



2026 AGENCY AGM DELEGATE PACKAGE

**1:00PM CDT | AUGUST 18, 2026 | WINNIPEG, MB
PRESENTATION THEATRE | RBC CONVENTION CENTRE**

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



**DOTS MEETING
PLATFORM**

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NON-VOTING OBSERVERS LOGIN ON ZOOM: [CLICK HERE](#)**

Canadian Beef Check-Off Agency

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Welcome to the Agency's 2026 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.



ALL VOTERS WILL VOTE WITH THEIR DEVICE ONLINE, INCLUDING THOSE ATTENDING IN PERSON

LOCATE YOUR DOTS CREDENTIALS IN YOUR EMAIL,
OR EMAIL CREDITALS@DATAONTHEPOT.COM FOR LOGIN ASSISTANCE

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
- 2025 AGM Minutes
- Finance Committee Report
- Governance Committee Report
- Marketing Committee Report
- Resolutions for Debate
- 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 18, 2026 1:00PM CDT

Agency Board: Photos in the Cecil Richards suite 11:30pm-12:30pm

Online meeting opens 15 minutes before start time

- 1. Welcome & Call to Order**
 - Meeting Logistics Overview
 - AGM Rules & Declaration of Quorum
 - Approval of Agenda
 - Approve 2025 Annual Meeting minutes
- 2. Greetings from Farm Products Council of Canada**
- 3. Chair Report**
- 4. Financial Committee Report**
 - Auditor's Report
- 5. General Manager Report**
 - Financial Statements
 - Annual Review
- 6. Governance Committee Report**
- 7. Youth Member Report**
- 8. 2026 Scholarship Award**
- 9. Marketing Committee Report**
- 10. Service Provider Reports**
 - Public & Stakeholder Engagement; Amie Peck
 - Canada Beef; Eric Bienvenue
 - Beef Cattle Research Council; Tracy Herbert
- 11. Discussion & Delegate Questions**
- 12. Elections**
 - Agency Members
 - Marketing Committee Members at Large
- 13. Resolutions**
- 14. Special Presentations**
- 15. Adjournment**

***ATTENTION AGENCY & MARKETING COMMITTEE MEMBERS*
BOARD MEETING IMMEDIATELY FOLLOWING THE AGM**

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	2027	Coral Manastersky	2026
Tyler Fewings, MB	2027		
Craig McLaughlin, ON	2026	Representing procesors, packers, traders and brokers as nominated by the Canadian Meat Council (4)	
Michelle Ball, AB	2026	Jeff Cline	2026
Sheila Hilmer, AB	2027	Andre Forget	2026
Chad Ross, SK	2026	Russ Mallard	2027*
Sylvain Bourque QC	2027	Leslie Gold	2027
Trevor Welch, NB	2027		
Bert Meyer, NS	2026	Representing the Retail and Foodservice Sector (1)	
Nick Green, PE	2026	Denis Burelle	2027
Adeleen Bolduc Youth Member	2027 observer	Ajay Talwar temporary substitute	2026

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.

** Russ Mallard has tendered his board resignation effective at the close of the 2026 AGM. A temporary substitute will be appointed by CMC to complete his term.*

Marketing Committee Terms of Office

REPRESENTING	SELECTION METHOD	CURRENT MEMBER	TERM EXPIRY
Canadian Meat Council	Appointed from Agency	Jeff Cline	2026
		Andre Forget	2026
		Russ Mallard	2027*
		Leslie Gold	2027
I.E. Canada	Appointed from Agency	Coral Manastersky	2026
Retail and Foodservice	Appointed from Agency	Denis Burelle	2026
Agency Producers	Appointed from Agency	Michelle Ball	2026
		Chad Ross	2026
Members at Large	Elected by Voting Delegates	Cam Daniels	2026
		Clay Holmes	2026
		Mark Hoimyr	2027
		Jim Clark	2027
Veal Farmers of Ontario	Appointed by Veal Farmers of Ontario	Jennifer Haley	2026

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.

Data on the Spot (DOTS) Online Meeting Platform

This year, the Agency will be utilizing DOTS to host the election and resolution portion of the meeting, allowing our voting delegates to vote in real time in person and online during the virtual meeting with a connected device.

CREDENTIALS/SECURE ACCESS

Each voting delegate will receive an email from **credentials@dataonthespot.com** with a username and password. Please write this down or save it somewhere. You may need to check your junk/spam if you don't see it in your inbox. These credentials grant access to the voting platform ONLY to registered voting delegates. [Click here for a tutorial on logging in.](#)

VIEW THE MEETING

All voting delegates and observers will view the meeting on Zoom, just as you would a normal broadcast. To vote, login to: [dotsconnect.live](#) with your credentials found above and have that open on your chosen voting device.

If you are attending the meeting in person, you will be able to disable the video/audio on your device by selecting "in person" which will allow you to vote on your device without the audio and video portion.

MOVING/SECONDING A MOTION

To move or second a motion, please use the Raise Hand function in Zoom. This can be found under 'React' in the bottom toolbar. If you don't see 'React,' try pressing 'More' first.

VOTING

Voting will occur in the DOTS online platform whether delegates are attending in person or virtually, and each vote will appear as it is open to cast a ballot. Ensure you have a voting device like an internet-connected smartphone, laptop, PC or tablet available.

[Click here for a tutorial on voting.](#)

**DOTS MEETING
PLATFORM**





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, 2026. 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.

This year's AGM will be held in a hybrid format of in person and virtually. The Agency will be working with a trusted online election and meeting platform Data on the Spot (DOTS) to deliver an online voting. Voting delegates will be required to vote in real time with a device of their choice no matter how they choose to attend.

Delegates can find their voting credentials in their email inbox, sent by credentials@dataonthespot.com. If you are unable to locate your login information, please email that address. See page 8 for more details.

DURING THE AGM THE GOVERNANCE COMMITTEE WILL:

- a) present the nominees for Agency Members submitted by the provincial cattle associations, the Canadian Meat Council and I.E. Canada, and approved by the Governance Committee;
- b) present the nominees for the retail and foodservice sector, and the nominees for temporary substitute for the retail and foodservice sector received from the Delegates, in the event the Agency Member representing that sector is unable to act;
- c) present the nominees for the Marketing Committee Members at Large submitted by the voting delegates and approved by the Governance Committee.

