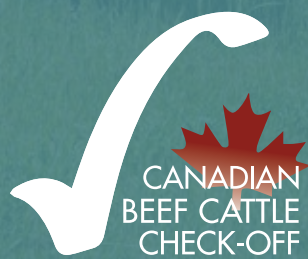


# BUSINESS PLAN



## 2026/27 Business Plan

APRIL 1, 2026 - MARCH 31, 2027

A close-up photograph of a brown cow's head and eye, looking over a wooden fence. The scene is set outdoors during sunset or sunrise, with a warm, golden light illuminating the cow's fur and the fence. The background shows a blurred field and sky.

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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.

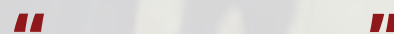
The Federal Levies Order was registered April 14, 2005. The import levy allows for equitable treatment between domestic beef producers and beef importers. The amendment to the Beef Cattle Research, Market Development and Promotion Levies Order to include an import levy was announced on July 30, 2013.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



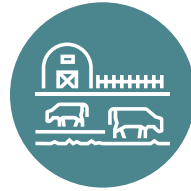
# National Service Providers in Research, Market Development and Promotion



## 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 industry was subject to whiplash in 2025. From tariff threats against Canadian beef and cattle which weighed on markets, to punishing tariffs on Brazil that drove markets higher. Cow-calf producers were optimistic to begin the 2025 grazing season and may have kept some cows that would have otherwise been shipped for slaughter.

Producers showed considerable resiliency to drier weather conditions during the summer of 2025. Western Canadian cow slaughter has largely been below a year ago since May. Unpredictable weather in 2026 may provide some challenges with regional variation in heifer retention.

### 2025 MARKET HIGHLIGHTS

The Canadian cattle herd is in the consolidation phase of the cattle cycle; expected to last 1-3 years. Pasture conditions were nearly optimal during the first half of the 2025 grazing season, setting the stage for cow-calf producers to hold on to some cows that may have been on spring cull lists. On July 1st, 2025, the Canadian beef cow herd increased 0.4% to 3.47 million head. During the consolidation phase, inventories are expected to be steady, with a range of up or down 1%. Beef heifers for breeding were up 2% to 600,000 head. From their low in 2023, beef breeding heifers have climbed almost 19,000 head, well below the previous expansion when heifers increased 59,000 head over five years. This suggests a larger proportion of heifers need to be retained to drive this cycle into expansion.

Total livestock auction volumes (auction mart and electronic/forward delivery) in 2025 were down 6% from 2024 and down 8% from the five-year average. The Prairie provinces were down 2-8%. In the eastern half of the country, auction volumes were down 1-5%. Electronic/forward delivery volumes were steady with last year and up 5% from the five-year average. Producers took advantage of a strong market in June, a period when volumes tend to be relatively stable.

U.S. tariffs on Brazilian beef, mostly lean manufacturing trim, provided significant counter-seasonal strength to the western Canadian cull cow market in September. Western Canadian fed cattle prices established a new all-time high in September for the first time on record going back to 1973, riding the coattails of the non-fed market.

Tight supplies and incredible domestic demand drove markets higher in 2025. Alberta and Ontario fed cattle were 19-24% stronger than 2024, cull cows were up 24-25%, 550 lb steer calves climbed 34-35% and 850 lb feeder steers moved 30-31% higher.

Year-to-date, Canada's net live cattle imports are 47% larger than last year, with imports surging in September and October. If current trends hold, net imports will be 92,000 head above last year.

Federally inspected slaughter was 2.8 million head in 2025, down 6% from 2024. Fed slaughter was down 5% with a slightly larger 6% reduction in non-fed slaughter.

For 2025, youthful marketings are projected to be down 6% with a 6% reduction in slaughter and a 5% reduction in exports. Mature marketings are projected to be down 10% with a 6% reduction in slaughter and a 20% reduction in exports.

Canadian beef production (including live slaughter cattle exports and offal) is projected at 1.5 million tonnes in 2025, down 6% from 2024. Youthful beef production is projected to be down 5% with mature beef production down 8%. Heavier carcass weights have not been able to fully offset the reduction in slaughter.

### 2026 OUTLOOK

Total beef production (including live slaughter exports) for 2026 will depend on net feeder imports in the fourth quarter of 2025 and heifer retention. Depending on how aggressive imports and heifer retention are will determine if domestic production is higher or lower. A transition to ENSO-neutral conditions (neither La Nina or El Nino) reduces weather predictability through spring and summer 2026. Impacting rebuilding plans. This rebuild is projected to be longer and shallower than the previous one, with a longer period near the top with strong prices. Consumer demand has held up well supporting cattle prices, though affordability remains a concern.

# 2026/27 OPERATING BUDGET

FOR THE YEAR ENDING MARCH 31, 2027

## REVENUE

Canadian Beef Cattle Check-Off	18,293,763
Beef Import Levy	1,500,000
Other	158,000
	<hr/>
	<b>19,951,763</b>

## EXPENSES

Board of Directors	202,200
Agency Administration	1,033,050
Provincial Administration Fee	365,875
Provincial Investment	3,081,345
Research	4,532,501
Public and Stakeholder Engagement	843,899
Marketing	9,968,659
	<hr/>
	<b>20,027,618</b>

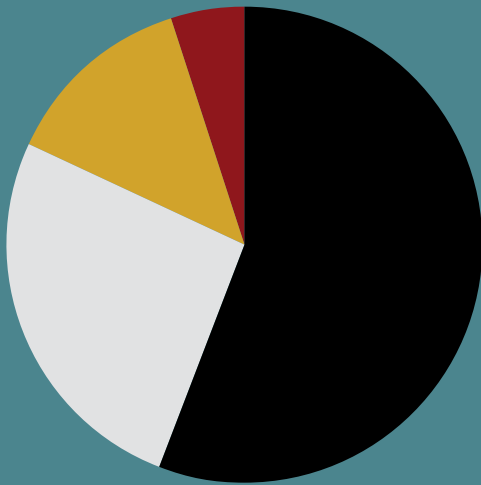
Surplus/(Deficit)	<hr/> <hr/> <b>(75,856)</b>
Revenue from Surplus	<b>75,856</b>

0

# Executive Summary & Administration Plan

A UNIFIED, SUSTAINABLE FUNDING STRATEGY

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



In 2026/27, the Canadian Beef Cattle Check-Off and Canada's Beef Import Levy is estimated to bring in approximately \$19,701,763 in gross revenue.

