

CANADIAN CATTLEMEN'S ASSOCIATION



Strategy Vision: A dynamic and profitable Canadian beef industry with Canadian high-quality beef products recognized as the most outstanding by Canadian and world customers.

Mission: To be the most credible, respected, and trusted "voice" for Canada's beef cattle industry domestically and around the world.

Pillars	INTERNATIONAL		POLICY		SUSTAINABILITY		PUBLIC + STAKEHOLDER ENGAGEMENT	
Priorities	Equal or Preferential Market Access	World Recognized Standards	Advocacy	Competitive Business & Regulatory Environment	Value Creation & Innovation	Programs/ Services	Communications	Cattle Production & Public Trust
Operational Focus	<ul style="list-style-type: none"> Seeking commercially meaningful market access based on the goal of equal to or preferential to the market access granted to our competitors. NAFTA, CPTPP, South Korea, China, and CETA are all under active work to protect, to complete, or to address some concerns in. Reduce non-tariff and tariff barriers in export markets for beef, live cattle, and beef genetics. Eliminate remaining BSE market access restrictions (e.g. OTM beef and offals to China). Address legal trade disputes (e.g. mCOOL, anti-dumping). 	<ul style="list-style-type: none"> Engaging in national and international standard setting or regulatory processes such as: the Beef Code of Practice, CODEX, OIE, and WTO. Recognition of zoning and regionalization for trade. Leading member of the Global and Canadian Roundtables of Sustainable Beef to ensure producers' interests are fully considered and practical solutions are developed. International partnerships that inform industry such as: the International Beef Alliance and International Meat Secretariat. 	<ul style="list-style-type: none"> Government relations that advocate and uphold a scientific risk-based regulatory system. Pursue outcome based flexible alternatives to prescriptive tactic based regulations. Provide leadership in national forums (e.g. the Beef Value Chain Roundtable) on animal health, animal care, traceability, food safety, environment, and climate change. Policy research and finding commercially viable solutions. Lobbying on legislative, regulatory, and financial/tax policies and future rules which can impact the freedoms and choices under which our producers can operate their business (e.g. protect and enhance property rights). 	<ul style="list-style-type: none"> Pursue regulatory cooperation with major trading partners through regulatory reform, harmonization, or equivalency with major competitors at production level. Ensuring access to effective Business risk management programs, assurance programming, and research and innovation funding. Access to competitively priced inputs (e.g. labour, animal health, feed, new technologies and other inputs). Regulations that support the long-term viability of the beef industry by responding to changing consumer demands, public concerns, animal health risks and welfare issues. 	<ul style="list-style-type: none"> To identify and test innovative solutions that add value for industry. Encouraging and advocating for ongoing investment within all sectors of the industry. Supporting verifiable supply chains. Encourage the creation of Ecosystem Service Programs to conserve natural resources. Validating production practices and identifying opportunities for continuous improvement in areas of public concern. 	<ul style="list-style-type: none"> Identify industry gaps, needs and appropriate ways to fill them. Encouraging youth leadership through the Cattlemen's Young Leaders and Young Cattlemen's Council. Canadian Cattlemen's Foundation. Technical services including: research on barriers to trade, enhancing the Canadian Beef Advantage with a total quality management system. [Only a portion covered by CCA]. 	<ul style="list-style-type: none"> Increase connectivity and dialogue across sectors among national and provincial organizations (e.g. Town Halls, Canadian Beef Industry Conference). Reputation management – timely, concise and effective delivery of industry communications. Crisis Management Preparedness / Emergency Response Management. Media Relations - Maintain strong relationship and influence with media. Canadian Ag Day Ag More than Ever 	<ul style="list-style-type: none"> Increase public recognition of industry's positive benefits including sustainability and animal production practices. Cultivate a proactive approach to issues that could undermine public trust by ensuring adequate resources and preparedness. Develop a repository of issue specific information that can be accessed by all industry partners. Develop stronger relationships with academia (3rd Party expertise), government, media and consumer facing industry organizations.
Success Measures:	<ul style="list-style-type: none"> Equal or Preferential trade access with competitors. 	<ul style="list-style-type: none"> Having Internationally Recognized Standards and Processes. 	<ul style="list-style-type: none"> Effectively represent industry, with access to gov't officials and elected representatives, recognized as a provider of solutions. 	<ul style="list-style-type: none"> Competitive inputs and access to risk management tools. 	<ul style="list-style-type: none"> Ongoing investment in all sectors of the industry. 	<ul style="list-style-type: none"> Proactive solutions to industry issues. 	<ul style="list-style-type: none"> Enhancing industry synergies and have a unified industry voice on topics. 	
Budget*	<ul style="list-style-type: none"> 16% or 8¢/head 	<ul style="list-style-type: none"> 4% or 2¢/head 	<ul style="list-style-type: none"> 31% or 15¢/head 	<ul style="list-style-type: none"> 15% or 7¢/head 	<ul style="list-style-type: none"> 2% or 1¢/head 	<ul style="list-style-type: none"> 17% or 8¢/head 	<ul style="list-style-type: none"> 7% or 3¢/head 	<ul style="list-style-type: none"> ~3¢/hd Separate Budget

