives valuable information to beef producers through a blog, webinars, and tools that include fact sheets on new technologies. Cowbytes is a ration balancing software that started initially in partnership with provincial governments in Alberta, Saskatchewan and Manitoba. Calf 101 serves the increasing need for resources, e.g. remote drug delivery devices, and addresses animal welfare issues. KTT helps with outreach to connect producers with informers such as veterinarians and other resources.

If BCRC has dollars on the table other investors are likely to come on board. Science Cluster IV was funded \$12.1 million through government and \$9.6 million through industry. It is a balancing act to address government issues, especially environmental, but also stay relevant to producers and industry. BCRC has launched a quarterly blog to show research results as an alternative to lengthy research reports; it has also funded several research chairs at the Universities of Alberta and Saskatchewan.

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 explained PSE’s mandate as to increase public trust in the way beef cattle are raised in Canada. They have an application in for the SCAP grant which could provide an additional \$162k in funding over three years. She summarized three areas PSE has focused on. Industry Resources include fact sheets, a network of experts who can speak on various topics, media training, and other online training and video content. Issues Management Tools help them carry out media monitoring and issue responses such as letters to the editor, penned by producers. The Expert Network uses researchers, veterinarians, influencers, etc. as the best advocates for the beef industry and training within.

They ran a crisis communications tabletop exercise for national communications managers in September 2023 using a FMD scenario. In addition they ran a national influencer campaign “Good For You Great For The Environment” directed at the ‘must win’ audiences such as beef consumers who are skeptical but want to know more.

The Guardians of the Grasslands film has proved a success domestically and internationally and has now been developed into a game. The game was launched in February 2023 and players manage their own grassland; there is a classroom version (available in some provinces, more to come) and a public version; there is also a French version in the works.

Fred Lozeman (Alberta) asked in relation to the Canadian Centre for Food Integrity if PSE could leverage more. Amie Peck responded that PSE has partnered with CCFI since 2019 at \$10k per year; to access public trust you need to research all sectors of agriculture.

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. He noted challenges in the industry to be weather, disease, high costs, and climate policies; in addition alternate proteins, a large Asian beef inventory, more mouths to feed and declining production. They have been working on Export Market Development Programs: in some instances it is 50:50 with industry (packers); in others they can benefit from an Alberta Government Grant so 50% from check off, 25% industry and 25% government. The focus is on market investment, adaptation, drivers, promotion and marketing, and competitive benchmarking. In total 147 EMD/AB EMD projects have been completed: 132 that supported all 5 Alberta packers; 13 that supported 2 Ontario packers; and 2 supporting packers in British Columbia and Manitoba. The majority of the projects focused on promotion and marketing, followed by diversification, then adaptation, investment and competitive benchmarks. Japan is the largest overall target. Canada Beef and Alberta have met with Alberta Agriculture to request \$500k for the next 3 years and have also offered the model to Ontario and Quebec.

Jack Chaffe (Board Member, Ontario) asked, if the Canadian export market is down 3% in volume, the US down 14%, with Japan and South Korea pulling it down, is there concern and any planning. Michael Young replied that there is investment in directing sales to markets in decline, Mexico is going up, there are moving parts. Brazil, who supplies grass fed not grain fed so not like for like, is in negotiations with S. Korea. There are issues between China and Brazil so they are expanding their customer base. Mexico is seeing more aggressive selling and free trade. Canada is smaller so can react quicker, and still plays a big part.

Sheila Hillmer (Board Member, Alberta) asked if industry is seeing growing demand for ground beef regarding cost; what are packer reviews, negative or positive. Michael Young noted value cuts and developing strategies around ground beef. No one supplier is considered better, just Canadian beef in general, and true partnerships are resulting.

13. Elections

Howard Bekkering noted that there was an election for a Member At Large seat but Cameron Blake had withdrawn so no election would be required. The nominees running, Mike Guest and Jim Clark, are uncontested.

