

ALMA

Alberta Livestock
and Meat Agency Ltd.



2013/2014 ANNUAL REPORT

IDEAS / INFORMATION / INVESTMENT

“THE MORE YOU KNOW,
THE BETTER YOU EAT.”™



Transmittal Letter

May 30, 2014

Honourable Verlyn Olson
Minister of Agriculture and Rural Development
#423 Legislature Building
10800 97 Avenue
Edmonton, AB T5K 2B6

Dear Minister,

On behalf of the Board of Directors, we are pleased to submit the Alberta Livestock and Meat Agency's 2013 - 2014 Annual Report.

The report contains a summary of the transactions and affairs of the agency and the audited financial statements, including Statements of Financial Position, Statements of Operations, and Statements of Cash Flows for the year ended March 31, 2014.

Yours truly,



Dr. David A. Chalack, DVM
ALMA Board Chair



Gordon Cove
President and CEO

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Message from the Minister



In partnership with industry and the Ministry of Agriculture and Rural Development, the Alberta Livestock and Meat Agency (ALMA) has focused on stimulating the competitiveness and profitability of the industry, strengthening relationships among stakeholders, and managing programs and initiatives that move the industry forward.

As one of only a handful of regions that produce more food than we consume, Alberta and Canada are well-positioned to meet the needs of a hungry world population that has surpassed seven billion people. Enhancing market access is the primary economic priority for the

Government of Alberta, and in this regard, we will continue to work with ALMA and our producers to ensure that we can make the most of opportunities through increased trade with lucrative markets, such as Asia, India and Europe. There is tremendous potential for growth that will help our agriculture industry continue to thrive.

Our livestock and meat sector is a major contributor to Alberta's agriculture economy and to our rural communities. Farm cash receipts from livestock and meat products were approximately \$5 billion¹ in 2013, and meat product manufacturing was valued as a nearly \$6 billion industry. The meat and livestock sector provides livelihood to many Albertans. There are approximately 20,000 farms primarily involved in animal production, employing nearly 30,000 people across the province.

ALMA's motto, "The More You Know, The Better You Eat"TM, reflects the importance that the livestock and meat industry has on public health. Collaborative strategic initiatives, such as One Health, provide the framework to define research, reach consumers, and inform policy decisions. Albertans benefit from information about Alberta food products and agri-food businesses that can promote their healthy food products globally.

During the 2013-14 fiscal year, ALMA programs and services contributed \$30.3 million toward research, knowledge transfer, commercialization, and technology adoption. ALMA's collaboration with industry, academia, commerce, and government has seen this funding leveraged to \$146.4 million toward priority areas.

ALMA has a valuable role in ensuring our livestock sector remains a leader in Canada and on the world stage. Congratulations to ALMA and the livestock and meat industry on another year of strong accomplishments.

Sincerely,

[Original signed by Verlyn Olson, Q.C.]

Verlyn Olson, Q.C.
Minister, Agriculture and Rural Development

¹ Source: Agriculture and Agri-Food Canada, forecast estimate

Message from the Chair



This is the fifth annual report for the Alberta Livestock and Meat Agency (ALMA), and one of great importance. As we will see in the upcoming business plan, ALMA is preparing for the next phase of its evolution. When I took over the role of Chairman four years ago, ALMA was still in its infancy.

Over the past five years, ALMA's role as a catalyst for ideas, information and investment is now well-defined. We have established relationships and partnerships with businesses large and small and expanded the processing capacity in Alberta. There are many businesses now operating in Alberta that would not be here – or wouldn't be expanding their operations here – if ALMA had not been involved as a strong partner making growth possible.

For example, this fiscal year saw the grand opening of the Siwin Foods facility. This new \$20-million processing facility is the culmination of a multi-year partnership between Siwin and ALMA. Another great example is Champion Petfoods. Champion has done multiple projects with ALMA to improve their plant and market their product internationally. As of this writing, Champion products are being sold in over 70 countries around the world and the company continues to experience impressive growth.

The recognition of ALMA's importance can also be seen in the overwhelming response to the One Health and Sustainability calls for proposals. The research being done in Alberta with funds from ALMA and its partners is leading-edge. We have a deep pipeline of new diagnostics, novel vaccines, food safety technology and much more. Not only is this research being done in Alberta, but more researchers in Alberta and from abroad are seeing the livestock industry as an innovative and growing field of study.

One of the projects that I am most encouraged by is the water system project with Harmony Beef. The former Rancher's Beef plant has been idle for too long, so we are all eager to see this processing facility fill a void. Harmony Beef will play an important role in creating the brand story and value-added cuts that key international markets are demanding.

Another point of pride from the last year was the response of our industry to the flood. I personally saw the industry and government work together to minimize the damage from the flood. Co-operation kept several flood-related problems from becoming full-blown crises centering around the lack of potable water in our processing plants. The flood itself was a reminder of both the resilience of our industry and the importance of working together for a common purpose.

ALMA's evolution is continuing, and that applies to the board as well. We have added two new directors in John F.T. Scott, former president of the Canadian Federation of Independent Grocers, and Robert Francis, founder and President of Agriteam Canada Consulting. We are currently in the recruitment phase for two new directors as the terms of two of our directors will soon expire.

I would like to thank ALMA's dedicated management, staff and my fellow board members for their role in ALMA's evolution. I would also like to recognize the members of ALMA's advisory committees who help us target our activities where they will have the greatest benefit.

Once again, ALMA's results are impressive and impactful for our industry. The sustainability of our industry will be driven by a new generation of entrepreneurs and this will only happen if our livestock and meat industry in Alberta is profitable and internationally competitive. As you look over the results in this annual report, know that ALMA is already executing on our new business plan. ALMA's new business plan focuses on the customer and it will guide our evolution for the next five years. "Customer" has a very broad definition for our organization, including the general public who are the end users of our product, the countries we target with our market access initiatives or any entity along the value chain.

Last, on behalf of the Board of Directors, I give our sincere appreciation to the Agriculture and Rural Development (ARD) Minister, officials in ARD and all members of industry and the public who have made significant contributions to ALMA's continuing success.



Dr. David A. Chalack, DVM
ALMA Board Chair

Message from the CEO and Management's Responsibility for Reporting



As with our unpredictable seasons – from snow on the ground one week to bare ground the next, and repeat - Alberta's agriculture sector has its own level of unpredictability, with both unforeseen challenges, welcomed opportunities and good fortune.

This past year, we've seen a stronger pork industry than years past, a stable beef herd and solid numbers for the bison, dairy, egg and poultry sectors. We've also had positive movement in some sought-after global markets, with ALMA and government leaders actively working to solidify our market positions. But despite a favourable decision for Canada on our challenge of the U.S. COOL policy, industry continues to see losses as our southern neighbours persistently disregard the WTO decision.

Closer to home, the Alberta Livestock and Meat Agency (ALMA) faced its own challenges moving into 2013. Despite a significant budget reduction and fewer resources, ALMA maintained its forward-thinking approach to encouraging and supporting new thoughts, new ideas and new approaches that enhance the reputation, competitiveness and profitability of Alberta's livestock and meat industry.

ALMA management and staff had the pleasure of working with many dynamic and passionate individuals throughout this past year. It is this combination of focused, energized and keen personalities that continually drive Alberta's meat and livestock industry forward.

Through various industry partnerships, ALMA grants progressed the science of healthy animals and healthy foods; improved production efficiencies; and mitigated the impact of regulatory burden. These undertakings also advanced industry management practices and leadership development, enhanced industry engagement; improved productivity, efficiency and competitiveness; and led to market growth.

Worthy of its own mention, many industry-lead/ALMA funded projects improved consumer awareness of our quality Alberta products, sustainability processes, animal health and welfare systems, and food safety practices. At the end of the day, consumer support underpins our meat and livestock industry. The industry as a whole must keep consumer wants at the forefront of its decision-making. It is to this end that ALMA funded projects in key areas.

ALMA 2013-14 grants extended across a gamut of projects - education and development of our industry's next generation, including 4-H and Cattlemen's Young Leaders projects; consumer awareness campaigns such as Passion for Pork and Alberta Beef's Famous Taste; research and development projects designed to boost our industry's competitiveness and viability; and growth and automation projects - all directed to advance our position as suppliers of safe and superior meat and livestock products.

With the endorsement of Growing Forward 2 (GF2), ALMA administered the Agri-Processing Product and Market Development, and Agri-Processing Automation and Efficiency programs, and will continue to do so moving forward. GF2 initiatives help move Alberta-made products into new markets, increase processing capacity and product development, and allow industry to adopt best practices.

2013-14 saw an increase in sustainability platforms and ALMA, in its catalyst role, is committed to helping support these industry programs. This includes reducing GHG emission levels as well as helping industry benefit from the growing consumer demand for food products that are socially acceptable, ecologically sustainable and economically viable.

ALMA, through partnerships with industry, also demonstrated its commitment to animal health and welfare through projects such as infrared technology that can potentially detect ill animals sooner and new layer barns and equipment that gives hens more room to roam and reduces their stress.

As we transition into fiscal 2014-15, ALMA will continue to position itself as a transformational and inclusive agency, engaging industry and government to advance change initiatives. We will continue to rouse attention, thought and communication towards a more sustainable and engaged industry, while encouraging and supporting the passion witnessed through industry's innovative projects.

