

Managing Today for Growth Tomorrow -

An Industry Strategy for Cattle Production in British Columbia



1. Context:

1.1 History

On May 27th 2005, the Honorable Gordon Campbell, Premier of British Columbia delivered a speech before an auditorium of cattle producers at the BC Cattlemen's Association (BCCA) Annual General Meeting in Osoyoos, BC. At this meeting, Premier Campbell pledged his commitment to working toward a thriving and profitable cattle industry in BC. He suggested that the cattle industry draft an *Industry Strategy* to outline the major issues facing the industry and to propose possible solutions. What follows in this document delivers on the Premier's request and is the result of two years of extensive industry and government consultation. The purpose of this document is to provide guidance to both government and industry and to set forth a work plan that builds a strong, profitable and sustainable cattle industry in BC. The strategy focuses on strengthening the overall economic performance of the sector and assists in the implementation of the BCCA's strategic plan.

The BCCA, the Ministry of Agriculture and Lands (MAL) as well as the Ministry of Forest and Range (MoFR) collaborated on the preparation of a *Beef Cattle Industry Strategy*. It was determined that a jointly mandated (industry/ government) and jointly managed *Beef Cattle Industry Strategy* was necessary to define economic challenges to the viability of the industry, to determine issues pertaining to the stewardship of the land, and to determine government and industry roles in reaching solutions.

In order to properly highlight and grasp some of the most important industry concerns, the BCCA hired consultants to

generate and conduct a high level survey of the industry. Upon completion of the survey, the consultants produced a report that outlined the strengths and challenges facing the industry. In March 2007, Informa Economics Inc., C2C Consulting Ltd., and the George Morris Centre delivered, "Developing a Strategy for the BC Cattle and Beef Industry – Final Report" to the BCCA, BC Breeders and Feeders Association, BC Association of Cattle Feeders, MAL and the MoFR. This report was accepted by the project steering committee as the consultant's final product.

There is considerable value in the product provided by the consultants and their strategic analysis of the BC cattle industry. However, the final report does not provide a plan to move forward on the recommendations. Utilizing the information generated by the consultants, the BCCA has proceeded to draft a *BC Beef Industry Strategy* that highlights the principles, objectives and action items that reflect the key issues. The following document outlines BCCA's key principles, desired outcomes and related action items this document is intended to be used as a tool by government and industry to both provide direction and track the progress being made on these critical issues.

2. Forward

2.1 Making a Case for Agriculture

Agriculture is vital to the province's economy and ranching is an integral part of agriculture in BC. Contributing millions of dollars to the BC economy each year, the cattle industry not only supports a healthy, diverse economy, but employs thousands of people directly and supports many other communities through related business opportunities.

Not only does the province benefit directly from the ranching sector and farm commodity sales; all British Columbians accrue both direct and indirect values from the beef business. The cattle industry is a strong part of our cultural heritage, it creates food security for BC residents, supports many tourist values, as well as countless ecological values such as the preservation of undeveloped land and green corridors, habitat values and water quality.

British Columbia has all the necessary physical features to support a thriving cattle industry. BC's fair climate, endowment with land and water resources, *Forage Advantage*, and unique geographic features create an ideal environment to breed and raise cattle. When considering all the values society accrues from a thriving cattle industry, it makes sense to support the cattle business. Because it is in the interest of all British Columbians to foster a thriving cattle industry, industry and government must work together to develop and implement programs, policies and strategies that support a sustainable cattle industry and a sustainable British Columbia.

2.2 Achieving a Healthy Cattle Industry – *Managing Today, for Growth Tomorrow*

The cattle industry has faced some serious challenges in recent years and is ready to make some positive changes. Given the current state of the industry, building a strong and viable cattle industry is going to require a split focus; one that simultaneously addresses the current economic state of the industry and positions the industry for future growth. This is to say that the cattle industry must effectively ***Manage Today for Growth Tomorrow***.

For the cattle industry to be successful, it requires the proper functioning of several components. This is to say that there are several "Pillars" that need to be in place in order to support a healthy industry. These pillars are;

- Quality Production
- Marketing – Development and Access
- Research and Development
- Resources – Access and Management
- Environmental Stewardship
- Programs
- Business Management and Education
- Government and Public Support

While these pillars operate together, each one needs to be developed individually. In British Columbia, we have achieved great success in building strength in many of our pillars, and now must focus on opportunities that ensure a strong foundation in all areas. This strategy will help the cattle industry build on these opportunities

2.3 Understanding this Strategy Document

The BCCA Industry Strategy has been divided into 2 parts. Part I provides an enabling, overarching framework that sets out the principles and objectives that support the success of the individual industry pillars. Part II details the specific action items that help us reach our objectives.

