



**ABP Plan Review**  
**DELEGATE DEBATE**  
**DISCUSSION PAPER**



June 2, 2008

**To the Directors and Delegates**

A Trial Balloon consultation paper was presented to the ABP Plan Review Working Group at their meeting on April 22 and 23, 2008 for the purpose of stimulating discussion and obtaining their recommendations with respect to possible amendments to the ABP Plan Regulation, Cattle Marketing Regulation and the Authorization Regulation.

A revised Trial Balloon incorporating the recommendations made by the members of the Working Group and adding additional detail based on their recommendations was presented to the Board of Directors for their input on May 1, 2008.

The attached document is a further revision of the Trial Balloon which incorporates the recommendations made by the Board of Directors. This document is being presented to the delegates in preparation for the debate and vote that will take place at the semi-annual meeting.

Following the semi-annual meeting, amendments to the three regulations will be drafted and presented to the delegates and producers for their review and comment. Any comments received will be taken into consideration by the Board of Directors in preparing and approving draft amendments to the Plan Regulation, Cattle Marketing Regulation and the Authorization Regulation which will then be presented to Marketing Council for their review and approval.

Once approved by Marketing Council the amendments will be forwarded to legislative counsel for preparation of the official draft amendment regulations. The draft amendment regulations will then be circulated to the producers for discussion at the fall producer meetings and presented to the delegates for approval at the 2008 annual general meeting.

Yours truly,

Board of Directors

# ABP PLAN REVIEW DELEGATE DEBATE DISCUSSION PAPER



**Board of Directors**  
5 Directors at large  
9 Zone Directors  
3 Cattle Feeder Council Directors  
2 Association Council Directors

**Executive**  
Chair, Vice Chair, Finance Chair, Past  
Chair, CCC Chair and CFC Chair

**Cow Calf Council (CCC)**

CCC will have up to 16 members as follows:

- 9 zone delegates, with 1 zone delegate being elected to CCC from each of the 9 zones by the delegates representing the zone
- up to 4 zone delegates elected at the AGM from among zone delegates;
- up to 3 Board members either appointed by the Board or elected by the members of CCC
- the CCC Chair will be elected by the CCC from the 3 Board members

Cow Calf Council  
Ad Hoc Committees

**Cattle Feeder Council (CFC)**

CFC will have up to 16 members as follows:

- 13 CFC delegates, with 1 CFC delegate elected from zones 4 to 9; up to 2 CFC delegates elected from zones 1 and 3 and up to 3 CFC delegates elected from zone 2, and
- up to 3 CFC delegates at large elected at the AGM from among zone delegates and eligible producers.
- CFC will elect 3 CFC directors to the Board.
- the CFC Chair will be elected by the CFC from among the CFC directors.

Cattle Feeder Council  
Ad Hoc Committees

**Association Council (AC)**

AC will have representatives from Associations approved as members of AC.

- the AC members will elect up to 10 AC delegates from among the AC members who are eligible producers.
- AC will elect 2 AC directors from among the 10 AC delegates.
- the AC Chair will be elected by the AC from the AC directors.

Association Council  
Ad Hoc Committees

**Governance Committee**

**Audit Committee**

**Standing and Ad Hoc Committees of the Board**

**Industry Advisory Committees**

**Zone Committees**

**Delegate Body** - The Delegate Body is made up of all the zone delegates, cow calf council delegates, cattle feeder council delegates and association council delegates except those delegates who are elected to the Board of Directors as zone directors, directors at large, cattle feeder council directors or association council directors.



## **ABP Plan Review**

### **DELEGATE DEBATE DISCUSSION PAPER**



### **Industry Organization**

Alberta Beef Producers is an industry organization that represents the interests of all sectors of the beef cattle production chain in Alberta. The cow calf sector, the cattle feeding sector, the diverse regions of the province and the associations representing beef cattle producers and service providers need to be heard and their particular issues and concerns addressed. In addition, the individual sectors of the industry and the various regions in the province need to develop common industry positions on issues of mutual concern.

### **Board of Directors**

The Board of Directors is responsible for the management of the business and affairs of Alberta Beef Producers. The different regions in the province, the cow-calf sector, the cattle feeding sector and the various industry associations will be represented on the Board of Directors by the zone directors (representing the zones and the Cow Calf Council), the cattle feeder council directors (representing the Cattle Feeder Council) and the association council directors (representing the Association Council).

