



# EVALUATION REPORT 2018-2022

## BEEF CATTLE INDUSTRY DEVELOPMENT FUND







# Cattle Industry Development Council

---

#4 - 10145 Dallas Drive, Kamloops, BC V2C 6T4 • Phone: (250) 573-3611 • Fax: (250) 573-5155  
www.cattlefund.net • hallie@kamloops.net

Honourable Pam Alexis  
Minister of Agriculture and Food

In 1995 the Province and the beef industry had the foresight to establish a Trust Fund to support initiatives important to the BC beef industry. The earnings of the \$9.347 million trust are available when applicants commit matching funds to projects.

Since then \$14.7 million has been triggered from the earnings of the trust for 383 projects with a total value of almost \$50 million. The Cattle Industry Development Council is pleased to provide the following Evaluation Report for 2018-2022 as prepared by the evaluation team members: Bev Madley, Eric Moes and Laura Code. The team reviewed and scored the projects completed in this period and made several recommendations.

CIDC is pleased to support initiatives that have addressed current issues for a positive contribution to the beef industry in BC. The modification of the Trust extended the term until 2075. The CIDC, in consultation with the beef industry, will continue to administer the funds with a long-term strategy to help grow a vibrant and viable cattle industry in BC.

*Thomas Wynker, Chair  
Cattle Industry Development Council  
June 2023*





# CONTENTS

Photo by Karen McKean

<b>SUMMARY OF EVALUATION REPORT</b>	<b>2</b>
<b>1. INTRODUCTION</b>	<b>4</b>
<b>2. THE BEEF CATTLE INDUSTRY DEVELOPMENT FUND</b>	<b>4</b>
2.1 Procedures Used by CIDC to Manage BCIDF	5
2.2 Overall Purpose & Objectives as Stated in the Trust Agreement	6
2.3 Operations and Planning	6
<b>3. PRIORITY ACTIVITIES FOR THE PERIOD UNDER REVIEW</b>	<b>7</b>
<b>4. EVALUATION METHODOLOGY</b>	<b>8</b>
4.1 Evaluation Model	8
4.2 Organization of Files and Work by Evaluation Team	8
4.3 Project Scoring	8
4.4 Other Categories	9
<b>5. EVALUATION OF PROJECTS</b>	<b>10</b>
5.1 Building the BC Beef Advantage	10
5.2 Building Opportunity through Research	11
5.3 Building Industry Association Capacity	13
5.4 Building & Maintaining BC Cattle Industry for Sustainable Growth	15
<b>6. REVIEW OTHER CATEGORIES</b>	<b>16</b>
6.1 Provincial Association Projects	16
6.2 Association Summaries	17
6.3 UBC Chair in Animal Welfare	19
6.4 TRU Chair in Cattle Industry Sustainability	20
<b>7. REVIEW</b>	<b>22</b>
7.1 Observations	23
7.2 Funding Sources for the Projects Under Review 2018-2022	23
<b>8. REVIEW OF THE 2013-2017 EVALUATION RECOMMENDATIONS</b>	<b>24</b>
<b>9. REVIEW BEEF CATTLE INDUSTRY DEVELOPMENT FUND 1995–2022</b>	<b>26</b>
<b>10. 2022 OBSERVATIONS AND RECOMMENDATIONS</b>	<b>28</b>

**Report Submitted by the  
Evaluation Team:**

Laura Code  
Bev Madley  
Eric Moes

2022

**Beef Cattle Industry  
Development**

**Fund Administered by:**

Cattle Industry Development Council  
#4-10145 Dallas Drive  
Kamloops, BC V2C 6T4

[www.cattlefund.net](http://www.cattlefund.net)

*Cover Photo by Andrea Haywood-Farmer*

## SUMMARY OF EVALUATION REPORT

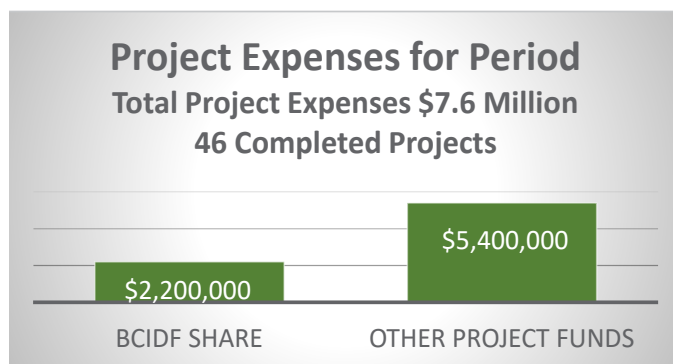
The Beef Cattle Industry Development Fund (BCIDF) is financed out of resources generated by a \$9.347 million dollar trust fund established in 1994. The agreement between the Cattle Industry Development Council (CIDC) which administers the fund, and the provincial government mandates that periodic external evaluations of fund operations be conducted. These periodic evaluations are important to make sure that projects are meeting the goals of the fund. The evaluation also provides an opportunity for the evaluation team to make observations and recommendations to CIDC regarding the administration of the fund. The information in the report is useful for anyone wanting information on the BCIDF operations. This report is available upon request or on the CIDC website ([www.cattlefund.net](http://www.cattlefund.net)). The following is a brief summary of the 2018-2022 evaluation.

The 2022 evaluation team evaluated 30 general projects completed within the evaluation period between 2018 and 2022. In addition, 16 provincial association projects and two other category projects were reviewed.

### OBSERVATIONS

The CIDC continues to do an excellent job of supporting applicants for BCIDF projects in many facets of the British Columbia beef industry.

For the 46 completed projects that were evaluated and reviewed, \$2.2 million was triggered from the BCID Trust, and matched with over \$5.4 million other contributions, for a total of \$7.6 million spent for the good of the beef industry in BC during this period. For every dollar of BCIDF funds spent, \$3.45 was contributed from other sources (\$2.54 for the 2017 evaluation term). The Team was impressed with the overall quality of the projects completed during the time period of this Evaluation.



### PROJECT SCORING

There were 30 general projects for the evaluation team to review and score. Only two had total scores of less than 18 of the total 30 points available. Seven projects scored 18 to 20, seventeen 21-25 and the five top scores were 26-27. Two projects completed by the Cariboo Cattlemen's Association studying surface water issues in the region were the top scored projects, along with the Verified Beef Production Plus projects which shared the top spot.

### PROJECT HIGHLIGHTS

The 30 general projects completed during the period covered by this evaluation covered a wide variety of topics and addressed several key issues facing the BC Beef Industry. All of the priority areas for the fund were addressed by projects. The priority of Building for Sustainable Growth attracted the most demand, with \$483,000 in project spending with the other areas seeing projects totalling \$114,000 to \$177,000.

### MILESTONE - \$50 MILLION!

2022 marked 27 years since the Beef Cattle Industry Development fund was established in 1995. At the conclusion of beef industry stabilization programs, the balance of funds were set aside in the BCID Trust Fund (\$9.347 million). A source of matching funds for project was available for the beef industry to access the earning to match other funds for projects. The initial trust was set up for twenty years, but with industry support, Council was able to negotiate with the government for a long term trust that will continue to serve the beef industry until 2075!

These first 27 years have been busy the for the organizations taking up the call and providing projects, considerable effort, funds and legwork is required for every project undertaken. In those years, 383 projects have been completed, and almost \$50 million has been put to work for the beef industry, with \$14.7 million coming from the earnings of the trust. The CIDC continues to do an excellent job of supporting applicants for BCIDF projects in many facets of the British Columbia beef industry.