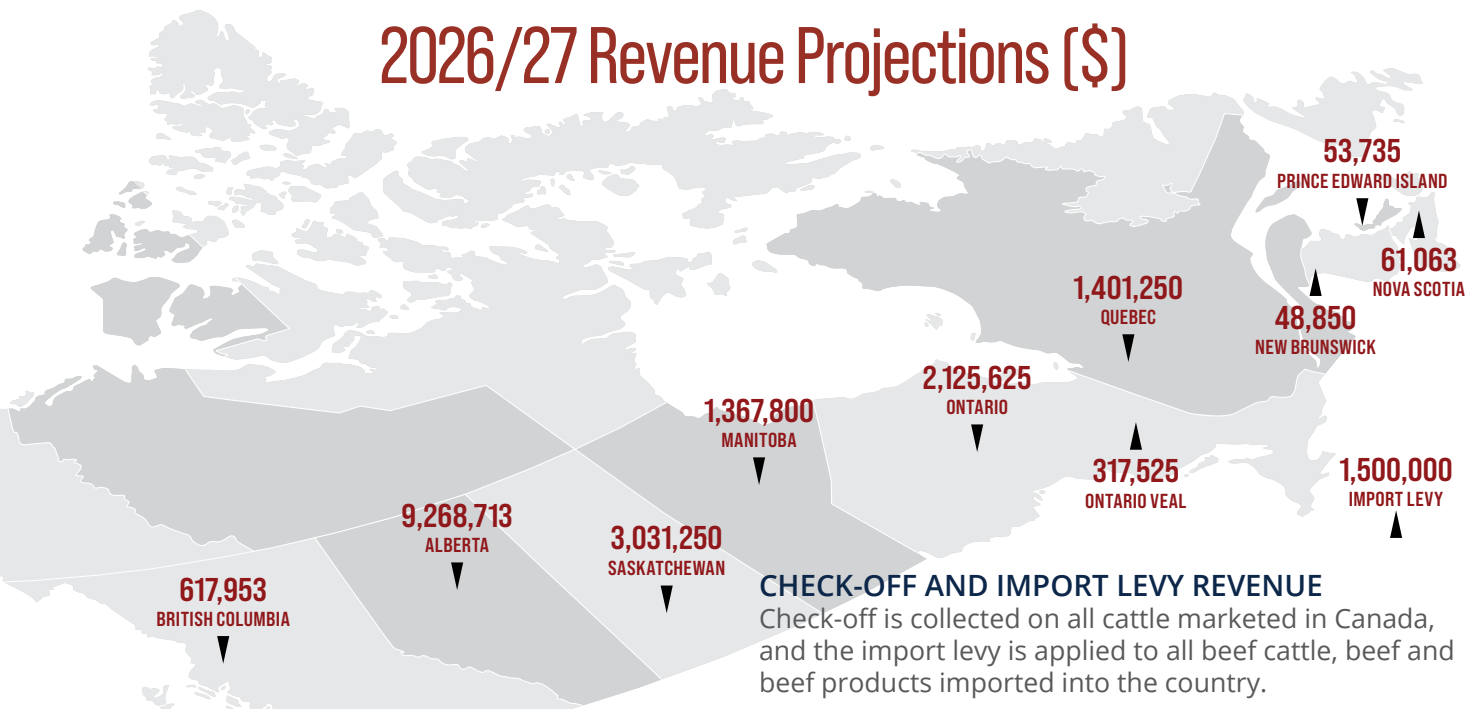
Moving into the 2026/27 fiscal year, all provinces are collecting a \$2.50 national check-off, with the Import Levy collecting \$1 per head or equivalent.

The Agency projects the total check-off revenue, after 5% administration is deducted, to be allocated as 54% to

market development and promotion, 25% to research, 17% to provincial initiatives and 5% to public and stakeholder engagement (PSE). These allocations are set annually by each provincial cattle association one full year in advance and apply only to check-off dollars; the net beef import levy is allocated to the promotion of unbranded beef and veal in Canada.

- Marketing
- Provincial Investment
- Research
- Public & Stakeholder Engagement

## 2026/27 Revenue Projections (\$)



### CHECK-OFF AND IMPORT LEVY REVENUE

Check-off is collected on all cattle marketed in Canada, and the import levy is applied to all beef cattle, beef and beef products imported into the country.

# ADMINISTRATION

PROJECTED ALLOCATION: \$1,001,394 (CHECK-OFF + IMPORT LEVY ADMIN)

The Agency moves into the 2026/27 fiscal year with goals to complete the modernization the check-off collection mechanism, reduce check-off slippage, and develop robust communication plans for the value of check-off and the import levy.



## ADMINISTRATION & AGENCY PROGRAMS

The Agency Members approved a 2026/27 administration budget at \$1,235,250, over a total revenue of \$1,159,394 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 invest \$75,856 from the surplus reserve into targeted and measurable programs and special projects. The administration on all collected check-off and import levies continues to facilitate the Agency's business plan.

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

## SOUND GOVERNANCE AND ADMINISTRATION

The prudent and transparent administration of the Agency on behalf of the Canadian beef industry remains a core priority for the organization. In 2026–27, the Agency will continue to focus on strong governance practices, accurate financial oversight, and efficient administration to ensure producer dollars are managed responsibly and in alignment with the Agency's mandate. Supplementary revenue streams, including import levy administration and inspection services, will

continue to support administrative efficiency and reduce reliance on domestic check-off funds.

The Agency will continue to deliver robust transparency and accountability through its governance framework. The annual financial audit will again be conducted by MNP LLP, with audit findings included in the Agency's annual report. The annual report and AGM will remain key tools for communicating financial performance, strategic priorities, and investment outcomes to stakeholders.

In 2026–27, the Agency will complete testing and implementation planning for a Scientific Research and Experimental Development (SR & ED) tax credit program for Canadian beef producers, with plans to launch for the 2025 tax year. Building on prior exploratory work with external consultants and the Beef Cattle Research Council, the focus will shift toward determining, administrative requirements, and producer accessibility to ensure the program delivers clear value and practical benefit.

The Agency will also continue to invest in legal and advisory services to ensure its regulatory framework remains current, supports evolving programs, and reflects changes within the national check-off and import levy systems.

## STRUCTURED REPORTING AND COMPLIANCE

Work related to modernizing the check-off collection mechanism will conclude in 2026–27, following significant progress in the previous fiscal year. The Agency will finalize the levies order review and complete outstanding elements of the rebate program for end users. These efforts support the work stakeholders had to undertake to comply with program changes in the summer and fall of 2025, and the Agency will continue to work directly with collectors and remitters to ensure a smooth transition.

The Agency will continue to deliver structured compliance and inspection activities across multiple provinces to support accurate collection and remittance of check-off funds. Ongoing inspections and audits with dealers, collectors, and partners will help minimize slippage and maintain confidence in the system. Where appropriate, the Agency will continue to deliver training and educational support to provincial partners to strengthen understanding of requirements and best practices.

