



MANITOBA BEEF PRODUCERS

POLICY MANUAL

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MANITOBA CATTLE PRODUCERS ASSOCIATION



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Manitoba Beef Producers Mission

To represent all beef producers through communication, advocacy, research, and education within the industry and to governments, consumers and others, to improve prosperity and ensure a sustainable future.

The Association

Manitoba Beef Producers is a non-profit organization, with a producer-elected board that consists of 14 directors, each representing cattle producers in a specific region or district of our province; along with five full time staff.

The role and mission of MBP is to represent our cattle producers through communication, research, advocacy and education—within industry, to government, and to consumers.

These efforts takes place to strengthen our industry viability, improve prosperity and ensure a sustainable future for the beef industry in Manitoba for the benefit of our beef producers and all Manitobans.

To represent our Manitoba beef producers and their well-being is more than a job—it is work that we are passionate about and to which we are deeply committed.

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INTRODUCTION TO MANITOBA BEEF PRODUCERS' POLICIES

Manitoba Beef Producer's Place in the Economy

Agriculture is an economic driver in Manitoba. The industry makes up about 28% of the province's GDP and is Manitoba's single largest wealth-generating activity.

Beef production represents Manitoba's single largest agricultural sector in terms of the number of individual farm operations. Our industry plays a vital role in the maintenance of Manitoba's economic and environmental sustainability.

The economic impact of Manitoba's beef producers is large. Approximately 98% of individual commercial beef cattle operations in Manitoba are cow-calf producers. Feedlots make up the remaining 2% of commercial beef operations. On an annual basis Manitoba's beef cattle industry purchases over \$300 million in feed. Beyond feed, beef producers purchase \$225 million in operating inputs each and every year. The value of goods and services demanded by Manitoba's beef operations is about \$635 million annually.

Our industry's demand-creation power of \$635 million per year means that not only can our rural communities continue to survive but also that Winnipeg, Brandon, and other major urban centers can continue to receive the extensive economic derivatives of our industry's wealth creation.

Our industry's economic spin-offs help lead the growth of the rest of the province's business community.

Manitoba Beef Producers has designed a series of policy positions that will help drive investment into Manitoba and ensure the economic health of one of our province's most important sectors.

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Public Good Initiatives

DRAFTED: September 2011

“Public goods” are the individual things that we do that benefit the public as a whole. Manitoba’s beef producers deliver many public goods, especially in the preservation of the environment.

Governments often expect farmers to deliver Public Goods for free, yet the costs to producers can be significant. Programs to encourage Public Goods are often developed in isolation without input from farmers, resulting in programs that do not meet the realities of the land and do not accomplish society’s goals.

Manitoba Beef Producers believes there is a better way. Public Goods should be developed in full cooperation of producers and delivered by the industry (not government) to ensure maximum effectiveness. Producers who take on the responsibilities for delivering Public Goods should not be forced to bear the costs alone – there should be full compensation for the costs they incur.

Key Principles

1. All Public Goods Programs must be voluntary;
2. All Public Goods Programs must be controlled and delivered by producers; and
3. Producers must be compensated for the costs of delivering programs that benefit society as a whole.

Public Good Programs

- Public Good Programs include:
 - Traceability
 - Biosecurity
 - Verified Beef Program.

All of these programs are designed to deliver benefits to society as a whole, as well as producers.

All programs must remain voluntary. In order to be cost effective and to meet the needs of farmers, these programs must be designed in cooperation with farmers and delivered by them. Producer delivery of public good programs will also maximize industry support and increase the potential of uptake by producers.

- It is necessary for the provincial government to commit to long-term funding for the programs that benefit society as a whole.

Example: Verified Beef Program

- VBP is a Grass-roots driven and industry-led national program. Delivery of the VBP program in Manitoba should be returned to producers.
- Funding commitments past one to two years are currently not in place. The Provincial and Federal Governments must make a long term commitment to funding the VBP.

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Water Management

DRAFTED: September 2011

For the past number of years, regions across Manitoba have been hard hit with flooding and excess moisture that have created economic hardship on beef producers in the province. It is imperative that the Provincial Government make a budgetary commitment to responsible drainage and water management, such as the creation of new drains, maintenance of existing drains, and new long-term flood mitigation efforts.

Manitoba Beef Producers strongly urges the Province to implement Manitoba Beef Producers recommendations on long-term flood mitigation to alleviate future flooding and excess moisture in Manitoba, and to avoid another 2011 flood.