## SUMMARY

Several observations and recommendations regarding the operation of the Fund have been included for Council. The team was extremely impressed with the work done by the BCIDF in the period 2018-2022. They feel the CIDC has done a commendable job of managing the Fund. The team also commends the Fund recipients who committed their own funds and considerable effort towards these projects to further benefit the beef cattle industry in British Columbia.

*Laura Code, Bev Madley, Eric Moes  
The Evaluation Team, April 2023*

**Beef Cattle Industry Development Trust Fund  
Established in 1995 with \$9.347 million**

**383 projects in 27 years  
\$14.7 million spent from the earnings**

**Trust fund continues with \$9.347 million invested for  
the benefit of the BC beef cattle industry until 2075**



Photo by Karen McKean

# 1 INTRODUCTION

The Cattle Industry Development Council (CIDC) is mandated by the Province of BC to conduct a review of the Beef Cattle Industry Development Fund (BCIDF) every four years. CIDC asked the consultants below to serve as the 2022 Evaluation Team to conduct the 2018-2022 review.

## **The 2022 Evaluation Team:**

- Laura Code, Vernon, BC
- Bev Madley, Alexis Creek, BC
- Eric Moes, Grand Forks, BC
- Bob France (Team Advisor)
- Hallie MacDonald (Team Secretary)

The team is pleased to present a review of all completed projects within the 2018-2022 timeline. The team has also made comments on the Council's operation of the BCID Fund and reviewed the recommendations from the previous evaluation.

## **The CIDC is made up of eight members elected by four cattle sector organizations:**

BC Cattlemen's Association (4)

*John Anderson, Devin Chursinoff (Vice Chair), Lani French, Judy Madden*

BC Association of Cattle Feeders (1)

*Haley Rutherford*

BC Breeders and Feeders Association (1)

*Connie Patterson*

BC Milk Producers' Association (2)

*Thomas Wynker (Chair), Brian Schurmann*

*Laura Code, Beef and Livestock Specialist, B.C. Ministry of Agriculture and Food, participates as ex-officio.*

*Carley Stewart serves as Secretary/Treasurer through an administration agreement with BC Cattlemen's Association.*



Photo by Karen McKean

## 2 THE BEEF CATTLE INDUSTRY DEVELOPMENT FUND

The Beef Cattle Industry Development Fund (BCIDF) is financed out of resources generated by a 9.347 million dollar trust fund. The Province established the Trust in 1994 using the residual of government and producer funds from National Tripartite Stabilization and Farm Income Assurance programs. The original trust fund was available to finance BCIDF projects for a period of 20 years until 2014. Only non-government funds contributed towards projects that fit the priorities for the BCIDF are eligible to receive matching funds from the Trust.

In 2013, Council was successful in having the BCID Trust extended to a long-term trust, through a modification agreement with the government. The modification agreement is essentially a continuation of the previous agreement, with the Province continuing as the trust holder. The modification agreement has extended the Trust until 2075 with terms that the capital is to be drawn down during the last 15 years of the Trust.

Council is permitted to trigger earnings from the Trust when industry funds have been used for the purposes of the BCIDF. All check-off dollars are eligible to trigger a match. Triggered funds not used for projects, remain in a pool for Council to allocate to projects that may not be eligible to trigger but still meet priorities and goals of the Fund, and to support projects when the investment climate reduces returns on the Trust.

### 2.1 Procedures Used by CIDC to Manage BCIDF

The CIDC, made up of members elected from provincial cattle associations, meets several times per year, and sometimes by conference call, to consider applications for BCID funding and to conduct any business relating to the Fund. Applications are received by established deadlines of April 30 and October 31 and processed for Council.

Members of Council decide whether to approve, defer or reject the application at meetings by reviewing the assessment reports and applications. A decision letter is sent to the applicant, and if approved, a funding agreement is prepared and sent to the applicant for signing. The Chair of Council then finalizes the agreement and the first payment is sent to the recipient. The agreements detail requirements for reporting on the progress of the projects. Approval must be obtained from CIDC for variance in project objectives, timelines or budget variation greater than ten percent. A holdback of fifteen percent on the final payment is made until Council receives a final report on the project. Final reports are reviewed and accepted by Council before the final disbursement is forwarded.

Beginning in 2020, the Council updated the application form and changed the final report format for general project applications. These changes were made so that the applications were in the same format when being reviewed by the Council. The changes to the final report format were designed to make the process of reviewing completed projects more consistent. As these changes were made during the term of this evaluation, the Evaluation Team reviewed final reports that were a mixture of the 'old' and 'new' reporting methods which made their work a bit more difficult. In 2019, association application forms were updated and standardized, and the Evaluation Team noted the difference was useful in evaluation process.

The other change made during the term of this evaluation was to have all research applications referred to the Beef Cattle Research Council (BCRC) of the Canadian Cattlemen's Association before Council approval. For the more complex and research-based applications, BCRC provided feedback to Council with respect to scientific methodology and applicability to the industry. However, final application approval is still Council's responsibility prior to a funding agreement. All, except for one, of the research projects during the 2018-2022 timeframe were approved prior to this arrangement with BCRC.

## 2.2 Overall Purpose & Objectives as Stated in the Trust Agreement

The **purpose** is to create and maintain an environment that will provide for long-term productivity, efficiency, viability, sustainability and profitability in the beef cattle industry in British Columbia, through an efficient marketplace that allows for optimum utilization of the land and water resources of the province in an environmentally sustainable manner and makes provision for the transfer and use of available technology.

The **objectives** are:

- To improve the profitability, viability and sustainability of the BC beef cattle industry.
- To improve the BC beef cattle industry's responsiveness to changing needs in the marketplace and the environment.
- To provide efficient quality services to the BC beef cattle industry.
- To foster co-operation within the BC beef cattle industry to achieve the purpose of the BCID Fund.
- To address any other important matters affecting the beef cattle industry as they relate to the purpose of the Fund.

## 2.3 Operations and Planning

The original Operational Plan for the Beef Cattle Industry Development Fund (1995) was reviewed and updated by CIDC in 2016 and they work to keep it current.



Photo by Karen McKean

### 3 PRIORITY ACTIVITIES FOR THE PERIOD UNDER REVIEW

In 2019, members of the CIDC developed the following list of priorities for the use of the BCIDF. The list is not ranked as far as importance or preferred areas of work.

#### BCIDF Funding Priorities (2020-2025)

During the next three to five years, the Cattle Industry Development Council will administer the Beef Cattle Industry Development Fund, to benefit the BC beef industry by focusing on the following priorities:

- Building Industry Association Capacity
- Building the BC Beef Advantage (Making BC Beef Competitive)
- Building and Maintaining BC Cattle Industry for Sustainable Growth:
  1. *Environment Issues*
  2. *Animal Wellbeing*
  3. *On-Farm Safety*
- Building Opportunity through Research

#### BCIDF Expenditures on Projects by Priority

General Projects 2018 - 2022

*Building...*

Opportunity through Research

\$114,044

Industry Association Capacity

\$117,134

The BC Beef Advantage

\$177,931

For Sustainable Growth

\$483,058

# 4 EVALUATION METHODOLOGY

## 4.1 Evaluation Model

The evaluation model used in this report is the same model used in the previous four evaluations of the Fund and is taken from the concepts included in the Montague model entitled, “The Three R’s of Performance”<sup>1</sup>. This methodology identifies and rates the resources used to achieve the results envisioned from the objectives of the BCID Fund.