The Agency will maintain its role as a trusted compliance service provider by administering external inspection programs where aligned with its expertise and capacity. These activities contribute both to industry confidence and to diversified revenue for the organization. This includes partnering with provincial cattle associations on audits in their regions, as well as audits of national service providers as a part of ongoing engagement. In 2026-27, the Agency will partner with up to two provincial cattle associations to conduct friendly audits of their organisations, to ensure a consistent remittance application and strengthen understanding between the Agency and its stakeholder groups on unique complexities they face.

## EDUCATED AND ENGAGED STAKEHOLDERS

In 2026–27, the Agency will significantly increase its focus on proactive, strategic stakeholder engagement and education. A coordinated digital communications approach will support clear, timely information sharing with producers, provincial associations, and other partners. Customized communication tools will continue to be developed to address the unique needs of different stakeholder groups.

A key priority project in this area will be the completion of the Agency's five-year return on investment study. This work will provide credible, data-driven analysis of check-off and import levy investments and will support stronger communication of value to producers and stakeholders.

The Agency will also lead enhanced stakeholder engagement related to the future import levy increase. This will include the development of targeted communication materials and outreach activities designed to build understanding, address questions, and support informed decision-making. This includes importer-specific materials and outreach, and an importer summit, to be timed following the announcement of any import levy increase in the fiscal year.

In support of long-term industry connection, the Agency will administer and promote its youth scholarship program, and Youth Member program, encouraging participation from students and young beef industry stakeholders to continue to contribute to the beef industry. The programs supports student education and succession planning for the Agency, while also extending the reach of Agency communications through youth and grassroots networks.

Finally, the Agency will initiate an anniversary rebrand project to strengthen recognition, modernize visual identity elements where appropriate, and reinforce the connection between the Agency and the investments it administers on behalf of producers. The project will include a research and stakeholder perspective phase, development phase, and launch phase, the first two of which will take place in the 2026-27 fiscal year. This project will align with the Agency's 25th anniversary and will carry over into the 2027-28 fiscal year.

VISIT [CDNBEEFCHECKOFF.CA](https://cdnbEEFcheckoff.ca)

# 2026/27 ADMINISTRATION BUDGET

	2025/26	2026/27
<b>SOUND GOVERNANCE AND ADMINISTRATION</b>	111,500	106,500
- conduct an annual Agency financial audit with MNP LLP		
- invest in legal advice to ensure regulatory framework supports the Agency's mandate		
- deliver strong, accurate projections and plans using data developed with Canfax		
- deliver efficient, accurate administration of external programs		
- deliver a valuable annual report in conjunction with the Agency's AGM for stakeholders		
- test and implement a SR & ED tax credit program for producers *		
<b>STRUCTURED REPORTING AND COMPLIANCE</b>	315,000	85,000
- connecting with provincial cattle associations to assist with collection and remittance		
- work with provincial associations to deliver training in various formats		
- conduct ongoing inspections and audits with partners, dealers and check-off collectors		
- finalize the levies order review project and complete a rebate program for end users **		
<b>ENGAGED AND EDUCATED STAKEHOLDERS</b>	31,000	105,000
- deliver ongoing digital marketing and communications to stakeholders and producers		
- administer and market a scholarship for industry youth to access for post secondary		
- deliver specific, customized stakeholder communication pieces for various partner groups		
- investigate a brand program to strengthen connection to check-off investments^		
- conduct the five-year return on investment study to communicate value of investments^^		
- coordinate a strategic import levy communication strategy for the future increase ***		
<b>OPERATIONS</b>	673,250	736,550
<b>BOARD OF DIRECTORS</b>	204,800	202,200
- per diems		
- travel and meeting expenses ***		
- orientation and training		
<b>TOTAL</b>	<b>1,335,550</b>	<b>1,235,250</b>

## 2026/27 SPECIAL PROJECTS INCLUDED

- \* SR & ED (consultants)
- \*\* Levies Order Review (working group, rebate program)
- \*\*\* Enhanced import levy stakeholder engagement
- ^ Anniversary rebrand (new)
- ^^ ROI study (set aside)

# MARKETING: CANADA BEEF

PROJECTED ALLOCATION: \$9,968,659

The 2026/27 investment plan represents an upshift in strategies to maximize opportunities for Canadian beef and broaden consumer loyalty through the continuation of a tight market scenario and sustained pressure on the retail price environment.



The 2026/27 marketing approach reflects a recalibration of strategies to drive value for Canadian beef and veal and to protect market share during a period characterized by a shifting global protein landscape, ongoing market volatility, and heightened trade and regulatory uncertainty. A continuation of tight supply and sustained demand is expected to place ongoing upward pressure on retail beef pricing. Prolonged exposure to increasingly expensive beef may test consumer resilience and influence purchasing behaviour, reinforcing the need for focused, risk-aware, and adaptive marketing investments.

While higher beef prices can act as a deterrent in consumer purchasing decisions, research continues to indicate that health and convenience are increasingly important purchase drivers. Marketing investments will focus on initiatives that sit at the intersection of these drivers to strengthen consumer confidence, connection, and knowledge. Positioning Canadian beef as the protein of choice for a healthy and active life will continue to anchor marketing programs across channels and audiences.

Increased emphasis will be placed on enhancing the credible nutrition and health narrative around beef as a health-supporting food. In Canada, iron deficiency remains a significant issue, particularly

among women aged 14 to 50. Marketing initiatives will support resources that communicate current research and data on beef's role in supporting iron intake, with continued distribution through trusted health professionals. Uptake of science-based resources has demonstrated the effectiveness of evidence-driven messaging and reinforces the importance of maintaining recognition as a credible, expert voice in nutrition and health. Collaborative efforts to further drive awareness of beef's role in addressing iron deficiency will continue through digital campaigns and targeted participation in awareness initiatives.

Implementing new and meaningful ways for consumers to connect with Canadian beef and deepen brand affinity remains a priority. Digital engagement will be enhanced and resources optimized to increase mindshare with consumers through strategic engagement with priority segments. This will be achieved through compelling visual storytelling and authentic sentiments that consumers can embrace, while remaining aligned with emerging culinary trends, consumption behaviours, and evolving research insights. These initiatives are intended to boost traffic, engagement, and relevance across digital platforms.

Marketing strategies will also showcase the versatility of Canadian beef, including value cuts

and diverse product formats, to satisfy a wide range of preferences, tastes, and household budgets. These efforts will support brand awareness among immigrant and new Canadian communities, while reinforcing familiarity and confidence in Canadian beef products. Campaigns that communicate the attributes that differentiate Canadian beef from competing proteins, alongside broader Canadian Beef Advantage positioning, will continue to provoke affinity and emotional connection.

