

ACFA Strategic Priorities

- We will work with partners to access and develop markets that maximize value for our members.
- We will enhance competitiveness by reducing regulatory burdens.
- We will identify and advocate for research priorities that support our vision and mission.
- We will prepare the Board to make a decision on check off funds in 2013.
- We will build our membership by delivering value.



Board of Directors



From left to right: Greg Van Vaerenbergh, Mike Sears, Jack de Boer (Past Chair), Martin Zuidhoff, Jeff Ball, Bryan Walton (CEO), Page Stuart, Doug Price (Chairman), Jason Hagel, Brent Chaffee (Vice Chair), Jeff Warrack, Glen Thompson, Lyle Miller, Russ Evans (Manager, Policy and Research)

Missing: Leighton Kolk

About the ACFA

Since 1973 the Alberta Cattle Feeders' Association has represented the interests of cattle feeders in Alberta on policy and economic issues that affect their competitiveness. The ACFA continues developing strategies to achieve long-term success for Alberta's cattle feeding industry. The ACFA is a leader in guiding the industry to become more sustainable, profitable and competitive in a challenging global marketplace.

Vision

Alberta Cattle Feeders' Association, creating the opportunity for the world to enjoy high quality Canadian beef.

Mission

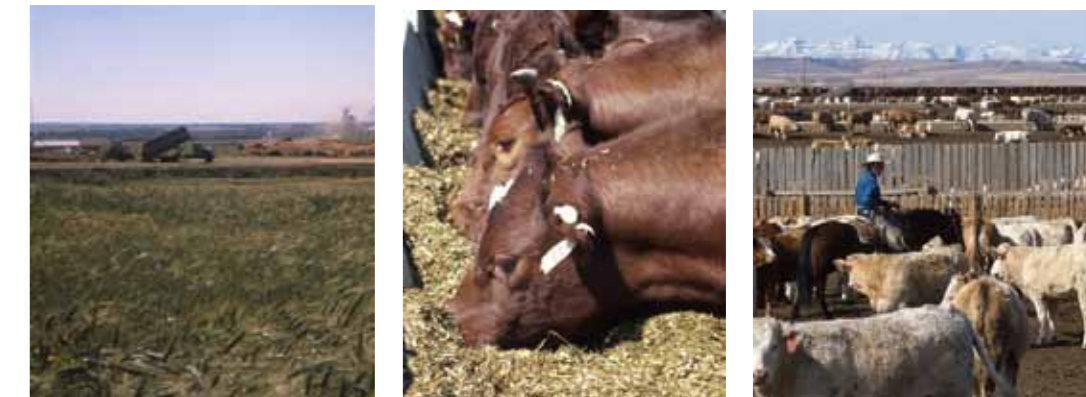
To aggressively pursue innovative and collaborative solutions for a thriving Alberta beef industry on behalf of Alberta Cattle Feeders' Association members.



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2011 Annual Report



Creating the opportunity for the world to enjoy high-quality beef.

Message from the Chairman



I am pleased to report that 2011 was another successful year for the Alberta Cattle Feeders' Association (ACFA). The Board and staff continued to make great strides in moving the industry forward and ensuring that our Alberta cattle feeders are able to operate in the best possible regulatory and business environment.

The Board provided guidance and advice to the Canada Beef Inc. transition team and Board on its governance and structure via our ACFA representative. We fulfilled our mission by funding branded beef programs that shipped beef to offshore markets, and our collaborative efforts have been recognized by industry partners. Financial contributions from ACFA members also helped strengthen the National Cattle Feeders' Association (NCFA), which ramped up efforts in Ottawa.

All of this work could not have been done without the skills and knowledge of our directors, and I would like to take this opportunity to thank my fellow Board members for their tremendous work this past year. We had and expect to have a full complement of directors, representing both large and small cattle feeder operations, and are well-positioned to guide the policies of the ACFA and manage the challenges facing our industry today and into the future.

Doug Price
Chairman of the Board

Message from the CEO



The ACFA gained significant ground this year as a beef industry leader and solidified its role as a credible industry organization. Our government relations program remains a cornerstone of ACFA activity at the provincial level and via the NCFA at the federal level.

In 2010 the ACFA developed a five-year, forward-looking business plan and, in 2011, implemented a work plan that saw staff and Board members engaged on a variety of fronts such as: animal care, animal health, business risk management, the environment, branded beef, traceability and the importation of U.S. feeder cattle.