The role of the Board of Directors is to broker common industry positions on issues of mutual concern and develop industry policy on issues affecting the entire beef cattle production chain. Issues of particular concern to cow-calf producers, cattle feeders, other industry groups and the geographical regions will be dealt with by the Cow Calf Council, the Cattle Feeder Council, the Association Council and the Zone Committees, respectively. The Councils are accountable to the Board of Directors and, as part of its responsibility for managing the business and affairs of Alberta Beef Producers; the Board has general oversight of the activities carried out by the three Councils.

#### Composition

The Board of Directors will continue to be made up of:

- zone directors,
- directors at large;
- cattle feeder council directors; and
- association council directors (formerly cattle industry council directors)

#### Board size

There are 19 directors on the Board. After considering this issue from many angles and looking carefully at the possibility of reducing the size of the Board, the Working Group and the Board of Directors concluded, subject to feedback from the delegates, that the Board should remain at 19 directors. This was seen as the number required to properly represent all areas of the province (zone directors), all sectors of the industry (zone directors on cow calf council, Cattle Feeder Council and Association Council), and the entire delegate body (directors at large).

## Number of zone directors

The zone directors are elected to the Board to represent the interests of the producers in their particular zones. There are currently 9 zone directors. The number of zone directors could be reduced by:

- reducing the number of zones;
- keeping the number of zones the same but amalgamating the zones for the purpose of electing zone directors to the Board; or
- accommodating zone representation by whatever directors are elected to the Board as directors at large, cow calf council directors and cattle feeder council directors with any unrepresented zones being able to appoint a zone director to the Board.

The first option would require redrawing the zone boundaries and getting agreement from the delegates as to land to be included in each of the new zones. With the second option there could, for example, be 1 director for 2 zones or 1 director for three zones. With respect to the third option, some zones would be indirectly represented on the Board whereas other zones would be directly represented.

All three of these options were considered. The conclusion reached was that the number of zones should stay the same with each zone being represented on the Board by their zone director.

**Topic 1:** Each zone should elect 1 zone director to the Board of Directors.

## Election of zone directors

Currently the zone directors are elected by and from the delegates representing the zone which includes both zone delegates and cattle feeder council delegates. The alternative is for the zone directors to be elected by the eligible producers at the fall producer meetings. The survey results support the continuation of the current practice.

**Topic 2:** The zone directors should continue to be elected by the zone delegates and cattle feeder council delegates in each of the zones.

## Directors at large

Currently there are 5 directors at large elected by the delegates at the annual general meeting. Zone delegates, cattle feeder council delegates and association council delegates (formerly CIC delegates) are eligible to run for office as directors at large.

The Board of Directors could be made smaller by reducing or eliminating the directors at large. The director at large position, however, permits additional delegate representation on the Board that is not related to the zones or sectors. These directors are individuals who have support of the entire delegate body. Traditionally the chair, vice chair and finance chair are elected by the Board from among the directors at large.

If there are no directors at large the chair, vice chair and finance chair would be elected from among the zone directors, cattle feeder council directors and the association council directors. If a zone director, cattle feeder council director or association council director is elected as chair, the zone committee, the Cattle Feeder Council or the Association Council would elect another director to the Board.

If there were fewer directors at large there would be fewer directors with province and sector wide support from whom the board could elect the chair, vice chair and finance chair.

**Topic 3:** ABP should continue to have 5 directors at large on the Board of Directors.

#### Cattle Feeder Council directors

There are currently 3 cattle feeder council directors on the Board of Directors and they are elected to the Board by Cattle Feeder Council. In order for ABP to be an industry organization, it is important that the cattle feeding sector is represented on the Board. The election of cattle feeder council directors from Cattle Feeder Council is a reflection of demographics and the reality that the zone delegate election process could result in cattle feeders being inadequately represented both within ABP and on the Board of Directors.

That being said, the Board of Directors could be made smaller by reducing the number of cattle feeder council directors. It was the conclusion of the Working Group and the Board of Directors that fewer cattle feeder council directors would not adequately represent the cattle feeding sector unless there was a proportional reduction in the number of zone directors, directors at large and association council directors.

**Topic 4:** ABP should continue to have 3 cattle feeder council directors on the Board of Directors.

#### Cow Calf Council directors

Although the proposed structure includes the creation of a Cow Calf Council, that Council will not elect cow calf council directors to the Board. This issue was debated at length by the Working Group and the Board of Directors. Both groups came to the conclusion that since the majority of the zone directors are cow calf producers, either solely or in combination with a feeding operation, the zone directors can adequately represent the cow calf sector on the Board of Directors.