A Holistic Approach

- Long-term flood mitigation and water management must be a holistic approach.
- When creating outflows or increasing water capacity, the province's entire water structure must be reviewed.
- This includes, but is not limited to the Portage Diversion, Shoal Lakes, Lake Manitoba, Lake Winnipeg, Lake Winnipegosis, Lake Dauphin, Lake St. Martin, Oak Lake, Souris River Basin, Assiniboine River Basin, and the Red River Valley.
- Impacts and unintended consequences must be considered before permanent structures or dikes are put into place (e.g., the impacts seen this year from the Portage Diversion).
- Lake outlets need to match inflows. Existing infrastructure and control structures do not allow for the appropriate upstream and downstream water level management. As a result, accumulated water takes a significant amount of time to recede, unnecessarily creating and preserving flood conditions.
- Outflows and Inflows must to be taken into account when opening and closing the Shellmouth Dam. There needs to be better operational timing, and notifying landowners when this takes place

Specific Example: Lake Manitoba

- Flood mitigation must permanently address the need for an outflow from Lake Manitoba into Lake Winnipeg
- Significant infrastructure investments in various watersheds are required, beginning with addressing inadequate outflow capacity at Fairford Dam

Specific Example: Shoal Lakes

- The Province must work towards the creation of an outlet relief to bring the Shoal Lakes back down to its natural level

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MBP Position on Manitoba Cattle Enhancement Council

DRAFTED: September 2011

Background:

- Since its creation in 2006 the Manitoba Cattle Enhancement Council (MCEC) has collected millions of dollars from Manitoba's beef producers.
- To date the funds collected by MCEC have not expanded Manitoba's slaughter facilities and have not benefited Manitoba's beef producers.
- The funds currently collected by MCEC would be put to far better use if the Government of Manitoba were to end the per head MCEC check-off and let these farm families keep these funds in their own pockets.
- Manitoba Beef Producers does not believe that check-off dollars should be used to support commercial for-profit ventures. If they so choose, producers are able to participate in commercial ventures through normal market transactions, like share / equity purchases.

Policy Position - Manitoba Cattle Enhancement Council Check-off

- Manitoba Beef Producers calls on the Government of Manitoba to eliminate the per head check-off collected on sales of Manitoba cattle that is currently going to the Manitoba Cattle Enhancement Council (MCEC).

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Animal Health and Protection

DRAFTED: September 2011

Adequate Compensation for Producers

- Manitoba beef producers face significant costs when they participate in mandatory testing programs. Producers are not fully compensated for these costs.
- Manitoba beef producers face significant losses if a reportable disease is found in their herds. Producers are not fully compensated for these losses.
- **Manitoba beef producers should be fully compensated for the costs that they incur when they participate in mandatory testing programs.**
- **Manitoba beef producers should be fully compensated for the losses they face when a reportable disease is found in their herds. This includes marketing losses during quarantine periods.**

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Bovine TB in the Riding Mountain National Park Ecosystem

Manitoba's beef producers have taken on significant costs and responsibility to help ensure the control and eradication of TB in Riding Mountain National Park ecosystem. These efforts are preserving Canadian export markets and are therefore delivering significant benefits to entire Canadian livestock sector and the Canadian economy as a whole.

Unfortunately governments have not met their commitments and responsibilities. This has resulted in an ongoing failure to eradicate TB from Riding Mountain National Park ecosystem. Further, Manitoba's Beef Producers are carrying costs resulting from government imposed testing requirements. Producers are also incurring market losses. Producers are not fully compensated for these costs, despite the "public good" benefit of their actions.

Steps Required for the Eradication of TB in the Riding Mountain National Park Ecosystem

- A lack of coordination between government departments combined with no clear mandate and accountability for the eradication of TB in the Riding Mountain National Park ecosystem has led to critical failures and missed objectives. For example, the Government has failed to meet its commitments to sample elk and white-tailed deer in and around Riding Mountain, a crucial element in the control and eradication of the disease.
- Because eradication responsibilities have not been met, Manitoba Beef Producers are requesting that Manitoba Agriculture Food and Rural Initiatives should take over management of the eradication and control programs. This should be done under Section 4 of the *Animal Disease Act*.
- A TB Coordinator should be appointed and given the mandate to eliminate TB from the Riding Mountain National Park ecosystem. The TB Coordinator should report directly to the federal and provincial Ministers who share jurisdiction and responsibilities in this area.
- Producers must be adequately compensated for the cost they incur for carrying out TB eradication efforts (see "Adequate Compensation").