My sincere appreciation to ALMA's staff for their creative thinking and tireless commitment to our organization; our industry and government partners for supporting ALMA in its role as a catalyst for Alberta's livestock and meat industry; and ALMA's Board of Directors for their industrious spirits and determination to see Alberta and Canada's agriculture sector succeed.

ALMA is proud to be on this journey of continuous improvement towards future success.

Best wishes,



Gordon Cove
President and CEO
Alberta Livestock and Meat Agency

Results Analysis

Performance Measures		Year 2011-12	Year 2012-13	Target 2013-14	Year 2013-14
Goal One: Increased Market Access					
1.	Number of market access policy forums with ALMA as an influential member ¹ .	3	3	5	5
Goal Two: Enhanced Industry Engagement					
2.a	Number of collaborative industry forums with ALMA as a contributing member. ²	50	50	60	43
2.b	Amount of media coverage of ALMA announced project and initiative funding:				
	• Prominence ³	15	87	25	48
	• Impressions ⁴	-	n/a	50,000	153,000
2.c	Percentage of ALMA clients satisfied with program service delivery ⁵	-	-	80%	postponed to 2014-15
2.d	Percentage of ALMA Special Speaker Event participants satisfied with the overall event. ⁵	-	-	90%	92.3%
Goal Three: Increased Demand for Alberta/Canada Livestock and Meat Products					
3.a	Number of initiatives supporting demand growth with assistance from ALMA.	47	50	45	35
3.b	The leverage ratio of dollar investment into market initiatives relative to ALMA dollars of support.	4.4	5.63	4.0	3.15
Goal Four: Enhanced Competitiveness and Profitability					
4.a	Number of research and development (R&D) initiatives enhancing competitiveness with assistance from ALMA.	55	45	30	47
4.b	The leverage ratio of dollars invested in R&D initiatives relative to ALMA dollars of support.	3.1	2.4	2.5	2.89
4.c	Number of ALMA-supported initiatives focused on efficiency and productivity gains. ⁶	53	55	30	59
4.d	The leverage ratio of dollars invested in efficiency and productivity initiatives relative to ALMA dollars of support.	4.9	5.52	4.5	9.94

¹ Includes participation at national and regional trade policy forums such as the federal Market Access Secretariat, Canada Pork International, etc.

² Includes participation at regional producer meetings, producer association/organization conferences, national and regional roundtables, special producer council committees, special industry working groups, president-to-president forums, etc.

³ Prominence refers to the amount of attention a project or story gets in the media.

⁴ Impressions of media tally the number of times the potential audience was exposed to a message as an indicator of reach, includes publications like Alberta Farm Express, Canadian Cattlemen, Grainnews, Canadian Meat Business, Western Hog Journal and Western Producer.

⁵ New performance metric gathered through surveys.

⁶ Target 2013-14 number of ALMA supported initiative focused on enhancing competitiveness and efficiency, and productivity gains are scaled-back as ALMA adjusts to reduced budget for this fiscal year.

GOAL 1: Increased Market Access

Stimulating strategic thinking on trade-related matters

Early in our fiscal year, ALMA Chair, Dr. David Chalack, accompanied Minister Olson to Kazakhstan as part of an initiative to promote Canadian meat products and enhance trade opportunities between the countries. The Kazakhstan agriculture ministry is interested in Alberta's livestock industry – in particular, the cattle sector – and demonstrated a willingness to further develop relationships with Alberta.

In October, an Agreement in Principle on the Canadian-European Union Comprehensive Economic and Trade Agreement (CETA) was reached. The agreement marks an important victory in the CETA negotiations as Canadian products are allowed preferential access to a market of 500 million consumers. CETA will provide enhanced market access for agriculture products including beef, pork, bison and value-added products, as well as a direct benefit towards rural development across Canada. In recognition of this opportunity, ALMA partnered with Canada Beef Inc. and a group of Alberta/Canadian companies at Anuga in Cologne, Germany to promote their products to international buyers. The group included Prairie Heritage Angus Beef, Kobe Classic Beef, Carmen Creek Bison and Maple Beef Bacon, Riz Global Foods, Baksh Food, Iron Chef America, Beretta Farms, Premier and Mountain Beef. Anuga is the world's biggest meat fair and over 62,000 buyers attended.

From October 15-17, ALMA, alongside industry participated in the 4th Multi-Stakeholder Platform Meeting of Global Agenda for Action in Ottawa. Hosted by the Canadian livestock sector and sponsored by ALMA, the meeting was successful towards creating a FAO-based (Food and Agriculture Organization of the United Nations) dialogue framework towards an agenda for livestock sustainability.

In November, ALMA participated in a mandatory Country-of-Origin Labeling (COOL) mission to Chicago with Minister Ritz, Agriculture and Agri-Food Canada; Ministers Olson, Stewart (Saskatchewan), Kostyshyn (Manitoba); and JBS and Cargill representatives. Meetings were held with National Cattlemen's Beef Association and North American Meat Association with dialogue on options for a legislative fix. However, despite efforts by Canada, U.S. and Mexican representatives, the Farm Bill lacked language that would have provided a fix for COOL.

ALMA participated in a roundtable meeting with the Honourable Edward Fast, Canada's Minister of International Trade. Alongside industry representatives, this meeting discussed the Comprehensive Economic Trade Agreement (CETA) negotiations between Canada and the European Union (EU). Other attendees included Alberta Pork, Consulting Engineers of Alberta, Nelson Environmental Remediation, Alberta Canola Producers Commission, Alberta Beef Producers and LogiCan Technologies Inc.

Stampede International Reception in Calgary during Stampede week was a platform for building strategic relationships with international buyers, distributors and businesses.

In support of advancing the National Cattle Feeders' Association's focus on the international market, an International Trade Strategy was developed. Its goals focus on strategies that increase Canada's beef exports to international markets by advancing Canada's strategic approach to bilateral and regional trade agreements and non-tariff barriers (ex. Ractopamine, mCOOL).

The Saskatchewan Agriculture Trade Summit brought together an excellent group of speakers focused on global trade. ALMA had an opportunity to attend with Premier Wall, Ministers Ritz and Stewart, and industry leaders.

March saw the formal announcement of the Canada-Korea Free Trade Agreement, Canada's first with

an Asian market. The tariff phase out periods for both beef and pork may take some time but in the long term the deal will benefit the meat and livestock industry.

As a member of the GIRA Club, information confirms that global production is growing as a response of low feed costs. Current tight supply and rising prices are also encouraging higher production. Demand remains strong in spite of higher prices.

Promoting trade policy and reform

Through the Industry and Market Develop program, several initiatives were supported that leveraged market access strategies and built on the validated animal health status, livestock and premise identification, disease surveillance and control capabilities. Examples include:

- Development and implementation of a national feedlot animal care assessment program for the Canadian feedlot industry.
- Production Introduction Program (PIP) to accelerate participants' ability to access institutional and wholesale markets.
- Support for a beef supply chain development mission for emerging markets by providing delegates with one-on-one meetings with key market players of the Cooperation Council for the Arab States of the Gulf market.
- Support of an International Agriculture Program designed to attract international buyers to Northlands agricultural shows and market-based programming and facilitate business transactions.
- Research into how cold chain networks are integrated through the reefer in container networks.
- Enhanced training and improved market access resulting from refined Canada Pork International (CPI) standardization and specification reference materials for mapping pork lymph nodes and inclusion in the Olds College curriculum.
- Support for the head of the National Meat Association of Russia to talk at the 2014 CPI International Conference.

Pork Value Chain Roundtable continues focus on the Codes of Practice, antimicrobial resistance, sustainability, mCOOL and Carbodex residues. The Canadian Roundtable for Sustainable Beef held its inaugural meeting on July 23 & 24, 2013 with a stated mission of advancing continuous improvement in sustainability of the global beef value chain through leadership, science and multi-stakeholder engagement and collaboration. The Beef Value Chain Roundtable continues to update its members relative to mCool, labour supply and immigration issues, Straw Man strategy, sustainability, research, traceability, BSE surveillance, genomics, food safety and public relations.

GOAL 2: Enhanced Industry Engagement

Encouraging development of viable industry strategic plans.

The global beef industry has come together with the formation of the Global Roundtable for Sustainable Beef (www.grsbeef.org). Canada's beef industry has joined the movement with the formation of the Canadian Roundtable for Sustainable Beef. There are also entities such as the Sustainability Consortium created with the support of Canada's largest retailers and manufacturers to outline and define best management practices that increase the sustainability of products. ALMA, as a member of the Sustainability Consortium, participates in the dialogue on sustainability and the social license to operate.

ALMA also participated at the FAO Global Agenda of Action event in support of sustainable livestock sector development. An international forum gathered with specific themes, strategies and actions, and Canada and its livestock sectors all participated in the meetings.

ALMA continues to monitor the developments stemming from the Straw Man Beef Industry Strategy recommendations, an industry-led collaboration to develop strategic priorities for a vibrant Canadian beef

industry. ALMA endorses the recommendations stemming from the December 2013 report and commends the work of the Straw Man team - John Kolk, Dave Andrews and Kim McConnell - and the subsequent analyses reports from, Toma and Bouma consultants and the Farm Credit Corporation Synergy. Industry is now challenged to continue the journey to national industry unity.