Whereas, Part I will remain consistent, outlining the ingredients we need to foster a healthy cattle industry in the province, Part II explains how to get to where we need to be and is designed to act as a fluid “road map” that accommodates the addition of additional action items. Part II also outlines areas of responsibility for partners.

Part I – Framework

Framework Summarizing the Industry Strategy for the Beef Cattle Industry in British Columbia

Industry Vision

A strong, healthy industry that is recognized for its ecological and economic contributions to the province on British Columbia and that is positioned to utilize the *BC Forage Advantage* for future industry growth.

Industry Focus	Managing Today
	Growing Tomorrow

Fundamental Pillars of a Successful Cattle Industry

<p style="text-align: center;">Quality Production</p> <p>BC is an integral part of the Canadian cattle industry and Canadian beef products have earned international quality, health and safety recognition</p>	<p style="text-align: center;">Marketing - Development and Access</p> <p>Innovative Business Risk Management, Access to Markets and the Development of new Markets ensures sustainable profitability for cattle production in BC</p>	<p style="text-align: center;">Research and Development</p> <p>An emphasis on Research and Development maintains BC Cattle Producers as leaders in animal health and safety, range and resource management and environmental stewardship</p>	<p style="text-align: center;">Resources - Access and Management</p> <p>Access to high quality resources ensures the health and productivity of the cattle industry</p>
<p style="text-align: center;">Environmental Stewardship</p> <p>An ethic of Environmental stewardship means that industry actions today preserve industry for tomorrow</p>	<p style="text-align: center;">Programs</p> <p>Developing and delivering effective programming provides long-term security for industry and minimizes the need for Ad Hoc programming</p>	<p style="text-align: center;">Business Management and Education</p> <p>Effective Business Management and training help maintain the viability of the industry and the security of our food production capacity in changing economic times</p>	<p style="text-align: center;">Government and Public Support</p> <p>All British Columbians benefit from the BC Beef industry and beef producers need strong public and government support so they can continue to provide these benefits</p>

* Please see appendix A for more information on Industry Pillars

5 Industry Principles and Objectives to Support Focus and Vision

<p>Principle 1</p>	<p>A healthy and sustainable Cattle Industry requires government support, good relations between government and industry and effective government/industry collaboration.</p>		
<p>Objectives</p>	<p>To elevate the profile of the Cattle Industry in the province and to foster positive public perception of beef production in British Columbia</p>	<p>To support the Cattle Industry through the development of a supportive policy framework</p>	<p>To give strong voice to the interest of the Cattle Industry in government</p>
	<p>To foster effective communication and collaboration between BCCA and government</p>	<p>To foster effective communication and collaboration on issues facing the cattle industry at a government level between MAL, MOFR and MOE</p>	

Principle 2	A healthy and sustainable Cattle Industry requires long-term, easily obtainable access to high quality resources.		
Objectives	To secure long term access to water resources for producers	To secure long term, affordable access to land resources for producers	To secure long term access to forage resources for producers
	To work to maintain high quality resources	To address changing environmental conditions and how these changes affect the cattle industry	To continue addressing the Mountain Pine Beetle epidemic's effect on the Cattle Industry
	To ensure adequate infrastructure is available in order to maintain high quality resources		

Principle 3	Management of provincial wildlife resources must not be at the expense of the ranching industry.		
Objectives	To address wildlife predation issues that are having serious impacts on the cattle industry		
Principle 4	The concept of Ecological Goods and Services involves the recognition of the benefits and opportunities accrued to human populations from ecosystem functions. Ranching delivers many measurable benefits to society and the cattle industry should not have to bear all the costs of providing these benefits.		
Objectives	To develop the concept of Ecological Goods and Services as it relates to the Cattle Industry and develop subsequent programming	To have the ALR, or (a) suitable alternative(s) function properly in the interest of agricultural land-owners, and especially ranchers.	

Principle 5	The success of the Cattle Industry depends on proper programming, adequate and consistent funding, effective marketing, strategic planning, research, extension and education.		
Objectives	To continue implementing programs that support the Cattle Industry	To secure funding in order to implement industry strategic plan	To take a proactive approach to marketing, business and financial planning
	To increase producer access to educational opportunities, job training, information and technology		

Part II – Action Plan

Principles, Objectives and Actions Items

Principle 1

A healthy and sustainable Cattle Industry requires government support, good relations between government and industry and effective government/industry collaboration.