<sup>1</sup> *The Three Rs of Performance* – Steve Montague, Performance Management Network Inc., 255 Albert Street, Suite 703, Ottawa, Ontario K1P 6A9

## 4.2 Organization of Files and Work by Evaluation Team

The 2018-2022 files were organized and final reports of completed projects provided for review by the evaluation team. The evaluation team met at the CIDC office in Kamloops on February 6th, 2023 to review the projects. The team reviewed the assignment and discussed the process to be undertaken. At this meeting, the preliminary review and scoring of projects was undertaken. This meeting was followed up by a Zoom call on March 24th, 2023 to review and confirm scoring.

## 4.3 Project Scoring

The Evaluation Model developed by Montague applies an evaluation score to each project. Up to 10 points were assigned to the projects in each of the three areas of Resources, Reach and Results. These scores were awarded based on a review of the final report (and other supportive documents) for each project.

Resources - The factors considered were contribution of the project to the goals and objectives of the BCIDF and the success of the project in leveraging funds from other sources.

The Team put the major emphasis in this area on funds leveraged or applicant’s contribution as a percentage of total cost (i.e. the larger the percentage, the higher the score).

Reach was evaluated based on “Range of Groups or Individuals Receiving Project Outputs”. Factors considered were:

- a) What were the outputs of the project?
- b) Which groups received the outputs?
- c) What is the value of the outputs to groups receiving them?

Results were evaluated based on “The Impact of the Project on Those Receiving the Project Outputs”. The factors considered were:

- a) Short-term results such as awareness, understanding, knowledge etc. which could lead to a decision by producers to adopt new technology or change management practices.
- b) Long-term results which would include assessing the value of the output created to improve incomes, sales, environmental benefits, safety or services delivered. The effectiveness of the delivery of the information was also considered.

The team put emphasis on how the results of the project were communicated to the target audience.

Previous Evaluation Teams mentioned the Montague methodology is difficult to use and should be modified or replaced for future evaluations. Using the methodology was further complicated in this evaluation by the fact that the reporting requirements changed during the period being evaluated.

#### 4.4 Other Categories

The Evaluation Team briefly reviewed the summary of the individual provincial association projects funded by the BCIDF. This funding continues to address the priority category of the fund to address 'Building Industry Association Capacity'. The team strongly supports this use of the BCIDF funds

Two other areas of funding were also reviewed. These were the UBC Animal Welfare Chair and the TRU Chair in Cattle Industry Sustainability.



Photo by Karen McKean

# 5 EVALUATION OF PROJECTS

The evaluation team reviewed and scored thirty general projects. Scores were awarded to each project based on the team's review of the final report submitted for each project. For discussion purposes the projects were grouped by Priority Area addressed. Some comments on individual projects were provided.

## 5.1 Building the BC Beef Advantage

There were 6 projects completed in this priority area. These projects had a total cost of \$221,429 with the BCIDF contribution of \$117,134. There was a wide range in the dollar amounts contributed or raised by the applicants with the BCIDF share of the costs ranging from 22 to 100%.

Two water projects (505, 538) received high scores in all three areas. The applicants were able to raise considerable funding from other sources, the results were as described in their application and the materials generated through the project were well distributed and have application in other areas. The four projects that focused on the processing sector received lower scores partly due to the relatively low amount of dollars contributed by the applicant or others. It was noted that the project activities brought stakeholders together across the value chain. The final reports of these projects did not provide a lot of information as to how the results would be used or an analysis of recommendation for future work in this area.



TITLE	APPLICANT	PROJECT #	TOTAL PROJECT COSTS	BCID FUND SHARE	EVALUATION TOTAL SCORE	RESOURCES	REACH	RESULTS
Livestock Surface Water Assessment	Cariboo Cattlemen's Association	505	76,500	17,000	27	9	9	9
Growing the Market for BC Beef- Workshops with Producers	BC Association of Abattoirs	529	20,920	13,920	18	6	6	6
Growing the Market for BC Beef- Pilot Study Dev\ Kootenay Boundary	BC Association of Abattoirs	536	17,175	14,675	20	5	8	7
Enhancing Livestock Surface Water	Cariboo Cattlemen's Association	538	65,590	32,795	26	8	9	9
Growing Markets for BC Beef in North and Island	BC Association of Abattoirs	542	21,978	19,478	17	5	6	6
Growing Slaughter Capacity through Leasing Underutilized Plants	BC Association of Abattoirs	543	19,266	19,266	16	3	6	7
<b>Building the BC Beef Advantage Total</b>			<b>\$221,429</b>	<b>\$117,134</b>				
		<b>6 Projects Average Score</b>			<b>21</b>	<b>6</b>	<b>7</b>	<b>7</b>

## 5.2 Building Opportunity Through Research

A total of 6 research projects were funded during the period of this evaluation. The total cost of the projects was \$472,721 with the BCIDF share \$114,044. All of the projects scored well. Some projects scored lower in the reach category as the reports did not clearly indicate how the results were shared with industry. In addition, the Evaluation Team found it challenging when reviewing final project reports, as some of the information provided was a multitude of pages of very technical information when only a synopsis was required. The leverage of other funds for this category was also very good, averaging 24% from the BCIDF with a range of 8% to 51%.

The Evaluation Team saw value in having the project reports accessible to anyone in the cattle industry that would be interested. There was a range of project types, including testing new and upcoming technologies (502), market research (546), invasive species management (521, 525) improving grasslands (528) and animal pain mitigation (520). Projects 521, 525 and 528 were focused on one region, but could have applications in other areas as well.

TITLE	APPLICANT	PROJECT #	TOTAL PROJECT COSTS	BCID FUND SHARE	EVALUATION TOTAL SCORE	RESOURCES	REACH	RESULTS
Unmanned Aerial Vehicle for Ranching	Thompson Rivers University	502	181,629	52,434	22	8	7	7
Pain Mitigation Strategies	University of Saskatchewan	520	77,250	17,250	25	8	8	9
Risk/Impact of Yellow Starthistle	Simon Fraser University	521	30,750	15,750	20	7	6	7
Integrated Approach to Productive Forage Stands Using Livestock	Peace River Forage Association	525	92,590	7,110	23	9	7	7
Grasland Fertilization-Treatment & Monitoring	Pine Butte Ranch	528	40,502	10,000	21	8	6	7
Assurance Fund Program	BC Cattlemen's Association	546	50,000	11,500	24	8	8	8
<b>Building Opportunity through Research</b>			<b>\$ 472,721</b>	<b>\$114,044</b>				
<b>6 Projects Average Score</b>					<b>23</b>	<b>8</b>	<b>7</b>	<b>8</b>




### 5.3 Building Industry Association Capacity

There were a total of 8 projects completed in this priority area. However, 3 of these were for the same event held in different years (BC Beef Day) for that reason the team considered them as one application when scoring them. The projects in this category had a total cost of \$235,133 with the BCIDF contribution of \$177,931. All projects in this category scored reasonably well. This category was less successful in generating other funds for the projects - the BCIDF covered an average of 76% of all the project costs.

The Evaluation Team recognized the value of BC Beef Day in displaying the social and economic benefits of the industry to the province. The Field tour as part of the Canadian Beef Industry Conference (537) showcased B.C.'s beef and agriculture industry to the rest of the country. Although Wildfire Preparation project applicants (551) did not contribute dollars to the project, there was a large in-kind contribution which made the project possible. The team discussed the local approach of the Range Land Use Monitoring (541) project and determined that it would be helpful to provide a cover letter explaining results as well as sharing results with other range users and a broader application to range land use. When reviewing the final report for the Expanding Program Awareness Project (526), it was difficult to determine reach and additional data on whether the activities increased program uptake would have been useful (i.e. did the workshops increase uptake of 100% BC Beef Brand).