The Industry and Market Development program has supported numerous strategic planning initiatives including:

- Planning for the development of a sustainable lamb industry.
- Keeping a finger on the pulse of livestock welfare in Alberta.
- Implementing a communications and knowledge strategy for innovation in the Alberta dairy industry exchange transfer.
- Telling the story of animal care in Alberta.

Engaging industry on key issues and opportunities

ALMA supported 43 industry events over the last fiscal. Our industry outreach also includes staff participation at a host of industry conferences, AGMs, workshops and information sessions.

- 2013 Alberta Goat Breeders 2nd Annual Convention
- 2013 Beef Festival
- 2013 Canadian Nutrition Society Annual Meeting
- 2013 UCVN Beef Cattle Conference
- 2013 Western Nutrition Conference
- 2014 Alberta Elk Commission 29th Annual Convention
- 2014 Canada Pork International Conference
- 2014 Canadian Nutrition Society Annual Meeting
- 2014 Livestock Care Conference
- 2014 Nutrition File Seminar
- 4-H Alberta Provincial Leaders' Conference
- 4th multi-stakeholder platform meeting of global agenda
- ACFA - Alberta Beef Industry Conference
- ACFA- 2013 Beef Festival
- Advancing Women Life Skills for Leadership - Women in Ag Conference
- AFPA - Meat Industry Convention and Trade Show 2014
- Ag for Life Harvest Gala
- AIA - Alberta Institute of Agrologists' 10th AGM
- Alberta Beef Industry Conference
- Alberta Chicken Producers AGM
- Alberta Chicken Producers Symposium
- Alberta Institute of Agrologists' Tenth Annual AGM
- Alberta Milk - Next Generation Forum
- Alberta Milk Dairy Conference
- Alberta Milk Nutrition File Seminar
- Annual Bison Producers of Alberta Conference
- ASBA 2013 Symposium "Creating Connections"
- ASTLF - Support for Students for ASTech Awards
- Audio visual support for Straw Man
- Banff Pork Seminar
- Beef Innovations 2013
- Bio Agri Mix LP - Hosting 3 Feedlot Industry Meetings
- Calgary Exhibition and Stampede Limited - International Agriculture Committee
- Canadian Bison Association National Convention
- Canadian Simmental Association - Beef Innovations 2013
- CANFAX Cattle Market Forum
- CBI - Canada Beef Annual Forum 2013
- CCA - Canadian Roundtable for Sustainable Beef Inaugural Meeting
- Chinese Master Chef Gold Metal Dinner
- Critical Path Group - AgrInnovation Forum 2013
- DFC - 4th Multi-Stakeholder Platform Meeting of Global Agenda for Action
- FEASTival of Fine Chefs 27th Annual
- International Agriculture Committee Projects (International Reception & Trade Show Booth)
- International Livestock Congress
- LGC 2013 - Turning Information into Application
- Livestock Care Conference
- Meat Industry Convention and Trade Show
- Olds College Gala Dinner
- Peace River Lamb Association - Peace Country Sheep Conference 2014
- Ranching Opportunities 2014 - From Farm to Finish
- Taking Forages Mainstream - Challenges, Pitfalls, Opportunities
- The Western Canadian Dairy Seminar
- Tiffin Conference
- UofA- Strategies to Optimize Performance
- UofC - UCVN Beef Cattle Conference
- WCABP 23rd Annual Conference

On October 25, ALMA-funded international expert and OIE reference lab prion researcher, Dr. Stefanie Czub from the CFIA in Lethbridge, won "Outstanding Leader in Alberta Science" at the AsTech Awards in Calgary for her work in prion research and role in Bovine Spongiform Encephalopathy (BSE).

Executing communication strategies

As a catalyst, ALMA focuses on improving awareness of issues and cultivating industry champions. We draw from a communication tool kit including:

- Hosting special events like our annual FutureFare that showcases initiatives benefitting industry and “special speaker” events whose messaging inspires entrepreneurs.
 - o 2013 FutureFare theme ‘Safe.Sustainable.Successful’ was reinforced with keynotes like Deane Collinson, CEO of Calgary Coop, and Frank O’Dea, Founder of Second Cup, in addition to our showcased industry successes who shared their knowledge and insights.
 - o Alan Savory Special Speaker Event, who engaged industry in a dialogue exploring new approaches to the interaction of grassland ecosystems, climate change and livestock management.
- E-communication including electronic distribution of information bulletins, website, feature articles, videos and clips.
 - o Experiencing strong growth of on-line presence (year-over-year): visits to website increased 23%; YouTube increased 47%; followers on LinkedIn increased over 300%; and Twitter increased 200%.
 - o Monthly newsletter targeting latest industry events, scientific developments, innovations and market developments. We have a consistent subscription base and growing media pick-up. Over this last year, we witnessed 48 re-postings of our website information bulletins, 39 references to ALMA news bulletins, 6 interviews of ALMA staff and Board, 167 stories relating to ALMA sponsored events / initiatives, 92 media references ALMA and/or its Board members, and 355 re-tweets or twitter mentions.

GOAL 3: Increased Demand for Alberta/Canada Livestock and Meat Products

Encouraging Alberta-based companies to build marketing strategies based on competitive advantages.

ALMA’s Alberta Agri-Processing Product and Market Development program is designed for meat processors, livestock producers and livestock producer groups to invest in new and innovative ways of getting Alberta-made products into new markets, enabling Alberta’s agri-industry to cultivate new customers and increase profitability. This program has supported 18 initiatives:

- RTE Business & Operations Planning for Pioneer Meats
- Growing and Expanding the Market for Clear Lake Farming Co. Ltd.
- Market Development for "Bacon by Brad" for Tag Along Culinary Ltd.
- Rock Ridge Dairy Product Development
- Marketing Sales and Implementation Plan for Trochu Meat Processors
- Launch of New Healthy Dried Meat (Jerky) Snacks for Northern Mountain Foods Inc.
- Pet Food Product and Market Development for SunGold Specialty Meats Ltd.
- Safeway Deli for Royal Food Products
- Mountain Top Market Expansion
- Business Expansion Brant Lake Wagyu
- Diamond Willow Website - Redesign of Existing Labels
- Automated Processing Capacity for Value Added Poultry for High River Colony Farming Company Ltd.
- 2014 SunGold Product and Market Development
- Japan Export Beef Products for XL Foods Inc.
- Whole Animal Products for Mountain Dog Enterprises Inc.
- Prosperity Initiative for Select Ready Foods Inc.
- Revenue Growth - Phase 1 for Reddi Food Group Inc.
- Ewe-Niversal Lamb project for President Stretch Farms Ltd.

Broadening industry experience through interaction with customers and potential customers of Alberta livestock and meat products.

ALMA funded the 4H Leaders conference where 300 volunteer leaders from across the province came together to grow, learn and be prepared to challenge Alberta's youth for another year.

Through support of the International Livestock Congress, ALMA helps ensure students have the opportunity to hear, learn from and interact with global agricultural industry experts. This is a learning experience that encourages these promising young people to continue their career in agriculture.

Funding for the Cattlemen's Young Leaders (CYL) Program is made available through its foundation partners: ALMA, Canadian Cattlemen's Association (CCA), UFA Co-operative Ltd., Cargill and MNP. The program also receives support from gold sponsors Farm Credit Canada and New Holland. The program provides industry-specific training and mentorship opportunities to young producers.

Partnering with industry in support of consumer initiatives which recognize Alberta/Canadian products as the products of choice

Consumer-focused initiatives include:

- Passion for Pork Partner Relations program changes the fundamental relationship between all the players in the value-chain so they all profit, while improving the eating experience for consumers.
- Milk Every Moment Experimental Milk Truck was established to make an emotional connection with the target audience by bringing back memories of positive moments from childhood that involved milk drinking.
- Food Market Campaign has three components: organic livestock value chain development, consumer education, and a marketing campaign.
- Power 2 Be adapts a Dairy Farmers of Canada program for Alberta grades 7, 8 and 9 focused on improving food choices through knowledge. The program will be tied into Alberta's curriculum and will educate students on the benefits of a healthy, balanced diet including dairy and meat products.
- Taste Alberta's Gastropost steers its membership of food lovers on weekly "food missions" and will tell the Alberta food story of who produces and who eats the food.
- In the 'keeping a finger on the pulse project', Alberta Farm Animal Care will bring together the commodity groups to proactively address animal agriculture issues. They will accomplish this through a series of forums where they will identify crises management protocols, and livestock health and welfare concerns from across commodities to shed light on best management practices within one commodity that may be used by other commodity groups. Addressing public concerns with a unified voice also helps to retain the positive image of Agriculture in Alberta.
- Northlands Alberta Flavour Initiative is a program designed to develop Alberta's medium-sized agri-food businesses. Northlands provides a platform for these companies to develop their products and their production processes so they can meet the needs of industrial buyers.
- The Alberta Beef Producers Mindfuel project is creating educational materials and online games that will take agricultural messaging into the classrooms. This project has also received support from Alberta Education.