Objective 1	Outcome	Recommended Action	Lead/support
<p>To elevate the profile of the Cattle Industry in the province and to foster positive public perception of beef production in British Columbia</p>	<ul style="list-style-type: none"> The cattle industry receives positive public perception and is seen as an important part of the economy and culture in British Columbia The cattle industry is recognized for all the values that it contributes to British Columbia and the BC public 	<ul style="list-style-type: none"> Ministers' responses to the BC Beef Industry Strategy BC Agriculture Plan content Affirmation of how government and the beef industry are working together Communication at all levels within the public service Government makes a clear and deliberate proclamation in support of the cattle industry Government and industry work together on programs and messaging that foster positive public perception of the ranching industry in the province Beef industry represented in ActNow 	<p>MAL, MOFR, Premier's Office, PAB, BCCA</p>

<p>Objective 2</p> <p>To support the Cattle Industry through the development of a supportive policy framework</p>	<p><u>Outcome</u></p> <ul style="list-style-type: none"> • Government develops and implements “cattle industry friendly” policies that poise the industry to effectively manage for today and grow for tomorrow 	<p><u>Recommended Action</u></p> <ul style="list-style-type: none"> • Focus on improving business processes • A clear policy framework in support of the beef industry that is accepted by all levels of government and carried out by the public service • Review the nature of inter-agency conflicts and seek a dispute resolution process • Identify regulatory differences in competing jurisdictions • Identify where provincial support in dealing with federal regulatory issues is needed • Adopt more effective and efficient decision-making processes in and among government agencies • Establish a fast-track mechanism to evaluate inter-agency conflicts and mediate disputes • Increase provincial support in dealing with federal regulatory issues • Harmonize regulations with competing jurisdictions 	<p><u>Lead/support</u></p> <p>MAL, MOFR, MOE</p>
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<p>Objective 3</p> <p>To give strong voice to the interests of the Cattle Industry in government</p>	<p><u>Outcome</u></p> <ul style="list-style-type: none"> • Cattle industry issues, concerns and suggestions are heard and have resonance at all levels of government 	<p><u>Recommended Action</u></p> <ul style="list-style-type: none"> • Investigate the role of a farmer's advocate and how this may be incorporated in government and/or industry • Establish an advocate for cattle producers in government to represent the interests of the Cattle Industry 	<p><u>Lead/support</u></p> <p>MAL, MOFR, MOE, BCCA, BCAC</p>
<p>Objective 4</p> <p>To foster effective communication and collaboration between BCCA and government</p>	<p><u>Outcome</u></p> <ul style="list-style-type: none"> • Clear communication is standard between government and the Cattle Industry • The challenges facing the cattle industry in BC are well understood by government 	<p><u>Recommended Action</u></p> <ul style="list-style-type: none"> • The BCCA submit regular industry summaries to government on industry strengths, challenges and programs • Government and Industry meet on a regular basis (2-3 times per year) to discuss industry, review progress on items identified in the strategy and develop effective actions. 	<p><u>Lead/support</u></p> <p>BCCA, Premier's office, MAL, MOFR, MOE, BCAC</p>
<p>Objective 5</p> <p>To foster effective communication and collaboration on issues facing the cattle industry at a government level between MAL, MOFR and MOE</p>	<p><u>Outcome</u></p> <ul style="list-style-type: none"> • Industry issues are addressed in a broad systematic way with minimal effects of conflicting overlapping 	<p><u>Recommended Action</u></p> <ul style="list-style-type: none"> • Regularly scheduled inter-ministry round-table discussions with industry • BCCA prepares quarterly or bi-yearly industry updates that are 	<p><u>Lead/support</u></p> <p>BCCA, Premier's office, MAL, MOFR, MOE,</p>

	jurisdictions <ul style="list-style-type: none"> • More dialogue between Ministries • The minimizing of ministry “silos” 	circulated to Ministries	
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Principle 2

A healthy and sustainable Cattle Industry requires long-term, easily obtainable access to high quality resources.