On the other hand, if the Cow Calf Council were to elect 3 cow calf council directors there would be 22 directors on the Board and the proportional representation of the feeding sector would be compromised. Neither of these two outcomes was acceptable to either the Working Group or the Board of Directors.

After considerable discussion both groups realized that, due to the differences between the sectors and producer representation in the delegate body, it was not necessary for the Cow Calf Council to be set up the same as the Cattle Feeder Council. Although the members will arrive on the Cow Calf Council and the Cattle Feeder Council differently, the outcome should be the same. The communication between the Cow Calf Council and the Board of Directors will be handled by 3 directors being elected or appointed from the Board to the Cow Calf Council.

**Topic 5:** ABP does not need to have 3 cow calf council directors elected to the Board by the Cow Calf Council.

#### Association Council directors

The Association Council is the replacement for the existing Cattle Industry Council. Currently 2 cattle industry council directors are elected to the Board of Directors by the delegates at the annual general meeting.

It is proposed that the 2 association council directors be elected to the Board by the members of the Association Council.

The argument in favour of the Association Council electing the association council directors to the Board is that the current Cattle Industry Council has proven its value to the organization and that this change would treat the Association Council the same as the Cattle Feeder Council. Parity between the councils is not, however, a deciding factor. The Cow Calf Council will not be electing directors to the Board.

The argument against the Association Council electing the association directors is that the associations appointing members to the Council do not pay check-off and the individuals sitting as association members do not have to be eligible producers. The argument in favour of the Association Council electing the association directors is that the association directors can only be elected from among the association council delegates who must be eligible producers.

**Topic 6:** There should be 2 association council directors on the Board of Directors.

**Topic 7:** The 2 association council directors should be elected by the Association Council from among the association council delegates.

## **Executive**

Currently the Executive of the Board consists of the chair, vice chair, finance chair and the past chair except when the current chair is re-elected for a subsequent term. Any director, whether a director at large, zone director, cattle feeder council director or association council director, is eligible to hold office as the chair, vice chair and finance chair.

It is proposed that the Executive be made up of the chair, vice chair, finance chair, past chair, Cattle Feeder Council chair and the Cow Calf Council chair. It is also proposed that the Executive have the ability to appoint one additional director to the Executive.

**Topic 8:** The chair of Cattle Feeder Council should be added to the Executive.

**Topic 9:** The chair of Cow Calf Council should be added to the Executive.

**Topic 10:** The Executive should have the ability to appoint one additional director as a member of the Executive.

## Role of the executive

The role of the Executive is to:

- make specific top priority recommendations to the Board;
- represent ABP in its liaison contacts with industry and government bodies;
- represent the Board in those matters delegated to it by the Board;
- exercise the powers of the Board of Directors during recesses of the Board;
- exercise such powers as are authorized by the Board of Directors;
- assist the Directors in carrying out the policies established by the Board of Directors; and
- oversee the management of the organization.

## Eligible Producers

Eligible producers will continue to be able to run for election at the fall producer meetings as:

- zone delegates; and
- feeder council delegates.

Depending on the outcome of the discussion with respect to Topic 2 (election of zone directors) and Topic 16 (election to Cow Calf Council) it may be possible for eligible producers, former and sitting zone delegates and cattle feeder council delegates to be nominated to hold office as the zone director and for eligible producers and former and sitting zone delegates to be nominated to hold office as a cow calf council delegate.

If an eligible producer, who is not a sitting delegate, can be nominated to hold office as a zone director, then an individual who is neither a sitting or former zone delegate nor a cattle feeder council delegate, could be elected as zone director.

**Topic 11:** If the zone director is elected by the eligible producers at the fall producer meetings then only sitting or former zone delegates or cattle feeder council delegates should be eligible to be nominated to hold office as a zone director.

## Zones

There will continue to be 9 zones.

**Topic 12:** There should continue to be 9 zones.

## Zone Elections

The eligible producers will continue to elect zone delegates and cattle feeder council delegates at the fall producer meetings held in each zone.

Depending on the outcome of the discussions, cow calf council delegates may be elected at the fall producer meetings as well.