GOAL 4: Enhanced Competitiveness and Profitability

Investing in new technologies and practices for improvements to efficiency and productivity

In partnership with Growing Forward 2, a federal-provincial-territorial initiative, the Agri-Processing Automation and Efficiency program has supported 59 projects. These projects help secure new customers, increase productivity, and food and employee safety, and increase the production of Alberta suppliers. Several notables include:

- An increase of capacity to 125 million litres per year for the Agropur Cooperative facility.
- Adoption of water treatment technology for Harmony Beef Company Ltd.
- A process improvement project with Cargill Limited.
- A new slaughter floor and line with SunGold Specialty Meats Ltd. to improve efficiencies, increase product quality and enhance safety for staff.

- Increase plant capacity by adding new equipment and automating actual process of the Cargill Case Ready Plant in Calgary to provide Wal-Mart with a full complement of meat products for their Western Canadian stores.
- Increase of Swiss Cheese capacity in Agropur Cooperative.
- Installation of beef plasma processing facility with APC Nutrition Ltd.
- Relocation of operating facilities and process integration with Siwin Foods Ltd.
- New tallow tank and cry-o-vac equipment with Maple Leaf Foods Inc.
- A meat handling system-high intensity preconditioner (HIP) with Champion Petfoods LP.
- Creating two lines of grinding at the Centennial in Calgary.
- Increased capacity for Etuve Food Inc. to provide food service and institutional service clients with a sous vide prepared beef product. These products are cooked in a bag in a water bath that allows the product to be cooked evenly to a desired doneness and keeps the meat juicier.

In partnership with Champion Petfoods, Elmira Pet Products, and Western Economic Diversification, ALMA is supporting a new pilot extruder technology at Agri-Food Discovery Place with total funding of \$589,000. This is the only such single screw extruder in Western Canada and is scalable for commercial application. It will provide exceptional opportunities to add value to the Agriculture sector in Alberta and Canada.

Investing in research to transform industry

Research projects completed in 2013-14 resulted in the training of 435 highly qualified personnel, 498 publications and presentations, 314 industry communications and 13 patents.

ALMA has funded 28 research projects with leading researchers from the following institutions/organizations:

Agriculture and Agri-Food Canada

- Dr. Karen Koenig, Use of a Reducing Agent to Suppress Enteric Methane in Beef Cattle: Proof of Concept.
- Dr. Carolyn Fitzsimmons, Potential impacts of pre-natal nutrition and selection for residual feed intake (RFI) on bull reproductive development and fertility.

Alberta Agriculture and Rural Development

- Dr. Divakar Ambrose, Understanding the role of dietary fatty acids on reproductive and immune function of dairy cows and calves (continuing project).
- Dr. Barry Olson, Development of the Alberta Phosphorus Management Tool to Mitigate Phosphorus Loss from Agricultural Watersheds.
- Dr. Nicole Gaudette, Effect of internal sodium concentration gradients on the flavour and functional characteristics of reduced sodium meat products.

Canadian Food Inspection Agency

- Dr. Stefanie Czub, Experimental Transmission of C-, H-, and L- type BSE to Susceptible Sheep.

Food Processing Development Centre

- Haihong Wang, Effect of high pressure processing on quality, sensory attributes and microbial stability of selected fresh meat products during refrigerated storage.

Prairie Diagnostic Services Inc.

- Marilyn Jonas, Improving the Diagnostic Significance of Testing By Determining the Prevalence of Specific Agents in Common Disease Syndromes and in Healthy Animals.

University of Alberta

- Dr. Rude Zijlstra, Extrusion processing to enhance feed value of canola co-products for pigs and animal co-products for pet food application.
- Dr. Graham Plastow, Identifying Genomic Predictors for Vaccine Response in Swine.
- Dr. Burim Ametaj, Validation of the efficacy of a vaccine against multiple periparturient diseases of transition dairy cows.
- Dr. Martin Zuidhof, Optimizing Lighting for Precision Broiler Breeder Feeding.
- Dr. Mirko Betti, Gelatin: new ideas to obtain added value for an old molecule.
- Dr. Spencer Proctor, Use of pre-clinical swine models (the Landrace and Ossabaw strains) to validate the cardioprotective effects of ruminant trans fats during diabetes.

- Dr. Spencer Proctor, Hypolipidemic effect of dietary trans-11 vaccenic acid supplementation in naïve hyperlipidemic subjects.
- Dr. Cynthia Wu, Pilot preparation and application of formaldehyde-free wood adhesive from Alberta renewable materials.
- Dr. Graham Plastow, Development and utilization of genomic tools to exploit genetic diversity and heterosis in Canadian beef cattle populations.
- Dr. Aman Ullah, Biopolymer nanocomposites from poultry byproducts for packaging applications.
- Dr. Heather Bruce, Genetics of the eating quality of high connective tissue beef.
- Dr. Graham Plastow, Plasma metabolites as bio-markers for residual feed Intake and carcass quality traits in beef cattle.
- Dr. Heather Bruce, Revolutionizing whole meat convenience cooking through a Meat Pack Cooker System.

University of Calgary

- Dr. John Gilleard, Development of molecular diagnostic tools for the detection and management of fenbendazole drug resistance in parasites of Cattle and Bison.
- Dr. Aruna Ambagala, Development of a highly sensitive, rapid, pen-side molecular diagnostic assay for detection of porcine epidemic diarrhea virus.

University of Saskatchewan

- Dr. Heather Wilson, Combining Vaccines with Semen Prior to Artificial Insemination- a new, industry-friendly vaccination route to promote robust mucosal immunity.
- Dr. Susantha Gomis, Incidence, pathogenesis and control measures of Enterococcus infections in chickens embryos and neonatal broiler chickens in Alberta.
- Dr. Gregory Penner, Improving the energy value of high protein feedstuffs.

Three initiatives were supported in partnership with the Alberta Prion Research Institute (APRI):

- Dr. Evelyn Merrill, University of Alberta, / Experimental harvests for CWD control in wild Cervids.
- Dr. Stefanie Czub, University of Calgary / Discrimination of classical and atypical BSE by a distinct PrPSc profile.
- Dr. Stefanie Czub, University of Calgary, Explorations Competition, Oral Challenge of Classical and Atypical BSE to Determine Transmissibility, Age Related Susceptibility and Agent Distribution.

Three projects were supported through the Diversified Livestock Funds of Alberta:

- Horse Industry Association of Alberta, The Development of a Potent Analgesic for Food Producing Horses
- AAFC, Benchmarking Canadian Lamb Carcass and Meat Quality through use of innovative Platform Technologies
- Alberta Prion Research Institute to support research directly related to prion diseases (i.e.: Chronic Wasting Disease (CWD), Bovine spongiform encephalopathy (BSE)) geared toward providing solutions for the economic, environmental and social consequences of these diseases.

Collaborating on the “One Health” strategy.

The ALMA One Health call invited projects that demonstrated a collaborative effort by researchers in multiple disciplines working locally, nationally and globally to advance all aspects of One Health. The main priorities for One Health were to support research that improves animal health, strengthens the foundation of animal health and food safety, supports new technologies that transform diagnostic capabilities, and on-farm food safety regarding emerging and foreign diseases. The following lead researchers were awarded funding:

- Dr. Jeroen De Buck, University of Calgary, Novel diagnostic platform for immediate detection of bovine infectious diseases.
- Dr. Christoph Sensen, University of Calgary, Towards a CNA-based screening platform for chronic animal diseases.
- Dr. Michael Gänzle, University of Alberta, Evaluation of the host range of shiga-toxin prophages for improved risk assessment of enterohaemorrhagic Escherichia coli on beef.
- Sylvia Checkley, University of Calgary, Assessing Water Quality, Microbial Risks and Waterborne Pathogens in Rural Alberta using a One Health Framework.

- Dr. Karen Liljebjelke, University of Calgary, Changes in antimicrobial sensitivity and virulence factors of *Histophilus somni* from feedlot cattle in Alberta 1980-2013.
- Dr. Trevor Alexander, Agriculture and Agri-Food Canada, Using nasal-delivered probiotics to mitigate bovine respiratory pathogens in place of antibiotics.
- Dr. Edouard Timsit, University of Calgary, Alternative to antibiotics: use of gaseous Nitric Oxide for the prevention and treatment of bovine respiratory disease in feedlot cattle.
- Dr. Douglas Inglis, Agriculture & Agri-Food Canada, A Novel Enteric Synbiotic Technology (NEST) for Enhancing Enteric, Environmental, and Economic Health in Alberta .

Encouraging the adoption of new business models, risk management tools and price discovery mechanisms.

Two initiatives are identified as furthering the adoption of new business models and management tools:

- The practical application and development of easy to use Genomic selection tools for breed improvement with the Canadian Beef Breeds Council will increase the adoption of genomic and breeding technologies in the Canadian beef industry.
- The development of a new business model for the Feeders Association of Alberta.

Influencing policies that strengthen the industry's competitive advantage.