**BCBFA  
BC BREEDER  
and  
FEEDER  
ASSOCIATION**





*"Cattle Industry Development Council -  
Cattlemen's dollars working for  
the cattle industry"*

**Programs Available for  
BC Producers**

- Feeder Associations Loan Guarantee Program
- Bred Heifer Associations Loan Guarantee Program
- Interest Relief Program
- Advance Payments Program

[www.bcbfa.ca](http://www.bcbfa.ca)




TITLE	APPLICANT	PROJECT #	TOTAL PROJECT COSTS	BCID FUND SHARE	EVALUATION TOTAL SCORE	RESOURCES	REACH	RESULTS
Industry Communic & Collaboration	BC Association of Abattoirs	523	28,500	26,000	18	5	6	7
Expanding Program Awareness	BC Breeder & Feeder Association	526	19,800	14,000	19	6	7	6
2018 BC Beef Day	BCCA Program Delivery	531	21,800	16,800	25	7	9	9
2019 BC Beef Day	BC Cattlemen's Association	535	20,800	16,800	25	7	9	9
Canadian Beef Industry Conference Pre	BC Cattlemen's Association	537	28,348	25,000	24	6	9	9
Range Land Use Monitoring	Nicola Stock Breeders Association	541	19,000	11,000	22	9	7	6
2022 BC Beef Day	BC Cattlemen's Association	550	22,800	18,800	24	7	9	8
Wildfire Preparation in the Peace	Peace River Reg. Cattlemen's Assc	551	74,085	49,531	25	8	8	9
<b>Building Industry Association Capacity</b>			<b>\$ 235,133</b>	<b>\$ 177,931</b>				
<b>8 Projects Average Score</b>					<b>23</b>	<b>7</b>	<b>8</b>	<b>8</b>



Photo by Doris Squair

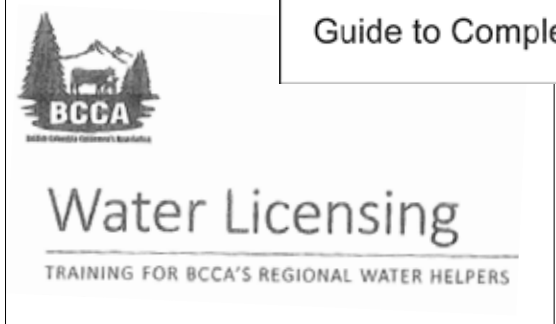
### 5.4 Building and Maintaining BC Cattle Industry for Sustainable Growth

There were 10 projects completed in this priority area. Three of the applications were related to the Verified Beef Production Plus Program (VBP+) and were scored as one project. The projects in this category had a total cost of \$2,378,035 with the BCIDF contribution of \$483,058. Many projects were effective at leveraging BCIDF contributions with additional funding sources. This category had several large cost projects which, with the exception of the VBP+ program, were projects spanning across the agriculture sector and not just focused on cattle. Determining the impact of these projects was difficult as the specific benefits to the cattle sector were not reported. This category was the most successful in leveraging funds - an average of just 20% of project costs came from the BCIDF to enable these projects.

It was noted that projects 514, 524 and 527 were timely when the projects were done. The Evaluation Team highlighted the value of VBP+ programming (projects 508, 534) and emphasized the importance of BCIDF supporting this program. Project 513 demonstrated building the cattle industry for sustainable growth with an active effort to educate the next generation. Projects specific to a certain region (516, 518 and 530) developed methods and tools that could be applied in other areas.



*Agriculture  
Wildfire Preparedness and Mitigation Plan  
Guide to Completing the Workbook*



TITLE	APPLICANT	PROJECT #	TOTAL PROJECT COSTS	BCID FUND SHARE	EVALUATION TOTAL SCORE	RESOURCES	REACH	RESULTS	
Verified Beef Production Program	BCCA Program Delivery	508	358,600	100,000	26	9	8	9	
Verified Beef/extend one year	BCCA Program Delivery	508	350,000	35,000	26	9	8	9	
Applied Sustainable Ranching Diploma	Thompson Rivers University	513	453,000	60,000	24	8	8	8	
Water Workshops	BC Cattlemen's Association	514	23,020	11,080	24	8	8	8	
Pest Monitoring	Peace River Forage Seed Assoc	516	375,000	20,000	21	7	6	8	
Regional Agriculture Research Alliance	Cariboo Cattlemen's Association	518	71,500	13,250	25	9	8	8	
Wildfire Impacts Information Exchange	Southern Interior Stockmen	524	72,000	15,000	19	7	6	6	
Public Trust Initiative (BCAC)	BC Cattlemen's Association	527	300,000	23,100	23	7	9	7	
Cariboo Agricultural Research Alliance Extension & Research Development	Kersley Farmers' Institute	530	76,665	31,628	24	8	8	8	
Verified Beef Production Program	BCCA Program Delivery	534	250,000	154,000	26	9	8	9	
Vision 2020: Forage Conference	BC Forage Council	540	48,250	20,000	22	8	7	7	
<b>Building &amp; Maintaining BC Cattle Industry for Sustainable Growth</b>			<b>\$ 2,378,035</b>	<b>\$ 483,058</b>					
					<b>11 Projects Average Score</b>	<b>24</b>	<b>8</b>	<b>8</b>	<b>8</b>



Photo by Karen McKean

# 6 REVIEW OTHER CATEGORIES



## 6.1 Provincial Association Projects

Four provincial cattle producer associations are eligible to apply for funding assistance for project activities. Funding from the BCIDF is matched with CIDC check-off and producer association funds to complete the projects. During the review period \$4.3 million has been spent on these provincial association projects - \$1.6 million of that total is from the Association funds (membership etc.) and \$1.3 million from the check-off (producer funds), with \$1.3 from the BCIDF. This evaluation period included the Covid-19 pandemic, and the associations were able to continue to serve their members but several variances in operations meant changes to overall spending at that time.

The team feels the support of association projects is still an important element of the BCID Fund. The ability to trigger BCID funds with producer check-off dollars greatly increases the dollars available to maintain strong producer associations in the province. As noted in the last evaluation the associations have varying levels of additional funds going toward the projects.

The reporting by the associations to their members and the CIDC is in place.

Provincial Association Project Work 2018-2022					
Number	Association	Total Project Expense	CIDC Share	BCIDF Share	Association Share
6073	BCACF 2018-19	60,788	22,025	22,025	16,738
6074	BCBFA 2018-19	112,767	33,250	33,250	46,267
6075	BC Dairy 2018-19	267,000	46,500	46,500	174,000
6076	BCCA 2018-19	649,338	188,500	188,500	272,338
6077	BCACF 2019-20	40,558	24,700	24,700	- 8,842
6078	BCBFA 2019-20	106,098	40,250	40,250	25,598
6079	BC Dairy 2019-20	267,000	56,250	56,250	154,500
6080	BCCA 2019-20	763,837	235,250	235,250	293,337
6081	BCACF 2020-21	52,800	26,400	26,400	-
6082	BCBFA 2020-21	80,500	40,250	40,250	-
6083	BCDA 2020-21	207,520	56,250	56,250	95,020
6084	BCCA 2020-21	563,837	235,250	235,250	93,337
6085	BCACF 2021	38,172	19,775	19,775	- 1,378
6086	BCBFA 2021	131,900	40,250	40,250	51,400
6087	BCDA 2021	376,632	56,250	56,250	264,132
6088	BCCA 2021	590,880	235,250	235,250	120,380
Totals		<b>\$ 4,309,627</b>	<b>1,356,400</b>	<b>1,356,400</b>	<b>1,596,827</b>

ASSOCIATION PROJECT FUNDING  
SHARE OF ALL CONTRIBUTORS  
\$4.2 MILLION 2018-2022



Supporting association projects is important for the BC beef industry.



