

INVESTING IN A STRONG FUTURE
FOR CANADA'S BEEF INDUSTRY

CANADA'S NATIONAL BEEF STRATEGY

2025-2030 EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

THE NATIONAL BEEF STRATEGY IS ABOUT POSITIONING THE CANADIAN BEEF INDUSTRY FOR GREATER PROFITABILITY, GROWTH AND CONTINUED PRODUCTION OF HIGH-QUALITY BEEF PRODUCT OF CHOICE IN THE WORLD. IT BUILDS ON GAINS OVER THE LAST FIVE YEARS, WHILE ALSO ADDRESSING KEY CHALLENGES AROUND DOMESTIC REGULATIONS AND RECOVERY FROM DROUGHT.

WHY A NATIONAL BEEF STRATEGY?

- The National Beef Strategy provides clarity to stakeholders and governments as industry comes together to work towards common goals. It facilitates collaboration and coordination between the national organizations to leverage available resources on behalf of producers and processors.
- Research has shown that people who write down their goals are 42 percent more likely to achieve them than those who don't. This industry strategy is designed to provide clarity, so that more can be achieved faster.
- Renewing the strategy every five years addresses the unique challenges at different points in the cattle cycle. As the North American beef industry enters another

cattle cycle, maintaining core infrastructure will be a priority in the coming years. This time period also has opportunities as global population growth and the shift to the middle class continues to support protein consumption.

- Post-covid food price inflation, higher interest rates and input costs have shifted cost structures and the market environment supply chain participants are facing.
- The 2025-30 National Beef Strategy is aligned with the 2030 industry goals, identifying and filling gaps to help ensure those goals are met.

WHY 2030 GOALS?

The suite of 2030 goals were developed to position the Canadian beef industry as part of the solution on these topics, rather than the problem. In setting these goals, industry was aiming to build government and public support for beef production and its activities through a clear consistent message that addresses the challenges faced head-on, while also communicating its benefits.

The intent was that these “stretch” goals would encourage industry to strive for something we would not achieve without setting them. While efforts have been made to set realistic goals based on scenarios, it is possible that these goals will not be reached for a variety of reasons. Part of the reason for setting an ambitious “stretch” goal is to encourage innovation and push industry to think differently and move out of our comfort zone. It should not diminish what industry achieves if a specific goal is not reached. However, it will encourage industry to explain why a goal was or was not reached, as the Canadian Beef Advisors have committed to transparent reporting to industry through the National Beef Strategy.

Individual fact sheets that provide the goals, context, how the goals could be achieved and frequently asked questions are available at beefstrategy.com.



The National Beef Strategy is about the future. We want people to know that the beef industry is preparing the way for the next generation.

Bob Lowe, Public and Stakeholder Engagement



Tracking goals has been a productive exercise. We are seeing wins and the Beef Advisors are excited about where we can go next.

Nathan Phinney, Canadian Cattle Association



THE NATIONAL STRATEGY HAS BEEN DEVELOPED WITH THE AIM TO ACHIEVE THE INDUSTRY 2030 GOALS THAT ARE ALIGNED WITH THE INDUSTRY'S VISION AND MISSION UNDER FIVE PILLARS.

The addition of the Sustainability pillar addresses multiple 2030 goals and includes aspects of demand, competitiveness, and productivity. Each pillar identifies focus areas where industry stakeholders will work together to collectively achieve the objectives. Under each focus area specific tactics have been defined that work towards meeting the goals established. Focus areas and outcomes have been updated to reflect the current market and regulatory environment that producers face.

VISION

A dynamic, profitable Canadian cattle and beef industry



MISSION

To produce the most trusted and competitive high-quality beef in the world, recognized for our superior value, safety, innovation and sustainable production methods.

PILLARS

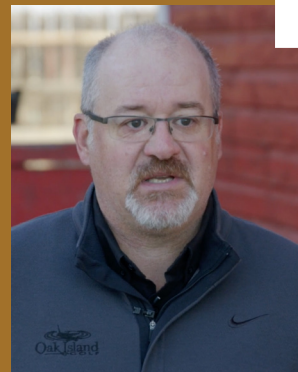
Beef Demand, Sustainability, Competitiveness, Productivity and Connectivity

PILLARS & FOCUS AREAS

BEEF DEMAND

The Beef Demand pillar will support domestic and international demand for Canadian beef by establishing the inherent quality and value of Canadian beef in markets, which supports comparative equivalency or superiority to alternatives. A key objective is the value of AAA and Prime carcasses to be equivalent with the U.S. by increasing demand for all cuts on the carcass. This will be achieved by focusing on market access, domestic and global marketing, marketing and enhancing the Canadian Beef Advantage, consumer confidence, and social license.

