

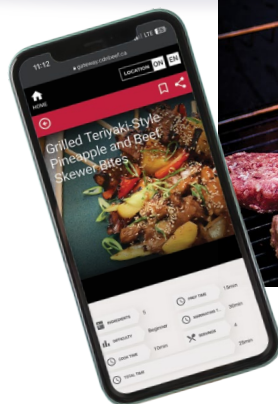


INVESTMENT PLAN

2025–2026



Presence, Awareness
and Influence Boosting
Opportunities for Canada's
Beef and Veal Industry.



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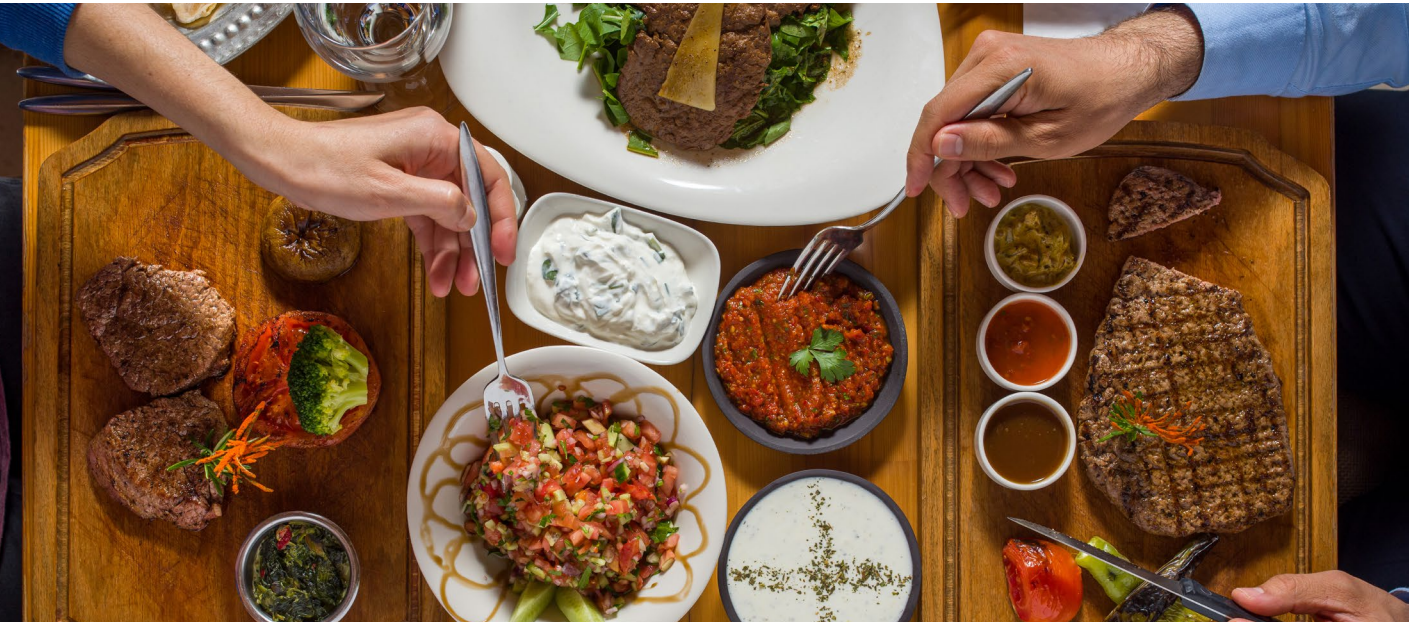
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[PRESENCE, AWARENESS AND INFLUENCE]

Boosting Opportunities for Canada's Beef and Veal Industry

The 2025-2026 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.

Canada Beef will invest in innovative marketing solutions and collaborative approaches that broaden the reach of our messaging to maintain market share for Canadian beef nationally and internationally. Plan tactics are designed to position Canadian beef as the protein of choice, appreciated worldwide, to maximize the return on investment for producers, partners, and customers.

The demand outlook for fiscal 2025-2026 presents challenges and opportunities in terms of shifts in consumer buying behaviours as retail price ratios continue to widen.



To manage sticker shock that may influence consumers and encourage substitution, Canada Beef will utilize tactics to elevate customer experience and connection with Canadian beef and partner with industry to grow mindshare in areas of mutual interest.

The Canadian Beef Marketing Alliance Program is a new, collaborative marketing initiative to support projects that expand the reach of messaging for Canadian consumers to grow mindshare in priority areas, such as underutilized beef cuts. This innovative cost-shared initiative (50-50 projects) is open to industry partners that meet the program requirements for collaboration on projects with Canada Beef to promote Canadian beef.



Appealing to Canada's changing demographics is another focus area, with millennials now outnumbering baby boomers and immigration driving the majority of population growth. Tactics that focus on sustainable beef production to build public trust will help to influence and promote awareness of Canadian beef in shifting market segments. Domestic initiatives to promote the value of beef as a protein and nutrition powerhouse for all ages and stages of life, and strategies to showcase the versatility of beef value cuts and beef products to satisfy a range of preferences, tastes and household budgets, will cultivate brand awareness among demographics such as women, infants, seniors and immigrant and new Canadian communities.

Positioning the Canadian Beef Advantage (CBA) as a representation of the positive attributes that differentiate Canadian beef, while highlighting specific attributes valued by consumers and customers at home and abroad, will instill a sense of pride and build an emotional connection to Canadian beef.

Tailored approaches that resonate with customer values are key to elevating the position of Canadian beef internationally.



Showcasing the successful utilization of Canadian beef in regional dishes and local cuisines in international markets demonstrates the versatility of our product and creates opportunity for a brand affinity capable of transcending borders through formal promotional initiatives as well as informal reach through travel and family recipe sharing.

Creating contemporary approaches that transform underutilized beef cuts into tasty and affordable menu options for foodservice application will also serve to build awareness among meat professionals and butchery and culinary trades about the CBA and techniques to increase user knowledge, demand and loyalty for Canadian beef. New culinary resources for consumers and commercial users will be created through the Canadian Beef Centre of Excellence's test kitchen.

Canada Beef will optimize a multi-channel presence for point of sale through, in part, innovative initiatives that allow Canadian beef brand messages to interface more directly with consumers.

Examples include augmented reality (AR) applications at the retail meat counter to help consumers learn more about beef products prior to purchase, artificial intelligence (AI) supported knowledge applications for trade and consumers such as virtual assistant (a generative chatbot) and new automated reporting on beef pricing in flyers. These awareness building efforts will also boost public engagement with important consumer initiatives like the Canadian Beef Information Gateway.



Digital initiatives will establish Canada Beef as a video destination channel for culinary excellence, butchery skills, nutrition, and educational resources to enhance our reach. New approaches in social media will enhance consumer and stakeholder engagement, and additional strategies will expand the reach of our messaging. Canada Beef will work with provincial beef organizations to strategize collaborative and cost-shared consumer marketing opportunities at a regional level through the Provincial Marketing Alliance program.

Internationally, Canada Beef will support its partners in maintaining, expanding, and developing markets.



This will involve a heightened emphasis on marketing materials, consumer marketing, digital marketing, demand building and distributor education and a refined focus on participation in select, high-traffic trade shows known to produce tangible business leads.

Efforts to communicate the CBA, increase Canadian beef brand awareness and promote premium quality grades will also support new sales growth in target markets like the Gulf region of the Middle East and help us build a larger presence in Southeast Asia.

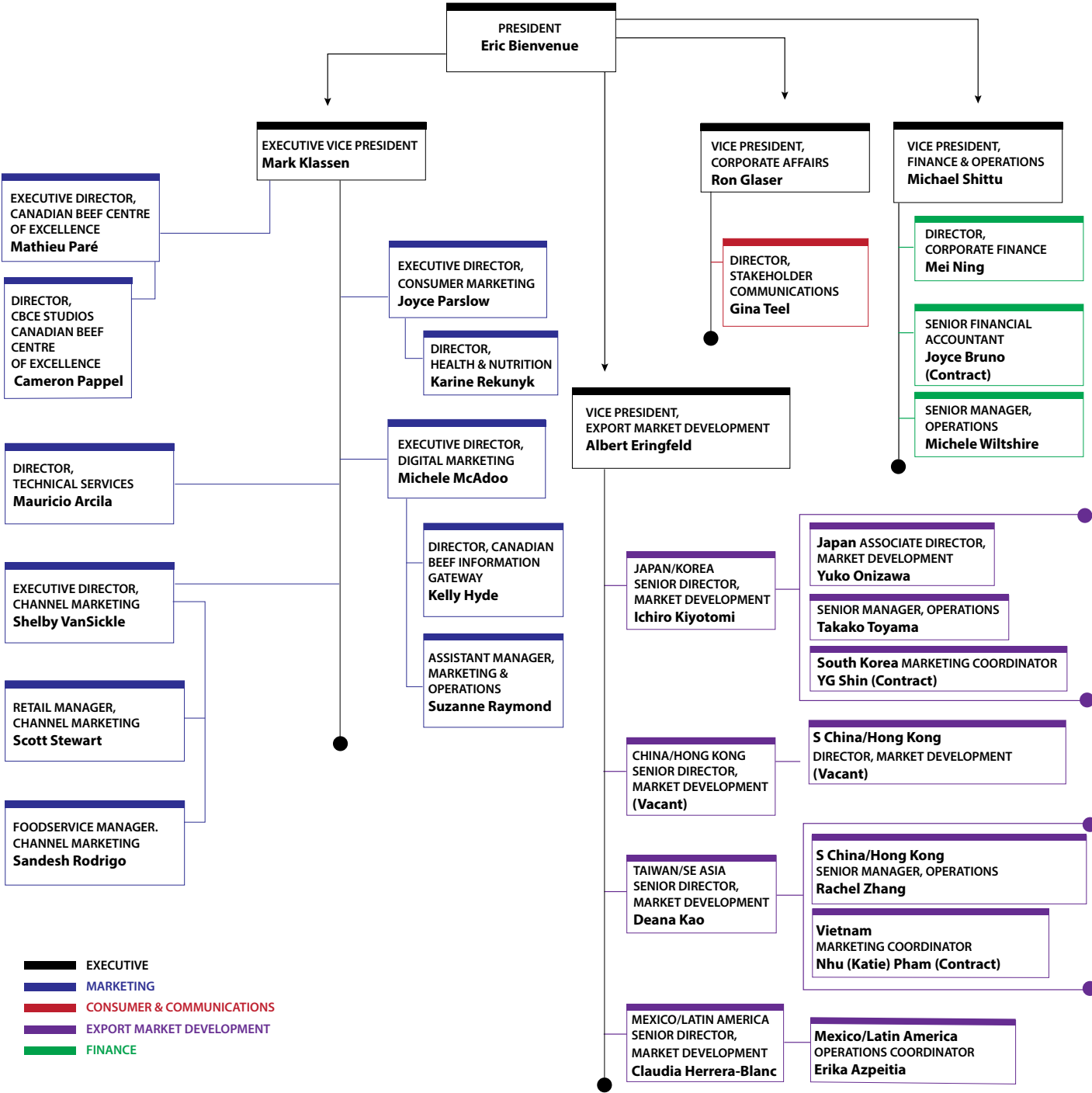
Canada Beef Export Market Development (EMD) programs will provide cost-shared funding support for eligible Canadian Beef and Veal representative company-initiated projects and activities in five broad based categories essential for achieving diversification through export market growth.

Market diversification activities are more important than ever given geopolitical uncertainties and headwinds such as tariff threats, Made in America, and the upcoming renewal of the Canada-U.S.-Mexico Agreement (CUSMA) in 2026.

With robust demand and tight supply forecast to continue, the strategies in the fiscal 2025-2026 investment plan will help Canada Beef deliver on its mission to create value for producers and the entire beef value chain through impactful and innovative marketing solutions to enhance demand, experience, and awareness.



CANADA BEEF
January 1, 2025



[MISSION]

To create value for producers and the entire beef value chain through impactful and innovative marketing solutions to enhance demand, experience, and awareness.

[VISION]

Position Canadian beef as the protein of choice, appreciated worldwide, to maximize the return on investment for producers, partners, and customers.

[VALUES]

Authentic, Accountable,
Collaborative, Knowledgeable,
Respectful.



Connect, Innovate and Inspire.

[ORGANIZATIONAL OVERVIEW]

Canada Beef is the market development and promotion services provider for the Canadian beef and veal industry in the domestic and export marketplace. Canada Beef works to enable and sustain end-user customer and consumer loyalty for Canadian beef and veal brands for stakeholder partners.

These initiatives increase awareness and demand for Canadian beef and veal and ensure maximum value for producer dollars. Canada Beef delivers its business strategy by leveraging Canadian beef and veal brands through consumer marketing and market development activities in Canada and key export markets around the world.



