



Brand Marketing
& Management Inc.

**BC Beef Packing Plant
Commercialization Phase Project Plan**
Prepared for the Province of British Columbia
April 9, 2018



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INTRODUCTION

This document outlines a proposal to support the Commercialization Phase of the Federally Inspected Beef Packing Plant in British Columbia. In light of the extensive work that has resulted in the comprehensive Business Plan for this project, conducted by Brand Marketing and Management Inc. (BMMI), this proposal outlines the activities involved in the Commercialization Phase. For expertise and continuity, BMMI will lead this project and will be supported by Mallot Creek Strategies Inc. (MCS) who will contribute experience and operational backing to the Commercialization Phase of the Implementation Plan as outlined in the Business Plan.

Vision, Mission and Business Purpose

The vision for BC Beef Inc. is to provide differentiated, branded high-quality beef products to serve the specific needs of domestic and select international customers. The mission of BC Beef Inc. is to operate a federally inspected beef processing plant, creating the opportunity for cattle producers in the region to supply high quality specialized cattle at an increased rate of return on investment. The business purpose is to enhance the profitability and sustainability of the region's cattle and feed industries by providing differentiated products to supply chain partners while generating sufficient rates of return for investors.

Key Economic and Social Benefits

There are a number of economic and social benefits to be gained by the operation of this plant. These include increased cattle and grain demand which will potentially result in higher prices. The net contribution to cattle producers in BC north/east is estimated to increase to \$179/head when price premiums and cost advantages of local plant are realized. Beef and by-product sales in year 1 (2020/21) are estimated at \$118 M rising to \$169 M in year 3 (2022/23) and \$175M in year 5 (2024/25). The plant would contribute significantly to BC Agriculture's goal to increase agricultural receipts from \$10B to \$15B.

The region would benefit directly from 80 full time equivalent jobs within the plant in 2020 increasing to 100 in 2021 with an economic spin-off of an estimated 620 jobs created in the region by 2020.

Conclusion

The packing plant under discussion is unique in its co-operative business structure, supply chain alignment, specialized production, differentiated marketing strategy and targeted customer base. This Commercialization Proposal outlines a work plan to explore this opportunity.

OVERALL WORK PLAN

Work Plan Summary

The Work Plan to complete the Commercialization Phase of the project is summarized below.

Phase 1

- 1. Project Planning**
 - a. Initial Planning Meeting
 - b. Project Team Initial Vision Workshop
- 2. BC Beef Producers Interim Co-operative Steering Committee**
 - a. Develop Initial Vision and Business Plan Communication
 - b. Information Meeting to Potential Steering Committee Participants
 - c. Steering Committee Initial Meeting

Go/No Go Decision by Steering Committee

Milestone: Steering Committee Formation – March 2018

Phase 2

- 3. Business Plan and Financial Plan Solidification**
 - a. Business Plan Review
 - b. Steering Committee and Project Team review of Business Plan and Financial Plan
 - c. Research and Analysis by Project Team
 - d. Communication Plan to Producers
 - i. Co-op Participation

Steps 3 and 4 are Concurrent

- 4. BC Beef Producers Co-operative Structure Development - Initiation**
 - a. Co-op Organizing Meeting - Producers
 - i. Communicate Business Plan
 - ii. Define objectives of the Co-operative
 - iii. Explain Governance Structure of New Generation Co-op
 - b. Co-op Information Meeting
 - i. Further discussion of business structure and plan aspects
 - ii. Continue to solidify interest/membership in co-operative
 - iii. Discussions regarding commercial investor partnership options
 - c. Determine interest in joining Co-operative
 - i. Membership Sign up
 - ii. Collect membership fees and hold in escrow pending Go/No Go Decision

5. Industry Engagement – Targeted Presentations

The purpose of this step is to present the business concept to targeted potential Beef Producers and Industry stakeholders. This will allow for a preliminary read on the level of interest prior to obtaining additional funding for the development of the Co-operative.

- a. Communication Materials and Plan
 - i. Communication Materials Development
 - ii. Plan - Priority Presentations
 - iii. Understand level of interest
- b. Present to potential stakeholders:
 - i. Beef Producers
 - ii. Industry:
 - 1. Potential Commercial Partners
 - 2. Supply Chain Supporters
 - 3. Government Presentations
 - a. Funding Support Opportunities
 - 4. Financial Institutions

Go/No Go Decision - by Steering Committee – Funding Milestone

A 'Go' decision will trigger the request for funding the final project phase, Phase 3.

Phase 3

6. Beef Producers Co-op Development – Completion

The work to complete the Beef Producer Co-operative will be continued from Step 4, above. This will include all of the requirements to develop a co-operative entity required for the province of British Columbia.

7. Industry Engagement - Broad Presentations

Building on Step 5, the presentations will include further information on the business plan and Co-operative structure and investment structure.

- a. Communication Materials and Plan
 - i. Expand Communication Materials
 - ii. Plan - Priority Presentations
 - 1. Present Business Plan
 - 2. Present Co-operative Structure/Investment Structure
- b. Secure stakeholder interest
 - i. Potential Commercial Partners
 - ii. Supply Chain Supporters
 - iii. Government Presentations
 - 1. Funding Support
 - iv. Financial Institutions

8. Formation of BC Beef Producers Co-operative

- a. Secure membership of the Co-operative
- b. Draft Legal Papers and Incorporate
- c. Offering Statement
- d. Business Plan and Financial Plan Review and Final Confirmation of Plan

- e. Business Structure and Financial Support

Go/No Go Decision - by Board of Directors

9. Funding of BC Beef Producers Co-operative

- a. Government support

Go/No Go Decision - by Board of Directors

Milestone: BC Beef Producers Co-operative Launch – January 2019

Next Steps:

Secure BC Beef Packing Plant – Facility Funding – 2019

DETAILED PROJECT PLAN

Initial Planning Meeting

Objective

Clear understanding of project activities, timelines, budget and roles and responsibilities

Strategies

- Conference call to review project work plan, timelines and budget
 - Solidify roles and responsibilities
 - Project Team communication plan
 - Other resource requirements

Outcome: Identify critical success factors of plan

Next steps

Schedule Vision Workshop

Project Team Initial Vision Workshop

Objective

Create an initial vision of the business plan opportunity to communicate the economic goal to potential stakeholders with the intent of solidifying participants for an Interim Co-operative Steering Committee.

Strategies

- Business Plan Review
 - Key strategic priorities
 - Regional need, vertical co-ordination, investment partners
- SWOT
- Business structure to support sustainability
 - Business structure options review
 - Financial modelling – “What if” scenarios
 - Potential partners discussion – Co-op, Commercial Investors, etc.
 - Legal requirements – Offering statement
 - Bank and government funding considerations
- Critical success factors review
- Develop Steering Committee Structure and Skill Sets
 - -Estimated 8 -10 members
 - -Cattle Supply, Feeding, Sales/Marketing, Operations, Finance, Government, etc.
- **Outcome:** Develop list of stakeholders to consider for Steering Committee Involvement

Next Steps

Stakeholder engagement for Interim Co-operative Steering Committee

BC BEEF PRODUCERS INTERIM CO-OPERATIVE STEERING COMMITTEE

Develop Initial Vision and Business Plan Communication

Objective

Develop communication materials to potential members of an Interim Co-operative Steering Committee

Strategies

- Create a presentation that clearly outlines:
 - Business Plan and Business Structure Options Review
 - Financial considerations of plan and business structures
 - Identify structure, roles and responsibilities of Steering Committee
- Outcome:** Initial communication tool (presentation)

Next Steps

Organize information meeting to communicate opportunity to potential Steering Committee members

Information Meeting to Potential Steering Committee

Objective

Solidify Interim Co-operative Steering Committee.

Strategies

Present Initial Vision and Business Plan

--New Generation Co-operative Structure Recommendation

Provide information regarding Steering Committee structure and commitment

Outcome: Secure Steering Committee Membership

Next Steps

Secure Steering Committee Commitment

Steering Committee Initial Meeting

Steering Committee Initial Meeting and Training

--Objectives of the Steering Committee

--Operational norms and strategic focus

--Steering Committee Structure

- Cattle supply, Feeding, Sales/Marketing, Operations, Finance, etc.

--Top Line Structure and Business Plan Review

- Understanding of key elements of the plan

- Adjustments to the plan

Outcome: Topline amendments to the plan

Next Steps

Go/No Go Decision by Steering Committee

Milestone: Steering Committee Formation – March 2018

BUSINESS PLAN AND FINANCIAL PLAN SOLIDIFICATION

Business Plan Review

Steering Committee and Project Team review of Business Plan and Financial Plan

Objective

Further develop and solidify the initial vision and business plan to identify a common goal that will eventually springboard the formation of the co-operative.

Strategies

Review of Initial Vision

Understanding of key elements of the business plan and related critical success factors including:

- Supply
 - Cattle and other inputs
 - Feedlot Development
- Demand
 - Regional/Domestic/International
 - Competition
- Sales and Marketing
 - Value added products
 - Brand Strategy
- Facility
 - Capacity and Capabilities
 - Capital Investment
 - Operational Expenses
 - Regulatory and Food Safety Requirements
- Financial
 - Cut outs
 - Pricing Grids
 - Financial Modelling for Facility
- Business Structure and Plan
 - Business Model Options and Financial Risk
 - 'What if' scenarios

Outcome: Critical Success Factors



Research and Analysis by Project Team

Solidification and verification of the business plan aspects will require detailed research and analysis of each aspect of the plan as outlined above. This will require extensive analysis and information gathered by the Project Team so the Steering Team can proceed with informed decision making to help refine the plan.

The Steering Committee will be essential in imparting their recommendations to create a plan that speaks to the regional Beef Producers and other stakeholders to bring forward a plan that has a common economic goal to leverage the greatest support to proceed.

Outcome: Amendments to plan

Next Steps:

Go/No Go Decision - by Steering Committee

BC BEEF PRODUCERS CO-OPERATIVE STRUCTURE DEVELOPMENT - INITIATION

Once the Business Plan is solidified and approved by the Steering Committee, organizing meetings will be planned to explore Beef Producer interest in collectively forming a co-operative. It is expected that this will take multiple meetings, first to communicate the project to regional Beef Producers and then to gauge the interest of early adopters that show interest in showing support with membership sign up. Ample opportunities must be provided to allow for Beef Producers to review and understand the proposed commitment to garner support.

Objective

To plan organizing meetings with BC Beef Producers to communicate the BC Beef Packing Plant Business Plan and determine the level of support in forming a BC Beef Producers co-operative

Strategies

- Producer Information Meetings
 - Set up producer information meetings to communicate plan and prospectus to producers
 - Initial Membership Program
 - Membership Meetings for those interested in learning more and possibly committing to going forward
- Co-op Organizing Meetings - Producers
 - Review Business Plan
 - Define objectives of the Co-operative
 - Explain Governance Structure of New Generation Co-op
- Further detailed Business Plan Information Meetings to allow for open 'Kitchen Table' discussions
- Co-op Information Meetings

- Further discussion of business structure and plan aspects
- Continue to solidify interest/membership in co-operative
- Determine interest in joining Co-operative
 - Membership Sign up
 - Collect membership fees and hold in escrow pending Go/No Go Decision
 - Discussions regarding commercial investor partnership options

Outcome: Sign up of members that can provide 120% of identified value-added cattle supply required for the proposed facility

Next Steps:

Go/No Go Decision – Concurrent with BC Beef Producers Interim Co-operative Steering Committee plan and Business and Financial planning

INDUSTRY ENGAGEMENT – Targeted

Concurrent w/ BC Beef Producers Co-operative Development Process

Once an initial level of agreement and interest in membership for the co-operative has been achieved, communicating the opportunity to various industry players will be important to gain buy in and determine if there is funding and financial support to move forward. The membership will represent supply security that can then be developed into a communication package to inform other producers, industries as well as other interested parties. This will include commercial partners who may be interested in investing, Government for funding support and financial institutions that will be approached for financing.

Communication Materials and Plan

Objective

Communicate the business opportunity to potential commercial partners and stakeholders that could provide funding and investment to support the project

Strategies

Communication Materials Development

- Develop communication materials to inform and engage industry regarding the business plan, business model options and financial commitment and risk
- Target audiences include
 - Commercial Partners
 - Supply Chain Partners – Grain/Feed Growers, Feedlot Supporters, etc.
 - Government
 - Financial Institutions
- Develop information package and engage financial institutions

Communication Plan

Target Audiences:

- Commercial Partner Meetings
- Supply Chain Partners
- Government Meetings
- Financial Institutions
 - Review plan and financial package with financial institutions to review funding requirements

Outcome: Feedback from industry regarding interest in moving forward

BEEF PRODUCERS CO-OPERATIVE DEVELOPMENT - COMPLETION

The work to develop the Beef Producers Co-operative will be completed. This will include fulfilling all the legal requirements for developing a co-operative according to the regulatory requirements as laid out for the province of British Columbia.

Go/No Go Decision - by Steering Committee

INDUSTRY ENGAGEMENT - BROAD PRESENTATIONS

Once an initial level of agreement and interest in membership for the co-operative has been achieved, communicating the opportunity to a broad audience of Beef Producers and various industry players will take place. This will require expanding on previously developed communication materials with business plan and Co-operative and investment structure.

Expand Communication Materials

Objective

Provide greater detail regarding the business opportunity and communicate it to a broader array of potential commercial partners and stakeholders that could provide funding and investment to support the project.

Strategies

Expand Communication Materials

- Build upon the developed communication materials to provide greater detail regarding the business plan and structure as well as investment information
- Expand upon targeted audiences including:
 - Commercial Partners
 - Supply Chain Partners – Grain/Feed Growers, Feedlot Supporters, etc.

- Government
- Financial Institutions
- Develop commercial partner prospectus and information package
- Develop funding strategy for Government support
- Engage financial institutions regarding co-operative funding requirements

Communication Plan

Broader Potential Stakeholder Audiences:

- Commercial Partner Meetings
 - Set up commercial partners meetings to communicate plan and prospectus
- Supply Chain Partners
 - Grain/Feed Growers, Feedlot Supporters, etc.
- Government Meetings
 - Engage government on funding strategy
- Financial Institutions
 - Review plan and financial package with financial institutions to review funding requirements

Outcome: Secure stakeholder interest.

FORMATION OF BC BEEF PRODUCERS CO-OPERATIVE

Objective

To support the formation of the co-operative, facilitate meetings and ensure that the structure and legal requirements of co-operative are initiated

Strategies

- Secure membership of the co-operative by holding an initial membership and perspective members meeting to confirm interest to proceed as a co-op
- Communicate requirements of the co-op:
 - Board of Directors and functions
 - Roles and responsibilities of BOD
- Elect BOD
- Transition from Steering Committee to BOD

Business Plan and Financial Plan Review and Final Confirmation of Plan

- Support BOD with a detailed Business Plan review and develop support committees such as:
 - Supply Agreements
 - Pricing Grid
 - Sales and Marketing
 - Other

Business Structure and Financial Support

- Negotiate government funding
- Evaluation and negotiations of commercial partner options
- Review status with financial institution co-op funding provider

Outcome: Confirm support to proceed

Next Steps:

Go/No Go Decision - by Board of Directors

As per British Columbia Agricultural Co-operatives start up requirements, the Project Team will engage to develop and provide the necessary aspects of forming a co-operative.

Draft Legal Papers and Incorporate

- Select and register a name
- Draft the Memorandum of Association
 - Co-operative name
 - Co-op's registered office address
 - Business restrictions and restrictions of powers
 - Value, type and number of shares
 - Names and addresses of founding members
- Draft the Rules of the Association (from Agricultural Co-operatives: A Start-up Guide, BC)
 - Membership requirements
 - The rights and responsibilities of members
 - The number of shares a member may hold
 - How shares are transferred
 - The grounds and procedures for member expulsion
 - How meetings are called and conducted
 - How directors are elected or removed, their duties, terms of office and compensation
 - The dates of the fiscal year
 - The requirements to conduct business on a co-operative basis
 - How net surplus of the co-op will be distributed
 - The process for redeeming member equity
 - The handling of losses
 - How non-member business is treated
 - The dissolution of co-operative
 - The process for amending the rules
- Incorporate the co-operative
 - Memorandum of Association
 - Rules of Association
 - Notice of Registered Office

- List of First Directors
 - Interim Steering Committee
- Statement of Intent
 - Services the co-op provides
 - Co-op services to members
 - Structure of Co-op and other investors or organizations
- o Draft of other legal documents
 - Membership agreements and Offering Statement
- o Marketing agreements
 - Extent of members' obligations to market through the co-operative
 - Terms and conditions under which the products will be marketed
- o Accounting procedures

Outcomes: Complete requirements to formalize the BC Beef Producers Co-operative

Next Steps: Gain funding required to support the co-operative

FUNDING OF BC BEEF PRODUCERS CO-OPERATIVE

Objective

To solidify the funding to support the sustainability of the BC Beef Producers Co-operative

Strategies

- o Finalize business share and financing structure as applicable
 - Evidence of producer commitment through supply agreements
- o Secure commercial partner investment commitment as per determined business structure
- o Secure Government funds
- o Solidify financial institution service provider and financing

Outcome: Confirmation of funding support from various stakeholders

Next Steps:

Go/No Go Decision - by Board of Directors

Milestone: BC Beef Producers Co-operative Launch – January 2019

Solidify Financing for BC Beef Packing Facility

PROJECT TIMELINES

The following chart defines timelines of the various project activities and major milestones. It is anticipated that Interim Funding will be approved to allow for the initial project steps to be completed up to the Go/No Go decision in March. If the project is approved to proceed by the Steering Committee, the remaining approved funding will be engaged.

Table 1: BC Beef Packing Plant - Timeline

	2018								2019						
Months:	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J
Initial Meeting															
Interim Co-operative Steering Committee															
Go/No Go															
Business and Financial Plan Solidification															
Co-op Development Process - Initiation															
Industry Engagement – Target Presentations															
Go/No Go – Funding Approved															
BC Beef Producers Co-op Dev. - Completion															
Industry Engagement – Broad Presentations															
Formation of BC Beef Producers Co-op															
Funding of BC Beef Producers Co-op															
Go/No Go															
Secure Funding of BC Beef Packing Facility															

PROPOSED BUDGET

To complete the above outlined activities, the following budget summary has been developed.

Table 2: BC Beef Packing Plant - Commercialization Phase Budget

Project Activities	Sub Total	Project Adm 5% (BCCA)	Totals	Phase Funding
Phase 1				\$ 129,996
1.a) Initial Meeting – Conference Call	\$ 1,450	\$ 73	\$ 1,523	
1.b). Project Team Vision Workshop	\$ 32,163	\$ 1,608	\$ 33,771	
2. BC Beef Producers Cooperative Steering Committee	\$ 90,193	\$ 4,510	\$ 94,702	
Go/No Go Decision - Funding Milestone				Go/No Go
Phase 2				\$ 319,418
3. Business Plan and Financial Plan Solidification	\$ 140,215	\$ 7,011	\$ 147,226	
4. BC Beef Producers Co-op Dev. - Initiation	\$ 78,507	\$ 3,925	\$ 82,432	
5. Industry Engagement - Target Presentations	\$ 85,486	\$ 4,274	\$ 89,760	\$ 449,414
Go/No Go Decision- Funding Milestone				Go/No Go
Phase 3				\$ 450,569
6. BC Beef Producers Co-op Dev. - Completion	\$ 88,908	\$ 4,445	\$ 93,353	
7. Industry Engagement - Broad Presentation	\$ 68,087	\$ 3,404	\$ 71,491	
8. Formation of BC Beef Producers Co-operative	\$ 203,330	\$ 10,167	\$ 213,497	
9. Funding of BC Beef Producers Co-operative	\$ 68,789	\$ 3,439	\$ 72,228	
Total Project Costs (including tax)	\$ 857,127	\$ 42,856	\$ 899,983	\$ 899,983

The budget takes a phased approach with three phases for funding approval with a go/no go step at the end of each phase. As outlined in the work plan, there are an additional five go/no go steps throughout the process for a total of eight. These go/no go steps provide the “off ramps” requested by government where BCCA or the steering committee/board of directors can halt the project.

As requested by government, budgeted expenses are also detailed by expense type.

Table 3: BC Beef Packing Plant - Commercialization Phase Detailed Budget by Expense Type

Project Activities	Project Management	Steering Committee	Communication	Legal & Banking	Travel	Share Sales	Contingency	Sub Total	Project Adm 5% (BCCA)	Totals	Phase Funding
Phase 1											\$ 129,996
1.a) Initial Meeting – Conference Call	\$ 1,450							\$ 1,450	\$ 73	\$ 1,523	
1.b). Project Team Vision Workshop	\$ 28,663				\$ 3,500			\$ 32,163	\$ 1,608	\$ 33,771	
2. BC Beef Producers Cooperative Steering Committee	\$ 72,193	\$ 5,000	\$ 5,000	\$ 2,000	\$ 6,000			\$ 90,193	\$ 4,510	\$ 94,702	
Go/No Go Decision - Funding Milestone											Go/No Go
Phase 2											\$ 319,418
3. Business Plan and Financial Plan Solidification	\$ 112,215	\$ 5,000	\$ 10,000	\$ 5,000	\$ 8,000			\$ 140,215	\$ 7,011	\$ 147,226	
4. BC Beef Producers Co-op Dev. - Initiation	\$ 65,507	\$ 2,500	\$ 5,000	\$ 3,000	\$ 2,500			\$ 78,507	\$ 3,925	\$ 82,432	
5. Industry Engagement - Target Presentations	\$ 52,986	\$ 2,500	\$ 5,000		\$ 5,000	\$ 5,000	\$ 15,000	\$ 85,486	\$ 4,274	\$ 89,760	\$ 449,414
Go/No Go Decision- Funding Milestone											Go/No Go
Phase 3											\$ 450,569
6. BC Beef Producers Co-op Dev. - Completion	\$ 60,908	\$ 2,500	\$ 5,000	\$ 3,000	\$ 2,500	\$ 15,000		\$ 88,908	\$ 4,445	\$ 93,353	
7. Industry Engagement - Broad Presentation	\$ 35,587	\$ 2,500	\$ 10,000		\$ 5,000	\$ 15,000		\$ 68,087	\$ 3,404	\$ 71,491	
8. Formation of BC Beef Producers Co-operative	\$ 122,830	\$ 5,000	\$ 15,000	\$ 43,000	\$ 2,500	\$ 15,000		\$ 203,330	\$ 10,167	\$ 213,497	
9. Funding of BC Beef Producers Co-operative	\$ 34,789	\$ 5,000	\$ 5,000	\$ 4,000	\$ 5,000	\$ 15,000		\$ 68,789	\$ 3,439	\$ 72,228	
Total Project Costs (including tax)	\$ 587,127	\$ 30,000	\$ 60,000	\$ 60,000	\$ 40,000	\$ 65,000	\$ 15,000	\$ 857,127	\$ 42,856	\$ 899,983	\$ 899,983

PROJECT TEAM

BCCA will be the project applicate under direction from the board of directors. BCCA will also support this plan with Kevin Boon providing direction and expertise and Carley Henniger providing project management support. Project management will be led by Glenn Brand, Brand Marketing and Management. He will be supported by Mallot Creek Strategies Inc. (MCS) who will contribute experience and operational backing to the Commercialization Phase of the Implementation Plan and Susan Evans Communications who will provide communications expertise.

BIOGRAPHIES

The British Columbia Cattlemen's Association (BCCA)

BCCA serves as both an advocate for BC's beef industry as well as providing services to provincial beef producers. In operation since 1929, and the Association currently has 1200 members and represents 85% of the provincial cattle population. The association is divided into two divisions: BCCA and BCCA Program Delivery Inc., both of which are managed by a Board of Directors and a General Manager.

The BC Cattlemen's Association provides essential experience with cattle, feed, health and humane treatment of animal protocols and public licensing. The Association is a vital component in creating connections between beef producers, the government and the public.

Kevin Boon BCCA General Manager

Kevin Boon is proud to be a third-generation rancher with over 50 years of experience in the cattle industry.

Boon has a passion for beef marketing and advocating for development opportunities for the beef industry. He served as chair of the Beef Information Centre (domestic marketing) and Director of the Canada Beef Export Federation (international marketing). He was also involved in the National Check-off Agency and has served as Vice-President of the Alberta Beef Producers.

Since becoming the General Manager of BCCA in 2009 Boon has assisted the Association in successfully delivering several third-party programs with the BC government. These programs serve to address critical issues facing the BC cattle industry.

Boon provides invaluable insight through his knowledge of working ranch practices and beef production processes and brings his ambitious vision for the future of BC cattle industry.

Carley Henniger, B.A., Dip.Ag.Bus. Program Manager, BCCA Program Delivery Inc.

With a degree in Political Science and International Relations and a diploma in Rural Finance and Entrepreneurship, Henniger brings her knowledge of government policy and social licensing both domestically and internationally.

Henniger has worked on large scale feedlots, grain farms, and cattle ranches and has practical experience in the challenges and opportunities facing producers in BC. She has completed the Verified Beef Program and Beef Advocacy training and has extensive knowledge of the working ranch and beef production processes.

As Program Manager of the BC Cattlemen's Association Program Delivery Inc. she works with program coordinators to create and implement programs to BC livestock producers.

Glenn Brand
President, Brand Marketing and Management

Glenn Brand is a dynamic business professional with strong leadership, strategic development, management and communication skills.

With over 25 years of experience in meat industry management roles, Brand brings his expertise in building strong relationships with industry leaders while working with cattle industry boards, committees and government agencies. His meat marketing, promotion and performance evaluation experience demonstrates a proven track record of successful programs.

Brand's background also includes the management and accountability of check-off funds including communication back to provincial associations and other industry stakeholders demonstrating results derived from the investment of check-off dollars.

As founder and President of Brand Marketing and Management, Brand has worked with meat industry organizations across North America. Key clients include industry associations, private companies and government agencies including the British Columbia Cattlemen's Association, Canada Pork International, Bord Bia (Irish Food Board), Sunterra Farms, Maple Leaf Foods, Olymel, HyLife Foods, Bovisor Pharmaceuticals, Pristine Prairie Organics, Bradner Farms and Agriculture and Agri-Food Canada.