- **Trade and Market Access** — The Canadian beef sector heavily relies on exports, with about 50 percent of its production exported to over 90 countries worldwide. The sector aims to reduce tariffs and non-tariff barriers, promote science-based decision-making in trade policies and regulations, and secure predictable and stable market access. In addition, the sector aims to streamline cross-border trade and eliminate redundant border inspections, remove internal regulatory impediments to innovation, export, and commercial trade. Advocacy efforts will help take advantage of the reduction or removal of tariffs and non-tariff barriers.



The world is changing with new technology, such as artificial intelligence, giving the potential to change how marketing is done. Canada Beef is striving to keep pace with these technologies to ensure we reach our target audience and make a meaningful impact for beef demand, both at home and abroad.”

Jeff Cline, Canada Beef

- **Domestic and Global Marketing** — Position Canadian beef as a premium product globally. Using market segmentation tools, Canada Beef will identify high growth-high value consumer groups. They will implement artificial intelligence (AI) to enhance consumer interaction and support.



A growing population and middle class means that the demand for protein is outpacing production, driving prices higher. The protein pie is getting bigger and Canada, as a relatively low emissions intensity producer, deserves a seat at the table.

Calvin Vaags, Canadian Meat Council

- **Marketing the Canadian Beef Advantage** — Communication of the Canadian Beef Advantage will be undertaken through global resources developed for both consumer and meat professional audiences. Benchmarking will be conducted in domestic and export markets relative to key attributes including those related to quality, safety, value, and sustainability.
- **Enhancing the Canadian Beef Advantage** — Refresh the National Beef Quality Audit to reflect increased further processing, incorporate modern imaging technology and real-time feedback, develop a shelf-life standard for Canada, and invest in new beef quality innovations and quality assessment technologies.
- **Consumer Confidence** — Consumer confidence starts with understanding that Canadian beef is a safe, high quality, nutrient dense product that is produced in a sustainable manner. It is essential the core aspects of nutritional benefits and Canada's food safety systems are conveyed regularly to consumers domestically and internationally.
- **Social License** — Promote the societal and environmental benefits of beef production. Engage in public perception research and advocacy to build public trust. Highlighting these benefits in ways that public audiences can relate to, told by trusted messengers and on content mediums they frequent, are key to building positive sentiment in beef production.



FOCUS AREAS AND OUTCOMES

Trade and Market Access

1. Reduce non-tariff and tariff barriers in our export markets for beef, live cattle, and beef cattle genetics
2. Increase our capability to utilize preferential access in key exports markets for Canadian beef, live cattle, and beef cattle genetics
3. *UPDATED* Eliminate market access restrictions

Domestic and Global Marketing

1. Establish the Canadian Beef Advantage as the most recognized and loyalty-based premium beef program for select markets and customers
2. *Reworded!* Work with value-chain partners to best align product offerings and availability with market opportunities
3. *NEW!* Maintain market share against other suppliers and protein choices in the domestic and international markets

Marketing the Canadian Beef Advantage

1. *Reworded!* Communicate the attributes of the Canadian Beef Advantage through print and digital resources developed for global markets
2. *Reworded!* Benchmark attributes of the Canadian Beef Advantage in domestic and export markets
3. *Reworded!* Enhance the Canadian Beef Advantage through applied research and communication of best practices

Enhancing the Canadian Beef Advantage

1. Improve customer satisfaction with Canadian beef
2. Define, validate, and enhance the emotional and functional attributes of Canadian beef in domestic and international markets

3. Ensure food safety along the beef supply chain
4. Validate the efficacy and safety of new technologies in support of the rational regulatory approval and adoption of improved food safety interventions throughout the supply chain

Consumer Confidence

1. Enhance consumer confidence in Canadian beef across all markets through a focus on enabling industry advocates, leadership in stakeholder engagement, and partnerships with influencers
2. Improve the effectiveness and reach of consumer communication
3. *NEW!* Promote the culinary enjoyment of beef to consumers
4. Promote the health and nutritional benefits of beef to consumers
5. Support consumer food safety education initiatives that demonstrate the effectiveness of Canada's science-based food safety system