### Zone delegates

Currently each zone elects 7 zone delegates. It is proposed that each zone have the option of electing a minimum of 3 and a maximum of 7 zone delegates.

Under this proposal, the number of zone delegates will be able to fluctuate depending on the interest and availability of eligible producers willing to serve as zone delegates.

**Topic 13:** There should be a minimum of 3 zone delegates and a maximum of 7 zone delegates in each zone.

### Cattle feeder council delegates

Also, each zone currently elects 1 cattle feeder council delegate with zones 1 and 3 electing 1 additional cattle feeder council delegate and zone 2 electing 2 additional cattle feeder council delegates.

It is proposed that each zone elect 1 cattle feeder council delegate with additional cattle feeder council delegates continuing to be elected in zones 1, 2 and 3 with zones 1 and 3 being able to elect up to a total of 2 cattle feeder council delegates and zone 2 being able to elect up to a total of 3 cattle feeder council delegates. These additional delegates would be maximum numbers, not required numbers.

Under this proposal, the number of cattle feeder council delegates will be able to fluctuate depending on the interest and availability of eligible producers willing to serve as cattle feeder council delegates.

**Topic 14:** There should be a minimum of 1 cattle feeder council delegate in each zone.

**Topic 15:** Zones 1 and 3 should have up to 1 additional cattle feeder council delegate and zone 2 should have up to 2 additional cattle feeder council delegates.

### Cow calf council delegates

With the creation of the Cow Calf Council, the Plan Regulation needs to set out the method by which the members of the Cow Calf Council are elected or appointed. It is proposed that there be 9 members of the Cow Calf Council elected from the zones.

There are two possible options for putting eligible producers on the Cow Calf Council:

- zone delegates can be elected as members of the Cow Calf Council by the zone delegates at a zone committee meeting; or
- cow calf council delegates can be elected to the Cow Calf Council by the eligible producers at the fall producer meetings.

Under the first option, only zone delegates would be eligible to be nominated to hold office as a member of the Cow Calf Council.

Under the second option, any eligible producer would be able to be nominated to hold office as a cow calf council delegate. The cow calf council delegates would be elected in the same way the cattle feeder council delegates are elected.

Under the first option, the maximum number of zone delegates would remain at 7 whereas under the second option, the maximum number of zone delegates would be reduced to 6 in each zone.

**Topic 16:** Zone delegates should be elected as cow calf council members by the zone delegates at zone committee meetings.

## **Zone Committees**

### Composition

Alberta Beef Producers will continue to have a zone committee in each zone with the zone committees being made up of the zone delegates, the cattle feeder council delegates, and, if applicable, the cow calf council delegates elected in each zone.

## Role of the zone committees

The role of the zone committees will be provided in phase 2 of the plan review process.

**Topic 17:** There should continue to be a zone committee in each of zone.

## **Delegate Body**

### Composition

The Delegate Body is made up of all the zone delegates, cattle feeder council delegates, the cow calf council delegates, if applicable, and association council delegates except those delegates who are elected to the Board of Directors as zone directors, directors at large, cattle feeder council directors or association council directors.

### Role of the delegate body

The role of the Delegate Body is to:

- act as the liaison between the producers in each of the zones and the Cow Calf Council, the Cattle Feeder Council, the Association Council and the Board;
- organize producer meetings, teleconferences, webcasts, mail outs and other means to:
  - seek out the opinions and concerns of producers and to communicate that information to the Councils and the Board of Directors; and
  - keep the producers informed as to the ongoing work and activities of the Councils and the Board of Directors;
- along with the zone directors, cattle feeder council directors and the directors at large represent the producers from their zones at the semi-annual meetings and annual general meetings;
- be willing and able to serve on:
  - standing and ad hoc committees established by the Board of Directors;
  - ad hoc committees established by the Councils; or
  - organizations to which Alberta Beef Producers has been asked to appoint an industry representative.

The Delegate Body will serve as a training and recruitment ground for cow calf council members, zone directors and directors at large. It will also allow eligible producers to become as involved and active in the organization as their situation allows. Varying levels of time commitment and travel obligations could be possible.

## **Cow Calf Council**

As noted above, after considerable debate among the members of the Working Group and the Board of Directors, the conclusion reached was that the cow calf producers are well represented on the Board of Directors by the zone directors. As such, it was felt that there was no compelling reason for the structure of the Cow Calf Council to be the same as the Cattle Feeder Council.

