

CARIBOO CATTLEMEN'S ASSOCIATION



Strategic Planning Workshop Report

June 12, 2019
Williams Lake

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INTRODUCTION

Expected Results

- High level of engagement of all participants
- A plan that builds a deep knowledge base and leadership for the future
- Identify the biggest strengths, challenges and opportunities (via input in advance and then confirmed at session)
- Build a detailed, exciting vision of the Cattlemen & Cariboo Cattlemen's Association in 2040 as an active, achieving and sustainable association
- Highlight the 3 to 5 year goals and key results expected in year 1
- Identify follow-up actions
- Develop key messages from workshop – communicate to all members
- Recognize what's to be adapted from BC & National cattlemen
- Structure the organization (locals, consolidation)
- Define role of organization in dealing with government

Process

The session began at 9:30 with 10 participants outlining their expected results for the day. After reviewing the agenda, all brainstormed the strengths, challenges and opportunities faced by cattlemen and the Cariboo Cattlemen Association. The major themes emerged from discussion and the group had a lunch break. All identified key descriptors of a desired future in Vision 2040 for each of the themes. Goals for 3 to 5 years were developed for each of the themes. At the same time, year 1 expected results were highlighted for the work to be carried out by this time next year. The group had a great deal of dialogue in arriving at these key expected accomplishments. The session ended with identifying the follow-up actions and the session's key messages that will be communicated to CCA members.

Participants

Roger Patenaude, Duncan Barnett, Corky Tucker, Bob Russel, Ron Kauffman, Clint Thompson, David Zirnhelt, Grant Huffman, Cuyler Huffman, Angela Abrahao, Jim Morrison (facilitator)

ASSESSMENT OF KEY INTERNAL & EXTERNAL FACTORS

Strengths (in order of receiving votes for being the most important)

- CCA has the ear of the government personnel/departments for policy, programs and services (7)
- Experienced & committed, active members – long term ranchers (7)
- Another generation of ranchers are coming on – there are good signs (6)
- Good relations with Thompson River University, continuing education, Agriculture organizations (5)

- New & younger ones are entering the industry with specialties, different models & diversification (4)
- Community history: respected socially, culturally, shared values (4)
- Stable board and good administrative support; good record of administration of programs and projects
- Senior Cattlemen organizations' support – BC & Canada Cattlemen's Association, Beef Cattle Research Council
- Climate action initiatives – CARA, Forage Council
- 2nd biggest industry (agriculture) in the economy - longevity
- Family – a social strength
- Able to adapt to make more of what we got
- Range as a stable resource
- Small & medium sized business – viable & adapted for survival
- The level of commitment to our industry
- BC livestock Cooperative

Challenges

- Costs of the land; passing on equity to the children; return on investment (7)
- Public view of meat (5)
- Recruitment of younger directors; directors with volunteer time (4)
- Industry profitability (3)
- No guarantee of range in the future (3)
- Getting message out of ranchers as stewards of the land (3)
- Protein producer – specialty product (3)
- Marketing in highly diversified food market (3)
- Growing public challenges to production practices (2)
- Losing middle class in the industry; now huge ranches and small ones where owners have jobs and ranching is more of a hobby (2)
- Cumulative impacts of government on beef producers – economic costs, cost creep (2)
- Attracting young, willing staff and paying proper wages (2)
- Dairy farming (supply management) – breeding calves to beef; our competitors for land, product, social license (1)
- Counter the negative press (1)
- Small business ranches all competing with one another (1)
- Cost increase factors (E.I., etc.) impact on revenue
- Agriculture as a step in the development process (i.e. before moving into urbanization)
- Processing issue (availability of abattoirs)
- Access to capital – return on investment
- Change of land ownership uncertainty with First Nations
- Land base not stable – who controls it
- Shifting evaluation of range resource (a green resource)
- Society – “security of food production”, Agriculture Land Reserve

Opportunities

- Working harder at working together, cooperating, collaborating; e.g. working with BC Livestock Co-op and other partners in buying of supplies (9)
- Benefits of livestock to the land: carbon sequestration; well managed; grazing as an important part of soil improvement (7)
- Understanding benefits to economy—multiplier spending (direct, indirect, induced); stable contributor (5)
- Social license and stewardship – sell to the public and government (5)
- Funding for initiatives – climate action, capacity, innovation (4)
- Get support by local society – towns: general public, rural, regional, local –public opinion (4)
- Moving from “Commodity” to “Specialty” market, re: absorbing product? Market size? (3)
- Health – grain / grass fed / all grass (2)
- Support TRU applied sustainable ranching for training and educating next generation (2)
- “Food” producers (1)
- Diversification of products
- Tourism
- Cariboo Agriculture Research Alliance for partnership with other Agriculture groups