On the internal operations side, new by-laws were written and a first-ever Human Resources Manual was drafted. We closed the year with a strategic planning session with the Board that produced a five-point strategic plan. This is summarized under "Strategic Priorities" and will be explained in greater detail at the upcoming 2012 Annual General Meeting. Additionally, our new vision and mission are provided on the back panel of this report.

We have a strong staff team that operates with the support of a committed Board of Directors. I would like to thank my colleagues for their efforts and support this past year.

Bryan Walton
Chief Executive Officer

The Alberta Cattle Feeders' Association is working to achieve long-term success for Alberta's cattle feeding industry.

2011 in review

Administration

- Drafted new and more contemporary by-laws.
- Created a first-ever Human Resources Manual.
- Promoted and managed the Positive Basis Fund with assistance of committee. Over \$100,000 dispersed.
- Managed the Bovine Industry Technical Team (BITT) as a resource to the industry.
- Continued to act as the secretariat for the Beef Industry Alliance (BIA).

Issues and Advocacy

- ACFA presence on the Minister's Beef Chairs Advisory Committee provided another opportunity to demonstrate ACFA leadership. Authored a two page concept piece on Beef Centre of Excellence, which the Alberta Livestock and Meat Agency (ALMA) adopted in a fore sighting exercise. Engaged with Canadian Agriculture Policy Institute on a case study of the beef industry.
- Drafted questionnaire for the BIA to send to PC leadership candidates and took the time to set out ACFA priorities in a meeting with Alison Redford's team.
- Presented progressive ideas and back-up to ACFA members on the Canada Beef Inc. transition team and Board as we seek a more efficient structure and governance model.
- Provided content to a report that was prepared for Minister Hayden as per the ACFA and Alberta Beef Producers' Memorandum of Agreement.
- Met with senior government officials regarding flood damage and to amend future policies to ensure that feedlots would be eligible for cost recovery on damage to infrastructure.
- Enabled a cattle feeder to become the co-chair of the newly created Farm Safety Advisory Council that will aim to reduce injuries and deaths on farms in Alberta as an alternative to mandatory Occupational Health and Safety.

Communications

- Drafted and managed the creation of a more professional Annual Report.
- Redesigned the membership renewal form and carefully communicated the new approach to bi-annual dues. Secured new members.
- Continued to put out Ringside newsletters on important issues.
- Recruited a part-time communications specialist whose time is split between the ACFA and the NCFA.

Programs and Events

- The Alberta Beef Industry Conference was a success both financially and for ACFA's image. Attended by Premier Stelmach, cabinet ministers and MLAs.
- Golf tournament was a sell-out and generated modest additional revenue for the ACFA. Invitations were sent to MPs, MLAs, Reeves and mayors to raise the profile of the ACFA with southern region politicians.
- Organized another successful MLA dinner with good attendance from cabinet ministers and MLAs.
- *BEEF the Festival*, revamped and rescheduled for launch on June 15 and 16, 2012. Sought sponsorships from the ALMA and Canada Beef Inc. Made contacts with three retailers and other potential sponsors.
- Coordinated Board meeting and open house in Picture Butte. Special meeting in Westlock to increase interaction with members.



NCFA

The ACFA contributes money and staff resources to the NCFA to advocate for cattle feeders on national issues. In only five short years the NCFA has matured and grown in stature. The NCFA put boots on the ground in Ottawa this year. NCFA's attendance at the site of the Federal-Provincial-Territorial Agriculture Ministers' meeting, more engagement with MPs and government officials in Ottawa and the hiring of a part-time communications specialist are all worthy of mention. Here are a few more noteworthy initiatives:

- In addition to the winter and summer meetings, the Board convened for a third time in Ottawa to hold meetings with 23 MPs, host a dinner meeting with MPs, meet with Treasury Board officials, meet with the Canadian Food Inspection Agency (CFIA) President and his executive and visit with Minister Ritz.
- With the co-operation of the CFIA, secured an interim solution to the "Product of Canada" policy interpretation thus enabling cattle feeders to market U.S. born feeder cattle to Canadian plants and continue to import feeders from the U.S.
- Met with federal ministers Kenney and Finley to seek improvements and streamline the Temporary Foreign Worker Program.
- Contributed \$50,000 toward legal costs associated with the WTO challenge of Country of Origin Labelling (COOL) in the U.S.
- Worked with industry partners to change grading regulations to adopt to the U.S. five yield classification system.
- Publicly supported the government's efforts to open more markets in Europe and Asia.
- Lobbied for joint review and approval of veterinary pharmaceuticals with Canada and the U.S.
- Active and ongoing input on the development of the governance structure of the new Canada Beef Inc.
- Provided input into the development of Growing Forward II with a strong focus on business risk management developed through industry consultation.