Social License

1. Enhance the public image of the Canadian beef industry emphasizing the many positive benefits our industry contributes, along with the continual improvement in environmental sustainability, animal health and welfare, and food safety practices
2. Increase public recognition of the beef industry's direct and indirect contributions to the Canadian economy and society

PILLARS & FOCUS AREAS

SUSTAINABILITY

The Sustainability pillar supports continuous industry improvement in natural and human resources. It focuses on reducing greenhouse gas emissions intensity and preserving native grasslands, while enhancing soil carbon sequestration and biodiversity. This will be achieved by addressing financial viability, environmental policy and research, on-farm quality assurance programs, measurement and verification claims, and social.

- **Financial Viability** — Industry recognizes the diversity of production systems and environments that producers operate in from coast to coast. To increase the financial viability of beef production in Canada, efforts are focused on financial literacy, business planning and encouraging financial incentives for ecosystem goods and services.

- **Environmental Policy** — Advocate for programs and policies that support the sound stewardship of grasslands and wetlands, biodiversity, and recognition for environmental goods and services. Solutions to ongoing environmental challenges such as land conversion, biodiversity loss, and climate change, need to be developed through partnerships and collaboration with stakeholders across the beef supply chain.
- **Environmental Research** — Develop cost-effective strategies to reduce greenhouse gas emissions. Other aspects of this strategy pertaining to efficiency and productivity gains also contribute to reducing the environmental footprint of Canadian beef.
- **Sustainability Measurement and Verified Claims** — Canadian Roundtable for Sustainable Beef (CRSB) works to build awareness and consumer trust in sustainable beef production in Canada and enhances the capacity of the beef supply chain to respond to market demands by supporting claims with quantifiable measurement, reporting, and demonstration of performance improvements.
- **Quality Assurance** — With strong demand for CRSB Certified beef products from end-users, the expectation was that producers would see value in becoming trained and audited. The growth in audits has been less than anticipated, particularly at the cow-calf level. Increase producer understanding of quality assurance value. Expand participation in industry-supported verification programs.
- **Social** — Through commitment, communication, and collaboration from all stages of the supply chain raise awareness of farm safety and mental health resources, and proactively manage change.



Despite low cow-calf enrollment and limited response to the CRSB’s calls for increased producer enrollment to meet end-user demand for the CRSB Certified program, industry has recognized the need to continue to advance the Verified Beef Production Plus program.”

Craig Lehr, Beef Cattle Research Council

The NBSA and CRSB Certified are important tools for the industry to measure and communicate progress on sustainability indicators that are relevant to the value chain, in both domestic and international markets.”

Ryan Beierbach,
Canadian Roundtable for Sustainable Beef

FOCUS AREAS AND OUTCOMES

Financial Viability

1. Increase producer financial literacy and viability
2. Encourage financial incentives for beef producers related to ecosystems goods and services provided by the beef industry (see Focus Area Environment Policy)
3. Support innovations that reduce labour requirements supporting economic viability and worker conditions (see Focus Area Social)

Environmental Policy

1. Reduce primary production greenhouse gas (GHG) emissions intensity by 33 percent from 2013/14 to 2030
2. Maintain a network of natural landscapes and healthy functioning ecosystems through well-managed grazing systems that maintain sustainable plant communities and healthy rangelands
3. Build recognition of the benefits provided by grassland ecosystems and open forests to water, including the protection of wetlands, water quality and

retention, nutrient filtration, drought/flood resilience, water holding capacity, groundwater recharge, and the role of wetlands as carbon sinks

4. Encourage practices that build soil organic matter and enhance soil biodiversity resulting in both carbon sequestration and water infiltration
5. **NEW!** Engage with the development of international and domestic measurement systems and standards (science, methodology, protocols) and implications for reporting burden on the supply chain

Environmental Research

1. Develop cost-effective ways to reduce greenhouse gas emissions, maintain or improve biodiversity, increase soil carbon, or improve water infiltration on pastures and rangeland
2. Develop cost-effective ways to reduce feedlot greenhouse gas emissions and evaluate the impacts of manure nutrients on pasture and cropping systems