VISION 2040 THEMES

Participants identified the key themes of Vision 2040 which is a highly valued and inspiring description of the future for Cariboo Cattlemen and their organization in the year 2040:

1. Public Perception: cattlemen having gained a social licence as stewards of the land which is also a place for tourism
2. Succession & Transition:
3. CCA Organization: having a clear purpose and successful strategies and strengths that support its members
4. Adapting and Self-Confidence: through diversification and innovation
5. Public & Environmental Goods & Services: revenue through pursuing public goals on carbon and climate change
6. Government Relations & Advocacy: many activities advocating for cattle ranching economy and social objectives
7. Reciprocal Support & Collaboration: practice support, continuing education and professional support
8. Industry Viability, Profitability & Sustainability

VISION 2040

(This is what the industry looks like in the Cariboo in 2040)

Public Perception:

Cattlemen have gained a social licence as stewards of the land. They are regarded as trust guardians of the grazing resource and welcomed on public lands. Over the years Cariboo Cattlemen have received numerous awards and public recognition for good farming practices. As valued healthy protein producers, they have promoted beef production as being friendly to the environment. A CCA newsletter is a major communications publication that keeps the members, collaborating organizations and the general public up-to-date on industry and local happenings. Celebrating the 20th anniversary of the Cariboo Beef Marketing Board, the public appreciates the industry's progress over those years.

Succession & Transition:

Young people want to be farmers and ranchers, as they confidently pursue their careers. Over the years ranchers have retained their land base and range use. Industry, government and the public support both the new entrants and established operators. The continuity of heritage and generational wealth has kept the community thriving. Leasing land from both government and private sources has increased, relative to private ownership. In contrast to 2019, the land transition included seeing fewer properties being bought for larger ranches. Environment goods & services (EG&S) credits are available to support farm succession and general operation income.

Cariboo Cattlemen Association Organization:

CCA is a member-driven, thriving business association that advocates and delivers programs and continuing education. With different generations on the Board of Directors, CCA membership is larger than in 2019 and includes many small and medium producers. Leadership has mentored members who today (2040) are directors and leading the association and industry. Coordination is a major role of the association with creating linkages to government departments, producer organizations and university resources. Cooperatives are more plentiful today than 20 years ago. CCA and sister organizations have several full-time staff working with producers. Many want to join such a strong organization. CCA members, staff and directors are sought after for provincial and national organizations.

Adapting and Self-Confidence:

The strategies that have been implemented are paying off. No less than 10 profitable (including those that are embedded in what we call a cattle ranch: e.g. forage, and owning, replacements, cow calf, backgrounding) enterprises are on the average farm for a more complex, diverse industry, more stable because of diversity. Innovators are encouraged and CCA promotes through tours, field days and other activities. Beneficial land lease and purchase opportunities are available for non-family succession on vacant or non-succession farms (land matching). Measurable management positives are being rewarded in reduced range, water and tax fees.

Public & Environmental Goods & Services:

Cash is flowing from consumers and polluters to land stewards for Environmental Goods & Services (EG&S). Thanks to their contribution, monthly cheques are issued to most farms/ranches. Environmental policies & compensation have helped transition to support good management practices. Our management practices are finally recognized for the benefits to soil health and fire suppression.

Government Relations & Advocacy:

Recognized as a collective voice of beef producers, the CCA is an effective advocate to the local, provincial and national governments, helping to design laws, policies and regulations that impact the land and food production. In fact, CCA is helping government to design regulations that work to have fewer but more effective regulation. Two non-voting directors on the CCA board represent local and regional government. Government extension services are co-managed by producers. CCA has a strong collaborative working relationship with First Nation governments. Gracefully moving through the land title settlements has brought us together and strengthened relationships with all peoples.

Reciprocal Support & Collaboration:

Collaboration within the industry has increased industry-led "extension" services. CCA leads agriculture support services, including extension. Three hundred TRU alumni are collaborating and working with us. CCA administers (fee for services) services such as common equipment, research and specific programs for members. Also, CCA has responsibility for facilitating buyers groups and

meetings for large projects. With much information exchange, participants benefit in terms of costs and compensation.