- Canada Beef is the marketing division of the Canadian Beef Cattle Research, Market Development and Promotion Agency and began operations July 1, 2011, through the consolidation of the Beef Information Centre (formerly responsible for domestic beef market development including the U.S.) and the Canada Beef Export Federation (formerly responsible for international beef market development).
- Canada Beef is primarily funded by producer check-off levy and can further leverage check-off and import levy investment through federal and provincial government industry development funds and private client investments to maximize the impact of promotion and market development initiatives.
- Canada Beef is well-positioned to deliver effective market development programs in Canada and key export markets through a head office in Calgary and field offices in Mississauga, Mexico, Japan, Taiwan, China and representation in South Korea and Vietnam. Canada Beef employs 29 professional marketing and administration specialists who bring a broad range of skills and trade experience to the world table.

The team includes a cross section of specialists, including international and domestic marketing, communications, retail merchandising, product development, home economists, a red-seal certified chef and a chef/multi-media resource development specialist, butchers and a registered dietitian. Approximately one-third of the Canada Beef team consists of foreign nationals strategically based in key export markets to serve industry needs.

Program planning, implementation, evaluation, measurement, and performance reporting is delivered by directors and managers in each market with the oversight and support from executive leadership and accounting staff in Canada.

The Canada Beef division is overseen by the Agency's Market Development and Promotion Committee comprised of representatives from provincial cattle producer associations and key trade sectors important to the Canadian beef industry.



- Representation from provincial cattle producer associations provides direct engagement and participation from grass roots organizations representing stakeholder partners remitting check-off funds.

This helps ensure understanding and buy-in support from stakeholders.



- The value chain is represented through trade industry representatives to ensure Canada Beef is well-connected and relevant to partners that own and sell Canadian beef and veal.

The active participation from all areas of the value chain at the highest level of the organization strengthens the value proposition that Canada Beef brings to the table and provides measurable return on investment back to the industry.



- Canada Beef's strategic priorities align with the National Beef Strategy developed by a broad industry coalition including all major national and provincial beef industry associations.

This investment strategy also aligns with the Federal Government's AgriMarketing Program, supporting national agricultural sectors to increase and diversify exports to international markets and seize domestic market opportunities.

For more information about Canada Beef's programs and initiatives to increase demand for Canadian beef while ensuring the maximum value for producer dollars, please subscribe to Canada Beef Performs and follow Canada Beef on LinkedIn.

[MARKET ANALYSIS AND INVESTMENT STRATEGY]

THE OPERATING ENVIRONMENT

The Canadian beef industry operates in a variety of dynamic and changing marketing conditions offering challenges and opportunities.

CONSUMER TRENDS

1. Global Growth:

Global Gross Domestic Product (GDP) is closely correlated with global beef consumption. Global GDP growth is forecast at 3.2% in 2025, with the largest growth forecast in Sub-Saharan Africa (+4.2%), the Middle East and Central Asia (+3.9%), and Latin America and the Caribbean (+2.5%).

2. Global Consumption:

Global beef consumption is projected to be up 2% in 2024 to 59.9 mmt. In 2025, a 1% reduction in production will result in a corresponding 1% reduction in consumption.

3. Protein Consumption:

Total global beef and veal consumption is forecast to grow 11% (+7,961 kt cwe) over the next 10 years, with global pork consumption forecast to grow +8% (+9,328 kt cwe), and global poultry consumption forecast to grow +16% (+21,945 kt cwe).

4. Consumer Outlook:

The January to October 2024 data show consumer confidence is improving in Canada, Japan, the EU, Australia, New Zealand, the U.S., Mexico, and South Korea while declining in the U.K. and China.

5. Canadian Wages:

On average, in August 2024, 3.32 pounds of beef could be purchased for every hour worked, which is at the low end of the range. The long-term average is 3.76 pounds of beef purchased for every hour worked. Further wage inflation is expected, but may take time, pressuring consumer purchasing power.

COMPETITORS

1. Domestic:

Chicken and pork remain the two main competitors. Reduced beef supplies and stable pork and chicken supplies have increased the relative price ratios. Protecting market share is a priority as the beef cycle heads into tighter supplies in the coming years.

2. International Projections:

Global beef production is projected at 60.9 mmt in 2024, up 2% from last year. If realized, it will be record large. Poultry production is forecast to be down 1% in 2024, with pork production steady. Poultry and pork consumption are both projected to be down 1% in 2024. In 2025, poultry production and consumption are forecast to increase 2%, but disease (HPAI) and poor hatchability in the U.S. may slow growth driven by lower feed costs. Pork production and consumption are forecast to decline 1% in 2025.

3. Australia:

Beef production in 2025p is projected to be the second largest on record. The Australian herd rebuild is complete. Large exports are expected to continue into 2025.

4. U.S.:

Beef production was steady in 2024 but projected to decline 4% in 2025. Smaller production will reduce the amount of grain-fed beef available globally. In 2025, beef exports are expected to be down 12%.

MARKET ACCESS & TRADE

1. Major Markets:

The U.S., Japan, and Mexico remain Canada's top three beef trading partners by volume in 2024. These three countries account for 91% of Canadian beef exports.

2. Currency:

The Canadian dollar weakened around 1.5 cents between January and June 2024 to C\$0.73, before rebounding toward C\$0.739 in September. The Mexican Peso weakened against the Canadian dollar after their election in June. An interest rate hike in Japan in July spurred the Japanese Yen higher against the Canadian dollar.

3. Grains:

Feed grain prices continue to ease in 2024, but western Canada remains at a competitive disadvantage. Global grain exports remain resilient in the face of geopolitical uncertainty.

4. China:

Trade barriers to Canadian beef remain in place in China. Though attributed to the atypical BSE case found in 2022, a similar occurrence of atypical BSE found in a cow in Brazil only resulted in the halting of Brazilian beef into China for four months.

5. U.K.:

There appears to be little appetite on the U.K. side to resume talks with the Canadian beef delegation at least until after the election in the U.K., which will occur no later than January 28th, 2025.

SWOT ANALYSIS OF THE OPERATING ENVIRONMENT**STRENGTHS****Population Growth:**

On July 1, 2024 Canada's population was 41.3 million, up 2.4 million over the last two years. Domestic supplies need to be increased to support this additional demand.

Segmentation: Continue to target segments of the population that are willing and able to pay for AAA or Prime Canadian beef.

Eating Quality: The Canadian beef grading system continues to deliver high-quality, nutritious beef to the world's table. Prime and AAA grades support domestic and export consumer demand and provide higher cash returns throughout the distribution channels. The proportion of Canadian AAA and Prime grades (77.5% of all 'A' grades YTD 2024) is 3.5 percentage points higher than last year.

Industry Responsiveness:

The North American beef industry has responded to market signals. Heavier carcasses, which produce more beef for every animal harvested, has supported beef production of youthful animals for steaks and roasts.

Retail Demand: Canadian and U.S. beef demand is historically strong, with larger production and higher retail prices.

U.S. Demand: U.S. consumers appear to have a more inelastic demand than Canadian consumers, with strong resilience in the face of higher retail beef prices.

WEAKNESSES**Competing Meats:** Retail price ratios continue to widen.

At 2.43:1 in August, the beef-to-pork price ratio was the second widest on record behind only January 2024. The beef-to-chicken price ratio, at 2.57:1 in August, was the fourth widest on record, behind June 2020, July 2024, and June 2024.

China: The Chinese population peaked in 2022-23. Chinese GDP growth for 2024 is poised to miss the target of 5% growth. The second largest global economy has begun ramping up stimulus packages in an effort to re-invigorate their economy. Movement into the middle class will be the driver for beef demand in the next 10 years.

Weather: Improved moisture conditions are needed to support forage production and cow-calf expansion. The 2024 growing season was better, but how ambitious heifer retention is this fall is yet to be seen.

Labour Impacts: Strike action at packers, ports and railways disrupt commodity movement and damage countries reputation as a reliable supplier. Wage inflation across the supply chain continues to push up cost of production.

Canadian Workforce: The Canadian unemployment rate has been trending higher since the first half of 2023. A larger unemployed population will limit purchasing power.

OPPORTUNITIES**Protein Competitors:**

Historically high domestic beef demand in recent years has reminded consumers of a good beef experience.

Beef Trade Balance: Year over year, Canadian beef export volumes are projected to be up 2% in 2024, with values remaining steady at over C\$5 billion. Beef imports are projected to be 11% higher in 2024, with volumes up 21%. Larger imports are helping keep beef on the centre of the plate.

U.S. Consumption: Per capita beef consumption in the world's largest economy, is projected at 59.2 lbs/person in 2024, up 1.1 lbs/person (+1.9%) from 2023.

Global Marketplace: Global beef consumption is forecast to grow 1.11% annually between 2023 and 2033. Africa is forecast to increase 2.33% per year, with Asia at 1.61% per year. Consumption in Europe and Oceania is forecast to decline between 2023 and 2033.

Grading Advantage: Heavy carcass weights have contributed to more YG4/5 stateside, but Canada has had only moderate increases with more YG1.

THREATS

Competition: Trade patterns are shifting from the Northern hemisphere to the Southern hemisphere. In 2024, beef exports are projected to be up 20% from Australia, up 8% from Brazil, up 2.3% from Canada and down 2.7% from the U.S. In 2025, beef export volumes are projected to be up 2% from Australia, up 1% from Brazil, down 1% from Canada and down 12% from the U.S.

U.S. Politics: Tariffs of up to 25% on Canadian exports to the U.S. are being proposed by incoming President Trump. The CUSMA agreement which came into force on July 1, 2020, is up for renewal in 2026 and may be revised on an annual basis. vCOOL may also impact Canadian exports.

Market Access: The Chinese and U.K. markets remain elusive to Canadian beef. Brazil is expected to gain access to South Korea by the end of the year

U.S. Cattle Cycle: Drought conditions have intensified in U.S. winter grazing states over the last three months. This may slow any heifer retention that may have been taking place earlier in the year.

[GLOBAL MARKETING HIGHLIGHTS AND OUTLOOK]

The World Meat Price Index (2014-16=100) in September was the seventh highest on record going back to January 1990, at 119.6 points. From September 2023 to September 2024, the World Meat Price Index moved 5.5 points (4.8%) higher, with bovine meat up 9.5 points (8.1%), poultry meat up 8.2 points (7.5%), but pig meat down 2.2 points (-1.9%). Both the bovine and poultry meat indices were in the top decile of their respective proteins in September 2024, with pig meat in the top quintile.

Global beef production is projected to be record high in 2024, while pork and chicken production decline slightly. The story is much the same for global consumption: higher for beef and lower for both pork and chicken. In 2025, beef (-0.8%) and pork production are forecast to decline, while chicken production increases. Beef market share is anticipated to be under pressure in 2025.

- Canadian domestic beef production is projected to be 1-3% higher in 2024. Heavier fed carcass weights have offset the reduction in fed slaughter volumes. Rain events across the Prairies this past summer supported pasture conditions and feed production, resulting in reduced cow slaughter. Total beef production (domestic and live exports) in 2025 is forecast to be steady to lower, with domestic production steady to 2% lower. The portion of production exported has increased in 2024 with strong international demand.
- U.S. beef production for 2024 is projected to be steady at 27 billion pounds (12.25 mmt), supported by heavier carcass weights and heifer placements. But then decline 4% in 2025 to 25.9 billion pounds (11.75 mmt). The drop in 2025 could be muted as dry conditions in the west discourage heifer retention this fall.
- Australian beef production is projected to be up 15% in 2024 and another 2.3% in 2025. Supporting exports into both Asia and North America, where demand for lean trim is strong. The large increase in exports is expected to moderate in 2025.
- Brazil is poised to produce a record amount of beef in 2024 (+8%), with exports also projected to be the largest on record (+23%). Production and export volumes are both forecast to remain high in 2025, but with smaller year over year changes of -1% and +1% respectively.

In 2025, beef production is forecast to increase from

Argentina (+2.4%),

Australia (+2.3%),

Mexico (+2%),

Uruguay (+1.7%), and New Zealand (+1.3%).

Cara-beef from India is also projected to increase 1.5% in 2025.

Beef production is forecast to decline from

China (-0.3%),

Brazil (0.8%),

Russia (-1.1%),

EU (-1.5%),

U.K. (-1.6%),

Canada (-2.9%),

U.S. (-4%), and Paraguay (-5.1%).

Shifts in production are contributing to shifts in trade flows with more product coming from Australia and Brazil, and less from North America.

Beef imports in 2025 are projected to slow in most countries, but rebound by 2027 and 2031. The weak Chinese economy, foreign exchange fluctuations and inflation have reduced purchasing power and higher beef prices are all contributing factors. Beef imports are expected to see smaller year over year changes in 2025 compared to 2024.

