

# NOMINATION GUIDE



Beef Producers

**NOMINATED BY THE PROVINCIAL CATTLE ASSOCIATIONS**

# Agency Nomination Guide

## **VISION**

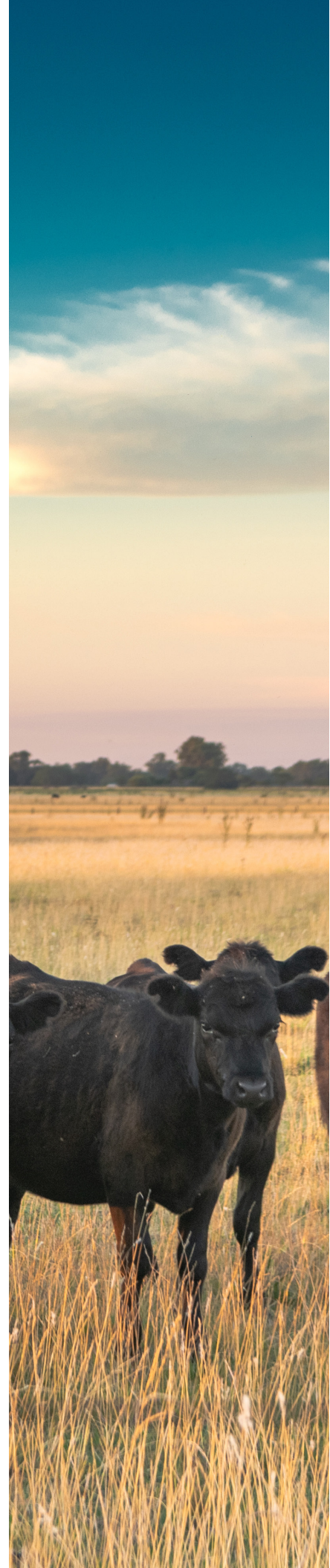
A unified and sustainable national funding strategy for Canadian beef cattle research, market development and promotion.

## **MISSION**

To deliver measurable value to the Canadian beef industry through prudent and transparent management of the Canadian Beef Cattle Check-Off.

## **INCLUSION**

To ensure equitable opportunities for involvement at the Agency table through a diverse array of backgrounds, experience and the desire to improve the Canadian beef industry.



# Nomination Guide



## FOR BEEF PRODUCERS

The Canadian Beef Check-Off Agency invites eligible beef producers to put their names forward annually as candidates through their Provincial Cattle Association to run in the Agency Member Election. Our elected Board of Agency Members works to ensure that producer and importer dollars are invested transparently, within eligible investment guidelines and measured for the benefit of the Canadian beef industry.

This Guide is intended to provide you with information you need to know about the call for Member candidates and election process competencies required for Agency Members.

Once you have reviewed this Guide, if you are interested in being considered as a candidate to the Canadian Beef Check-Off Agency board of directors, please contact your provincial cattle association directly.

## CALL FOR NOMINEES

The total membership on the Agency board is 16 Members, with eight (8) seats being up for election each year: five (5) from provincial cattle associations, two (2) from processors, traders, brokers and exporters nominated by the Canadian Meat Council (CMC) and one either from the retail foodservice sector, or importers nominated by the Canadian Association of Importers and Exporters (I.E. Canada) on alternate years. Nominations must be made by the home association directly to the Agency.

The number of seats available for nomination each year are as follows:

	PROVINCIAL CATTLE ASSOCIATIONS	PROCESSORS, TRADERS, BROKERS, EXPORTERS	IMPORTERS	RETAIL/ FOODSERVICE
<b>EVEN YEARS</b>	5 (AB, SK, ON, NS, PE)	2	1	0
<b>ODD YEARS</b>	5 (BC, AB, MB, QC, NB)	2	0	1

**Exceptions:** If Agency members resign or retire mid term, those positions will be up for re-election at the next Agency AGM to fill the unexpired portion of the term. The Agency also elects a Youth Member observer in even years, nominated by the Canadian Cattle Youth Council. This position is non-voting.

## ELECTIONS RESULTS

Election results are announced annually at the Canadian Beef Check-Off Agency AGM, held in conjunction with the Canadian Beef Industry Conference (CBIC) each August.