Prior to forming Brand Marketing and Management in 2011, Brand spent more than fifteen years in leadership roles with the marketing arm (formerly known as the Beef Information Centre) of the Canadian Cattlemen's Association.

Brand has worked extensively with the BC Cattlemen's Association and has generated the following reports on their behalf:

- 2012 BCCA Value-Chain Market Analysis
- 2014 BCCA Value-Chain Development
- 2015 Viability Initiative: Federally Inspected Beef Packing Plant
- 2017 Business Plan: Federally Inspected Beef Packing Plant

Mallot Creek Group Inc

Mallot Creek Group Inc., established in 1999, is a consulting firm specializing in food, agriculture and related industries. The company is structured into two divisions representing 48 qualified professionals:

- **Mallot Creek Strategies Inc.** offering strategic business development services and
- **Mallot Creek Associates Inc.** representing an array of engineering services.

Mallot Creek Strategies Inc. (MCS) has supported many strategic business development initiatives based on a clear understanding of the project vision and making recommendations based on in-depth knowledge of the realities, challenges and opportunities that the industry presents. Our research skill set gives us the ability to analyze and evaluate business and market opportunities, execute detailed economic scenario models, and provide actionable recommendations for stakeholders. Having first-hand knowledge of co-operatives, MCS will support the co-operative formation and our experience with building slaughter facilities will support our suggestions throughout the business plan review for this project.

Mallot Creek Associates Inc. is the engineering arm of Mallot Creek Group and has championed the conceptual layout and construction of many processing plants, including primary processing (packing plants) through to value-added further processing within Canada and the world.

The **Mallot Creek Project Team** includes both knowledge experts as well as support to fulfill the operational aspects of this project:

Bruce Cowper, H.B.Sc., MBA, Principal, Mallot Creek Strategies Inc.

Prior to starting Mallot Creek, Bruce has held various positions with leading food processing firms in the Canadian food industry, concentrating on the sales and marketing management disciplines. Bruce has conducted strategic business analysis and business plan development for small, medium and large food-based companies in North America and Internationally. This unique skill set led to establishing Mallot Creek Group Inc. with fellow partner and engineer Tito Guglielmi in 1999.

Bruce's understanding of the strategic process has assisted many producer-based groups, small and large for profit and non-profit organizations to assess the operational realities and intricacies to create achievable scenarios and solutions that are executable. Among Bruce's strengths is his ability to identify linkages among sectors to create a plan that has mutual benefit, responds to regional needs, focuses on profitability and recognizes the need for a structure that has long term sustainability.

Kerry Wright, B. Comm., R.D., Vice President – MC Project Team Lead

As Vice President at Mallot Creek Group, Kerry Wright has assisted companies with strategic business planning, industry stakeholder engagement and consumer research to support sales and marketing and product development projects. This includes building value-added brands for domestic and international markets. In addition, Kerry has substantial experience in the beef industry, having worked for the Canadian Cattlemen's Association for 10 years, marketing the attributes of beef and working with meat processors across Canada to encourage product development projects.

For this project, Kerry will lead the Mallot Creek Project Team, ensuring resources are engaged to address the strategic project activities and timelines within budgeted resources.

Kale Cowper, B.A., Project Manager

Kale plans and supports the implementation of project goals through consultation with supervisory and managerial staff. Kale will support the commercialization aspects of this project by providing research and assisting in completing regulatory requirements for the impending co-operative as well as supporting information gathering for any refinements required in the business plan.

Sean Reibeling, B.B.A., Research Support

Sean will assist in researching the extensive background and preparatory work required in the co-operative formation and for the refinement of the business plan to support the project team.

Christine Toulouse, Project Coordinator

Christine brings over 10 years of experience in project coordination and administration in both the public and private sector. As project coordinator, Christine manages project timelines, reporting requirements and work plan activities. She is directly accessible to clients and is responsive to client needs throughout the course of the project.

Mallot Creek Company Experience

Relevant to this project, Mallot Creek is uniquely positioned in that we have extensive experience with the required collaboration and rigour to form a New Generation Co-operative. Our work largely involves the meat processing industry working throughout the value chain with Producers and other supply chain contributors to manage projects from initial concept of the business model, design of slaughter processing facilities and through to building brands to meet consumers' needs.

The following is a snapshot of pertinent Mallot Creek Strategies experience to support this project:

Regionally Based Meat Processing Strategy

Newfoundland and Labrador Livestock Council - Meat Processing Strategy

The Newfoundland and Labrador Livestock Council required a Meat Processing Strategy to address regional capacity and operational status. This involved a consultative and collaborative approach, interviewing producers, processors, representatives from the retail and food service sectors, as well as government to understand regional innovation challenges for the development of corrective strategies. A regional status report was completed of the rural facilities and recommendations for change to allow for a long term sustainable meat processing sector for Newfoundland and Labrador. The outcome of this project provided the Council with a plan to implement a long-term strategy for a rural Newfoundland and Labrador brand which specifically addresses food safety.

Feasibility Study for a Fully Integrated Hog Processing Facility

Progressive Pork Producer Co-operative and Conestoga Meats

Mallot Creek was involved in business case development to demonstrate to a variety of potential investors the validity and profitability of participating in an innovative and collaborative enterprise. A business plan was created based on the purchase of Conestoga Meats by the formation of the

Progressive Pork Producer Co-operative Inc. (3Ps) to create a fully integrated “Gate to Plate” Conestoga Fresh Pork marketing company. By expanding on producers’ expertise on growing hogs, the plan examined ways to structure the risks associated with hog production and to provide Pork Producers with an opportunity to participate in value added processing activities beyond the farm gate.

The objectives of the study completed by Mallot Creek included:

- The establishment of a pork processing facility in the Ontario market to process market hogs.
- Coordinate and facilitate the producer co-operative to support its members and identify the investment required to finance the project.
- The development of a value-added pork sales and marketing strategy.
- Strategic partnerships with further processors, retailers, and supply chain participants to solidify long-term supply chain relationships.
- Research and development of value added pork products to satisfy current and future market trends.

A plan was created to provide an acceptable return on investment through vertical supply chain management with strategic partnerships at the further processing, retail, and supply chain level.

Feasibility Study and Business Plan – Processing Facility

The Durham Region Cattlemen’s Association

Due to a steady decline in provincial slaughter capacity and a lack of federal slaughter facilities, the Durham Region Cattlemen’s Association contracted Mallot Creek to conduct a Feasibility Study and Business Plan for the development of a federally inspected, multi-species abattoir located in the Durham Region.

To determine the viability of the project, Mallot Creek conducted extensive research on supply capacity, potential market demand, distribution landscape, financial needs, as well as technical requirements for a new facility. The research was complemented by in-depth consultation with stakeholders of the project including livestock producers, processors, retailers and Government representatives. Project deliverables included recommendations on business structure, marketing strategy, an operational and manufacturing plan and a detailed financial analysis with Return on Investment projections.

Susan Evans, APR

Principal, Susan Evans Communications

Susan Evans is the founder of Susan Evans Communications, a marketing communications and design firm. Her company specializes in strategic communications for the meat industry including design and production of promotional material, website design, public relations and advertising.

With a passion for design and the ability to write effective messaging geared to specific audiences, her fifteen years of experience in the industry gives her a unique understanding of how to communicate with producers and industry.

Her portfolio includes work for Maple Leaf Foods, Donald's Fine Foods, Bradner Farms and Black Canyon Ranch Beef, BC Cattlemen's Association, Canada Pork and the Verified Canadian Pork brand, as well as Canada Pork International.

Prior to forming Susan Evans Communications in 2011, Evans worked in marketing and communications for a number of meat-specific organizations including the Beef Information Centre.

Evans has been awarded her APR designation (Applied Public Relations professional) by the Canadian Public Relations Society (CPRS) and her communications work has won awards from both the International Association of Business Communicators (IABC) and CPRS.

Ministry of Agriculture
BRIEFING NOTE FOR MINISTER FOR DECISION

Ref: 188193

Date: April 30, 2018

Title: Federal beef packing plant in Prince George

Issue: Support for B.C. Beef Packing Plant Commercialization Phase Implementation

Background:

- In 2015, the Investment Agriculture Foundation (IAF) provided the BC Cattlemen's Association (BCCA) with \$124,000 in funding for a Viability Report for a Federally Inspected Beef Packing Plant. The project concluded a small flexible plant with a differentiated market strategy was viable. The report recommended that the business plan be further developed and a commercialization strategy be implemented as next steps.
- In 2016, BCCA received \$144,000 in Growing Forward 2 (GF2) funding to complete the Business Plan. The BCCA completed and submitted the Business Plan on May 19, 2017. Ministry of Agriculture staff prepared briefing materials along with draft Plan for executive review. The Ministry of Agriculture leadership met with BCCA on June 19, 2017 to review the document and discuss next steps.
- The Business Plan's intent was to develop a business model and commercialization strategy to ensure a sound decision regarding investment and operation of a 100,000 head per annum federally inspected beef packing plant with an estimated value of \$25 million. The cattle from the BC East region (Regional District of Bulkley Nechako, Regional District of Fraser Fort George, Cariboo Regional District, Peace River Regional District, and Northern Rockies Regional Municipality) was targeted to supply the plant.

Discussion:

- The current three phase proposal outlines a work plan to solidify the opportunity with a go/ no go step at the end of each phase. The implementation timeline includes: Initial meetings and Interim Steering Committee by July 2018, Business/ Financial Plan solidification by February 2019, Co-op development and Industry engagement leading to funding approvals for construction in July 2019
- Plant sales are estimated at \$118 million in the first year rising to \$175 million in the third year contributing significantly to the BC agrifood sector goals under Grow B.C., Feed B.C. and Buy B.C. initiatives. The region will benefit from 80 full time equivalent jobs within the plant in 2020 increasing to 100 in 2021 with an economic spin-off of an estimated 620 jobs created in the region by 2020.
- The plant provides economic diversification for regions impacted by mountain pine beetle and wildfires.
- To enable a secure supply of cattle, new feedlot infrastructure is being considered. The feedlot does not need to be owned by the plant. A limiting factor to feedlot development is the steady supply of shavings needed. Limited access to shavings, impacting animal welfare and economic viability, is due to increased demand from the Bio-energy sector.
- Operation of federally inspected plant will create opportunity for BC cattle producers to supply high quality specialized cattle (natural and organic) at an increased rate of return on investment. A federal processing plant supports development of a regional food hub, providing infrastructure and BC Beef inputs for the foodservice, retail and food processing sectors throughout the province.

s.13; s.17

Approved / Not Approved

[MINISTER], Minister

Date Signed

Contacts: James Street, A/Director, Industry Development, 250-387-7183
Geneve Jasper, Industry Specialist Beef, 250-398-4341

DIR JS

ADM AL

DM

From: [Hansen, Erin AGRI:EX](#)
To: [Johnson, Lisa E AGRI:EX](#); [Wendland, Justine AGRI:EX](#)
Cc: [Hodson, Georgina AGRI:EX](#); [Vajgel, Beatriz AGRI:EX](#); [McRae, Meghan GCPE:EX](#); [Boelens, Robert GCPE:EX](#); [Lalani, Arif AGRI:EX](#); [Mack, James AGRI:EX](#); [Scott, Melissa AGRI:EX](#); [Cameron, Sandra AGRI:EX](#)
Subject: 188193 Meeting Materials Beef Packing Plant Briefing
Date: May 1, 2018 10:41:41 AM
Attachments: [188193 DN - Beef Packing Plant.docx](#)
[188193 BC Beef Packing Plant Commercialization Phase Project Plan.pdf](#)

Good morning.

Attached briefing materials for Minister's review for the Beef Packing Plant Briefing at 11:00 am today.

Thanks,

Erin Hansen

Senior Executive Assistant to Wes Shoemaker
Deputy Minister of the Ministry of Agriculture
250-356-1800 Erin.Hansen@gov.bc.ca

Ministry of Agriculture
BRIEFING NOTE FOR MINISTER FOR INFORMATION FOR MEETING with British Columbia
Cattlemen's Association May 16, 2018

Ref: 188240

Date: May 14, 2018

Issue: British Columbia Cattlemen's Association (BCCA) meeting to discuss key priorities and issues.

Background: BCCA is a provincial association (~1,200 cow-calf producers) whose purpose is to maintain and strengthen the sustainability of the B.C. beef industry. The President of the BCCA is Brian McKersie and the General Manager is Kevin Boon. BCCA has requested a meeting to discuss key priorities and issues with the Minister of Agriculture.

Discussion: BCCA would like to discuss and/or update the Minister on a number of issues:

Livestock Review

- The livestock review was completed in 2017 and requires modernization.
- The general wording of the current provision provides a farmer or rancher with broad authority to address dogs attacking livestock.

Recommended Response

- The Ministry of Agriculture (AGRI) is focusing on other key legislative amendments such as the revitalization of the *Agricultural Land Commission Act*, before proceeding.

Forage Development

- AGRI's BC Forage Action Plan Project Two phases: phase 1 - focused on private agricultural land in FY 17/18, and phase 2 - stakeholder engagement on Crown land in FY18/19. AGRI will be presenting on phase 1 at BCCA's AGM on June 2, 2018.
- Beef Competitiveness Project is a science-based, forage inventory database and analysis tool that the province can base forage allocations to support agri-business. A second project to develop the information and tools needed to forecast forage supply to offset risk and enhance industry and environmental resilience. The project in partnership with BCCA is currently being reviewed by staff for funding in 2018/2019.
- Forage production is the largest agricultural land use in the province and provides significant contribution to the economies of rural communities. AGRI is recruiting a Forage, Grains and Oilseeds Industry Specialist.

Recommended Response

- AGRI appreciates BCCA highlighting the importance of forage for their sector
- Encourage BCCA to continue to work with ministry staff on forage initiatives

Animal Welfare Codes of Practice

- One of the key priority areas for AGRI, and subsequently the Province, is to advance animal welfare in B.C.
- Under the PCAA, there is legislative authority to regulate codes of practice as generally accepted management practices to strengthen animal welfare practices.
- In 2016, the Province took action to regulate the Dairy Code of Practice under the PCAA in this way. The Dairy industry, through the national proAction initiative, audits the industry for compliance to the code.
- Given all the other priorities in front of legislative council right now, they have indicated the OIC will most likely not be finalized until early Fall 2018.

- A conversation with the BCAC Farm Animal Welfare Committee, that includes the BCCA as a member, has indicated that the industry will want to know why regulate the codes? And why now?
- BCCA Executive Director, Kevin Boone, indicated that the BCCA has been doing work to further animal welfare in the cattle industry welfare at the national level and provincially.
- There is an opportunity for the Province to further strengthen animal welfare practices for food animals by regulating all the other codes of practice as generally accepted management practices, as was done for dairy (i.e. beef cattle, veal cattle, transportation, hog, all the poultry, etc.) and there is also an opportunity to further public trust on the animal welfare practices in B.C.

Recommended Response

- One of GCPL's key priorities is to strengthen animal welfare in the Province by regulating all the codes of practice including those related to the cattle industry.
- GCPL staff are looking forward to working with MLP to message on the importance of the codes of practice and also the opportunity to further public trust on animal welfare in the cattle industry.

Right to Roam

- Andrew Weaver submitted a private members' bill, titled the "Right to Roam Act", during the 2nd Session of the 2017 Legislative Session. This bill did not get past first reading.
- The bill proposed that any resident of the Province can cross Crown or private land, on foot or boat/canoe, to get to land, river, stream or lake for the purposes of lawfully fishing, walking, hiking or roaming as recreation. This applies only if the land is uncultivated (in its natural wild state).
- This bill does not account for liability for negligence or trespassing; personal liability is not removed if actual damages occur.

Recommended Response

- The private members bill the "Right to Roam Act" is not being considered by the Provincial government at this time.

Traceability (community pastures)

- In 2006 Federal, Provincial and Territorial governments prioritized the implementation of a mandatory livestock traceability system. The federal government (CFIA) has drafted regulations with expected introduction in fall 2018. The proposed regulations would require the reporting of animal movement for six species (goat, farmed cervid, cattle, bison, sheep and pigs).
- B.C. currently maintains a voluntary Premises ID program; AGRI encourages livestock producers to register at least one premise, which is usually their home site.
- Community pastures are crown range lands that multiple ranchers use to graze livestock. The ranges are leased by ranchers who generally consider them part of their operations.
- The proposed regulations would require livestock operators, including ranchers that move animals to community pastures, to report the movement of the animals. This will facilitate livestock disease tracing by tracking movement to and from co-mingling sites.
- The Canadian Beef industry has been opposed to registering multiple premises due to concerns about financial impacts, impacts to the speed of commerce and historic lack of trust related to information sharing with government.
- BCCA has a representative on the national Canadian Cattle Identification Agency (CCIA), which has participated in the national consultations on the new federal regulations.

Recommended Response

- The new regulations are expected to be published on Canada Gazette 1 in early fall 2018, followed by a 75-day comment period. AGRI would encourage ranchers who have concerns about the proposed requirements to take advantage of this opportunity to register their concerns.

Packing Plant

- The current three phase proposal outlines a work plan to solidify the opportunity with a go/ no go step at the end of each phase.
- A limiting factor to securing a supply of cattle with feedlot development is the steady supply of shavings needed.
- Operation of a federally inspected plant will create opportunity for B.C. cattle producers to supply high quality specialized cattle (natural and organic) at an increased rate of return on investment.

Recommended Response

- AGRI staff continue to be available to support BCCA with expanding natural and organic beef suppliers and related inputs.

Contact:

Geneve Jasper, Livestock Team Lead, Sector Development (250) 398-4341

Willow Minaker, Director, Strengthening Farming, (250) 356-2215

Lorie Hrycuik, Executive Director, Corporate Governance, Policy & Legislation Branch, (250) 356-8299

DIR _____ ADM AL _____ DM WS _____

From: [Zachary, Dawnae AGRI:EX](#)
To: ["Michelle Koski"](#)
Cc: [Reed, Christopher AGRI:EX](#); [Lalani, Arif AGRI:EX](#); [Raymond, Mark AGRI:EX](#); [Hodson, Georgina AGRI:EX](#)
Subject: ADM Response - Letter of Direction - PPF Funding to BCCA Program Delivery Inc.
Date: July 10, 2019 4:24:04 PM
Attachments: [190629 - ADM Response re Letter of Direction - PPF to BCCA - Signed AL.pdf](#)

This email and attachment are sent to you on behalf of Arif Lalani, Ministry of Agriculture, Business Development Division

Good Afternoon Ms. Koski,

Please find attached a response letter of today's date in regards to the subject matter above.

If you have any other questions or concerns, please feel free to contact me.

Kind regards,

Dawnae Zachary

A/ Sr. Executive Administrative Assistant to Wes Shoemaker | Deputy Minister's Office
Executive Administrative Assistant to Arif Lalani | Business Development Division
Ministry of Agriculture
T: 778.974.3377

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BC Beef Plant: Producer Engagement

Information Meeting to Potential Steering Committee Members

Date: June 18, 2018

Time: *Meet and Greet Breakfast – Maple Room* 8:30 am
Meeting – Maple Room 10:00 am – 4:00 pm

Location: Pacific Gateway Vancouver Airport Hotel, 3500 Cessna Drive, Richmond BC

Attendees:

Beef Producers:	Grant Huffman	Industry:	Mark Ishoy, <i>Eastern Meat Solutions Inc.</i>
	Judy Guichon		Andrew Thomson, <i>Intercity Packers Ltd.</i>
	Dave Merz	Project Team:	Kevin Boon, <i>British Columbia Cattlemen's Association</i>
	Allen Dobbs		Glenn Brand, <i>Brand Marketing and Management Inc.</i>
	Joe Heemskirk		Bruce Cowper, <i>Mallot Creek Strategies Inc.</i>
	Derek Orr		Kerry Wright, <i>Mallot Creek Strategies Inc.</i>
	Aaron Canart		
		Telephone:	Bob Hunsberger, <i>Director, Progressive Pork Producers Co-op Inc.</i>
Government:	Arif Lalani, <i>ADMO</i>	Guest	Brenna Grant, <i>CANFAX</i>

AGENDA

<i>Meet and Greet Breakfast</i>		<i>9:00 am</i>
Welcome & Introductions	Kevin Boon	10:00 am
Project Timeline Review	Kevin Boon	
Meeting Objectives & Explanation of Producer Engagement Phase	Kerry Wright	
Business Plan Review & Discussion	Glenn Brand	10:30 am
Project Critical Success Factors <ul style="list-style-type: none"> Supply Sales and Marketing 	Bruce Cowper	11:30 am
<i>Lunch</i>		<i>Noon</i>
	Brenna Grant	1:00 pm

Cattle and Feed Market Analysis, CANFAX – Discussion to follow		1:00 pm
Project Critical Success Factors - <i>Continued</i>	Bruce Cowper	2:00 pm
<ul style="list-style-type: none"> • Business Structure <ul style="list-style-type: none"> ○ Co-op Experience Discussion – Connected by telephone • Facility • Financials • Plan 	Bob Hunsberger	
Key Needs Summary & Discussion	Kerry Wright	3:30 pm
<i>Next Meeting & Adjourn</i>		<i>4:00 pm</i>

BC Beef Plant: Vision Meeting

Date: August 28, 2018

Time: *Breakfast – Kentucky Room*
Meeting – Kentucky Room

8:00 am
9:00 am – 4:00 pm

Location: South Thompson Inn & Conference Centre, Kamloops, BC

Attendees:

Beef Producers:	Grant Huffman	Industry:	Mark Ishoy, <i>Eastern Meat Solutions Inc.</i>
	Judy Guichon		
	Dave Merz	Project Team:	Kevin Boon, <i>British Columbia Cattlemen's Association</i>
	Allen Dobbs		Glenn Brand, <i>Brand Marketing and Management Inc.</i>
	Joe Heemskirk		Bruce Cowper, <i>Mallot Creek Strategies Inc.</i>
	Derek Orr		Kerry Wright, <i>Mallot Creek Strategies Inc.</i>
	Aaron Canart		
Government:	Arif Lalani, <i>ADMO</i>	Regrets:	Andrew Thomson, <i>Intercity Packers Ltd.</i>

AGENDA

Meet and Greet Breakfast

8:00 am

Welcome

9:00 am

Meeting Objectives

Regional Participant Needs

- Working Group Discussions

Vision Development Presentation

- Critical Success Factors
- Supply and Structure Discussion
- Sales and Marketing Discussion
- Facility and Financial Discussion

Break for Lunch

Noon - 1 pm

Confirm Revised Vision

Adjourn

4:00 pm



BC Beef Plant: Vision Communication to Producers

Date: September 14, 2018

Time: 9:00 am PDT

Location: Conference Call

Invited:

Beef Producers:	Grant Huffman	Industry:	Mark Ishoy, <i>Eastern Meat Solutions Inc.</i>
	Judy Guichon		Andrew Thomson, <i>Intercity Packers Ltd.</i>
	Dave Merz	Project Team:	Kevin Boon, <i>British Columbia Cattlemen's Association</i>
	Allen Dobbs		Glenn Brand, <i>Brand Marketing and Management Inc.</i>
	Joe Heemskirk		Bruce Cowper, <i>Mallot Creek Strategies Inc.</i>
	Derek Orr		Kerry Wright, <i>Mallot Creek Strategies Inc.</i>
	Aaron Canart		
Government:	Arif Lalani, <i>ADMO</i>	Regrets:	

AGENDA

<p>Welcome and Comments</p> <ul style="list-style-type: none"> Steering Committee Meeting Notes – See attached Producer Feedback – See attached Comments from Steering Committee <p>Conference Call Objective: To develop a consistent and approved communication of the BC Beef Plant to the BC Producers/Suppliers and Others</p> <p>Review of Presentation (See attached)</p> <p>Additional Information Requested</p> <ul style="list-style-type: none"> Regional supply characteristics requested Supply loop examples – See attached Discussion <p>Next Steps: Producer Meetings</p> <ul style="list-style-type: none"> September 18th Vanderhoof, BC September 19th Williams Lake, BC September 20th Quesnel, BC Steering Committee Members available to attend <p>Next Meeting & Adjourn</p>	<p>Kevin Boon Kerry Wright</p> <p>All</p> <p>Kerry Wright</p> <p>Glenn Brand Bruce Cowper All</p> <p>Kerry Wright</p>	<p>9:00 am</p> <p>10:00 am</p>
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From: [Becky Everett](#)
Subject: Agenda for BC Beef Packing Plant Meeting June 18th in Vancouver
Date: June 6, 2018 3:53:38 PM
Attachments: [Agenda BC Beef Plant Steering Committee Meeting #1 June 5 2018.docx](#)

Steering Committee – BC Packing Plant

Please find attached a copy of the Agenda for the BC Packing Plant Steering Committee meeting in Vancouver on June 18th.

Thank you.

Becky

Becky Everett – Executive Assistant

BC Cattlemen's Association

#4 – 10145 Dallas Dr, Kamloops, BC V2C 6T4

Ph: 250-573-3611/ Fx: 250-573-5155



Agreement of Confidentiality

1. In anticipation of my participation in the BC Beef Packing Plant Steering Committee, I _____, agree that I will treat as confidential and not disclose or permit to be disclosed, at any time, any information I obtain (verbally, electronically or in writing) in relation to or resulting from my participation in the Steering Committee, including but not limited to the following:
 - the contents of materials and presentation brought to meetings or circulated to the members of the committee, or other materials received at the meeting;
 - the conversations or discussions of the Steering Committee, including the comments of the members of the Steering Committee;
 - any part of the agenda of the meetings or calls;
 - the fact that I have attended or been scheduled to attend meetings or calls;
 - the outcomes or decision of the Steering Committee at or as result of meetings or calls and;
 - the terms of this Agreement.
2. Section 1 of this agreement does not apply insofar as:
 - (a) the disclosure is expressly permitted in writing by the British Columbia Cattlemen's Association;
 - (b) the information to be disclosed is general public knowledge;
 - (c) the disclosure is to members of the Steering Committee or staff in attendance;
 - (d) the disclosure is to staff within my organization and is necessary to enable me to perform specific tasks provided that the staff receiving the information have first signed a written undertaking to keep disclosure confidential on terms equivalent to this Undertaking.
3. I also agree that I will immediately notify the British Columbia Cattlemen's Association if I receive a summons, subpoena, order or similar instrument or otherwise become subject to a legal obligation requiring disclosure of any information I am required to keep confidential under this Agreement.