In the event there is more than one nominee for each position open for nominations, an election will be held, which may not necessarily be by secret ballot. Where only one individual is nominated to fill each position, the returning officer shall declare the individuals nominated as being elected by acclamation.

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



2025 AGM Minutes

August 19, 2025

Virtual Meeting, Moncton New Brunswick - 1:00pm ADT / 10:00am MDT

1. Welcome & Call to Order

Trevor Welch, AGM Chair, called the meeting to order at 1:03pm ADT and welcomed all delegates and guests. He then introduced Samantha Haverkamp and Jean-Francois Lefier from Farm Products Council of Canada (FPCC), 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 were instructed to use the raise hand function to move and second motions, resolutions would be voted on using the online platform DOTS.

Approval of the Agenda

Trevor Welch called for approval of the agenda, checking that no additions were required.

MOTION: Approve the agenda as presented. (Chad Ross/Russ Mallard). Carried

Approval of 2024 AGM Meeting Minutes

He then called for approval of the 2024 AGM minutes. No errors or omissions were noted.

MOTION: Approve the minutes as presented. (Bert Meyer/Nick Green). Carried

2. Greetings from Farm Products Council of Canada

Council Member Samantha Haverkamp brought greetings from the Council. She confirmed that Morgan Moore had resigned in May. On the 14th May FPCC had the pleasure of hosting their annual meeting with the Agency, meeting with Trevor Welch (Chair) and Melinda German (General Manager) to review the 2025/26 business plan. In June FPCC reviewed and approved the extension of the levies order cessation to 30-June 2026. She continued by referencing the harmonizing of the check off collection mechanism across the country, this is diligent Agency work. The in-depth annual report attests to the robust accounting system in place.

3. Chair Report

Trevor Welch shared that the next AGM would be in person alongside the Canadian Beef Industry Conference in Winnipeg in August 2026. He noted that this past year has been one of strong momentum for the sector. Record-high cattle prices have allowed many to reinvest in their farms and ranches in meaningful ways. And even with these higher prices, there hasn't been any curbing of consumer demand. That speaks volumes about the strength of Canadian beef and the trust that has been built into it. From the Agency's side, one of the biggest focus areas this year has been preparing for the change to how check-off is collected in Alberta, Saskatchewan, and B.C. As of August 1, those provinces began collecting based on the residence of the seller rather than the point of sale. This brings them in line with other provinces and solves a long-standing challenge around uneven collections across borders. Over the past year, the Agency has worked hard to prepare for this change, engaging very regularly with stakeholders, developing tools, materials, and delivering support. Another important area of focus Trevor Welch mentioned has been continuing to strengthen the Agency's relationship with IE Canada, the national association representing importers. There have been some great opportunities this year to connect and share more about how the import levy is invested, and how it delivers value across the Canadian beef supply chain.

Trevor Welch then highlighted the Agency's ongoing commitment to youth engagement. The focus is on creating a seat at the table that isn't symbolic, it's strategic. From committee participation to input on projects like the import levy, youth voices have added real value, and the same can be said for the 20 or so young folks who applied for our scholarship.

Trevor Welch concluded by acknowledging the work of the Agency's service providers and thanking FPCC for their continued support and a great working relationship.

4. Finance Committee and Auditor's Reports

Sylvain Bourque, Finance Chair, presented the Finance Committee Report. He explained that one of the biggest tasks for the committee is to help build the budget. This year's budget was one of the largest the Agency has ever had, because of important projects like the check-off collection change and new communications for the import levy. As expected, the Agency ran a deficit and used reserve funds to support this work, but that was part of the plan. The Agency believes it's a good investment in the future of the Agency and the Canadian beef industry. Sylvain Bourque added that the committee also looked for ways to make reserve funds work harder. After research and discussion, funds were invested in a mix of GICs, some fixed-term and some cashable, so the Agency can earn more interest, but still have flexibility in case it needs to access funds.

Sylvain Bourque referenced the new administration fee the Agency now pays to the provincial cattle associations to support their work in collecting check-off. He added that the Agency continued to bring in outside revenues including services it provides to other groups like the Pork Promotion and Research Agency, and through growing inspection and audit work. He concluded that all committee members had completed financial education training, and will continue to learn every year. He then invited James Melnyk from MNP, the Agency's auditors to present the audit findings.

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, 2025, 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, risk of fraud and error was assessed, 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: a decrease overall in check-off which was expected as inventories are declining; a higher than expected revenue from import levies, which has been trending upwards for the last few years; the Agency continues to do contract work for the Pork Promotion Research Agency, and is building its inspections program; and Canada Beef has been able to leverage national check off dollars to source a good amount of government funding, both federal and provincial. Noteworthy was a decrease in Board and Marketing Committee expenses as cost efficiencies have been implemented; operational expenses are up, but mostly offset by the additional revenues from the inspection program; the new PCA administration fee also played a big part. Overall, both the Agency and Canada Beef ran a deficit budget during the year. On the balance sheet net assets show a positive position at \$11 million; the restricted cash represents \$4 million for any wind down of the Agency including Canada Beef, and \$600k is designated for any emergency or crisis that may arise for the Agency. The majority of both the Accounts Receivable and Accounts Payable relate to check off amounts to be received and then paid out.

Jason Leblond, Ontario, asked why the investment in research had dropped. Melinda German replied that it was a result of changes in provincial allocations.

5. General Manager Report

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

The first highlight was that this year there had been work on modernizing the provincial cattle association agreements. She referenced the inspection program and audits as there were always questions around slippage, this is now a full-time program, running for two years to date, and it is an education first program. The Agency also works with other non-cattle groups due to its known expertise; there were 82 site visits last year and \$185,000 collected. The agency also audits the national service providers to check that the money is going to where it was approved to go, last year Canada Beef was audited; this year it was BCRC; and upcoming will be PSE.

Next Melinda German touched on SR&ED, a project that the Agency has been working on for more than three years, this is a tax credit on check-off funds dedicated to research and so the Agency is working in partnership with BCRC. The program is in its final stages of completion and today a resolution will be presented, BCRC will also present a resolution at their AGM; once in place the Agency hopes to launch the program in 2026.

Melinda German talked about provincial increases and support: Saskatchewan has increased its provincial check-off by \$0.75 and this is tied to the mechanism change; Ontario will increase national check-off to \$2.50. Newfoundland is small and in the stages of establishing a provincial association and check-off, they plan to increase from \$1.00 to 250, the Agency will continue to provide them with support.