The **BC Association of Cattle Feeders** has been focused on trade and regulatory barriers in the feeding industry. We are working with CFIA and USDA officials on harmonizing border requirements for cattle entering the US from Canada, particularly off-loading at the border crossings. We are lobbying for modernization of cattle exports with ensuring the long-awaited E-Certification program will come into play in the near future. Animal welfare and good practices have always been first and foremost for our producers and with the public's strong demand for confirmation of best practices, we have been supportive of National initiatives such as the Canadian Roundtable for Sustainable Beef Framework and VBP+. Our membership has been involved in developing the Feedlot Assessment Tool, which will be a component of the Framework. Provincial growth of the feeding industry has been a main focus of BCACF. We have been involved in environmental issues such as the proposed amendments to the AG Waste Control Regulations and the nitrate issue in the Hullcar Valley. BCACF continues to work closely with the BCCA to ensure we are not overlapping on issues and that we support each other on topics that affect the broad base of cattle producers in BC.



**BC Breeders and Feeders Association** mandate is to have cattle born, raised, finished and processed in the Province of British Columbia. BCBFA is the parent body for the Feeder and Bred Co-ops operating in BC under BC's Government Loan Guarantee Program. In addition, we offer the Federal Advance Payments Program on cattle, sheep, bison, forage and grain, along with the Federal Interest Relief Program on feeder cattle. The Federal Interest Relief Program is only available to cattlemen from each Province that have an active Provincial Government Loan Guarantee program for feeder cattle. The check-off helps support each cattle organization with their programs through grants that enhance the cattle industry. The check-off enables our cattle organizations to participate in industry meetings at a provincial and national level. BCBFA uses part of the check-off funding received each year to provide educational seminars open to all BC producers throughout the province. Our herd health protocols that have been developed are updated annually. Our members and all of BC producers benefit from the programs that the check-off fee supports.



**BC Milk Producers' Association** members contribute approximately 20% to beef production in BC, and their beef-related projects which receive support include works relating to quality, food safety, animal care, traceability, biosecurity and the environment. Production practices in these areas are vitally important to a dairy operation's receipts for both milk and cattle sales. Their project works to improve producer awareness of best management practices and setting of standards through Dairy Farmers of Canada's ProAction® Program. BC Dairy encourages practices, which improves producer profitability while fostering consumer confidence.



**BC Cattlemen's Association** works to address issues of importance to our members and the broader beef cattle sector in British Columbia. This work is accomplished in five key areas, Public Affairs & Education, Environmental Stewardship, Land Stewardship & Indigenous Affairs, Beef Production & Innovation, and Indigenous Relations. We strive to reach producers through an electronic newsletter, our Beef in BC magazine, our website - Cattlemen.bc.ca and at outreach events (Town halls, Annual General Meeting and Local/Regional meetings). Issues relating to land security have always been a high priority for BCCA and the project funding from the check-off permits the Association to co-ordinate, advocate and monitor land stewardship issues, environmental issues, emergency response and producers' access to beneficial programs.

## 6.2 UBC Chair in Animal Welfare



The University of British Columbia's Animal Welfare Program provides Canada's dairy and beef industries with science-based solutions and expert advice to address welfare challenges facing cattle and the producers who work with them. The chair holders (von Keyserlingk and Weary) and their students run a productive program of research and outreach. Core support of the UBC's Animal Welfare program is via the Natural Sciences and Engineering Research Council of Canada (NSERC) Industrial Research Chair (IRC), which is made possible through the support of the industrial sponsors.

The UBC NSERC IRC in Animal Welfare was initiated in 1997 and has been successfully renewed every 5 years, making this chair one of the longest running industry-university partnerships in Canada. **The Beef Cattle Industry Development Fund (BCIDF) is one of the original founding partners who have contributed an annual amount of \$10,000 since the UBC chair began in 1997.** In addition to the BCIDF, current industry partners include Dairy Farmers of Canada (\$50,000/yr); BC Dairy Association (\$25,000/yr); Alberta Milk (\$10,000/yr); SaskMilk (3,000/yr); Dairy Farmers of Manitoba (\$5,000/yr); Merck Animal Health (\$13,000/yr); Boehringer Ingelheim (\$10,000/yr); Saputo (\$25,000/yr); Semex (\$10,000); Lactanet (\$5K/yr).

Since its inception in 1997, the UBC Animal Welfare program has published over 800 peer-reviewed journal publications and given over a 1000 speaking engagements. A notable long-term accomplishment is having trained close to 100 highly qualified individuals (MSc, PHD and PDF's) who now play important roles in helping the dairy industry worldwide, including as university faculty in Canada and around the world, and working for the agriculture sector and government organizations in Canada, the US, New Zealand and the European Union.

Our current IRC focuses on four key areas:

- Dairy calf rearing, including challenges in the welfare and marketing of male dairy calves
- cow health and lameness,
- housing facilities and management,
- painful procedures

The AWP prioritizes knowledge translation: over the past 5 years, averaging approximately 30 presentations per year and publishing many articles for industry audiences. In addition, the AWP has continued to support the cattle industries through expert advice and frequent presentations, outreach activities and popular press articles.

von Keyserlingk and Weary are tenured professors who co-lead a rigorous program of scientific research, public service, education and outreach in the field of animal welfare. Their collaboration is a powerful example of how much can be achieved with the resonant efforts of two excellent scientists working in harmony on difficult issues. Together these scholars are internationally recognized as the leaders in the application of science to solving practical issues of cattle welfare.

Their achievements have been acknowledged in many awards won independently both nationally and internationally. These scholars co-supervise all students and staff, and work with the research team on a daily basis to advise study design, data collection, analysis, and knowledge translation.

**Evaluation Team Comments:**

The team feels this continues to be a good use of BCID Funds for the following reasons:

- Funding enables the industry to have a seat on the Advisory Committee to the Chair position.
- It allows the industry to keep abreast of what is happening in the Animal Welfare field (which is a current priority of the BCIDF).
- Involvement with the funding of the Chair puts the industry in a better position to become more involved in this area in the future.

The evaluation team is aware of considerable work done by the Animal Welfare Group at UBC that relates to production issues in the dairy industry. We would recommend that the beef associations consider whether they should be discussing similar research requirements for their sector with the researchers in the Animal Welfare group. This would address the funding priority of Animal Care under the Building and Maintaining BC Cattle Industry for Sustainable Growth.



Photo by BC Dairy Association

### 6.3 TRU Chair in Cattle Industry Sustainability

In 2008, the Cattle Industry Development Council signed an agreement with Thompson Rivers University whereby the BCIDF provided \$625,000 to the endowment established along with other funders and the Leading Edge Endowment Fund to establish the Chair in Cattle Industry Sustainability. The original request for funding stated “The chair will conduct research that will directly address the most important land use issues facing the cattle industry and ranching community in British Columbia. Research will focus on questions involving alternative land uses and economic geography and will seek to provide knowledge to inform the decisions faced by individuals, communities and government.”