SIGNED this _____ day of _____)

_____ in the presence of: _____)

_____)

(Signature of Witness)

(Signature of Participant)

(Print Name of Witness)

(Print Name of Participant)

_____)

(Print Title of Witness)

From: [Becky Everett](#)
To: [Aaron Canart](#); [Allen Dobb](#); [Andrew Thomson](#); [Lalani, Arif AGRI:EX](#); [BC Cattlemen](#); [Bruce Cowper](#); [Dave Merz](#); [Derek Orr](#); [Glenn Brand](#); [Grant Huffman](#); [Joe Heemskerk](#); [Judy Guichon](#); [Kerry Wright](#); [Mark Ishoy](#); [Susan Evans](#)
Subject: BC Beef Conference Call Sept 14, 2018
Date: September 13, 2018 10:29:03 AM
Attachments: [Strategic Vision Workshop Meeting - BC Beef Plant Producer Meetings Vanderhoof Sept 12 2018 Revised.pptx](#)
[Producer Investment Options Discussion Sept 12 2018.pptx](#)
[Vision Meeting Steering Committee Feedback August 28 2018.pdf](#)
[Vision Meeting Producer Feedback August 28 2018 KW.pdf](#)
[Agenda BC Beef Plant Vision Steering Committee Conference Call Meeting #3 Sept 14 2018.docx](#)

Dear BC Beef Packing Plant Steering Committee:

RE: Conference call September 14th at 9:00 am BC Time

Please find the agenda attached along with several other attachments referred to in the agenda.

- Vision Presentation
- Supply Loop Examples – Production Investment Options Discussion
- Other:
 - Notes from Steering Committee Meeting
 - Producer Meeting Feedback

Call in number:

1-877-385-4099

Kevin's Access Code: s.15

All others Access Code:

Thank you.

Becky

Becky Everett – Executive Assistant
BC Cattlemen's Association
#4 – 10145 Dallas Dr, Kamloops, BC V2C 6T4
Ph: 250-573-3611/ Fx: 250-573-5155

From: [Becky Everett](#)
To: [Aaron Canart](#); [Allen Dobb](#); [Andrew Thomson](#); [Lalani, Arif AGRI:EX](#); [BC Cattlemen](#); [Bruce Cowper](#); [Dave Merz](#); [Derek Orr](#); [Glenn Brand](#); [Grant Huffman](#); [Joe Heemskerk](#); [Judy Guichon](#); [Kerry Wright](#); [Mark Ishoy](#); [Susan Evans](#); [Taylor Grafton](#)
Subject: BC Beef Packing Plant Steering Committee - Summary of November 2nd Teleconference
Date: November 5, 2018 2:24:30 PM
Attachments: [Summary November 2, 2018 Teleconference.pdf](#)

Dear BC Beef Packing Plant Steering Committee:

Attached please find the summary of the November 2nd teleconference.

At this time there is no scheduled date identified for the next conference call, we will get that information to you in the next few weeks.

Thank you.

Becky

Becky Everett – Executive Assistant

BC Cattlemen’s Association

#4 – 10145 Dallas Dr, Kamloops, BC V2C 6T4

Ph: 250-573-3611/ Fx: 250-573-5155

From: becky@cattlemen.bc.ca
To: [Aaron Canart](#); [Allen Dobb](#); [Andrew Thomson](#); [Lalani, Arif AGRI:EX](#); [BC Cattlemen](#); [Bruce Cowper](#); [Dave Merz](#); [Derek Orr](#); [Glenn Brand](#); [Grant Huffman](#); [Joe Heemskerk](#); [Judy Guichon](#); [Kerry Wright](#); [Mark Ishoy](#); [Susan Evans](#); [Taylor Grafton](#)
Subject: BC Beef Packing Plant Steering Committee Teleconference
Date: October 31, 2018 2:41:02 PM
Attachments: [Agenda Teleconference November 2, 2018 DRAFT.pdf](#)
[Strategic Vision Workshop Meeting - BC Beef Plant Producer Meeting Round 2 Kamloops November 13 2018.pptx](#)
[Strategic Vision Workshop Meeting - BC Beef Plant Producer Meetings Round Support Information Kamloops November 13 2018.pptx](#)

BC Beef Packing Plant Steering Committee Teleconference:

November 2, 2018 at 9:00 am

Please find attached:

- November 2 Steering Committee Conference Call Agenda
- Base Presentation – for new attendees to the meetings
- Support Information – for those that want additional information – further information to be added will be discussed during the conference call

Call in Numbers:

1-877-385-4099

Kevin's Access Code: s.15

All others Access Code:

From: becky@cattlemen.bc.ca
To: [Aaron Canart](#); [Allen Dobb](#); [Andrew Thomson](#); [Lalani, Arif AGRI:EX](#); [BC Cattlemen](#); [Bruce Cowper](#); [Dave Merz](#); [Derek Orr](#); [Glenn Brand](#); [Grant Huffman](#); [Joe Heemskerk](#); [Judy Guichon](#); [Kerry Wright](#); [Mark Ishoy](#); [Susan Evans](#); [Taylor Grafton](#)
Subject: BC Beef Packing Plant Teleconference October 4th
Date: October 3, 2018 10:30:10 AM
Attachments: [Agenda Teleconference October 4 2018 DRAFT.pdf](#)
[BC Beef Producer Meeting Attendance and Interest - Sept 24 18.xlsx](#)

BC Beef Packing Plant Steering Committee:

Teleconference Thursday, October 4, 2018 at 9:00 am

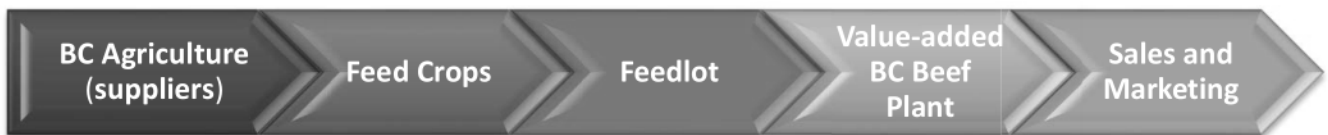
Please find attached a copy of the agenda with call in numbers for the teleconference tomorrow morning. Also attached is a copy of the list of participants that attended the August and September producer meetings in Kamloops, Vanderhoof, Williams Lake & Quesnel.

Please note that this list is for the steering committee's use only and should be considered "confidential".

Thank you.

BC Beef Plant: Producer Engagement

The purpose of the BC Beef Plant is to enhance the profitability and sustainability of the region's cattle and feed industries by providing differentiated, value-added products to supply chain partners while generating sufficient rates of return for investors.

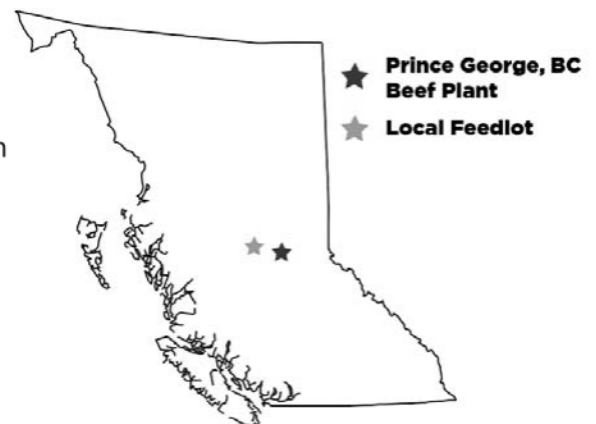


Benefits

- Sustainable access to regional slaughter
- Aligned supply chain
- Value-added product positioning for increased ROI
- Opportunity to participate in processing sector
- Increased demand for BC Agriculture, particularly feed crops and livestock
- Regional and global access to a differentiated, value-added beef marketing strategy
- Direct and indirect job creation
- Investment opportunity for potential stakeholders

Proposed Facility

- 35,000 sq. ft. CFIA registered facility
- Processing capacity for 1000 head/week
- Creating 100 new jobs and 620 potential jobs with economic spin off
- Initial cost estimate: \$24-29m
- Operational target: 2020/21



Steering Committee

A Steering Committee will be established involving an array of Beef Producers and Industry representatives to review infrastructure and collaboration options to support a BC Beef Plant with integrated solutions among BC Agriculture and Beef Industries.

As a member of the Steering Committee your role includes:

- Evaluating the project's merit
- Reviewing critical success factors of the Business Plan
- Providing a Go/No Go decision based on majority agreement with regards to further exploration of the concept

Estimated Commitment:

- Meeting in June to review the concept and discuss key requirements for proceeding
- Conference calls to be scheduled as needed to address questions and concerns
- Meeting in July to provide a Go/No Go decision to proceed with further investigation

Note: All travel expense will be covered for your participation in this initiative.

For more information contact:

Kevin Boon

bccattle@cattlemen.bc.ca

From: becky@cattlemen.bc.ca
To: [Aaron Canart](#); [Allen Dobb](#); [Andrew Thomson](#); [Lalani, Arif AGRI:EX](#); [BC Cattlemen](#); [Bruce Cowper](#); [Dave Merz](#); [Derek Orr](#); [Glenn Brand](#); [Grant Huffman](#); [Joe Heemskerk](#); [Judy Guichon](#); [Kerry Wright](#); [Mark Ishoy](#); [Susan Evans](#); [Taylor Grafton](#)
Subject: BC Beef Plant Teleconference
Date: October 11, 2018 3:43:51 PM
Attachments: [Summary Discussion Oct 4 2018 Telecon.pdf](#)

BC Beef Packing Plant Steering Committee:

Please find attached the summary of the discussion from the October 4, 2018 teleconference. There will be another teleconference on November 2nd at 9:00 am PST.

Call in Numbers:

1-877-385-4099

Kevin's Access Code: s.15

All others Access Code:

From: [BC Cattlemen's Association](#)
To: [Aaron Canart](#); [s.22](#) [Grant Huffman](#); [Phil Braig](#); [Joe Heemskirk](#); [Dave Merz](#); [Allen Dobb](#);
[Derek Orr](#); [Lalani Arit](#) [AGRI:EX](#)
Cc: [Glenn Brand](#); [Becky Everett](#); [Kerry Wright](#); [Bruce Cowper](#); [Susan Evans](#)
Subject: BC Packing Plant Steering Committee
Date: May 24, 2018 1:16:43 PM
Attachments: [BC Beef Plant Concept Communication to Steering Committee May 23 2018 \(1\).pdf](#)

Welcome Steering Committee

I want to thank all of you who have agreed to sit on this steering committee for the potential development of a federally inspected Packing Plant in BC and the required feeding infrastructure that will be necessary to support it.

There has been a lot of preliminary work done to this point on Viability , supply, market demand and optimal structure that would be required to make a plant work in British Columbia.

Brand Marketing, who have done the previous work and analysis to get us to this point will be leading the project. They have also contracted Mallot Creek Inc from Ontario (have established similar facilities for the Pork Industry in Ont) as part of the team.

To that point we have come to the place where we are ready to put the concept forward to producers and investors to insure that we have the necessary resources and interest to make this work. Each of you have been asked to join this committee to evaluate and develop the plan be presented with opportunity to influence how it could be enhanced and to be constructively critical of it so that we do everything possible to insure that if it goes ahead that it is a successful endeavor. In the planned process we have built in several Go/No Go break points so that if the committee decides that this is not a viable format or option for the industry and BC then we quit the process. we do not feel it would be beneficial to put money towards something that is deemed to be marked for failure. Your participation, knowledge and input into this committee could have an extremely profound impact on the future of the beef industry in BC

Attached is a short summary of outcomes and expectations of the Steering Committee as a brief explanation.

A complete package will be sent to each of you prior to the June meeting which will include previous studies and plans which have been done to bring us to this point. This will be coming to you in early June. We will send details of the venue in Richmond once they are confirmed.

Thank you for agreeing to participate and we will see you at the meeting in Richmond.

Date: June 18th
Time: 10am - 3:30 pm
Place: Richmond BC

Kevin
Kevin Boon
General Manager
BC Cattlemen's Association
#4 10145
Dallas Drive, Kamloops BC
phone 250 573 3611
cell 250 320 3611
bccattle@cattlemen.bc.ca

BC Beef Plant: Producer Engagement			Contact List				
Name			Address	City, PC	Email	Phone	Cell
Grant Huffman	Beef Producer		PO Box 4183	Williams Lake, BC V2G 2V3	s.22	s.22	s.22
Judy Guichon	Beef Producer		PO Box 10	Quilchena, BC V0E 2R0	s.22	250-378-4539	
Dave Merz	Beef Producer		PO Box 108	Fort Fraser, BC V0J 1N0	s.22	s.22	
Allen Dobbs	Beef Producer		s.22	Victoria, BC V9E 2A3	Allen@allendobbsconsulting.com	250-391-3998	s.22
Joe Heemskirk	Beef Producer		6405 Westwold Station Rd.	Westwold, BC V0E 3B1	joe@wvfarms.ca	250-319-5493	
Derek Orr	Beef Producer	Busness Dev. Manager, Carrier Lumber Ltd.	4722 Continental Way	Prince George, BC V2N 5S5	dorr@carrierlumber.ca	250-563-9271 Est. 202	s.22
Aaron Canart	Beef Producer		PO Box 4 C-1	Monte Creek, BC V0E 2M0	aaron.canart@agribeef.com		
Arif Lalani	Assistant Deputy Minister	ADMO Business Development Division	PO Box 9120 STn Prov Govt	Victoria, BC V8W 9B4	Arif.Lalani@gov.bc.ca	250-356-1122	250-356-1802
Mark Ishoy	President	Eastern Meat Solutions/Sierra	302 The East Mall, Suite 500	Toronto, ON M9B 6C7	mark@easternmeatsolutions.com	416-252-2791 x228	
Andrew Thomson	VP Operations	Intercity Packers	10 - 509 Elizabeth Street	Burlington, ON L7R 2M4	athomson@intercitypackers.ca	866-665-1066 x222	
Bob Hunsberger-TBC	Director	Progressive Pork Producers	313 Menno Street	Breslau, ON N0B 1M0	rhunsber@uoguelph.ca	519-648-2817	519-577-4593
Kevin Boon	General Manager	BCCA	#4 - 10145 Dallas Dr.	Kamloops, BC V2C 6T4	bccattle@cattlemen.bc.ca	250-573-3611	250-320-3611
Glenn Brand	President	Brand Marketing and Management	1153 Panorama Hills Landing	N.W. Calgary, AB T3K 5P2	gbrand@brandmm.ca	403-275-7713	s.22
Susan Evans	President	Susan Evans Communication	s.22		susan@susanevans.ca	250-886-2773	
Bruce Cowper	President	Mallot Creek Strategies	294 East Mill St. Suite 201	Elora, ON N0B 1S0	bcowper@mallotcreek.com	519-846-1830 x226	
Kerry Wright	VP	Mallot Creek Strategies	294 East Mill St. Suite 201	Elora, ON N0B 1S0	kwright@mallotcreek.com	519-846-1830 x241	s.22

From: [Becky Everett](#)
To: [Aaron Canart](#); [Allen Dobb](#); [Andrew Thomson](#); [Lalani, Arif AGRI:EX](#); [BC Cattlemen](#); [Bob Hunsberger](#); [Bruce Cowper](#); [Dave Merz](#); [Derek Orr](#); [Glenn Brand](#); [Grant Huffman](#); [Joe Heemskerk](#); [Judy Guichon](#); [Kerry Wright](#); [Mark Ishoy](#); [Susan Evans](#)
Subject: Confidentiality Agreements
Date: August 9, 2018 12:57:03 PM
Attachments: [Agreement of Confidentiality - BC Beef Packing Plant Steering Committee .pdf](#)

Dear BC Beef Packing Plant Steering Committee:

Can I ask you to please sign the attached Confidentiality Agreement for the BC Beef Packing Plant and send it back to the BCCA office ASAP.

If you have any questions please contact Glenn Brand at gbrand@brandmm.ca

Thank you.

Becky

Becky Everett – Executive Assistant

BC Cattlemen's Association

#4 – 10145 Dallas Dr, Kamloops, BC V2C 6T4

Ph: 250-573-3611/ Fx: 250-573-5155

From: [Townsend, Dave H GCPE:EX](#)
To: [Shoemaker, Wes AGRI:EX](#); [Lalani, Arif AGRI:EX](#)
Cc: [Hodson, Georgina AGRI:EX](#); [Cameron, Sandra AGRI:EX](#); [Hansen, Erin AGRI:EX](#); [McRae, Meghan GCPE:EX](#); [Boelens, Robert GCPE:EX](#)
Subject: Draft SNs, NR, IB BC Cattlemens AGM
Date: May 30, 2018 12:48:13 PM
Attachments: [SN_MLP_BCCA AGM May 25_18 DRAFT.docx](#)
[NR_PG Packing Plant May 22_18 DRAFT.docx](#)
[IB_CAP Traceability May 23_18 DRAFT.docx](#)

Hi Wes and Arif,

We have a couple of things on the go for the BC Cattlemen's AGM on Friday in Smithers.

First, pls find attached draft SNs for approval. As part of MLP's remarks, the funding for the BC Beef Packing Plant will be announced.

Second for approval, the draft news release announcing the packing plant funding. This will be going out Saturday morning at 9:30 AM province wide.

Finally, as part of her remarks, it is proposed MLP mentions the Traceability Knowledge Transfer program and funding now being available. The plan is to send the joint fed/prov IB out on Friday announcing the program.

Please let us know if you have any concerns with the three attached documents and we will then send it to the MO for review.

Thanks!

Dave Townsend

Government Communications and Public Engagement

Ministry of Agriculture

Office: 250 356-7098 Cell: 250 889-5945

Email: dave.h.townsend@gov.bc.ca

From: [Lalani, Arif AGRI:EX](#)
To: [North, Gail AGRI:EX](#); [Anderson, Blake AGRI:EX](#)
Cc: [Cameron, Sandra AGRI:EX](#)
Subject: FW: BC Beef Packing Plant Commercialization Phase Project Plan
Date: April 25, 2018 12:49:06 PM
Attachments: [BC Beef Packing Plant Commercialization Phase Project Plan.pdf](#)

Arif Lalani | ADM | Business Development Division | Agriculture
5th Floor, 808 Douglas Street, V8V 9B4 | T 250.356.1122 | F 250.356.7279
arif.lalani@gov.bc.ca

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From: Scott, Cristina AGRI:EX
Sent: Monday, April 23, 2018 11:42 AM
To: Lalani, Arif AGRI:EX
Cc: Cameron, Sandra AGRI:EX; Street, James AGRI:EX
Subject: BC Beef Packing Plant Commercialization Phase Project Plan

As requested - please find attached a PDF copy of the BC Beef Packing Plant Commercialization Phase Project Plan.

Thank you,
Cristina

From: Lalani, Arif AGRI:EX
Subject: FW: BC Beef Packing Plant Meeting
Date: July 24, 2019 8:25:21 AM
Attachments: [Room Reservations list to Cttee..xlsx](#)

From: Becky Everett [mailto:becky@cattlemen.bc.ca]
Sent: Thursday, January 3, 2019 2:47 PM
To: Allen Dobb; Andrew Thomson; Lalani, Arif AGRI:EX; BC Cattlemen; Bruce Cowper; Dave Merz; Derek Orr; Glenn Brand; Grant Huffman; Joe Heemskerk; Judy Guichon; Kerry Wright; Mark Ishoy; Susan Evans; Taylor Grafton
Subject: BC Beef Packing Plant Meeting

BC Beef Packing Plant Steering Committee:

Happy New Year,

The BC Packing Plant meeting will take place on January 22, 2019 starting with Breakfast at 8:30 am in the Birch Room at the Pacific Gateway Hotel, Vancouver Airport 3500 Cessna Dr.

Attached is the rooming list, please let me know if you have any changes.

Thank you.

Becky

Becky Everett – Executive Assistant
BC Cattlemen's Association
#4 – 10145 Dallas Dr, Kamloops, BC V2C 6T4
Ph: 250-573-3611/ Fx: 250-573-5155

From: Lalani, Arif AGRI:EX
Subject: FW: BC Beef Packing Plant Phase 1: Commercialization Roadmap
Date: July 24, 2019 8:25:22 AM
Attachments: [SI025 CA Letter 12Jul2019.pdf](#)
[SI025 CA Final 12Jul19.pdf](#)

From: Chris Reed [mailto:creed@iafbc.ca]
Sent: Friday, July 12, 2019 4:22 PM
To: bccattle@cattlemen.bc.ca
Cc: Michelle Koski; Lalani, Arif AGRI:EX
Subject: BC Beef Packing Plant Phase 1: Commercialization Roadmap

Good Afternoon Kevin,

Hope you are doing well. Please see the attached letter and Contribution Agreement for your review. Have a great weekend.

Kind regards,

Christopher Reed, M.Sc
Director, Strategy & Operations

INVESTMENT AGRICULTURE FOUNDATION OF BC

T 250.940.6152

E creed@iafbc.ca

W iafbc.ca

From: Lalani, Arif AGRI:EX
Subject: FW: BC Beef Packing Plant Proposal - Refined
Date: July 24, 2019 8:25:23 AM
Attachments: [BC Beef Packing Plant Phase 1 - AL.docx](#)

From: Hodson, Georgina AGRI:EX
Sent: Wednesday, July 3, 2019 12:05 PM
To: Lalani, Arif AGRI:EX
Cc: BC Cattlemen's Association; Raymond, Mark AGRI:EX; Zachary, Dawnae AGRI:EX
Subject: BC Beef Packing Plant Proposal - Refined

Good afternoon Arif,

Kevin and I have worked together to finalize the proposal – your comments on the previous version are received and have been accepted, and minor further changes have been made to the deliverables (see #3 and #9) and the budget table updated to correct a typo and mathematical error.

Please let me know if you would like to see any further edits or development, or if you have any questions –

Best,
Georgina

Georgina Hodson
Director, Industry Development | Business Development Division
Ministry of Agriculture
P: 250.896.6221 | E: georgina.hodson@gov.bc.ca

From: Lalani, Arif AGRI:EX
Subject: FW: BC Beef Packing Plant Steering Committee Meeting January 22, 2019
Date: July 24, 2019 8:25:26 AM
Attachments: [image001.png](#)
[Agenda V3 BC Beef Plant Steering Committee Meeting #7 Jan 22 2019 revised.pdf](#)

From: Kerry Wright [mailto:KWright@mallotcreek.com]
Sent: Thursday, January 17, 2019 6:07 AM
To: BC Cattlemen; Allen Dobb; Andrew Thomson; Lalani, Arif AGRI:EX; Bruce Cowper; Dave Merz; Derek Orr; Glenn Brand; Grant Huffman; Joe Heemskerk; Judy Guichon; Mark Ishoy; Susan Evans; Taylor Grafton
Subject: RE: BC Beef Packing Plant Steering Committee Meeting January 22, 2019

Good morning everyone,
We have a slight change to the agenda as the Minister can now join us at 11:00 am for a project update and discussion. As a result, we will push back the panel discussion to 1:00pm. Please see revised agenda attached.
Kerry

Kerry Wright, RD, B.Com.
Vice-President



Mallot Creek Group Inc.
294 East Mill Street, Suite 201
Elora, ON, N0B 1S0
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From: BC Cattlemen <bccattle@cattlemen.bc.ca>
Sent: Tuesday, January 15, 2019 3:59 PM
To: Allen Dobb <allendobb@telus.net>; Andrew Thomson <athomson@intercitypackers.ca>; Arif Lanani <arif.lalani@gov.bc.ca>; BC Cattlemen's Association <bccattle@cattlemen.bc.ca>; Bruce Cowper <BCowper@mallotcreek.com>; Dave Merz <s.22>; Derek Orr

<dorr@carrierlumber.ca>; Glenn Brand <gbrand@brandmm.ca>; Grant Huffman
<s.22 >; Joe Heemskerk <joe@wvfarms.ca>; Judy Guichon
<s.22 >; Kerry Wright <KWright@mallotcreek.com>; Mark Ishoy
<mark@easternmeatsolutions.com>; Susan Evans <susan@susanevans.ca>; Taylor Grafton
<s.22 >

Subject: BC Beef Packing Plant Steering Committee Meeting January 22, 2019

Dear Steering Committee:

Please see the revised agenda for the January 22, 2019 meeting that reflects project update at 1:00 pm if the Minister is able to join us.

Thank you.

Becky

Becky Everett – Executive Assistant

BC Cattlemen's Association

#4 – 10145 Dallas Dr, Kamloops, BC V2C 6T4

Ph: 250-573-3611/ Fx: 250-573-5155

From: Becky Everett <becky@cattlemen.bc.ca>

Sent: January-15-19 10:24 AM

To: Allen Dobb <allendobb@telus.net>; Andrew Thomson <athomson@intercitypackers.ca>; Arif Lanani <arif.lalani@gov.bc.ca>; BC Cattlemen <bccattle@cattlemen.bc.ca>; Bruce Cowper <bcowper@mallotcreek.com>; Dave Merz <s.22 >; Derek Orr <dorr@carrierlumber.ca>; Glenn Brand <gbrand@brandmm.ca>; Grant Huffman <s.22 >; Joe Heemskerk <joe@wvfarms.ca>; Judy Guichon <s.22 >; Kerry Wright <kwright@mallotcreek.com>; Mark Ishoy <mark@easternmeatsolutions.com>; Susan Evans <susan@susanevans.ca>; Taylor Grafton <s.22 >

Subject: Steering Committee Meeting January 22, 2019

Dear BC Beef Packing Plant Steering Committee

Please find attached the Draft Agenda for the Steering Committee meeting on January 22nd in Richmond. At this time it is somewhat tentative regarding the timing that the Minister will be attending so it will be a bit flexible on her timing.

Thank you.