The mechanism change is the biggest project that Agency has undertaken and is all about fairness as rates vary considerably now from one province to another; Melinda German explained that things worked great in the past but the system is dated and things have changed; this will now be one system where the provincial rate follows as cattle leave for another province;. This is a big change for Saskatchewan, Alberta and British Columbia and it will affect auction marts, dealers, and processors.

She added that the new provincial cattle association administration fee of 2% is the Agency modernizing how it does business. The PCA's collect national check off on the Agency's behalf using their existing systems, things cost more these days and this needs to be reflected.

Melinda German concluded by thanking the fully engaged Board of Directors for the valuable incite they bring, and staff.

6. Governance Committee Report

Craig McLaughlin, Governance Chair, presented the Governance Committee Report, and included a written report in the delegate package.

He explained that the Governance Committee tackled several priorities this year. One of the big ones was finalizing the bylaw review that was introduced at last year's AGM. While these weren't major structural changes, they did help clarify the roles of the Agency versus Canada Beef, especially around accountability and oversight. Those changes were approved by the board in November.

The Committee also worked through some important policy updates. This includes things like the "three-meeting rule", which clearly sets out expectations for participation and engagement on the board and committees. Along with that, a "wipeout policy" was introduced to guide how former board members can come back after reaching their term limit. It's all about keeping things fresh while supporting renewal and continuity.

Craig McLaughlin added that another priority was improving onboarding for new directors. A more robust orientation package was rolled out this year with governance training, key reference documents, and everything a new member needs to hit the ground running. On the training front, the Agency continues to require all board members to complete governance, Indigenous awareness, and Respect in the Workplace training.

The Committee also reviewed the results of the board and committee self-assessments, which were very positive. That said, a few areas to improve communication around board decisions and the general manager review process were identified, and these are being worked on.

Craig McLaughlin concluded with a note that without a beef industry conference this year, the Committee considered a few options and ultimately recommended moving to this virtual format for the 2025 AGM. It keeps things cost-effective and accessible, and the Committee will be reviewing your feedback afterward to guide how we approach future meetings.

7. Youth Member Report

Adeleen Bolduc expressed her gratitude for the opportunity to get involved in some meaningful work alongside the rest of the Board and to represent young producers and bring a youth voice to these important conversations.

One of the big projects she has been involved in is the Import Levy Communications Committee, through which she has seen the team working on new ways to engage directly with importers and make sure they understand how their levy contributions are being invested, whether that is marketing, research, or education.

She continued that she also had the chance to participate in governance discussions, and really valued how open and welcoming the Board has been to new ideas and perspectives. It's been a great learning experience and to which she has been able to contribute in ways that she hopes add value to the Agency's work.

Adeleen Bolduc added that another area she has been keen on engaging in is the interprovincial check-off collection change. This shift, especially in B.C., Alberta and Saskatchewan, has been a major undertaking, and she appreciated the opportunity to help shape the communications that support producers, auction markets, and dealers as they adapt to the new system. It's been a strong example of what collaboration looks like when we all work toward a more consistent and fair national approach.

She concluded by thanking the Agency Board, staff, and the Canadian Cattle Youth Council for making this a positive experience. She has learned so much already, and is excited to keep learning, contributing, and staying involved in the future of our industry.

8. 2025 Scholarship Award

Adeleen Bolduc explained that in 2025 the Agency was proud to select the third recipient of the Canadian Beef Check Off Agency Scholarship. There were over 20 video submissions, the Committee had a very difficult job to pick just one and was thrilled at the quality of submissions. The winner was announced by playing their video submission; Jenalee Stewart, studying Agri-Business and specializing in marketing.

9. Marketing Committee Report

Jeff Cline, Marketing Chair, presented the Marketing Committee Report, and included a written report in the delegate package. Significant to the Committee this year was developing a strategy to maintain and grow beef's customer base at home and internationally against a backdrop of cattle cycle dynamics, namely tight cattle supplies and high beef prices as the industry works through the bottom of the cycle; as well as currency fluctuations, economic and geopolitical uncertainties, and a threat of tariffs from the US administration.

Canada Beef has a funding agreement with Agriculture and Agri-Foods Canada under the Sustainable Canadian Agricultural Partnership, this provides \$5.9 million over 3 years to promote Canadian beef and veal exports globally. Jeff Cline noted that Canadian beef exports reached \$4.9 billion in 2024, the second highest value on record.

Jeff Cline explained that in the domestic market Canada Beef used strategies to help newcomers embrace traditional recipes using beef; this included recipe development, how to videos, and advertising for an Explore the World of Beef campaign in ethnically oriented grocery stores. In addition the national consumer campaign Pick the Beef with the Leaf showed Canadians how to ensure the beef they purchased at retail was local and instilled a sense of national pride.

The Canadian Beef Center of Excellence continued producing and editing Canadian beef videos to support food service, retail and wholesale applications. The team engaged young leaders in food service, hospitality and butchery programs and partnered with academic institutions to support skills training. In addition CBCE staff supported inbound market development missions from key export markets.

Jeff Cline concluded that the marketing committee and Canada Beef will continue to ensure markets and products are prioritized in the strategic planning process.

10. Agency Member Elections

Howard Bekkering confirmed that as noted in the delegate package, there were no contested seats and so no ballots were required to be cast. He then listed the individuals who were nominated and would serve as members of the Agency and Marketing Committee:

Producers:

- Andrea Van Iterson – BC Cattle Industry Development Council
- Sheila Hillmer – Alberta Beef Producers
- Tyler Fewings – Manitoba Beef Producers
- Sylvain Bourque – Quebec Beef Producers
- Trevor Welch – New Brunswick Cattle Producers

Industry Representatives:

- Russ Mallard – Canadian Meat Council
- Leslie Gold – Canadian Meat Council
- Denis Burelle – Retail/Foodservice
- Ajay Talwar – Retail/Foodservice (temporary substitute)

Marketing Committee Members at Large:

- Jim Clark
- Mark Hoimyr

MOTION: Accept the Agency and Marketing Committee nominees as elected by acclamation. (Mary Paziuk/Chad Ross) Carried.

MOTION: Accept the full 2025/26 Agency Board and Marketing Committee as elected. (Jason Leblond/Russ Mallard) Carried.

11. Break

10 minute break from 2:17pm ADT.