Given heightened uncertainty across domestic and global markets, marketing strategies will remain grounded in adaptability and strategic agility. Ongoing monitoring of market conditions, consumer sentiment, and emerging risks will inform timely adjustments to tactics and resource allocation. Collectively, these marketing initiatives are designed to sustain demand, strengthen confidence, and support long-term resilience and value creation for producers and the broader beef value chain.

[VISIT CANADABEEF.CA](https://www.canadabeef.ca)

# 2026/27 CANADA BEEF BUDGET

## REVENUE

1	Check Off - Marketing	8,400,000
2	Check Off - Public and Stakeholder Engagement	206,500
3	Import Levy - Beef	1,395,000
	Import Levy - Veal	41,945
4	Government of Canada - (Sustainable Canadian Agricultural Partnership (SCAP))	1,950,710
	Government of Canada - (Halal/Kosher)*	1,950,710
5	Alberta Agriculture and Industry - (Export Market Development Program)*	222,323
6	Quebec Investment (Pilot)*	52,000
7	Export Market Development Administration Fee	10,000
8	Interest	40,000
		<hr/>
		12,866,937

## EXPENSE

	Board of Directors - Marketing Committee	75,000
	Marketing	14,856,963
		<hr/>
		14,931,963

## (DEFICIT) TO BE FUNDED OUT OF UNRESTRICTED ACCUMULATED RESERVES

**\$(2,065,026)**

MARKETING	PROGRAMS	OPERATING	TOTAL
Global	665,500	1,415,700	2,081,200
Japan	510,000	237,995	747,995
South Korea	418,000	23,900	441,900
Hong Kong & China	116,000	-	116,000
Taiwan and South East Asia	547,000	86,700	633,700
Mexico and Latin America	582,000	285,500	867,500
Emerging Markets	103,199	-	103,199
Export Market Development	500,000	213,300	713,300
Export Market Development - ABEMDP	200,000	-	200,000
International - Halal/Kosher	721,373	-	721,373
Domestic - Halal/Kosher	290,000	-	290,000
Canadian Beef Centre of Excellence	360,000	507,850	867,850
Domestic - Channel Marketing	662,000	278,200	940,200
Domestic - Generic Beef	683,095	278,983	962,078
Domestic - Generic Veal	41,945	-	41,945
Domestic - Consumer Marketing	1,668,583	205,100	1,873,683
Digital Marketing	910,000	249,500	1,159,500
Health and Nutrition - Generic Beef	684,207	47,500	731,707
Public and Stakeholder Engagement	169,350	48,407	217,757
Stakeholder Communications	234,383	159,400	393,783
Calgary and Mississauga	-	752,293	752,293
	<hr/>	<hr/>	<hr/>
	10,066,635	4,790,328	14,856,963

# RESEARCH: BEEF CATTLE RESEARCH COUNCIL

PROJECTED ALLOCATION: \$4,532,501

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.



The 2026/27 research approach reflects the continued importance of research and knowledge mobilization as foundational drivers of competitiveness, innovation, and long-term sustainability in the Canadian beef industry. Research investments are essential to supporting increased food production to meet global demand, strengthening the economic sustainability of Canadian beef producers, and continuing to reduce the industry's environmental footprint. During a period of heightened uncertainty and evolving market expectations, research remains a critical mechanism to support resilience, productivity, and public trust.

Research and knowledge mobilization activities supported in 2026/27 are delivered through programs managed by the Beef Cattle Research Council (BCRC), including the Beef Science Cluster under Agriculture and Agri-Food Canada's Sustainable Canadian Agricultural Partnership, as well as additional priority research and knowledge mobilization initiatives funded through the Canadian Beef Cattle Check-Off and industry partners. Producer investments directed to research are strategically leveraged with government and industry funding to maximize impact and advance the Canadian beef industry's ambitious long-term goals.

Research priorities are guided by the Canadian Beef Research and Technology Transfer Strategy, developed in collaboration with the Canadian Beef Advisors and through ongoing engagement with researchers, funders, industry stakeholders, and producers. This strategy aligns research dollars and priorities to deliver a comprehensive, outcome-based research and extension program that supports the industry's vision. It also guides coordinated research investment at national and provincial levels and aligns with Canada's National Beef Strategy and the beef industry's ten-year goals.

Core research principles continue to focus on increasing producer profitability by improving productivity and reducing costs and risk; developing and encouraging adoption of practices and innovations that enhance environmental performance while supporting competitiveness; and supporting continuous improvements in beef quality and food safety to strengthen demand. Research also plays a critical role in generating science to inform decision-makers, policy development, best management practices, and consumer confidence, while supporting the adoption of leading-edge technologies and maintaining essential research capacity and infrastructure.

The Beef Science Cluster program remains a cornerstone of the national research portfolio, supporting applied research with broad benefits for producers and industry stakeholders across Canada. Research outcomes under the Cluster are aligned with priorities related to climate change and the environment, economic growth and development, and sector resilience and societal challenges. These investments contribute to reducing greenhouse gas emission intensity, safeguarding and enhancing carbon sequestration on beef-managed lands, improving animal health and welfare, strengthening antimicrobial stewardship, and supporting food safety and processing efficiency.

Beyond the Cluster, targeted priority research, proof of concept and validation trials, and long-term research capacity investments ensure emerging issues and opportunities are addressed in a timely and strategic manner. Knowledge mobilization remains integral to the research portfolio, ensuring that research findings are translated into practical tools, resources, and decision-support systems that encourage adoption and measurable improvement on farm. Collectively, these research investments support innovation, reinforce public trust, and position the Canadian beef industry to remain competitive, resilient, and sustainable in an evolving global landscape.