Also running and uncontested:

- Mary Paziuk, Manitoba Beef Producers
- Sheila Hillmer, Alberta Beef Producers
- Andrea Van Iterson, BC Cattle Industry Development Council
- Sylvain Borque, Quebec Beef Producers
- Trevor Welch, New Brunswick Cattle Producers

Industry Representatives:

- Steve Christie, Retail/Foodservice
- Russ Mallard, Canadian Meat Council
- John Curtis, Canadian Meat Council
- Denis Burelle, Retail/Foodservice Temporary Substitute

MOTION: Accept the nominees as elected by acclamation. (Larry Weatherby/Phillippe Alain) Carried.

MOTION: Accept the Agency and Marketing Committee Members for 2023/24. (Sheila Hillmer/Mary Paziuk) Carried.

Jeff Smith honoured departing director Kirk Jackson.

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 11:32pm MDT. (Trevor Welch)

Finance Committee Report

CHAIR: SHEILA HILLMER

Committee Members: Mary Paziuk, Russ Mallard, David Francis, Trevor Welch, Sylvain Borque

As my first year as the Agency's Finance Committee Chair, I was pleased to work with a sharp committee with strong goals to achieve through the year.



One of our main responsibilities was the oversight of the Agency's annual budget. With the board back to regular in-person meetings and some additional travel through the year, we anticipated that our board budget would be higher than in the past few years, although we ended upright on par with last fiscal year. With some new revenue streams like the administration of the pork import levy, and inspection services, the Agency ended up coming in right where we expected as far as budgeted expenses. I am confident that we are running in the most lean and efficient manner we can, however I do see opportunities to invest in strengthening our team with training and continued learning.

We continued to focus on the Scientific Research and Experimental Development (SR&ED) Credit program with the Beef Cattle Research Council (BCRC) and our consultant partners at KPMG LLP. While we still aren't at a place where we are ready to move forward, our industry should feel confident that we are doing our due diligence to ensure we are taking the right steps for producers to access any potential tax credits.

Our committee reviewed and approved policies to safeguard the Agency during any potential market interruption that may reduce or eliminate revenue temporarily. We reviewed and recommended both a winddown fund policy and a business continuation policy developed last year to ensure funds for emergency purposes were available. Our Committee will continue to review the amounts in those policy areas regularly, to ensure they meet the needs of the Agency.

The Finance Committee is confident that the Agency is doing the right thing for Canadian beef producers and the entire industry. We are keeping our eyes on all of your investments, and our industry can rest assured that the Agency is working on our behalf.

Governance Committee Report

CHAIR: LARRY WEATHERBY

Committee Members: Coral Manastersky, Jack Chaffe, Chad Ross, Andrea Van Iterson, Julie Mortenson (observer)

It has been seven years now that I have been the Chair of the Governance Committee, and as you can imagine, the Agency has grown a lot in that amount of time.

We have structured and restructured the Agency at the request of the stakeholder groups who we represent, and we have really come into our own now with how we are currently operating.

This year, we did a full bylaw review and have recommended a suite of changes to better align our bylaws with how we operate, and ensure that we are working under strong governance oversight on behalf of the Canadian beef producers and industry we represent. While the changes aren't what we would call significant, they will help keep roles and responsibilities defined and separate between the Agency and our marketing division, Canada Beef. While we are part of the same legal entity, we want to ensure that the lines and divisions are clear from a governance standpoint.

The Agency continues to be a board that people want to be on, that operates efficiently and productively. We completed our annual board survey, which focuses on areas like value, skillsets and governance, and found that the Agency overwhelmingly meets the expectations of the Agency Members who serve on the board. We have also seen improvements on the governance Marketing Committee over the past few years, showing that the separate structure has really worked for the Agency and Canada Beef from a governance standpoint.