Becky

Becky Everett – Executive Assistant

BC Cattlemen's Association

#4 – 10145 Dallas Dr, Kamloops, BC V2C 6T4

Ph: 250-573-3611/ Fx: 250-573-5155

From: Wong, Jane T AGRI:EX on behalf of becky@cattlemen.bc.ca
Subject: FW: BC Beef Packing Plant Steering Committee

-----Original Appointment-----

From: becky@cattlemen.bc.ca <mailto:becky@cattlemen.bc.ca> [mailto:becky@cattlemen.bc.ca]

Sent: Tuesday, February 12, 2019 8:05 AM

To: becky@cattlemen.bc.ca <mailto:becky@cattlemen.bc.ca> ; Allen Dobb; Andrew Thomson; Lalani, Arif AGRI:EX; BC Cattlemen; Bruce Cowper; Dave Merz s.22

s.22); Joe Heemskerk (joe@wvfarms.ca <mailto:joe@wvfarms.ca>); Judy Guichon; Kerry Wright; Mark Ishoy; Susan Evans; Taylor Grafton (s.22)

Subject: BC Beef Packing Plant Steering Committee

When: Friday, March 1, 2019 8:00 AM-9:00 AM (UTC-08:00) Pacific Time (US & Canada).

Where:

Dear BC Beef Packing Plant Steering Committee:

Please save the date of March 1, 2019 for a teleconference at 8:00 am BC Time.

Agenda etc. to follow

Thank you.
Becky

From: Lalani, Arif AGRI:EX
Subject: FW: BC Beef Packing Plant Teleconference
Date: July 24, 2019 8:25:41 AM
Attachments: [Agenda BC Beef Plant Steering Committee Meeting #8 Mar 8 2019.pdf](#)
[Steering Committee Review and Roadmap Mar 6.pdf](#)
[BC Beef Producers Co-op Financial Review - March 6 2019.pdf](#)
[BCBP Co-op Roadmap Vision - Financial Forecast Full Appendix - March 6 2019.pdf](#)
[BC Beef Roadmap Timeline Mar 5 2019.pdf](#)

From: becky@cattlemen.bc.ca [mailto:becky@cattlemen.bc.ca]
Sent: Wednesday, March 6, 2019 10:32 AM
To: Allen Dobb; Andrew Thomson; Lalani, Arif AGRI:EX; BC Cattlemen; Bruce Cowper; Dave Merz; Derek Orr; Glenn Brand; Grant Huffman; Joe Heemskerk; Judy Guichon; Kerry Wright; Mark Ishoy; Susan Evans; Taylor Grafton
Subject: BC Beef Packing Plant Teleconference

Dear BC Beef Plant Steering Committee:

Please find attached the following files below for the teleconference on Friday, March 8th.

Teleconference numbers are located at the top of the agenda.

- Meeting Agenda
- Project Review and Roadmap Presentation
- BC Beef Producers Co-op Financial Review
- BCBP Co-op Roadmap Vision – Financial Forecast Package
- BC Beef Roadmap Timeline

Thank you.

Becky

Becky Everett – Executive Assistant

BC Cattlemen's Association

#4 – 10145 Dallas Dr, Kamloops, BC V2C 6T4

Ph: 250-573-3611/ Fx: 250-573-5155

From: Lalani, Arif AGRI:EX
Subject: FW: BC Beef Packing Plant Update
Date: July 24, 2019 8:25:42 AM
Attachments: [image001.png](#)

From: Glenn Brand [<mailto:gbrand@brandmm.ca>]
Sent: Tuesday, December 18, 2018 8:58 PM
To: Lalani, Arif AGRI:EX
Subject: RE: BC Beef Packing Plant Update

Hello Arif,

Just a quick update that letter is drafted and off to Susan for editing and Kevin for content approval. If he is available, we should have it to you by end of day tomorrow.

Regards,

Glenn

From: Lalani, Arif AGRI:EX [<mailto:Arif.Lalani@gov.bc.ca>]
Sent: Monday, December 17, 2018 5:39 PM
To: 'Glenn Brand' <gbrand@brandmm.ca>
Cc: Cameron, Sandra AGRI:EX <Sandra.Cameron@gov.bc.ca>
Subject: RE: BC Beef Packing Plant Update

After Background it doesn't work for me. We need to address the following (Headers can be termed differently)

Summary of Progress to Date

Project Governance

2018/19 Expenditure Update (for the \$450k)

Summary and Way Forward

Arif Lalani | ADM | Business Development Division | Agriculture
5th Floor, 808 Douglas Street, V8V 9B4 | T 778.698.2618 | F 250.356.7279
arif.lalani@gov.bc.ca

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From: Glenn Brand [<mailto:gbrand@brandmm.ca>]
Sent: Monday, December 17, 2018 4:24 PM
To: Lalani, Arif AGRI:EX
Subject: BC Beef Packing Plant Update

Hello Arif,

We will work on the letter as discussed.

Do you by chance have the one Georgina drafted for reference?

If so, if you could forward it would be appreciated.

Thanks,

Glenn Brand

President

P: 403.275.7713

C: 403.615.2526

F: 403.275.7723

gbrand@brandmm.ca



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From: [Lalani, Arif AGRI:EX](#)
To: [Tomana, Bill CSNR:EX](#)
Cc: [Fraser, Brian CSNR:EX](#); [Raymond, Mark AGRI:EX](#); [Hodson, Georgina AGRI:EX](#); [Anderson, Blake AGRI:EX](#); [Zachary, Dawnae AGRI:EX](#)
Subject: FW: BC Beef Plant Project Expenditures
Date: February 8, 2019 12:41:08 PM
Attachments: [Copy of Packing Plant Exp \(004\).xlsx](#)
[BC Plant Project YTD Expenditures Feb 2 2019.xlsx](#)

Bill – I understand you were looking for detail breakdown on expenditures associated with the PG Beef Plant. Please find below and attached. Apologize for the delay.

Arif Lalani | ADM | Business Development Division | Agriculture
5th Floor, 808 Douglas Street, V8V 9B4 | T 778.698.3264 | F 250.356.7279
arif.lalani@gov.bc.ca

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From: Glenn Brand [<mailto:gbrand@brandmm.ca>]
Sent: Wednesday, February 6, 2019 2:20 PM
To: Lalani, Arif AGRI:EX; Hodson, Georgina AGRI:EX
Cc: Kevin Boon
Subject: BC Beef Plant Project Expenditures

Hello Arif and Georgina,

As Kevin is tied up in a meeting in Richmond, here is the financial information requested.

Attached please find a summary of expenditures to date compiled by BCCA to which I have added a breakdown of travel and communications expenses. Please note these include GST. s.17

s.17

Included is the original budget (which excludes GST) with a comparison of YTD (full project not calendar year) expenses. s.17

s.17

s.17

Overall we are projecting to be on budget or just slightly under depending on client and steering committee requirements over the remaining term of the project.

Going forward I would suggest that I work with BCCA's accountant Michelle and have her break out

the GST on the expenditures so we can do a more accurate comparison against budget. We would then rationalize billing on a pro-rated basis versus actual so it is more accurate and transparent.

Please let me know if you have any questions beforehand.

Regards,
Glenn

From: Tomana, Bill CSNR:EX
Sent: January 31, 2019 4:35 PM
To: Easton, Joan E AGRI:EX <Joan.Easton@gov.bc.ca>
Subject: RE: Report Back - Ministry of Agriculture

Hi Joan,

It was a pleasure seeing you today. I wanted to follow up on the abattoir reportback; TBS has requested a breakdown and summary of how the \$450K was spent. Would you be able to provide the information?

Thanks
Bill

Subject: FW: BC Beef Plant Spring Update
Date: July 24, 2019 8:25:05 AM

From: Hayes, Brooke AGRI:EX
Sent: Wednesday, May 1, 2019 9:51 AM
To: Diamond, Julia AGRI:EX; Poon, David AGRI:EX; Minaker, Willow AGRI:EX
Cc: Patterson, Mat AGRI:EX; Wong, Jane T AGRI:EX
Subject: FW: BC Beef Plant Spring Update

FYI

E. Brooke Hayes
Ph: 778 698-2243 | Cell: 250-880-1225

From: Raymond, Mark AGRI:EX
Sent: May 1, 2019 8:08 AM
To: Hodson, Georgina AGRI:EX <Georgina.Hodson@gov.bc.ca>; Lalani, Arif AGRI:EX <Arif.Lalani@gov.bc.ca>
Cc: Zachary, Dawnae AGRI:EX <Dawnae.Zachary@gov.bc.ca>; Hayes, Brooke AGRI:EX <Brooke.Hayes@gov.bc.ca>; Patterson, Mat AGRI:EX <Mat.Patterson@gov.bc.ca>
Subject: FYI: BC Beef Plant Spring Update

FYI – BC Beef Packing Plant communication to stakeholders. Arif/Georgina are currently lead on the project.

Next steps include:

1. Create a roadmap to align the supply chain.
2. Build a BC Beef brand; develop a brand strategy; work with **Buy BC** and build customer base.
3. Build a successful BC Beef program to prove the viability of the concept; this will build supply and financial support for the proposed Prince George facility.

From: BC Beef Packing Plant <info=bcbeefpackingplant.ca@cmail19.com> on behalf of BC Beef Packing Plant <info@bcbeefpackingplant.ca>
Sent: Wednesday, May 1, 2019 6:00:41 AM
To: Mark
Subject: BC Beef Plant Spring Update





Phases 1 and 2 of the BC Beef Packing Plant project concluded at the end of the March. The interim steering committee met all of their stated goals including gathering feedback and expressions of interest from BC producers and industry stakeholders.

Producers expressed a strong interest in creating a BC Beef brand in order to meet consumer demand for locally-raised beef. Feedback from Producers also suggested they are more comfortable with a 500 head/week plant capacity and noted that the critical success factor for this project is supply commitment.

The Producers offered their concerns as well: how will supply be organized on a year-round basis given the seasonality of harvesting animals? how would animals be finished to address a value-added brand given the regional variability? Questions regarding how the majority of producers could participate in revenues resulted in the development and presentation of Partnership Program options. There was also extensive discussion about the risks of building a new plant given previous plant failures in BC.

During the engagement phase, the committee also heard from a panel of representatives from the retail, processing and foodservice industries. The panel shared past challenges in sourcing a regional beef program for their customers and consumers and expressed their interest in procuring a beef branded from BC.

The committee concluded that there is keen interest amongst key players and that both producers and industry recognize the potential in developing a BC Beef brand.

After gathering feedback and assessing the critical success factors and reviewing the financial forecasts for a 500/head per week facility it was evident that there are some aspects of the plan that carried a higher risk for the producer.

Given this information, the committee reached the conclusion that a phased-in approach to developing a producer co-op and building the supply chain along with the creation and marketing of the BC Beef brand prior to making the plant decision is in the best interest of the project. It allows for reduced risk for producers and investors as they will be able to assess the viability of supply coordination as well as the success of the BC Beef brand in advance of making decisions regarding building a plant.

“The goal of a BC Beef plant in Prince George is still the vision,” says Kevin Boon, General Manager, BC Cattlemen’s Association. “This phased-in approach allows for review of critical success factors along the way to ensure we are making sound decisions—in other words, to walk before we run.”

The recommendation is to build the brand, supply the product using existing facilities and create demand which in turn will support the expansion of the supply and the need and viability of a new federally-inspected packing plant. Next steps include:

4. Create a roadmap to align the supply chain.
5. Build a BC Beef brand; develop a brand strategy; work with Buy BC and build customer base.
6. Build a successful BC Beef program to prove the viability of the concept; this will build supply and financial support for the proposed Prince George facility.

Revised financial forecasting and a Vision and Co-op Business Plan will be created in the coming weeks along with a funding application to the Ministry of Agriculture for this next phase.

If approved and funding is in place, the next steps in building a BC Beef brand will start in the coming months.

“This is a long-term project with long-term goals,” says Boon. “We believe in the value and opportunity of building a BC Beef brand and the potential it has for our industry—building a plant is one part of that equation but first we will build the brand and align the supply chain to ensure long-term success.”

Stay tuned for updates about this project at www.bcbeefpackingplant.ca

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Comments or questions about the newsletter? Email info@bcbeefpackingplant.ca

From: Lalani, Arif AGRI:EX
Subject: FW: BC Packing Plant update: expression of interest form; supply chain insight article
Date: July 24, 2019 8:26:15 AM

From: BC Beef Packing Plant [mailto:info=bcbeefpackingplant.ca@cmail20.com] **On Behalf Of** BC Beef Packing Plant
Sent: Friday, January 4, 2019 6:00 AM
To: Lalani, Arif AGRI:EX
Subject: BC Packing Plant update: expression of interest form; supply chain insight article



 January 4, 2019



The BC Beef Packing Plant steering committee continues to work on exploring the opportunity to build a plant in BC.

We'd like to hear from you—please complete [this form](#) to register your interest in participating in the packing plant opportunity.

In-person engagement sessions and online forums are planned for the upcoming months as we continue to solicit input from industry.

Producers and industry have the opportunity to participate in this process and shape a plan, one that addresses their needs and better aligns the supply chain to meet the demands of BC consumers and customers to improve the long-term profitability and sustainability of the cattle industry in BC.

For more information, please contact info@bcbeefpackingplant.ca



One of the questions that comes up at the beef packing plant engagement sessions is “why do we need a federally inspected plant in BC now?” And while there are many reasons, the most important reason may be that, in order for the industry to grow, the BC beef industry needs to be able to label, market and sell the beef grown in the province as BC Beef.

The consumer landscape is changing. Consumers want to know where the food they eat—whether they buy it at the grocery store or order it in a restaurant—comes from. Over the past several years we have seen a tremendous expansion in marketing locally grown everything—from fresh vegetables and fruit to dairy, chicken and pork—advertised across all consumer channels.

This isn't a surprise to the beef industry. Consumer research done in BC showed strong consumer preference and willingness to pay more beef that was grown in BC—many BC grocery retailers and foodservice operators want to satisfy this demand and offer their customers beef identified from BC but are unable to find enough supply.

“We know of at least one major retail chain in the province who wanted to launch a BC Beef program but had to change their plans because they weren't able to procure a secure supply of product,” says Kevin Boon, General Manager, BC Cattlemen's Association. “This is a missed opportunity for the industry; we are growing BC Beef—we should be able to sell it as BC Beef.”

Over a number of years, the idea for a federally inspected beef packing plant that could take advantage of this consumer need has been carefully researched and explored. The BC Plant Project Team continues to make presentations to beef producers and interested industry members to see if there is a willingness to take this plan to the next level.

Over the past two months, the team has presented at meetings in Vanderhoof, Kamloops, 100 Mile House, Cache Creek, Vernon and Merritt. Many of the beef producers attending these meetings have expressed their interest in participating in the development of a beef packing plant in BC and have shared the number of cattle they would have available for processing.

It was noted at these meetings that some producers want to make an investment but don't have the ability to be the final producer before the plant. The project team is looking at ways to create partnerships and investments that provide the opportunity for all stages of the supply chain to be involved. From cow/calf operators and dairy producers, grain growers, backgrounders and feedlot operators, all can participate.

“One the questions that comes up at these meetings is 'how will this be different from other packing plants?' the key difference is a fully integrated supply chain,” says Boon. “This approach unifies the industry in a production chain in the way it hasn't done before—everyone will have a stake in its success.”

Producers have an opportunity to participate in this process and shape a plan that addresses their needs. This is an opportunity to better align the supply chain to meet the needs of BC consumers and customers to improve the long-term profitability and sustainability of the cattle industry in BC.

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Comments or questions about the newsletter? Email
info@bcbeefpackingplant.ca

Subject: FW: Draft NR for approval PG Meat Packing Plant
Date: July 24, 2019 8:27:29 AM
Attachments: [NR_PG Packing Plant May 22_18 DRAFT.docx](#)

From: Townsend, Dave H GCPE:EX
Sent: Thursday, May 24, 2018 10:03 AM
To: Lalani, Arif AGRI:EX; Jasper, Geneve AGRI:EX
Cc: McRae, Meghan GCPE:EX; Boelens, Robert GCPE:EX
Subject: Draft NR for approval PG Meat Packing Plant

Hi Arif and Geneve,

Please find attached a draft NR announcing the \$450,000 in funding for the meat packing plant in PG. The plan is to send the NR out on Sat morning, June 2 after the MLP announces the funding at the BC Cattlemen's AGM in Smithers the night before.

Can you please let me know if you have any concerns with the NR? In particular, is there anything that you think we can add that is specific to what BCCA is doing for the 450K in the "commercialization stage".

We plan to send the draft NR to Susan Evans, PR, with the BCCA this afternoon for a quote etc.

Thanks,

Dave Townsend

Government Communications and Public Engagement
Ministry of Agriculture
Office: 250 356-7098 Cell: 250 889-5945
Email: dave.h.townsend@gov.bc.ca

From: Lalani, Arif AGRI:EX
Subject: FW: Packing Plant Expenses
Date: July 24, 2019 8:33:41 AM
Attachments: [Packing Plant Exp..xlsx](#)
[Packing plant exp.pdf](#)

From: Carley Henniger [mailto:carley@cattlemen.bc.ca]
Sent: Friday, February 1, 2019 3:02 PM
To: Hodson, Georgina AGRI:EX; Lalani, Arif AGRI:EX
Cc: BC Cattlemen's Association
Subject: Packing Plant Expenses

Good afternoon Georgina and Arif,

Please find attached an excel spreadsheet outlining our expenses, as well as a written explanation for these expenditures.

Please let me know if there is anything more I can provide for you,

CARLEY HENNIGER
Program Manager
BC Cattlemen's Association
Ph: (250) 573- 3611
carley@cattlemen.bc.ca



From: [Hodson, Georgina AGRI:EX](#)
To: [Lalani, Arif AGRI:EX](#)
Cc: [Raymond, Mark AGRI:EX](#); [Zachary, Dawnae AGRI:EX](#)
Subject: FW: Packing Plant Final Report
Date: March 19, 2019 7:13:10 PM
Attachments: [175.pdf](#)
[BC Beef Packing Plant Project Final Report Submission March 2019.pdf](#)

Arif,

Following up to our meeting with Kevin Boon on March 13th, we have received the final report and invoice for the PG Packing Plant – please see attached.

We have reviewed the report, s.17

s.17

s.17

Please let me know if you have any concerns.

Georgina

Georgina Hodson
Director, Industry Development | Business Development Division
Ministry of Agriculture
P: 250.896.6221 | E: georgina.hodson@gov.bc.ca

From: Carley Henniger <carley@cattlemen.bc.ca>
Date: Tuesday, March 19, 2019 at 3:25 PM
To: "Hodson, Georgina AGRI:EX" <Georgina.Hodson@gov.bc.ca>
Cc: BC Cattlemen's Association <bccattle@cattlemen.bc.ca>
Subject: Packing Plant Final Report

Good afternoon Georgina,

Please see attached the final report along with INV #175 for the remaining funds for the project.

Please let me know if there is anything else you require.

Thank you,

CARLEY HENNIGER
Program Manager
BC Cattlemen's Association

Ph: (250) 573- 3611
carley@cattlemen.bc.ca



From: Lalani, Arif AGRI:EX
Subject: FW: packing plant Fwd: Assistance
Date: July 24, 2019 8:33:48 AM
Attachments: [BC Beef Packing Plant Phase 1 GH.docx](#)
[ATT00001.htm](#)

From: Hodson, Georgina AGRI:EX
Sent: Wednesday, June 26, 2019 9:58 AM
To: Lalani, Arif AGRI:EX
Subject: packing plant Fwd: Assistance

See below and attached - have not heard back from Kevin or Glenn yet

Begin forwarded message:

From: "Hodson, Georgina AGRI:EX" <georgina.hodson@gov.bc.ca>
Date: June 25, 2019 at 7:41:38 PM PDT
To: Glenn Brand <gbrand@brandmm.ca>, Kevin Boon <bccattle@cattlemen.bc.ca>
Subject: Re: Assistance

Hi Glenn and Kevin – apologies for sending so late. Please note - I only had the PDF to work with so some formatting may have been lost when converting to Word.

I made edits to the Introduction (removal of Vision, Mission, etc.), Background and Workplan. Minor other edits are throughout – with the intention of shifting the framing from “we set out to do this, but we’re walking it back” to “here’s what we heard and here’s our trajectory” (that is my hyper-simplified summary!).

Arif has asked for this by tomorrow (morning), if you can go over it and let me know if you have any concerns – we can move it along sometime before mid-morning tomorrow.

Thanks both!
Georgina

Georgina Hodson
Director, Industry Development | Business Development Division
Ministry of Agriculture
P: 250.896.6221 | E: georgina.hodson@gov.bc.ca

From: "Hodson, Georgina AGRI:EX" <Georgina.Hodson@gov.bc.ca>
Date: Tuesday, June 25, 2019 at 10:10 AM
To: Glenn Brand <gbrand@brandmm.ca>
Cc: Kevin Boon <bccattle@cattlemen.bc.ca>

Subject: Re: Assistance

Hi guys, I spoke to Arif further and what he needs for conversation tomorrow is straightforward. We may need to put additional work into it this week but initially it's not a lot of work for today.

I'm in back to back meetings until about 3:30 but I'll get you both my take on it later in the afternoon!

Georgina

On Jun 25, 2019, at 9:45 AM, Glenn Brand <gbrand@brandmm.ca> wrote:

Hello Georgina,

As per call, I am available this afternoon if you have any questions.

Regards,

Glenn Brand

<image001.png>

President

P: 403.275.7713

C: 403.615.2526

F: 403.275.7723

gbrand@brandmm.ca

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From: Lalani, Arif AGRI:EX
Subject: FW: Packing Plant Progress report
Date: July 24, 2019 8:34:09 AM
Attachments: [BC Beef Packing Plant Project Phase 2 Update to Jan 31 2019 \(3\).docx](#)

From: BC Cattlemen's Association [mailto:bccattle@cattlemen.bc.ca]
Sent: Tuesday, March 5, 2019 9:09 AM
To: Lalani, Arif AGRI:EX; Jasper, Geneve AGRI:EX; Hodson, Georgina AGRI:EX
Subject: Packing Plant Progress report

Hi All

Somehow this got hung up in my emails and I thought I had sent it to you. It is an update as to the end of January on the Packing Plant.
Sorry about that.

Kevin
Kevin Boon
General Manager
BC Cattlemen's Association
#4 10145
Dallas Drive, Kamloops BC
phone 250 573 3611
cell 250 320 3611
bccattle@cattlemen.bc.ca

From: Lalani, Arif AGRI:EX
Subject: FW: Packing Plant proposal
Date: July 24, 2019 8:34:10 AM
Attachments: [Proposal for phase 2 Packing Plant \(logo\).pdf](#)

From: BC Cattlemen's Association [mailto:bccattle@cattlemen.bc.ca]
Sent: Monday, June 17, 2019 4:14 PM
To: Lalani, Arif AGRI:EX; Carley Henniger
Subject: Re: Packing Plant proposal

Sorry Arif I pushed send before I had the attachment. Here it is with the proposal attached.

Kevin

Kevin Boon
General Manager
BC Cattlemen's Association
#4 10145 Dallas Drive
Kamloops BC
phone 250 573 3611
cell 250 320 3611
bccattle@cattlemen.bc.ca

On Mon, Jun 17, 2019 at 4:06 PM BC Cattlemen's Association <bccattle@cattlemen.bc.ca> wrote:

Hi Arif

Attached is the proposal for the next phase of the packing plant which includes the Market research that I spoke with you about the other day. We feel that we should be able to complete in about 3 months but would like to make it for 4 months as summer may make it difficult to organize some of the key meetings we will require.

s.17

s.17

If you dont want it in there let me know

and we can pull it out.

Feel free to get in touch with me if you have any questions.

Kevin

Kevin Boon
General Manager
BC Cattlemen's Association
#4 10145 Dallas Drive
Kamloops BC
phone 250 573 3611
cell 250 320 3611
bccattle@cattlemen.bc.ca

From: Lalani, Arif AGRI:EX
Subject: FW: REMINDER BC Beef Packing Plant Teleconference Dec 4, 2018
Date: July 24, 2019 8:36:29 AM
Attachments: [Steering Committee Update Conference Call Agenda December 3 2018.pdf](#)
[Attendance BC Beef Producer Meeting - Sept and November Updated Dec 3 2018.xlsx](#)

From: becky@cattlemen.bc.ca [mailto:becky@cattlemen.bc.ca]
Sent: Monday, December 3, 2018 11:18 AM
To: Allen Dobb; Andrew Thomson; Lalani, Arif AGRI:EX; BC Cattlemen; Bruce Cowper; Dave Merz; Derek Orr; Glenn Brand; Grant Huffman; Joe Heemskerk; Judy Guichon; Kerry Wright; Mark Ishoy; Susan Evans; Taylor Grafton
Subject: REMINDER BC Beef Packing Plant Teleconference Dec 4, 2018

Reminder:

BC Beef Packing Plant Steering Committee Teleconference, December 4, 2018, 8:00 am PT.

Please find attached the agenda and producer attendance records for the call tomorrow.

Thank you.

From: Lalani, Arif AGRI:EX
Subject: FW: REQUEST: Call for Records AGR-2019-93999 Due July 16, 2019
Date: July 24, 2019 8:36:33 AM
Attachments: [Call - Form - AGR-2019-93999.pdf](#)

From: Zachary, Dawnae AGRI:EX
Sent: Thursday, July 11, 2019 10:18 AM
To: Raymond, Mark AGRI:EX; Hodson, Georgina AGRI:EX
Cc: Lalani, Arif AGRI:EX
Subject: REQUEST: Call for Records AGR-2019-93999 Due July 16, 2019

Hi Mark and Georgina,

I am going through material and documents for Arif. Arif would like you both to please as well go through what you have on this FOI request below and please let me know what you come up with. I need to provide this to Holly. It would help me have all the correct documents as this request timeline is before my time. Please have this information to me by July 15 (4pm).