Six initiatives were awarded strategic funds:

- Dr. David Bailey, Genome Alberta, ALMA -Genome Alberta Call on Livestock Genomics/Epigenomics for the use of genomics-based tools (metabolomics, proteomics, epigenomics) to understand how the livestock industry can produce animals that are productive in specific environments and production conditions and are demanded by the customer (market/consumer) is critical for the success and growth of the industry.
- Bryan Walton, Alberta Cattle Feeders' Association, Development of an Animal Health Emergency Management Plan for Alberta's Feedlot Sector.
- Karin Schmid, Alberta Beef Producers, Baseline establishment of feedlot cattle respiratory pathogens' antibiotic sensitivity and piloting of a screening management tool for industry implementation.
- Mark Klassen, Canadian Cattlemen's Association, Enhancing traceability solutions for the Alberta cattle industry using mobile device technology.
- Dr. Eugene Janzen, University of Calgary, A comparison of bovine necropsy examinations using conventional versus distance methodologies.
- Dr. Heather Bruce, University of Alberta, Beta-adrenergic agonist and Carbadox residues in beef and pork available at retail in Canada.

Supporting sustainability initiatives and the industry's social license to operate.

The main priorities for the Sustainability Call were on sustainable production, primarily focusing on a reduction of the environmental footprint and maintaining social license to operate. Projects stemming from this call included forage and grasslands work, best management practices, animal welfare and greenhouse gas emission reduction. Eleven projects were supported in fiscal 2013-14, including:

- Jenna Griffin, Alberta Egg Producers Board, Enhancing the environmental and economic health of egg and organic crop production in Alberta through improved nutrient distribution.
- Dr. Karen Beauchemin, Agriculture and Agri-Food Canada, Does reducing enteric methane production using a novel feed additive improve the performance of feedlot cattle?
- Dr. Edward Bork, University of Alberta, Using decomposition rates and microbial activity to understand grazing impacts on nutrient cycling and carbon sequestration in Alberta rangelands.
- Dr. Cameron Carlyle, University of Alberta, Linking pollinator diversity and abundance to rangeland health and forage production in Alberta.
- Dr. Guillermo Hernandez-Ramirez, University of Alberta, Use of Nitrification Inhibitors to reduce Nitrous Oxide Emissions from Crop Fields receiving Liquid Manure Injection in the Fall versus Spring.
- Dr. Guillermo Hernandez-Ramirez, University of Alberta, Soil Quality as a Fundamental Contributor to Ecosystem Health: Developing a Quantitative, Rapid Method for Accurate Diagnosis.
- Dr. Claire Windeyer, University of Calgary, A benchmarking survey of animal care practices in cow-calf operations in western Canada.

- Fawn Jackson, Canadian Cattlemen's Association, Assessment of the Economic, Environmental and Social Sustainability of the Canadian Beef Industry.
- Dr. Erasmus Okine, University of Alberta, Methane emissions from beef cattle bred for low residual feed intake.
- Dr. Cameron Carlyle, University of Alberta, Sensitivity of forage production in Alberta's grassland to changes in rainfall: risk assessment and management options.
- Dr. Trevor Alexander, Agriculture & Agri-Food Canada, Developing a novel feed enzyme delivery method to improve total tract digestion and performance in livestock.

ALMA Expense by Goal (\$)

Program	No. of Projects	ALMA Commitment	Industry Contribution	Other Partner Contribution	Total Value	Leverage
Market Access	9.5	\$348,949	\$663,447	\$245,146	\$1,257,542	3.60
Industry Engagement	31.5	\$954,513	\$3,185,375	\$541,060	\$4,680,947	4.90
Demand Competitiveness & Profitability	35	\$ 2,728,541	\$5,789,973	\$72,298	\$8,590,811	3.15
	130	\$26,282,220	\$95,152,781	\$10,455,383	\$131,890,383	5.02
	206	\$30,314,222	\$104,791,575	\$11,313,887	\$146,419,684	4.83

ALMA Board Committee Reports

Market Access Committee

John Weekes, Chair,
Ted Bilyea, Cherie Copithorne-Barnes, Robert Francis, Jurgen Preugschas

The Market Access Committee (MAC) develops strategies that enhance and expand market access that increases the competitiveness of Alberta's livestock and livestock product exports. Key to success is getting effective access to consumers in our target markets. MAC promotes improved understanding of what consumers consider to be important and how this will impact on the purchases they make. This necessitates consistent navigation of trade requirements and opportunities that positively differentiate Canadian products from our competitors. Activities include building networks and relationships to maximize influence in priority markets, monitoring progress, providing expert advice to both federal and provincial governments, identifying risks and barriers, and advocating and responding to issues of market access.

MAC advocates for trade positions on behalf of our provincial and national partners to improve and help secure market access and achieve a level playing field in international markets. Provincial government representatives are contributing members on MAC. It is also through our provincial and industry partners on such industry-government forums as the Beef Value Chain Round Table, Pork Value Chain Round Table, Beef Cattle Market Access Committee and Canada Pork International that ALMA contributes to national market access strategies. In partnership with organizations like National Cattle Feeders' Association, a stronger voice for a cohesive Canadian brand is advocated to the Beef and Cattle Trade Advisory Group, the federal Market Access Secretariat, and other federal officials responsible for trade negotiations.

The ongoing challenges of the United States Mandatory Country of Origin Labeling (MCOOL) caused by the May 24, 2013 Final Rule are unnecessarily restricting Canadian cattle and hog exports to the United States. This places even greater importance on establishing competitive advantage in offshore markets and pursuit of new opportunities.

The agriculture community across Canada has responded with strong endorsement to the political agreement reached by the EU and Canada in October, 2013. Market opportunities have been estimated at \$1 billion for the pork and beef sectors. The agreement marks an important victory in the Canadian-European Union Comprehensive Economic and Trade Agreement (CETA) negotiations, as Canadian products will be allowed preferential access to a market of 500 million consumers.

The free-trade agreement between South Korea and Canada is also good news for the meat and livestock industry. South Korea's tariffs on Canadian beef and pork will be phased out, giving Canadian producers improved access to a promising market. The United States and Europe have existing agreements with South Korea that currently put Canada at a competitive disadvantage. As tariffs are phased out under the new deal this discrimination will eventually disappear. However, this will take some time because the phase out period is long although it is comparable to that in the Korean agreements with the US and the EU.

ALMA strongly supports Canada's efforts to negotiate the Canada-Japan Economic Partnership Agreement (EPA). Japan is a key market, and a bilateral trade agreement holds significant potential for increasing the profitability of Canada's agriculture industry. With Japan actively negotiating multiple bilateral and regional trade agreements, it is critical that Canada continue to focus on these strategic negotiations to ensure that the conditions of market access to Japan for Canadian producers will be at least as favourable as those of our competitors in other countries.

China's rapid economic growth and vast population have created an emerging and dynamically evolving consumer market that demands higher quality foods including meats. We need to address various

regulatory requirements in China that create uncertainty for Canadian suppliers including for chilled product and tallow.

Programs and Services Committee

Cherie Copithorne-Barnes, Chair,
Ted Bilyea, John F. T. Scott, Ron Jackson, Anne Wasko

The Program and Services Committee has an oversight responsibility to determine those projects for which the Agency will enter into financial arrangements. The programs facilitate marketing, research and enhanced production to achieve a competitive, sustainable and profitable future for that industry. In order to maximize the use of the funding available, the Programs and Services Committee look at all possible ways to leverage the funding through industry participation. The Programs and Services Committee's mandate is to recommend appropriate processes for seeking and evaluating applications and monitoring and evaluating approved projects. Assisting and reporting to the Programs and Services Committee are a series of Review Subcommittees: groups of competent experts with the responsibility to provide input and insights into application analysis and recommendations. The Board is ultimately responsible for financial approvals of all programs and projects.

ALMA administers the following programs:

- The Research and Development program targets healthy animals and healthy food, production efficiency, competitiveness and building consumer demand. Collaborations include targeted calls to leverage our funds in key areas as 'One Health'; 'Sustainability'; and 'Specified Risk Materials, Bovine Spongiform Encephalopathy and Chronic Wasting Disease' with the Alberta Prion Research Institute (APRI).
- Strategic Initiatives addresses policy analysis and market access issues.
- Commercialization programs including the Agri-Processing Product and Market Development and the Agri-Processing Automation and Efficiency Programs (in partnership with *Growing Forward 2*, a federal-provincial-territorial initiative) encourage the adoption of best practices and new technologies, and stimulate new investment in value-added food and agri-product processing sectors.
- The Industry and Market Development program supports industry growth through leadership development, domestic and international market development, initiatives that enhance competitiveness and profitability, and consumer education.
- Livestock Development Funds include the grant agreements from two sponsored programs which ALMA has assumed the administrative responsibility: the Diversified Livestock Fund of Alberta Ltd. (DLFOA) and the Alberta Livestock Industry Development Funds (ALIDF). These funds target industry recovery from the BSE crisis and encourage growth and development of the industry.

Despite a budget reduction of nearly 20% and cutbacks on staffing, ALMA managed to achieve strong performance on grant administration. This fiscal year saw delivery of 206 projects with a commitment of over \$30.3 million, and an overall total project value of \$146.4 million. Since ALMA's incorporation, ALMA has committed approximately \$167 million with a total potentially leveraged value of over \$623 million to the industry. One gauge of whether industry and other funding partners see value in these initiatives is their willingness to contributing dollars to their success, especially relative to commercialization initiatives. The average leveraging on ALMA programs has been 4.83, driven by the strong industry leverage on Agri-Processing Automation and Efficiency (9.94).

Our programs offer assistance over the continuum from knowledge transfer to adoption by industry of new technologies. We would like to thank our Technical Committee members for their dedication and expertise and commitment to advancing our industry. I would also like to recognize the expertise of Jake Kotowich and Dr. Susan Novak and the seamless transition into their new roles as leads for Programs and Services.