Our Committee implemented new board training policies, which included the addition of Indigenous Awareness training, Governance Training and Respect in the Workplace for Agency Members, as well as a more in depth financial statements training opportunity for our Finance Committee Members. We strongly believe in giving our members the right tools to lead our organization, and better our industry and themselves.

Although I will be leaving the Agency this year after a ten-year adventure, I plan to continue to support the Canadian beef industry, and all the dedicated and passionate farmers and ranchers in this country. Thank you for allowing me to represent you for the last 10 years,



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

"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."

Marketing Committee Report

CHAIR: RUSS MALLARD

Committee Members: Jack Chaffe, Chad Ross, Andre Forget, Jeff Cline, John Curtis, Coral Manastersky, Stephen Christie, Denis Burelle Jennifer Haley, Mike Guest, Cam Daniels, Jim Clark*



“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.”

Anticipating and managing change was a priority for the Market Development and Promotion Committee (Marketing Committee) this fiscal year. The committee remained focused and flexible as it navigated challenges and opportunities for the Canadian beef industry and worked to ensure a successful leadership transition in advance of Canada Beef President Michael Young’s retirement in March 2024.

The Marketing Committee was pleased to welcome Eric Bienvenue as Canada Beef’s incoming president in October following a rigorous four-month review process by the search committee that considered several highly qualified candidates. The planned transition period ahead of Michael’s retirement allowed Eric the benefit of training and mentorship by Michael during the onboarding period. Eric also got to know the excellent team at Canada Beef and how the organization works collaboratively with operational oversight provided by the Marketing Committee, to ensure a seamless transition process to president.

On behalf of the Marketing Committee, I would like to thank Micheal for his significant contributions to the industry over the past five years. Canada Beef’s ability to respond to operational challenges ushered in by the pandemic and adapt for the long haul was remarkable, and it led to a period of unparalleled innovation, a path that the organization continues to forge ahead with today. It was a pleasure to work with Michael and we wish him well in his retirement.

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

The Marketing Committee is responsible for 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.

At the Agency’s annual general meeting in August, the Marketing Committee elected their Executive Committee including myself (Chair), Stephen Christie as Vice-Chair and Jack Chaffe as Finance Chair. The committee also elected two new Members-at-Large for 2023-2024: Mike Guest of Saskatchewan, and Jim Clark of Ontario. Julie Mortenson of Saskatchewan, the Agency’s Youth Member, returned as an ex-officio member.

Canada Beef’s funding agreement with Canadian Agricultural Partnership (CAP) concluded March 31, 2023. A funding application to its replacement, the Sustainable Canadian Agricultural Partnership (Sustainable CAP), a new 5-year agreement effective April 1, 2023, to March 31, 2028, was successful. Canada Beef will utilize \$5.9 million in eligible funds from the AgriMarketing Program under the Sustainable CAP to promote Canadian beef and veal exports globally through initiatives that will increase awareness of the value proposition created by farmers and other participants within the beef and cattle supply chain.

Four Provincial Marketing Alliance (PMA) programs were established with participating provincial cattle associations Alberta Beef Producers, Saskatchewan Cattlemen’s Association, Manitoba Beef Producers and Beef Farmers of Ontario. The intent of the PMA is to align the collective expertise and resources of participating associations through shared strategic goals, objectives, and initiatives. The program supports co-funded projects between Canada Beef and the participating associations through regional initiatives important to regional marketing strategies.

Canada Beef finished the year with a clean audit. All budgeted objectives were achieved. Actual revenues were 113% vs. budget and expenses were 98% vs. budget. Continued efforts to improve efficiencies while reducing operational costs led to a change of IT service provider during the year. This resulted in cost reductions that can be redirected to programming or other needs as identified.

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.

**Steve Christie resigned in February 2024 and was replaced by temporary substitute Denis Burelle*

Youth Member Report

JULIE MORTENSON

It has been my pleasure to represent young cattle producers at the Canadian Beef Check-Off Agency for two years. I am glad to have been afforded the opportunity, and thankful for the trust that the Canadian Cattle Youth Council put in me to be their representative here.