#### Update report from Dr. John Church



As the Cattle Research Chair, I currently lead a multidisciplinary research team at TRU dedicated to the exploration and invention of innovative practices and technologies leading to the sustainability and enhancement of the livestock industry, rangelands, meat production and related products. My research program is currently focused on using drones and related sensors for Precision Ranching, with a goal towards improved management of both the animals and the land base they depend on. In addition to using drones for finding and identifying cattle on range and for monitoring cattle heat stress, I am also investigating using drones for remote sensing of the land base to enable the following: spot spraying of weeds, fertilizing nitrogen deficient areas and/or seeding for pasture rejuvenation, once again using drones (DJI Agris). At the same time, I am currently field testing in British Columbia “smart” satellite enabled GPS ear tags (Ceres), rumen boluses

(Moonsyst) and wireless virtual fencing collars (NoFence) in partnership with Alberta researchers Drs. Bork and Marcus. The ultimate goal is to develop a “smart” biome that incorporates new data and information streams for cattle ranchers to assist them in their future management tasks and decisions. And finally, through a collaborative NSERC project with Dr. Paul Adams at Kwantlen Polytechnique University, I have been working on developing a new breed of cattle capable of withstanding severe climate extremes from future anticipated heat domes (as well as polar vortexes) that is tentatively being called “The Climate Master.”

The last five years have certainly been among the most productive of my career from a scholarly perspective. I have expanded my record of peer reviewed scientific publications in the scientific literature with multiple manuscripts in high quality journals. According to Google Scholar, I am one of the top ten most cited researchers at TRU. I have increased the amount of research funding obtained from peer-reviewed competitions to well over 5.5 million dollars in the last five years, of which I am the Principal Investigator on over half (2.5 million). In addition, I have surpassed my record of submitted and invited presentations, which is evidence of my expanding sphere of influence. I have been invited as a keynote speaker and/or invited speaker numerous times to meetings and conferences both provincially, nationally, and internationally over the last 5 years. One of the biggest highlights of my career so far was when I was asked by my country to provide expert testimony to the Standing Senate Committee on Agriculture and Forestry on March 19, 2018 in Vancouver; with the Honourable Dianne F. Griffin, presiding; along with senators Black, Gagné, Griffin and Maltais, with respect to climate change and future welfare impacts on cattle. Being introduced as the country’s foremost expert on cattle welfare as it pertains to heat stress was not only an honor, but speaks to the success, impact and high profile my research program has achieved here at TRU.

#### Evaluation Team Comments

The previous Project Evaluation (2013-2017) indicated that the Chair used to provide regular reports to the cattle industry via the column in the Beef in BC magazine. The Evaluation Team noted that this no longer occurs, and was uncertain of when reporting stopped. The Chair reported on several ongoing and completed projects during the evaluation period. However, the Evaluation Team was not provided with final reports on projects completed during the period covered by this evaluation and therefore was unable to provide specific comments. It was also difficult to ascertain which research projects were of benefit to the BC cattle industry. Because of this and due to the volume of projects the Chair reported, the Evaluation Team recommends that the reports provided be reviewed and filtered prior to coming to the next Evaluation Team for review. The team feels that with the considerable financial commitment BCIDF has made to this Chair, some indication of its effectiveness should be included in future evaluation reports.

Projects that the Chair in Cattle Industry Sustainability has participated in from 2017 - 2022		
Precision Ranching Improved Reproduction CAAIN \$229,000	Development of Prophylactic Treatment NSER Covid-19 \$50,000	Precision Ranching: Sustainable Cattle & Land NSERC DDG \$30,000
Precision Ranching Reproduction CIDFD \$25,600	Development of Prophylactic Treatment MITACS \$45,000	NOX-Forage Calves BC MAF CAP \$230,000
Dev of Climate Master Cattle NSERC CU121 \$750,000	Purchase & Pilot of Greenfeed Emissions Detector IAF BC CAP \$101,295	Precision Management of Rangelands CFI Leaders Fund \$486,403
Pacific Sea Weed & Hydroponic Fodder as Feed Genome BC GeneSolve \$239,000	Evaluation of Mazzaella japonica for Ruminants MITACS \$120,000	Industrial Scale Ash Soil Amendment NSERC CRD \$505,906
Multi-Functional Pasture Rejuvenation NSERC Allianc \$236,000	Study of Landslides in interior BC by UAF Disaster PRS \$40,000	Mitigating Climate Impacts BC MAF CAP \$465,000
Precision Ranching Improved Reproduction Alberta Innovates \$376,211	Development of UAVs for Precision Ranching NSERC CU 121 \$664,000	Hydroponic Beef Production BC Agri-Innovation IAF BC \$179,600
Remote Weighing of Cattle Alberta RDAR \$393,000	Enhancing forage productivity-forested rangeland Beef Cattle Research Council \$308,200	Precision Ranching-Address Climate Change Issues in Cow/Calf Production Rangeland Resrch Institute \$109,500



# 7 OVERVIEW

The 2022 Evaluation Team evaluated 30 general projects completed between 2018 and 2022. In addition, 16 provincial association projects and two *other category* projects were reviewed. The Fund was closed to general applications for several years due to a shortage of earnings in the Trust. There were fewer projects approved because of this. The team was pleased to observe the growing number of projects since the last review period.

## 7.1 Observations

The CIDC continues to do an excellent job of supporting applicants for BCIDF projects in many facets of the British Columbia beef industry. For the 46 completed projects that were evaluated and reviewed, \$2.2 million was triggered from the BCIDF Trust, and matched with \$5.3 million other contributions, for a total of \$7.6 million spent for the good of the beef industry in BC.

For every \$1 of BCIDF funds spent, \$3.45 was contributed from other sources (\$2.54 for 2017 evaluation term). The team feels this points to a very successful term for the Fund, an excellent leverage achieved even with the reduced number of projects.

## 7.2 Funding Sources for the Projects Under Review 2018-2022

PROJECT NUMBER #	TITLE	APPLICANT	TOTAL PROJECT COSTS	BCID FUND SHARE	% BCIDF of TOTAL
502	Unmanned Aerial Vehicle for Ranching	Thompson Rivers University	181,629	52,434	29%
505	Livestock Surface Water Assessment	Cariboo Cattlemen's Association	76,500	17,000	22%
508	Verified Beef Production Program	BCCA Program Delivery	358,600	100,000	28%
508	Verified Beef/extend one year	BCCA Program Delivery	350,000	35,000	10%
513	Applied Sustainable Ranching Diploma	Thompson Rivers University	453,000	60,000	13%
514	Water Workshops	BC Cattlemen's Association	23,020	11,080	48%
516	Pest Monitoring	Peace River Forage Seed Assoc	375,000	20,000	5%
518	Regional Agriculture Research Alliance	Cariboo Cattlemen's Association	71,500	13,250	19%
520	Pain Mitigation Strategies	University of Saskatchewan	77,250	17,250	22%
521	Risk/Impact of Yellow Starthistle	Simon Fraser University	30,750	15,750	51%
523	Industry Communic & Collaboration	BC Association of Abattoirs	28,500	26,000	91%
524	Wildfire Impacts Information Exchange	Southern Interior Stockmen	72,000	15,000	21%
525	Integrated Approach to Productive Forage Stands Using Livestock	Peace River Forage Association	92,590	7,110	8%
526	Expanding Program Awareness	BC Breeder & Feeder Association	19,800	14,000	71%
527	Public Trust Initiative (BCAC)	BC Cattlemen's Association	300,000	23,100	8%
528	Grasland Fertilization-Treatment & Monitoring	Pine Butte Ranch	40,502	10,000	25%
529	Growing the Market for BC Beef- Workshops with Producers	BC Association of Abattoirs	20,920	18,420	88%
530	Cariboo Agricultural Research Alliance Ext. & Res. Dev.	Kersley Farmers' Institute	76,665	31,628	41%
531	2018 BC Beef Day	BCCA Program Delivery	21,800	16,800	77%
534	Verified Beef Production Program	BCCA Program Delivery	250,000	154,000	62%
535	2019 BC Beef Day	BC Cattlemen's Association	20,800	16,800	81%
536	Growing the Market for BC Beef-Pilot Dev. Kootenay Boundary	BC Association of Abattoirs	17,175	14,675	85%
537	Canadian Beef Industry Conference Pre Tour	BC Cattlemen's Association	28,348	25,000	88%
538	Enhancing Livestock Surface Water	Cariboo Cattlemen's Association	65,590	32,795	50%
540	Vision 2020: Forage Conference	BC Forage Council	48,250	20,000	41%
541	Range Land Use Monitoring	Nicola Stock Breeders Association	19,000	11,000	58%
542	Growing Markets for BC Beef in North and Island	BC Association of Abattoirs	21,978	19,478	89%
543	Growing Slaughter Capacity through Leasing Underutilized Plants	BC Association of Abattoirs	19,266	19,266	100%
546	Assurance Fund Program	BC Cattlemen's Association	50,000	11,500	23%
550	2022 BC Beef Day	BC Cattlemen's Association	22,800	18,800	82%
551	Wildfire Preparation in the Peace	Peace River Reg. Cattlemen's Assoc	74,085	49,531	67%
<b>TOTAL GENERAL PROJECTS (30)</b>			<b>\$3,307,318</b>	<b>\$ 896,667</b>	<b>27%</b>
<b>TOTAL PROVINCIAL ASSOCIATION PROJECTS (16)</b>			<b>\$4,309,627</b>	<b>\$1,356,400</b>	<b>31%</b>
<b>GRAND TOTAL 2018-2022</b>			<b>\$7,616,945</b>	<b>\$2,253,067</b>	<b>30%</b>