*Administration & Governance 9% or 4¢/hd (for all pillars)

The CCA pillars of International, Policy, Sustainability, and Public & Stakeholder Engagement represent the areas where CCA contributes to Canada's National Beef Strategy pillars of Demand, Competitiveness, Productivity, and Connectivity.

CCA Committees:

- Animal Health & Care:**
 Responsible for monitoring current issues and trends in animal health, care and welfare including federal legislation and regulation, activism, research and international bodies such as the World Organisation for Animal Health and the International Meat Secretariat. For both animal health and animal care, the committee advocates for regulations that are based on sound, current science and do not unnecessarily impede trade.
- Domestic Agriculture Policy & Regulations:**
 Deals with non-trade related regulatory issues, such as general government policy, safety nets and transportation regulations. It also makes representation to the government and works with other committees or groups on issues of mutual interest.
- Environment:**
 Will develop science-based information tools, programs and policies that help to ensure that Canada's beef cattle producers continue to be recognized as the best environmental stewards while maintaining a dynamic and profitable industry.
- Foreign Trade:**
 Works to ensure favourable access to international markets for the Canadian beef industry and prevent exposure to unfair competition or dumping into the Canadian market, with a top priority focus on eliminating programs, measures and subsidies that distort world trade
- Value Creation & Competitiveness:**
 Is to seek out technologies, goods or services that create a more profitable business climate from birth to processing. The committee reviews issues related to competitiveness and adding value within the beef production chain.

Operating Divisions: *

Public & Stakeholder Engagement

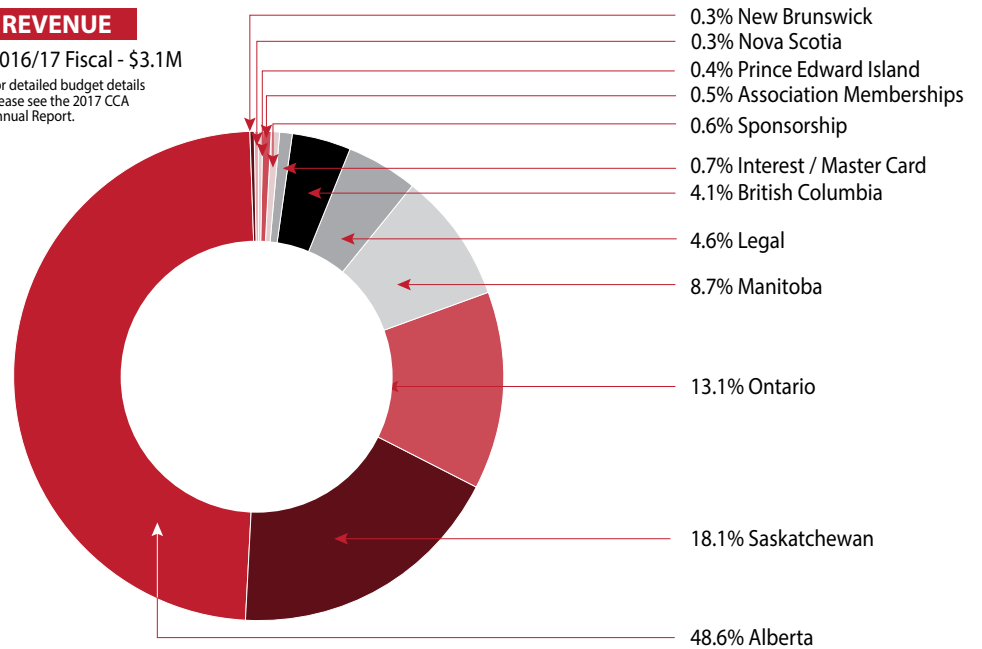


*Separate budgets, not shown here, excluded from revenues/expenses

REVENUE

2016/17 Fiscal - \$3.1M

For detailed budget details please see the 2017 CCA Annual Report.



EXPENSES

2016/17 Fiscal - \$3.1M

Note: that operating departments will not match these breakdowns.