Summary of 2013-14 ALMA Commitments

Program	No. of Projects	ALMA Commitment	Industry Contribution	Other Partner Contribution	Total Value	Leverage
Research and Development	47	\$9,531,444	\$9,132,906	\$8,916,570	\$27,580,920	2.89
Strategic Initiatives	7	\$6,052,638	\$698,025	\$310,248	\$7,060,911	1.17
Diversified Livestock Funds of Alberta /Alberta Livestock Industry Development Funds	3	\$829,033	\$380,412	\$911,801	\$2,121,246	2.56
Industry and Market Development	71	\$3,665,230	\$9,504,064	\$1,174,970	\$14,344,263	3.91
Agri-Processing Automation and Efficiency	59	\$9,375,112	\$83,800,027	\$0	\$93,175,139	9.94
Agri-Processing Product and Market Development	19	\$860,767	\$1,276,141	\$297	\$2,137,205	2.48
	206	\$30,314,224	\$104,791,575	\$11,313,885	\$146,419,684	4.83

Governance and Human Resources

Kim McConnell, Chair

John F.T. Scott, Anne Wasko, John Weekes

The Governance and Human Resource Committee provides guidance to the Board in its oversight responsibilities on matters relating to the leadership and governance of ALMA. ALMA's Board and management strive to be a model of good governance by acting in the best interests of the agency and industry.

Each year, the Committee reviews the roles and responsibilities of the Board, its committees, chairs, and administrative support and recommends adjustments. It also leads a comprehensive performance review of the ALMA CEO and Board Chair as well as provides insight and oversight on human resource issues related to the Agency. In this accountability role, the Committee's oversight has ensured smooth transition of its two top staff positions. Dr. Susan Novak, Executive Director of Strategic Initiatives, and Jake Kotowich, Executive Director of Industry Investments, entered into their new roles, bringing with them new insights and vitality.

The Committee oversees the management of and negotiation of collective bargaining agreements with the union. Negotiations on a new agreement has dominated this fiscal year's activities but prospects for resolution are good and are continuing in the next fiscal.

In accordance with its succession plan, competencies were identified and in July two new members joined the Board: John F.T. Scott, former President and CEO of the Canadian Federation of Independent Grocers, and Robert Francis, M.Sc., founder and President of Agriteam Canada Consulting Ltd. Both members bring extensive experience to ALMA.

The Board recruitment process was initiated again this spring. An open competition and review process has resulted in the recommendation of potential candidates to fill two positions. The Minister's selection of candidates for appointment is pending.

Advisory Committee structure was reviewed in recognition that process must be designed for the most effective input, feedback and value to advance ALMA and industry. Recommendations have seen the amalgamation of five committees into three: Beef Value Chain; Pork Value Chain; and, Livestock Species / Value Added. This new structure should generate additional synergistic dialogue through the food system chain.

An employee staff satisfaction survey was conducted again this year. The Governance & HR Committee, and the Board of Directors, reviewed the results in detail to ensure performance, communications and skill sets are aligned with the focus of the new ALMA Strategic Plan.

The government-wide process of Results Based Budgeting is still underway. ALMA was part of the first year review for Economic Development Line of Business and also participated in a subsequent review of economic development grants by MNP. ALMA's reviews were both favourable, and MNP indicated "Overall, ALMA presented many good practices, particularly in relation to openness and transparency. Its organization features: strong industry role; strong accountability; clarity of mandate; relatively specific industry/sector focus; and relatively clear mandate and priorities."²

ALMA remains committed to ensuring the highest level of ethics in our organization. As such ALMA supports public interest disclosures (PID) or Whistleblower Protection. With the new PID Act in effect as of June 1, 2013, ALMA redrafted its policy and procedures to address how PIDs can be made and how they will be addressed by ALMA.

ALMA continues to implement an Enterprise Risk Management (ERM) process to identify, rank and address risks that may be perceived to have an impact on the implementation of the ALMA business plan. Mitigation strategies are developed by management and reviewed by the Audit, Finance and Risk Committee. New risks or changes in risk level are identified through Board discussions, environmental scanning and networks. Management and Board members find the ERM process of value – permits good dialogue relative to management perspectives of risks, improves controls and ensures communication and common understandings of issues and strategies. The process provides continuous improvement of processes.

ALMA and the Governance & HR Committee place high priority on effective governance and this commitment to governance excellence will continue to be a high priority in fiscal 2014/15.

Communications Committee

Jeff Kroll, Chair,
Ted Bilyea, Robert Francis, Kim McConnell

The Communications Committee was established to address strategic aspects of industry engagement. ALMA's communications activities provide resources, guidance, and leadership to advance industry development.

ALMA successfully hosted several events in fiscal 2013-14, including its annual FutureFare. FutureFare 2013 showcased initiatives with its partners in the spotlight, presenting their research and projects to an eager audience. Keynote speakers included Mr. Deane Collinson, Calgary Co-operative Association CEO, and Mr. Frank O'Dea, Second Cup. The theme for the forum was 'safe.sustainable.successful'. A

² **Economic Development Line of Business: Grant System Review**, December 15, 2013. Prepared by MNP LLP.

special speaker event, July 17, 2013, featured Mr. Allan Savory. Mr. Savory engaged industry in a dialogue around new integrated approaches to livestock grazing, climate and Alberta's ecosystem.

ALMA and industry monitored the progress generated by the Straw Man Beef Strategy work. A team of independent leaders, John Kolk, David Andrews and Kim McConnell, facilitated a series of sessions to further the development of plans to address beef industry goals, outcomes and performance measures, information sharing, funding and an enhanced Canadian beef branding strategy. The Straw Man work was successful in bringing together senior-level executives to dialogue toward building a stronger, more viable, more competitive and more profitable beef industry.

ALMA produces a monthly newsletter, 'Action ALMA'. Subscription base is over 1200. The issue highlights stories of ALMA partnered initiatives and includes the 'Director's Corner' which introduces the audience to ALMA board members and provides an opportunity to share their perspectives. Communications activities contribute to the achievement of ALMA's Goal Two: Enhanced Industry Engagement and our electronic communications provide the tools to help achieve this goal.

ALMA strives to improve its audience reach and assess the effectiveness of its messaging and awareness campaigns. Through monitoring of press clips, web statistics and presence on social media tools, ALMA hopes to gain a better understanding of interest to our stakeholders. We draw from a toolkit including YouTube, electronic newsletter, social media platforms and the ALMA website.

Audit, Finance and Risk Committee

Ron Jackson, Chair

Cherie Copithorne-Barnes, Jurgen Preugschas

The Audit Committee assists the Board with its oversight responsibilities related to fiscal management, financial reporting, annual budgets/quarterly forecasts, quarterly/annual financial statements as well as internal/external audit plans, reports and internal controls. The committee is also responsible for enterprise risk management relating to the above areas including compliance with applicable laws and regulations.

The result of the committee's work culminated in this annual report with the publication of audited financial statements. During the 2013-14 fiscal year, the Committee continued to focus on ensuring the appropriate processes and procedures adhered to legislated requirements and demonstrated effective internal controls.

Financial Statements

Alberta Livestock and Meat Agency Ltd.

Financial Statements

Year Ended March 31, 2014

ALBERTA LIVESTOCK AND MEAT AGENCY LTD.

FINANCIAL STATEMENTS

MARCH 31, 2014

Independent Auditor's Report

Statement of Operations

Statement of Financial Position

Statement of Cash Flows

Notes to the Financial Statements

Schedule of Expenses – Detailed by Object

Schedule of Salary and Benefits

Schedule of Related Party Transactions

Schedule of Budget



Independent Auditor's Report

To the Board of Directors of the Alberta Livestock and Meat Agency Ltd.

Report on the Financial Statements

I have audited the accompanying financial statements of the Alberta Livestock and Meat Agency Ltd., which comprise the statement of financial position as at March 31, 2014, and the statements of operations and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Alberta Livestock and Meat Agency Ltd., as at March 31, 2014, and the results of its operations, its remeasurement gains and losses, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

[Original signed by Merwan N. Saher, FCA]

Auditor General

May 29, 2014

Edmonton, Alberta

ALBERTA LIVESTOCK AND MEAT AGENCY LTD.

STATEMENT OF OPERATIONS

YEAR ENDED MARCH 31, 2014
(in thousands)

	2014		2013
	Budget (Schedule 4)	Actual	(Restated)
Revenues			
Government Transfers			
Government of Alberta Grants	\$ 28,923	\$ 27,689	\$ 35,099
Investment Income	250	62	81
Other Revenue	1,399	1,413	2,348
	30,572	29,164	37,528
Expenses			
Industry Investment	12,501	10,847	14,862
Strategic Initiatives	12,014	13,763	16,860
Corporate Services	4,558	3,524	3,451
Livestock Development	1,279	1,244	2,137
	30,352	29,378	37,310
Annual operating (deficit) surplus	\$ 220	\$ (214)	\$ 218

The accompanying notes and schedules are part of these financial statements.

Approved by the Board of Directors:

Dr. David Chalack, Chair of the Board

Ron Jackson, Chair, Audit, Finance and Risk Committee

ALBERTA LIVESTOCK AND MEAT AGENCY LTD.