United States (+18% 2024, +1% 2025),

Japan (+3.3%, -0.7%),

Mexico (+18%, -6%),

South Korea (-4.2%, +0.9%),

Southeast Asia (+5.8%, +1%), and China (+5.5%, +1.3%).

For additional market analysis scan qr code or visit link:



¹ FAO Meat Price Index. Food and Agricultural Organization of the United Nations. <https://www.fao.org/markets-and-trade/commodities/meat/fao-meat-price-index/en/>

[INVESTMENT STRATEGY]

Canada Beef promotional initiatives contain branded and so-called generic initiatives which are principally funded by Canadian beef producers and import levy, respectively.

These activities are managed through the portfolios outlined below along with the key considerations which have guided the resource allocation for the 2025-2026 investment plan. Priority initiatives for 2025-2026 focus on seniors and healthy aging, new Canadians and ethnicity, and maximizing Canada Beef's vast repository of consumer resources through robust promotion. More detailed information on individual tactics is provided later in the Work Plans section of this document. Total investment in marketing programs for 2025-2026 will be \$8.4 million versus \$9.9 million in the previous fiscal year which reflects the reduced availability of reserve funds accumulated during the pandemic. Spending on operations is largely unchanged at \$5.5 versus \$5.4 million in 2024-2025 despite inflation.

PORTFOLIO	INVESTMENT TREND
Global Marketing - Work Plan 1	\$634,100
In recent years, significant development of consumer and industry resources to communicate the Canadian Beef Advantage was supported using reserve funds. For 2025-2026 spending was reduced while maintaining market intelligence programs and instigating some new investment in emerging areas such as artificial intelligence.	Reduced by 48%
Combined Export Market Development Portfolios - Work Plan 2	\$3,176,000
For 2025-2026 investment in retail and foodservice promotions are consistent overall with the previous year however with increases in Japan and South Korea at the request of industry partners and reductions in Mexico and Hong Kong due to fewer requests from retailers in these markets. For trade shows, spending has decreased significantly across all markets especially in Japan and Mexico and at the request of industry partners. Spending on trade advertising is consistent in most markets and has been reduced in the Middle Eastern markets to focus on other initiatives as requested by our stakeholders working in these markets. Investment in marketing materials is up especially in Mexico due more merchandising resource development and in Southeast Asia due to greater opportunities to distribute materials in this region. Consumer marketing initiatives will see an increase in spending especially in South Korea and in Mexico due to an increase in the number and investment per initiative. Investment in digital marketing will increase in most markets due to our corporate strategy to increase engagement with consumers. Spending on demand building activities and distributor education initiatives will be up considerably in some markets especially in Southeast Asia due to new opportunities in select markets in the region and an increase in Mexico resulting from an increase in requests from distributors for more educational support from Canada Beef. Support for Government of Canada trade commissioner service initiatives will be stable in most markets vs. the previous year except for the Middle Eastern region where more requests are expected as enhanced market access in the region is achieved. Finally, investment in event marketing will increase overall especially due to requests for increased engagement and support with local government and industry stakeholders in Mexico.	No Change

PORTFOLIO	INVESTMENT TREND
Canadian Beef Centre of Excellence (CBCE) - Work Plan 3 Over the last several fiscals, CBCE created an extensive digital resource library tailored to meet the needs of Canadian Beef users and consumers. For 2025-2026, the CBCE will limit production of new materials and focus on the promotion of existing education and training tools to ensure they reach the vocational institutions, organizations, and learners who can benefit most. This expanded effort involves distributing resources and also offering comprehensive training, workshops, and support to facilitate their effective integration into partner operations.	\$365,000 Reduced by 27%
Channel Marketing - Work Plan 4 The 2025-2026 focus is on direct client engagement (retail, foodservice, distribution and packing) via on-site meetings and workshops. There will be reduced spend on trade shows which have proven to be less effective (by Canada Beef and other sector organizations) since the pandemic. Purchases of pricing information will cease due to cost and restricted use. Distribution and promotion of resources and training programs will be maintained along with ongoing implementation of Customer Relationship Management (CRM) software to support engagement. There will be continued investment in Partner Funding and Canadian Beef Brand Licensing programs, recognizing the collaborative approach that these initiatives encourage.	\$401,500 Reduced by 50%
Canadian Beef Marketing Alliance (CBMA) - Work Plan 5 The CBMA is a new portfolio for 2025-2026 which is dedicated to enhancing Canada Beef engagement with consumers by leveraging retailer and foodservice social media, websites, POS, and flyer/menu advertising. Canada Beef will develop resources related to shared priorities to be used by the industry partner in exchange for delivery of messaging on their platforms.	\$486,771 New Initiative
Generic - Consumer Marketing - Work Plan 6 The 2025-2026 Generic Consumer Marketing Business Plan is designed to deliver direct-to-consumer marketing efforts that focus on two main drivers that encourage and enable Canadian consumers to include beef in their meals: (1) an affirmation campaign that builds an affinity for beef and inspires/enables the inclusion of beef in meals, and (2) the extension and implementation of beef Nutrition, Health and Wellness messaging through practical, solution oriented consumer resource development and distribution. For the first driver, given the evolving Canadian demographic and the need to build next generation beef consumers, the focus for the campaign will target first generation Canadians, celebrating their culinary heritage with an emotional tribute to family beef traditions. For the second driver, Health and Wellness practical resources will target health-concerned audiences with distribution through strategic partner distribution routes, influencers and Canada Beef routes of outreach like the ThinkBeef.ca Order/Resource Centre.	\$535,406 Increased by 25%
Branded - Consumer Marketing and Gateway - Work Plan 7 For 2025-2026 the consumer marketing portfolio has been combined with the Canadian Beef Information Gateway consumer program. As the initial retail and restaurant Gateway architecture has been established, spending has now been reduced. Branded investment will focus on the 'next generation' beef users: young adults, young families, and new Canadians. A year-long multimedia targeted campaign with a 'buy Canadian theme' (Pick the beef with the leaf) is the major investment. Other investments would be aligned to do the same through partnerships with other organizations and Canada Beef outreach platforms. By combining crave-appeal with proof-points (the CBA), branded consumer marketing aims to inspire the purchase and enjoyment of Canadian beef.	\$1,267,000 Reduced by 43%

PORTFOLIO	INVESTMENT TREND
Digital Marketing - Work Plan 8	\$503,750
Digital Marketing's main objective is to manage and assess the delivery of cost-effective and impactful content for all Canada Beef digital platforms to support the communication of the Canadian Beef Advantage. The budget was maintained as current digital platforms are required to support all Canada Beef marketing programs. The budget dollars are invested equally across the five key tactics/digital platforms.	No Change
Health and Nutrition - Work Plan 9	\$584,207
The 2025-2026 plan is focused on delivering a "beef belongs" nutrition message to consumers through key health influencers and to monitor and prepare for emerging nutrition issues. To achieve the first objective, the plan is structured to reach a variety of relevant influencers, with a focus on physicians, well-known to be among the most trusted for consumers. The primary physician touchpoint – the Sample Cupboard program – reaches upwards of ½ million consumers yearly and is the plan's most robust investment. This program is a cost-effective way to reach a high number of health-concerned Canadian consumers who could benefit from including beef in their diet. To achieve the second objective, the Plan accounts for research, analysis and networking to enable prompt and credible responses as nutrition issues emerge and to help shape tactics, strategies and messaging. Outputs support Canada Beef's own work, as well as industry partners' efforts.	Increased by 10%
Public and Stakeholder Engagement (PSE) - Work Plan 10	\$209,594
The PSE workplan continues to be implemented as part of the overall PSE program co-delivered with the Canadian Cattle Association. Of the total PSE check-off investment, 25% is invested by Canada Beef under a joint plan. The 2025-2026 plan will continue delivering consumer public relations and social media campaigns featuring positive messaging from the updated National Beef Sustainability Assessment. Canada Beef will seek to further leverage this investment in partnership with allied industry organizations. A specific area of increased focus for 2025-2026 is in key influencer outreach. PSE will closely partner with other Canada Beef teams to deliver public relations and social media campaigns relevant to issues of concern delivered to key influencer audiences such as beef industry professionals, food writers, dietitians, and home economists. This complimentary investment is intended to support other Canada Beef teams dealing with reduced budgets.	Increased by 52%
Stakeholder Communication - Work Plan 11	\$275,000
Funding has been allocated to provide funding partners and stakeholders with enhanced performance reporting, additional commitment to travel and participation with partners, and further engagement and outreach on social media. Industry issues monitoring as it pertains to organizational preparedness will be maintained. Together, these tactics will deepen engagement with producers and industry stakeholders, heighten awareness of Canada Beef initiatives and outcomes and ensure organizational readiness.	No Change



[BUSINESS UNIT WORK PLANS 2025 - 2026]



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Global Marketing

WORK PLAN # 1 [2025 – 2026]

Team Lead and Budget Holder	Executive Vice President	
Total Budget:	\$619,100 NCO \$15,000 Levy \$634,100 Total	Source: Beef Check-Off, SCAP Leveraged, Beef Import Levy

Tactics	Budget	Deliverables	Key Performance Indicators
1. Global Market Intelligence Services Production of Canada Beef market intelligence resources for distribution to Canadian industry and government stakeholders. Includes purchase of statistical and market intelligence information and support services. Current recipients will be surveyed to determine ways in which market intelligence information could be enhanced including the use of video. Relevant provincial and federal government departments, companies and associations will be contacted to determine opportunities for enlarged circulation.	\$104,100 1. Market Intelligence Subscriptions: \$14,100. 2. Canfax: \$68,000. 3. Consulting services: \$12,000. 4. Technical and regulatory support: \$10,000.	Q1-Q4: 1. Monthly Global Market Intelligence Report. 2. Quarterly Domestic Market Intelligence Report. 3. Monthly Canada Beef Trade Report. 4. Weekly Trade Headline Emails. 6. Monthly Statistical Reporting. 7. Cdnbeefperforms.ca market intelligence updates. 8. Monthly Beef Watch.	1. Market Intelligence satisfaction score on Stakeholder Survey Target: 79% (+5 percentage points increase). 2. Delivery of market intelligence materials to senior government and industry personnel. Target: 550 (+10% increase).
2. Artificial Intelligence, Augmented Reality and Gateway Database Architecture Coding and design of software to support Gateway platforms for wholesale and consumers included augmented reality (AR) applications at the meat counter to help consumers learn more about beef products prior to purchase. Artificial Intelligence (AI) supported knowledge applications for trade and consumers including virtual assistant (generative chatbot) and new automated reporting on beef pricing in flyers.	\$300,000 1. Software Coding: \$260,000. 2. Design and contract support services as well as subscriptions and licenses: \$40,000.	Q1-Q4: 1. Wholesale Retail and Foodservice Gateway Platform Architecture. 2. Consumer Retail and Restaurant Gateway Platform Architecture including AR. 3. AI virtual assistant development for consumers. 4. AI supported marketing report for retailers.	1. Continuous and reliable operation for all Gateway Platforms. Target: 99.9% uptime. 2. Incorporation of AR to showcase beef product attributes at the meat case. Target: 2 new AR approaches. 3. Completion of virtual assistants. Target: 2 new chatbots (chef and butcher). 4. Development of AI supported report which analyses flyers. Target: Creation of an automated report for flyers from 20 retail banners.

Tactics	Budget	Deliverables	Key Performance Indicators
3. Membership in the International Meat Secretariat Canada Beef will participate in relevant areas of IMS activities including the Human Nutrition and Health Committee and the Marketing Committee. Includes travel expenses for staff attending meetings.	\$10,000 (shared tactic with CCA).	Q1-Q4: IMS Meeting Participation.	Attendance at (1) IMS Nutrition and (1) IMS Marketing meeting.
4. Global Canadian Beef Advantage Marketing and Merchandising Resources Development of global marketing and beef merchandising resources to support sales of Canadian beef by communicating key attributes of the supply chain and Canadian beef products. As new CBA print and web-based CBA resources for consumer and industry audiences have been created in the past year, the focus will be on ensuring enhanced distribution and utilization to achieve increased awareness and satisfaction with CBA materials in the 2025-2026 fiscal year. One new merchandising resource will be developed for international markets featuring priority cuts.	\$100,000 1. Global Canadian Beef Merchandising Resources: \$50,000. 2. Global CBA Marketing Resources: \$50,000.	Q1-Q4: 1. Global CBA Marketing Resources. 2. Global Merchandising Resources.	1. Merchandising and CBA materials satisfaction score on stakeholder Survey. Target: 70% (+10 percentage points increase) for CBA materials score & maintain 82% score on merchandising). 2. Development of new CBA resource and required updates for existing materials. Target: 1 new CBA video for social media. 3. Development of new merchandising resource and required updates for existing materials. Target: 1 new beef merchandising resource for international markets (priority cuts sell sheet). Note: Utilization metrics will be reported by Domestic and International Market Development teams.