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Anaplasmosis

Anaplasmosis is a disease caused by a micro-organism that is a parasite of red blood cells. An Anaplasmosis outbreak can cause significant financial losses to the cattle industry. However, there is no risk of transference of the disease to people.

Canada maintains a disease free status for Anaplasmosis. This is accomplished by:

- the regular periodic testing of the national cattle herd; and
- investigating any suspected occurrence of the disease

Anaplasmosis is a "reportable disease" under the *Health of Animals Act*. This means that all suspected cases must be reported to the (Canadian Food Inspection Agency (CFIA) for immediate investigation by inspectors. Any animals found to be infected are destroyed.

It is necessary the CFIA continues to test previously positive herds for Anaplasmosis. Producers need confidence that herds are anaplasmosis-free.

Manitoba Beef Producers does not object to keeping Anaplasmosis as a reportable disease. However we do acknowledge that many countries, including the US, do not treat Anaplasmosis as a restricted disease. A systemic transition must be followed if Anaplasmosis is to be removed from the list of reportable diseases. This includes:

- ensuring that provincial laboratories are certified to test for Anaplasmosis and have adequate resources to meet potential testing demand;
- ensuring that no regional herds will be singled out as potential Anaplasmosis carriers and therefore suffer economic loss; and
- ensuring that effective treatments are licensed for use in Canada. No treatment for Anaplasmosis are currently licensed for use in Canada.

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Business Risk Management Programs

DRAFTED: September 2011

Business Risk Management Programs, such as AgriStability and AgRecovery, were designed to protect producers from market temporary market downturns or interruptions. They were not designed to mitigate the impacts of natural disasters.

These programs were utilized to deal with the 2011 spring floods because the current Disaster Financial Assistance Program is outdated and does not meet the needs of modern agriculture operations.

The reforms outlined below will allow the province the opportunity to move away from ad hoc emergency assistance and provide greater security and stability to farm families.

Disaster Financial Assistance Program

- The Provincial and Federal governments must work together to revise the Disaster Financial Assistance (DFA) program to meet the needs of modern agriculture operations.
- Key amendments include the removal of eligibility restrictions based on a producer's revenues and potential artificial geographic restrictions that would have rendered some Manitobans ineligible, had the program been applied to the 2011 spring flood.

Cattle Insurance Program

- A program has been designed that would meet the needs of all sectors of the Beef Industry, cow/calf, backgrounder or grasser and finisher. The program is market based, using the CME (Chicago Mercantile Exchange) for valuations.
- MBP is requesting the implementation of a one-year pilot project commencing Fall 2011, that is cost shared with the Government at 60% and the producer at 40%.
- If the pilot is successful, the program should be implemented province wide beginning the Fall of 2012.

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Manitoba Beef Producers and the Environment

DRAFTED: September 2011

Manitoba's producers are natural stewards of the land. It is the natural state for beef producers to be environmentally conscious.

Manitoba beef producers strongly hold that the most effective stewardship programs are those that are developed in cooperation with the producers who manage the land and water. Programs designed to be voluntary are most cost effective for Manitoba taxpayers, will be most successful in delivering long term environmental results and will encourage the growth and development of Manitoba's economy.

Ecological Goods and Services

- Manitoba has been a leader in the development of an EG&S Program. However, the province has yet to implement any of these initiatives, thus falling behind other provinces such as PEI, Alberta, and Ontario. The Province of Manitoba must commit to working with other stakeholders to implement these important initiatives.
- Manitoba Beef Producers supports the initiation of Ecological Goods and Services Programs in Manitoba under key conditions.
 1. MBP is a full participant in the determination of targets and/or assets for an Environmental Goods and Services Program;
 2. Any program must ensure equitable access to funding across the province;
 3. An EG&S Program should differentiate between long-term water management (ie. Wetlands, water storage, etc) and short-term flood mitigation efforts. This would require analysis of the Canadian Wetland Classification System;
 4. An EG&S program should include support for: natural water filtration and nutrient cycling, carbon sinks that mitigate climate change, essential wetland & grassland habitat for plant & animal biodiversity, biosecurity and soil conservation; and
 5. No projects under an EG&S Program should be held in perpetuity. That is, all projects should have a contractually defined termination date.