STATEMENT OF FINANCIAL POSITION

AS AT MARCH 31, 2014
(in thousands)

	2014	2013 (Restated)
Assets		
Cash and Cash Equivalents (Note 4)	\$ 8,103	\$ 4,735
Due from Government of Alberta	6,690	8,812
Accounts Receivable	94	37
Tangible Capital Assets (Note 5)	1,362	1,579
	\$ 16,249	\$ 15,163
Liabilities		
Accounts Payable and Accrued Liabilities	\$ 471	\$ 1,641
Grants Payable	9,088	5,417
Unearned Revenue (Note 6)	2,639	3,840
	12,198	10,898
Net Assets		
Net Assets at Beginning of Year	4,265	4,047
Accumulated Operating (Deficit) Surplus	(214)	218
Net Assets at End of Year	4,051	4,265
	\$ 16,249	\$ 15,163

Contractual Obligations (Note 7)

The accompanying notes and schedules are part of these financial statements.

ALBERTA LIVESTOCK AND MEAT AGENCY LTD.

STATEMENT OF CASH FLOWS

YEAR ENDED MARCH 31, 2014
(in thousands)

	2014	2013 (Restated)
Operating Transactions		
Annual Operating (Deficit) Surplus	\$ (214)	\$ 218
Non-cash Items:		
Amortization of Tangible Capital Assets	362	278
Loss on Disposal of Tangible Capital Assets	-	6
Unearned Revenue recognized as revenue	(1,244)	(2,137)
	(1,096)	(1,635)
Decrease (Increase) in Accounts Receivable and Due from Government of Alberta	2,065	(1,466)
Decrease in Accounts Payable and Accrued Liabilities	(1,170)	(1,384)
Increase (Decrease) in Grants Payable	3,671	(4,450)
Unearned Revenue received/receivable	43	129
Cash Provided by (Applied to) Operating Transactions	3,513	(8,806)
Capital Transactions		
Acquisition of Tangible Capital Assets	(148)	(521)
Transfer of Tangible Capital Assets to		
Department of Agriculture and Rural Development	3	19
Cash Applied to Capital Transactions	(145)	(502)
Increase (Decrease) in Cash and Cash Equivalents	3,368	(9,308)
Cash and Cash Equivalents at Beginning of Year	4,735	14,043
Cash and Cash Equivalents at End of Year	\$ 8,103	\$ 4,735

The accompanying notes and schedules are part of these financial statements.

Notes to the Financial Statements for the Year Ended March 31, 2014

Note 1 Authority and Purpose

The Alberta Livestock and Meat Agency Ltd. is a Provincial Agency incorporated on January 29, 2009 under the *Alberta Business Corporations Act* (Alberta), and operates under the authority of the *Financial Administration Act*.

The Alberta Livestock and Meat Agency Ltd. (the Agency) was established to revitalize Alberta's livestock and meat industry and to act as a catalyst to help enhance industry competitiveness and profitability.

The Agency is a subsidiary of the Ministry of Agriculture and Rural Development of the Province of Alberta. The Ministry of Agriculture and Rural Development and its wholly owned subsidiaries are exempt from the payment of income tax under the *Income Tax Act*.

Note 2 Summary of Significant Accounting Policies and Reporting Practices

These financial statements are prepared in accordance with Canadian Public Sector Accounting Standards.

Basis of Financial Reporting

Revenues – All revenues are reported on the accrual basis of accounting.

Government Transfers – Transfers from the Government of Alberta are referred to as government transfers.

Government transfers and the associated externally restricted income are recorded as deferred revenue if the terms for use of the transfer, or the terms along with the Agencies actions and communications as to the use of the transfer, create a liability. These transfers are recognized as revenue as the terms are met and, when applicable, the Agency complies with its communicated use of the transfer.

All other government transfers, without terms for the use of the transfer, are recorded as revenue when the Agency is eligible to receive the funds.

Expenses

Expenses are reported on an accrual basis. The cost of all goods consumed and services received during the year are expensed.

Grants are recognized as expenses when authorized, eligibility criteria if any are met by the recipient, and a reasonable estimate of the amounts can be made.

Valuation of Financial Assets and Liabilities

The Agency has no assets or liabilities measured in the fair value category and has not engaged in Foreign Currency transactions. The Agency has no remeasurement gains or losses and consequently has not presented a Statement of Remeasurement Gains and Losses.

Cash – Cash consists of deposits in the Consolidated Cash Investment Trust Fund, which is managed by Alberta Treasury Board and Finance to provide competitive interest income while maintaining maximum security and liquidity of depositors' capital.

Assets – Financial assets are assets that could be used to discharge existing liabilities or finance future operations and are not for consumption in the normal course of operations. Financial assets are limited to financial claims, such as advances to and receivables from other organizations.

Tangible capital assets are recorded at cost, which includes amounts that are directly related to the acquisition, design, construction, development, improvement or betterment of the assets, and amortized on a straight-line basis over the estimate useful lives of the assets.

Work in progress, which includes development of information systems, is not amortized until after a project is complete and the asset is put into service.

The threshold for capitalizing new systems development is \$250,000 and the threshold for major systems enhancements is \$100,000. The threshold for all other tangible capital assets is \$5,000.

Note 2 Summary of Significant Accounting Policies and Reporting Practices (continued)

Liabilities - Liabilities are recorded to the extent that they represent present obligations as a result of events and transactions occurring prior to the end of the fiscal year. The settlement of liabilities will result in sacrifice of economic benefits in the future.

Grants payable are recognized when eligibility criteria are met by the recipient and a reasonable estimate of the amounts can be made.

Restricted fund obligations are recorded as unearned revenue until the period when the related expenses are incurred, then they are recognized as revenue.

Net Assets - Net assets/net liabilities represent the difference between the carrying value of assets held by the Agency and its liabilities.

Canadian public sector accounting standards require a "net debt" presentation for the statement of financial position in the summary financial statements of governments. Net debt presentation reports the difference between financial assets and liabilities as "net debt" or "net financial assets" as an indicator of the future revenues required to pay for past transactions and events. The Agency operates within the government reporting entity, and does not finance all its expenditures by independently raising revenues. Accordingly, these financial statements do not report a net debt indicator.

Note 3 Restatement of Prior Year Figures

(in thousands)

The change in the Net Operating Results reflects the recognition of the Net Book Value of an asset previously recorded as a tangible capital asset in error.

Net Operating Results, as previously reported at March 31, 2013	\$	242
Less: Operating Expense erroneously recorded as Capital Expense		(24)
Net Operating Results, as restated March 31, 2013	\$	<u>218</u>

The impact on Net Assets at the End of the Year is reflected as follows:

Net Assets at End of Year, as previously reported at March 31, 2013	\$	4,289
Less: Operating Expense erroneously recorded as Capital Expense		(24)
Net Assets at End of Year, as restated March 31, 2013	\$	<u>4,265</u>

Note 4 Cash and Cash Equivalents

(in thousands)

Cash and cash equivalents consists of:

	2014	2013
Cash	\$ 5,464	\$ 895
Restricted Cash ⁽¹⁾	<u>2,639</u>	<u>3,840</u>
	\$ <u>8,103</u>	\$ <u>4,735</u>

⁽¹⁾ Restricted cash consists of unearned revenue. Further details are provided in Note 6.

Note 5 Tangible Capital Assets
(in thousands)

Estimated Useful Life	2014			Total	2013
	Equipment 10 years	Computer Hardware and Software 3 -5 years	Leasehold Improvements 5 years		Total (Restated)
Historical Cost ^(a)					
Beginning of Year	\$ 888	\$ 1,303	\$ 133	\$ 2,324	\$ 1,857
Additions	13	135	-	148	521
Transfers Out ^(b)	-	(11)	-	(11)	(45)
Disposals	-	-	-	-	(9)
	<u>\$ 901</u>	<u>\$ 1,427</u>	<u>\$ 133</u>	<u>\$ 2,461</u>	<u>\$ 2,324</u>
Accumulated Amortization					
Beginning of Year	\$ 331	\$ 314	\$ 100	\$ 745	\$ 496
Amortization Expense	89	246	27	362	278
Transfers Out ^(b)	-	(8)	-	(8)	(26)
Effect of Disposals	-	-	-	-	(3)
	<u>\$ 420</u>	<u>\$ 552</u>	<u>\$ 127</u>	<u>\$ 1,099</u>	<u>\$ 745</u>
Net Book Value at March 31, 2014	<u>\$ 481</u>	<u>\$ 875</u>	<u>\$ 6</u>	<u>\$ 1,362</u>	<u>\$ 1,579</u>
Net Book Value at March 31, 2013	<u>\$ 557</u>	<u>\$ 989</u>	<u>\$ 33</u>	<u>\$ 1,579</u>	

^(a) Historical cost includes work-in-progress at March 31, 2014 totaling \$176 comprised of computer software (2013 - \$216).

^(b) Includes transfer of computer hardware to Department of Agriculture and Rural Development, comprised of historical cost of \$11 (2013 - \$45) and accumulated amortization of \$8 (2013 - \$26).