Tactics	Budget	Deliverables	Key Performance Indicators
5. Global Canada Beef Stakeholder Satisfaction Survey Conduct satisfaction survey in Canada and key markets (Japan, S. Korea, Hong Kong, Taiwan, Mexico, and Vietnam). Analyze results and prepare summary reports for promotion committee, NCO, funding partners and stakeholders. Results of the 24/25 satisfaction survey (available in Feb 2025) will be reviewed to determine ways to achieve further increases.	\$5,000 Survey administration and reporting costs.	Q4: 1. Domestic Stakeholder Satisfaction Survey. 2. Exporter Satisfaction Survey. 3. International Stakeholder Satisfaction Survey.	Combined Global Satisfaction Survey Index across all surveys and markets. Target: 82% (+2% point increase).
6. Canadian Beef Research Commissioned research on key issues and opportunities for the Canadian beef industry including consumer attitudinal benchmarking with additional awareness attributes, laboratory testing and quality benchmarking in global markets. (TBD white fat cows, purchasing price thresholds and meat quality of beef on dairy breed crosses). This tactic will also address potential research needs related to voluntary Product of USA (PUSA) labelling which is expected to come into force during fiscal year 2025-2026.	\$100,000 1. Survey research: \$50,000. 2. Product research including laboratory testing and quality benchmarking: \$50,000.	Q1-Q4: 1. Attitudinal and awareness Benchmarking. 2. vPUSA survey research (as required). 3. Applied product research based on needs identified by industry.	1. Develop and implement attitudinal awareness benchmarking. Target: Annual survey of 1,000 Canadians). 2. Complete trade or consumer survey on vPUSA impacts. Target: 1 U.S. consumer or industry survey. 3. Complete applied product research project. Target: 1 research project.
7. Ethnic Merchandising Resources Development and printing of an unbranded merchandising poster for Canadian meat professionals from Indian or African ethnic groups.	\$15,000 Beef Import Levy	Q2 Ethnic merchandising poster.	1. Develop Ethnic Merchandising Resource. Target: 1 merchandising poster.



Export Market Development

WORK PLAN # 2 [2025 – 2026]

Team Lead and Budget Holder	Vice President, Export Market Development	
Total Budget:	\$3,176,000	Source: Beef Check-Off, SCAP Leveraged

Tactics	Budget	Deliverables	Key Performance Indicators
1. Retail and Foodservice Promotions Working in conjunction with local Canadian beef importers and distributors, Canada Beef will support new and existing retail and foodservice sector clients to grow sales volume and value as well as brand awareness for Canadian beef. Canada Beef will invest in promotions that drive consumers to where Canadian beef can be purchased, that build customer loyalty and that position our beef products as premium quality.	\$300,000	Japan 1. Ten retail promotions. 2. Three foodservice promotions. 3. One online promotion. 4. Maintenance & promo of Beef Information Gateway.	# of in-store sampling days: 700. # of client outlets participating: 1,000. # of online reach: 300,000.
	\$100,000	South Korea 1. Four retail promotions. 2. One foodservice promotion. 3. Three online promotions. 4. Maintenance & promo of Beef Information Gateway.	# of in-store sampling days: 160. # of client outlets participating: 40. # of online reach: 1,500,000.
	\$125,000	Hong Kong 1. Four retail promotions. 2. Two foodservice promotions. 3. Maintenance & promo of Beef Information Gateway.	# of in-store sampling days: 200. # of client outlets participating: 30.
	\$135,000	Taiwan & Southeast Asia 1. Four retail promotions. 2. Three foodservice promotions. 3. Maintenance & promo of Beef Information Gateway.	# of in-store sampling days: 220. # of client outlets participating: 180.
	\$101,000	Mexico & LATAM 1. Three retail promos in Mexico. 2. Three foodservice promos in Mexico. 3. One foodservice campaign in Colombia. 4. Maintenance & promo of Beef Information Gateway.	# of in-store sampling days: 100. # of client outlets participating: 45.
	\$40,000	Emerging Markets 1. Two retail promotions 2. One foodservice promotion 3. One online promotion	# of in store sampling days: 100. # of client outlets participating: 25. # of online reach: 120,000.

Tactics	Budget	Deliverables	Key Performance Indicators
2. Trade Shows Canada Beef will partner with Canadian beef suppliers and their distributor clients to participate in international food shows to promote the Canadian Beef Advantage, raise the awareness of the Canadian Beef brand and to provide our partners with a platform to connect and network with new customers of Canadian beef at high traffic industry events	\$120,000	Japan 1. Supermarket Trade Show. 2. Foodex Japan. 3. Two distributor's shows.	# New client buyers or leads: 150.
	\$50,000	South Korea 1. Seoul Food and Hotel Show.	# New client buyers or leads: 40.
	\$150,000	Taiwan & Southeast Asia 1. Food & Hotel Asia (walk the show not exhibiting). 2. Food & Hotel Indonesia. 3. WOFEX Food Show Philippines. 4. Food & Hotel Vietnam.	# New client buyers or leads: 180.
	\$112,000	Mexico & LATAM 1. ANTAD Mexico (not exhibiting but support CB distributors attending). 2. ABASTUR Mexico (not exhibiting but support CB distributors attending). 3. Two foodservice trade shows in LATAM (Colombia, Chile).	# New client buyers or leads: 40.
	\$90,000	Emerging Markets 1. ANUGA.	# New client buyers or leads: 100.
3. Trade Advertising Support advertising campaigns and media interviews in major food and meat industry trade publications that promote the Canadian Beef Advantage, build Canadian Beef brand awareness and to support Canadian beef suppliers and distributors selling to targeted export markets.	\$20,000	Japan 1. Advertisement in two meat industry publications. 2. One media mission to Canada.	Advertising reach, circulation or readership: 100,000.
	\$5,000	South Korea 1. Advertisement in one meat industry publication.	Advertising reach, circulation or readership: 8,000.
	\$3,000	Mexico & LATAM 1. Advertisement in one meat industry publication.	Advertising reach, circulation or readership: 25,000.
4. Marketing Materials Create and adapt new or existing marketing resources and materials to communicate the Canadian Beef Advantage (CBA), increase Canadian Beef brand awareness and to promote our premium quality grades to help support new sales growth. Resources will include Beef Grading Labels, CBA Brochures, Gateway resources and other POSMs.	\$70,000	Japan 1. Beef Grading Labels. 2. CBA Brochures. 3. Point of Sale Materials.	# generic marketing resources developed and distributed: 3,000,000.
	\$10,000	South Korea 1. Beef Grading Labels. 2. CBA Brochures.	# generic marketing resources developed and distributed: 120,000.
	\$15,000	Hong Kong 1. Beef Grading Labels. 2. CBA Brochures. 3. Point of Sale Materials.	# generic marketing resources developed and distributed: 100,000.
	\$30,000	Taiwan & Southeast Asia 1. Beef Grading Labels. 2. CBA Brochures. 3. Point of Sale Materials.	# generic marketing resources developed and distributed: 200,000.

Tactics	Budget	Deliverables	Key Performance Indicators
	\$27,000	Mexico & LATAM 1. Beef Grading Labels. 2. CBA Brochures. 3. Point of Sale Materials. 4. New pages for butchery manual.	# generic marketing resources developed and distributed: 30,000.
	\$5,000	Emerging Markets 1. Beef Grading Labels. 2. CBA Brochures. 3. Point of Sale Materials.	# generic marketing resources developed and distributed: 30,000.
5. Consumer Marketing Canada Beef will invest in initiatives and content that help increase Canadian Beef brand awareness, knowledge, trust and confidence among consumers and that help influence consumer purchasing decisions. Distribution of content created and reporting on initiatives will be delivered via social media platforms and other media channels.	\$20,000	Japan 1. Three consumer culinary events.	# attendees: 300. # consumer initiatives completed: 3.
	\$25,000	South Korea 1. Recipe development.	# new recipes created: 40.
	\$58,000	Mexico & LATAM 1. Four consumer culinary events.	# attendees: 300. # consumer initiatives completed: 4.
6. Digital Marketing Amplify communication of the Canadian Beef brand messaging, story and awareness in export markets through social media posts and campaigns as well as market specific Canada Beef websites. Distribution of digital newsletters to further communicate our marketing initiatives, programs and market intelligence with in-market partners.	\$80,000	Japan 1. Social media posts and campaigns. 2. Website management and updates. 3. Monthly newsletter distribution.	Total reach: 2,000,000. % increase in followers: 20%.
	\$57,000	South Korea 1. Social media posts and campaigns. 2. Website management and updates. 3. Monthly newsletter distribution.	Total reach: 680,000. % increase in followers: 20%.
	\$33,000	Hong Kong 1. Social media posts and campaigns.	Total reach: 400,000. % increase in followers: 20%.
	\$75,000	Taiwan & Southeast Asia 1. Social media posts and campaigns. 2. Website management and updates. 3. Quarterly newsletter distribution.	Total reach: 1,000,000. % increase in followers: 20%.
	\$115,000	Mexico & LATAM 1. Social media posts and campaigns. 2. Website management, updates and promotions. 3. Monthly newsletter distribution.	Total reach: 3,000,000. % increase in followers: 25%.
	\$10,000	Emerging Markets 1. Social media posts and campaigns in conjunction with Taste of Canada.	Total reach: 150,000.

Tactics	Budget	Deliverables	Key Performance Indicators
7. Demand Building Events Canada Beef will organize and execute demand-building seminars in targeted export markets to promote the Canadian Beef Advantage, educate buyers, introduce our marketing programs and services and to support our Canadian beef suppliers and their in-market distributors. Targeted attendees include importers, distributors, retailers, foodservice operators, chefs and other local food industry decision makers and influencers.	\$60,000	Japan 1. Two demand building seminars.	# attendees: 150.
	\$55,000	South Korea 1. One demand-building seminar.	# attendees: 100.
	\$100,000	Taiwan & Southeast Asia 1. Four demand-building seminars.	# attendees: 300.
	\$95,000	Mexico & LATAM 1. Two demand building events Mexico. 2. One demand building seminar Colombia.	# attendees: 1,000.
	\$40,000	Emerging Markets 1. One demand building seminar.	# attendees: 150.
8. Distributor Education Canadian Beef educational seminars targeting Canadian beef distributor's staff and their local clients that promote and raise awareness of the Canadian Beef Advantage, and that help support the growth of Canadian beef sales volumes and values. We will partner with local butchery and culinary talent to deliver Canadian beef cutting, culinary and tasting demos that include the promotion and maximization of underutilized and undervalued beef cuts. In certain markets this will be combined with Demand Building events.	\$20,000	Japan 1. Two distributor education seminars.	# attendees: 100.
	\$44,000	Mexico & LATAM 1. Three distributor education activities. 2. CB Mexico office support for customer missions to Canada.	# attendees: 500.
	\$10,000	Emerging Markets 1. One distributor education seminar.	# attendees: 50.
9. Government Trade Commissioner Canada Beef will collaborate with the Canadian trade commissioner service to support eligible Canadian food and beverage promotional events and initiatives in select markets. Projects supported will align with Canada Beef's objectives that help raise awareness of the Canadian Beef brand, the Canadian Beef Advantage and from where to purchase.	\$5,000	Japan 1. Support for two promotional events.	# Government events supported: 2.
	\$5,000	South Korea 1. Support for two promotional events.	# Government events supported: 2.
	\$5,000	Hong Kong 1. Support for one promotional event.	# Government events supported: 1.
	\$5,000	Taiwan & Southeast Asia 1. Support for two promotional events.	# Government events supported: 2.
	\$13,000	Mexico & LATAM 1. Support for three promotional events and initiatives.	# Government events completed: 3.
	\$20,000	Emerging Markets 1. Support for four promotional events and initiatives.	# Government events completed: 4.