Thank you,

Dawnae

From: AGRI FOI AGRI:EX
Sent: Wednesday, July 10, 2019 11:53 AM
To: Shoemaker, Wes AGRI:EX; Lalani, Arif AGRI:EX; Raymond, Mark AGRI:EX
Cc: Margerison, Elizabeth AGRI:EX; McQueen, Andrea AGRI:EX; Zachary, Dawnae AGRI:EX; Rhodes, Angie AGRI:EX; Lyttle, Shawna AGRI:EX; Boelens, Robert GCPE:EX; Harbord, Chris GCPE:EX; Wieczorek, Chris AGRI:EX; Godfrey, Sam AGRI:EX
Subject: Call for Records AGR-2019-93999 Due July 16, 2019

Good Morning,

Your Ministry has received a formal request made under the *Freedom of Information and Protection of Privacy Act* (FOIPPA). The request is for:

*All draft and final meeting notes, and prepared meeting materials, agenda, minutes that are electronic or handwritten of the BC Beef Packing Plant Steering Committee for all meetings. (Date Range for Record Search: **From 07/17/2017 To 07/09/2019**) – Date Format: MM/DD/YYYY*

Please complete the attached Call for Records form.

- If search and retrieval time is anticipated to exceed 3 hours and/or the total volume of records exceeds 200 pages, complete **only** sections 1 & 2 of the Call for Records form as we may be in a position to issue a fee estimate. Return the form to IAO by July 16, 2019. Please await further instruction from IAO as the records will not be required until the fee estimate process has been completed. Once fees have been paid or waived, IAO will contact you to continue the call for records process.
- **If no fees apply** then complete the attached Call for Records form and return it to IAO by July 24, 2019

- Send records via email in **PDF format**. Before you turn emails into PDFs, ensure that you have included all attachments. If email is not possible, please put the records on the **File Share** and notify IAO that the records are available.

You should be aware that *FOIPPA* obligates us to assist the applicant and to respond without delay, openly, accurately, and completely. In the event that your Ministry must defend the adequacy of its search to the Information and Privacy Commissioner at Inquiry, those involved in searching for records may be required to sign affidavits confirming they have conducted an adequate search for relevant records.

Please do not hesitate to contact IAO to discuss: whether the records may be routinely releasable; whether the information is being prepared for public release or is already publicly available; ways in which an applicant may want to narrow/focus their request to reduce potential fees; and/or any other questions or concerns relating to this request.

Thank you for your assistance,

Holly Skogstad

Information Analyst

Deputy Minister's Office | Ministry of Agriculture

T: 778 698 3889

From: Lalani, Arif AGRI:EX
Subject: FW: Room Reservation for January 22nd meeting
Date: July 24, 2019 8:36:34 AM

From: Becky Everett [mailto:becky@cattlemen.bc.ca]
Sent: Thursday, December 13, 2018 7:57 AM
To: Allen Dobb; Andrew Thomson; Lalani, Arif AGRI:EX; BC Cattlemen; Bruce Cowper; Dave Merz; Derek Orr; Glenn Brand; Grant Huffman; Joe Heemskerk; Judy Guichon; Kerry Wright; Mark Ishoy; Susan Evans; Taylor Grafton
Subject: Room Reservation for January 22nd meeting

Hi All:

Can I ask you to please let me know if you will require a hotel room in Richmond for the January 22nd, Beef Packing Plant meeting.

January 21st _____

January 22nd _____

Thank you.

Becky

Becky Everett – Executive Assistant
BC Cattlemen’s Association
#4 – 10145 Dallas Dr, Kamloops, BC V2C 6T4
Ph: 250-573-3611/ Fx: 250-573-5155

Subject: FW: SCACAP19-014 Prince George Packing Plant ready for signature
Date: July 24, 2019 8:36:36 AM
Attachments: [SCACP19-014 Prince George Packing Plant - BCCA signature.pdf](#)

From: Jasper, Geneve AGRI:EX
Sent: Wednesday, July 11, 2018 12:15 PM
To: Easton, Joan E AGRI:EX
Cc: Wong, Jane T AGRI:EX; Cameron, Sandra AGRI:EX; North, Gail AGRI:EX; Bisschop, Lindsay AGRI:EX
Subject: FW: SCACAP19-014 Prince George Packing Plant ready for signature

Hi Joan,

Attached is the PG Packing Plant contract that is ready for signature. Would you sign it on Arif's behalf and send back for distribution?

Thanks for the help!

Geneve Jasper PAg RPF | Livestock Team Lead | Sector Development Branch
Phone: 250-398-4341 | Cell: 250-305-9743 | www.gov.bc.ca/agriservicebc

From: Jasper, Geneve AGRI:EX
Sent: Wednesday, June 13, 2018 12:05 PM
To: Lalani, Arif AGRI:EX
Cc: North, Gail AGRI:EX; Cameron, Sandra AGRI:EX
Subject: SCACAP19-014 Prince George Packing Plant ready for signature

Hi Arif,

Attached is the PG Packing Plant contract. It is ready for your signature. Can you sign it and return back to me for distribution to BCCA?

Thanks!

Geneve Jasper PAg RPF | Livestock Team Lead | Sector Development Branch
Phone: 250-398-4341 | Cell: 250-305-9743 | www.gov.bc.ca/agriservicebc

From: Lalani, Arif AGRI:EX
Subject: FW: Steering Committee Meeting January 22, 2019
Date: July 24, 2019 8:36:01 AM
Attachments: [image003.png](#)
[BCBP Cattle-Calf Phased Numbers.pptx](#)
[image001.png](#)

From: Bruce Cowper [mailto:BCowper@mallotcreek.com]
Sent: Friday, March 8, 2019 9:50 AM
To: Becky Everett; Allen Dobb; Andrew Thomson; Lalani, Arif AGRI:EX; BC Cattlemen; Dave Merz; Derek Orr; Glenn Brand; Grant Huffman; Joe Heemskerk; Judy Guichon; Kerry Wright; Mark Ishoy; Susan Evans; Taylor Grafton
Subject: RE: Steering Committee Meeting January 22, 2019

This is better Allen

Bruce Cowper HBS, MBA

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294 East Mill Street, Suite 201
Elora, ON, N0B 1S0
Tel: 519-846-1830 x226
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From: Becky Everett <becky@cattlemen.bc.ca>
Sent: January 15, 2019 1:24 PM
To: Allen Dobb <allendobb@telus.net>; Andrew Thomson <athomson@intercitypackers.ca>; Arif Lanani <arif.lalani@gov.bc.ca>; BC Cattlemen <bccattle@cattlemen.bc.ca>; Bruce Cowper <BCowper@mallotcreek.com>; Dave Merz <s.22@merz.ca>; Derek Orr <dorr@carrierlumber.ca>; Glenn Brand <gbrand@brandmm.ca>; Grant Huffman <s.22@huffman.ca>; Joe Heemskerk <joe@wvfarms.ca>; Judy Guichon <s.22@guichon.ca>; Kerry Wright <KWright@mallotcreek.com>; Mark Ishoy <mark@easternmeatsolutions.com>; Susan Evans <susan@susanevans.ca>; Taylor Grafton <s.22@grafton.ca>
Subject: Steering Committee Meeting January 22, 2019

Dear BC Beef Packing Plant Steering Committee

nd

Please find attached the Draft Agenda for the Steering Committee meeting on January 22 in Richmond. At this time it is somewhat tentative regarding the timing that the Minister will be attending so it will be a bit flexible on her timing.

Thank you.

Becky

Becky Everett – Executive Assistant
BC Cattlemen's Association

#4 – 10145 Dallas Dr, Kamloops, BC V2C 6T4
Ph: 250-573-3611/ Fx: 250-573-5155

From: Lalani, Arif AGRI:EX
Subject: FW: Steering Committee Meeting January 22, 2019
Date: July 24, 2019 8:36:01 AM
Attachments: [Agenda BC Beef Plant Steering Committee Meeting #7 Jan 22 2019.pdf](#)

From: Becky Everett [mailto:becky@cattlemen.bc.ca]
Sent: Tuesday, January 15, 2019 10:24 AM
To: Allen Dobb; Andrew Thomson; Lalani, Arif AGRI:EX; BC Cattlemen; Bruce Cowper; Dave Merz; Derek Orr; Glenn Brand; Grant Huffman; Joe Heemskerk; Judy Guichon; Kerry Wright; Mark Ishoy; Susan Evans; Taylor Grafton
Subject: Steering Committee Meeting January 22, 2019

Dear BC Beef Packing Plant Steering Committee

Please find attached the Draft Agenda for the Steering Committee meeting on January 22nd in Richmond. At this time it is somewhat tentative regarding the timing that the Minister will be attending so it will be a bit flexible on her timing.

Thank you.

Becky

Becky Everett – Executive Assistant
BC Cattlemen's Association
#4 – 10145 Dallas Dr, Kamloops, BC V2C 6T4
Ph: 250-573-3611/ Fx: 250-573-5155

From: [Hodson, Georgina AGRI:EX](#)
To: [Lalani, Arif AGRI:EX](#)
Subject: Fwd: Report Back - Ministry of Agriculture
Date: February 1, 2019 2:22:37 PM

Begin forwarded message:

From: "Raymond, Mark AGRI:EX" <Mark.Raymond@gov.bc.ca>
Date: January 31, 2019 at 4:41:18 PM PST
To: "Hodson, Georgina AGRI:EX" <Georgina.Hodson@gov.bc.ca>
Subject: FW: Report Back - Ministry of Agriculture

Hi Georgina,

Over to you. I don't know if we have all of this information on hand yet...?

Mark

From: Raymond, Mark AGRI:EX
Sent: January 31, 2019 4:40 PM
To: Tomana, Bill CSNR:EX
Subject: RE: Report Back - Ministry of Agriculture

Good Afternoon Bill,

Not all of the \$450K has gone out the door. Are you looking for a breakdown and summary of how the \$450K was projected to be spent or a breakdown of what has been spent to date?

Thank You,
Mark

From: Easton, Joan E AGRI:EX
Sent: January 31, 2019 4:37 PM
To: Tomana, Bill CSNR:EX; Raymond, Mark AGRI:EX
Subject: RE: Report Back - Ministry of Agriculture

Hi Bill

I don't have the detail on this one but Mark Raymond will.
Mark, let me know if there is anything you need from my end.
Regards
Joan

From: Tomana, Bill CSNR:EX
Sent: January 31, 2019 4:35 PM
To: Easton, Joan E AGRI:EX <Joan.Easton@gov.bc.ca>

Subject: RE: Report Back - Ministry of Agriculture

Hi Joan,

It was a pleasure seeing you today. I wanted to follow up on the abattoir reportback; TBS has requested a breakdown and summary of how the \$450K was spent. Would you be able to provide the information?

Thanks
Bill

From: Easton, Joan E AGRI:EX
Sent: January 4, 2019 10:59 AM
To: Tomana, Bill CSNR:EX <Bill.Tomana@gov.bc.ca>
Subject: FW: Report Back - Ministry of Agriculture

From: Lyttle, Shawna AGRI:EX
Sent: December 24, 2018 12:27 PM
To: Wood, Heather FIN:EX <Heather.Wood@gov.bc.ca>
Cc: Ringma, Shalegh FIN:EX <Shalegh.Ringma@gov.bc.ca>; Easton, Joan E AGRI:EX <Joan.Easton@gov.bc.ca>; Hansen, Erin AGRI:EX <Erin.Hansen@gov.bc.ca>; Lalani, Arif AGRI:EX <Arif.Lalani@gov.bc.ca>; Mack, James AGRI:EX <James.Mack@gov.bc.ca>; Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>; Fraser, Brian CSNR:EX <Brian.Fraser@gov.bc.ca>
Subject: Report Back - Ministry of Agriculture

Ms. Wood:

Attached for your attention is correspondence on behalf of the Ministry of Agriculture regarding the following matters:

- Feed BC - Food Innovation Centres.
- Prince George "Abattoir" or Beef Packing Plant Support.

I trust you will find this satisfactory, but please let me know if you require any further information from our office.

Thank you.

Shawna Lyttle

A/Manager of Executive Operations and Planning
Deputy Minister's Office | Ministry of Agriculture
T: 778 974-2142

From: [Zachary, Dawnae AGRI:EX](#)
To: [Lalani, Arif AGRI:EX](#)
Subject: FYI: 189817- Prince George Meat Packing Plant
Date: March 19, 2019 1:45:36 PM
Attachments: [MIN mtg with Kevin Boon re PG Meat Plant.docx](#)
[189817 MIN mtg with Kevin Boon - Bullets - Codes of Practice.docx](#)

Dawnae Zachary

Executive Administrative Assistant

Ministry of Agriculture | Business Development Division

Phone: 778.974.3377

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For Immediate Release
[release number]
[Date]

Ministry of Agriculture
Agriculture and Agri-Food Canada

Do you know where your food comes from? Traceability makes the connection

VICTORIA – It is a fascinating journey. As an agriculture product moves through the system, there are many British Columbians who have worked hard to get that product on the shelf so it is proudly displayed for consumers at the local farmers market, fishmonger or grocery store.

Traceability systems closely follow the movement, either backwards or forwards, of animals, plants, food products or ingredients through all points of production from the original source to the consumer. Traceability is paramount in the protection of animal health, public health and food safety.

The Traceability Knowledge Transfer program, funded under *Canadian Agricultural Partnership*, is now available to agriculture and seafood industry organizations to educate their membership about traceability systems, practices, infrastructure and technologies through events such as workshops, seminars, presentations or demonstrations.

Reimbursement funding is available to support traceability speakers at key industry events for BC agriculture and seafood organizations focusing on one or more of the following traceability components:

- General traceability
- Premises identification
- Movement reporting
- Product identification

The funding supports up to 100% of costs associated with the traceability speaker expenses, to a maximum of \$3,500 per event, or \$10,000 per sector. Funding is limited and available on a first-come, first-served basis.

Applications and program criteria are available at: XX

The program will run for the duration of the five-year Canadian Agriculture Partnership, a federal-provincial agreement that includes \$2 billion in cost-shared strategic initiatives delivered by the provinces and territories, and \$1 billion for federal programs and services through March 2023. The partnership replaces Growing Forward 2, which ended March 31, 2018.

Media Contacts:

Dave Townsend
Government Communications and Public Engagement
Ministry of Agriculture
250-356-7098
250 889-5945 (cell)

Media Relations
Agriculture and Agri-Food Canada
Ottawa, Ontario
613-773-7972
1-866-345-7972

Follow us on Twitter: @AAFC_Canada
Like us on Facebook: CanadianAgriculture

From: [Becky Everett](#)
To: [Aaron Canart](#); [Allen Dobb](#); [Andrew Thomson](#); [Lalani, Arif AGRI:EX](#); [BC Cattlemen](#); [Bob Hunsberger](#); [Bruce Cowper](#); [Dave Merz](#); [Derek Orr](#); [Glenn Brand](#); [Grant Huffman](#); [Joe Heemskerk](#); [Judy Guichon](#); [Kerry Wright](#); [Mark Ishoy](#); [Susan Evans](#)
Subject: Meeting Agenda for August 28
Date: August 20, 2018 1:16:59 PM
Attachments: [Agenda BC Beef Plant Vision Meeting #2 Aug 28 2018.pdf](#)

BC Beef Packing Plant Steering Committee:

Please find attached the Agenda for the August 28th meeting at the South Thompson Inn and Conference Centre, 3438 Shuswap Road in Kamloops, BC.

If anyone requires a shuttle from the Airport please let me know and I can make arrangements for you.

Thank you.

Becky

Becky Everett – Executive Assistant

BC Cattlemen's Association

#4 – 10145 Dallas Dr, Kamloops, BC V2C 6T4

Ph: 250-573-3611/ Fx: 250-573-5155

From: [Becky Everett](#)
To: [Aaron Canart](#); [Allen Dobb](#); [Andrew Thomson](#); [Lalani, Arif AGRI:EX](#); [BC Cattlemen](#); [Bruce Cowper](#); [Dave Merz](#); [Derek Orr](#); [Glenn Brand](#); [Grant Huffman](#); [Joe Heemskerk](#); [Judy Guichon](#); [Kerry Wright](#); [Mark Ishoy](#); [Susan Evans](#)
Subject: Meeting August 28th
Date: August 27, 2018 2:26:28 PM

Hi all:

For the BC Beef Packing Plant Steering Committee meeting tomorrow at the South Thompson Inn and Convention Centre, 3438 Shuswap Road, breakfast will be served at 8:00 am and the meeting will run until around 4:00 pm.

Thank you.

Becky

Becky Everett – Executive Assistant
BC Cattlemen's Association

#4 – 10145 Dallas Dr, Kamloops, BC V2C 6T4
Ph: 250-573-3611/ Fx: 250-573-5155

From: [Hansen, Erin AGRI:EX](#)
To: [Johnson, Lisa E AGRI:EX](#); [Wendland, Justine AGRI:EX](#)
Cc: [Hodson, Georgina AGRI:EX](#); [Vajgel, Beatriz AGRI:EX](#); [McRae, Meghan GCPE:EX](#); [Boelens, Robert GCPE:EX](#); [Mack, James AGRI:EX](#); [Lalani, Arif AGRI:EX](#); [Scott, Melissa AGRI:EX](#); [Cameron, Sandra AGRI:EX](#)
Subject: Meeting Materials for BC Cattlement 1:1
Date: May 16, 2018 8:45:18 AM
Attachments: [188193 BC Beef Packing Plant Commercialization Phase Project Plan.pdf](#)
[188193 DN - Beef Packing Plant.docx](#)
[188240 MN - BC Cattlemen's Association \(2\).docx](#)

Good morning.

Attached materials for review for meeting on behalf of Minister this afternoon.

Issue: Meeting with BC Cattlemen to discuss Forage development, Packing Plant and water.

Department Responsible: Business Development Division

Meeting Date: May 16, 2018 at 2:45 pm

Attendees: Wes Shoemaker and Arif Lalani

Thanks,

Erin Hansen

Senior Executive Assistant to Wes Shoemaker

Deputy Minister of the Ministry of Agriculture

250-356-1800 Erin.Hansen@gov.bc.ca

From: [BC Cattlemen's Association](#)
To: [Shoemaker, Wes AGRI:EX](#); [Lalani, Arif AGRI:EX](#)
Subject: Ministers Update- Packing Plant
Date: November 8, 2018 2:56:02 PM
Attachments: [October Ministers Update.pdf](#)

Hi Wes and Arif

First thank you both for the meetings earlier this week. Our fellows were very satisfied with the meetings and would like to thank you for the opportunity.

Following up on the meeting I had promised to send the Minister an update of progress so far so I have included a progress report up to the end of October.

Further to this report though I had opportunity to have a discussion with both some Dairy and Grain producers at the Ag Day and there is definitely interest in this from both sectors. We are having a information meeting in the Peace on the 26th of November and have invited or will be inviting the grain growers to that. As well Paul Hargreaves has invited me to present to their board at their annual meeting on the 28th so this will also broaden the scope of the project to where we want it to go but maybe a little ahead of what we thought but I think very timely and as I said both sectors seem quite enthused about the project.

Thanks again

Kevin

Kevin Boon

General Manager

BC Cattlemen's Association

#4 10145

Dallas Drive, Kamloops BC

phone 250 573 3611

cell 250 320 3611

bccattle@cattlemen.bc.ca

NEWS RELEASE

For Immediate Release
[release number]
[Date]

Ministry of Agriculture

Province commits support for BC Beef Packing Plant

PRINCE GEORGE – A major proposed project for the North has taken another big step with the Government of B.C. supporting further development for a beef packing plant project that will strengthen the provincial food system.

If the Prince George plant becomes fully operational, it would be a major boon for the North with estimates of 80 full time, good-paying jobs in the plant by 2020 and an additional 620 spin-off jobs.

“I am excited to support the amazing people who work in our ranching sector in the North and throughout the province,” said Popham. “This project has the potential to ensure B.C. cattle are bred, raised and finished in our province, providing retailers, suppliers, restaurants and consumers with great quality B.C. beef, and providing an economic boost to the city of Prince George.”

Agriculture Minister Lana Popham announced a funding commitment of up to \$450,000 at the BC Cattlemen’s Association annual general meeting last evening in Smithers. The funding will support the next stage in the development of the B.C. Beef Packing Plant, a major milestone in the goal of bringing a federally-inspected meat packing plant to Prince George.

The next step for the meat packing plant is to develop the partnerships to organize and build the plant. The funding will be used to develop an industry-led co-operative business model to determine what role and support B.C. ranchers could have in the plant’s ownership and operation. A similar co-op was implemented for Ontario’s pork industry and the B.C. Beef Plant project will be looking at best practices and the lessons learned as they develop the plant here in B.C. If successful, the next phase would look at funding approvals with the overall goal of construction beginning in 2019/2020.

The BC Cattlemen’s Association (BCCA) is leading the B.C. Beef Packing Plant and the overall vision for the project is to provide differentiated, branded high-quality beef products to serve the specific needs of domestic and select international customers.

“As beef producers, we know that keeping cattle close to home provides the best opportunity. Having a packing plant here in the province would allow us to market our beef as B.C. Beef, something we know consumers want,” said Kevin Boon, General Manager, BC Cattlemen’s Association. “We recognize that there will be other considerations before we start building this facility—we need to look at establishing a finishing process and increasing feeding capacity. There is a lot of work ahead of us but this is an exciting first step in realizing that vision.”

In 2016, B.C. beef producers marketed nearly 174,000 cattle and calves amounting to almost 81,500 tonnes and generated close to \$219 million in farm cash receipts. The B.C. cattle industry is primarily cow-calf operations and located mostly in the Thompson-Okanagan, Cariboo, Nechako and Peace River regions.

Media Contact:

Dave Townsend
Government Communications and Public Engagement
Ministry of Agriculture
250 356-7098
250 889-5945 (cell)

From: [Becky Everett](#)
To: [Aaron Canart](#); [Allen Dobb](#); [Andrew Thomson](#); [Lalani, Arif AGRI:EX](#); [BC Cattlemen](#); [Bruce Cowper](#); [Dave Merz](#); [Derek Orr](#); [Glenn Brand](#); [Grant Huffman](#); [Joe Heemskerk](#); [Judy Guichon](#); [Kerry Wright](#); [Mark Ishoy](#); [Susan Evans](#); [Taylor Grafton](#)
Subject: October 4 Conference Call with BC Packing Plant Steering Committee
Date: September 27, 2018 8:45:45 AM
Attachments: [Steering Committee Update Conference Call Agenda October 4 2018 DRAFT.pdf](#)

BC Packing Plant Steering Committee Teleconference:

Dear Steering Committee:

Please find attached the agenda for the committee teleconference on **October 4th at 9:00 am BC time.**

Teleconference number: 1-877-385-4099

Kevin's Access Code: ^{s.15}

All others Access Code: ^{s.15}

Thank you and have a great day.

Becky

Becky Everett – Executive Assistant

BC Cattlemen's Association

#4 – 10145 Dallas Dr, Kamloops, BC V2C 6T4

Ph: 250-573-3611/ Fx: 250-573-5155

From: [Hodson, Georgina AGRI:EX](#)
To: [Lalani, Arif AGRI:EX](#)
Subject: packing plant Fwd: Assistance
Date: June 26, 2019 9:58:23 AM
Attachments: [BC Beef Packing Plant Phase 1 GH.docx](#)
[ATT00001.htm](#)

See below and attached - have not heard back from Kevin or Glenn yet

Begin forwarded message:

From: "Hodson, Georgina AGRI:EX" <georgina.hodson@gov.bc.ca>
Date: June 25, 2019 at 7:41:38 PM PDT
To: Glenn Brand <gbrand@brandmm.ca>, Kevin Boon <bccattle@cattlemen.bc.ca>
Subject: Re: Assistance

Hi Glenn and Kevin – apologies for sending so late. Please note - I only had the PDF to work with so some formatting may have been lost when converting to Word.

I made edits to the Introduction (removal of Vision, Mission, etc.), Background and Workplan. Minor other edits are throughout – with the intention of shifting the framing from “we set out to do this, but we’re walking it back” to “here’s what we heard and here’s our trajectory” (that is my hyper-simplified summary!).

Arif has asked for this by tomorrow (morning), if you can go over it and let me know if you have any concerns – we can move it along sometime before mid-morning tomorrow.

Thanks both!
Georgina

Georgina Hodson
Director, Industry Development | Business Development Division
Ministry of Agriculture
P: 250.896.6221 | E: georgina.hodson@gov.bc.ca

From: "Hodson, Georgina AGRI:EX" <Georgina.Hodson@gov.bc.ca>
Date: Tuesday, June 25, 2019 at 10:10 AM
To: Glenn Brand <gbrand@brandmm.ca>
Cc: Kevin Boon <bccattle@cattlemen.bc.ca>
Subject: Re: Assistance

Hi guys, I spoke to Arif further and what he needs for conversation tomorrow is straightforward. We may need to put additional work into it this week but initially it’s not a lot of work for today.

I’m in back to back meetings until about 3:30 but I’ll get you both my take on it later in the

afternoon!

Georgina

On Jun 25, 2019, at 9:45 AM, Glenn Brand <gbrand@brandmm.ca> wrote:

Hello Georgina,

As per call, I am available this afternoon if you have any questions.

Regards,

Glenn Brand

<image001.png>

President

P: 403.275.7713

C: 403.615.2526

F: 403.275.7723

gbrand@brandmm.ca

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From: [BC Cattlemen's Association](#)
To: [Lalani, Arif AGRI:EX](#)
Subject: Packing Plant Report
Date: October 10, 2018 10:18:41 AM
Attachments: [BC Beef Packing Plant Commercialization Project Report to Government Oct... \(2\).docx](#)

Hi Arif

I have attached the report we submitted to Geneve for the Packing Plant.

If you need more let me know.

Kevin

Kevin Boon

General Manager

BC Cattlemen's Association

#4 10145

Dallas Drive, Kamloops BC

phone 250 573 3611

cell 250 320 3611

bccattle@cattlemen.bc.ca

From: [Glenn Brand](#)
To: [Lalani, Arif AGRI:EX](#)
Cc: [Kevin Boon](#)
Subject: Packing Plant Update
Date: July 30, 2018 2:07:13 PM
Attachments: [image001.png](#)

Hello Arif,

My apologies for the delay as I was tied up with Safeway/Sobeys Thursday. Confidentially they asked us to expand Bradner Farms beef currently available at Thrifty Foods into selected Safeway locations in the lower mainland. Friday Whole Foods Canadian Meat and Seafood buyer was in Calgary and we meet to discuss their additional requirements going forward. This morning I was in the CPM plant at Lacombe so here is a very brief update.