Objective 1 To secure long term access to water resources for producers	<u>Outcome</u> <ul style="list-style-type: none"> • Enhanced security of water licensing 	<u>Recommended Action</u> <ul style="list-style-type: none"> • Industry and government participation in the review of BC’s water policy • Support a historical allocation of water for livestock watering 	<u>Lead/support</u> MOE, BCCA, BCAC, MAL, MOFR
Objective 2 To secure long term, affordable access to land resources for producers	<u>Outcome</u> <ul style="list-style-type: none"> • Enhanced security of Crown tenure • Increased flexibility in the terms of tenure 	<u>Recommended Action</u> <ul style="list-style-type: none"> • Industry and government to work together to identify tenure gaps or weaknesses and examine ways to remedy these • Continue the renewal of grazing leases • Industry and government review existing tenure terms and identify 	<u>Lead/support</u> MAL, ALC, MOFR, CLAD, ILMB

		<p>how existing tenures can be changed to provide greater flexibility for industry</p> <ul style="list-style-type: none"> • Continue initiatives to extend long-term tenures and leases • Investigate opportunities for the privatization of Crown land, particularly class 1-4 land, for agricultural production • Amend the extensive agriculture program policy to provide new opportunities for alienation of Crown land for agriculture 	
<p>Objective 3</p> <p>To secure long term access to forage resources for producers</p>	<p><u>Outcome</u></p> <ul style="list-style-type: none"> • Enhanced forage production and values on Crown land • Community pastures are as productive as possible 	<p><u>Recommended Action</u></p> <ul style="list-style-type: none"> • Amend the <i>Forest and Range Practices Act</i> to add an objective for forage • Investigate funding mechanisms for community pastures. For example, government can allow community pastures to retain timber revenue for pasture improvements • Investigate opportunities for the development of new community pastures • Investigate the expansion of existing community pastures and consider establishing new ones 	<p><u>Lead/support</u></p> <p>MOFR, MOE</p>

<p>Objective 4</p> <p>To work to maintain high quality resources</p>	<p><u>Outcome</u></p> <ul style="list-style-type: none"> • Cattle producers have access to high quality resources 	<p><u>Recommended Action</u></p> <ul style="list-style-type: none"> • Governments, industry and agencies cooperate in an invasive plant program • Industry and government develop a program for sharing the cost of infrastructure renewal and productivity enhancement for Crown range • Expand efforts to address the effects of forest in-growth and encroachment • Invest in infrastructure that supports Crown grazing • Ensure an ongoing, coordinated interagency invasive plant program • Fund ecosystem restoration projects • Provide a means of utilizing timber revenues to offset timber harvesting costs • Seed and fertilize areas of Crown range to enhance productivity 	<p><u>Lead/support</u></p> <p>MOFR, MOE, MAL, ILMB, Fraser Basin Council, Local governments, MOT</p>
<p>Objective 5</p> <p>To address changing environmental conditions and how these changes impact the cattle industry</p>	<p><u>Outcome</u></p> <ul style="list-style-type: none"> • The cattle industry is proactive in the face of changing environmental conditions and is able to prepare and respond in a way that minimizes impact 	<p><u>Recommended Action</u></p> <ul style="list-style-type: none"> • BCIDF • Programs to assist the industry in managing risks related to environmental conditions • Government and industry research and monitor impacts of climate 	<p><u>Lead/support</u></p> <p>MAL, MOFR, MOE, ILMB</p>

	on the industry	change on the resources and industry	
<p>Objective 6</p> <p>To continue addressing the Mountain Pine Beetle epidemic's effect on the Cattle Industry</p>	<p><u>Outcome</u></p> <ul style="list-style-type: none"> • The impacts of MPB on the cattle industry are minimized and/ or effectively managed • The opportunities created by MPB for the cattle industry are maximized 	<p><u>Recommended Action</u></p> <ul style="list-style-type: none"> • Provide funding for replacement of natural barriers lost due to MPB timber harvesting • Provide rights-of-way management tenures to allow ranchers to remove MPB-affected timber that threaten or impacts fencelines on range tenures and private lands • Provide funding support to allow the industry to mitigate the impact of timber harvesting • Investigate opportunities for agricultural expansion in MPB affected areas 	<p><u>Lead/support</u></p> <p>MOFR, NRCAN, ILMB</p>
<p>Objective 7</p> <p>To ensure adequate infrastructure is available in order to maintain high quality resources</p>	<p><u>Outcome</u></p> <ul style="list-style-type: none"> • BC maintains and restores high quality resources • Ranchers are not hindered by infrastructure when trying to comply with FRPA guidelines 	<p><u>Recommended Action</u></p> <ul style="list-style-type: none"> • Money is sourced in government for the restoration/ replacement of old range fences 	<p><u>Lead/support</u></p> <p>MOFR, MAL, BCCA</p>