12. Resolutions

Howard Bekkering explained that there was one resolution to be considered. It pertains to the establishment of the SR&ED Committee. The resolution was to formally establish the SR&ED Committee. This resolution will support the Agency's work toward qualifying as an approved SR&ED entity, which would allow check-off payors the opportunity to claim a portion of their check-off investments into research as a tax credit. He then invited Jeff Cline, who brought the resolution forward, to speak.

Jeff Cline introduced the resolution as one coming to the delegates from the Agency Members, as a procedural piece of framework to continue down the path of the SRED tax credit program for producers. To meet the criteria of the CRA, the Agency needs to formally create an oversight committee for the program and populating that committee with representatives from both the Agency and BCRC fulfills the criteria obligations. The Committee will act as agents for producers in accordance with the CRA and be accountable for the entirety of the Terms of Reference.

Howard Bekkering then invited Sheila Hillmer, who was seconding the resolution to speak.

Sheila Hillmer explained that she was the Agency's finance chair when the Agency really got digging into the feasibility of the SRED program and the Agency continues working hard with both BCRC and its consultant partners at KMPG. The creation of the Committee will ensure that there will be oversight both in the administration of the program through the Agency, and in the research investments and the documentation of those investments through BCRC. This resolution will not only fulfil the Agency's CRA requirement to have the Committee act as agents for producers but also ensures that there is an accountable body for all things SRED going forward through the Terms of Reference. She concluded that this program has been a long time coming, and with this Committee formed, the Agency will be nearly ready to launch to Canadian producers.

Howard Bekkering then opened the resolution up for debate.

Jason LeBlond asked if the Agency had looked at the cost implication of administrating SR&ED. Melinda German replied that this was a very important aspect, the Agency looked at different models and this option comes with the lowest administration costs. She added that it will be phased in and that the first two years will see higher costs with support from KMPG that will then drop off as the program becomes established, staff time is not significant. Andrea Brocklebank agreed, noting that it is not a high cost as the information and data is already there it is just how it is presented, the report to committee will be very useful and a learning curve, they will also reach out to other commodities that have a SR&ED program.

Howard Bekkering confirmed that the discussion had concluded and invited delegates to cast their votes.

RESOLUTION: to formally establish the SR&ED Committee. Carried at 2:41 ADT.

13. Service Provider Reports

Beef Cattle Research Council (BCRC)

Trevor Welch introduced Andrea Brocklebank, explaining that BCRC receives check off funds to be invested in research and development priorities for the Canadian beef cattle industry.

Andrea Brocklebank started by talking about knowledge mobilization something that was started 15 years ago on a small scale and has grown from a simple website to social media, podcasts, topic pages, webinars, newsletters, and producer tools such as CowBytes. BCRC is using search engine optimization and social media advertising campaigns. She then summarized a few of the projects BCRC are currently working on. The water quality and management collaborative project provides an online calculator, infographics and case studies. The genetic literacy for commercial beef producers collaboration is a mutual source of information that is not breed specific. The BCRC and Animal Health Canada collaboration on bio security initiative provides travel guidelines for producers, and methods of how to mitigate disease, FMD in particular. Although the focus is on online there are print resources too that are provided to veterinarians, provincial organizations etc. to ensure these resources get into the hands of those who may not be on social media.

Andrea Brocklebank continued by announcing that there was a new BCRC research chair the Beef Cattle Economic Sustainability at the University of Manitoba, it is a 10 year position and costing \$1.5 million. She added that this is a collaboration with Manitoba Beef Producers, the beef and forage initiatives program, Manitoba Agriculture and the University of Manitoba.

The five year research and knowledge mobilization strategy renewal is coming up and BCRC will start with a survey on research priorities and issues. Research into bovine respiratory disease (BRD) will take a deeper dive, BCRC will invest in a strategy and what to focus on to move forwards, they aim to complete this by the end of the year.

Andrea Brocklebank concluded with a note on public trust and research, PSE monitors the issues and they contact BCRC for researcher influence through mentorship, consolidating facts, identifying strategies, and managing things proactively through investment in science. For PSE, BCRC has the research on something they are addressing.

Public & Stakeholder Engagement (PSE)

Next Trevor Welch welcomed Amie Peck, Manager of the PSE program.

Amie Pack provided an update on the Public and Stakeholder Engagement (PSE) program, created out of the National Beef Strategy and jointly delivered by Canadian Cattle Association (CCA) and Canada Beef (CB). She confirmed that PSE now has its own council, with 5 seats elected at the CCA AGM in March.

Amie Peck talked about plant based climate initiatives to encourage plant based eating and reduce animal based foods, including the Coolfood Pledge to decrease GHG emissions from municipal food procurement, for example by the City of Toronto. PSE has created resources for provincial organizations including an outreach letter and infographic showing that Canadian beef emissions are much lower than the world average. PSE representatives and Beef Farmers of Ontario met with the City of Toronto to discuss specific Canadian data that shows emissions

from beef cattle are way less.

Next Amie Peck explained the National Beef Sustainability Assessment campaign, run in conjunction with CCA, Canada Beef and CRSB. The focus is on wildlife habitat, carbon storage, and a reduction in emission intensity. There are educational initiatives, and the target is under 19 year olds, in particular the Guardians of the Grasslands game is aimed at grades 7 to 9; this is a SCAP funded initiative. New this year are educational partners such as libraries, science centers, public parks, and nature centers, PSE has a resource package that includes tablets and signage and have added 21 education partners across Canada with an additional reach of 530,000 Canadians.

Canada Beef

Lastly Trevor Welch introduced Eric Bienvenue from Canada Beef. Eric Bienvenue stated that Canada Beef's aim was connectivity and visibility, the business plan this year was less creation more promotion with ethnic recipes, industry collaboration, presence in all provinces, information on different options for beef and value cuts. Trade disruption was also part of the strategic plan to lessen the impact of US tariffs. PSE has focused on nutrition and sustainability through 12 issues of Canada Beef Performs. Stakeholder engagement has been key with representation at all provincial cattle association meetings. Social media has also remained a focus and area of growth.