It was, however, determined that the cow calf producers would benefit from having a dedicated council to work on cow calf issues and, as such, the plan will include a Cow Calf Council as opposed to a cow calf committee established by the Board of Directors as a standing committee.

### Composition

The Cow Calf Council will be made up of:

- 9 zone delegates elected by the zone delegates in each of the 9 zones or, in the alternative, 9 cow calf council delegates elected by the eligible producers in each of the zones at the fall producer meetings;
- up to 4 zone delegates elected by the delegates at the annual general meeting as cow calf council members or delegates at large; and
- 3 zone directors or directors at large appointed to the Cow Calf Council by the Board of Directors or, in the alternative, 3 zone directors or directors at large elected from the Board by Cow Calf Council.

With 4 zone delegates elected at the annual general meeting as cow calf council members at large and with 3 directors either elected or appointed to the Cow Calf Council, the Cow Calf Council will have the same number of producer members as the Cattle Feeder Council.

Providing for up to 4 cow calf council members at large allows the number of members on the Cow Calf Council to fluctuate depending on the interest and availability of individuals willing to serve on the Cow Calf Council.

**Topic 18:** A Cow Calf Council should be established in the Plan Regulation.

**Topic 19:** There should be up to 4 zone delegates elected by the delegates at the annual general meeting as cow calf council members at large.

### Directors on Cow Calf Council

Under the proposed structure for the Cow Calf Council, it is important for directors to serve on Cow Calf Council to bring the decisions, recommendations and action items from the Cow Calf Council to the Board of Directors. They will also act as a liaison between the Board and the Cow Calf Council.

The 3 Board members (zone directors or directors at large) on Cow Calf Council can be either:

- appointed to the Cow Calf Council by the Board of Directors; or
- elected to the Cow Calf Council by the members of Cow Calf Council.

**Topic 20:** The Cow Calf Council should elect 3 directors, from among the zone directors and directors at large, to become members of the Cow Calf Council.

### Chair of Cow Calf Council

It is proposed that one of the directors would be the Chair of Cow Calf Council. The chair of the Cow Calf Council could be either:

- appointed by the Board of Directors from among the 3 directors; or
- elected by the Cow Calf Council from among the 3 directors.

**Topic 21:** The chair of the Cow Calf Council should be elected by the Cow Calf Council from among the three directors elected or appointed to the Council.

### Role of Cow Calf Council

The role of the Cow Calf Council is to:

- investigate and address issues of importance or concern to cow calf producers;
- provide advice and make recommendations to the Board of Directors with respect to matters of importance or concern to cow calf producers and with respect to any work assigned to the Cow Calf Council by the Board of Directors;
- represent the interests of the cow calf sector and advocate on behalf of that sector; and
- assume responsibility for the activities and functions of some of the existing committees that have a cow calf focus, such as research related to the cow calf sector.

### **Cattle Feeder Council**

The structure of the Cattle Feeder Council will be changed by the addition of 3 cattle feeder council delegates at large elected at the annual general meeting and by the chair of Cattle Feeder Council being elected by the members of Cattle Feeder Council instead of the Board of Directors.

### Composition

The Cattle Feeder Council is made up of:

- up to 13 cattle feeder council delegates elected by the eligible producers in the zones; and
- up to 3 cattle feeder council delegates at large elected at the annual general meeting.

As noted above, zones 4 to 9 can elect one cattle feeder council delegate, zones 1 and 3 elect 2 cattle feeder council delegates and zone 2 elects 3 cattle feeder council delegates. Any eligible producer can be elected as a cattle feeder council delegate in the zones. Any zone delegate or eligible producer can be nominated to hold office as a cattle feeder council delegate at large.

If a non-delegate is elected to one of the 3 cattle feeder council delegate at large positions, that eligible producer would become a delegate for the purpose of attending and voting at annual general meetings and semi-annual meetings. The cattle feeder council delegates at large are elected by the delegates at the beginning of the annual general meeting and before the elections for the directors at large and for CCA or BIC.

Providing for up to 13 cattle feeder council delegates from the zones and up to 3 cattle feeder council delegates at large allows the number of delegates on the Cattle Feeder Council to fluctuate depending on the interest and availability of individuals willing to serve on the Cattle Feeder Council.

**Topic 22:** Up to 3 cattle feeder council delegates at large should be elected by the delegates at the annual general meeting.