Tactics	Budget	Deliverables	Key Performance Indicators
10. Event Marketing Canada Beef will support eligible event marketing opportunities to expand good relationships with major organizations and their member companies, promoting the Canadian Beef Advantage, and that help support our supplier clients and their distributors.	\$5,000	Japan 1. Membership fee for local industry association. 2. Support two events for local industry associations.	# events supported: 2.
	\$5,000	South Korea 1. Support two events for local meat industry association and publication.	# events supported: 2.
	\$3,000	Hong Kong 1. Support two events for local industry associations	# events supported: 2.
	\$5,000	Taiwan & Southeast Asia 1. Support two events for local industry associations.	# events supported: 2.
	\$32,000	Mexico & LATAM 1. Support two foodservice industry events in Mexico. 2. Attend three local government and industry association events.	# events supported: 5.
11. Marketing Manager Canada Beef will partner with an independent contractor to develop and execute market development initiatives, maintain strong communication and relationships with in-market partners, and collect and share important market intelligence, trends, and competitor activities.	\$88,000	South Korea 1. Execute trade and channel marketing initiatives. 2. Communication with existing in-market partners and provide support. 3. Develop contact with new potential importers, distributors, retailers and foodservice establishments.	Successful achievement of 2025-2026 work plan.
	\$50,000	Vietnam (Taiwan & Southeast Asia) 1. Execute trade and channel marketing initiatives. 2. Communication with existing in-market partners and provide support. 3. Develop contact with new potential importers, distributors, retailers and foodservice establishments.	Successful achievement of 2025-2026 work plan.
12. Export Market Development Partner Program Provide cost-shared funding support for eligible Canadian beef representative company-initiated marketing projects and activities to help grow and expand sales of Canadian beef brands in the export marketplace.	\$30,000	Export Market Investigation (EMI) Outgoing Missions to undertake market development missions to targeted markets outside of Canada.	# of outgoing missions: 4.
	\$250,000	Export Market Adaptation (EMA) Incoming Missions to visit Canada from targeted markets outside of Canada.	# of incoming missions: 30.
	\$80,000	Export Market Diversification (MDP) Attendance at trade shows, seminars or promotional events in the export marketplace.	# of events participated: 8.
	\$140,000	Promotion and Marketing (PMP) Production and distribution of eligible branded or co-branded marketing materials, sales and promotions programs, advertising, social media campaigns, tasting programs, consumer marketing activities and more.	# of projects completed: 20.
	\$10,000	Competitive Benchmarking (CBP) In-market benchmarking activities to evaluate meat quality, specifications, packaging, sensory and shelf-life testing as well as yield and financial performance metrics.	# projects completed: 2.
	\$20,000	Special Projects Ad-hoc projects that cannot be classified in the previous five categories but still meet the objectives of the partner program and support Canadian beef brands export growth.	# projects completed: 2.



Canadian Beef Centre of Excellence

WORK PLAN # 3 [2025 – 2026]

Team Lead and Budget Holder	Executive Director, Canadian Beef Centre of Excellence	
Total Budget:	\$365,000	Source: Beef Check-Off, SCAP Leveraged

Tactics	Budget	Deliverables	Key Performance Indicators
1. Training and Education The CBCE will enhance the understanding of Canadian beef among consumers, students and industry professionals by completing the following initiatives: 1. Produce online education and training courses for consumers, students and industry professionals to support understanding of Canadian beef product attributes as well as optimal handling and preparation. 2. Undertake online webinars and workshops for consumers, students or industry professionals to promote educational resources (created in 1. above) and further support Canadian beef product understanding and utilization. 3. Offer Canada Beef financial awards to students who demonstrate leadership and superior technical skills in Canadian culinary arts and butchery programs. 4. Conduct onsite demonstrations at culinary and butchery training institutions to support student engagement in the culinary arts and meat cutting trades. 5. Organize butcher and culinary competitions in partnership with educational institutions.	\$245,000	Q1 -Q4 1. Online Educational and Training courses. 2. Workshops and webinars. 3. Canada Beef Awards for Excellence in Culinary and Butchery Arts. 4. Onsite demonstrations at butchery and culinary educational institutions. 5. Canadian beef butchery and culinary skills competitions.	1. Online training courses Target: 2 online courses each for consumers, industry and students (total 6). 2. Online workshops and webinars. Target: 6. 3. Canada Beef Awards Target: 21 students in culinary and butchery programs (\$1,000 each award). 4. Onsite demonstrations. Target: 4. 5. Culinary and Butchery Competitions Target: 2 culinary and 2 butchery competitions.

Tactics	Budget	Deliverables	Key Performance Indicators
2. CBCE Studio Media and Content Development The CBCE will develop videos to support consumer culinary knowledge in the home kitchen as well as training for professionals at foodservice and retail. In addition, the CBCE will produce digital assets such as beef product photos, 3D imaging and video clips to support training and education (as described in tactic 1) social media, and the wholesale Foodservice and Retail editions of the Canadian Beef Information Gateway. Branded video content for industry partners will also be created to support the Canadian Beef Market Alliance Program.	\$50,000	Q1 -Q4 1. Consumer culinary videos. 2. Meat cutting and culinary videos for industry. 3. Digital assets. 4. Branded video content for industry partners. Note: budget for branded video content for industry partners will be sourced from the Market Alliance portfolio as collaborative projects are approved.	1. Consumer culinary videos. Target: 75 2. Training videos for industry. Target: 25 3. Digital Assets. Target: 80 4. Branded Partner Videos. Target: 10 5. Score on CBCE related satisfaction survey measures Target: 53.5% satisfaction (increase by 5%).
3. Canadian Beef Buyers Mission Engagement The CBCE will deliver programming for Canadian domestic and international beef buyers including presentations of the Canadian Beef Advantage, cutting demonstrations, product tasting and tours of farms and/or processing facilities.	\$35,000	Q1 -Q4 Buyer mission engagement (presentations, demonstrations, tastings and tours).	1. Buyers mission engagement Target: 12 missions 2. Buyers mission satisfaction survey Target: "above average" score on all parameters.
4. Canadian Beef Test Kitchen Testing and development of culinary approaches for Canadian beef including; 1. Review current foodservice culinary approaches for underutilized cuts. Recommend when possible enhanced practises to optimize eating satisfaction and/or industry profitability at foodservice. 2. Develop enhanced consumer culinary recommendations based on consumer inquiries to Canada Beef or industry feedback. 3. Creation of new recipes for the foodservice trade with a focus on ethnic populations.	\$35,000	Q1 -Q4 1. Review of foodservice culinary approaches for underutilized cuts. 2. Enhanced consumer culinary recommendations. 3. Commercial recipes for foodservice professionals (ethnic focus).	1. Underutilized Cut Reviews Target: 6 products 2. Enhanced consumer culinary recommendations Target: 3 3. Commercial recipes for chefs Target: 20



Channel Marketing

WORK PLAN #4 [2025 – 2026]

Team Lead and Budget Holder	Senior Director, Channel Marketing	
Total Budget:	\$401,500	Source: Beef Check-Off

Tactics	Budget	Deliverables	Key Performance Indicators
1. Industry Engagement Engage with key industry clients with a focus on the approximately 90 retail banners and foodservice chains that sell the majority of Canadian beef in Canada as well as major packers and foodservice distributors (15). Initiatives to be undertaken are: 1. Undertake a bi-annual national tour to provide presentations to key industry clients that highlight Canada Beef resources and programming (Canadian Beef Advantage resources, wholesale and consumer Gateways, culinary planners, merchandising for ethnic and underutilized cuts, Certified Canadian Beef Training program, and POS grading labels etc.). 2. Retail and foodservice managers to conduct virtual or onsite workshops to provide in-depth information on the Certified Canadian Beef Training Program. 3. Undertake digital outreach campaigns (including independent operators in foodservice and retail) to promote ordering and utilization of Canada Beef resources and programs. Outreach will include social media (LinkedIn) and email messaging. 4. Collaborate with packers to promote under-utilized cuts at retail and foodservice. Canada Beef will concentrate on education of consumers and industry with essential support from packers on supply related parameters. 5. Engage with retailers or foodservice operations which target ethnic populations to promote utilization of Canadian beef.	\$125,000	1. National tour of key clients. 2. Certified Canadian Beef Training Program (CCBTP) Workshops. 3. National digital outreach campaigns. 4. Collaborations with packers on underutilized cuts. 5. Ethnic marketing engagements.	1. National tour of key clients Target: Engage with 105 clients and arrange meetings with 75 clients over two tours. 2. Certified Canadian Beef Training Program (CCBTP) Workshops Target: Adoption of the CCBTP by 3 retailer banners and 3 restaurant chains. 3. National Digital Outreach Campaigns Target: Two digital outreach campaigns to reach 1,000 operators in retail and foodservice. 4. Underutilized Cuts Collaboration Target: Work with Canadian packers to promote underutilized cuts with 2 retail banners and 2 foodservice operators. 5. Ethnic Engagement Target: Work with 3 retail banners and 3 restaurants chains to promote utilization of Canadian Beef through ethnic merchandising or culinary applications.

Tactics	Budget	Deliverables	Key Performance Indicators
2. Domestic Industry Advertising Promotion of Canada Beef trade-facing resources within industry publications, to reach retail, foodservice and packer/distributor partners.	\$66,500	1. Print and digital advertising targeting retail, foodservice and processing within the appropriate mediums to reach key audiences in each sector.	Target: Retail reach: ~151,973 retail professionals for Canadian Grocer (across platforms) expectation of ~760K impressions across the prospective total annual campaign. Foodservice reach: ~1M foodservice professionals for Restaurants Canada (across platforms) - expectation of ~6M impressions across the prospective total annual campaign.
3. Trade Resource Implementation Printing and distribution of physical and digital Canada Beef resources. Encouraging utilization of Retail and Foodservice Wholesale Gateways and Certified Canadian Beef Training Programs (CCBTP).	\$130,000	1. Print and distribute (physical and digital) resources for meat professionals across channels, including merchandising, CBA, culinary, meat quality and food safety resources. 2. Adoption of generic and customization of CCBTP and/or Wholesale Gateway content to fit the needs of supply chain partners (e.g., branding on videos, customized posters, etc.). 3. Quarterly Retail Market Intelligence and Foodservice Market Intelligence reports for industry.	1. Maintain/increase satisfaction scores as follows: Beef Cut Merchandising Information – 82% (maintain score) Canadian Beef Advantage Resources (Trade) – 70% (+10%) 2. Target: Distribution of Canada Beef trade resources to 100% of our key prospective retail and restaurant partners (~90), plus packers and distributors. Increase Wholesale Gateway usage by 2 major retailers and 2 major foodservice stakeholders, as well as encourage adoption of the CCBTP. 3. Four issues each of RMIR and FMIR.
4. Partner Funding Programs and Beef Brand Licensing To encourage participation within the Partner Program and adoption of the Canadian Beef Brand Licensing Agreement. Administration of the aforementioned programs	\$50,000 New Market Entrants = \$20,000 Established Suppliers = \$30,000.	1. Partner programs for branded and unbranded projects deemed eligible by Canada Beef in the retailer, foodservice and packer/processor industries.	1. Increase satisfaction score related to the domestic Canadian Beef Brand Mark Program to 80% (+4%). Target: Administer five partner programs throughout the course of the fiscal year. Expand current valid Brand License Agreement holders by 50% (+10).

Tactics	Budget	Deliverables	Key Performance Indicators
5. Customer Relationship Management (CRM) Development and utilization of customer relationship management software to support engagement with retail, foodservice and packing/processing sectors in Canada.	\$30,000	1. CRM software platform populated with key contacts. 2. Industry engagement reporting.	Target: 1. Include 100% of key prospective retail and restaurant partners (~90), plus packers and distributors within the CRM platform. 2. Produce industry engagement reporting four times per year.



Canadian Beef Marketing Alliance

WORK PLAN #5 [2025 – 2026]

Team Lead and Budget Holder	Executive Vice President	
Total Budget:	\$486,771	Source: Beef Check-Off

Tactics	Budget	Deliverables	Key Performance Indicators
1. Canadian Beef Marketing Alliance Program Engagement Development of a brochure and video outlining the ways in which the Marketing Alliance Program (MAP) can serve industry partners as well as program requirements for collaboration. Development of electronic application forms as well as engagement (including travel) by Canada Beef staff to undertake discussions with interested partners.	\$26,771	Q1-Q4: 1. MAP resources. 2. Engagement with potential partners.	1. Completion of MAP resources Target: 1 video, 1 brochure and engagement. 2. Engagement with potential partners. Target: 5 retail, 5 foodservice and 3 packer/distributors or brand owner applicants.
2. Canadian Beef Marketing Alliance Program (MAP) Initiatives The MAP is dedicated to maintaining and growing mindshare for Canadian Beef by expanding the reach of messaging targeting Canadian consumers related to priority areas outlined below; • marketing of underutilized cuts • ethnic marketing to new Canadians • adoption and promotion of the Canadian Beef Information Gateway platform at retail and foodservice • maintaining market share through communication of supply chain and product attributes for Canadian beef • promoting visibility and • understanding of Canadian beef grades. MAP content will be developed for partners by Canada Beef specialists including Consumer Marketing, Channel Marketing, Digital Marketing, the Canadian Beef Centre of Excellence and Global Marketing.	\$460,000 50% funding Canada Beef/50% in-kind or cash by partner 1. Foodservice Partners \$200K 2. Retail \$200K 3. Brand Owners \$20K 4. Packer/ Distributor Partners \$40K. Note: budget allocation may be adjusted based on applications received. Unspent funds will be assessed each quarter and may be reassigned to other program areas.	Q1-Q4: 1. Foodservice MAP initiatives 2. Retail MAP initiatives 3. Brand Partner Initiatives 4. Packer or Distributor Initiatives. Note: Resources created in all initiatives will be for the exclusive use of the partner for an agreed upon time after which they will be eligible for use by Canada Beef in national promotion initiatives.	1-4. All initiatives will be assessed on the criteria below; a) level of matching investment by partner Target: 50% or more. b) expanded reach of messaging achieved through partner participation Target: established for each initiative including metrics applicable to web sites, social media, Point-of-sale materials, or other formats. c) 4 MAP initiatives. Target: 4.