**NOMINATIONS  
DUE MID JULY  
EACH YEAR**

**CONTACT YOUR PROVINCIAL  
CATTLE ASSOCIATION FOR  
MORE INFORMATION ON  
GETTING NOMINATED.**

## A LITTLE MORE ABOUT US



**Average Revenue: \$19.4 million (3yr)**

The Canadian Beef Check-Off Agency is legally known in our long-form name as the Canadian Beef Cattle Research, Market Development and Promotion Agency. We were the first Promotion and Research Agency (PRA) proclaimed in Canada, and continue to lead the pack as more PRAs seek development and proclamation.

Our Members ensure that the governance and oversight of the Agency, the national check-off and the import levy are transparent, and seek to do what is right for the best interest of the Canadian beef industry.

## STRATEGIC OBJECTIVES

### **STRUCTURED REPORTING & COMPLIANCE**

It is important to have a level playing field for the beef industry in Canada and working to achieve a high standard of compliance is integral to delivering results. Strategic areas of focus around compliance and reporting will create efficiencies and ensure levies are collected and subsequently invested for the betterment of the industry.

### **ENGAGED & EDUCATED STAKEHOLDERS**

The Agency is as strong as our stakeholder partners, so our goal is to support comprehensive understanding of check-off and import levy collection with provincial cattle associations across the country and importers of beef and veal. A familiarity with regulations, framework and value of investments allows the Agency to help others around us to 'speak check-off' too.

### **SOUND GOVERNANCE & ADMINISTRATION**

A solid foundation has been laid, and the Agency is prepared to focus on achieving the goals set for us by our industry. We are led by a dynamic and diverse group of individuals representing stakeholders from coast to coast, who ensure business continuation and that we are prepared to manage risks.

# Your Seat at the Table

The Agency oversees an annual budget that averages \$19.4 million in revenue, from check-off and import levy collection. Investing millions of producer dollars is a big job – and one that the Agency and our Members don't take lightly. Members bring experience of being actively engaged and heavily invested in the future of beef in Canada. It is important that our board represents Canada's forward-thinking beef industry.



## OUR MEMBERS

The role of the Agency's Members is to ensure that those dollars are invested into eligible programs to better the industry, and to ensure that the management of those dollars is done transparently and within the framework that guides the organization.

Agency Members come from all sectors of the industry, and represent each sector of the value chain from farm to fork. Having expertise from coast to coast is a valuable asset in determining the best path forward for the Agency and the levies it administers, including the national beef check-off and the beef import levy.

Our Members are actively engaged and invested in the beef industry, forward thinking, and have experience to share from the sector they are from.

The Agency's board makeup consists of the following Members:

- Provincial cattle associations (10)
- Canadian Meat Council (4)
- I.E. Canada (1)
- Retail and foodservice (1)

Our organization has come into its own in the past few years, carving out an identity for our Members, and for the organization itself. The role of the Agency continues to be administering the funds remitted in the most transparent way possible, and ensuring that measurable value continues to come from the investments for the beef industry in Canada.

# Nominating to the Agency Board

The Agency Board is responsible for the governance of the Agency, the financial oversight of investments into marketing, promotion and research, and establishing policy and direction in accordance with associated regulatory guiding documents and framework.



## REGULATORY FRAMEWORK

- Farm Products Agencies Act
- Canadian Beef Cattle Research, Market Development and Promotion Agency Proclamation
- Beef Cattle Research, Market Development and Promotion Levies Order

Every Member has a fiduciary responsibility to act honestly and in good faith in the best interests of the Agency and our stakeholders and to exercise the due care, diligence, and skill that a prudent person would exercise in similar circumstances.

## MEMBER ELIGIBILITY CRITERIA

To qualify as a candidate for the Agency board, you must meet the requirements as set out in the Agency's regulatory framework:

- be either a primary producer (Canadian resident) or industry representative
- must be over 18 and under 70 years of age
- not personally bankrupt
- be approved as a nominee by the Governance Committee

Provincial Cattle Associations must submit nominations on the prescribed form, to the Agency no later than indicated on the form.

# ELECTING AGENCY MEMBERS

## NOMINATIONS & ELECTIONS



All individuals nominated for election as an Agency Member must attend the AGM in order to be eligible for election, unless otherwise determined by the Governance Committee.

Elected Agency Members hold the seat in their own right as an individual. While they are nominated by their respective associations, they cannot be removed from this seat by that nominating association. It is the responsibility of the associations to nominate eligible candidates for the seat only.