**Topic 23:** Any eligible producer or zone delegate should be able to be nominated to hold office as a cattle feeder council delegate at large.

### Chair of Cattle Feeder Council

The chair of the Cattle Feeder Council can be:

- appointed by the Board of Directors from among the cattle feeder council directors (which is currently the case); or
- elected by the Cattle Feeder Council from among the cattle feeder council directors.

**Topic 24:** The chair of the Cattle Feeder Council should be elected by the Cattle Feeder Council from among the cattle feeder council directors.

### Role of Cattle Feeder Council

The role of the Cattle Feeder Council is to:

- elect 3 cattle feeder council directors to represent cattle feeders on the Board of Directors to:
  - bring the views of cattle feeders to the industry discussions at the Board of Directors; and
  - assist the Board in developing industry positions on issues of concern to the industry as a whole.
- elect the chair of the Cattle Feeder Council from among the cattle feeder council directors;
- investigate and address issues of importance or concern to cattle feeders;
- provide advice and make recommendations to the Board of Directors with respect to matters of importance or concern to cattle feeders and with respect to any work assigned to the Cattle Feeder Council by the Board of Directors;
- represent the interests of the cattle feeding sector and advocate on behalf of that sector;
- assume responsibility for the activities and functions of some of the existing committees that have a cattle feeder focus, such as research related to the cattle feeding sector.

## **Association Council**

### Producer Associations

The concept of producer associations and the election of producer association delegates will be removed from the Plan Regulation.

**Topic 25:** Producer associations and producer association delegates should be removed from the plan regulation.

## Members of Association Council

The Association Council will replace what is now the Cattle Industry Council. The Association Council is made up of members elected by eligible Associations. An eligible Association is any producer association or association representing persons who provide services to the beef cattle industry that is:

- a not-for-profit association;
- incorporated pursuant to the laws of the Alberta or extra-provincially registered in Alberta and carries on business in Alberta; and
- approved for membership by the Association Council and the Board of Directors.

Those Associations whose membership is made up of eligible producers will be required to either elect their AC member at their annual general meeting or appoint an elected member of their Board of Directors in order for their member to be eligible to be elected as an AC delegate. Associations whose AC member is not an eligible producer or whose member agrees not to hold office as an AC delegate, may be either appointed or elected by their association.

**Topic 26:** The definition of eligible Association is acceptable as proposed.

## Association council delegates

The association council members may elect up to 10 association council delegates from among the members of the Association Council who are eligible producers and eligible to hold office as association council delegates.

**Topic 27:** Up to 10 association council delegates should be able to be elected by the association council members.

## Chair of Association Council

The chair of the Association Council can be:

- appointed by the Board of Directors from among the association council directors (which is currently the case): or
- elected by the Association Council from among the association council directors.

**Topic 28:** The chair of the Association Council should be elected by the Association Council from among the association council directors.

## Transition from Cattle Industry Council

The following former cattle industry council stakeholders and producers associations would be able to elect up to 2 members to the Association Council. The members from these Associations, if they are eligible producers, would be eligible to hold office as association council delegates:

- Western Stock Growers Association
- Feeders Associations of Alberta

- Alberta Milk
- Alberta Livestock Dealers and Order Buyers Association
- Alberta Auction Markets Association

Although not a stakeholder on Cattle Industry Council, Alberta Cattle Feeders Association would be eligible to be a member of the new Association Council.

**Topic 29:** The Associations listed above should be able to elect up to 2 association council members.

The following former cattle industry council stakeholders would be able to elect or appoint one member to the Association Council. The members from these Associations, if they are eligible producers, would be eligible to hold office as association council delegates:

- Western Canadian Association of Bovine Practitioners
- Alberta Veterinary Medical Association
- Northwest Consolidated Beef Producers Ltd.
- Alberta Food Processors Association

**Topic 30:** The Associations listed above should be able to elect or appoint only 1 association council member.

If approved to become members of Association Council, the members appointed by the following former cattle industry council stakeholders would not be eligible to hold office as association council delegates:

- Livestock Identification Services Ltd.
- Alberta Farm Animal Care

Hartford Insurance, a current member of Cattle Industry Council, would not be eligible as a member of Association Council.

**Topic 31:** The members appointed by the Associations listed above should not be eligible to hold office as association council delegates.