“ Young beef producers in Canada should absolutely get involved in their provincial and national organizations. It is important to have people ready to help lead our industry. ”

I was paired with a fellow Saskatchewan beef producer, Chad Ross, in the Agency’s informal mentorship program to help me find my footing with the Agency and get more involved at the national level. Chad’s guidance has been incredibly impactful, and his insight into the higher level of industry workings and politics have shown me a lot, including the need for the younger generation of producers to get involved early.

I joined the Governance Committee and was involved in the review of the Agency’s bylaws and rewriting of some of the Agency’s policies to ensure that we continue to operate in a way that is both prudent and transparent on behalf of our industry. I felt that the Committee worked together very positively, and that they brought me into the fold seamlessly.

The Agency was also very supportive in my training and development, and provided a lot of learning opportunities. Governance training, Respect in

the Workplace and Indigenous Awareness were provided for all Agency Members, including myself. I was also fortunate to attend a Ranching for Profit school with my mentor Chad, to further my financial literacy when it comes to beef production. The Agency is of the believe that financial sustainability is important for beef producers, especially those who may be new entrants into the industry.

We also developed the Canadian Beef Check-Off Agency Scholarship during my tenure, and I’m proud to say that this year we are awarding our second \$2,000 award. Over the past two years, we have judged over 40 top notch video applications, proving that our industry is in good hands with the next generation of farmers and ranchers. As one of the judges on the committee, I am proud to have helped select the first two scholarship winners on behalf of the entire board.

I would like to thank the Agency Members for being welcoming, and for helping me get my feet wet at the national level of the Canadian beef industry. I am confident that the development of your youth program is valuable to the industry, and I am excited to pass the torch this year to another keen young producer.

Proposed Bylaw Amendments

To view the current Agency bylaws, visit or click:
www.cdnbeefcheckoff.ca/bylaws
password: agm2024!

Article	Wording (old)	Wording (new)	Explanation
1.(x)(i)	Ontario, the Beef Farmers of Ontario	Ontario, the Beef Farmers of Ontario, and the Veal Farmers of Ontario	Add VFO to the definition of “provincial cattle association”
1.(x)(x)	ADDITION ONLY	Newfoundland and Labrador, the Newfoundland and Labrador Cattlemen’s Association	Add NFLD to the definition of “provincial cattle association”
12.(b)	No individual shall serve as an Agency Member for more than five (5) terms;	No individual shall serve as an Agency Member for more than five (5) two-year terms;	Clarify the length and number of terms
14. (a) 28. (a) 89. (a)	The office of an Agency Member shall be automatically vacated if the Agency Member: has resigned from office by delivering a written resignation to the Agency Chair.	The office of an Agency Member shall be automatically vacated if the Agency Member: has resigned from office by delivering a written resignation to the Agency Chair or Vice Chair.	Include the Vice Chair for additional flexibility if the Chair needs to resign, or if others need to resign to someone other than the Chair. This change also made to 28. (a) and 89. (a)
26.	An Agency Member shall not serve as Agency Chair or Marketing Committee Chair for more than three (3) terms.	An Agency Member shall not serve as Agency Chair or Marketing Committee Chair for more than three (3) one-year terms, whether or not they are held consecutively.	This clarifies that someone can only be Agency or Marketing Chair for three years total, regardless of how many years are in between terms. It also aligns the number of 1-year terms to 3 each for the Agency and Marketing Committee.
34.	The Agency Vice Chair shall: Be an ex officio member of the Governance Committee.	DELETED	The Chair sits as ex officio on all committees, and Vice Chair already sits as a full member of Finance.
42.	Without restricting the generality of clause (a), the Governance Committee shall: (i)Create governance policies and procedures (vi) every three (3) years conduct a review of the Agency’s governance structure, process, practices and by-laws.	Without restricting the generality of clause (a), the Governance Committee shall: (i)Create and review by-laws, governance policies and procedures (vi) every three (3) years conduct a comprehensive review of the Agency’s governance structure, process, practices and by-laws and recommend changes as deemed appropriate.	Added by-laws into this section to ensure that ongoing reviews are done regularly, and that a comprehensive review is done every three years.
54.	Subject to Article 55, the Finance and Audit Committee shall consist of b) a minimum of four (4) and a maximum of six (6) Agency Members elected from among themselves.	Subject to Article 55, the Finance and Audit Committee shall consist of b) a minimum of four (4) and a maximum of six (6) Agency Members.	Have removed the “elected from among themselves” portion, as committees are populated through a mix of preference and appointment by the Executive Committee.
64.	ADDITION ONLY	Agency Members who have been elected as the Agency Chair, Vice Chair, Governance Committee Chair, or Finance and Audit Committee Chair	This section was added to clarify that no committee chair can be on the Marketing Committee, other than the Marketing Chair. A similar section was included in the 2018 bylaws, but was removed in favor of Article 24,