### WHAT TO EXPECT AT THE AGM

At the AGM each year, the Agency is responsible to ensure the following have taken place:

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

### CONDUCTING THE ELECTION



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

The Agency will select an appropriate platform to conduct the elections. This platform may be used to conduct elections in advance of the AGM through secure voting options, or may be used to conduct elections in real time during the AGM. The election platform will be clearly communicated to the nominating organizations well in advance.



***Plan to attend the Agency's AGM if you are a nominee. The location of the AGM changes with the Canadian Beef Industry Conference each year.***



# YOUR COMMITMENT



## Prepared. Engaged. Reliable.

A dedicated group of likeminded individuals working together on behalf of the Canadian beef industry.

Preparation, attendance and active participation in regular board and committee meetings, strategic planning sessions and other special meetings or board development sessions is an expectation and responsibility of board members.

Through the Board Attendance Policy there is an expectation that board members will attend all board and committee meetings. The Agency is able to hold virtual, in person or combination meetings to meet all needs for meeting attendance.

To ensure compliance with the Agency Bylaws, board members shall not miss more than three (3) Agency meetings. On average, a board member will be expected to attend three board meetings, the Annual General Meeting, and on average, six (6) virtual committee meetings annually.

## BOARD & COMMITTEE MEETINGS

Board meetings are generally scheduled in the fall, spring and summer (AGM). These meetings are often two half day virtual meetings, or one full day in person meeting. Committee meetings generally precede the board meetings within 30 days, and are approximately 3 hours, whether in person or virtually.

Meeting materials are provided to board members one week prior to the meeting, and board members need to devote enough preparation time in advance of the meeting to ensure productive discussions, informed decision-making and quality board governance.

***On average, the Agency holds three board meetings, six virtual meetings per committee, an AGM, and the occasional training or special event.***



The Agency encourages Members to be committed to sharing their own views and respectfully challenge others. The Agency strives for openness and inclusivity, and creates value for stakeholders based on the diverse views of the Agency Members. The commitment of our Members to sharing diverse views helps to support our culture of transparency and prudence.

## STAKEHOLDER ENGAGEMENT

Board members are expected to attend the AGM and any special meetings with their home organization through the duration of their term.

## LEARNING

Following election, new board members are provided with a comprehensive orientation to the board and Agency operations. Board members are required to complete, or show prior completion of governance training and Respect in the Workplace training.

We are committed to assessing individual and collective effectiveness of the board through an annual board assessment process.