Beneficial Management Practices

- MBP promotes beneficial management practices to mitigate potentially negative environmental impacts and to effectively manage any nutrient flows into the environment.
- It is imperative that producers control the delivery programs in order to ensure unified delivery and administration and to ensure that programs remain practical and cost effective.

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Herd Protection Program

DRAFTED: September 2011

The increase in predation has been harmful to livestock producers, as statistics show the current provincial predator program does not keep up with the increasing population of predators and increasing livestock deaths. The lack of sufficient adequate population management is resulting harming the welfare of our livestock as well as the beef industry in general.

Manitoba's beef producers need a long-term commitment from the Provincial Government to improve the protection of beef cattle herds from predators, such as wolves and coyotes.

Adequate Incentives for Trappers

- Manitoba Beef Producers has a long standing request that the Provincial Government create a payment incentive program for the trapping of problem wolves and coyotes.
- Manitoba Beef Producers has recommended an incentive of \$300/wolf and \$50/coyote would provide an adequate incentive for trapping, while also covering the costs to do so
- The Provincial Government must eliminate the 24-hour limit on the trapping permit, which would provide a more practice schedule for trappers. MBP recognizes there is a 16-hour extension possible on the limit "on a per claim basis", however this procedure is cumbersome and unnecessarily reduces the ease by which licensed trappers can remove

Adequate Compensation for Producers

- Every animal killed by predators is a loss for producers. The prevalence of harmful predators near cattle herds is outside of the control of beef producers.
- Manitoba Beef Producers is advocating 100% compensation for producers. Compensation should be based on the cost of raising the lost animal.

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Crown Land Management

DRAFTED: September 2011

Many Manitoba beef producers lease Crown Land to grazing and forage. The use of this land by beef producers often improves the ecosystem of the land, improving the habitat for wildlife as well as returning funds to the Provincial Treasury and improving the livelihoods of beef producers. Improvements need to be made to the management of Crown Land to protect the environment, the health of Manitoba's beef herds and help ensure the ongoing viability of the producers who manage this resource.

Informed Access

- Members of the public are not required to gain the expressed consent of the producer managing Crown Land prior to access as is required before entering any privately owned land. This presents a number of environmental, herd health and public safety issues:
 - The spread of disease can be limited of disease through active biosecurity measures on farms in Manitoba. These efforts are negated on Crown Lands if the public is not required to request permission before access. A breach of biosecurity measures increases the possibility of disease spread.
 - Wildlife health is also put at risk if access to Crown Lands continues to occur without the consent of the producer managing the land.
 - Both wildlife and domestic animals can present risk to the public if they are approached in an inappropriate manner. These risks can be reduced if the public contacts the producer managing the land prior to access.
- MBP recommends changes to Crown Lands Policy:
 1. **Members of the public wishing to access agricultural Crown land be required to provide notice to the lessee of their intention to access;**
 2. **The public wishing to access the land be required to obtain permission from the lessee prior to entering during periods where the land is in direct agricultural use; and**
 3. **Lessees of Crown land be granted the ability to discourage members of the public from entering pastures where there is high risk to public safety.**

Facilitation of the Purchase of Crown Land by the Lessee

- Both the Province and the Beef Producer can benefit if the leased Crown land is purchased by the Lessee. However, there are significant bureaucratic barriers in place that often prevent this transaction from occurring – the process can take years before final approval is obtained.
- Manitoba Beef Producers is requesting that the Department of Agriculture, Food and Rural Initiatives be given the sole responsibility of approving the sale of Crowne Lands to the lessee, when the land is being rented for agricultural production.

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Position on Traceability

DRAFTED: September 2011

Background

Federal and Provincial governments have indicated that they want full traceability in place for all livestock industries. Governments want to ensure that they can track the movement from an animal throughout the whole value chain.

In the event of a disease emergency, a full traceability system would provide timely, accurate and relevant information on where diseased animals have come from and what other livestock they might have come into contact with while they were contagious. This will help containment and eradication efforts, limiting the spread of the disease and minimizing the economic fallout. Rapid containment and eradication will also help limit market closures, such as those we experienced as a result of BSE.

Full traceability will also assist in increasing consumer confidence and market acceptance - the market is beginning to demand full traceability. For example, Wall-Mart, the world's biggest retailer, is moving strongly towards a full traceability requirement for all of its meat products. Implementation of traceability will help Canadian beef producers penetrate markets that might have otherwise have only given us limited access or remained closed altogether.