Principle 3

Management of provincial wildlife resources must not be at the expense of the ranching industry

Objective 1	Outcome	Recommended Action	Lead/support
<p>To address the wildlife predation issues that are having serious impacts on the cattle industry</p>	<ul style="list-style-type: none"> The cattle industry does not suffer losses from provincial wildlife populations 	<ul style="list-style-type: none"> Wildlife population surveys Determine actual vs. optimal numbers of wildlife Set up wildlife population targets that take into account agricultural interest Determine the extent of damage to range, forage and cattle herds Develop effective, efficient and responsive wildlife population control measures Develop fair and easily accessible compensation and mitigation strategies Wildlife damage measurements and assessments Hunting regulation changes Wildlife damage compensation program. Ag-Zone hunting program 	<p>MAL, MOE, AAFC, BCWF</p>

Principle 4

The concept of Ecological Goods and Services involves the recognition of the benefits and opportunities accrued to human populations from ecosystem functions. Ranching delivers many measurable benefits to society and the cattle industry should not have to bear all the costs of providing these benefits

<p>Objective 1</p> <p>To develop the concept of Ecological Goods and Services as it relates to the Cattle Industry and develop subsequent programming</p>	<p><u>Outcome</u></p> <ul style="list-style-type: none"> The cattle industry is recognized by both government and the public for the social, ecological and economic benefits 	<p><u>Recommended Action</u></p> <ul style="list-style-type: none"> Government and industry work together to develop a mechanism to offset costs borne by industry to provide a social benefit imposed as a result of government action Ensure that the social costs imposed by government action do not fall solely on the cattle industry 	<p><u>Lead/support</u></p> <p>MAL, MOFR, AAFC, MOE</p>
<p>Objective 2</p> <p>To have the Agricultural Land Reserve or (a) suitable alternative(s) function properly in the interest of agricultural land-owners, and especially ranchers.</p>	<p><u>Outcome</u></p> <ul style="list-style-type: none"> Ranchers are able to conduct viable business on lands that are held in trust for the benefit of the broader British Columbia public 	<p><u>Recommended Action</u></p> <ul style="list-style-type: none"> Policy options are explored that make ALR land function better in the interest of ranchers Different compensation schemes are explored on an Ecological Goods and Services model 	<p><u>Lead/support</u></p> <p>BCCA, MAL, MOE, AAFC</p>

Principle 5

The success of the Cattle Industry depends on proper programming, adequate and consistent funding, effective marketing, strategic planning, research, extension and education.

Objective 1	Outcome	Recommended Action	Lead/support
<p>To continue implementing programs that support the Cattle Industry</p>	<ul style="list-style-type: none"> A suite of programs that effectively address the needs of the Cattle Industry 	<ul style="list-style-type: none"> Growing Forward business risk management suite of programs includes a disaster-response element Develop better disaster programs for the ranching industry that minimize the need for ad hoc responses by governments in the future Continuation of the Environmental Farm Plan Program Mitigation funding from the Mountain Pine Beetle Action Plan and Response Consider changes to forage production insurance that provide a drought-induced disaster component Develop effective programs that support industry in dealing with government regulation and legislation Create effective business risk management programs 	<p>MAL, AAFC, MOFR, NRCAN</p>

<p>Objective 2</p> <p>To secure funding in order to implement industry strategic plan</p>	<p><u>Outcome</u></p> <ul style="list-style-type: none"> The Cattle Industry in BC has adequate funding to move ahead with its strategic plan 	<p><u>Recommended Action</u></p> <ul style="list-style-type: none"> Secure on-going access to BCIDF to enable industry to implement its strategic plan Secure on-going funding commitments 	<p><u>Lead/support</u></p> <p>BCIDF, BCCA</p>
<p>Objective 3</p> <p>To take a proactive approach to marketing, business and financial planning</p>	<p><u>Outcome</u></p> <ul style="list-style-type: none"> The Cattle Industry builds strong businesses and markets 	<p><u>Recommended Action</u></p> <ul style="list-style-type: none"> Conduct business risk management training Explore innovative marketing options for producers Elevate the importance of succession planning in ranch operations 	<p><u>Lead/support</u></p> <p>MAL, BCCA, AAFC</p>
<p>Objective 4</p> <p>To increase producer access to educational opportunities, job training, information and technology</p>	<p><u>Outcome</u></p> <ul style="list-style-type: none"> BC cattle producers are industry leaders in cattle production for the 21st century 	<p><u>Recommended Action</u></p> <ul style="list-style-type: none"> BC Agriculture Plan Traceability Age Verification BC Agri-Food Innovation Strategy Government and industry create commitment to building extension services for producers Work to ensure high speed internet access in rural areas Explore ways to address farm labour 	<p><u>Lead/support</u></p> <p>CCA, CCIA, BCCA, MAL, AAFC</p>