Generic Beef and Veal – Consumer Marketing

WORK PLAN #6 [2025 – 2026]

Team Lead and Budget Holder		Executive Director, Consumer Marketing	
Total Budget:		\$509,406 Beef \$26,000 Veal \$535,406 Total	Source: Beef Import Levy, Veal Import Levy
Tactics	Budget	Deliverables	Key Performance Indicators
1. National Consumer Marketing Campaign Production and execution of an English language campaign that inspires and enables the purchase of beef with first generation Canadians. Celebrating their culinary heritage, the campaign will be an emotional tribute honouring those who personally influenced their culinary heritage and food stories.	\$281,000 Beef Import Levy 1. Building story content and resources: \$40,000. 2. Ad placement and outreach execution: \$240,000. 3. Metrics evaluation and reporting: \$1,000.	Q1-Q2: 1. Content and resource development. Q3-Q4: 1. Advertising and outreach through consumer channels: e.g. Instagram, Facebook, Google + LoopMe Display, Google Search, YouTube, digital magazine ads/stories (Daily Hive, Tasty/Buzzfeed), high income foodie focus print: House and Home, Elle Gourmet. 2. Gather and evaluate metrics and create report.	1. By improving visibility with key stakeholders, increase the Stakeholder Satisfaction score for culinary information: Target: 85% (+8 percentage points increase). 2. Online advertising outreach: 1.5M Impressions. 3. Influencer Audience Outreach: 250,000. 4. Engagement (Clicks): 150,000.
2. Let Food Be Thy Medicine themed Education Resources and Outreach Promote beef's nutrition advantage and provide the tools to enable and optimize the use of beef at home. Distribution primarily through third-party program opportunities.	\$200,500 Beef Import Levy 1. Adapt existing recipe resources to create three new unique topic recipe/education resources that align with Nutrition priorities: Iron, School Lunch, Protein/Healthy Aging: \$30,500. 2. Distribution costs: \$170,000.	Q1: 1. Develop partners for outreach distribution of the three new resources. 2. Create and distribute a Healthy Aging resource (Eat Well, Age Well) with focus on beef's capacity to build strength and resilience and stave off frailty. Target aging adults and their family support network. Q2: 1. Create wholesome homemade lunch recipe resources from existing resources for family studies/nutrition educators to use as in-class cook-alongs, with reference to the government's school lunch programming. Content includes mental health and food skills messaging. Share with provinces for outreach on national level. Partner sharing with different provincial educator groups. 2. Create Iron in Stages recipe/education resource targeting women for personal and family health key life-stage needs: teen girls, child bearing/pregnancy, infants and toddlers. Q3-Q4: 1. Delivery of the school lunch programming in schools through education partners. 2. Align with World Iron Awareness Month program to execute outreach for Iron in Stages resource.	1. By improving visibility with key stakeholders, increase the Stakeholder Satisfaction score for culinary information: Target: 85% (+8 percentage points increase). 2. Improve Thinkbeef.ca visibility with key stakeholders in order to increase satisfaction score on Stakeholder Survey: Target: 68% (+5 percentage points increase). 3. Web pages viewed: 50K. 4. Influencer Audience + Media Outreach: 5M (combined). 5. 3 x TV Broadcast spots: 10M (combined potential audience). 6. 1 new iron resource: 3K distributed. 7. 1 x healthy aging resource: 3K distributed. 8. 4 school cook-along lessons: 100 schools reached, combined.

Tactics	Budget	Deliverables	Key Performance Indicators
3. ThinkBeef.ca Resources + Resource Centre Maintain a resource hub for nutrition and food skills resources to support campaign and outreach initiatives with consumers and health professionals and educators.	\$27,906 Beef Import Levy 1. Management of the website with updates as required: \$24,000. 2. Management of the Resource Centre and fulfillment of orders: \$3,906. 3. Metrics reporting of web engagement activities: \$0.	Q1: Review website for update requirements. Q1-Q4: Support distribution of resources and campaigns with web properties, resource updates and Order Centre fulfillment. Q2 + Q4: Generate and evaluate a web metrics report to assess web execution.	1. Improve Thinkbeef.ca visibility with key stakeholders in order to increase satisfaction score on Stakeholder Survey: Target: 68% (+5 percentage points increase). Distribute 9K booklets. 2. e-book reads: 25,000. 3. web page views: 200,000.
4. Thinkveal.ca Content and Promotion Provide consumer culinary and education resources that compliment other Canadian veal sector promotion efforts.	\$26,000 Veal Import Levy 1. Expand cooking resources for veal to include summer season recipes and cooking know-how: \$13,000. 2. Launch and distribute the summer cooking resources: \$13,000.	Q1: Working with key influencers, develop summer cooking content for veal. Q2 + Q3: Promote summer cooking content collaborating through influencer outreach and Generic Digital Marketing investment.	1. Improve visibility with key stakeholders, increase recipe development + cooking resource satisfaction score on Stakeholder Survey. Target: 85% (+8 percentage points increase). 2. Influencer audience outreach for content: 10,000. 3. 4 x Barbecue season recipes for veal.



Consumer Marketing and Gateway

WORK PLAN #7 [2025 – 2026]

Team Lead and Budget Holder	Executive Director, Consumer Marketing	
Total Budget:	\$1,267,000	Source: Beef Check-Off

Tactics	Budget	Deliverables	Key Performance Indicators
1. Pick the Beef with the Leaf Campaign Extend the Pick the Beef with the Leaf campaign (2024/25), with Newcomers (new Canadians) and youth as primary target audiences. Campaign initiatives will be designed to build trust and affinity for Canadian beef as well as inspire and enable the purchase of Canadian beef for cooking at home. The themes will focus on the pressures of imported beef (priority cuts), value/price of Canadian beef, plus the time-crunch for meal-prep with busy consumers for food prep. Promotion and content for the Gateway to be included.	\$476,400 1. Continue the existing multi-media campaign, with modified target audiences and adapted advertising and resources to be more relevant for Newcomer audience: \$330,000. 2. Develop 2 new consumer recipe resources that include CBA references, targeting Newcomers and Youth, Tastes Like Home, and Canada Your Land, Your Beef: \$50,000. 3. Develop and execute agriculture and culinary education events for Newcomers, collaborating with agriculture and culinary education partners: \$96,000.	Q1: 1. Develop content and resources designed to inspire and enable buying and cooking with Canadian beef targeting Newcomers and youth. Q2-4 2. Monthly advertising, social media, PR engagement and Influencer outreach. Media considerations: Skewed to digital platforms with behavioral targeting (e.g. cooking enthusiasts): e.g. Facebook/Instagram, TikTok, Google – each monthly release will include beef cattle ranchers and farmers as target for visibility and grassroots marketing at the regional level. Also included are ethnic skewed media routes, higher income food-interested publications (especially for Prime promotions)– digital + print and select billboard opportunities in urban centres. Q2+Q3 3. Ag education events for Newcomers in collaboration with agriculture and culinary education groups. Inclusion of provincial marketing associations for grassroots marketing leverage.	1. By improving visibility with key stakeholders, increase the Stakeholder Satisfaction score for culinary information: Target: 85% (+8 percentage points increase). 2. Advertising outreach: 15.2M impressions 3. Engagement (clicks): 230,000 4. Influencer Audience Outreach: 250,000 (based on 5 Influencers with robust audience followings). 5. Engagement (Clicks): 150,000 6. Execute 6 x TV broadcasts: combined potential audience 3.7M 7. 1 AB, 1 SK and 1 ON farm tour with youth and Newcomers. 150,000 New Canadians on tour. Video replay to garner 12,000 combined views in the first year. 8. Offal Contest to capture 15 new recipes for content development and engage 10,000 consumers. 9. Distribute 3,000 of each: Tastes Like Home, and Canada Your Land, Your Beef.

Tactics	Budget	Deliverables	Key Performance Indicators
2. Subscribers and Grassroots Consumer Marketing Produce and distribute monthly newsletter content that encourages loyalty, engagement and cooking with Canadian beef (beef). Provide resources and tools to enable and support grassroots marketing efforts.	\$66,000 1. Create and distribute 12 issues of Make it Beef Newsletters: \$36,000. 2. Execute ongoing recruitment efforts to maintain and grow audience and engagement: \$8,000. 3. Execute 4 Make it Beef Advisory Panel Surveys: \$12,000. 4. Stock and manage Beef Pride eStore with engaging inventory for grassroots marketing efforts for stakeholders and consumers: \$10,000.	Q1-Q4: 1. Monthly Make it Beef newsletter release to 50,000 subscribers. 2. Grow stakeholder subscriber members by encouraging contribution as a way to increase grassroots marketing opportunities. 3. Beef Pride eStore mailings and inventory stocking. 4. Ongoing recruitment efforts to build and maintain subscriber list. 5. Quarterly Make it Beef Advisory Panel engagements.	1. By improving visibility with key stakeholders, increase the Stakeholder Satisfaction score for culinary information: Target: 85% (+8 percentage points increase). 2. Increase the Make it Beef subscriber base of 50,000 by 5%. 3. Maintain a strong open and engagement rate: 27.3% on average, close to what hobbyist/special interest emails have for Open Rates, and above the marketing email average (at 20%) Click Rate 4.6% clicks on average. (Canadian industry average is 4%). 4. Reaching 600,000 consumers in total annually. 5. Execute 4 Advisory Panel initiatives reaching 2,400 members, combined reach. 6. Execute 250 orders through the Beef Pride eStore.
3. Provincial Marketing Alliance (PMA) Support the consumer marketing efforts/programming of provincial beef organizations based on check-off contribution to Canada Beef.	\$224,400 1. Work with provinces to strategize collaborative and cost-shared consumer marketing opportunities. Each PMA maximum investment by Canada Beef is based on a formula that takes into account: length of time in market, size of market and dollars contributed to Canada Beef through check-off.	Q1: 1. Determine maximum budget allocation available per province and communicate the opportunity to the provincial marketing leads. Q2-Q4: 1. Development of MOU's and implementation of the investment tactics. Monitor execution to ensure collaborative brand representation and fulfillment of the MOU commitments. Q4: 1. Finalize PMA tactics with full reports per tactic.	1. Develop 5 PMA programs to support 5 provincial partners gaining consumer audience in 5 provinces through shared investment that encourages grassroots marketing at the regional level.

Tactics	Budget	Deliverables	Key Performance Indicators
4. Culinary How-to Education Activations Partner with third-party organizations for Gateway promotion + recipe content, with a focus on Newcomers and priority cuts.	\$146,000 1. Taste Canada is the national cookbook award competition that includes a Junior Chef competition: Cook the Books. Canada Beef participates as an education partner which gains access to present educational webinars, Gateway promotion/ sampling, agricultural student and instructor beef tour: \$70,000. 2. Royal Winter Fair Chef Experiences provides 10 culinary cook-along with celebrity chefs and consumer audience. New recipes and chef relationships and Taste Challenge opportunities are bonused benefits of the program: \$36,000. 3. Partnering with the Heritage Museum, Canada Beef could be partnered with Taste Canada to honour Newcomers and their culinary heritage. Cross-country exhibits and media events would feature Canadian Beef. Estimating \$40,000.	Q1: 1. Source partner organizations for outreach opportunities. Q2: 1. Develop MOU's for partnering organizations to firm up commitments (Example: Taste Canada, Heritage Museum, Royal Winter Fair Chef Experiences, Canadian College and University Food Service Association). Q3-Q4: 1. Execute 3 to 4 events and programs, including provincial beef groups to encourage grassroots marketing opportunities.	1. By improving visibility with key stakeholders, increase the Stakeholder Satisfaction score for culinary information: Target: 85% (+8 percentage points increase). 2. Activation outreach to 10,000 consumers, at minimum, 14 culinary school educators and their students, and 10 leading chefs/ restaurateurs. 3. Acquire 20 new recipes through partnership collaborations. 4. Reach 1M consumers through national outreach activation honouring Newcomers and their culinary heritage.