Key Elements of Traceability

There are three basic pillars of a full traceability system – animal identification, premise identification and tracking of animal movement.

The beef industry in Canada has addressed the first element. Animal identification is effectively accomplished through the use of RFID tags used by the Cattle Identification Program, which is administered by the Canadian Cattle Identification Agency.

The industry is not well advanced on the two remaining pillars of traceability; premise ID and animal movement.

The development of a premise ID system is the responsibility of the provincial governments. Legally every livestock producer in Manitoba must have a premise ID number issued by the Province. However, the premise ID system developed by the Government of Manitoba is not compatible with the database held by the Cattle Identification Agency. This situation cannot remain if we are going to implement an efficient and effective system. Manitoba Beef Producers is demanding that these two systems be brought into compatibility before any additional steps are taken towards full traceability.

Manitoba Beef Producers strongly maintain that a traceability system cannot impede the speed of commerce. For example, a cattle producer cannot be made to wait in the auction mart because of traceability requirements. An efficient traceability system will not require you to handle your cattle any more than you do today. There are large technology gaps to be surmounted before we meet these basic efficiency and effectiveness requirements.

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Cost Burden

Governments are behind the drive towards full traceability. It is the position of the Manitoba Beef Producers, and the beef industry at large, that governments must therefore pay for the additional costs imposed by traceability. Governments have not yet agreed to the support that is needed to fully implement traceability.

Policy Position on Traceability

1. A national premise ID system must be operational before additional steps are taken on traceability. Producers should only be required to have one Canadian premise ID and this premise ID must be accessible to all relevant national and provincial agencies in the event of a crisis.
2. There should only be one “read” required per movement (an example of a single movement might be calves moving from a cow—calf operation, through an auction mart, purchased by an order buyer and delivered to a backgrounding operation).
3. The owner of the cattle at final destination is responsible for ensuring that cattle are “read” for each movement and the required reporting is accomplished. Examples of who might carry out the reading and reporting requirements include:
 - The owner of the cattle;
 - An auction mart on a fee for service basis.
4. Traceability must be implemented in a way that does not impede the speed of commerce.
5. Federal and provincial governments must carry the responsibility for the costs incurred by the industry in order to accomplish full traceability. This includes the initial capital costs of equipment and ongoing maintenance and training costs.

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Manitoba Beef Producers Policy Position – National Cattle Movement Document

Drafted October 2011

The CCIA Cattle Implementation Plan (CIP) Committee has formed the Cattle Movement Reporting Working Group. The purpose of this committee is to work toward developing a national (preferably electronic) cattle movement document and a goal is to have participation from industry and government across the country.

Manitoba Beef Producers is a participant on this working group.

As outlined during the September 2011 industry wide “Traceability Summit” in Saskatoon, the use of a National Manifest will be a “key component” of a functional national traceability system.

Manitoba Beef Producers has outlined critical conditions that need to be met prior to the implementation of a national cattle movement document. These principles are intended to help guide the development of the document. MBP’s principles are:

1. Movement out of one premise into another should be accompanied by a national cattle movement document.
2. The national cattle movement document will be electronic, if possible.
3. Producers and industry will not be required to list specific RFID tag numbers in the national cattle movement document.
4. The national cattle movement document will include the Premise ID of the location the animals originated from and the number of animals being shipped.
5. Existing livestock inspection services or the CCIA’s Canadian Livestock Traceability System will be responsible for accepting the national cattle movement documents (not provincial governments, not the CFIA).
6. A national cattle movement document will be “retired” when the shipment reaches the premise of destination. If the animals are subsequently shipped out of the new (destination) premise, they will be accompanied by a new national cattle movement document that is not linked to the original “move in” document.
7. For greater emphasis, the national cattle movement document must be developed in a manner that does not violate the traceability principle of “one read per movement”.

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Biosecurity

DRAFTED: September 2011

Biosecurity are practices that prevent or mitigate disease from entering, spreading within or being released from livestock operations.

There is increased focus on biosecurity in all livestock industries. The initiatives are more advanced for confined livestock like hogs and dairy. However there is a growing focus, both within industry and government, on increasing the beef industry's awareness and use of biosecurity measures.