Sustainability Measurement and Verified Claims

1. Support the activities of the Global and Canadian Roundtables for Sustainable Beef
2. Develop a sustainability and quality assurance roadmap for the Canadian beef industry (including CRSB Certified and Verified Beef Production Plus) to identify and coordinate the alignment and integration of national and international programs
3. Promote voluntary producer certification in the CRSB Certified program
4. Promote CRSB Certified to supply chains seeking assured sustainability claims and other related method of production claims or attributes
5. Inform and support improvements to the CRSB Certified program that advance beef sustainability in Canada

6. Facilitate increased collaboration and communication to encourage data and information sharing across the Canadian beef value chain

Quality Assurance

1. Grow producer participation in the Verified Beef Production Plus (VBP+) standard and other industry-supported verification programs
2. Generate industry metrics to confidently state Canadian producers' commitment to food safety through VBP+ training and/or certification, including benchmarks for adoption of best management practices contributing to sustainability goals

Social

1. Collaborate regarding on-farm health and safety awareness and best practices implementation
2. Enable dialogues regarding health and safety, including mental well-being, for all beef value chain participants
3. Promote a culture of diversity, equity, inclusion, and transparency for all people within the beef supply chain
4. Support labour management and worker conditions

PILLARS & FOCUS AREAS

COMPETITIVENESS

The Competitiveness pillar encourages a competitive business and regulatory environment, a resilient supply chain, access to competitively priced inputs (with an emphasis on reducing the labour shortage), and regulatory approval of technologies (which support cost competitiveness, increase speed of commerce and reduce red-tape).

- **Competitive Business and Regulatory Environment** — Advocate for science-based, outcome-focused regulations; and, interpreted and enforced by an efficient regulator. Ensure tax policies and business risk management tools support competitiveness while limiting commodity disparities.



There are record high prices and renewed optimism. But there are still bottlenecks to work on. Notably labour, which has kept many from expanding. Immigration processes needs to be responsive, to put people where we need them.

Will Lowe,
National Cattle Feeders Association

- **A Resilient Supply Chain** — Proactively address supply chain disruptions and ensure emergency preparedness. To support a responsive marketplace, industry needs to have the necessary infrastructure to carry out business and be generating science-based information to inform regulations, as well as advocating for recognition of the global standards developed and used in Canadian beef production.
- **Access to Competitively Priced Inputs** — It is imperative that the beef industry has access to competitively priced inputs and that the business environment in Canada supports the development of new innovative inputs that could potentially reduce production costs. Advocate for faster approval processes for new technologies. Address labor shortages through improved immigration pathways and training programs.
- **Regulatory approval of Technology to speed commerce** — Support the development and adoption of validated precision agriculture technologies. Invest in technological solutions that improve traceability and reduce costs.



There have been significant strides forward with recognition that beef is part of the environmental solution. But producers have also faced a multi-year drought and a regulatory environment that has become more challenging to navigate. Staying on top of advocacy issues must continue to be a strong focus.

Nathan Phinney, Canadian Cattle Association



FOCUS AREAS AND OUTCOMES

Competitive Business and Regulatory Environment

1. Improve return on investment and long-term profitability of the beef industry
2. Advocate and uphold a scientific, risk-based regulatory system
3. Pursue outcome-based flexible alternatives to prescriptive tactic-based regulations
4. Pursue regulatory cooperation with major trading partners
5. Ensure that traceability systems are based upon real benefits and fairly allocated costs, through national industry-led cattle identification systems with an emphasis on animal identification, premise identification, and animal movement
6. **NEW!** Generate science-based information and data to inform emerging issues, policy, regulatory approvals, and public trust discussions related to industry sustainability, production practices, and the safety of technologies.

A Resilient Supply Chain

1. **NEW!** Proactively address supply chain disruptions (e.g. labour/transportation strikes, protests) impacting commerce through enhanced policy and effective approaches (e.g. recognizing essential services permanently)
2. Renew the National Emergency Management Strategy in event of a major trade disruption (e.g. Foot and Mouth Disease)
3. Address internal barriers to a competitive marketplace
4. **UPDATED!** Generate science-based information to inform regulatory approvals
5. Proactively address and influence domestic and global food production standards, codes of practices, and potential regulations
6. **NEW!** Encourage transparent price reporting (for cattle, beef, and beef products), where confidentiality can be maintained, to support arbitrage, industry decision making, investments, and programs (e.g. livestock price insurance)