Tactics	Budget	Deliverables	Key Performance Indicators
5. Consumer Events/Shows To promote Canadian Beef consumer culinary and nutrition resources, participate in major national agriculture focused consumer events, Western and Central/Eastern Canada based.	\$60,500 1. Participate in three key consumer events with booth activations: \$20,000 on average for each consumer event. 2. Participate in one partnered philanthropic consumer event within close proximity to Canada Beef offices: \$500.	Q1: 1. Secure opportunities with the Royal Winter Fair, Calgary Stampede and Ronald McDonald House for booth activations. Q2: 1. Plan booth activations and secure bookings and resources. Encourage participation of provincial beef groups to provide grassroots marketing opportunities. Q2 + Q3: 1. Activation of branded booths.	1. By improving visibility with key stakeholders, increase the Stakeholder Satisfaction score for culinary information: Target: 85% (+8 percentage points increase). 2. Reach 3,000 consumers with direct conversations and distribution materials.
6. Cause Marketing Initiative: Burger It Forward Create and execute a collaborative beef-association fundraiser for food banks that supports restaurants and ground beef promotion at the same time.	\$120,000 1. Restaurants are recruited across the country to participate by putting forward a campaign burger to feature. A Burger It Forward website with regional burger trail maps are built for consumer engagement and promotion: \$60,000. 2. Online advertising and social media and PR efforts gain media to promote the campaign: \$50,000. 3. A tabulation of burgers sold determines Canada Beef's maximum donation. Restaurant, packer and beef-group donations are tallied and promoted in a media wrap report: \$10,000.	Q1: 1. Analyze and report on February 2024 metrics to all stakeholders. Q2-Q3: 1. Recruit participating restaurants. Encourage participation of provincial beef groups to provide grassroots marketing opportunities. Plan promotion and advertising support for Burger It Forward 2025. Q4: 1. Execution of the Burger It Forward program to the public and media. Encourage participation of provincial beef groups to provide grassroots marketing opportunities.	1. Raise \$70,000 in donations for food banks (an increase of 5%). 2. Engage 210 restaurants with support/promotion (an increase of 5%). 3. Capture 25,000 worth of earned media.

Tactics	Budget	Deliverables	Key Performance Indicators
7. Consumer Gateway(s) Promotion and Marketing Implement ongoing engagement tactics, advertising and promotions to grow regular users of both Consumer Retail and Restaurant Gateways.	\$173,700 1. Run two ongoing contests with monthly draws to maximize consumer engagement for both retail and restaurant Gateway platforms. Estimating \$50,000 each (\$100,000 total). 2. Ongoing advertising, promotion and Influencer outreach for both restaurant and retail Gateway. Encourage participation of provincial beef groups to provide grassroots marketing opportunities: \$63,000. 3. Adapt content for Newcomers audience for retail Gateway: \$10,000.	Q1 1. Develop two monthly contest draws – one for each Gateway. Q2 1. Adapt retail Gateway content to include content relevant for Newcomer audience. Q2-Q4 1. Execute the two contests, with monthly draws and a final grand prize draw from all entries. Q2-Q4 1. Ongoing promotion and advertising for retail and restaurant Gateways, and marketing opportunities. Restaurant gateway to include POS tools for Prime and Gateway promotions. 2. Promote the scanning function capability of the retail Gateway with five key influencers and consumers.	1. By improving visibility with key stakeholders, increase the Stakeholder Satisfaction score for culinary information: Target: 85% (+8 percentage points increase). 2. Gain a steady user base close to 50% of our monthly engagements with our website canadabeef.ca. 3. Engage with 36,000 consumers (gain 36,000 entries), with the monthly contest tactics for both the retail and the restaurant Gateways. 4. Celebrity chef influencers (5) promote the restaurant gateway with their audience to reach 250,000 consumers.



Digital Marketing

WORK PLAN #8 [2025 – 2026]

Team Lead and Budget Holder		Executive Director, Digital Marketing	
Total Budget:		\$493,750 Check-off \$10,000 Generic veal \$503,750 Total	Source: Beef Check-Off, Veal Import Levy
Tactics	Budget	Deliverables	Key Performance Indicators
1. Canada Beef Websites – Best in class content creation, maintenance and monitoring of both consumer and Gateway and trade websites. Collaborate with domestic (Canadian Beef Centre of Excellence (CBCE), Health & Wellness, Channel Marketing and Consumer Marketing), Global and international teams to build strategic content and resources for consumers.	\$193,750	Q1 – Q4 1. Execute marketing campaigns (Consumer and Gateway) on digital platforms to build brand awareness and communicate and strengthen audiences. 2. Create new content (i.e., text infographics, videos) and boost existing content to communicate the Canadian Beef Advantage (CBA). 3. Develop content plans and toolkit of artwork and resources for global teams to use to communicate the CBA to international markets.	GA4 analytics – monitoring of key performance indicators for each website: 1. 10% Increase in visits to each website – based on monthly average – Canadabeef.ca – 121K Cdnbeef.ca – 5K Cdnbeefperforms – 1,100 2. Creation of Looker Studio tracking pages on GA4 to provide monthly reports. 3. Completion of CBA toolkit.
2. Canada Beef Social Media Programs Maintain a leadership position to promote Canadian beef consumer initiatives through social media. Create and build audiences through beef advocates and strategic content. Collaborate and support domestic (Canadian Beef Centre of Excellence (CBCE), Health & Wellness, Channel Marketing and Consumer Marketing) and Global projects and initiatives. Review the frequency of posts, content for each audience and build strategies, social names, the impact of changing the names and what would be the one name.	\$115,000	Q1 – Q4 1. Create and execute story telling content focused on building awareness of Canadian beef, education, ethnic diversity and cooking inspiration. 2. Quarterly campaigns outside of consumer marketing – focused on major events (Health & Wellness, Barbecue, Back to Routine, Festive season). 3. Develop and produce creative to promote the Canadian Beef Advantage incorporating perspectives through Canadian beef producer influencers. 4. Family Cookbook – sharing a weekly ethnic recipe featuring beef.	Social media metrics for consumer programs. 1. 10% increase in new followers of all consumer facing platforms. Current combined audience is 90,000. 2. Monthly tracking and reporting of social program. 3. Quarterly reporting of consumer campaigns. 4. Influencers metrics from their social posts.

Tactics	Budget	Deliverables	Key Performance Indicators
3. Video Streaming Establish Canada Beef as a video destination channel for culinary excellence, butchery skills, nutrition, and educational resources. Collaborate and support content developed by Canadian Beef Centre of Excellence (CBCE), Health & Wellness, Global Marketing and Consumer Marketing teams.	\$80,000	Q1 – Q4 1. Execute a monthly consumer targeted video campaign to build channel subscribers and increase video views (talking nutrition, seasonal culinary builds, CBA, Beef Quality, CBCE TV content). 2. Promote story-telling producer videos – Highlight content captured at CBIC 2024. 3. Create a monthly calendar to promote video platforms – YouTube and Vimeo on social media.	Video platform analytics 1. Monthly report on video channel. 2. 10% increase of channel subscribers – current subscribers 18K.
4. Canada Beef E-Commerce Strategy Collaborate with domestic (Canadian Beef Centre of Excellence (CBCE), Health & Wellness, Channel Marketing and Consumer Marketing) and Global to develop key resources to highlight Canadian Beef Information Gateway content across various online shopping e-commerce program to support retailers and consumers.	\$90,000	Q1 – Q4 1. Business to Business - Support retailers' online shopping programs to improve satisfaction and product lineup of Canadian beef. Promote e-commerce resource toolkit. Develop training resources for industry staff. 2. Business to Business to Consumers - Create content to educate consumer about Canadian beef and how to locate and purchase beef through online purchasing platforms.	# of retailers using content. # of retailers download e-commerce toolkit.
5. Canadian Beef Marketing Library Maintain and support library management system to store key assets (images, artwork and documents) and share with partners and provincial associations.	\$15,000	Q1 – Q4 1. System updates and management of library services. 2. Creation and uploading of new assets and system updates.	Quarterly report of the library system # of library users. # of stored resources. # of downloads.
6. ThinkVeal	\$10,000 Veal Import Levy	Q1-Q4 ThinkVeal website content development.	# of visitors. # of page views.



Nutrition, Health and Wellness

WORK PLAN #9 [2025 – 2026]

Team Lead and Budget Holder		Director, Health and Nutrition	
Total Budget:	\$198,533 NCO \$385,674 Levy \$584,207 Total	Source: Beef Check-Off, Beef Import Levy, Veal Import Levy	
Tactics	Budget	Deliverables	Key Performance Indicators
1. Nutrition Research, Regulatory Monitoring and Knowledge Translation Investments to collect and analyze foundational research and regulatory information necessary to support Canada Beef's health and nutrition programming and to inform related communications for the organization and its stakeholders. Supports branded and unbranded consumer marketing efforts, ethnic consumer marketing, digital campaigns, Canada Beef web content, Beef Information Gateway, and Global Marketing. This tactic also contributes to regulatory work completed under the Global Marketing portfolio.	\$198,533 NCO	1. Monitoring, researching and communicating emerging issues relevant to beef nutrition. 2. Translation of relevant nutrition science into key messages and content for use in resources, outreach programs, campaigns and to support industry efforts. 3. Nutrition analysis and determination of allowable claims. 4. Support promotion of the Gateway nutrition content to the health professional community. 5. Establish linkages with relevant industry Comms teams and provinces. 6. Reach ethnic consumers with health education messaging to promote awareness and enable usage of Canadian Beef. 7. Participation in external expert networking groups and collaborations, including engagement with Canada Beef's Nutrition Expert Advisory Committee.	1. Translation of 4 health brochures into 2 priority ethnic languages (Tagalog and Arabic). 2. Distribution of 20,000 ethnic brochures to consumers via health professionals. 3. Minimum of 6 engagements (input on key projects) with Nutrition Expert Advisory. 4. Increase satisfaction index survey for Q4 by 3% "Overall Contribution": 83% increased to 86% 5. Increase satisfaction index survey for Q7 by 5% "Nutrition & Know your Beef Fact Sheets": 79% increased to 84%.
2. Direct to Health Professional Communications Communicate beef's health advantages through strategic health professional communication channels, including conferences, partnered promotions and in trade media.	\$65,674 Beef Import Levy	1. Education for current and future health professionals about beef's nutritional competitive advantages through educational webinars, sponsorships and conferences. 2. Dissemination of beef nutrition messaging in high impact media (trade publications, social media, etc.) targeted to health professionals.	1. Attend minimum of 4 health professional conferences in at least 3 provinces. Reach 1,000+ health professionals in one-on-one interactions via conferences. 2. Reach 10k+ health professionals via trade articles and minimum of 2 webinars.

Tactics	Budget	Deliverables	Key Performance Indicators
3. Educational Outreach through Partner Programs Working through third-party health partners, reach consumers with beef-related health and wellness resources, education and messages.	\$280,000 Beef Import Levy	1. Distribution of beef health resources and education to consumers through Health Partners: e.g., Ashfield, Spark Nutrition, etc. 2. Reach students and young health professionals with beef education through educators.	1. Distribute 500k+ brochures to consumers via health partners. 2. Reach 300+ students and/or educators with beef training and education.
4. Health Professional online engagement Disseminate beef education and health messages through digital campaigns and Thinkbeef.ca.	\$40,000 Beef Import Levy	1. Through development of targeted 'ambassador' campaigns, deliver beef education on key health topics to health professional students, health professionals, and other influencers in video, online articles and via social media. 2. Development of nutrition content for Thinkbeef.ca and other generic beef communication channels.	1. Execute a minimum of 3 health-related digital campaigns with a combined reach to 15k+ RDs. 2. Achieve 2,000 visits to nutrition pages and content on TB.ca. 3. Increase satisfaction index survey for Q7 by 5% "Think Beef Nutrition Resources/Thinkbeef.ca": 61% increased to 66%.