Industry Viability, Profitability & Sustainability:

Producers are being paid for carbon sequestration. Accurate and specific to Cariboo Chilcotin, the costs of production models are fully utilized for all agriculture-related enterprises. There is a profit in selling the "sizzle" as opposed to selling beef as a major protein source. Good management pays off and the industry is making profit even through downturns. CCA is a strong advocate for continued access to grazing resources. CCA members operate profitable, respected businesses with productive capacity and costs that are sustainable. An independent, private owned livestock yard is in every community with significant farms. The public will pay for food and Cariboo Chilcotin beef is highly sought after.

3-5 YEAR GOALS & YEAR 1 EXPECTED RESULTS

Public Perception

3-5 Year Goal

1. Build up public perception of ranchers as stewards of the land and producers of healthy food and husbandry of livestock.

Year 1 Expected Results

1. Publish a newsletter
2. One farm tour (school kids) with a focus on the usefulness and benefits
3. Host BC Agriculture Council program for Cariboo Cattlemen Assn. members and engagement with the public

Succession / Transition

3-5 Year Goal

1. Increase support for ranching families seeking successful transitions

Year 1 Expected Results

1. Establish base line data
2. Carryout a needs survey for succession planning
3. Develop a tailored approach to facilitate and support transition

CCA Organization

3-5 Year Goals

1. Increase the number of members with qualifications, commitment
2. A fully functioning Board of Directors committed to fulfilling roles and responsibilities

Year 1 Expected Results

1. Define membership and hold a drive.
2. Recruit members for director role that is supported.
3. Promote CCA that wants to move the organization forward towards its Vision 2040.
4. Strategic Plan and Vision 2040 completed and communicated, including identifying the capacity to support implementation.

Adapting / Self-Confidence

3-5 Year Goal

1. Promote innovation & diversification on the land with continuing education and supportive linkages for change.

Year 1 Expected Results

1. Develop skills and business tools that support innovation / diversification: e.g. enterprise & economic analysis, skills/tools workshops
2. Link government program funding and support from provincial government workers
3. Develop strategy for promoting innovation / diversification

Public & Environmental Goods & Services

3-5 Year Goal

1. Monthly cheques issued to most farms re: positive Environmental Goods & Services (EG&S)

Year 1 Expected Results

1. Update from BCRC re: EG&S, Government of BC, Ministry of Agriculture
2. Seek government resources for beginning CCA planning on baseline work

Government Relations & Advocacy

3-5 Year Goal

1. Carry out advocacy with provincial & federal governments' legislation, policies, regulations; e.g. extension services that support CCA's Vision 2040.

Year 1 Expected Results

1. Present strategic plan to FLNROD/Agriculture/Environment & Climate Change/Ministry of Indigenous Relations & Reconciliation
2. Seek support of BC Cattlemen's Association and Canadian Cattlemen counterpart

Reciprocal Support & Collaboration

3-5 Year Goal

1. Provide leadership through collaboration with other agriculture stakeholders.

Year 1 Expected Results

1. Farm/Ranch tour program set-up and 1 completed
2. Collaboration with Thompson Rivers University for farm/ranch tour
3. Explore Canada Experience Fund

Industry Viability, Profitability & Sustainability

3-5 Year Goals

1. Focus on profitability and the drivers that impact, including continued access to range, wildlife management.
2. Increase marketing focus on Cariboo beef.

Year 1 Expected Results

1. Apply to NIDT for funding to develop product/Cariboo beef market group, possible tie-in with Prince George initiative
2. Convene a regional meeting to discuss coordinating Cariboo Chilcotin participation and supply

FOLLOW UP ACTIONS

- Jim provides draft to Angela by June 19
- Document reviewed by Cordy and the workshop team: Grant, Clint, David, Bob, Ron, Cuyler, Duncan, Roger, Corky
- Suggested changes provided to Angela within 3 days
- Distribution to all directors for feedback

MAIN MESSAGES

- Cariboo Cattlemen Association is developing an action plan for regenerating the industry
- Collaboration is an important part of the plan
- There is clarity in this plan
- We had a relatively upbeat, respectful session
- It's time for action and looking to the future
- This is a call for engagement

APPENDIX

VISION 2040

This section provides the words written by the participants.