Next Eric Bienvenue provided an update on international operations. The Philippines, Taiwan and Hong Kong saw retail-food service promotions, Canada Beef also attended trade shows in the Philippines and Taiwan. Vietnam saw social media reach growing. In Indonesia there was a Team Canada demand building event; in Japan and Korea there were road shows attended by Russ Mallard and Chad Ross with the aim of getting to the grassroots people to tell the story. In Mexico the focus has been the retail-food service, plus international brand ambassadors and a demand building contest. Columbia saw high demand with another roadshow and is now a top 8 export market. Canada Beef attended Sial Paris, one of the biggest world food shows, and Gulfood, a market where Canada Beef anticipates more growth, especially in Dubai and Qatar.

Eric Bienvenue referenced the Pick the Beef with the Leaf campaign, and the development of nutrition educational resources. The Canadian Beef Centre of Excellence saw Canadian beef producer industry and government engagements, domestic export missions and multiple workshops.

Craig McLaughlin asked which plant in Canada was now sending to Indonesia to which Eric Bienvenue responded that Saint Helens was, and two other plants were in the process of applying. Sheila Hillmer asked about plans for developing more domestic trade demand and issues with provincial trade barriers. Eric Bienvenue replied that consumption has dropped, for trade issues the lobbying side is more CCA and CMC. He added that Canada Beef has resources on the educational aspect, supply is tight for Canadian beef so there has been more emphasis on generic promotion, so people still eat beef rather than switch to other proteins. Russ Mallard noted that Canadian beef is under pressure from Mexico, Australia etc. but consumers will come back to Canadian when prices drop, the focus is on beef consumption regardless of origin, but it is possible that Canadian beef will permanently be more expensive. Sheila Hilmer commented that with tariffs Canadian consumers are more aware and want to consumer Canadian product. Eric Bienvenue noted that exports to the US are down, national spirit is buy Canadian but when supply is tight it is not the best return to focus on Canadian beef only.

Mary Paziuk stressed the importance of keeping beef in front of people, import levy funding is promoting and increasing generic consumption, but she cautioned the Canada Beef should not reduce promotion of Canadian product with a nod to the promotion Pick the Beef with the Leaf. Russ Mallard confirmed the obligation to spend import levy on generic promotion and that this has increased as import levy revenues have increased; he identified Pick the Beef with the Leaf campaign as a well-rounded campaign. Eric Bienvenue confirmed there will be another TV commercial later in the year; he also noted that there has been less revenue from check-off so less funds to invest in branded promotions.

Nick Green asked which export market has been the most lucrative in dollars and volume. Eric Bienvenue confirmed, excluding the US, that Korea has been by the kilogram. Jeff Cline added by the dollar the US, then Japan, followed by Mexico and Korea.

14. Special Presentations

Chad Ross introduced the retiring directors and welcomed them on stage. Mary Paziuk and Mike Guest were presented with a thank you gift. Trevor Welch thanked them for their service to the Canadian beef industry through the Agency. He acknowledged Mary Paziuk as a producer representative from Manitoba Beef Producers who had been a Finance Committee member since her nomination in 2019. Mike Guest joined the marketing committee as a member at large in 2018 and was part of the very first election of members at large; he brought a vast marketing experience as a producer and beef processor.

15. Discussion and Delegate Questions

Trevor Welch asked if any of the delegates had questions or comments for the board or staff; there were none. He concluded with a reminder to complete the AGM feedback survey.

16. Adjournment

MOTION: Adjourn the meeting at 3:51pm ADT. (Sheila Hillmer)

Finance Committee Report

CHAIR: SYLVAIN BOURQUE

Committee Members: Tyler Fewings, Russ Mallard, Nick Green, Sheila Hillmer, Adeleen Bolduc



“

This has been a significant year for the Agency's finances with large projects to monitor, namely the check off mechanism update, and an increase in import levy communications and outreach.

”

I am now in my second year as Chair of the Finance Committee and feel proud of the work we have accomplished together. The Finance Committee held six formal meetings this year, and continues to receive and review monthly budget updates from staff for transparency and oversight. A core responsibility of the Committee is working with our auditors at MNP to ensure the Agency is operating responsibly and transparently. This involves meeting with the audit team both before and after the audit to review processes, outcomes, and the draft financials. I'm pleased to report that this year's audit was clean, with no adjustments required. A big thank you goes out to Emily Taylor and the staff for the excellent work on audit preparation.

This has been a significant year for the Agency's finances with large projects to monitor, namely the check off mechanism update, and an increase in import levy communications and outreach. We have continued to work through the stages of implementing a Scientific Research and Experimental Development (SR&ED) tax credit program for beef producers. The Agency is working with BCRC and external consultants KPMG, and recently the eligibility of BCRC projects and researchers has been assessed and came to 90%, as expected. Each province will have a different number based on its allocations to research, but the plan is to synchronize communications, with a one stop location to find forms and information to take to their accountants.

The Committee planned for a deficit budget in 2025/2026 but higher than anticipated revenues from import levies, additional revenue from the Pork Promotion-Research Agency, and being underspent on the check off mechanism projected meant that the Agency did not need to draw on reserves. The amount of interest earned increased slightly as the Agency saw the first of its GIC investments mature, the funds were reinvested in the same one year cashable GIC.

A significant change this year saw Ontario and Newfoundland increase their national check-off to \$2.50. This means all provinces are now

collecting at the same rate. Newfoundland is still in the process of establishing their provincial association, something for which the Agency is providing support.

The Committee also discussed the Agency's reserve funds. The level of funds held is reviewed by staff every two years to ensure it reflects the right amount for the funds' purposes. The main reserve fund was determined to be sufficient; calculations for the smaller crisis and business continuation fund suggested that it needs to increase slightly from the prior calculation but interest from a GIC that matures in September will cover the extra funds needed.

Throughout the year, we continued to bring in additional revenue from external services we provide to the agriculture industry. These included our administration support for the Pork Promotion and Research Agency, and the inspection and audit program with the Agency contracted by several provinces and other commodities to conduct provincial inspections.

As a group the finance committee has continued to develop and grow knowledge, it has been a busy and interesting year, and one I am proud to have been a part of. I am grateful for my committee members for the diligence and oversight they bring to each meeting, and the support the Agency as a whole provides to the Canadian beef industry.



Governance Committee Report

CHAIR: CRAIG MCLAUGHLIN

Committee Members: Coral Manastersky, Bert Meyer, Chad Ross, Andrea Van Iterson

The Governance Committee had another busy and productive year, continuing to support the Agency's commitment to strong governance, clear process, and thoughtful planning for the future.