Public and Stakeholder Engagement

WORK PLAN #10 [2025 – 2026]

Team Lead and Budget Holder	Vice President, Corporate Affairs	
Total Budget:	\$209,594	Source: PSE Check-Off

Tactics	Budget	Deliverables	Key Performance Indicators
1. Direct to Consumer Messaging Consumer-focused public relations and social media campaigns featuring positive beef industry messaging leveraging the updated National Beef Sustainability Assessment research. Campaigns will feature impactful story telling content relevant to issues of concern. Canada Beef will seek and pursue opportunities to further leverage this investment in partnership with allied organizations such as PSE-CCA and CRSB.	\$79,594	Q2-Q4: Two direct-to-consumer public relations campaigns focused on trust and confidence issues.	Campaigns will achieve 3.5 million consumer impressions.
2. Key Influencer Outreach Consumer-focused public relations and social media campaigns featuring positive beef industry messaging delivered to key influencer audiences (trade, food writers, dietitians, home economists, media, NGOs). Campaigns will feature impactful story telling content relevant to issues of concern.	\$100,000	Q2-Q4: Two initiatives designed to ensure key influencers (trade, food writers, dietitians, home economists, media, NGOs) maintain confidence and support for beef and veal production.	Campaigns will achieve 100,000 key stakeholder impressions.
3. Issues and Crisis Preparedness, and Media Training Finalize updates to crisis plan and conduct test simulation exercise. Media training for new staff and MDP committee members as warranted.	\$15,000	Q1-4: Complete crisis plan update and simulation. Conduct media training session for selected staff/officials.	Deliver updated crisis comms plan. Conduct a crisis simulation to test readiness. Media train 4 staff/officials.
4. Resource and Content Development Design and production of new PSE content and resources. Update existing digital and print resources to reflect the updated content.	\$10,000	Q2-Q4: Design and translation of content. Production of factsheets, backgrounders, photography, research, and resources.	Create/update 10 PSE resources.
5. Industry Membership and Participation Membership and participation costs to align with key allied organizations on PSE issues.	\$5,000	Q2: Alignment and cooperation between organizations such as CRSB, CCFI, etc.	Purchase memberships and participate in select meetings and projects.



Stakeholder Communications

WORK PLAN #11 [2025 – 2026]

Team Lead and Budget Holder	Director, Stakeholder Communications	
Total Budget:	\$275,000	Source: Beef Check-Off

Tactics	Budget	Deliverables	Key Performance Indicators
1. Annual Reporting 1A. CANADA BEEF INVESTMENT PLAN DOCUMENT (INTERNAL) 1. Produce Canada Beef annual investment plan for next fiscal year. 2. English and French language print and digital PDF plan versions for internal distribution only. 3. Work plan tactics information used to develop content for Canada Beef annual report. 1B. CANADA BEEF ANNUAL REPORT 1. Develop design and produce Canada Beef's annual report for distribution in August 2025. 2. English digital flipbook and PDF versions. 3. French version digital PDF. 4. English and French printed versions. 5. 5-minute bi-annual results report overview video in English and French narration.	\$55,000	Q3-Q4: 1a. Content for front half of report to be edited and formatted, include final/approved work plans, finalize and print report. Target: 100% distribution to internal group e.g. MDPC Q1-Q3 1b. Compile information from each of the hubs and develop layout of report and video script. 2. English flipbook, E&F PDFs and videos completed and distributed in Aug 2025. 3. French PDF posted to website in Aug 2025. 4. Completed English and French print versions distributed by Sept 2025. 5. Postage mail distribution of printed reports to stakeholders by Sept 2025. 6. Promotion of annual report and video versions in CBP, CB columns and producer social media.	1. Satisfaction Index survey. 1b. English annual report 350 printed copies, French annual report 125 printed copies. PDF and printed report distribution 100% to Agency board, MDPC, provincial associations, industry, other stakeholders. Report available metrics to date in mid-year investment plan results update video, and total results for FYE overview video.
2. Canada Beef Performs Monthly E-newsletter: 1. Develop and produce 12 monthly e-publications in English and French 2. Distributed digitally to all subscribers. 3. Expand readership through active engagement and promotion of the publication through French speaking stakeholders and contesting in English only.	\$70,000	Q1-Q4: 1. Work with all Canada Beef budget holders to assemble relevant and timely information, activities, and images each month. 2. Develop and execute annual media plan or contest to increase readership and promote the publication in English and French speaking Canada. Q1-Q2: 3. Create print ads and digital ads to support CBP for distribution in national and regional cattle industry/ association publications, email blasts, and across websites/social channels.	1. Satisfaction index survey. 2/3. Deploy one new marketing strategy across platforms and secure paid promotional ad placements with producer assoc. and industry publications for total target subscription increase: 345+ YOY.

Tactics	Budget	Deliverables	Key Performance Indicators
3. Social Media Outreach – Producers Planning and content will be created to support outreach to producers on FB and Instagram, to build awareness of the value of CB initiatives to them and their investments, as well as contesting and push purchase to build engagement.	\$30,000	Q1-Q4: 1. Create and deliver Canada Beef updates for producer audience. 2. Build subscriber base producer social channels. 3. Enable engaged audience.	1. Satisfaction index survey. 1. Baseline delivery of 156 general posts via service provider and ad-hoc posts. 2. Cross-promote CBP and CB, review analytics to anticipate follower behaviour. Target: Increase Producer FB follower by 200+ Target: Increase Producer X followers by 130+, try to migrate 6.5K of followers to new producer Instagram TBD.
4. Media Monitoring Contract Service Contract service to provide timely monitoring of media messaging to identify trends and opportunities.	\$35,000	Q1-Q4: Contract Service.	Track 100 issues/stories. Provide information / support for other tactics.
5. Canadian Beef Industry Conference Participation and planning support to deliver a successful CBIC. Includes program support or guest speaker fee, travel, and accommodation costs.	\$20,000	Q1-Q2: 1. Participate in planning and CBIC program development. 2. Develop two industry sessions to support trade and consumer trends. Q2: 3. Work with Canada Beef team to staff booth.	Facilitate a CB trade show display to draw 225 producers to visit the booth. Provide topical presentations on CB initiatives that 100 producers sign up for.
6. Stakeholder Resources Create corporate value proposition resources for producers to encourage continued support. Update and support Canada Beef fact sheets.	\$20,000	Q1-Q4: 1. Create a range of CB value proposition resources for deployment on multiple platforms. 2. Present information sessions at industry events or on online.	Create four new resources/ tools.

Tactics	Budget	Deliverables	Key Performance Indicators
7. Producer Association Meetings Participation and Support Canada Beef will participate in various Producer Association meetings to maintain positive relationships and increase awareness and support of Canada Beef activities and value they bring to the cattle industry. Activities may include participation costs for staff attendance, costs for hosting information booths/ displays, and event/speaker/ meal sponsorships. These activities can be supplemental to and in support of Provincial Marketing Alliance activities.	\$20,000	Q1-Q4: Participate in all Producer Association meetings to maintain funder and stakeholder support and awareness of Canada Beef activities and value.	1. Satisfaction index survey. CB to attend 3 national industry conferences, 6 provincial producer assoc. conferences, 4 provincial joint producer assoc. conferences, 1 industry symposium and/or other meetings (fall, district) as requested.
8. Corporate Items for Stakeholder Distribution Procure corporate or product branded items to assist stakeholders with their various meeting/ conference needs, as prizes for contesting, for thank you gifts for exiting MDPC board members, replenishment of core / mainstay branded items.	\$25,000	Q1-Q4: Promotional items for activities or marketing initiatives.	Maintain inventory of corporate recognition items as needed.



Finance and Operations

WORK PLAN #12 [2025 – 2026]

Team Lead and Budget Holder	Vice President, Finance and Operations	
Total Budget:	\$980,930	Source: Beef Check-Off. SCAP Leveraged

Tactics	Budget	Deliverables	Key Performance Indicators
1. Budgeting and Monthly Reporting Tools	1. Annual programs and operations budgeting for Investment Plan. 2. Operating plan spreadsheets set-up on SharePoint. 3. Budget performance report template set-up and budget loading on Sage 300.		*Complete by Nov 30. *Set-up by March 1 st . *Set-up by March 1 st .
2. Business Unit Support	1. Answering questions about finance procedures 2. Payment of monthly international office operating funds 3. Reimbursement of Staff expense 4. Providing excellent customer service 5. Reviewing vendor agreements and office rental contracts with business units.		*Responses within 2 business days. *Operating funds wired to offices before 15th of month. *Response within 15 days of receipt. *Achieve 75% on Accounting Satisfaction Survey. *Responses within 2 business days.
3. Business Unit Monthly Reporting	1. Monthly budget reports for each work plan and office overhead.		*Reports delivered within 15 days of month end.
4. Payroll Processing	1. Management of ADP payroll system 2. Payment of salaries on time.		*Payroll input data to ADP by Tuesday before payday. *Bi-weekly, every second Friday.
5. Vendor Management	1. Sage 300 Accounts Payable vendor system management 2. Biweekly local vendor payments 3. Biweekly set-up and payment of RBC express wires to international vendors 4. Manage paperless expense reporting system.		*Vendor information up to date before payment dates. *Less than 10 vendor complaints for fiscal year. *Less than 10 wire returns for fiscal year. *Ongoing
6. Agriculture and Agri-food Canada (AAFC) Claim Alberta Export Market Development Program	1. Preparing/Filing of quarterly AAFC claim. 2. Responses to AAFC's requests for samples and other information. 1. Re-apply for grant. 2. Process and pay EMDP partner reimbursements.		*Claim delivered to AAFC within 90 days of the end of the quarter. *Responses to AAFC within requested deadline. *Achieve 99% claim approval. *Grant renewal for another 3 years (Fall 2025). *EFT and Wire transfer payments semi-monthly.

Tactics	Budget	Deliverables	Key Performance Indicators
7. Statutory Audit		1. Delivery of Trial balance and General Ledger report to auditors 2. Preparation of audit working papers 3. Working with auditors to complete the field work 4. Receive draft audited financial statements and audit findings report from the auditors and have a review with the finance committee 5. Meet with the Board of Directors to approve the draft audited financial statements.	*Delivered a week before field work commencement – May 20 th . *Audit working papers delivered to auditors by st day of field work. *Field work completed by June 7 th . *To be completed between June 15 th – 22 nd . *Complete by June 30 th .
8. Government regulatory compliances (CRA, Statistics Canada, Alberta Finance)		1. Provide information to NCO for preparing/filing of GST/HST returns to CRA and payment of any taxes due 2. Preparing/filing of T4 summary to the CRA annually 3. Issue CRA form T2200 to staff 4. Annual not-for-profit (NPO) and T2 returns to the CRA 5. Complete Statistics Canada Surveys 6. Complete and file Alberta Finance pension annual information return.	*By the 15th day following the end of relevant month. *By end of February of the following calendar year. *By end of February of the following calendar year. *Complete by Sept 30 th . *Complete by the stipulated deadline. *By June 30 th .
9. Office Management		1. Monthly payment of rent and common area costs to property manager 2. Management of office supplies, utilities and equipment to ensure that space is a workable environment 3. Ensuring insurances are active, this includes - Cyber security insurance, - Commercial general liability - Multi-media policy - Property insurance - Office liability 4. Acquire new lease for the Ontario office.	*Rent invoices are paid within first 7 days of the month. *Make procurements and address issues in a timely manner. *Renew insurances before expiry. *New lease in place by October 1, 2024.
10. Learning and Growth		1. Strive for continuous improvement of finance and operations processes 2. Training and professional development.	*Review and update finance and operations procedure manual once a year and re-circulate to business units in January. *Staff to attend at least 1 training event per year.

[CANADA BEEF 2025 - 2026 BUDGET]

For the year ended March 31, 2026

Revenues		\$
1	Check Off - Marketing	8,390,000
2	Check Off - Public and Stakeholder Engagement	182,000
3	Import Levy - Beef	1,126,500
	Import Levy - Veal	36,000
4	Government of Canada - Sustainable Canadian Agricultural Partnership (SCAP)	1,950,710
5	Alberta Agriculture and Industry - EDMP	222,323
6	Export Market Development Administration Fee	10,000
7	Interest	160,000
		\$ 12,077,533

Expenses		
	Board of Directors - Marketing Committee	100,000
	Marketing	13,977,533
		\$ 14,077,533

(Deficit) to be funded out of unrestricted accumulated reserves **\$ (2,000,000)**

Marketing	Programs	2025-2026 Operating	Total
Domestic - Generic Beef	509,406	216,420	725,826
Domestic - Generic Veal	26,000	-	26,000
Public and Stakeholder Engagement	209,594	51,538	261,132
Global - Generic Beef	15,000	-	15,000
Global	619,100	1,409,000	2,028,100
Domestic - Channel Marketing	401,500	537,700	939,200
Domestic - Consumer Marketing	1,267,000	153,600	1,420,600
Digital Marketing	493,750	236,300	730,050
Digital Marketing - Generic Veal	10,000	-	10,000
Health and Nutrition	198,533	65,100	263,633
Health and Nutrition - Generic Beef	385,674	-	385,674
Stakeholder Communications	275,000	152,900	427,900
Canadian Beef Centre of Excellence	365,000	578,850	943,850
Canadian Beef Marketing Alliance	486,771	-	486,771
Export Market Development	530,000	203,600	733,600
Emerging Markets	215,000	-	215,000
Japan	700,000	408,890	1,108,890
South Korea	400,000	25,000	425,000
China and Hong Kong	181,000	105,000	286,000
Taiwan and South East Asia	550,000	128,571	678,571
Mexico and Latin America	600,000	285,806	885,806
Finance and Operations	-	980,930	980,930
			-
	\$8,438,328	\$5,539,205	\$13,977,533