Public Perception:

- Farm visits from schools
- Awards and public recognition for good farming practices by public vote
- CCA newsletter seen by members, government, public
- Update regional, provincial, national industry happenings
- Ranchers are heroes -saviors of the environment
- People want to learn how they can become ranchers
- Perception for ranches is high
- 20th anniversary of Cariboo beef marketing board
- Valued healthy protein producers
- Regarded as trusted guardians of grazing resource, welcomed on public lands
- Recognizes as stewards of the land
- Beef production will be seen as "friendly to environment"

Succession & Transition:

- Young people want to be farmers and ranchers; it is a desired profession.
- 3 generations living well on farms
- Less transitions to more large ranches
- Young people / producers in 2040 are 40-50 years old and ready to pass on businesses
- EG&S credits available for farm succession
- Continuity of heritage and generational wealth has kept community thriving
- Opportunity for leasing land from both government & private lands will increase relative to private ownership
- Youth are confidently pursuing ranching careers
- Industry, government & public support both new entrants & established operators
- Young generations living well on ranches
- We retained our land base & range use

CCA Organization:

- Different generations on Board of Directors
- Continued program coordination for beneficial research
- Membership bigger, includes small & medium producers
- Making representation to government will be major function
- CCA is a member-driven, thriving business association that advocates and delivers programs and continuing education
- Leadership that mentored members who are now directors in 2040; leading the association and industry
- More co-ops

- Option of direct membership to CCA
- Strong organization offering coordination between government departments, producer organizations and university resources
- CCA and sister organizations have several full-time staff working with producers
- Young people see ranching as an honorable vocation and can be part of the organization
- CCA members / staff/ directors are sought after for provincial and national organizations
- We were so good as a group that strong confident individuals wanted to join us
- CCA membership qualifications are defined (i.e. locals, regional, zone)

Adapting and Self-Confidence:

- No less than 10 profitable enterprises on the average farm
- Strategies that have been implemented are paying off
- Measurable management positives rewarded in reduced range, water, tax fees, etc.
- More complex, diverse industry; more stable because of diversity
- Diversification on beef operations will increase because "beef" will be seen as a luxury
- Beneficial land lease & purchase opportunities for non-family succession on vacant or non-succession farms (land matching)
- Innovators are encouraged and CCA promotes through tours, field days, etc.

Public & Environmental Goods & Services:

- Monthly cheques issue to most farms reflecting level of positive Environmental Goods & Services (EG&S)
- Cash is flowing from consumers and polluters to land stewards for EG&S
- Don't think it's to happen
- EG&S will be a significant source of total income
- Ranchers are paid for EG&S they produce; EG&S is a respected revenue source
- Environmental policies & compensation have helped transition to support good management practices
- Our management practices recognized for benefits to soil health and fire suppression

Government Relations & Advocacy:

- CCA & BCCA are effective advocates with government
- 2 non-voting directors on CCA board representing local and regional government
- Less government, not more
- CCA helping government design regulations to achieve fewer regulation
- General local/regional/provincial governments know all about our mandates and they respond
- Better glass packaging for our meat (plastic has been gone for 19 years)
- Making representation to government is a major function
- Extension services co-managed by producers
- Government is respectful and responsive to industry situation
- CCA is recognized as a collective voice of beef producers
- Strong advocacy with local governments
- Collaborative working relationship with First Nation governments

- Gracefully moving through the land title settlements brought us together and strengthened relationships with all peoples
- Lobbying for an increase to our CO2 sequestration payments

Reciprocal Support & Collaboration:

- Collaboration within industry will increase industry led "extension"
- Ranch tours showing innovation and beneficial practices to industry and public
- 300 graduated TRU alumni are collaborating and working with us
- CCA leading agriculture support services, including extension
- CCA administers (fee for services) re: common equipment, research, programs for members
- CCA person responsibility for facilitating buyers' group and meetings for large projects
- CCA facilitates /hosts learning and business improvement services
- Info exchange benefit participants re: costs, compensations

Industry Viability, Profitability & Sustainability:

- Getting paid for carbon sequestration
- We know all our cost of production numbers
- There will be profit in selling the "sizzle" as opposed to selling beef as major protein source
- Accurate and exact and specific to Williams Lake cost of production models or templates for all agriculture-related enterprises
- Predators dealt with so that weaning calf crop is at 90% survivors
- Industry is making profit even through downturns
- CCA is a strong advocate for continued access to grazing resources
- Good management will pay out
- CCA members operate profitable, respected businesses
- Productive capacity & costs are sustainable
- Independently, private owned livestock yard in every community with significant farms
- Beef from Cariboo Chilcotin is highly sought after
- Public will to pay for food, beef protein