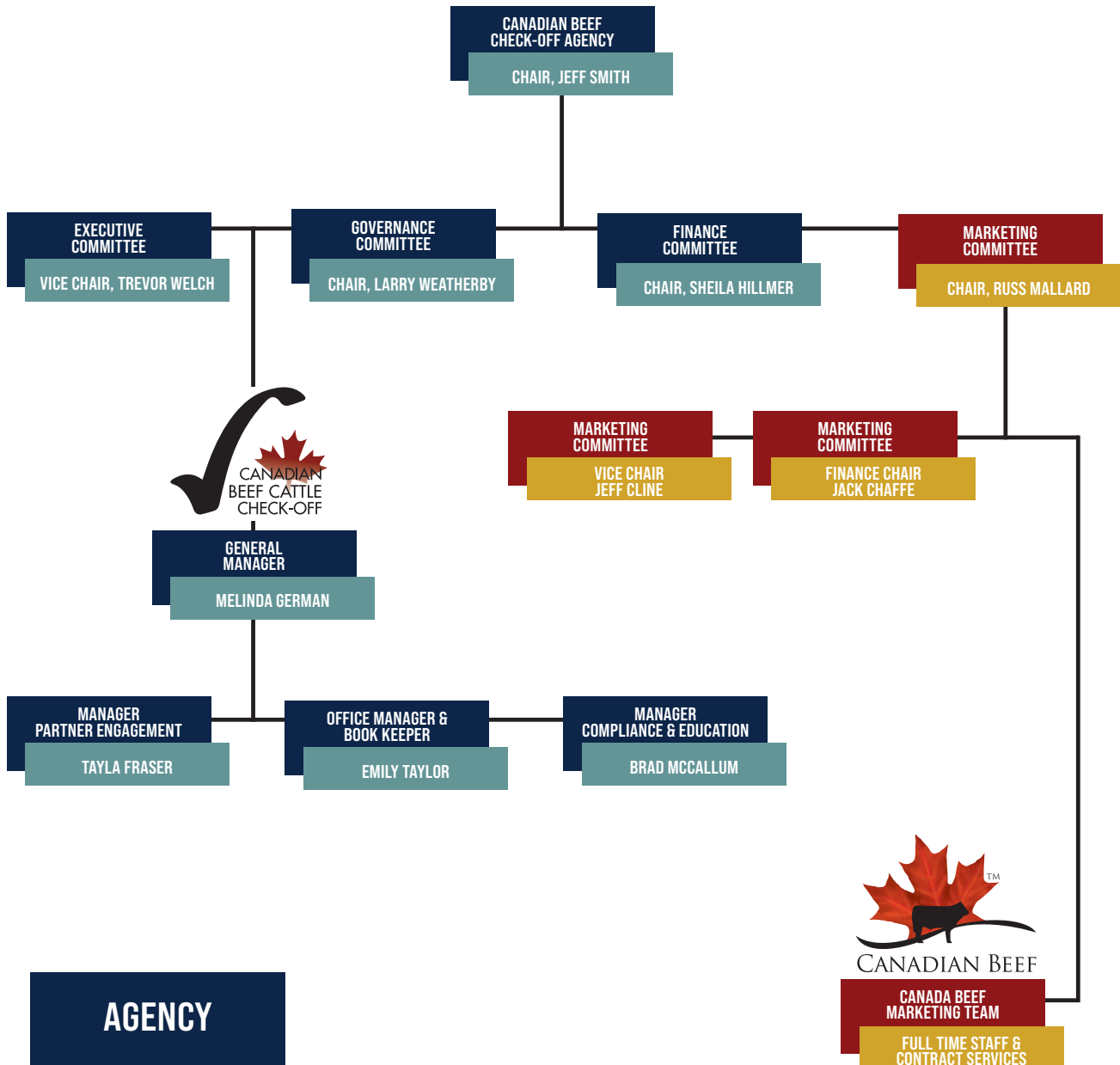
## COMPENSATION

The Board Remuneration Policy outlines the compensation board members receive for their services. This includes a half and full day meeting rate, as well as policy around applicable expenses incurred while traveling or conducting Agency business.



# Organizational Chart

How do the Agency and Canada Beef operate? Which boards and committees oversee each piece of the business? Let's take a closer look:



# Member Duties & Responsibilities

Agency Members are responsible for the oversight of producer and importer dollars, as well as the oversight of the Agency's strategic plans and governance.

## ORGANIZATIONAL OVERSIGHT OF POLICY DEVELOPMENT

The property and business of the organization is managed by the Agency Board, which includes the formation of the policy of the organization. The Agency Board should use information gathered from industry stakeholders and funders of the organization in developing organization policy consistent with its objectives and purpose. The stakeholders may from time to time, raise issues for consideration by the Agency. Any resolutions passed by delegates at an Annual General Meeting are recommendations to the Agency and are not binding on the Agency when the Agency Board establishes policy.

## COMMUNICATION AND CORPORATE AFFAIRS STRATEGY

The Agency Members consider it a function of the Agency to approve a communications policy and approve the content of the organization's major reports to the public, including the Business Plan and the Annual Report.

## ORGANIZATIONAL STRATEGY

The Canadian Beef Check-Off Agency is responsible for the management and administration of the legislation and regulatory requirements of the Farm Products Agencies Act, the Proclamation, the Federal Levies Orders and the Agency Collection and Services Agreements with the provincial cattle associations and national service providers. The Agency Board's role is to ensure there is a strategic planning process, and then review, challenge, validate and ultimately endorse the strategy for the organization and ensure management fulfills its obligation with respect to the management and administration of the Canadian Beef Cattle Check-Off and the oversight of the Canada Beef market development and promotion plan. One Agency Board meeting per year will be devoted to a review of the strategic plan and related business plans. The Agency Board has the responsibility for setting the strategic framework/direction for the organization and in doing so has the responsibility:

1. to ensure that there is a strategic planning process in place for the organization;
2. to ensure that specific short and long-term objectives governing all major elements of the organization are in place;
3. to participate with senior management directly or through its committees in developing and approving the strategies, and business plans by which it proposes to achieve these objectives; and
4. to ensure that the objectives, strategies and business plans and reports are submitted to and approved by the Farm Products Council of Canada annually.