# 8 REVIEW OF THE 2013-2017 EVALUATION RECOMMENDATIONS

## Recommendation 2013 - 2017 Evaluations

## CIDC Action and Response

<p><b>Recommendation #1</b> - The Council review the need for a consultant to help with fund operations. Some of the duties of this position were outlined.</p>	<p><i>Council has decided to continue with the Council Secretary providing the services required, however steps have been taken to refer research/science-based applications to the Beef Cattle Research Council (national body) for initial assessment, review and recommendation.</i></p>
<p><b>Recommendation #2</b> - The number of projects and funding level approved for each priority area should be monitored. If certain priority areas are being underrepresented by projects the Council may wish to actively solicit projects in those areas.</p>	<p><i>Council has continued with similar priorities; we have not undertaken analysis of the priority areas represented by projects completed.</i></p>
<p><b>Recommendation #3</b> - The Council should determine whether funds used to develop applications are an eligible use of the BCIDF funds.</p>	<p><i>Council is not aware of such requests.</i></p>
<p><b>Recommendation #4</b> - Final reports of projects should include a short summary document that highlights the project results and how they will be used.</p>	<p><i>Council continues work to improve the application and fine-tune report requirements.</i></p>
<p><b>Recommendation #5</b> - All projects must include the project results in the final report.</p>	<p><i>Council agrees and requires project results.</i></p>
<p><b>Recommendation #6</b> - All project reports should indicate who undertook the work.</p>	<p><i>Council agrees</i></p>
<p><b>Recommendation #7</b> - The Council should approach the proponents of Project 504 Wildfire Preparedness to do a follow up to see how the tools developed were used and their effectiveness during the 2017 fire season. This would help to evaluate, refine and promote the project outputs.</p>	<p><i>Council has not followed up on this recommendation.</i></p>
<p><b>Recommendation #8</b> - The Council should consider/providing funding to projects that expand the forage supply review process.</p>	<p><i>Such projects would qualify under our priorities – the process continues to be applicant driven as Council has not solicited specific projects.</i></p>
<p><b>Recommendation #9</b> - The Council should consider meeting with the representatives of the Animal Welfare Chair at UBC to explore potential research projects related to the beef industry.</p>	<p><i>Council has representation on the advisory committee.</i></p>
<p><b>Recommendation #10</b> - The Evaluation team recommends that the work of the TRU Chair in Cattle Industry Sustainability be reviewed for its effectiveness and how well it is addressing the objectives outlined for the position.</p>	<p><i>Council has a variety of concerns regarding the TRU Chair in Cattle Industry Sustainability and has written to the Dean, awaiting reply for further action.</i></p>
<p><b>Recommendation #11</b> - The Evaluation Team recommends that for future evaluations, a more appropriate method of evaluating projects be investigated.</p>	<p><i>Council believes the methodology is adequate for our needs.</i></p>
<p><b>Recommendation #12</b> - Council could use this evaluation document to promote awareness of the Fund and its workings.</p>	<p><i>The 2013-2017 document was widely circulated to the cattle industry - a summary document as well as the full evaluation.</i></p>

# 9 REVIEW BEEF CATTLE INDUSTRY DEVELOPMENT FUND 1995–2022



The Beef Cattle Industry Development Fund was established in 1995 with \$9.347 million invested with the industry being able to access the earnings when matching funds are contributed to projects. In the first 27 years of the fund, 383 projects have been completed with \$14.7 million from the earnings of the Trust. The access to those BCIDF funds enabled almost \$50 million to be at work for the beef industry in BC. In 2013 the Trust was rolled over to a long-term trust that will stay in place for the BC cattle industry until 2075.

<b>BCID Fund - 27 years, 383 completed projects</b>			
Evaluation Period	Total Project Costs	BCIDF Share of Costs	BCIDF % of total
1995-2002	11,650,000	4,400,000	38%
2003-2006	7,640,000	2,690,000	35%
2007-2012	16,880,000	4,100,000	24%
2013-2017	4,650,000	1,325,000	28%
2018-2022	7,616,945	2,253,000	30%
	<b>\$ 48,436,945</b>	<b>\$ 14,768,000</b>	<b>30%</b>

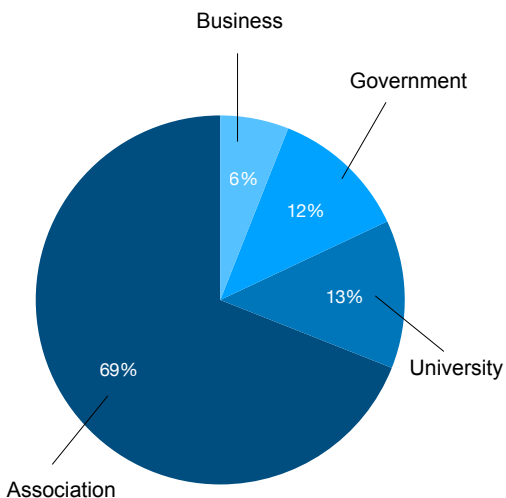
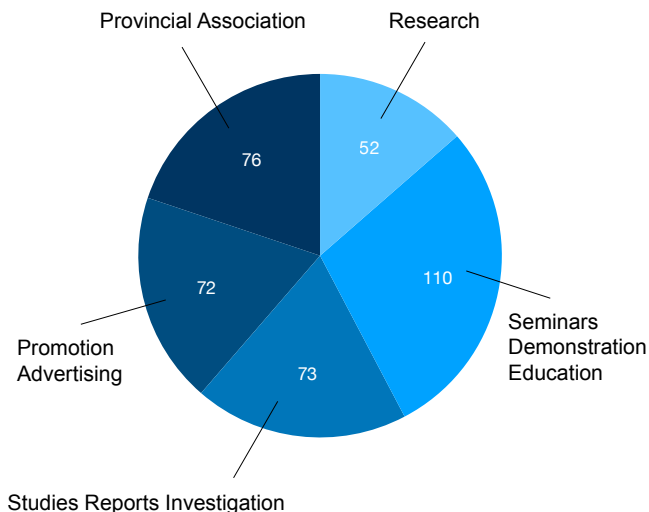


Photo by Cassie Marchand

### What Type of Projects?

A total of 383 projects have been completed and reviewed since the fund was established. Seminars, Education and Demonstration continue to be the most popular type of project completed.