We are approaching completion of Phase 1 having held the first steering committee meeting in June. We have secured a commitment from all who attended to participate in the steering committee going forward. Kevin will be making a couple more additions to the steering committee to add some additional perspectives as he discussed with you. Once those additional members are in place we will complete Phase 1 including confidential agreements with all steering committee participants.

We have received the commitment from the steering committee to proceed ahead with Phase 2 being Business Plan Solidification. We have also held two calls of smaller working groups on Supply and Structure and Sales and Marketing. The level of understanding with the vision is increasing. Support appears to be building with some committee members. We continue to have one member with strong opinions about the ability to expand the industry. We are committed to working through the key success factors identified and addressing his concerns. There is a level of frustration developing within the steering committee that this individual needs to be more open minded to explore this potential opportunity that would benefit current and future beef producers. Kevin and I are working to manage these dynamics as much as possible.

As next steps we intend to continue with these two working groups and have a series of calls to address key success factors over the next 3-4 weeks. Our next meeting of the full steering committee is targeted for August 28th in Kamloops. We are looking at bringing in a retailer and food service operator to speak directly to the marketing and sales opportunity for BC Beef and specific products i.e. beef raised without antibiotics. We are also considering bringing in selected industry leaders from in the area for a separate meeting to share the vision for the facility and solicit their input. This is intended to get them engaged in the process early and share some other producer perspectives with the steering committee.

We have also set aside tentative dates for public producer engagement sessions for September 26-28 potentially in Prince George, Dawson Creek and possibly Williams Lake. We will solicit more input on this from the steering committee.

We also recognize the need for producer communications and Susan has drafted a plan that Kevin

and I are currently reviewing.

As always, please let me know if you have any questions.

Regards,

Glenn Brand

President

P: 403.275.7713

C: 403.615.2526

F: 403.275.7723

gbrand@brandmm.ca



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From: [North, Gail AGRI:EX](#)
To: [Lalani, Arif AGRI:EX](#)
Subject: PG Beef Packing Plant
Date: June 7, 2018 9:27:37 AM
Attachments: [Request for Gov't Transfer - Beef Packing Plant.docx](#)

Arif: Attached is the Request for Government Transfer for the Prince George Beef Packing Plant for your review and approval please.

Gail North
Ministry of Agriculture
Sector Development Branch
604-556-3096

From: [Street, James AGRI:EX](#)
To: [Lalani, Arif AGRI:EX](#)
Cc: [Cameron, Sandra AGRI:EX](#)
Subject: PG plant
Date: May 18, 2018 1:22:41 PM
Attachments: [program one pager - PG Plant.docx](#)

Hi Arif,

Since I missed the meeting this week with BCCA - Any updates?

What is the proposed contract format for the PG plant? Is one needed – I had outlined a one-time grant in the one pager (attached)

Thanks in advance

James Street

A/ Director, Industry Development,
Manager, Food Processing
BC Ministry of Agriculture
c: 778.678.0267 |
Industry Development office p: 250.387.7183
Food Processing office p: 250.356.6373
1-888-221-7141 | AgriServiceBC@gov.bc.ca



Producer Investment Options Discussion

Share Option Review

Share Top Line Description

**BC BEEF
PLANT**
PRODUCER
ENGAGEMENT

Investment Objectives

1. Allow direct investment options for regionally based Producers wanting to participate in the new BC Beef Plant
 - Class A Voting Supply Shares “hook”
 - Class B Voting Loop Shares “hook”
2. Allow direct investment options for regionally based Producers and industry Suppliers wanting to participate in the new BC Beef Plant
 - Class C Non-voting investment shares



1. Direct Investment

A. Class A Voting Shares available to Producers with the ability to supply the proposed new facility with animals

- One animal one “Class A” share
- Supply contract
- Value based pricing model



1. Direct Investment

B. Class B Voting Loop Shares available to Producers who want to partner together to supply the new facility with animals.

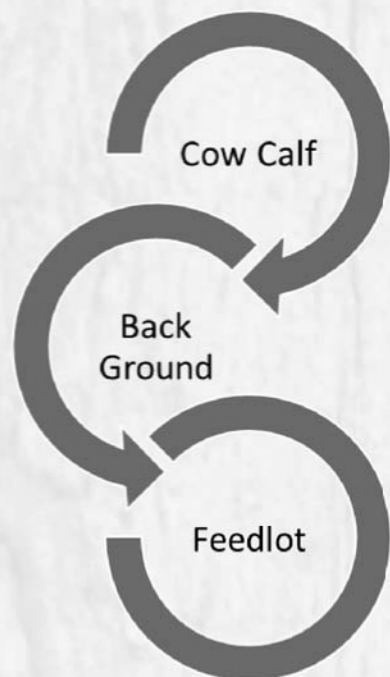
- Shared ownership of animal throughout the grow process
- One animal one “Class B” Loop share
- Feedlot, Backgrounder, Cow Calf
- Supply contract: Loop has to have the ability to supply committed animals to the new facility
- Value based pricing model

Structure and Process needs to be
established by Producer Supply Committee

**BC BEEF
PLANT**
PRODUCER
ENGAGEMENT

Class B Voting Loop Investment

Loop



Investment Process

- Share of hook ownership

Example:

- 20% Cow Calf
- 20% Background
- 60% Feedlot
- Animal ownership within the grow process TBD
- Loop investors share on value added variance over market animal value

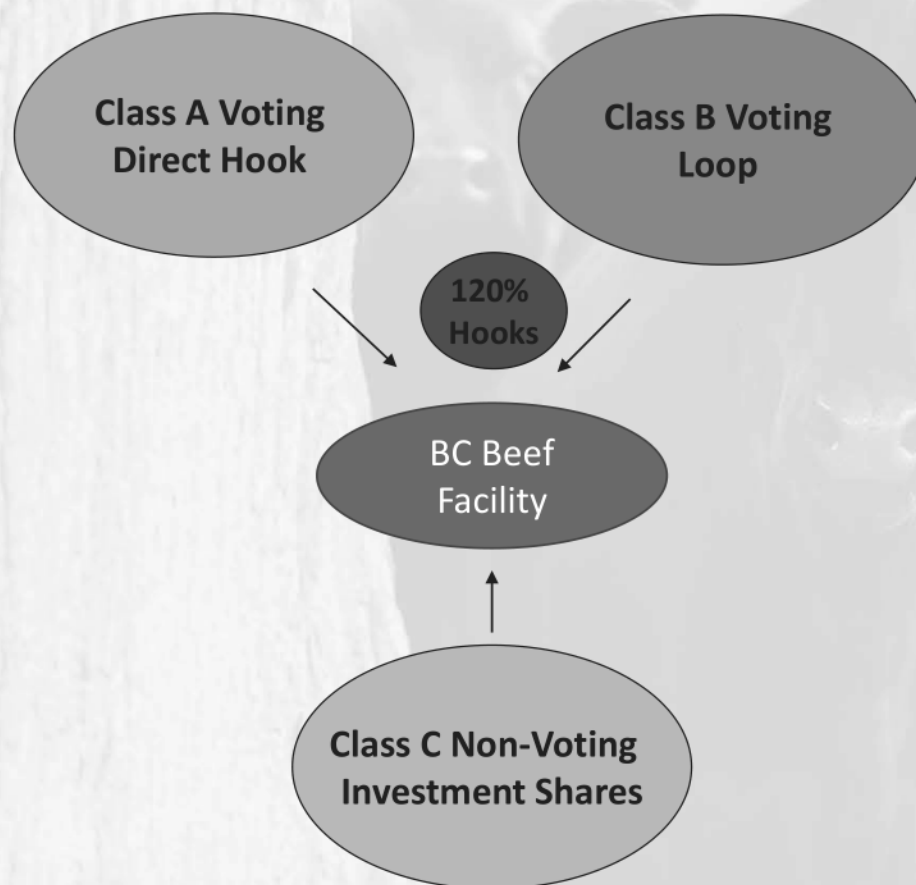
**BC BEEF
PLANT**
PRODUCER
ENGAGEMENT

2. Non-Direct Investment

- Class C Non-Voting Shares available to regionally based Producers and industry Suppliers wanting to participate in the new BC Beef Plant
 - Class C Non-Voting investment shares
 - Targeted return
 - Defined return and timeline
- Regional Producers
- Regional Suppliers



BCBP Investment Share Structure



**BC BEEF
PLANT**
PRODUCER
ENGAGEMENT

Program	Prince George Federally Inspected Beef Plant
Objectives	Provide assistance for the development of a Federally Inspected Beef packing Plant in Prince George to enhance the B.C. beef supply chain and adoption of best practices.
Delivery	<ul style="list-style-type: none"> • Development of a business model and commercialization strategy to ensure sound decisions regarding investment and operations • Provide resources and/or funding to assist in increasing the amount of beef produced in the province • Improve and support access to financing tools and programs for the beef supply chain • Provide resources and/or funding to support innovation that will reduce operating costs in waste management and technology in the plant • Support training programs for the labour force • Assist with the development of state-of-the-art feedlots that exceed BC environmental requirements
Cost	\$800,000 one-time grant towards the commercialization of the plant Access to additional AGRI programming such as: <ul style="list-style-type: none"> • Market development • Lean • Canada-BC Agri-Innovation Program
Timeframe	2017 – feasibility study and business plan 2018 – begin expansion and development of beef herd 2019 - first phase of construction 2020 - build out and commercialization phase 2021 –continued expansion
Target	<ul style="list-style-type: none"> • B.C. Beef producers, feed lot operations • Cattle from Regional District Bulkley Nechako, Regional District Fraser Fort George, Cariboo Regional District, Peace River Regional District and Northern Rockies Regional Municipality are targeted to supply the plant
Measures	Volume of beef processed, FTE's created and value of beef exports
Notes	<ul style="list-style-type: none"> • Target of 100,000 head per annum capacity • Estimated value of completed facility - \$25 million

From: [Des Mazes, Christian FIN:EX](#)
To: [Lalani, Arif AGRI:EX](#); [Raymond, Mark AGRI:EX](#)
Cc: [Fraser, Brian CSNR:EX](#); [Boyd, Wes CSNR:EX](#)
Subject: RE: BC Beef Packing Plant
Date: February 21, 2019 11:25:56 AM

Sounds good. Thanks, Christian

From: Lalani, Arif AGRI:EX
Sent: February 21, 2019 11:19 AM
To: Raymond, Mark AGRI:EX <Mark.Raymond@gov.bc.ca>
Cc: Des Mazes, Christian FIN:EX <Christian.DesMazes@gov.bc.ca>; Fraser, Brian CSNR:EX <Brian.Fraser@gov.bc.ca>; Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>
Subject: Re: BC Beef Packing Plant

Christian I think it would be really good for us to arrange a proper briefing with BCCA and the contractor along with my team. It will really help get a better understanding of the complexity of this initiative and how the entire value chain is involved. This is a fundamental shift. Let us know if you are interested.

Arif Lalani | ADM | Business Development Division | Ministry of Agriculture

Sent from my iPhone

On Feb 21, 2019, at 10:57 AM, Lalani, Arif AGRI:EX <Arif.Lalani@gov.bc.ca> wrote:

My cell is 250.208.9902

Arif Lalani | ADM | Business Development Division | Ministry of Agriculture

Sent from my iPhone

On Feb 21, 2019, at 10:44 AM, Raymond, Mark AGRI:EX <Mark.Raymond@gov.bc.ca> wrote:

Christian – As I am tied up, are you able to follow-up with Arif on the below?

Mark Raymond, Executive Director
Sector Development Branch, Business Development Division
1767 Angus Campbell Road, Abbotsford, 604-556-3107

From: Des Mazes, Christian FIN:EX
Sent: Thursday, February 21, 2019 10:32 AM
To: Raymond, Mark AGRI:EX
Subject: RE: BC Beef Packing Plant

Please call as soon as possible. I need some information for a meeting today and will only take ten minutes.

Thanks,

Christian

From: Raymond, Mark AGRI:EX
Sent: February 21, 2019 10:29 AM
To: Des Mazes, Christian FIN:EX <Christian.DesMazes@gov.bc.ca>

Subject: RE: BC Beef Packing Plant

Good Morning Christian,

Just saw that you called, I am on a call all morning but will try and follow-up over lunch or later this afternoon.

Mark Raymond, Executive Director
Sector Development Branch, Business Development Division
1767 Angus Campbell Road, Abbotsford, 604-556-3107

From: Des Mazes, Christian FIN:EX
Sent: Thursday, February 21, 2019 9:35 AM
To: Raymond, Mark AGRI:EX
Subject: FW: BC Beef Packing Plant

Hi Mark,

Please call when you have a chance to discuss the BC Beef Packing Plant.

Thanks,

Christian

From: Tomana, Bill CSNR:EX
Sent: February 20, 2019 3:03 PM
To: Des Mazes, Christian FIN:EX <Christian.DesMazes@gov.bc.ca>
Subject: RE: BC Beef Packing Plant

Hi Christian,

As per our phone call, please contact Mark Raymond ED, Sector Development Branch (cell # 604-226-7226) on the additional questions we discussed.

Bill

From: Raymond, Mark AGRI:EX
Sent: February 20, 2019 2:58 PM
To: Tomana, Bill CSNR:EX <Bill.Tomana@gov.bc.ca>
Subject: RE: BC Beef Plant Project Expenditures

Good Afternoon Bill,

Please do. My cell number is 604-226-7226

Thank You,
Mark Raymond, Executive Director
Sector Development Branch, Business Development Division
1767 Angus Campbell Road, Abbotsford, 604-556-3107

From: Tomana, Bill CSNR:EX
Sent: February 20, 2019 10:13 AM
To: Des Mazes, Christian FIN:EX <Christian.DesMazes@gov.bc.ca>
Subject: RE: BC Beef Packing Plant

Hi Christian,

Please see the agreement details below. To add, the Phase 2 Mid-Term Report has not been received as of yet. AGRI has given the Contractor to February 21st to submit the Mid-Term Report. Due to the Ministry's public announcement of the project, the contractor had to rearrange and delay their deliverables within the contract (e.g. move the industry engagement sessions to earlier in the process). AGRI has not received or made payment on the third invoice for \$160,000.00.

AGRI is expecting that at the full encumbered \$450 K will be fully utilized and paid out this fiscal.

1. The Recipient must submit to the Province, in a form satisfactory to the Province

- (a) activity and performance reports, on dates specified, including the following:

Activity	Deliverable/ Milestone	Target Date
Phase 1		
1. Initial Planning meeting	a. Review Critical Success Factor of the plan	September 30, 2018
2. Vision Workshop a. identify steering committee structure	a. Develop list of stakeholders for steering committee involvement b. communication plan	September 30, 2018
3. Information meetings to secure committee members	a. Steering committee formation b. Milestone includes decision to move ahead with Phase 2 based on agreement between contractor and the Ministry. c. Phase 1 final report	September 30, 2018
Phase 2		
4. Business and Financial plan solidification 1. Detailed research and analysis by project team to review the plan	a. Phase 2 Mid Term Report i) Amended Business Plan	January 1, 2019
5. Industry Engagement sessions 1. BC Beef Producers Co-operative development information meetings and coop organization meetings 2. Partnership/supply	a. Phase 2 final report i) Industry engagement report that includes feedback from engagement sessions on the project ii) Milestone includes decision to move	March 15, 2019

chain/ financial institution meetings	ahead with Phase 3	
--	--------------------	--

TERMS OF PAYMENT

1. Payments must be made as follows:

- (a) Upon execution of this agreement, a payment in the amount of \$30,000.00
- (b) Upon receipt and acceptance by the Province of the Phase 1 report due on September 30, 2018, a payment in the amount of \$100,000.00 based on eligible expenditures;
- (c) Based upon the decision to proceed with Phase 2, and upon receipt and acceptance by the Province of Phase 2 mid-term report due on January 1, 2019, a payment of \$160,000.00 based on eligible expenditures
- (d) Upon receipt and acceptance by the Province of the final report due on March 15, 2018, a payment amount of \$160,000.00 based on eligible expenditures.

From: Des Mazes, Christian FIN:EX
Sent: February 13, 2019 2:10 PM
To: Tomana, Bill CSNR:EX <Bill.Tomana@gov.bc.ca>
Subject: RE: BC Beef Packing Plant

Anything on this? Thanks,

From: Tomana, Bill CSNR:EX
Sent: February 8, 2019 1:44 PM
To: Des Mazes, Christian FIN:EX <Christian.DesMazes@gov.bc.ca>
Subject: RE: BC Beef Packing Plant

Hi Christian,

The \$450K is one STOB 80 contract with the BC Cattlemen's Association. Currently \$130K has been paid on invoices received with the other invoices still being processed. AGRI is following up with details of deliverables, controls and reporting. I should have that information early next week for you.

Bill

From: Des Mazes, Christian FIN:EX
Sent: February 6, 2019 11:36 AM
To: Tomana, Bill CSNR:EX <Bill.Tomana@gov.bc.ca>
Subject: RE: BC Beef Packing Plant

thanks

From: Tomana, Bill CSNR:EX
Sent: February 6, 2019 11:16 AM
To: Des Mazes, Christian FIN:EX <Christian.DesMazes@gov.bc.ca>
Subject: RE: BC Beef Packing Plant

Hi Christian,

s.17

Thanks,
Bill

From: Des Mazes, Christian FIN:EX
Sent: February 6, 2019 11:07 AM
To: Tomana, Bill CSNR:EX <Bill.Tomana@gov.bc.ca>
Subject: BC Beef Packing Plant

Hi Bill,

Any word on the breakdown of the s.17
s.17

s.17

Thanks,

Christian

From: [Zachary, Dawnae AGRI:EX](#) on behalf of [Lalani, Arif AGRI:EX](#)
To: [Lalani, Arif AGRI:EX](#); [Easton, Joan E AGRI:EX](#); [Knox, Graham G AGRI:EX](#); [Raymond, Mark AGRI:EX](#)
Cc: [Jonson, Byron AGRI:EX](#)
Subject: RE: Bi-weekly ADMO/Executive Directors meeting
Date: January 21, 2019 11:12:18 AM

Hi everyone,

Arif will be away in Richmond for the "BC Beef Packing Plant Steering Committee". The next meeting will be February 5th, 2019.

Thank you,

Dawnae

-----Original Appointment-----

From: Cameron, Sandra AGRI:EX **On Behalf Of** Lalani, Arif AGRI:EX
Sent: Friday, November 6, 2015 12:46 PM
To: Lalani, Arif AGRI:EX; Easton, Joan E AGRI:EX; Knox, Graham G AGRI:EX; Raymond, Mark AGRI:EX
Cc: Jonson, Byron AGRI:EX
Subject: Bi-weekly ADMO/Executive Directors meeting
When: Tuesday, January 22, 2019 9:00 AM-10:00 AM (UTC-08:00) Pacific Time (US & Canada).
Where: videoconference

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s.15

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From: [Jasper, Geneve AGRI:EX](#)
To: [Lalani, Arif AGRI:EX](#); [Townsend, Dave H GCPE:EX](#); [Boelens, Robert GCPE:EX](#)
Cc: [McRae, Meghan GCPE:EX](#); [Cameron, Sandra AGRI:EX](#); [Cameron, Sandra AGRI:EX](#)
Subject: RE: Draft NR for approval PG Meat Packing Plant
Date: May 24, 2018 2:40:50 PM

Much better I like it too

From: Lalani, Arif AGRI:EX
Sent: Thursday, May 24, 2018 2:40 PM
To: Townsend, Dave H GCPE:EX; Jasper, Geneve AGRI:EX; Boelens, Robert GCPE:EX
Cc: McRae, Meghan GCPE:EX; Cameron, Sandra AGRI:EX; Cameron, Sandra AGRI:EX
Subject: RE: Draft NR for approval PG Meat Packing Plant

Yes I like the new words. It is about engagement with industry to get buy-in.

Arif Lalani | ADM | Business Development Division | Agriculture
5th Floor, 808 Douglas Street, V8V 9B4 | T 250.356.1122 | F 250.356.7279
arif.lalani@gov.bc.ca

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From: Townsend, Dave H GCPE:EX
Sent: Thursday, May 24, 2018 12:50 PM
To: Jasper, Geneve AGRI:EX; Boelens, Robert GCPE:EX; Lalani, Arif AGRI:EX
Cc: McRae, Meghan GCPE:EX; Cameron, Sandra AGRI:EX
Subject: RE: Draft NR for approval PG Meat Packing Plant

Hi Geneve,

Suggestion, how about we replace this paragraph:

Recently, the meat packing plant project reached the crucial commercialization phase. The next steps include industry engagement through the development of a BC Beef Producers Interim Cooperative Steering Committee and solidifying a business plan.

With this:

Recently, the meat packing plant project reached the crucial commercialization phase and the need to develop the partnerships to organize and build the plant. The funding will be used to develop an industry-led co-operative business model to determine what role and support B.C. ranchers could have in the plants ownership and operation. A similar co-op was implemented for Ontario's pork industry and BC Beef Inc. will be looking at best practices and the lessons learned as they develop the project here in B.C. If successful, the next step would look at funding approvals with the overall goal of construction beginning in 2019.

Thoughts?

From: Jasper, Geneve AGRI:EX
Sent: Thursday, May 24, 2018 11:24 AM
To: Boelens, Robert GCPE:EX; Townsend, Dave H GCPE:EX; Lalani, Arif AGRI:EX
Cc: McRae, Meghan GCPE:EX; Cameron, Sandra AGRI:EX
Subject: RE: Draft NR for approval PG Meat Packing Plant

Hi Rob,

Frame it as the previous work identified the new generation cooperative business model. This new project will work to develop what the new generation cooperative will be. Commercialization phase means: It is setting up the cooperative model utilizing Ontario's experience in the pork sector. This model is new to BC for the meat industry at this scale.

From: Boelens, Robert GCPE:EX
Sent: Thursday, May 24, 2018 10:51 AM
To: Townsend, Dave H GCPE:EX; Lalani, Arif AGRI:EX; Jasper, Geneve AGRI:EX
Cc: McRae, Meghan GCPE:EX; Cameron, Sandra AGRI:EX
Subject: RE: Draft NR for approval PG Meat Packing Plant

We should also be prepared to answer the question what the funding will be used for, which I'm still not clear on.

Arif / Geneve - Can you please expand this line to include some detail of the project deliverables or actions. I am assuming there is more to the \$450K then to form a steering committee and update a business plan?

Recently, the meat packing plant project reached the crucial commercialization phase. The next steps include industry engagement through the development of a BC Beef Producers Interim Cooperative Steering Committee and solidifying a business plan.

an explanation of what the money will be used for will also help clarify where the project stands – ie still a lot of work to be done

From: Townsend, Dave H GCPE:EX
Sent: Thursday, May 24, 2018 10:24 AM
To: Lalani, Arif AGRI:EX; Jasper, Geneve AGRI:EX
Cc: McRae, Meghan GCPE:EX; Boelens, Robert GCPE:EX; Cameron, Sandra AGRI:EX
Subject: RE: Draft NR for approval PG Meat Packing Plant

Thanks, we know Susan had some of the same concerns. I will get it over to her and see what she has to say (maybe their quote can speak to it). Thanks.

From: Lalani, Arif AGRI:EX
Sent: Thursday, May 24, 2018 10:13 AM
To: Townsend, Dave H GCPE:EX; Jasper, Geneve AGRI:EX
Cc: McRae, Meghan GCPE:EX; Boelens, Robert GCPE:EX; Cameron, Sandra AGRI:EX

Subject: RE: Draft NR for approval PG Meat Packing Plant

Dave – do we want to say that there is still a lot of work to be done (because there is) just to tame down the expectation?

Arif Lalani | ADM | Business Development Division | Agriculture
5th Floor, 808 Douglas Street, V8V 9B4 | T 250.356.1122 | F 250.356.7279
arif.lalani@gov.bc.ca

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From: Townsend, Dave H GCPE:EX
Sent: Thursday, May 24, 2018 10:03 AM
To: Lalani, Arif AGRI:EX; Jasper, Geneve AGRI:EX
Cc: McRae, Meghan GCPE:EX; Boelens, Robert GCPE:EX
Subject: Draft NR for approval PG Meat Packing Plant

Hi Arif and Geneve,

Please find attached a draft NR announcing the \$450,000 in funding for the meat packing plant in PG. The plan is to send the NR out on Sat morning, June 2 after the MLP announces the funding at the BC Cattlemen's AGM in Smithers the night before.

Can you please let me know if you have any concerns with the NR? In particular, is there anything that you think we can add that is specific to what BCCA is doing for the 450K in the "commercialization stage".

We plan to send the draft NR to Susan Evans, PR, with the BCCA this afternoon for a quote etc.

Thanks,

Dave Townsend

Government Communications and Public Engagement
Ministry of Agriculture
Office: 250 356-7098 Cell: 250 889-5945
Email: dave.h.townsend@gov.bc.ca

From: [Shoemaker, Wes AGRI:EX](#)
To: [Townsend, Dave H GCPE:EX](#); [Lalani, Arif AGRI:EX](#)
Cc: [Hodson, Georgina AGRI:EX](#); [Cameron, Sandra AGRI:EX](#); [Hansen, Erin AGRI:EX](#); [McRae, Meghan GCPE:EX](#); [Boelens, Robert GCPE:EX](#)
Subject: RE: Draft SNs, NR, IB BC Cattlemens AGM
Date: May 30, 2018 2:33:44 PM

These materials look fine.

Wes

From: Townsend, Dave H GCPE:EX
Sent: May 30, 2018 12:48 PM
To: Shoemaker, Wes AGRI:EX <Wes.Shoemaker@gov.bc.ca>; Lalani, Arif AGRI:EX <Arif.Lalani@gov.bc.ca>
Cc: Hodson, Georgina AGRI:EX <Georgina.Hodson@gov.bc.ca>; Cameron, Sandra AGRI:EX <Sandra.Cameron@gov.bc.ca>; Hansen, Erin AGRI:EX <Erin.Hansen@gov.bc.ca>; McRae, Meghan GCPE:EX <Meghan.McRae@gov.bc.ca>; Boelens, Robert GCPE:EX <Robert.Boelens@gov.bc.ca>
Subject: Draft SNs, NR, IB BC Cattlemens AGM

Hi Wes and Arif,

We have a couple of things on the go for the BC Cattlemen's AGM on Friday in Smithers.