# CORE COMPETENCIES

The Agency has established five (5) core competencies which are applicable to all Agency Members and has determined that candidates should have a strong competency in each of the five (5) core areas, or the ability and time to acquire strong competency during their term on the Agency board. The board recognizes that not all board members, when elected, will be experts in all core competencies required of them. It is expected that all board members will commit to learning and development to fulfill their role and will achieve the minimum requirements for the five (5) core competencies within established time frames. In the table of competencies below, please note that all references to the Agency also include reference to Canada Beef, where applicable, in reference to the Agency's Marketing Committee.

CORE COMPETENCY	EXPERIENCE	COMPETENCY DESCRIPTION	MINIMUM COMPETENCY
<b>STRATEGIC PLANNING</b>	Experience participating in or leading a business or organization in planning for its future	<p>Agency and Committee Members will contribute to vision and strategic planning sessions, which will require Members to have a general understanding of the check-off and/or import levy systems in Canada.</p> <p>Members should demonstrate an appropriate level of experience and understanding of strategic planning, and a desire to contribute to the strategic direction of the Agency.</p> <p>Members may consider membership on the Governance Committee.</p>	<ul style="list-style-type: none"> <li>• Demonstrates good knowledge of the Canadian beef industry</li> <li>• Understands the vision, mission and role of the Agency</li> <li>• Can articulate the Agency's strategies and key goals</li> <li>• Familiar with key components of strategy development and execution</li> <li>• Provides sound input into the Agency's strategic direction and plans</li> <li>• Assesses goals, objectives, risks and opportunities relative to strategic direction</li> </ul>
<b>FINANCIAL LITERACY</b>	Experience reviewing financial reports, financial statements and operational plans & budgets	<p>Agency and Committee Members are required to understand how financial reports are developed, how to analyze financial statements to effectively monitor results and variances, and oversee the financial performance of the Agency.</p> <p>To achieve this competency, directors should demonstrate an appropriate level of financial knowledge and understanding, ability to interpret financial reports and statements, and monitor corrective action to ensure financial goals and regulatory requirements are met.</p> <p>Members may consider membership on the Finance Committee.</p>	<ul style="list-style-type: none"> <li>• Can interpret core financial statements, e.g. balance sheet and income statement</li> <li>• Understands foundational financial analysis concepts and tools</li> <li>• Can explain the nature and purpose of all financial reports prepared by management, for communication purposes with stakeholders</li> <li>• Identifies variances between actual financial performance and established financial budget and targets</li> <li>• Understands the concept of materiality</li> </ul>
<b>TALK THE TALK</b>	Experience working in a cohesive team and sharing important information with stakeholders as required.	<p>Agency and Committee Members are required to act as liaisons with their home associations, as well as general industry stakeholders. Members will be called upon to act as spokespeople on behalf of the Agency and industry in certain instances.</p> <p>To achieve this competency, Members should demonstrate an appropriate level of knowledge and understanding of check-off and/or import levy remittance and investments into the Canadian beef industry. Members should also be comfortable with public speaking, presentations and summarizing key message documents verbally.</p>	<ul style="list-style-type: none"> <li>• Clear understanding of how the check-off and/or import levy mechanisms work and answer on-the-spot questions regarding levy collection to a reasonable level</li> <li>• Can identify and communicate the strategy and key goals of the Agency</li> <li>• Familiar with the Agency's current business plan goals and overall budget</li> <li>• Good knowledge of the past, present and future programs the Agency has undertaken and invested levy dollars into</li> <li>• Can identify key programs relating to the Agency's service providers who invest check-off or import levy</li> <li>• Comfortable presenting to small groups of stakeholders on basic Agency history, strategy and financial reporting</li> </ul>
<b>GOVERNANCE &amp; ETHICS</b>	Experience in board or committee governance, policy development or change management	<p>Agency and Committee Members are expected to provide prudent, independent and objective oversight to the plans, goals, policies and processes which govern and guide the way the Agency is directed and managed.</p> <p>Members are expected to perform their responsibilities without any bias of self-interest and with due regard to the best interests of the Agency.</p> <p>To achieve this competency, Members should demonstrate an appropriate level of knowledge and understanding of the elements of good governance and ethics.</p>	<ul style="list-style-type: none"> <li>• Demonstrates knowledge of key governance principles, liabilities, policies and issues</li> <li>• Is aware of the roles and responsibilities of the Agency Members within the larger governance framework (legal, regulatory, fiduciary)</li> <li>• Demonstrates, through their participation, independence of thought, accountability, and transparency</li> <li>• Understands and can articulate their fiduciary obligations</li> <li>• Understands and adheres to the Agency's Code of Conduct</li> <li>• Understands the relationship and channels of communication between Agency Members, Senior Staff, and other Agency Staff and contractors</li> </ul>
<b>TOOLS &amp; RESOURCE MANAGEMENT</b>	Experience or knowledge of a variety of communication methods and resource access.	<p>Agency and Committee Members need to be flexible in how the Agency meets and exchanges information in a business environment.</p> <p>To achieve this competency, Members should demonstrate an appropriate level of technology skills relating to basic computer, mobile phone and various online media platforms. Members should demonstrate an appropriate level of organization and preparedness in relation to document and resource filing and meeting preparation.</p>	<ul style="list-style-type: none"> <li>• Have access to a laptop or desktop computer with audio capabilities, a mobile phone and a secure email address</li> <li>• Good knowledge of Zoom and other online meeting platforms</li> <li>• Understand the importance of a strong internet connection during connected meetings</li> <li>• Familiar with accessing online materials</li> <li>• Able to access, file and share a variety of documents quickly; secure confidential information</li> <li>• Able to provide a basic level of self-assessed troubleshooting with own equipment</li> <li>• Familiar with the principles of social and online media platforms</li> </ul>