Why should beef producers care about biosecurity? Decreasing the risk of disease spread can save our industry millions of dollars:

- Respiratory disease accounts for 16% of calf loss.
- Diarrhea in neo-natal calves results in 5% of all calf losses
- Diarrhea in older calves causes up to 25% of losses
- Uncontrolled emerging diseases or a Foreign Animal Disease like Foot-and-Mouth could cost billions. An FMD outbreak could cost the Canadian industry in excess of \$50 billion.

Manitoba Beef Producers Principles for Biosecurity Programs

1. Programs must be voluntary
2. Programs must be controlled and delivered by producers
3. To be supported programs must:
 - a. Reduce producers' cost and / or
 - b. Increase producers' revenue and / or
 - c. Demonstrably increase consumer confidence

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Research Analysis

Drafted: September 2011

Manitoba Beef Producers' is involved with various research projects across the province with different organizations, and research agreements. MBP has developed a research analysis template to ensure our financial and in-kind contributions fit in line with our research priorities and benefit beef producers in Manitoba. The questions below will be applied to all ongoing and potential research projects.

This template will also help Manitoba Beef Producers communicate to our members about the research supported by the Association and how that research is benefiting individual producers.

Key Research Questions:

- 1. Outline of the research project and an executive summary of the major findings.**
- 2. Was the research project initiated by the Manitoba Beef Producers or a third party?**
- 3. Did Manitoba Beef Producers carry the majority of the costs of research or was our funding leveraged with funding from other parties? What was the percentage split on funding?**
- 4. Was Manitoba Beef Producers the only private (i.e., non-governmental, non-university) funder for the project?**
- 5. Did the research produce results that will be directly beneficial to Manitoba's beef producers?**
- 6. Is additional research necessary before results will be directly beneficial to Manitoba's beef producers?**
- 7. Did, or will, the research directly benefit the formation of public policy in Manitoba and / or Canada?**
- 8. Is it possible to estimate the direct financial benefits that may occur if an individual producer were to apply the results of the research (e.g., cost savings per animal, increased rate of gain, decreased calf mortality, etc.)?**
- 9. Have the results of the research project been communicated to Manitoba's beef Producers?**
- 10. What additional costs are necessary in order to (a) complete the research and (b) effectively communicate this research to Manitoba's beef producers?**
- 11. Are there partners willing to share the costs outlined in (10)?**

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Manitoba Beef Producers

Protocol for Policy Development

Policy

The Board of Directors of Manitoba Beef Producers believes that well developed and articulated policies provide both the Board and staff with a framework in which to further accomplish their duties and responsibilities.

Further, well developed policy positions help the association better communicate with beef producers in Manitoba, governments, and the general public.

Definitions

Policy: A goal-oriented statement that broadly establishes the direction for future action.

Key Positions: Declarations of Manitoba Beef Producers stance with regard to specific proposals and concepts, developed internally or externally. Key positions are consistent with Policy.

Action Items: Specific strategies and activities (e.g., lobbying, communication) to be carried out by Manitoba Beef Producers in order to advance and/or implement MBP policy and key positions. Policy, key positions and action plans are to be consistent and mutually supportive.

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Guidelines and Procedures

1. Manitoba Beef Producers will develop and maintain written policy statements that will be made available to members from the MBP website and at district and Annual General Meetings.
2. Manitoba Beef Producers policy, key positions and action plans will flow from the strategic direction given by the Board of Directors.
3. Manitoba Beef Producer members may present new policy and position statements for consideration at their local district meeting (e.g., through resolutions), at the Annual General Meeting or by contacting the representative to the Board from their local district. Members of MBP's Board of Directors may bring forward suggestions for new policy and positions a meeting of the Board. If accepted by the members (or Board Members) present at the meeting, the policy development process (Phases 2 through 6 as described below) will be followed.
4. As a guideline, Manitoba Beef Producers policy will be developed using a 6 phase approach. The six phases are: 1) Issue Identification, 2) Research and Analysis, 3) Stakeholder Input, 4) Initial Policy Development, 5) Policy Approval, and 6) Monitoring & Evaluation.

Phase 1 - Issue Identification

As Manitoba Beef Producers becomes aware of new issues that may affect the beef industry, the first step is to clearly identify the issue and bring it to the attention of MBP's General Manager.

The General Manager will consider whether or not MBP has an existing policy, or if a new policy would need to be developed. The General Manager may seek advice from the President, the Executive Committee, and/or the Chair of the relevant standing committee in making this determination.