[VISIT BEEFRESEARCH.CA](https://www.beefresearch.ca)

# 2026/27 BCRC BUDGET

NET ASSETS, BEGINNING OF YEAR (JULY 2025)	6,867,993
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURE - JUNE 2026	(2,459,070)

NET ASSETS, JUNE 30, 2026	<u>4,408,923</u>
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## PROJECTED 2026 - 2027 REVENUE

National Check-Off	4,450,000
Industry - Cluster projects	112,875
AAFC Cluster projects	403,815
VBP+ Stripe Transfer Payment	5,000
AAFC VBP+ Projects	276,275
CowBytes Stripe Transfer Payments	7,200
CowBytes Improvement Project	46,600
ANH.01.23 CIPARS	94,500
ANH.16.24 CIPARS	39,536
Dividends	300,000
Interest	100,000

<b>TOTAL REVENUE</b>	<b><u>5,835,801</u></b>
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## PROJECTED 2026 - 2027 EXPENSES

BCRC Division Services	1,419,129
Cluster IV Projects	1,692,484
Non-Cluster Projects	2,257,540
ANH.01.23 CIPARS	94,500
ANH.16.24 CIPARS	39,536
CowBytes	93,800
Verified Beef Production Plus	644,480
VBP+ AgriAssurance	257,000

<b>TOTAL EXPENSES</b>	<b><u>6,787,044</u></b>
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## PROJECTED 2026 - 2027 OTHER INCOME

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

EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURE	<u><u>(597,843)</u></u>
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PROJECTED NET ASSETS, JUNE 30, 2027	<u>3,811,080</u>
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# PUBLIC AND STAKEHOLDER ENGAGEMENT

PROJECTED ALLOCATION: \$843,988

The allocations of Check-Off funds are 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 latest National Beef Strategy, spanning 2025 to 2030.



The 2026/27 Public and Stakeholder Engagement (PSE) program supports the public trust, social license, and issue management objectives of the National Beef Strategy under the Beef Demand and Connectivity pillars. PSE investments are designed to strengthen confidence in beef and beef production, improve industry connectivity, and ensure coordinated, credible engagement with the public and key stakeholders during a period of heightened scrutiny, misinformation, and evolving societal expectations.

Public trust continues to be a critical driver of industry competitiveness. Maintaining and strengthening social license to operate requires proactive engagement, credible information, and the ability to anticipate, monitor, and respond to emerging issues that may impact perceptions of beef production. The PSE program focuses on managing issues that could affect public confidence in beef, while supporting aligned and consistent messaging across national and provincial organizations.

As a jointly delivered program administered by the Canadian Cattle Association and Canada Beef, PSE works closely with industry partners to ensure strategic coordination and alignment. Collaboration with national and provincial stakeholders, including the National Communication Managers group, is central to effective delivery. These relationships

support shared situational awareness, coordinated response strategies, and consistent public-facing communications on beef and beef production.

Issue management remains a core area of focus. Response intelligence tools are essential to identifying, monitoring, and responding to emerging narratives, activist activity, and media coverage that may impact public trust. Investments in media monitoring, social listening, and activist surveillance enhance the industry's ability to respond strategically and in a timely manner. These tools provide valuable insight that informs decision-making and supports coordinated issue response across the sector.

Consumer perception research continues to play a foundational role in guiding PSE priorities and tactics. Longitudinal national research tracks public attitudes, confidence, and trust in beef and beef production, providing critical benchmark data to measure progress and identify areas of opportunity or risk. Results consistently demonstrate strong confidence in Canadian beef as a safe, healthy, and nutritious food, as well as increasing recognition of the beef industry's environmental stewardship. Insights from this research inform issue response, advocacy tools, outreach strategies, and the ongoing evolution of the PSE strategy.

Enhancing consumer confidence also relies on enabling credible messengers. Research consistently shows that primary producers are among the most trusted voices in the food system. PSE investments support industry advocacy and training initiatives that equip producers and key spokespeople with the tools, resources, and confidence to engage effectively with the public and media. These efforts strengthen the industry's ability to tell its own story, grounded in lived experience and supported by evidence.

Proactive content development and strategic partnerships further support public trust objectives. Storytelling initiatives highlight the role of beef producers as stewards of the land, caregivers of animals, and contributors to environmental sustainability. Investments in documentary-style content, partnerships with conservation organizations, and targeted outreach initiatives create meaningful opportunities to reach priority audiences with credible, values-based messaging.

As public engagement channels evolve, PSE strategies continue to adapt. Digital platforms, social media, and emerging technologies, including generative artificial intelligence, influence how information is accessed and interpreted. Ensuring that credible, science-based information about beef production is visible, accessible, and accurately reflected in these environments is increasingly important. PSE investments support the optimization of digital assets to maintain relevance, credibility, and reach.

Collectively, the 2026/27 PSE program is designed to strengthen public trust, support coordinated issue management, enhance industry advocacy capacity, and reinforce the reputation of Canadian beef producers. These efforts contribute directly to sustaining demand, protecting social license, and supporting the long-term resilience and competitiveness of the Canadian beef industry

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# 2026/27 PSE BUDGET

	Q1	Q2	Q3	Q4	2025/26 TOTAL PSE BUDGET	CCA - PSE PROGRAM	CANADA BEEF - PSE PROGRAM
<b>REVENUE</b>							
Projected National Check-off Funds	160,000	185,000	285,000	195,000	825,000	618,750	206,250
Other Revenue - Interest						12,000	
Other Revenue - SCAP Funding							
Deferred Revenue							11,507
<b>Total Revenue</b>	<b>160,000</b>	<b>185,000</b>	<b>285,000</b>	<b>195,000</b>	<b>825,000</b>	<b>630,750</b>	<b>217,757</b>
<b>EXPENSES</b>							
Operations	110,376	110,376	110,376	110,379	441,507	393,100	48,407
Communications	29,625	29,625	29,625	29,625	118,500	113,500	5,000
Partnerships	10,000	-	5,000	-	15,000	10,000	5,000
Training	3,250	3,250	3,250	3,250	13,000	13,000	
Administration	5,537	5,537	5,537	5,539	22,150	22,150	-
Public Outreach/ Project Development	90,837	90,837	90,837	90,839	363,350	204,000	159,350
<b>Total Expenses</b>	<b>249,625</b>	<b>239,625</b>	<b>244,625</b>	<b>239,632</b>	<b>973,507</b>	<b>755,750</b>	<b>217,757</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>-89,625</b>	<b>-54,625</b>	<b>40,375</b>	<b>-44,632</b>		<b>-125,000</b>	

ACTIVITY	CCA - PSE PROGRAM	CANADA BEEF - PSE PROGRAM
Operations and Administration	421,250	48,407
1. Response Intelligence	18,000	35,000
2. Consumer Research	28,000	
3. Public Trust Advisory	10,000	
4. Social Media Content	10,000	
5. PSE Communications Plan	61,500	5,000
6. Key Partners Video Series	48,000	
7. Training and industry consultations	9,000	
8. Key partnerships for building public trust	10,000	5,000
9. Beef Advocacy Canada and PSE Websites	40,000	
10. Public Outreach	100,000	124,350
<b>TOTAL</b>	<b>755,750</b>	<b>217,757</b>
11. PSE Issues Reserve (Mawer Investments)	128,986	

# PROVINCIAL INVESTMENT

PROJECTED ALLOCATION: \$3,081,345

Provincial allocation programs are currently delivered by some of the 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: \$86,297*

### PUBLIC AFFAIRS AND EDUCATION (BCCA)

*Total Project Budget: \$240,000*  
*Total Check-Off Investment: \$87,000*

Delivered through the BC Cattlemen’s Association, this investment supports public and producer engagement initiatives designed to strengthen awareness, understanding, and trust in British Columbia’s cattle industry. Activities focus on direct interaction with consumers through major public exhibitions and community events, including participation in large urban showcases and regional agricultural fairs. Programs such as Meet a Rancher create opportunities for producers to engage directly with shoppers, answer questions about beef production, and provide accurate, firsthand information about animal care, environmental stewardship, and beef nutrition.