# Delivering value through membership

The Agency strives to deliver an exceptional amount of value to the Canadian beef and veal industry, and the members find themselves in a unique position to guide the strategic direction of check-off and import levy investment in Canada.



**JEFF SMITH**  
ALBERTA BEEF PRODUCER  
CHAIR, AGENCY

"We need to have strong producer representation at the Agency table to speak on behalf

of the 68,000 beef farmers and ranchers in Canada. It is such a diverse industry, and we have to be accountable to our grassroots stakeholders that we represent. By joining the Agency on behalf of your province, we can add your voice to represent producers around our table."



**CHAD ROSS**  
SASKATCHEWAN BEEF PRODUCER  
PAST CHAIR

"Canadian beef producers can feel good about their representation on the Agency

board. We are invested into the governance of the Agency because we too pay the beef check-off, and we are responsible to make sure that there are strong, measurable benefits to producers across the country.



**RUSS MALLARD**  
ATLANTIC BEEF PRODUCTS INC.

**CHAIR, MARKETING COMMITTEE**  
"Having producers at the same table as packers and processors is an incredibly

valuable opportunity. We are so fortunate to have all aspects of the beef value chain working together, and sharing information in a way that isn't often seen at a national level. I would strongly encourage producers to join us at the Agency table to represent their province and Canadian producers."



**JULIE MORTENSON**  
YOUNG CATTLEMEN'S COUNCIL

**YOUTH MEMBER (OBSERVER)**  
"I see a big opportunity for young producers in Canada to start to get involved in the direction-

setting of our industry. Opportunities like sitting at the national Agency table really give the next generation of decision-makers a chance to dig into check-off investments, understand the value, and have a stronger voice on behalf of our growing demographic."

# MARKETING COMMITTEE OVERSEEING CANADA BEEF NOMINATIONS



The Marketing Committee is responsible for the Agency's mandate of market development and promotion of beef cattle, beef, and beef products through Canada Beef. The Committee is responsible for planning and establishing the strategic, business, and operational goals and objectives of Canada Beef and for the overall management and operation of the business and in relation to those goals and objectives.

## A LOOK AT THE COMMITTEE

The Agency's Marketing Committee is made up of a pre-determined cross-section of Agency Members and members-at-large who act as subject matter experts on beef and marketing. A total of 13 members make up the membership of the Committee.

Agency Members who are pre-selected for the Marketing Committee include:

- Processors, brokers, traders, and exporters (4)
- Importers/Exporters (1)
- Retail and Foodservice (1)
- Canadian beef producers (2) (elected by the Agency board)

In addition to the Agency Members appointed to the Marketing Committee, a member representing the Canadian veal industry is also appointed to the Committee:

- Veal Farmers of Ontario (1)

Four (4) member-at-large seats are also available for election to the Committee, two (2) each year, on alternating years. These members-at-large must meet the following criteria:

- Must be over 18 and under 70 years of age
- Not personally bankrupt
- Be approved as a nominee by the Governance Committee
- Possess skills in one of the following three areas:
  - » General marketing experience
  - » Beef/veal marketing experience
  - » In-market experience



***The Marketing Committee is responsible for the oversight of Canada Beef, and a \$14 million budget for the marketing and promotion of beef.***



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