		are not eligible to be elected or appointed to the Marketing Committee.	however this does not fully cover the removed article.
77.	The office of a Marketing Committee member shall be automatically vacated if: a) the member is no longer eligible to be a member pursuant to Article 24 (c).	The office of a Marketing Committee member shall be automatically vacated if: a) the member is no longer eligible to be a member pursuant to Article 24 (c) or Article 64.	Addition adds in that a Marketing Committee member office is automatically vacated if they become a Committee Chair on the Agency. See above.
101. (c)	Agency Members and Committee members may, in accordance with Schedule “B”, attached hereto and forming part of these By-laws, be paid remuneration by the Agency as follows: c) in the case of the Agency Chair, Agency Vice-Chair, Finance and Audit Committee Chair, Governance Committee Chair, or Marketing Committee Chair, the additional monthly stipend.	Agency Members and Committee members may, in accordance with Schedule “B”, attached hereto and forming part of these By-laws, be paid remuneration by the Agency as follows: c) in the case of the Agency Chair, Agency Vice-Chair, Finance and Audit Committee Chair, Governance Committee Chair, Marketing Committee Chair, Marketing Committee Vice Chair, or Marketing Committee Finance Chair , the additional monthly stipend.	Monthly stipends for the Marketing Committee Vice Chair and Finance Chair are included in Schedule B, so they have been added here for consistency.
103.	If an Agency Member attends more than one meeting on the same day, that Agency Member is only entitled to be paid remuneration for one meeting in accordance with Schedule B.	Agency Members and Marketing Committee members will be compensated in accordance with Schedule B.	Schedule B now breaks down the time length for specific meetings and should be used to determine remuneration for meetings attended. Should Members be paid per meeting, or once for the total time of the longest meeting?
116. to 119.	SECTION REWRITTEN	This section was rewritten for clarity of expectations of reporting for Marketing (Canada Beef). No requirements have changed, this section was just a bit difficult to navigate and understand. There are now clear references to the expectations for Marketing when it comes to their business plan and annual report requirements. Have added that Marketing should account separately dollars allocated to marketing, and dollars allocated to PSE (25%) through Canada Beef. This allows transparency to ensure that marketing dollars are not used for PSE investment, and vice versa.	
124.	Management shall report, in such form and manner as may be required by the Agency, to: the Agency at each Agency Meeting;	Management shall report, in such form and manner as may be required by the Agency, to: the Agency at any Agency Meeting;	Added flexibility for reports from Agency or Marketing at meetings by request, rather than an expectation of every meeting, which the wording conveyed.
130.	The provincial cattle associations and Canadian Association of Importers and Exporters Inc. are entitled to appoint delegates to the Annual General Meeting in accordance with the following	The provincial cattle associations and Canadian Association of Importers and Exporters Inc. are entitled to appoint delegates to the Annual General Meeting in accordance with the following	This adjustment will ensure that the number of decimal places will never affect the number of delegates associated with a province. For example:

	formula based on total levy received by the Agency from the Canadian Beef Cattle Check-Off and import levy: <2% 2 delegates 2-5% 3 delegates 5-10% 4 delegates 10-15% 6 delegates 15-20% 8 delegates 20-25% 10 delegates >25% 15 delegates	formula based on total levy received by the Agency from the Canadian Beef Cattle Check-Off and import levy, rounded to the nearest whole number: <2% 2 delegates 2-5% 3 delegates 6 -10% 4 delegates 11 -15% 6 delegates 16 -20% 8 delegates 21 -25% 10 delegates >25% 15 delegates	Previously, 10.4% would land technically in both the 4 and 6 delegate appointments previously. Rounded down to the nearest whole number is 10%, but 10% technically had two delegate appointment options. Now, with general rounding rules and the adjustment of the categories, 10.4% fits squarely in the 4 delegate category. No provinces will gain or lose delegates with this proposed change, and none aside from SK are reasonably close to a cut-off.
137.	Subject to Article 138, an election under these By-laws may be held: a) By mail-in ballot b) By Electronic Means, or c) In person	Subject to Article 138, an election under these By-laws may be held by one of the following means: a) By mail-in ballot b) By Electronic Means, or c) In person	This ensures that only one voting method can be had during elections, if meetings are ever again held in a hybrid (online and in person) format. This will ensure integrity of the votes cast.
138.	For each election, the Agency shall determine the method by which the election is held, and whether more than one method will be made available for the election. If more than one method is provided, no person may vote by more than one method.	For each election, the Agency shall determine the method by which the election is held, and no other method will be made available for the election.	This again ensures that only one voting method can be had during elections. Everyone votes in person, or everyone votes online, or everyone votes by mail.
183.	The Agency Members, Officers, committee members or delegates may change their address, telephone number or email address by written notice to the Agency Chair or his designate.	The Agency Members, Officers, committee members or delegates may change their address, telephone number or email address by written notice to the Agency.	Changed for ease of use. No need for people changing their contact information to tell the Agency Chair. Can go straight to the Agency itself.
Schedule B 2. (e)	The organization pays the current rate per kilometer as established by the Canadian Revenue Agency rate, adjusted annually.	The organization pays the current rate per kilometer as established by the Canadian Revenue Agency rate, adjusted annually for the calendar year.	Adding to clarity of fiscal vs calendar year.
Housekeeping	Numbering, formatting, and section listings have been updated to clean up the previous by-laws document and ensure consistent referencing throughout.		

Producer Nominees (5 seats + 1 youth member seat)



CRAIG MCLAUGHLIN, BEEF PRODUCER
BEEF FARMERS OF ONTARIO

Craig resides in the Whitewater Region of Renfrew County where he operates a cow-calf and backgrounding beef farm. Craig has a strong passion and interest in resource preservation and protecting soils and biodiversity through cattle grazing. Craig served as Advisory Councillor for Renfrew County for a number of years and also serves in the role of Supervisor for two local feeder finance co-operatives. Additionally, Craig represents BFO as a Director for the Canadian Cattle Association.



CHAD ROSS, BEEF PRODUCER
SASKATCHEWAN CATTLEMEN'S ASSOCIATION

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



MICHELLE BALL, BEEF PRODUCER
ALBERTA BEEF PRODUCERS

As the President and Chief Operating Officer of Brant Lake Cattle Corp., Michelle is both passionate and committed to her role in promoting Brant Lake Wagyu. She has been involved in this family driven business since 1993. Her initial role as a partner at Ballco Group of Companies was Chief Financial Officer. The diverse group of companies encompassed custom feeding, grain farming and cattle breeding. She now enjoys both her love for the culinary world and cattle by dedicating her time and energy into the promotion and marketing of Brant Lake Wagyu in both the domestic and international marketplace. She currently sits on the board of the Alberta Cattle Feeders Association.