Access to Competitively Priced Inputs

1. **NEW!** Support and encourage awareness of careers and employment in Canada's beef industry (See Social, Youth Programs)
2. **REVISED!** Build an understanding and acceptance of the continued importance of international workers in agriculture, and design and implement an efficient system of programs and policies that facilitate the entry of international workers for the beef sector, including pathways to permanent residency/immigration.
3. Improve access to competitively priced inputs including animal health products, feed grains and forages, new technologies, and other inputs

Regulatory Approval of Technology to Speed Commerce

1. Improvements in speed, reliability, accuracy, and cost-effectiveness of traceability solutions that advance both business and regulatory objectives (i.e. electronic certification, process verification)
2. Support functional information flow solutions to producers derived from a competitive service sector
3. Invest in technological solutions that reduce costs, improve competitiveness and enable regulatory approvals and business functions that support trade and commerce (e.g. access to internet, cell service in rural areas)
4. Support innovation, research, refinement, and commercialization of technologies throughout the supply chain that support economic viability and worker conditions
5. Promote the acceptance of sustainable and safe beef production technologies by customers and regulators, in both domestic and international markets

PILLARS & FOCUS AREAS

PRODUCTIVITY

The productivity pillar supports production efficiencies through the supply chain. This will be achieved by focusing on animal production and performance, precision genetics, feed production and performance, producer adoption, and research capacity. Measurements will include open rates, calving length, and calf death losses as monitored through regional cow-calf surveys, improving feed efficiency, and feed crop yields.

- **Animal Production and Performance** — Further incremental improvements in animal health, welfare and antimicrobial stewardship will require significant research effort across a wide range of specialties, including beef cattle nutrition, grazing and pasture management, genetics, physiology, microbiology, virology, parasitology and development of diagnostic tests, vaccines, and other antimicrobial alternatives. Significant investment is also needed in surveillance for emerging and production limiting diseases as well as antimicrobial resistance to ensure the health and safety of human health and food production.
- **Precision Genetics** — New innovative technologies, expanding knowledge and improving overall genetic literacy, combined with advanced individual animal management and improved data analytics and selection tools offer the opportunity to make more rapid advancement in beef cattle genetic improvements. Investments to improve access to trusted genetic data and encouraging the adoption of validated genetic technologies



Productivity is where producers are in direct control. Data and research must be transformed into information that is useful for decision making on the farm – it is only then that change occurs.

Craig Lehr,
Beef Cattle Research Council

will better inform producers' breeding decisions and will contribute to overall improvements in production efficiency and beef quality. The rate of genetic improvement for feed efficiency could be significantly increased through DNA testing if the accuracy of genetic markers for feed efficiency can be improved.



Genetic improvement is an important area of focus to achieve further advancements in sustainable production and to position the industry competitively both domestically, with other competitive proteins, and internationally, with other global exporters.

David Sibbald, Canadian Beef Breeds Council

- **Feed Production and Performance** — Breeding and agronomic research efforts that improve feed grain yields will be essential to improve feed production competitiveness relative to our U.S. counterparts and ensure critical feed production acres are not replaced by alternative crops. The rate of genetic improvement for feed efficiency could be significantly increased through DNA testing if the accuracy of genetic markers for feed efficiency can be improved.
- **Producer Adoption** — Encourage the adoption of innovative practices and technologies. Provide training and support to producers for implementation. Provide resources that enable Canadian beef cattle producers to analyze their production and financial records, including comparisons to applicable benchmarks, to make informed production decisions about adopting, and fully exploit innovation.
- **Research Capacity** — Industry will continue to put focus on working with Research Institutions to ensure the maintenance or enhancement of existing research capacity (including equipment and technology), transitioning key positions upon the retirement of researchers, as well as addressing critical gaps in capacity through the creation of research chairs and other partnerships opportunities.