Producer-facing communications are also a priority, supported through regular industry publications, town hall meetings, digital communications, and a refreshed online presence. Together, these efforts improve access to information, encourage producer participation in industry leadership, and support

two-way dialogue between producers and the public. Success is assessed through engagement at events, growth in digital and publication audiences, and participation in producer meetings and outreach activities..

### DAIRY RESEARCH

*Total Project Budget: \$356,357*  
*Total Check-Off Investment: \$46,500*

This investment supports applied research delivered through BC Dairy’s research funding program, with projects selected for their relevance to both the dairy and beef sectors. Research priorities include animal health and welfare, genetics, reproductive performance, and environmental stewardship, with particular focus on soil amendments and nutrient management practices that reduce the carbon footprint of cattle production. Given the prevalence of dairy-beef crossbreeding and mixed operations in British Columbia, research outcomes are broadly transferable and provide value to beef producers across the province and beyond.

In addition to funding individual research projects, this initiative supports increased coordination with Western Canadian partners to harmonize research calls and priority-setting processes. This collaborative approach strengthens research alignment, reduces

duplication, and improves the sharing of results across provincial boundaries. Success is measured through the completion of funded research projects, relevance of outcomes to industry priorities, and dissemination of results through industry publications and knowledge transfer activities reaching both beef and dairy producers nationally

## **MANITOBA BEEF PRODUCERS**

*Projected Allocation: \$76,405*

### **PUBLIC TRUST**

*Total Project Budget: \$20,000*

*Total Check-Off Investment: \$15,000*

Check-off dollars will support ongoing efforts to strengthen and uphold public trust and confidence in beef production through the development of communication tools and resources. The project is designed to respond to emerging issues and public perceptions related to animal care, environmental impact, and food safety, while reinforcing transparency and accountability across the sector. By equipping the industry with credible, adaptable communication materials, the program supports informed public dialogue and confidence in beef production practices. Success is measured through the development and deployment of new communication tools and resources, with flexibility to respond to priority issues as they arise over the course of the multi-year initiative.

### **MANITOBA BEEF & FORAGE INITIATIVES**

*Total Project Budget: \$120,000*

*Total Check-Off Investment: \$30,000*

This investment supports producer-focused applied research that advances productivity, innovation, and sustainability within the beef sector. Funding is directed toward research initiatives aligned with Manitoba Beef Producers' priorities that also deliver national value through collaboration, scalability, and technology development. Delivered in partnership with research organizations and through participation in initiatives such as the Smart Farm Network, the program supports the evaluation and adoption of new technologies and practices with relevance across production systems. Success is measured through the number and scope of research projects undertaken, the generation of applied outcomes, and engagement with producers and the public to demonstrate innovation and practical on-farm application.

## **PRODUCER KNOWLEDGE TRANSFER**

*Total Project Budget: \$45,000*

*Total Check-Off Investment: \$30,000*

This project supports producer extension and knowledge transfer activities that enable the adoption of research outcomes and emerging tools at the farm level. Investments focus on the development of workshops, resources, and practical tools that support producer decision-making, with particular emphasis on areas such as traceability adoption and evolving industry requirements. By building on national knowledge transfer efforts and addressing region-specific needs, the project helps bridge the gap between research and implementation. Success is measured through producer participation, uptake of resources, and engagement with extension activities, with outcomes assessed annually over the multi-year life of the project.

### **AG IN THE CLASSROOM**

*Total Project Budget: \$45,000*

*Total Check-Off Investment: \$30,000*

Agriculture in the Classroom Manitoba initiatives that deliver accurate, age-appropriate information about agriculture and beef production within the education system. Investments contribute to the development and delivery of classroom resources that help students and educators better understand beef production, sustainability practices, and the broader food system. By engaging teachers and classrooms at an early stage, the program supports long-term awareness and understanding of agriculture. Success is measured through the number of initiatives delivered, teacher and classroom participation, and annual assessment of outreach outcomes as part of a multi-year commitment.

## **BEEF FARMERS OF ONTARIO**

*Projected Allocation: \$1,278,406*

### **CONSUMER ENGAGEMENT PROGRAM**

*Total Project Budget: \$700,000*

*Total Check-Off Budget: \$500,000*

This investment supports a coordinated suite of consumer-facing initiatives designed to strengthen demand for beef and maintain public confidence in beef production within Canada's largest consumer market. Activities focus on increasing awareness

of beef's attributes, responding to consumer questions, and reinforcing trust through direct engagement, events, and digital outreach. The program targets urban and suburban audiences and aligns provincial messaging with national beef demand and public trust objectives. Success is measured through a combination of audience reach and engagement indicators, market share trends relative to competing proteins, and participation in public discussions related to nutrition, animal care, and environmental stewardship. Collectively, these measures help assess the program's contribution to sustained demand and positive consumer sentiment.

### **ONTARIO BEEF MARKET DEVELOPMENT PROGRAM**

*Total Project Budget:* \$1,650,000  
*Total Check-Off Budget:* \$550,000

This project supports the competitiveness and long-term profitability of the beef sector by strengthening demand for verified, high-quality, sustainably produced beef in both domestic and international markets. The program integrates market development, brand partnerships, and quality assurance to translate on-farm investments into measurable market value. Success is measured through sustained growth in branded beef sales, expanded participation in quality assurance and verification programs, strengthened commercial partnerships, and demonstrated value transmission across the supply chain. While provincially delivered, the program contributes to national objectives by supporting export growth, reinforcing Canada's reputation as a trusted supplier, and generating market signals that benefit producers beyond provincial boundaries.

### **BFO RESEARCH INVESTMENT STRATEGY**

*Total Project Budget:* \$200,000  
*Total Check-Off Budget:* \$160,000

This investment supports applied research that strengthens the sustainability, profitability, and competitiveness of the beef industry through the development, validation, and adoption of practical, science-based solutions. The Strategy aligns provincial research priorities with national frameworks, focusing on animal health and welfare, environmental performance, food safety, productivity, and market alignment. Success is measured by the relevance of funded research to

industry priorities, the generation of actionable outcomes, uptake or readiness for adoption, and the effective communication of results to producers and stakeholders. By emphasizing measurable outcomes and knowledge transfer, the Strategy contributes scalable benefits that strengthen Canada's research capacity and support informed decision-making across the sector.