### Role of Association Council

The role of the Association Council is to:

- elect up to 10 association council delegates from among the members of the Association Council who are eligible producers to attend the annual general meetings and the semi-annual meetings;
- elect 2 association council directors to represent the Association Council members organizations on the Board of Directors to:
  - bring the views of associations to the industry discussions at the Board of Directors; and

- assist the Board in developing industry positions on issues of concern to the industry as a whole.
- elect one of the association council directors as the chair of the Association Council;
- provide advice and make recommendations to the Board of Directors with respect to matters of importance or concern to the Association members and with respect to the work assigned to the Association Council by the Board of Directors; and
- investigate and address issues of importance or concern to the member Associations;
- through its member associations, act as a liaison between Alberta Beef Producers and the members of each Association.

## Terms of Office

No change is proposed to the terms of office. Delegates are elected for a two year term and directors are elected for a one year term.

An eligible producer will not be able to serve as a delegate for more than six consecutive years regardless of the combination of positions held and the terms assigned to those positions.

**Topic 32:** The term of office of delegates should remain the same.

**Topic 33:** The term of office of directors should remain the same.

## Governance Committee

### Composition

The Governance Committee is made up of:

- 1 member appointed by the Board of Directors;
- 1 member appointed by each of the three councils; and
- at least 1 non-delegate member.

The chair of the Governance Committee will be appointed by the Board of Directors.

**Topic 34:** The Governance Committee should have 1 member appointed by the Board, 1 member appointed by each of the Councils and at least one non-delegate member.

### Role of the Governance Committee

Briefly stated, the role of the Governance Committee is to:

- develop and make recommendations to the Board of Directors and the Councils regarding matters of governance;
- identify and recruit qualified individuals to run for office;

- review from time to time the appropriate skills and characteristics required of Board, Council and Committee members in the context of the composition of the Board, the Councils and the Committees;
- periodically review the regulations and, if appropriate, make recommendations to the Board for any changes to the regulations;
- oversee the elections of delegates and directors and the resolution process;
- review and make recommendations for improvement to the fall resolution process;
- report to the delegates at the semi-annual and annual general meetings.

## **Audit Committee**

### Composition

The Audit Committee is made up of:

- the finance chair;
- 1 member appointed by each of the three Councils; and
- at least 1 non-delegate member.

The chair of the Audit Committee will be appointed by the Board of Directors.

**Topic 35:** The Audit Committee should have 1 member appointed by the Board, 1 member appointed by each of the Councils and at least one non-delegate member.

### Role of the Audit Committee

Briefly stated, the role of the Audit Committee is to:

- assist the Board of Directors in carrying out its responsibility for the organization's financial reporting, accounting systems, internal controls and audit processes;
- oversee and provide guidance to the Board of Directors in the areas of finance and audit;
- assist the Board of Directors and the Councils in communicating to the producers how the check-off dollars are spent in an effort to improve the level of accountability to the producers; and
- report at least annually to the Board of Directors and the delegates.

## **Task Based Committees**

### Committees of the Board

The Board of Directors may establish such standing committees and ad hoc committees as the Board may from time to time determine.

Currently Alberta Beef Producers has 6 standing committees as follows:

- Promotion Committee
- Technical Committee
- Public Affairs Committee
- Producer Liaison Committee
- Government Affairs Committee
- Cow Calf Committee

These committees are not set out in the Plan Regulations and, as such, are not the subject of this consultation paper. These committees were established by the Board of Directors and, under section 63 of the Plan Regulations, can be dissolved, suspended or re-established as the Board considers necessary. The recently established Cow Calf Committee will be replaced with the Cow Calf Council.

There was overwhelming support from the consultation with the Working Group and the producers through both the mail-outs and the regional meetings, that the Board of Directors review the number and mandate of all of the existing standing committees. The Board will be undertaking this review both as part of Phase 2 of the Plan Review Process and the implementation of the amendments to the Plan Regulation.

#### Council ad hoc committees

In addition, the Cow Calf Council, the Cattle Feeder Council and the Association Council may establish such ad hoc committees as they may from time to time determine. The standing committees and ad hoc committees established by the Board of Directors and the Councils are task or issue based and will be formed and dissolved as issues arise and are dealt with. It is expected that the Board of Directors and the Councils would establish joint committees and joint ad hoc committees when it was necessary or advantageous to do so.