First, pls find attached draft SNs for approval. As part of MLP's remarks, the funding for the BC Beef Packing Plant will be announced.

Second for approval, the draft news release announcing the packing plant funding. This will be going out Saturday morning at 9:30 AM province wide.

Finally, as part of her remarks, it is proposed MLP mentions the Traceability Knowledge Transfer program and funding now being available. The plan is to send the joint fed/prov IB out on Friday announcing the program.

Please let us know if you have any concerns with the three attached documents and we will then send it to the MO for review.

Thanks!

Dave Townsend

Government Communications and Public Engagement
Ministry of Agriculture
Office: 250 356-7098 Cell: 250 889-5945

Email: dave.h.townsend@gov.bc.ca

From: [Becky Everett](#)
To: [Lalani, Arif AGRI:EX](#)
Subject: RE: Hotel rooms for August 28th meeting
Date: August 13, 2018 9:18:46 AM

Thanks for getting back to me Arif s.22

Becky

From: Lalani, Arif AGRI:EX <Arif.Lalani@gov.bc.ca>
Sent: August-13-18 9:16 AM
To: 'Becky Everett' <becky@cattlemen.bc.ca>
Cc: Cameron, Sandra AGRI:EX <Sandra.Cameron@gov.bc.ca>
Subject: RE: Hotel rooms for August 28th meeting

Becky I am unfortunately not able to attend this meeting. s.22

Arif Lalani | ADM | Business Development Division | Agriculture
5th Floor, 808 Douglas Street, V8V 9B4 | T 778.698.2618 | F 250.356.7279
arif.lalani@gov.bc.ca

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From: Becky Everett [<mailto:becky@cattlemen.bc.ca>]
Sent: Friday, August 10, 2018 1:55 PM
Subject: Hotel rooms for August 28th meeting

Beef Packing Plant Committee:

Can I ask you to please get back to me on your room requirements for the Beef Packing Plant meeting in Kamloops

August 28th from 9:00 am – 4:00 pm.

Able to attend	Yes _____	No

Will require a room for the night of	August 27 th _____	August
28 th _____		

Thank you and have a great weekend.

Becky

Becky Everett – Executive Assistant
BC Cattlemen’s Association

#4 – 10145 Dallas Dr, Kamloops, BC V2C 6T4
Ph: 250-573-3611/ Fx: 250-573-5155

From: [Godfrey, Sam AGRI:EX](#)
To: [Lalani, Arif AGRI:EX](#); [Shoemaker, Wes AGRI:EX](#)
Cc: [Hodson, Georgina AGRI:EX](#); [Hansen, Erin AGRI:EX](#); [Johnson, Lisa E AGRI:EX](#)
Subject: RE: Minister Briefing: MLP, Jessica, Sam, Arif, James Street, Geneve Jasper, Wes
Date: April 30, 2018 9:44:51 AM

Hi,

MLP would like a briefing before the meeting. This week by phone would work for her, preferably tomorrow at 11am.

Thanks, S.

Sam Godfrey

Senior Ministerial Assistant to the Honourable Lana Popham
Minister of Agriculture, British Columbia
Mobile: 250 208 1359 | Office: 250 387 1023
Rm 325, Parliament Buildings, 501 Belleville St., Victoria, B.C. V8V 1X4

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From: Lalani, Arif AGRI:EX
Sent: Saturday, April 28, 2018 10:18 AM
To: Shoemaker, Wes AGRI:EX
Cc: Godfrey, Sam AGRI:EX; Hodson, Georgina AGRI:EX; Hansen, Erin AGRI:EX
Subject: Re: Minister Briefing: MLP, Jessica, Sam, Arif, James Street, Geneve Jasper, Wes

Yes not urgent. Just wanted to get in to brief MLP before her meeting with Kevin Boon on May 9th.

Arif Lalani, ADM, Agriculture

On Apr 28, 2018, at 7:41 AM, Shoemaker, Wes AGRI:EX <Wes.Shoemaker@gov.bc.ca> wrote:

I don't think this is urgent. If we get to it sometime soon, that should be fine. Arif, do you have the same understanding. If so, we will reschedule.

Wes

From: Godfrey, Sam AGRI:EX
Sent: April 27, 2018 4:26 PM
To: Shoemaker, Wes AGRI:EX <Wes.Shoemaker@gov.bc.ca>
Subject: RE: Minister Briefing: MLP, Jessica, Sam, Arif, James Street, Geneve Jasper,

Wes

Hi Wes,

MLP is trying to take some personal time/constituency time next week so I don't think she will do this meeting –unless it is urgent?

Best, S.

Sam Godfrey

Senior Ministerial Assistant to the Honourable Lana Popham

Minister of Agriculture, British Columbia

Mobile: 250 208 1359 | Office: 250 387 1023

Rm 325, Parliament Buildings, 501 Belleville St., Victoria, B.C. V8V 1X4

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-----Original Appointment-----

From: Hansen, Erin AGRI:EX **On Behalf Of** Shoemaker, Wes AGRI:EX

Sent: Friday, April 27, 2018 10:41 AM

To: MINCAL, AGRI AGRI:EX; Godfrey, Sam AGRI:EX; Smith, Jessica C AGRI:EX; Lalani, Arif AGRI:EX; Street, James AGRI:EX; Jasper, Geneve AGRI:EX

Subject: Minister Briefing: MLP, Jessica, Sam, Arif, James Street, Geneve Jasper, Wes

When: Tuesday, May 8, 2018 11:30 AM-12:00 PM (UTC-08:00) Pacific Time (US & Canada).

Where: Room 325 - Dial-in: 1-877-353-9184 Participant ^{s.15} (Sam is Moderator)

Re: BC beef packing plant

Cliff: 188193

From: [BC Cattlemen's Association](#)
To: [Lalani, Arif AGRI:EX](#); [Carley Henniger](#)
Subject: Re: Packing Plant proposal
Date: June 17, 2019 4:14:32 PM
Attachments: [Proposal for phase 2 Packing Plant \(logo\).pdf](#)

Sorry Arif I pushed send before I had the attachment. Here it is with the proposal attached.

Kevin

Kevin Boon

General Manager

BC Cattlemen's Association

#4 10145 Dallas Drive

Kamloops BC

phone 250 573 3611

cell 250 320 3611

bccattle@cattlemen.bc.ca

On Mon, Jun 17, 2019 at 4:06 PM BC Cattlemen's Association <bccattle@cattlemen.bc.ca> wrote:

Hi Arif

Attached is the proposal for the next phase of the packing plant which includes the Market research that I spoke with you about the other day. We feel that we should be able to complete in about 3 months but would like to make it for 4 months as summer may make it difficult to organize some of the key meetings we will require.

I have a separate line of \$¹⁷ at the end of the budget listed as contingency fund. I added that on as I think that they may have underestimated their travel costs some in their quotes and I would like a little extra to cover that. If you don't want it in there let me know and we can pull it out.

Feel free to get in touch with me if you have any questions.

Kevin

Kevin Boon

General Manager

BC Cattlemen's Association

#4 10145 Dallas Drive

Kamloops BC

phone 250 573 3611

cell 250 320 3611

bccattle@cattlemen.bc.ca

From: [Lalani, Arif AGRI:EX](#)
To: [North, Gail AGRI:EX](#)
Cc: [Cameron, Sandra AGRI:EX](#)
Subject: RE: PG Beef Packing Plant
Date: June 7, 2018 9:33:48 AM

Approved.

Arif Lalani | ADM | Business Development Division | Agriculture
5th Floor, 808 Douglas Street, V8V 9B4 | T 250.356.1122 | F 250.356.7279
arif.lalani@gov.bc.ca

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From: North, Gail AGRI:EX
Sent: Thursday, June 7, 2018 9:28 AM
To: Lalani, Arif AGRI:EX
Subject: PG Beef Packing Plant

Arif: Attached is the Request for Government Transfer for the Prince George Beef Packing Plant for your review and approval please.

Gail North
Ministry of Agriculture
Sector Development Branch
604-556-3096

From: [Glenn Brand](#)
To: [Lalani, Arif AGRI:EX](#); [Hodson, Georgina AGRI:EX](#); [BC Cattlemen's Association](#)
Cc: [Zachary, Dawnae AGRI:EX](#)
Subject: RE: Proposal - Next draft
Date: June 28, 2019 3:24:51 PM
Attachments: [BC Beef Packing Plant Phase 1 AL with GB additions.docx](#)

Hello Georgina,

Attached please find revised document with some additional rigor to deliverables and work plan for consumer and market research components that I am responsible for.

Also note we appear to have a small discrepancy between work plan and budget as it relates to the market research.s.17

s.17

s.17 This was realized in the last couple days and brought to the attention of BCCA but we have not yet had a chance to address. It could be included in some other line item of the budget or BCCA may be taking this on internally. Kevin will need to confirm.

Regards,

Glenn

From: Glenn Brand [<mailto:gbrand@brandmm.ca>]
Sent: Friday, June 28, 2019 1:16 PM
To: 'Lalani, Arif AGRI:EX' <Arif.Lalani@gov.bc.ca>; 'Hodson, Georgina AGRI:EX' <Georgina.Hodson@gov.bc.ca>; 'BC Cattlemen's Association' <bccattle@cattlemen.bc.ca>
Cc: 'Zachary, Dawnae AGRI:EX' <Dawnae.Zachary@gov.bc.ca>
Subject: RE: Proposal - Next draft

Hello Georgina,

Tied up in meeting yesterday and today but review this afternoon and more meat on the bones for sections I am responsible for i.e. consumer and market research.

Glenn

From: Lalani, Arif AGRI:EX [<mailto:Arif.Lalani@gov.bc.ca>]
Sent: Friday, June 28, 2019 12:05 PM
To: Hodson, Georgina AGRI:EX <Georgina.Hodson@gov.bc.ca>; Glenn Brand <gbrand@brandmm.ca>; BC Cattlemen's Association <bccattle@cattlemen.bc.ca>
Cc: Zachary, Dawnae AGRI:EX <Dawnae.Zachary@gov.bc.ca>
Subject: RE: Proposal - Next draft

Thanks for this Georgina. Made some tweaks for consideration.

From: Hodson, Georgina AGRI:EX
Sent: Friday, June 28, 2019 10:25 AM
To: Glenn Brand; BC Cattlemen's Association
Subject: Proposal - Next draft

Hi Kevin and Glenn,

I heard back from Arif on the draft prepared earlier this week and we need to push this further toward deliverables/actions.

I've taken a stab at the next iteration, I've removed a lot of the context as I think the background covers what needs to be said and I've reordered/edited the workplan and deliverables and reframed. I'm hoping that you both can take another look at the workplan and deliverables and put a bit more meat on the bones (pun intended.)

Thank you!
Georgina

Georgina Hodson
Director, Industry Development | Business Development Division
Ministry of Agriculture
P: 250.896.6221 | E: georgina.hodson@gov.bc.ca

From: [Godfrey, Sam AGRI:EX](#)
To: [McRae, Meghan GCPE:EX](#); [Lalani, Arif AGRI:EX](#)
Cc: [Craig, Jason AGRI:EX](#); [Townsend, Dave H GCPE:EX](#)
Subject: RE: Revised Draft MM for Approval BC Cattlemen's AGM
Date: May 22, 2019 3:51:15 PM
Attachments: MM BC Cattlemen's Assoc AGM May 22 19 DRAFT 2.docx

Hi,

Please see revised, attached.

S.

Sam Godfrey

Senior Ministerial Assistant to the Honourable Lana Popham
Minister of Agriculture, British Columbia
Mobile: 250 208 1359 | Office: 250 387 1023
Rm 325, Parliament Buildings, 501 Belleville St., Victoria, B.C. V8V 1X4

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From: Townsend, Dave H GCPE:EX
Sent: May 22, 2019 2:03 PM
To: Godfrey, Sam AGRI:EX <Sam.Godfrey@gov.bc.ca>; Craig, Jason AGRI:EX <Jason.Craig@gov.bc.ca>
Cc: Oldham, Lisa E AGRI:EX <Lisa.Oldham@gov.bc.ca>; Leppard, Brianna AGRI:EX <Brianna.Leppard@gov.bc.ca>; McRae, Meghan GCPE:EX <Meghan.McRae@gov.bc.ca>; Boelens, Robert GCPE:EX <Robert.Boelens@gov.bc.ca>
Subject: Revised Draft MM for Approval BC Cattlemen's AGM

Hi Sam and Jason,

Revised MM as requested. This has been reviewed/approved by Arif.

From: Townsend, Dave H GCPE:EX
Sent: May 22, 2019 11:17 AM
To: Godfrey, Sam AGRI:EX <Sam.Godfrey@gov.bc.ca>; Craig, Jason AGRI:EX <Jason.Craig@gov.bc.ca>
Cc: Oldham, Lisa E AGRI:EX <Lisa.Oldham@gov.bc.ca>; Leppard, Brianna AGRI:EX <Brianna.Leppard@gov.bc.ca>; McRae, Meghan GCPE:EX <Meghan.McRae@gov.bc.ca>; Boelens, Robert GCPE:EX <Robert.Boelens@gov.bc.ca>
Subject: Draft MM for Approval BC Cattlemen's AGM

Hi Sam and Jason,

Attached for approval pls is a draft Minister's Message for this weekend's BC Cattlemen's Assoc AGM in Williams Lake.

Thanks,

Dave Townsend

Government Communications and Public Engagement

Ministry of Agriculture

Office: 250 356-7098 Cell: 250 889-5945

Email: dave.h.townsend@gov.bc.ca

From: [Hansen, Erin AGRI:EX](#)
To: [Cameron, Sandra AGRI:EX](#); [Jasper, Geneve AGRI:EX](#); [Hodson, Georgina AGRI:EX](#); [Lalani, Arif AGRI:EX](#)
Cc: [Street, James AGRI:EX](#)
Subject: RE: SSC on Agriculture - Chair requests briefing on PG Beef Packing Plant
Date: May 8, 2018 1:50:24 PM

Hi Sandra.

The meeting has been scheduled for May 15th at 5:00pm and I will send a meeting invite to Arif and Geneve as soon as the location is confirmed.

Thanks,
Erin

From: Cameron, Sandra AGRI:EX
Sent: Tuesday, May 8, 2018 1:29 PM
To: Jasper, Geneve AGRI:EX; Hodson, Georgina AGRI:EX; Lalani, Arif AGRI:EX
Cc: Hansen, Erin AGRI:EX; Street, James AGRI:EX
Subject: RE: SSC on Agriculture - Chair requests briefing on PG Beef Packing Plant

Geneve –

AS I communicated with James, once the meeting is set up I will advise you and Elizabeth to change the flights if necessary.

Sandra

Sandra Cameron
Executive Administrative Assistant
Business Development Division
Ministry of Agriculture | 250 356-1122

From: Jasper, Geneve AGRI:EX
Sent: Tuesday, May 8, 2018 1:27 PM
To: Hodson, Georgina AGRI:EX; Lalani, Arif AGRI:EX
Cc: Cameron, Sandra AGRI:EX; Hansen, Erin AGRI:EX
Subject: RE: SSC on Agriculture - Chair requests briefing on PG Beef Packing Plant

I'm currently arriving at 11:40 am May 15th. What is the time for the meeting?

From: Hodson, Georgina AGRI:EX
Sent: Tuesday, May 8, 2018 1:26 PM
To: Lalani, Arif AGRI:EX; Jasper, Geneve AGRI:EX
Cc: Cameron, Sandra AGRI:EX; Hansen, Erin AGRI:EX
Subject: Re: SSC on Agriculture - Chair requests briefing on PG Beef Packing Plant

Hi Arif,

We should brief Ronna-Rae prior to Beef Day. Geneve, can you please advise whether you will be available in the days prior to May 16th?

Thanks,
Georgina

From: Arif Lalani <arif.lalani@gov.bc.ca>
Date: Tuesday, May 8, 2018 at 11:42 AM
To: Georgina Hodson <georgina.hodson@gov.bc.ca>, Erin Hansen <Erin.Hansen@gov.bc.ca>
Cc: "Cameron, Sandra AGRI:EX" <Sandra.Cameron@gov.bc.ca>, James Mack <James.Mack@gov.bc.ca>, "Last, Gavin AGRI:EX" <Gavin.Last@gov.bc.ca>, "Jasper, Geneve AGRI:EX" <Geneve.Jasper@gov.bc.ca>, "Street, James AGRI:EX" <James.Street@gov.bc.ca>, "Cameron, Sandra AGRI:EX" <Sandra.Cameron@gov.bc.ca>
Subject: RE: SSC on Agriculture - Chair requests briefing on PG Beef Packing Plant

I will have Geneve attend as well. I have asked for Geneve to be here for Beef Day.

Arif Lalani | ADM | Business Development Division | Agriculture
5th Floor, 808 Douglas Street, V8V 9B4 | T 250.356.1122 | F 250.356.7279
arif.lalani@gov.bc.ca

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From: Hodson, Georgina AGRI:EX
Sent: Tuesday, May 8, 2018 11:41 AM
To: Hansen, Erin AGRI:EX
Cc: Cameron, Sandra AGRI:EX; Lalani, Arif AGRI:EX; Mack, James AGRI:EX; Last, Gavin AGRI:EX
Subject: SSC on Agriculture - Chair requests briefing on PG Beef Packing Plant

Hi Erin,

As discussed, the SSCOA chair (Ronna-Rae Leonard) has requested that staff provide a briefing (to her, not the entire committee) on the Prince George Beef Packing Plant, prior to BC Beef Day (May 16). We should set this up from the DM's calendar, however Wes' attendance will be optional.

I believe it makes sense to have Arif provide this briefing as he is meeting with Minister/Kevin Boon etc. on this subject tomorrow. I defer to Arif to whether he would like to invite staff as well.

James and Gavin, just FYI in relation to your work with the committee on Meat Regs.

Thanks,
Georgina

Page 134 of 182 to/à Page 137 of 182

Withheld pursuant to/removed as

s.17

From: [Lalani, Arif AGRI:EX](#)
To: [Shoemaker, Wes AGRI:EX](#)
Cc: [Mack, James AGRI:EX](#); [Hodson, Georgina AGRI:EX](#); [Cameron, Sandra AGRI:EX](#)
Subject: Rural Impacts
Date: April 26, 2018 4:09:04 PM

Wes as requested here is the 4 impactful initiatives:

1. **Enhance Slaughter Capacity in Rural Areas** – Already underway is the all-party Select Standing Committee on Agriculture, Fish and Food tasked with undertaking a comprehensive review of the current meat inspection system to strengthen B.C.'s meat production, including the licensing of slaughter facilities, especially in rural and remote areas of the province. In addition, initiate the Commercialization Phase (Phase 2) to establish a Federally Inspected Beef Packing Plant in Prince George that will create opportunity for BC cattle producers to supply high quality specialized cattle (natural and organic) to serve the specific needs domestic and select international customers.
2. **Develop Food Processing Capacity in Rural Areas Consistent with Mandate Commitment** – Establish regional food hubs that recognize the regional diversity of B.C.'s agriculture and agrifoods sector and the importance of food to communities, with a primary focus on rural and remotes areas of the province. Food hubs would target small and medium scale producers and processors, early-stage entrepreneurs, producers and processors nearing export readiness, and Indigenous communities interested in agriculture. Ministry of Agriculture staff will engage with industry and local partners (e.g., local governments, regional economic trusts, post-secondary institutions) to identify interest, readiness and capacity to establish regional centres (e.g., Township of Quesnel, South Okanagan, Kootenays, Columbia Basin region, east coast of Vancouver Island (seafood).
3. **Fisheries Strategy – *Wes you are going to provide***
4. **Buy BC Strategy Branding Strategy for Rural Area** – Through the enhanced Buy BC program suite create a renewed emphasis on rural agriculture and food processing economic opportunities by building a recognizable brand that will promote BC products across the province and build consumer preferences for B.C. agrifood and seafood products grown, produced and processed throughout B.C. This includes targeting market development programs and services to regional needs and helping increase demand for and sales of these products within province, across Canada and in international markets.

Arif Lalani | ADM | Business Development Division | Agriculture
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arif.lalani@gov.bc.ca

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From: [Shoemaker, Wes AGRI:EX](#)
To: [Godfrey, Sam AGRI:EX](#); [Hodson, Georgina AGRI:EX](#); [Lalani, Arif AGRI:EX](#); [Mack, James AGRI:EX](#)
Cc: [Shoemaker, Wes AGRI:EX](#)
Subject: Rural Initiatives
Date: April 27, 2018 2:46:08 PM

Sam,

Sorry for the delay in providing this. Here are 4 (I know you asked for 3) most impactful initiatives in development within Ag for rural communities that have yet to be announced (Note: there have been high level announcements/commitments to do some of the below, but not exact details or specific initiatives). Let me know if this works for your purposes:

1. **Enhance Slaughter Capacity in Rural Areas** – Already underway is the all-party Select Standing Committee on Agriculture, Fish and Food tasked with undertaking a comprehensive review of the current meat inspection system to strengthen B.C.'s meat production, including the licensing of slaughter facilities, especially in rural and remote areas of the province. In addition, initiate the Commercialization Phase (Phase 2) to establish a Federally Inspected Beef Packing Plant in Prince George that will create opportunity for BC cattle producers to supply high quality specialized cattle (natural and organic) to serve the specific needs domestic and select international customers.
2. **Develop Food Processing Capacity in Rural Areas Consistent with Mandate Commitment** – Establish regional food hubs that recognize the regional diversity of B.C.'s agriculture and agrifoods sector and the importance of food to communities, with a primary focus on rural and remote areas of the province. Food hubs would target small and medium scale producers and processors, early-stage entrepreneurs, producers and processors nearing export readiness, and Indigenous communities interested in agriculture. Ministry of Agriculture staff will engage with industry and local partners (e.g., local governments, regional economic trusts, post-secondary institutions) to identify interest, readiness and capacity to establish regional centres (e.g., Township of Quesnel, South Okanagan, Kootenays, Columbia Basin region, east coast of Vancouver Island (seafood)).
3. **Fisheries Strategy** – The goals of a Fisheries Strategy are to: Improve the health and sustainability of BC's wild fisheries, with a particular emphasis on wild salmon populations; recognize the wide range of cultural, social and economic interests in wild fisheries management among all British Columbians; seek to maximize the benefits flowing to British Columbia from recent changes to the Fisheries Act that contemplate a larger role for provinces and First Nations in fisheries development; identify and pursue community-level fisheries economic development opportunities; opportunities for communities and citizens to engage in marine and fisheries stewardship.
4. **Buy BC Strategy Branding Strategy for Rural Area** – Through the enhanced Buy BC program suite create a renewed emphasis on rural agriculture and food processing economic opportunities by building a recognizable brand that will promote BC products across the province and build consumer preferences for B.C. agrifood and seafood products grown, produced and processed throughout B.C. This includes targeting market development programs and services to regional needs and helping increase demand for and sales of these products within province, across Canada and in international markets.

From: Becky Everett
To: Allen Dobb; Andrew Thomson; Lalani, Arif AGRI:EX; BC Cattlemen; Bruce Cowper; Dave Merz; Derek Orr; Glenn Brand; Grant Huffman; Joe Heemskerk; Judy Guichon; Kerry Wright; Mark Ishoy; Susan Evans; Taylor Grafton
Subject: SAVE THE DATE BC Beef Packing Plant Steering Committee Meeting
Date: November 28, 2018 9:07:07 AM

Dear Steering Committee:

Please save the date of **January 22, 2019** for a BC Packing Plant Steering Committee meeting in Richmond.

More information to follow.

Thank you.

Becky

Becky Everett – Executive Assistant
BC Cattlemen’s Association

#4 – 10145 Dallas Dr, Kamloops, BC V2C 6T4
Ph: 250-573-3611/ Fx: 250-573-5155

SPEAKING NOTES FOR
THE HONOURABLE LANA POPHAM
Minister of Agriculture

BC CATTLEMEN'S ASSOCIATION AGM
Smithers New Arena
4206 Third Avenue
Smithers

Friday, June 1, 2018
Speaking Notes
7 PM for approx 8 – 10 minutes

Background:

Minister Popham has been invited to speak for 8 to 10 minutes at the 90th annual BC Cattlemen's Association annual general meeting in Smithers. The AGM is being hosted by the Skeena Regional Cattlemen's Association.

The minister will be speaking during the Friday evening social and BBQ.

Minister Popham will be introduced by BC Cattlemen's Association General Manager Kevin Boon. Minister Popham will speaking after dinner and after Doug Donaldson, Minister of Forests, Lands and Natural Resource Operations and Rural Development.

The BCCA have over 300 registrants for the AGM and they anticipate the majority of them will be in attendance for the social and BBQ. BCCA President Brian McKersie is retiring at the AGM. The theme of this year's AGM is 'Ranching in the Age of Technology'.

The BC Cattlemen's Association has been the official voice of cattle ranchers throughout British Columbia since 1929. For more than 80 years, the Association - whose membership is close to 1,200 ranchers - has represented the interests of beef cattle producers in BC.

Organizer Contact:

Becky Everett, Executive Assistant, BC Cattlemen's Association, 778 257-3404 (cell)

Introduction

- Thank you for that introduction.
- It is great to be here on the traditional territory of the Wet'suwet'en [Wet-so-wet-en] Nation participating in your AGM with you.
- I want to thank Brian and Kevin for the invitation.
- It is great to see so many familiar faces.
- I saw a number you recently in Victoria at BC Beef Day.
- It was a perfect day to recognize the strong partnership between the Ministry of Agriculture and the cattle industry organizations.
- The menu of course was a huge hit!

- All of you put in the long hours, the dedication and the hard work to make B.C.'s agriculture sector the success it is!
- It was great to recognize your efforts at BC Beef Day.
- I want to also thank your association for my BC Beef Day gift...a cowboy hat!
- As I told the crowd that day, I had been waiting 10 years for my hat – so thanks again.

First Year as Minister/Wildfires

- As most of you know, I have been involved in agriculture all my life.
- I was a farmer and small business operator before being elected.

- I have the best job that I could ever ask for. I get to serve the people of B.C. - in the Ministry closest to my heart.
- That's why I'm so happy when I am invited to speak at events like yours this evening.
- It gives me the opportunity to meet face-to-face with you - the amazing people in our ranching sector.
- I know you have had a challenging year.
- Last summer's wildfires had a serious impact on our ranching families in the affected areas.
- The physical and emotional toll are not to be understated.