“

Good governance plays an important role in helping the Agency set direction, measure progress, and ensure that decisions are made with long-term value in mind.

”

A significant focus for the Committee this year was the continued review of Agency policies. This work helps ensure the Agency's policies remain current, practical, and aligned with the bylaws, regulations, and operating realities that guide the organization. While much of this work happens behind the scenes, it is important to the overall transparency and accountability of the Agency. Clear policies support consistent decision-making and help Agency Members, committees, and staff understand their roles and responsibilities.

The Committee also reviewed the structure and delivery of the Annual General Meeting. This included discussion around meeting format, delegate materials, election processes, resolutions, and overall AGM procedures. The AGM is a key point of accountability between the Agency and its stakeholders, and the Committee's role is to help ensure the meeting remains accessible, orderly, and effective for delegates, Agency Members, and observers. This work also included reviewing feedback and considering how future AGMs can continue to meet the needs of stakeholders across the country.

Succession planning also remained a key area of discussion. While nominations to the Agency are managed through the appropriate provincial and stakeholder organizations, the Committee continues to consider how the Agency can support strong leadership development and effective transitions around the table. With four retirements in 2026, the Agency began working with our partners early to secure nominations to represent those organizations. Maintaining a strong, engaged, and knowledgeable group of Agency Members is essential to the long-term success of the organization, and we support our stakeholder groups in finding great leaders for the Agency table.

As the Agency continues to evolve, governance remains an important foundation for the work we do. The Committee's focus this year was on ensuring that the Agency's policies, processes, and planning tools are clear, useful, and aligned with the expectations of producers and stakeholders.

Supporting the strategic planning process will prove to be another important part of the Committee's work in the coming year. Good governance plays an important role in helping the Agency set direction, measure progress, and ensure that decisions are made with long-term value in mind. The Committee continues to support discussions around the Agency's future priorities and the governance structure needed to deliver on them. This work helps ensure that the Agency remains focused, accountable, and responsive to the evolving needs of Canadian beef producers and the broader industry.

I want to thank the members of the Governance Committee for their thoughtful discussion, steady engagement, and commitment to doing this work well. Good governance is not always the most visible part of an organization, but it is one of the most important, and this Committee remains committed to ensuring the Agency is well-positioned to serve Canadian beef producers with transparency, accountability, and confidence.



Marketing Committee Report

CHAIR: JEFF CLINE

Committee Members: Michelle Ball, Chad Ross, Andre Forget, Russ Mallard, Leslie Gold, Coral Manastersky, Denis Burelle, Jennifer Haley, Mark Hoimyr, Cam Daniels, Jim Clark, Clay Holmes



“The Marketing Committee and Canada Beef will continue to ensure markets and products are prioritized in the strategic planning process. This ensures industry alignment and thus assurances that producer investment is being maximized.”

Fiscal 2025-2026 proved to be an active period for the Market Development and Promotion Committee (Marketing Committee) as Canada Beef adjusted its operations and market diversification and development strategies to remain responsive during fluid and complex market conditions.

As Chair of the Marketing Committee, I appreciated the ability to hear first-hand perspectives from all segments of the beef and veal value chain represented by committee members. Hats-off to the collective expertise of Marketing Committee members which once again proved invaluable in our task of providing operational oversight to Canada Beef.

Canada Beef managed course corrections and embraced bold approaches and alignments to strengthen demand and maintain consumer loyalty during a dynamic fiscal period. Prudent management of resources continued alongside efforts to reduce operating costs, with a refined focus on value and return on investment for beef producer's dollars.

I am pleased to report that Bienvenue and the Canada Beef team successfully executed against a planned deficit spending plan, to work down the accumulated surplus from the previous few years which resulted from reduced marketing activities during the COVID-19 period. Canada Beef ended fiscal 2025-2026 with an appropriate net asset position that includes dollars set aside for contingencies. Canada Beef finished fiscal 2025-2026 with a clean audit.

My duties as Chair of the Marketing Committee, the lone operational committee of the Canadian Beef Cattle Research, Market Development and Promotion Agency (Agency), included participation in performance monitoring, quarterly progress reviews, and contributing to the year-end reporting process. This included co-leading the final assessment of strategic outcomes and ensuring transparency and accountability in the presentation of results to industry stakeholders and funding partners.

In terms of housekeeping, at the Agency's Annual General Meeting (AGM) in August 2025, I was returned as Marketing Committee Chair along with fellow appointees, Denis Burelle (Vice-Chair) and Russ Mallard (Finance Chair). Burelle replaced Chad Ross, who remained a member

of the committee. Saskatchewan beef producer Mark Hoimyr joined as a new member at large. Hoimyr replaced Mike Guest, whose tenure on the committee started in 2019. Hoimyr's experience as a beef producer who raises and markets grassfed beef ensures the farmgate perspective continues to be well represented on the committee.

Canada Beef's funding agreement with Agriculture and Agri-Food Canada AgriMarketing, under the Sustainable Canadian Agricultural Partnership (Sustainable CAP), provided \$5.9 million over three-years (2023-2026) 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.

The Sustainable CAP contribution funded the development and deployment of global resources and activities to support market development programs for Canadian beef in international markets. Canada Beef undertook and funded 231 distinct generic marketing projects targeting 15 different countries during 2025-2026 including Japan, South Korea, Taiwan, Hong Kong, Philippines, Vietnam, Indonesia, Mexico, Colombia, Peru, Chile, United Arab Emirates (UAE), Saudi Arabia, Germany, and Spain.

Canada Beef secured contractual staff representation for Philippines and Indonesia, and in Dubai. Eighteen of a total 40 inbound missions, stakeholder engagements, and culinary activations supported by the Canadian Beef Centre of Excellence this year were Canadian beef buyer missions.

Canadian beef exports achieved a record-high \$5.3 billion in 2025, an increase of 8% and the second time in three years that export values topped \$5 billion. Beef exports were valued at \$10.92/kg, up 9.6% from 2024. Volume was down 2% to 486,600 tonnes.

Here at home, Canada Beef's Provincial Marketing Alliance program partnered with four provincial cattle organizations to support grassroots consumer marketing through major events including the Pacific National Exhibition, Farm Fair International, Calgary Stampede, and Canadian Western Agribition.

Beef demand remained resilient in 2025, with Statistics Canada food consumption data reporting increases across the board. The retail beef demand index — a measure of consumers' willingness to pay for beef — achieved its strongest level since 1982.