#### Composition

The Board of Directors and the Councils may appoint members to their respective committees from:

- zone directors and directors at large;
- zone delegates;
- cattle feeder council delegates and directors;
- cow calf council delegates or members, as the case may be;
- association council members, delegates and directors;
- eligible producers; and
- any person who is an individual not referred to above.

The chair of any standing committee or ad hoc committee would be appointed by the Board of Directors or the Council establishing the committee.

<p><b>Topic 36:</b> All committees of the Board and the Councils should be task or issue based.</p>
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## Industry Advisory Committees

Until the *Marketing of Agricultural Products Act* is amended to allow for non-producers on the Board of Directors of a board or commission, section 32 of the Act allows Alberta Beef Producers to establish advisory committees to advise and make recommendations with respect to the production or marketing of cattle or cattle products. Alberta Beef Producers could make use of this section of the Act to involve packers, processors, retailers and exporters in the organization.

## Mandate of Alberta Beef Producers

The mandate of the Alberta Beef Producers is derived from the *Marketing of Agricultural Products Act* and is to initiate and carry out projects and programs to commence, stimulate, increase or improve the production or marketing, or both, of cattle and cattle products. The details set out in section 7(2) of the Plan Regulation, with the exception of clause (h) establishing quality standards for cattle and cattle products, are still relevant and will be included in the amended Plan.

Based on the feedback received, Alberta Beef Producers will continue to develop policy and lobby the provincial and federal governments on behalf of the beef cattle industry. To that end, clause (d) will be changed to “advise and lobby government on matters concerning the cattle industry”.

The following list of activities, with the above noted changes, would remain in the Plan Regulation:

- (a) to assist, educate and inform producers, dealers, processors and other persons with a commercial interest in the cattle industry in developing and improving their production and marketing of cattle and cattle products;
- (b) to expand market awareness and demand for cattle and cattle products, including the development and promotion of markets for cattle and cattle products and the education of consumers;
- (c) to generally develop and promote the cattle industry;
- (d) to advise and lobby governments on matters concerning the cattle industry;
- (e) to research and study the production, marketing and processing of cattle and cattle products, including studies and research concerning the improvement of cattle and cattle products and the development and use and consumption of cattle and cattle products;
- (f) to support and co-operate with other persons and with governments when, in the opinion of the Board of Directors, such support and cooperation will further the purposes of this Plan and the objects of the Commission; and
- (g) to communicate with producers, dealers, processors, other persons with a commercial interest in the cattle industry and the public.

It was the recommendation of the Working Group that, in conjunction with any amendment to the Plan Regulation, that the Board of Directors further define the role and mandate of Alberta Beef Producers and develop a strategic plan and business plan which will take this discussion from the structural to the operational.

**Topic 37:** The mandate is acceptable as proposed.

## **Service Charge**

The operations of Alberta Beef Producers (its Board, Councils and Committees) will continue to be financed by the charging and collection of service charges. The idea of a refundable service charge was raised by members of the Working Group, by people at the Regional Meetings and in the written responses received from products. This idea, however, was not supported by the vast majority of the people who participated in the consultation whether at the Working Group, in Regional Meetings or in the survey responses. The service charge will continue to be non-refundable.

As part of the next phase of the Plan Review, the Board of Directors will investigate the feasibility of imposing a one-time service charge on each head of cattle when the cattle are exported (to another province or to the United States) or on slaughter. The Board will report to the producers at the fall producer meetings and make recommendations to the delegates at the annual general meeting.

**Topic 38:** The service charge should continue to be non-refundable.

## **Registration of Producers**

The Cattle Marketing Regulation will be amended to require eligible producers to register with Alberta Beef Producers in order to hold office or to vote at any fall producer meeting.

When dealers deduct the service charge from the sale of cattle, they will be asked to obtain the consent of the producer to forward the producer's name and address to Alberta Beef Producers. Alberta Beef Producers will continue its efforts to otherwise update its mailing list on a voluntary basis. Alberta Beef Producers will develop a personal information protection policy and communicate same to all producers.

**Topic 39:** Producers who wish to vote or hold office should be required to register their names and contact information with Alberta Beef Producers.

## **Conclusion**

This Delegate Debate Consultation Paper has attempted to create a new structure for Alberta Beef Producers that will make the organization more effective and better able to provide a voice for a united beef cattle production chain.

The Board of Directors looks forward to hearing the views of the delegates during the debate at the semi-annual meeting. All delegates are encouraged to discuss this paper with eligible producers in their zones prior to the semi-annual meeting.