		<p>shortages</p> <ul style="list-style-type: none">• Develop farm labour training programs• Government and industry make funding for education, research and development a priority	
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Appendix A

Fundamental Pillars of a Successful Cattle Industry

<p>Quality Production</p> <p>BC is an integral part of the Canadian cattle industry and Canadian beef products have earned international quality, health and safety recognition</p>	<p>Marketing - Development and Access</p> <p>Innovative Business Risk Management, Access to Markets and the Development of new Markets ensures sustainable profitability for cattle production in BC</p>	<p>Research and Development</p> <p>An emphasis on Research and Development maintains BC Cattle Producers as leaders in animal health and safety, range and resource management and environmental stewardship</p>	<p>Resources - Access and Management</p> <p>Access to high quality resources ensures the health and productivity of the cattle industry</p>
<p><u>Achievements</u></p> <ul style="list-style-type: none"> • Canadian producers are world leaders in animal safety and quality production • Canadian beef is internationally recognized for its high quality and reliability 	<p><u>Achievements</u></p>	<p><u>Achievements</u></p> <ul style="list-style-type: none"> • E.Coli vaccine developed • Secured Research Chair in Cattle Industry Sustainability at TRU • Extensive and valuable research has been conducted at the AAFC research station in Kamloops 	<p><u>Achievements</u></p> <ul style="list-style-type: none"> • The geography of BC allows for elevation grazing that is excellent for cow / calf production • Re-working of Forest Act that include range values • Instatement of ADM for range
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Fully traceable product from farm to plate 	<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • BC is uniquely positioned to develop BC beef branding strategies and develop niche markets • 100 mile diet concept 	<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Ag Canada Research Facility in Kamloops 	<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • A relatively large forage base • Expansion of grazing in post Mountain Pine Beetle era

<p align="center">Environmental Stewardship</p> <p align="center">An ethic of Environmental stewardship means that industry actions today preserve industry for tomorrow</p>	<p align="center">Programs</p> <p align="center">Developing and delivering effective programming provides long-term security for industry and minimizes the need for Ad Hoc programming</p>	<p align="center">Business Management and Education</p> <p align="center">Effective Business Management and training help maintain the viability of the industry and the security of our food production capacity in changing economic times</p>	<p align="center">Government and Public Support</p> <p align="center">All British Columbians benefit from the BC Beef industry and beef producers need strong public and government support so they can continue to provide these benefits</p>
<p><u>Achievements</u></p> <ul style="list-style-type: none"> • Approximately 400 Environmental Farm Plans completed since inception of program • Industry has utilized BC land base for many years and have, in many areas, improved resource quality • 115 projects completed under BCCA Riparian Enhancement Program (FRISP) • Annual Industry Environmental Stewardship Award to recognize excellent stewardship 	<p><u>Achievements</u></p> <ul style="list-style-type: none"> • Completion of successful Highways Fencing program with over 600 km's built • Completion of Livestock Management and Water Stewardship Program 	<p><u>Achievements</u></p> <ul style="list-style-type: none"> • Establishment of Rangeland Management School • Extension services through Ministry and Industry led Programs 	<p><u>Achievements</u></p> <ul style="list-style-type: none"> • The BCCA has an active radio awareness campaign • The BCCA works closely with the Beef Information Centre (CCA) on product awareness and messaging
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Continue to increase awareness and 	<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Provide high quality programs to producers 	<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • The development of more extension services for 	<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Increased awareness of the benefits of the Cattle

<p>importance of Environmental Stewardship and Riparian management</p>	<p>tailored to meet their needs, not just another program</p>	<p>producers</p> <ul style="list-style-type: none"> • Increased opportunities and awareness of succession planning and business planning for producers • Tools to demonstrate to producers how to be more profitable by diversification and understanding current financial situation 	<p>Industry to society, especially the urban population</p>
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For more information on the BCCA Beef Industry Strategy
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