The Marketing Committee and Canada Beef will continue to ensure markets and products are prioritized in the strategic planning process. This ensures industry alignment and thus assurances that producer investment is being maximized.





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ENGLISH

FRANÇAIS

2025-26 ANNUAL REPORT



2025-26 ANNUAL REPORT AT A GLANCE



Scan to view the full report



"The check-off is more than just dollars collected at point of sale. It's producers and importers investing together in the future of this industry."

Trevor Welch, Chair



"Looking back, the year was defined by practical progress. It was a year of implementation, follow-through and careful coordination."

Melinda German, General Manager

NATIONAL CHECK-OFF ALLOCATIONS

52%

Marketing

27%

Research

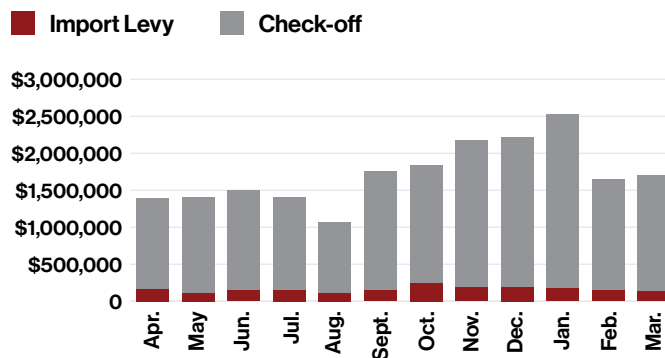
15%

Provincial Investment

5%

Public & Stakeholder Engagement (PSE)

MONTHLY CHECK-OFF & IMPORT LEVY



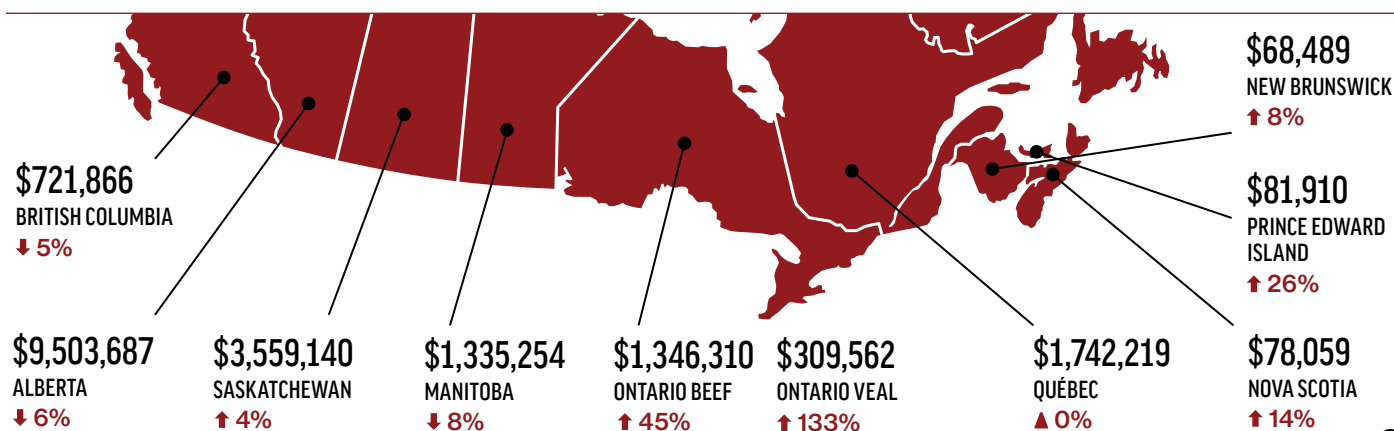
CHECK-OFF & IMPORT LEVY

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.

\$18,746,495 TOTAL CHECK-OFF

\$1,896,488 IMPORTS

\$20,642,983 TOTAL REVENUE



RETIREMENTS

On behalf of the Agency Board and Marketing Committee, thank you to both of our retiring members for your continued support of the Canadian beef industry.

We will miss your passion for the industry and your dedication for doing what is right for Canadian beef.



**CHAD
ROSS**



**CRAIG
MCLAUGHLIN**



**CORAL
MANASTERSKY**



**RUSS
MALLARD**



AGENCY STAFF

Get to know the Canadian Beef Check-Off Agency staff.



**MELINDA GERMAN
GENERAL MANAGER**



**TAYLA LINDSEY
MANAGER
PARTNER
ENGAGEMENT**



**BRAD MCCALLUM
MANAGER
COMPLIANCE &
EDUCATION**



**EMILY TAYLOR
BOOKKEEPER &
OFFICE MANAGER**



**JULIE SHARP
COORDINATOR
PARTNER
ENGAGEMENT**

FAST FACTS ABOUT CANADIAN BEEF CHECK-OFF

A quick snapshot for AGM delegates

1

Collected across Canada

Check-off is collected on cattle marketings across Canada and helps fund national and provincial industry priorities.

2

National portion

The national portion of check-off is \$2.50 per head in all provinces.

3

Provincial portions vary

Provincial portions differ by region and support local priorities and programming.

4

Three key investment areas

National check-off investments support marketing, research, and public and stakeholder engagement.

5

Marketing

Canada Beef delivers domestic and international marketing and promotion programs for Canadian beef and veal.

6

Research

The Beef Cattle Research Council leads research investment and knowledge transfer that support producers and the beef value chain.

7

Public trust

Public and stakeholder engagement work helps build trust, strengthen awareness, and share the story of Canadian beef.

8

Import levy

Import levy supports generic beef marketing and helps ensure imported beef contributes to market development efforts.

“

Producer dollars support a coordinated national effort to strengthen demand, build trust, and advance the Canadian beef industry.