### **BUILD LEADERSHIP PROGRAM**

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

This project invests in leadership development to support a strong and sustainable pipeline of future leaders within the beef sector. Delivered in partnership with the Rural Ontario Institute, the program focuses on building skills related to governance, communication, decision-making, and organizational leadership. Success is measured through participant completion, pre- and post-program evaluations, and the extent to which graduates take on leadership roles within industry organizations and their communities over time. By strengthening leadership capacity and governance readiness, the program supports organizational resilience and long-term sector leadership, with benefits that extend beyond Ontario to the broader Canadian beef industry.

### **VEAL FARMERS OF ONTARIO**

*Projected Allocation:* \$295,616

### **ONTARIO VEAL APPEAL CONSUMER MARKETING AND PROMOTION PROJECT**

*Total Project Budget:* \$245,616  
*Total Check-Off Budget:* \$195,616

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

Ensuring that the veal category remains top of mind awareness 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.

### **FIBRE IN PRE-WEANED DAIRY AND DAIRY CROSS CALVES RESEARCH**

*Total Project Budget:* \$145,000  
*Total Check-Off Budget:* \$100,000

This research initiative focuses on improving calf health, welfare, and productivity by strengthening the evidence base for fibre inclusion in pre-weaned dairy and dairy-cross calf diets. The project responds to ongoing challenges related to rumen development, disease risk, and variability in early feeding practices, particularly as dairy-beef and veal production become increasingly integrated with the broader beef supply chain.

Work under the project includes a comprehensive review of current North American fibre and grain feeding practices, followed by a controlled on-farm trial evaluating graded levels of straw inclusion in pre-weaned calf diets. The research will also develop a standardized manure scoring tool and incorporate a cost-benefit analysis to ensure resulting recommendations are practical, economically feasible, and sensitive to producer input costs.

Outcomes from this work are expected to support smoother weaning transitions, improved animal health and welfare, and reduced reliance on antimicrobials. Results will be shared through peer-reviewed and industry channels and will contribute to national knowledge transfer across both the veal and beef sectors. Findings are also intended to inform future updates to the Code of Practice for the Care and Handling of Veal Cattle, helping ensure national standards continue to reflect current, science-based best practices.

Progress and success will be assessed through completion of research milestones, delivery of project outputs within established timelines, and fulfillment of contracted deliverables with the research partner..

## **LES PRODUCTEURS DE BOVINS DU QUEBEC**

*Projected Allocation:* \$1,293,336

### **FEEDER CALF SECTOR**

*Total Project Budget:* \$642,100  
*Total Check-Off Budget:* \$202,902

Activities in the feeder calf sector focus on supporting coordinated sector planning, animal health initiatives, and market alignment, including continued work toward mandatory vaccination requirements and electronic marketing mechanisms. These efforts support producer participation, animal health outcomes, and alignment with buyer expectations. Success is measured through producer participation in sector programs, implementation of agreed requirements, and ongoing engagement with marketing channels and partners.

### **FED CATTLE SECTOR**

*Total Project Budget:* \$782,780  
*Total Check-Off Budget:* \$247,358

The fed cattle sector supports market analysis, sector coordination, and initiatives related to certification and origin identification for Quebec beef. Activities are designed to strengthen alignment between production practices and market expectations while supporting sector competitiveness. Success is measured through implementation of sector strategies, participation in certification initiatives, and engagement with market partners.

### **GRAIN FED VEAL SECTOR**

*Total Project Budget:* \$1,486,150  
*Total Check-Off Budget:* \$469,628

Grain-fed veal activities focus on promotion and sector coordination delivered in partnership with industry stakeholders. Efforts support demand development, quality positioning, and alignment with broader industry objectives related to production standards and sustainability. Success is measured through delivery of promotional initiatives, partner participation, and engagement with certification and quality programs.

### **MILK FED VEAL SECTOR**

*Total Project Budget:* \$151,320  
*Total Check-Off Budget:* \$47,817

The milk-fed veal sector supports coordinated planning and initiatives related to production

practices, environmental performance, and animal health. Activities include work aligned with greenhouse gas reduction objectives and continued sector modernization. Success is measured through implementation of sector priorities, participation in coordinated initiatives, and ongoing assessment of sector performance.

### **CULL CATTLE AND BOB CALF SECTOR**

*Total Project Budget:* \$661,300  
*Total Check-Off Budget:* \$208,970

Activities in the cull cattle and bob calf sector focus on market coordination, supply alignment, and initiatives supporting animal health and product quality. Efforts include promotion of healthy bob calves and engagement with buyers to support stable market outcomes. Success is measured through participation in sector initiatives, delivery of promotional activities, and maintenance of effective market coordination.

### **RESEARCH PROJECTS - ALL SECTORS**

*Total Project Budget:* \$201,550  
*Total Check-Off Budget:* \$63,689

Research investments support applied research relevant to Quebec's beef and veal sectors, including work related to carcass characteristics and animal health. These activities contribute to improved production efficiency, animal welfare, and product quality while aligning with national research priorities. Success is measured through completion of research activities, reporting of results, and use of findings to inform sector decision-making and planning.

### **NEW BRUNSWICK CATTLE PRODUCERS**

*Projected Allocation:* \$30,471

### **BURGER IT FORWARD**

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

Burger It Forward is a regional consumer engagement initiative designed to increase beef consumption in the Maritimes while supporting local food banks. Delivered through partnerships with processors, restaurant chains, dairy organizations, and other value-chain participants, the campaign provides \$1 in beef for every burger sold during the promotion period. Canada Beef supports the initiative through the provision of campaign resources and promotional tools. Success

is measured through campaign participation, online engagement metrics, and the volume of burgers sold during the promotion, alongside strengthened relationships with regional value-chain partners.

### **MARKETING AND PUBLIC AND STAKEHOLDER ENGAGEMENT PROJECTS**

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

Marketing and public engagement activities support promotion of Canadian beef while raising the profile of the New Brunswick Cattle Producers organization. Efforts focus on branding, promotional materials, and engagement with stakeholders to support beef awareness, consumer confidence, and environmental messaging. Activities align with the Canadian Beef Advantage and the National Beef Strategy and leverage collaboration with Canada Beef and Public & Stakeholder Engagement resources where appropriate. Success is measured through stakeholder engagement, delivery of promotional activities, and increased awareness of beef as a nutritious, high-quality protein among regional audiences.