BERT MEYER, BEEF PRODUCER
NOVA SCOTIA CATTLE PRODUCERS

Bert and his family operate Hummingbird Farm in Springville, NS where they raise beef cattle and meat goats. In recent years their operation has expanded to include raspberries and apples. In addition to farming, Bert is also a livestock equipment dealer. Bert has been a director on the Nova Scotia Cattle Producers since 2018, and is currently the Corporate Secretary and Treasurer of the Nova Scotia Federation of Agriculture, where he has been a Councillor since 2021.



NICK GREEN, BEEF PRODUCER
PEI CATTLE PRODUCERS

Nick is actively involved in on-farm trials aimed at finding new opportunities to lower the cost of beef production in PEI. He works with PEI's Living Labs trails to aim to bring beef livestock back into potato rotations, and he is a Grazing Mentor in Training through the Canadian Forage and Grasslands Association. Nick is the current Vice Chair of the PEI Cattle Producers, a Director of the Maritime Beef Testing Society and the PEI Federation of Agriculture, and a current director of the Maritime Charolais Association.



ADELEEN BOLDUC, YOUTH MEMBER
CANADIAN CATTLE YOUTH COUNCIL

Adeleen is a 5th generation Alberta Rancher alongside her husband, Mat, and three kids at Cudlobe Angus West near Stavely, Alberta. They raise purebred black angus cattle with her father-in-law, Dave, at the base of the foothills. Bolduc also runs commercial angus cows and calves with her mom in Special Areas, near Cereal, Alberta. The Bolducs use genetic selection to breed cattle that are high performing, high carcass quality cattle that have functional longevity in adverse environments. She excels in creating new efficiencies for her family's ranches, embracing new technology, and places a lot of value on self-evaluation and constant improvement.

Industry Nominees (3 CMC seats, 1 IE Canada seat)



JEFF CLINE, CANADIAN MEAT COUNCIL
DIRECTOR, SALES - CARGILL MEAT SOLUTIONS

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



ANDRE FORGET, CANADIAN MEAT COUNCIL
MONTPAK INTERNATIONAL

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



LESLIE GOLD, CANADIAN MEAT COUNCIL
ST. HELEN'S MEAT PACKERS LTD.

Leslie is a dedicated professional with over 15 years of experience managing a prominent meat processing facility. Born and raised in the industry, Leslie's career spans various departments within the plant, giving him invaluable hands-on expertise across operations. Outside of work, Leslie's passions include hockey, golf, and cherishing moments with his two boys. As a family man, Leslie finds joy in balancing his professional life with quality time spent with loved ones. His commitment to the industry and his role as a manager reflects his love for what he does.



KEITH MUSSAR, I.E. CANADA
VICE PRESIDENT, REGULATORY AFFAIRS

Keith has been actively involved in representing the interests of and advocating on behalf of members of I.E. Canada for more than 20 years. As the Chair of I.E.Canada's Food Committee this has included the interests of members who import, export and sell beef in Canada; including, multi-ingredient foods that contain beef as an ingredient. Keith was I.E. Canada's technical expert during the early discussions with beef sector leaders that lead to the publication of the Proclamation and the Import Levies Order. Keith's background is in food manufacturing, supply chain management and marketing with Kraft-General Foods, George Weston Group, Labatt Brewing Co. and Cadbury Canada.

Retail/Foodservice Nominees (1 RTFS seat, 1 Temp Sub)



DENIS BURELLE, RETAIL/FOODSERVICE
VICE PRESIDENT, NATIONAL SALES, BUCKHEAD MEAT & SEAFOOD, SYSCO SPECIALTY MEAT GROUP

Denis is currently the Vice President of Sysco's specialty meat group, Buckhead Meat and Seafood. He has held various procurement and account management roles in the food industry, with focus on merchandising and marketing proteins. Denis was the temporary substitute retail and foodservice member for a number of years before he was needed to fill the retail and foodservice member vacancy.