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If it is determined that the Manitoba Beef Producers has a relevant **existing policy statement** then:

- a) If the issue involves the development of a new Key Position;
 - i. the General Manager will bring the issue to the Board of Directors, who will decide whether a new key position is warranted. If the Board decides a new position is not warranted, the issue is dropped and the General Manager will inform the initiating party. If it is decided that a new position is necessary, then;
 - ii. the General Manager will bring the issue to the Chair of the relevant standing committee,
 - iii. the General Manager and Chair will decide if the issue should be brought to the standing committee to develop a position,
 - iv. new positions will be brought forward as a recommendation to the Board of Directors for final approval.
- b) If the issue involves a new or revised item within the Action Plan;
 - i. the General Manager may (at his/her discretion) discuss or seek feedback on the issue with MBP's Executive, Directors, or Committee Chairs.
 - ii. Decision on this will reside with the General Manager, unless there are financial implications for the MBP.

If it is determined that the Manitoba Beef Producers **does not have an existing policy statement**, then the remaining phases will be followed to develop new policy.

Phase 2 - Research and Analysis

Once the issue has been identified and it has been determined that a new policy must be developed, then research and analysis will be conducted on the issue. Depending on the complexity of the issue, the General Manager may conduct the research and compile into a discussion paper. On more complex issues, the General Manager may – through discussions with the relevant committee Chair – elect to have the standing committee conduct various aspects of the research. Based on the research results the General Manager will develop an analysis and an initial policy concept.

Phase 3 - Stakeholder Input

The background, analysis and initial policy concept will be circulated to the relevant MBP standing committee for their input. The General Manager (and/or Committee Chair) will collect the comments from the Board Members and, if relevant, other industry stakeholders (e.g., Canadian Cattlemen's Association, provincial beef associations, government departments) and incorporate it into the background, analysis and policy concept where pertinent.

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Phase 4 – Policy Development

Following the stakeholder input, the initial draft policy will be presented for consideration by the standing committee (or if appropriate an ad-hoc committee), who provide direction on the finalization of a draft Policy Statement(s) and possibly some initial Key Positions. A final draft policy and position statement(s) will then be prepared as a policy/position option(s) for consideration by the MBP Board of Directors.

Phase 5 – Policy Approval

The Manitoba Beef Producers Board of Directors determines policy for the organization. When a policy has been approved by the Board of Directors it will be incorporated into the MBP Policy Manual, communicated to members (see (1) under Guidelines and Procedures) and used to form the basis of key positions and action items.

Phase 6 - Monitoring & Evaluation

The General Manager and the Board of Directors will, on an ongoing basis, measure and monitor the effectiveness of policy statements, key positions, and associated actions plans. The Board of Directors will formally review each policy at least every 2 years.

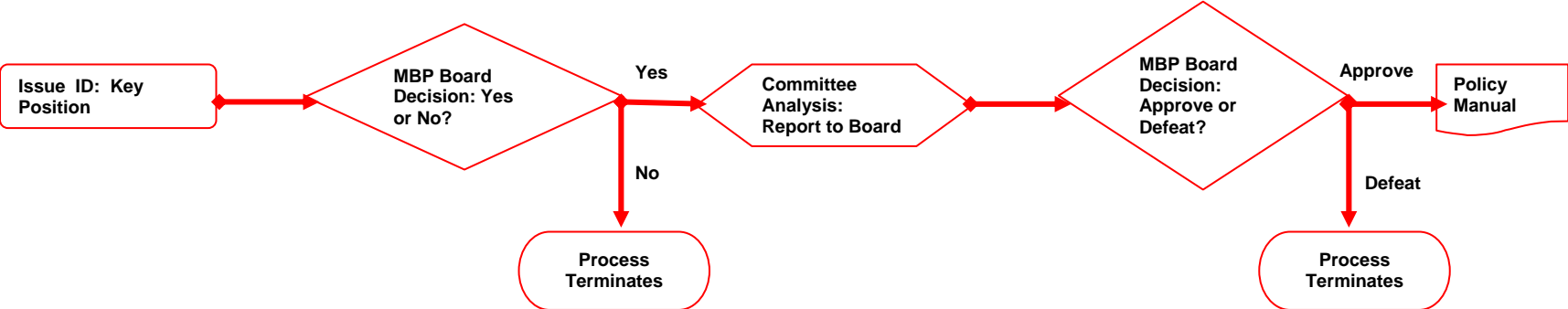
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**Exhibit 1:
Two-Track Policy Development**

Track 1: Refinement to Existing Policy



Track 2: New Policy