FOCUS AREAS AND OUTCOMES

Animal Production & Performance

1. 92 percent or more of the cow herd weans a calf each year through cost-effective improvements in nutritional and overall management
2. Develop and promote the adoption of cost-effective management practices and technologies that reduce the need for and help preserve the effectiveness of antibiotics
3. Effective surveillance of production limiting diseases, production practices, and antimicrobial use and antimicrobial resistance
4. Improved prevention and mitigation of animal disease issues

5. Improved prevention and mitigation of animal welfare issues

Precision Genetics

1. Continue to develop the Canadian Beef Improvement Network (CBIN) as a collaborative initiative, that is focused on providing producers with genetic information, that will assist them in making data driven genetic selection decisions and provide world leading data analytics to inform herd management decisions
2. Increase producer knowledge and adoption of genetic selection tools

Feed Production & Performance

1. Improve feed grain and silage yields through plant breeding, agronomic practices, and harvest strategies
2. Investigate feed processing, by-products, additives, supplements or other feeding strategies that optimize productivity and profitability
3. Improved feed efficiency through identification of genetic differences and animal breeding
4. Improve the management and productivity of native/naturalized pastures to enhance profitability and discourage land conversion
5. Better understand the impact of grazing management on plant, animal, and soil interactions and how the overall system contributes to plant and animal health and productivity
6. Cost-effectively improve the agronomic performance, yields, nutritional quality, and palatability of annual and perennial tame species for grazing or stored forages

Producer Adoption

1. Engage academic and research organizations to encourage the development of new technologies that will benefit the beef cattle industry

2. Advance the development and implementation of the Canadian Beef Technology Transfer Network to encourage the more rapid adoption of relevant technologies and production practices
3. Increase the proportion of producers adopting new technology with reduced lag from development to adoption

Research Capacity

1. Support the maintenance and renewal of key research capacity supporting Canada's beef industry
2. National food safety, antimicrobial resistance and production limiting disease surveillance programs enhanced or developed, with research capacity and expertise in place
3. Ensure research facilities in each region are maintained and staffed to support activities that address local production practices (in partnership with Provincial Associations)

PILLARS & FOCUS AREAS

CONNECTIVITY

The Connectivity pillar recognizes the value of industry synergies by connecting positively with partner organizations, industries, and government to proactively address issues, challenges, and opportunities with a unified industry voice. This will be achieved through industry communication, proactive issues management, youth programs and engagement with industry, government, and global partners. Connectivity is the responsibility of every organization in the industry.

- **Industry Communication** — Effective communication is foundational to all policy, marketing, and research activities within the Canadian beef industry. “Team Beef” works to share messaging and have timely response to topics as they arise.
- **Issues management** — Proactively manage and respond to industry issues. Sharing aligned, consistent, and science-based messages through trained spokespeople across Canada fosters transparency and trust. Media tracking and social listening tools are also utilized strategically to monitor misinformation, emerging issues, and public sentiment on issues.

- **Youth Programs** — Support programs that engage and educate youth about the beef industry. Foster the next generation of industry leaders. Through professional and leadership opportunities offered through the mentorship program, and continued advocacy work with the Youth Council and its young beef producers, these programs serve as important industry succession tools within the sector.
- **Engage Industry, Government and Global Partners** — Maintaining long-term relationships with government, regulatory agencies, the public and consumers, partner industries, land use and conservation organizations, and at international forums is necessary to establish trust, transparency and build credibility that enables industry to effectively address issues that arise.

FOCUS AREAS AND OUTCOMES

Industry Communication

1. Timely concise, and effective delivery of industry communications
2. Enhance industry's ability to speak with consistent messaging

Issues Management

1. Maintain the Canadian beef industry's social license to operate through communicating production practices and identifying opportunities for continuous improvement in areas of public concern
2. Monitor, track, and manage issues that could impact public trust in a timely manner with consistent and aligned messaging between industry partners and key stakeholders

Youth Programs

1. Amplify existing resources on succession planning with youth in the beef industry
2. Build collaborative, broader industry youth engagement initiatives

3. Attract new talent and entrants to the beef industry, while retaining young producers
4. Build the youth voice in domestic and international advocacy efforts
5. Continued support and investment in youth programming

Engage Industry, Government and Global Partners

1. The Canadian Beef Advisors to oversee the delivery and reporting on the National Beef Strategy for the beef cattle industry
2. Facilitate a national event with multiple industry organizations conducting meetings and bringing industry together
3. Build strategic partnerships with external stakeholders to support and promote beef production and consumption
4. Engage government and regulatory agencies to build and maintain long-term relationships
5. **NEW!** Represent the Canadian beef industry at influential international forums

The Canadian Beef Advisors consist of the current chair or president and senior staff of each of the seven national beef organizations responsible for policy, marketing, research, and sustainability. They are a diverse group of experienced industry representatives who are leading the implementation of the National Beef Strategy on behalf of producers. They are tasked with prioritizing and reaching the goals outlined in the strategy.