CLAY HOLMES, RETAIL/FOODSERVICE
NATIONAL ACCOUNT SALES, INTERCITY PACKERS

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



AJAY TALWAR, TEMPORARY SUBSTITUTE RETAIL/FOODSERVICE
REGIONAL VICE PRESIDENT MERCHANDISING, SYSCO SPECIALTY MEAT AND SEAFOOD COMPANIES

Ajay has extensive experience in the retail and foodservice sector with Sysco and it's specialty meat and seafood companies. He has held roles ranging from business development, process integration and ascending roles in protein merchandising. Ajay resides in Vancouver, BC.

Marketing Committee Member at Large Nominees (2 seats)*



CLAY HOLMES, MEMBER AT LARGE NOMINEE*
NATIONAL ACCOUNT SALES, INTERCITY PACKERS

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



CAM DANIELS, MEMBER AT LARGE NOMINEE
DIRECTOR OF MARKETING, HARMONY BEEF LTD.

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



DENIS BURELLE, MEMBER AT LARGE NOMINEE*
VICE PRESIDENT, NATIONAL SALES, BUCKHEAD MEAT & SEAFOOD, SYSCO SPECIALTY MEAT GROUP

Denis is currently the Vice President of Sysco’s specialty meat group, Buckhead Meat and Seafood. Hae has held various procurement and account management roles in the food industry, with focus on merchandising and marketing proteins. Denis was the temporary substitute retail and foodservice member for a number of years before he was needed to fill the retail and foodservice member vacancy.



TOM KROESBERGEN, MEMBER AT LARGE NOMINEE
BEEF PRODUCER

Tom farms with his brothers near Ailsa Craig, Ontario, where they have 2,000 head on feed at the home farm. He is a current BFO Feedlot Director BFO, serving on the Cow-Calf and Feedlot Committees, as well as the Ontario Beef Joint Marketing Committee. Tom represents BFO on the Toronto Stockyards Land Development Board, and is a current Director on the Ontario Cattle Feeders’ Association. Prior to Tom’s involvement in the beef sector, he spent 25 years as a grain-fed veal producer. Prior to his role with BFO, Tom served as Chair of Veal Farmers of Ontario (VFO), and Vice-Chair of the Canadian Veal Association.

** Any nominee who has been elected to an Agency board seat prior to the Member at Large election will be automatically withdrawn from this section.*

Marketing Committee Member at Large Nominees continued..



STIRLING FOX, MEMBER AT LARGE NOMINEE
JBS FOODS CANADA INC.

Stirling Fox, based in Brooks, Alberta, is currently a Director of Procurement at JBS Food Canada Inc., bringing experience from previous roles at XL Foods Inc. and Cargill Meat Solutions. With a robust skill set that includes Supply Chain, Supply Chain Management, Inventory Management, Food Industry, Spend Analysis and more, Stirling contributes valuable insights to the industry.

Returning Agency Members & Marketing Committee



Andrea Van Iterson, BC



Sheila Hillmer, AB



Mary Paziuk, MB



Sylvain Borque, QC



Trevor Welch, NB



Russ Mallard, CMC



Jim Clark, Member at Large



Mike Guest, Member at Large



Jennifer Haley, VFO



RETIREMENTS

THANK YOU TO ALL OF OUR RETIRING AGENCY MEMBERS FOR YOUR CONTINUED SUPPORT OF THE CANADIAN BEEF INDUSTRY. WE'LL MISS YOUR PASSION FOR THE INDUSTRY AND YOUR DEDICATION FOR DOING WHAT IS RIGHT FOR CANADIAN BEEF.



Thank you to the 2023/24 Agency Board & Marketing Committee





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