”



ALIGNING THE NUMBERS

Provinces Align on National Check-Off and Import Levy Increasing to \$2.50

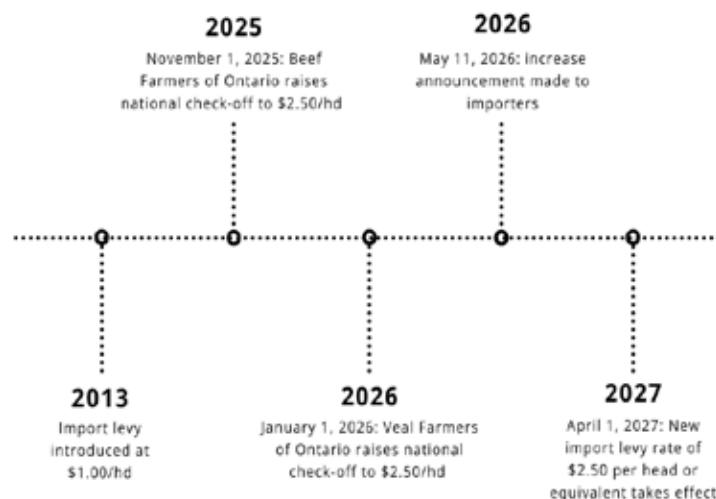
Across Canada, the national beef check-off paid by producers has now reached \$2.50 per head in every province, following an increase this year in Ontario. With that milestone in place, the Canadian Beef Check-Off Agency is moving forward with a companion change: increasing the beef import levy from \$1.00 to \$2.50 per head or equivalent, effective April 1, 2027. It is the first change to the import levy since it was introduced in 2013.

The two levies work side by side. Producers' national check-off dollars fund the full range of programs: research, market development, and public and stakeholder engagement. The import levy is narrower. It can only fund generic, unbranded domestic marketing, such as ThinkBeef.ca, that builds consumer confidence and demand for beef as a category, regardless of where the product originated.

WHY ALIGNMENT MATTERS

Bringing the national check-off and import levy into line is a matter of fairness. Imported beef fully participates in the Canadian marketplace and benefits from the same demand-building work that Canadian producers already fund through their check-off. Aligning the import levy with the national rate ensures all beef sold in Canada, domestic or imported, contributes equally to sustaining that market. Independent evaluation has found this unbranded marketing investment delivers a 6.42:1 return, underscoring the value of keeping it funded at a level that matches today's marketing and outreach costs.

For the sector, it closes a gap that has widened since 2013, restoring the principle that everyone who benefits from a strong beef market helps pay to build it.



Producer Nominees (5 seats)



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.



DARREN IPPOLITO, BEEF PRODUCER

SASKATCHEWAN CATTLEMEN'S ASSOCIATION

Darren along side his partner Kylie, their three children and his parents, run a large cow/calf, grasser and backgrounding operation near Kisbey, Saskatchewan. Darren has been a strong advocate for check-off levies, making and defending motions of check-off at both the zone and provincial levels. Darren currently sits on the Canadian Angus Association Board of Directors as the Finance Chair, the Saskatchewan VBP+ Board, is Chairman of the Tecumseh Community Pasture Association, Past Vice-Chair of the Cornerstone Agri-Environmental Group Plan as well as RM Councillor for eight years and Minor Hockey President for five years.



JIM WHITLEY, BEEF PRODUCER

BEEF FARMERS OF ONTARIO

Jim Whitley and his family operate a commercial Charolais cow-calf herd in Simcoe County, Ontario, certified under the Verified Beef Production Plus (VBP+) program. With more than 50 years in beef production, Jim is committed to advancing best management practices and promoting Canadian beef. As a VBP+ auditor, he has supported producers across Ontario and the Maritimes in areas including animal care, food safety, biosecurity, and environmental stewardship. Before retiring, Jim spent 30 years with Honda Canada Manufacturing, including 10 years as Purchasing Quality Manager. His background in governance, planning, financial management, and continuous improvement supports his leadership in the beef industry. Jim is an active volunteer and industry advocate, serving on several Beef Farmers of Ontario committees.



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 Counsellor 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.

Industry Nominees (2 CMC seats)



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.



BRUCE ANDREWS, CANADIAN MEAT COUNCIL

ATLANTIC BEEF PRODUCTS

Bruce Andrews grew up on a mixed livestock and crop farm in Hunter River, P.E.I., which he now owns with his brother. Together, they cash crop 120 acres of soybeans, barley and hay. Bruce holds a B.Sc. in Agriculture from Dalhousie University's Agricultural Campus and an EMBA from the Richard Ivey Business School at Western University. Over the past 32 years, Bruce has held leadership roles across the agriculture and beef sectors. He spent 10 years with Shur-Gain in sales, nutrition and management, followed by nine years with Cavendish Agri Services, including three years as General Manager. Bruce has also held two tenures with Atlantic Beef Products in Albany, P.E.I., first during its start-up phase and now for more than 10 years. In March 2026, he became President of Atlantic Beef Products after serving as Vice President of Operations and Beef Procurement. Bruce has served for more than five years on the Canadian Meat Council's Beef and Veal Committee and the Canadian Beef Grading Agency Board. He has also volunteered in his community, including coaching minor hockey and serving as President of his local minor hockey association.



ANDRÉ 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.

I.E. Canada Nominees (1 seat), Retail Foodservice (1 Temp Sub)



KAREN HEATON, I.E. CANADA

DIRECTOR, CUSTOMS & INTERNATIONAL TRADE, ARITZIA LP

Karen Heaton is a senior supply chain executive with more than 20 years of experience in global trade compliance, customs operations, transportation strategy and regulatory risk management. She currently serves as Director, Customs & International Trade with Aritzia LP / United States of Aritzia, overseeing trade compliance across North America, Asia and Europe, customs audit responses, tariff mitigation and duty savings programs. Known for bringing clarity to complex cross-border operations, Karen has led import/export frameworks, transportation strategies and compliance initiatives for multinational organizations. Prior to Aritzia, she held senior trade, logistics and consulting roles with Deciem, Ferrero Canada and Deloitte. She is a trusted advisor to executive leadership on supply chain strategy, operational improvement and key business initiatives.



TIM PRITCHARD, TEMPORARY SUBSTITUTE

RETAIL/FOODSERVICE

DIRECTOR OF MERCHANDISING, BUCKHEAD MEAT (A SYSCO COMPANY)

Tim Pritchard is Director of Merchandising with Buckhead SSMG Canada and has more than 20 years of experience in the meat industry. His background includes leadership roles in production, procurement and supply chain planning with Cargill Meat Solutions. Throughout his career, Tim has managed supplier relationships, raw material sourcing, inventory and production planning while maintaining a strong focus on customer service and operational efficiency. His broad experience provides him with a practical understanding of the meat supply chain from production through merchandising.

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 was also a past 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.

Returning Agency Members & Marketing Committee



Andrea Van Iterson, BC



Sheila Hillmer, AB



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