Note 6 Unearned Revenue
(in thousands)

As at March 31, 2009 the Agency assumed responsibility for the majority of assets and liabilities under the terms of two separate Assignment, Novation and Transfer Agreements with the Alberta Livestock Industry Development Fund (ALIDF) and the Diversified Livestock Fund of Alberta (DLFOA). The transfer includes restricted fund obligations assumed by the Agency which are recorded as Unearned Revenue. Details for each fund and the status of these obligations are as follows:

	2014	2013
Unearned Revenue	\$ 2,639	\$ 3,840
	<u>\$ 2,639</u>	<u>\$ 3,840</u>

Note 6 Unearned Revenue (continued)

(in thousands)

	2014			2013	
	ALIDF Fund 2 - 2004 Post BSE Commercialization and Development (Restated)	ALIDF Fund 7 - 2008 Enhanced Livestock and Meat Sector Initiative (Restated)	DLFOA Fund 5 - 2008 Diversified Livestock Research and Development	Total	Total
Balance, beginning of year ⁽¹⁾	\$ 462	\$ 847	\$ 2,531	\$ 3,840	\$ 5,848
Received during the year	-	-	-	-	48
Restricted Realized Investment Income	2	13	28	43	81
Less amounts recognized as revenue	(274)	(161)	(809)	(1,244)	(2,137)
Balance, end of year	<u>\$ 190</u>	<u>\$ 699</u>	<u>\$ 1,750</u>	<u>\$ 2,639</u>	<u>\$ 3,840</u>

⁽¹⁾ Restated to correct prior year balance in respective Funds 2 and 7 in the amount of \$181.

Note 7 Contractual Obligations

(in thousands)

Contractual obligations are obligations of the Agency to others that will become liabilities in the future when the terms of those contracts or agreements are met.

	2014	2013
Obligations:		
Operating Leases	\$ 3,006	\$ 884
Contracts	132	158
Programs	13,749	7,241
	<u>\$ 16,887</u>	<u>\$ 8,283</u>

Program obligations consist of obligations to disburse funds in accordance with the terms specified in the grant agreements with various applicants as approved by the respective Boards of the ALIDF (\$285) and the DLFOA (\$94). In addition, the Agency has obligations resulting from new grant agreements (\$13,370).

Estimated payment requirements for each of the next five years and thereafter are as follows:

	Operating Leases	Contracts	Programs	Total
2014-15	\$ 533	\$ 132	\$ 9,353	\$ 10,018
2015-16	594	-	3,531	4,125
2016-17	594	-	643	1,237
2017-18	594	-	222	816
2018-19	592	-	-	592
Thereafter	99	-	-	99
	<u>\$ 3,006</u>	<u>\$ 132</u>	<u>\$ 13,749</u>	<u>\$ 16,887</u>

Note 8 Benefit Plans

(in thousands)

The Agency participates in the multi-employer pension plans: Management Employees' Pension Plan, Public Service Pension Plan and Supplementary Retirement Plan for Public Service Managers. The Agency accounts for these multi-employer pension plans on a defined contribution basis. The Agency is not responsible for future funding of the plan deficit other than through contribution increases.

The expense for these pension plans is equivalent to the annual contributions of \$358 for the year ended March 31, 2014 (2013 – \$382).

The Agency does not have sufficient plan information on the MEPP/PSPP/MRCA to follow the standards for defined benefit accounting, and therefore follows the standards for defined contribution accounting. Accordingly, pensions expense recorded for the MEPP/PSPP/MRCA is comprised of employer contributions to the plan that are required for its employees during the year, which are calculated based on actuarially pre-determined amounts that are expected to provide the plan's future benefits.

At December 31, 2013, the Management Employees Pension Plan reported a surplus of \$50,457 (2012 – deficiency \$303,423), the Public Service Pension Plan reported a deficiency of \$1,254,678 (2012 – deficiency \$1,645,141), and the Supplementary Retirement Plan for Public Service Managers had a deficiency of \$12,384 (2012 – deficiency \$51,870).

Note 9 Comparative Figures

Certain 2013 figures have been reclassified to conform to the 2014 presentation.

Note 10 Approval of Financial Statements

The financial statements were approved by the Board of the Agency.

ALBERTA LIVESTOCK AND MEAT AGENCY LTD.SCHEDULE TO FINANCIAL STATEMENTSEXPENSES - DIRECTLY INCURRED DETAILED BY OBJECT

YEAR ENDED MARCH 31, 2014
(in thousands)

	2014		2013
	Budget	Actual	Actual (Restated)
Salaries, Wages and Employee Benefits	\$ 3,597	\$ 3,040	\$ 3,277
Supplies and Services	5,184	2,530	2,843
Grants	21,421	23,446	30,906
Amortization of Tangible Capital Assets	150	362	278
Loss on Disposal of Tangible Capital Assets	-	-	6
	<u>\$ 30,352</u>	<u>\$ 29,378</u>	<u>\$ 37,310</u>

ALBERTA LIVESTOCK AND MEAT AGENCY LTD.
SCHEDULE OF SALARY AND BENEFITS DISCLOSURE

YEAR ENDED MARCH 31, 2014
(in thousands)

	2014			2013	
	Base Salary ⁽¹⁾	Other Cash Benefits ⁽²⁾	Other Non-Cash Benefits ⁽³⁾	Total	Total
Chairman of Board ⁽⁴⁾	\$ 142	\$ -	\$ -	\$ 142	\$ 172
Board Members ⁽⁴⁾	\$ 339	-	-	\$ 339	\$ 344
President and					
Chief Executive Officer	\$ 193	\$ 8	\$ 41	\$ 242	\$ 239

Prepared in accordance with Treasury Board Directive 12/98 as amended.

⁽¹⁾ Base salary includes fees for Chair and Board members and regular pay for employees.

⁽²⁾ Other cash benefits include an automobile allowance and health spending account payments. There were no bonuses paid in 2014.

⁽³⁾ Other non-cash benefits include employer's share of all employee benefits and contributions or payments made on behalf of employees including pension, supplementary retirement plans, health care, dental coverage, group life insurance, short and long term disability plans.

⁽⁴⁾ The Board consists of a maximum of 12 members including the Chairman, whose salary is disclosed separately. As of March 31, 2014, there was 1 position vacant. During the year, the equivalent of 10 positions were occupied.

ALBERTA LIVESTOCK AND MEAT AGENCY LTD.
SCHEDULE OF RELATED PARTY TRANSACTIONS
YEAR ENDED MARCH 31, 2014
(in thousands)

Related parties are those entities consolidated or accounted for on the modified equity basis in the Government of Alberta's financial statements.

The Agency had the following transactions with related parties recorded in the Statement of Operations and the Statement of Financial Position at the amount of consideration agreed upon between the related parties:

	Entities in the Ministry		Other Entities ⁽¹⁾	
	2014	2013	2014	2013
Revenues:				
Grants	\$ 27,689	\$ 35,099	\$ -	\$ -
	<u>\$ 27,689</u>	<u>\$ 35,099</u>	<u>\$ -</u>	<u>\$ -</u>
Expenses - Directly Incurred:				
Grants	\$ 415	\$ 602	\$ 8,512	\$ 10,207
Other services	-	-	19	21
	<u>\$ 415</u>	<u>\$ 602</u>	<u>\$ 8,531</u>	<u>\$ 10,228</u>
Tangible Capital Assets Transferred to				
Department of Agriculture and Rural Development	\$ 3	\$ 19	\$ -	\$ -
	<u>\$ 3</u>	<u>\$ 19</u>	<u>\$ -</u>	<u>\$ -</u>
Payable to				
Agriculture Financial Services Corporation	\$ 4	\$ -	\$ -	\$ -
Department of Agriculture and Rural Development	640	749	-	-
Ministry of Treasury Board and Finance	-	-	-	1,033
Ministry of Innovation and Advanced Education	-	-	3,126	732
	<u>\$ 644</u>	<u>\$ 749</u>	<u>\$ 3,126</u>	<u>\$ 1,765</u>
Receivable from				
Department of Agriculture and Rural Development	\$ 6,690	\$ 8,788	\$ -	\$ -
Ministry of Innovation and Advanced Education	-	-	1	24
	<u>\$ 6,690</u>	<u>\$ 8,788</u>	<u>\$ 1</u>	<u>\$ 24</u>

⁽¹⁾ Other entities include schools, universities, colleges and health authorities.

ALBERTA LIVESTOCK AND MEAT AGENCY LTD.SCHEDULE TO FINANCIAL STATEMENTSBUDGETYEAR ENDED MARCH 31, 2014

	Original Budget	Adjustment to Conform to Accounting Policy (in thousands)	Budget
Revenues			
Government Transfers			
Government of Alberta Grants	\$ 28,923	\$ -	\$ 28,923
Investment Income	250	-	250
Other Revenue	1,399	-	1,399
	30,572	-	30,572
Expenses			
Industry Investment	\$ 11,501	\$ 1,000	\$ 12,501
Strategic Initiatives	12,014	-	\$ 12,014
Corporate Services	4,558	-	\$ 4,558
Livestock Development	1,279	-	\$ 1,279
	\$ 29,352	\$ 1,000	\$ 30,352
Annual operating (deficit) surplus	\$ 1,220	\$ (1,000)	\$ 220
Capital Spending	\$ 1,000	\$ (1,000)	\$ -

ALMA

Alberta Livestock
and Meat Agency Ltd.

A Provincial Government Agency

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