### **REGULATORY COMPLIANCE**

*Total Project Budget:* \$2,500  
*Total Check-Off Budget:* \$2,500

Regulatory compliance activities support effective levy collection and uphold the integrity of the provincial check-off system. Investments focus on audit and inspection activities designed to reduce slippage, strengthen compliance, and maintain a sustainable funding framework. These efforts help ensure fairness across the sector and support the organization's ability to deliver on its mandate. Success is measured through increases in the percentage of check-off collected on marketings and reductions in outstanding or unpaid check-off amounts.

### **MBC STRATEGY IMPLEMENTATION**

*Total Check-Off Budget:* \$20,000

Investment into joint projects under MBC.

## **NOVA SCOTIA CATTLE PRODUCERS**

*Projected Allocation: \$39,794*

### **FORAGE SAMPLING**

*Total Project Budget: \$37,500*  
*Total Check-Off Budget: \$6,000*

This initiative supports a third and final year of forage monitoring to establish a benchmark for the quantity and quality of forage produced across Nova Scotia. Ten monitoring farms, representing up to 10 counties, will provide agronomic and production information including soil characteristics, nutrient and fertilizer practices, forage species and cultivars, yield data, and forage quality results. Soil and forage samples will also capture mineral profiles and related livestock supplementation practices, strengthening the value of the benchmark for on-farm decision-making. This work was originally planned as a two-year project; the additional year will help address variability created by the 2025 drought and resulting data outliers. Progress is assessed through the completion of sampling and data collection, and delivery of a final benchmark report by March 2027.

### **SOIL, PASTURE, FORAGE & FEED**

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

This program supports adoption of best management practices that improve soil fertility and enhance pasture and forage productivity to support cattle growth and performance. The project prioritizes data-driven decision-making by encouraging soil and forage testing to inform agronomic planning, fertility management, and on-farm productivity improvements. The work aligns with the National Beef Strategy's productivity focus and supports improved feed production and performance at the farm level. Results are tracked through soil and forage testing information, along with lime purchase data, to build a clearer picture of soil fertility and productivity trends in Nova Scotia.

### **BURGER IT FORWARD**

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

Burger It Forward is a consumer-facing initiative delivered in collaboration with regional partners to promote beef consumption while supporting food security initiatives in Atlantic Canada. The program connects consumers, restaurants, processors,

and producers through a charitable promotion that reinforces positive perceptions of beef and local agriculture. Canada Beef supports the initiative through campaign resources and national alignment. Success is measured through campaign participation, promotional reach, and the number of burgers sold during the promotion period, as well as engagement with value-chain partners..

### **MBC STRATEGY IMPLEMENTATION**

*Total Check-Off Budget: \$20,000*

Investment into joint projects under MBC.

## **PRINCE EDWARD ISLAND CATTLE PRODUCERS**

*Projected Allocation: \$35,019*

### **MARKETING AND CONSUMER ENGAGEMENT**

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

This investment supports targeted marketing and promotional activities designed to raise the profile of Prince Edward Island beef producers and reinforce positive consumer perceptions of beef. Planned activities include social media development, local advertising, promotional materials, and event-based engagement, including sponsorship and participation in Burger Love 2026. The work focuses on consumer education related to beef nutrition, sustainability, and local production, while also strengthening the visibility of the PEI Cattle Producers organization. Progress is assessed through the number of stakeholder engagement activities delivered and estimated audience reach across digital, print, and event-based channels.

### **LIVESTOCK CHAMPION**

*Total Project Budget: \$100,000*  
*Total Check-Off Budget: \$10,000*

The Livestock Champion initiative, in its second year, supports a dedicated staff position focused on providing leadership, expertise, and coordination across Island livestock sectors, with an emphasis on strengthening and expanding the beef industry. The role works collaboratively with producers, processors, and government partners to support long-term goals related to herd expansion, productivity, and finishing more cattle within PEI. Oversight is provided through an advisory committee representing PEI Cattle Producers, Atlantic Beef Products Inc., and the PEI Department

of Agriculture. Success is evaluated through annual workplan development and review, with performance assessed against defined objectives established and monitored by the advisory committee.

### **MBC STRATEGY IMPLEMENTATION**

*Total Check-Off Budget:* \$15,000

Investment into joint projects under MBC.

### **MARITIME BEEF COUNCIL**

*Projected Allocation:* \$55,000 from NB, NS and PEI.

#### **CONNECTIVITY AND COLLABORATION**

*Total Project Budget:* \$32,000

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

This project supports coordination and collaboration across Atlantic provincial cattle organizations and with national industry partners. Activities focus on information sharing, alignment on regional priorities, and participation in national forums to ensure Atlantic perspectives are reflected in broader industry discussions. By strengthening connectivity, the project supports consistent messaging, efficient use of resources, and coordinated engagement across the region. Progress is assessed through participation in coordination meetings, timely information sharing with provincial partners, and effective representation of regional interests in national initiatives.

#### **MARITIME BEEF CONFERENCE**

*Total Project Budget:* \$75,000

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

The Maritime Beef Conference supports regional producer engagement through the delivery of an annual conference focused on education, networking, and knowledge exchange. The event provides producers with access to current information on

production practices, market conditions, research outcomes, and industry initiatives relevant to Atlantic Canada. Outcomes are evaluated based on conference delivery, producer attendance, participant feedback, and the relevance of programming to regional producer needs.

### **VERIFIED BEEF PRODUCTION PLUS (VBP+)**

*Total Project Budget:* \$111,000

*Total Check-Off Budget:* \$55,000

This project supports promotion and awareness of the Verified Beef Production Plus program within Atlantic Canada. Activities focus on encouraging producer participation in VBP+ and reinforcing the value of on-farm certification related to food safety, animal care, and environmental stewardship. The project aligns regional efforts with national sustainability and verification objectives. Effectiveness is demonstrated through producer engagement, participation in VBP+ activities, and increased awareness of the program among Atlantic producers.

#### **VALUE CHAIN/PRODUCTION CLUB**

*Total Project Budget:* \$111,000

*Total Check-Off Budget:* \$55,000

The Value Chain / Production Club project supports producer education and peer-to-peer learning through targeted clubs and workshops focused on improving productivity, management practices, and decision-making. Activities provide producers with opportunities to share experiences, access technical information, and apply practical tools relevant to their operations. Results are reflected in participation in clubs and workshops, delivery of planned learning activities, and sustained producer engagement over the course of the program.



**FULL BUSINESS PLANS**

I. MARKETING

II. RESEARCH

III. PUBLIC AND STAKEHOLDER ENGAGEMENT

IV. PROVINCIAL INVESTMENT



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