This is indicative of the effort of many smaller organizations to access the fund to educate their members on current issues, to train their members on new and improved practices, and to provide expert advice on a variety of topics.



### Who has been using it?

The BCIDF is able to fund project from a variety of types of applicants.

The evaluation team was pleased to see that the majority of projects continue to have been administered through the associations. These are not only the provincial association projects, but many projects taken on by local and or regional groups, and other interested associations.



Photo by Ricky Seelhof

# 10 OBSERVATIONS & RECOMMENDATIONS 2012

The Evaluation Team reviewed and scored 30 general projects. In addition, 16 Association and two other category projects were reviewed. The general projects reviewed addressed all of the priority areas identified for the Fund. The Team feels that the projects completed were all of value to the BC Beef Industry. The Team also recognizes that the Cattle Industry Development Council continues to do an excellent job of managing the Fund. After reviewing the projects and operations of the BCIDF, the Team would like to make the following observations and recommendations to the CIDC for their consideration.

## **Observation:**

The Evaluation Team found it difficult to determine the impact of some of the projects from the information provided in the final report submitted.

### **Recommendation #1**

Final reports need to convey the results achieved by “telling a story”, either qualitatively (narratives, letters of appreciation, or anecdotes) or quantitatively (numbers, statistics).

### **Recommendation #2**

Final reports should include “the good, the bad, the ugly”. By not explaining the shortcomings of the project or how the project failed to materialize in the intended manner, the Evaluation Team is left guessing.

---

## **Observation:**

Some of the Projects reviewed covered all or multiple agriculture sectors and the impact on the cattle sector was difficult for the Evaluation Team to assess. Letters of support from the cattle sector were helpful.

### **Recommendation #3**

Projects that have a “pass-through” nature (i.e. BCIDF funding, that alongside the contributions from other stakeholders, funds another organization) need to report the impact to the beef sector. In other words, if the funding “buys a seat at the table” or is directed to broader agricultural initiatives, the final report should explain how the funds resulted in more influence or furthered the beef sector as part of the broader livestock or agriculture initiative. Using Project #527 – Public Trust Initiative as an example, the final report should include an analysis of whether or not public trust was increased specifically to beef, and whether or not BCIDF funds advanced the beef sector.

---

## **Observation:**

In some of the projects reviewed the Team had difficulty identifying who had actually completed the work.

### **Recommendation #4**

Projects with a deliverable in the form of a report or academic paper, should disclose how much of the effort was in-house and how much was contracted externally. It is not necessary to provide names of contractors, just percentages of time/workload.

---

## **Observation:**

Some of the final reports reviewed by the Team were detailed and sometimes lengthy documents describing the project rather than a short concise report on the results of the project. Complex projects and/or long reports were most often the projects that the Team had to revisit and look for additional information, making evaluation of the project difficult.

### **Recommendation #5**

If the project’s deliverable is a report or academic paper, this does not constitute the final report to the BCIDF Evaluation Team. A final report is still required with the chief aim of summarizing the project – regardless of its deliverable format – and offering an assessment as to whether or not the deliverable was effective. Further, there is no value in the final report authors saying “see attached” referencing the main deliverable document. For more technical projects, a supporting project summary or abstract may be beneficial.

**Observation:**

The Montague Method is difficult to use for the purpose of evaluating projects.

**Recommendation #6**

In the short term, the Montague Method could easily be modified by having separate scaling metrics for Resources, Reach, and Results. In the long term, the Council could improve the acceptance-evaluation feedback loop by replacing the Montague Method and commissioning the development of an integrated, and robust application-evaluation model.

**Observation:**

The Team reviewed a wide variety of projects submitted by diverse organizations and individuals. Previous Evaluations have commented on the type of projects they felt were most useful (e.g. 2007-2012 Recommendation 8, “The Council should consider providing funding to projects that expand the forage supply review process to support a sustainable beef cattle industry.”)

**Recommendation #7**

It may be useful to provide Council with an overview of themes discovered by the Evaluation Team as to the types of projects reviewed. For example, in this latest round, we saw funding pass-through projects, producer-led projects of a very practical “boots on the ground” variety, and academic projects. It would be interesting to study these themes further and determine if there is a correlation between the success of these projects and the nature of the project itself. The working hypothesis is that producer-led projects where a boots-on-the-ground organization puts significant “skin in the game,” may have more of an impact than other types of projects

**Observation:**

The Team noted that Project #513 clearly indicated how the BCIDF Funds were used (spreadsheet titled: “Spreadsheet on Costs attributed to BCIDC Funding”). This level of detail – specific to BCIDF funding – is extremely useful to the Evaluation Team.

**Recommendation #8**

All project final reports should be required to show how the BCIDF funding was used.

**Observation:**

The Team had some difficulty when reviewing projects 530 and 518 as they appeared to be related but were completed by different applicants. Considerable effort was made by the Evaluation Team in determining who the applicant and intended benefactor was. These details are important in forming an accurate score for the reach category.

**Recommendation #9**

Project report authors should be encouraged to “paint a picture” with a cover letter, with the intent of explaining any major oddities and relationship of projects to previously funded projects.

**Observation:**

Project report authors should be held accountable for submitting BCIDF paperwork as opposed to using reports submitted to other funders. For example, Project #525’s final report was a copy of the final report submitted to another funder (Investment Agriculture Foundation). With efficiency in mind, it is easy to see why a project author would copy and paste final reports if there were multiple funders, however, this practice should be discouraged.

**Recommendation #10**

All applicants should be required to provide their final reports using the BCDF format.

**Observation:**

The Team observed that the Investment Agriculture Foundation final report that was submitted to the BCIDF had useful information that could be helpful to Council as well as Evaluators.

**Recommendation #11**

Council should review the Investment Agriculture Foundation final report to see if some aspects of the report should be incorporated into the BCIDF final report.

---

**Observation:**

The Evaluation Team feels extending the reach of BCIDF projects is critical to increasing their value to the BC Beef Industry.

**Recommendation #12**

To assist the projects with improving their reach, the Council should make an effort to post the final deliverable on their website. This would not work for projects with a non-written deliverable, but for academic-themed projects (project #528 as an example), this would be a great way to preserve and disseminate the knowledge gained from the project. It could be as simple as posting links to PDFs or as sophisticated as partnering with another organization to form an online joint repository.

---

**Observation:**

As noted by the Council's response to the previous year's evaluation, during the 2018-2022 review period, Council took steps to refer research/science-based applications to the Beef Cattle Research Council (BCRC) for initial assessment, review and recommendation.

**Recommendation #13**

The Evaluation Team did not receive information on how satisfied the Council has been with this arrangement; however, the Team supported this effort and believed it will be helpful for future project evaluations, as the complex, researched-based reports took the most time reviewing and evaluating. In some of the reviews the Team discussed scientific methodology as it related to specific projects. Awareness of the current process in place between council and BCRC will provide confidence in the application.

---

**Observation:**

The other category projects (i.e. UBC Chair in Animal Welfare and the Thompson Rivers University Chair in Cattle Industry Sustainability) provided varied styles of reports.

**Recommendation #14**

Council consider a report template for these other category projects, with potential categories/table columns of project title, intended effect on the cattle industry, project findings, recommendations and conclusion.



Photo by Karen McKean