- The Governments of Canada and BC are continuing to provide support through the AgriRecovery program.
- Unfortunately, some of you lost grazing land in fire damaged areas.
- And it looks like you will not be able to use those lands for grazing this year and possibly in 2019 either.
- So we will be extending our support through Agri-Recovery to ensure cattle and other livestock have access to feed.
- I hope many of you who are concerned about forage take the opportunity to see the presentation tomorrow morning from the ministry's Livestock Team Lead Geneve Jasper.

- Geneve will be talking about some of the feedback that was received during the forage action plan engagement sessions.
- I am proud of the teamwork that went into the wildfire response and recovery.
- It was all hands on deck and that needs governments and stakeholders to continue to work together.
- I want to thank you for the support of the Premises ID program, which helped many affected ranchers and farmers get back onto their lands in order to care for their livestock.
- We also can't overlook the fact that, over the past few weeks, many British Columbians have been dealing with severe flooding.

- When emergencies occur, Ministry of Agriculture staff work with Emergency Management BC and local governments to provide support to the response when agriculture is involved.
- Supporting British Columbians affected by flooding or wildfire is a top priority for our government and I want to thank those who are assisting in the response right now.

Prince George Beef Packing Plant

- Those are some of things we are doing today – while we also look to the future.
- I am excited to provide an update for you on the BC Beef Packing Plant

project that as you know is being proposed for Prince George.

- The BC Cattlemen's Association is leading the project.
- And I am pleased to confirm tonight that the BC Government is committing up to \$450,000 in funding to help you in the next stages of development.
- This is a major milestone in the goal of bringing a federal-inspected meat packing plant to Prince George.
- If the plant becomes fully operational, it would be a major boon for the North with estimates of 80 full time, good-paying jobs in the plant by 2020 and an additional 620 spin-off jobs.

- I want to wish you all the best with the project as we build on this momentum.
- There is going to be lots of hard work in the months ahead.
- This project has the potential to ensure B.C. cattle are bred, raised and finished in our province, providing retailers, suppliers, restaurants and consumers with great quality B.C. beef.
- This will provide a big economic boost to the city of Prince George and the entire province.
- Congratulations on taking that next big step!

Domestic Consumption Study

- B.C. beef is an in demand product for British Columbians.

- We released a report this past week that found that more than ever British Columbians are choosing to support their local economies by choosing B.C. products.
- The study also found that they felt that B.C. foods were fresher and safer to eat.

Buy BC Relaunch

- The study showed that people would be interested in a recognizable 'made-in-BC' logo so they could easily identify BC products.
- If that isn't a case for re-launching the Buy BC brand, I don't know what is!

- In the coming weeks, I'll have more information to share with you about the Buy BC logo licensing and cost-share program, so look out for that as well.
- As you may know, bringing back the Buy BC brand is one of my ministerial mandate commitments.
- And I can't wait to have this well-loved brand back on B.C. products, letting British Columbians from Atlin to Sparwood and everywhere in between identify B.C. foods when they're grocery shopping or out for supper.

Animal Welfare Codes of Conduct

- B.C. ranchers are well known for the care they provide to their cattle.

- And British Columbians are coming to expect that everyone treats their animals with the greatest care.
- I know your sector, and the BC Ag Council are working on increasing public trust when it comes to beef, and other B.C. commodities.
- One way we can work together to further develop that public trust with consumers is by the industry implementing the animal welfare codes of practice.
- I know many across the industry can already say that they have achieved this standard including the dairy industry who adopted the dairy codes of practice a few years ago.

- I have asked my staff within the ministry to look at how we can work with the key industry groups to support all commodities from large scale to small scale operations to implement these codes of practice such as beef cattle, pork and poultry.
- Given this is an important priority for me, I would like to move on implementing these codes early Fall.

Traceability Knowledge Transfer Program

- Just before I wrap things up, I also wanted to let you know about the Traceability Knowledge Transfer program.
- This program allows your organization to educate your membership about

traceability systems, practices, infrastructure and technologies through events such as workshops.

- Funding is now available under the Canadian Agricultural Partnership and I would encourage you to check it out.
- Information and application forms are available on the Ministry of Agriculture website.
- We've covered a lot here tonight, but I truly want to thank you for the opportunity to speak here at your AGM.
- I want to say thanks again to Brian McKersie and Kevin Boon for their leadership and hard work over the past year.

- Thanks everyone - enjoy your evening.


Strategic Vision Workshop

September 18th, 2018
Vanderhoof, BC

**BC BEEF
PLANT**
PRODUCER
ENGAGEMENT

Agenda

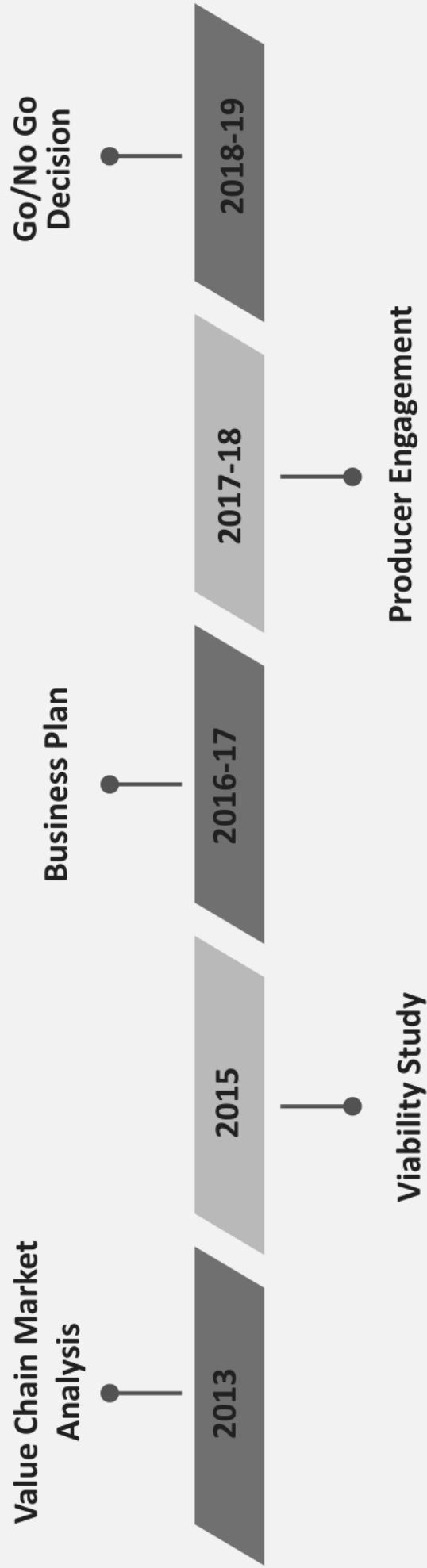
- Welcome and Introductions
- Project History
- Project Process
- Vision Discussion
- 'Top Level' Business Plan
 - Supply & Structure
 - Demand and Marketing
 - Facility & Financial
- Next Steps



Interim Steering Committee & Project Team

**BC BEEF
PLANT**
PRODUCER
ENGAGEMENT

Project History - BC Beef Plant



BC Beef Plant – Producer Engagement

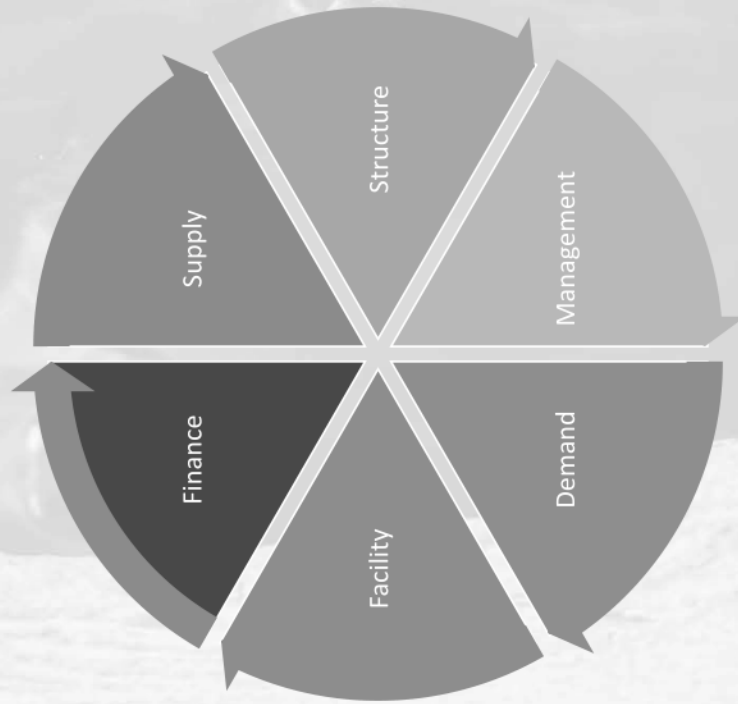
Process	Critical	Objectives
Opportunity Review		Market and Brand Potential review
Business Plan #1		Completed
Steering Team	Go/No Go	SWOT/CSF/Risk Review/ Next Steps
Producer Plan	Go/No Go	Loop/Commitment/Supply Contracts
Business Plan #2		Revision as apply to Supply Commitments
Financial Plan	Go/No Go	Equity/ Debt Plan, Operating Plan
Business Plan #3	Go/No Go	Letters of Intent, Supply Contracts, Build
Business Launch	Go/No Go	Plan Implementation
Build		Build Plan (Budget, GC, Build)
Start Up		Phased (Cow, BC, BC Gold) Balance
Operation		

Project Vision

- *BC Beef Plant will provide branded, differentiated high quality beef products to serve the specific needs of domestic and select international customers.*



Vision - Unique Selling Points



**BC BEEF
PLANT**
PRODUCER
ENGAGEMENT

Supply

- Owned by **Suppliers** of cattle/cows (51% plus ownership, 100% Supply)
- Supply loop definition (Cow-calf, Backgrounder and Feedlot)
- Regional commitment (Cost of Production vs Capacity)
- Committed brand grow and supply
- Efficient shipping cost and management
- Strategic seasonal supply plan
- Pricing grid
- Expansion and brand: Grow Plan

**BC BEEF
PLANT**
PRODUCER
ENGAGEMENT

Structure

- Equity Ownership
 - BC Beef Inc. Supplier Ownership 51% plus
- BC Beef Inc. New Generation Co-operative
- Committed Supply (120% facility capacity)
- Grid Pricing (linked to value of carcass)
- Brand Marketing and Program
- Financially Secure

Demand

- BC Brand (Retail, Food Service and Industrial)
- BC Premium
- Cull Cow (Grind BC Brand)
- Committed Retail and Food Service Program (Letter of Intent)
- Detailed Brand Plan
- Detailed Cut Out and Product plan
- Opportunity Market: Pet Food

Positioning Statement

- To BC Consumers, *BC beef brand* of value added beef that offers:
 - BC born and raised cattle
 - BC Producer owned
 - Quality

**BC BEEF
PLANT**
PRODUCER
ENGAGEMENT

Facility

- Phase Facility Build (500/ wk., 750/wk. BC brand capacity)
- Facility Cost Forecast
- Hook \$ Purchase plan (cattle, cow etc.)
- Facility: kill/chill, grind and fabrication plan
- 5 Year Ramp up and Operations Plan
- Benchmark Variance Plan
- Toll Processing and Other

Financial Plan

- Equity Plan (60%) – (Build plus Start Up \$)
 - Class A Investment Voting Shares (Producer Co-op 51% plus)
 - Class B Non-Voting
- LTD Plan (40% Build plus Start Up)
- Year #1-#2 Ramp-up plan
- Operating Line (co-sign)
- Fixed and Variable Forecast
- Supply and Grid plan
- Cash Flow Security Plan



Management

- General Management (Experienced in Beef Processing)
 - General Manager
 - Sales and Marketing
 - Co-operative Management
 - Food Safety
 - Production Management
 - Cut Out and Product Balance

Vision - Facility

Success Variable	Year 1	Year 2	Year 3
Head Processed per week	500/week	500/week	600/week
Facility	CFIA/HACCP Grind	Grind/Added Value Fabrication	Grind/Added Value Fabrication
Brand Development	BC Beef: 150 – 350 BC Beef Premium: 50 Toll Processing: 100	BC Beef: 300 BC Beef Premium: 50 - 150 Toll Processing: 100	BC Beef: 300 BC Beef Premium: 200 Toll Processing: 100
Market Sectors Retail, FS, Industrial	BC Region	BC Region/Western Independents & Chains	Domestic Export Planning

**BC BEEF
PLANT
PRODUCER
ENGAGEMENT**

Next Steps

- **Producer Meetings**

- September 18th
- September 19th
- September 20th

- **Regional Tour**

- **Additional Stakeholder Meetings – One-on-One**

- As needed

Vanderhoof, BC
Williams Lake, BC
Quesnel, BC

From: [McRae, Meghan GCPE:EX](#)
To: [Godfrey, Sam AGRI:EX](#); [Shoemaker, Wes AGRI:EX](#)
Cc: [Lalani, Arif AGRI:EX](#)
Subject: TWO MEDIA REQUESTS: Prince George Meat Packing plant funding + BuyBC: Eat, Drink Local
Date: May 25, 2018 12:05:10 PM

Two requests for you Sam, first one is, Cattlemen seem to have accidentally leaked our funding announcement to the Burns Lake paper, who are writing a story for their paper next week (he files today). Suggest we provide a very vague response from MLP so she's included in the story, essentially a 'stay tuned'. Based on this reporter's deadline and his interest, we're suggesting we provide him the funding NR on Friday, June 1 as an embargoed NR, so he can file a story on it in a timely manner. Let me know if you're comfortable with that approach.

Second request is, the following quote is one the Minister had approved for her May 4th release about Buy BC: Eat, Drink Local. BCRFSA are asking if they can use it as a generic quote as they do more media on EDL. This would allow them to send it through following an interview that Ian has done, for instance, to further flesh out the story. Can you let me know if you're comfortable with that.

Previously approved quote

"In May, chefs throughout B.C. will use their skills and creativity to highlight the best that B.C. agriculture has to offer," said Lana Popham, Minister of Agriculture. "With options available at many different price points, Buy BC: Eat Drink Local is all about getting British Columbians excited about the products that are being grown and produced in our province."

Reporter

David Koch, Editor

Lakes District News (Burns Lake)

david.koch@ldnews.net

250-692-7526 c: 000-000-0000

Deadline Friday, May 25, 2018 2:00 PM

Request

The editor has heard from the GM at the BC Cattlemen's Association that government funding for a new BC beef packing plant will be announced at the association's AGM on June 1. The reporter is looking for confirmation and if there is anything to add?

The editor is going ahead with a story for this week's newspaper with the comments from BCCA. Does the ministry have anything to say?

Recommendation

Suggest statement attributable to Minister Popham. We will provide this reporter with an

embargoed copy of the funding news release on Friday June 1. (Release is scheduled to go out on Saturday morning, given the timing of Minister's speech).

"Since I was appointed as B.C.'s Minister of Agriculture last July, I have been working closely with our stakeholders throughout the province. I am excited to speak at the BC Cattlemen's Association AGM in Smithers and I look forward to talking to them about ways we can help improve life for our amazing B.C. farmers and ranchers."

Meghan McRae
Communications Director,
Ministry of Agriculture
Government Communications and Public Engagement
P:250-952-0622

From: [Becky Everett](#)
To: [Aaron Canart](#); [Allen Dobb](#); [Andrew Thomson](#); [Lalani, Arif AGRI:EX](#); [BC Cattlemen](#); [Bruce Cowper](#); [Dave Merz](#); [Derek Orr](#); [Glenn Brand](#); [Grant Huffman](#); [Joe Heemskerk](#); [Judy Guichon](#); [Kerry Wright](#); [Mark Ishoy](#); [Susan Evans](#); [Taylor Grafton](#)
Subject: Updated Contact List - BC Beef Packing Plant
Date: September 17, 2018 11:11:34 AM
Attachments: [Committee Contact List.xlsx](#)

Dear Steering Committee:

Please find attached the updated committee list with the addition of new member Taylor Grafton.

Thank you and have a great day.

Becky

Becky Everett – Executive Assistant
BC Cattlemen’s Association

#4 – 10145 Dallas Dr, Kamloops, BC V2C 6T4
Ph: 250-573-3611/ Fx: 250-573-5155

PRODUCER MEETING

Date: August 28, 2018
Time: 6:00 pm– 9:30 pm
Location: Kamloops, South Thompson Inn

1.0 PRESENTATION

See attached revised – Strategic Vision Workshop

Additional information to be developed and included in the presentation:

- Regional supply characteristics
- Supply Loop Examples

Discussion

- Concerns raised early in discussion regarding what makes this brand opportunity different from others
 - ▶ Federal Plant
 - ▶ Producer/Supplier Ownership
 - ▶ Ability to participate in revenues of the Plant
 - ▶ Provided examples throughout the presentation on critical success factors that others may have not met and this impacted success
- Confusion regarding ability for Cow/Calf Producer to be involved in this type of investment given that they are so far removed from the end product
 - ▶ Provided examples of Supply Loops of alliances that Cow/Calf could have with Feedlot and will include further examples and scenarios into the presentation to further explain this concept
- Question regarding level of commitment from Producers
 - ▶ Are Producers required to commit 100% of their animals?
 - Explain ability to supply animals that address a differentiated product to the BC Beef Plant and other cattle can go to other markets
 - Important to have supply commitments and ability to secure 120% of supply needs
- Ability to have various markets will assist in supporting profitability
 - ▶ Pet Food
- Seasonal availability of supply will be an important aspect for the Co-op to manage to ensure year-round supply to Plant
 - ▶ Need to consider land base – many Producers have developed their operations to work with the regional characteristics that they must face

2.0 NEXT STEPS

- Steering Committee Update Conference Call
 - ▶ Revised Vision Document and Business Plan Update – Week of Sept 10
 - ▶ Revised Presentation
- Producer Meetings

- ▶ September 18th Vanderhoof, BC
- ▶ September 19th Williams Lake, BC
- ▶ September 20th Quesnel, BC
- Regional Tour – To be determined
- Additional Stakeholder Meetings – One-on-One
 - ▶ As needed

INTERIM STEERING COMMITTEE MEETING

Date: August 28, 2018
Time: 9am – 3pm
Location: Kamloops, South Thompson Inn

Attendees: Joe, Allen, Derrick, Judy, Mark, Dave, Grant, Kevin, Glenn, Bruce, Kerry

1.0 VISION STATEMENT DISCUSSION

*BC Beef Plant will provide **branded, differentiated high quality** beef products to serve the **specific needs of domestic and select international customers**.*

Discussion

1.1 What are we: **branded: differentiated, high-quality**

- Quality has varied meaning depending on the market and given that the BC Beef Plant will receive varying levels of supply, there may be Quality Segments:
 - ▶ Finished cattle
 - ▶ Cows; grind program
 - ▶ Grass fed
 - ▶ How raised: Humanely – animal health/welfare
 - Verified British Columbia (VBC) Plus on farm quality program will be standard for everyone but how are we to differentiate
 - ▶ Environmental story is there – well poised for cattle grown in healthy environmental conditions
- Need to have 52-week production and reduce seasonal variances, production scheduling will be needed to work with Producer's grow cycles to allow for more continuous, year-round supply
 - ▶ There is no road map, this program needs to be designed to work for BC
- Ability to have several brands to address supply and market needs
 - ▶ Need to balance the animal and have a product mix that allows for this
 - ▶ Start small and grow into various brand attributes
- BC Grown
 - ▶ Will the program require that cattle be born and raised in BC? Or in BC for a certain duration
 - Caution that if this is a BC branded product, consumers may feel cheated if they find that 'rules' are bent to include cattle from various provinces but are finished in BC
 - ▶ Raised on BC family farms adds to the brand promise and can be verified with traceability
 - ▶ Note: *Not* 100% BC Beef – this is registered by the cattle feeders

1.2 Markets that we serve: **specific needs of domestic and select international customers**

- Target customers that we can serve their volume requirements and specific needs – above commodity-based programs so we are not competing with large processors
- As above: VBC Plus on farm quality program

- May need to consider going above and beyond this program or the brand will just be in line with everyone else so no barrier to entry
- Address customer 'grow' programs: For example, McDonalds is taking an environmental approach so may want to be able to respond to customer needs – given that we can supply their volume requirements and prove delivery on their program specifications
- Domestic Focus
 - ▶ BC brand - Market in BC
 - ▶ Environmental story is strong for BC
 - ▶ Supply and serve the domestic market well before considering export which will be more difficult to manage
- International
 - ▶ Will take time to obtain export approvals so lots of ability to focus on BC markets in first 3 – 5 years

Outcome

- Cattle/Cows to be born and raised in BC
- Third party verification Grow Program: VBC Plus and other requirements; traceability to support product differentiation
- A BC based brand with ability to support other brands to address supply and market needs
- Domestic focus for first 3-5 years and export when supply and approvals allow for those programs to develop

2.0 SUPPLY

Discussion

- 500 head/week is a more realistic target for supplying cattle to the BC Beef Plant
 - ▶ Two types of ownership:
 - Cow/Calf
 - Outside money that may participate
 - ▶ Therefore, change to anyone that Supplies Cattle/Cows can participate in majority ownership of the BC Beef Plant
- Must consider how Producers view production – beef is traditionally operated and due to regionality, there is not a lot of inter-regional conversations among Producers
- There could be regional benefits that go beyond supply/production that impact where the Plant is located
- Need to outline the plan and have more consultations with Producers so they can comment
 - ▶ Also, conversations with Suppliers that own the cattle: Blue Goose; Donaldson's
 - Explained to Steering Committee the further Producer Consultations that are being considered for their input – Committee agreed that more discussions in various regions is important to get feedback and gauge interest early in this process
- Regarding majority ownership by Suppliers of Cattle/Cows:
 - ▶ Cow/calf Producer will not be able to finance but small Producers can participate with a partnership relationship with a Feedlot – the Feedlot would buy the animal and finish the animal to BC Brand specifications for processing at the BC Beef Plant
 - Will define a supply loop to further explain this concept to Producers/Suppliers

- Recommend that once the Co-op Board of Directors (BOD) is formed, (or other structure), there are Committees formed based on critical aspects of the operation (i.e. Supply, Pricing Grid, Seasonal Production Scheduling, etc.) Examples:
 - ▶ The 'Supply Committee' would comment on grow aspects such as:
 - BC origin – verified back to premise
 - Work with SPCA to endorse Producer Grow Program
 - Finished in BC
 - o Working among fractured industry: Cow/Calf; Feeders; Feedlot to co-ordinate supply
 - ▶ The 'Pricing Grid Committee' would be controlled by the Co-op

Outcome

- BC Beef Plant built to process 500 head/week with the ability to expand
 - ▶ Cattle and cows from Dairy Industry
- Producer owned was replaced with majority of ownership to **Suppliers** of cattle/cows to the BC Beef Plant
- Supply loop will allow for partnerships among Cow/Calf; Feeders; Feedlot for greater participation among the Beef Industry
- Further discussions with Producers/Suppliers and commitment of supply is key to success
 - ▶ Include Dairy Producers and Feed Grain Growers – array of individuals as well as one-on-one meetings

3.0 LOCATION

Discussion

- Need to have broader discussions among Suppliers to better understand regionality:
 - ▶ Cost of Production
 - ▶ Feed capacity
 - Dairy industry trucks feed in
 - ▶ Regional environments
- Many things will impact location:
 - ▶ Temperature/climate
 - Cattle ability to gain
 - ▶ Transport costs
 - ▶ Competition for land use
 - Various crops over feed crops
 - ▶ Cost of water – forage irrigation
 - ▶ Regional cattle supply
 - Quality of supply: AAA/AA/A
 - ▶ Market access and ability to address market
 - Could mean 3-4 brands
 - Grind program
 - Pet food opportunity

Outcome

- Location of BC Beef Plant to remain 'gray' until further information regarding regions is obtained
 - ▶ Understand regional supply characteristics

- ▶ Regional grow advantages
- Further consultations with Suppliers will help to guide this decision

4.0 BRAND

Discussion

- Brand need to communicate a consistent marketing message to consumers
 - ▶ BC Born and Raised
 - ▶ Prove brand attributes with traceability and third-party verification
- Brand attributes to differentiate product and allow for Supplier participation
 - ▶ Development of BC based brand and others to evolve to address customer and market needs
 - Clean, pristine BC environment

Outcome

Positioning Statement:

- To BC Consumers, *BC beef brand* of value added beef products offers:
 - ▶ Born and raised in BC's clean and pristine environment
 - ▶ BC Supplier owned – Producer owned – Family Farms
 - ▶ Quality – defined to address target market

5.0 FACILITY

Discussion

- Facility has the capacity for 500 head/week with ability to expand and capability to provide flexibility to address regional market needs
 - ▶ Example: have local producers provide regional food service operations with burgers/grind and source grind programs for those interested

Outcome

- Ensure flexibility in facility capacity and capabilities with an ability to provide efficiency in production for long term sustainability in the marketplace

Facility Vision

Success Variable	Year 1	Year 2	Year 3
Head Processed per week	500/week	500/week	600/week
Facility	CFIA/HACCP Grind	Grind/Added Value Fabrication	Grind/Added Value Fabrication
Brand Development	BC Beef: 150 – 350 BC Beef Premium: 50 Toll Processing: 100	BC Beef: 300 BC Beef Premium: 50 - 150 Toll Processing: 100	BC Beef: 300 BC Beef Premium: 200 Toll Processing: 100
Market Sectors Retail, FS, Industrial	BC Region	BC Region/Western Independents & Chains	Domestic Export Planning

6.0 NEXT STEPS

- Steering Committee Update Conference Call
 - ▶ Revised Vision Document and Business Plan Update – Week of Sept 10
- Producer Meetings
 - ▶ September 18th Vanderhoof, BC
 - ▶ September 19th Williams Lake, BC
 - ▶ September 20th Quesnel, BC
- Regional Tour – To be determined
- Additional Stakeholder Meetings – One-on-One
 - ▶ As needed