



# FUTURE

**Managing our**

Fédération  
des producteurs  
de bovins  
du Québec





# Managing our FUTURE

Foreword.....	2
Our mission .....	3
Our vision .....	4
Values to Promote .....	6
Strategic Orientations.....	8
Coordinated Operation.....	10

**T**hrough the definition of its mission, its vision, its strategic orientations and the values it fosters, the Federation conveys a coherent discourse and action strategy, which are a source of pride for Quebec cattle producers and lead to its expertise and leadership being recognized by producers, cattle industry stakeholders and Quebec society as a whole.

The *Fédération des producteurs de bovins du Québec* favours partnership in its actions. It intervenes on behalf and in the name of cattle producers, both on the markets and in the development of the industry. This proactive involvement, made possible by the solidarity of cattle producers, helps to secure the future of Quebec cattle production and position the Federation as a major player in the Quebec cattle industry.

**T**o ensure that Quebec beef-cattle farmers earn the highest net income possible and enjoy a decent standard of living, the *Fédération des producteurs de bovins du Québec* has set itself the following mission:

- to support, through various strategies reflecting the needs and goals of producers, the development and growth of farms, of production, and of Quebec's whole cattle industry, with a view to offering our ultimate customer - consumers - a quality product that meets their requirements;
- to manage collective marketing mechanisms efficiently, while respecting each production sector's specific rate of development;
- to support unifying concerns expressed by the production sectors, as well as solutions beneficial to all producers.

**THE FEDERATION** shall ensure that interests common to all Quebec beef-cattle producers, grouped on a regional basis, are represented and addressed by a single organization, which organization will also take action in the area of production development and market organization through its five Marketing Committees, each one exclusively responsible for its specific duties.

Values :  
Unity and Solidarity,  
Cohesion,  
Respect of rate of  
development

**THE FEDERATION** shall convey a clear concept of cattle and beef production development and market organization to Quebec cattle producers, its employees, as well as to industry participants.

Values :  
Leadership and Cohesion

**THE FEDERATION** shall consolidate its activities and methods when providing services and addressing issues to support production development and resolve problems common to beef-cattle producers as a whole.

Values :  
Flexibility and Efficiency

**THE FEDERATION** shall design, develop and deliver technical services to producers.

Value:  
Leadership

**THE FEDERATION** shall promote improved communication and cooperation between industry partners.

Values :  
Unity and Solidarity,  
Respect and Cohesion

# Values to Promote

---

values to promote

**T**o achieve the desired results, we must not under-estimate the importance of the values we share since they influence our mind-set (the way we see things), our attitudes (the way we are), and even our behaviour (the way we do things). In the Federation's view, the following values should be promoted to ensure success:

---

## LEADERSHIP

The Federation's ability to be pro-active by fully assuming its role as a rallying agent and promoter, making development proposals and anticipating problems, rather than waiting and reacting.

---

## UNITY AND SOLIDARITY

Producers want to work within the same organization, even if that may call for managing certain tensions, and they want to achieve common goals together through mutual help and support.

---

## RESPECT

The Federation's ability to take each production sector's specific rate of development into account, while ensuring that they all move toward an ultimate goal shared by everyone.



---

# Values to Promote

values to promote

---

## COHESION

The acceptance by all producer groups of a clearly shared common vision that will serve to define the specific orientations and strategies for each sector's development.

---

## FLEXIBILITY

The Federation's concern about addressing producer needs appropriately and efficiently, while continually adjusting to a rapidly evolving industry, in order to meet, together, the requirements of consumers.

---

## EFFICIENCY

Efficiency means setting priorities well, selecting appropriate intervention strategies and delivering results.

# Strategic Orientations

---

strategic orientations

**T**he Federation's action plan focuses on six strategic orientations.

---

## IMPROVEMENT OF NET PRODUCERS' INCOME

Improve producers' net income through collective marketing efforts (agencies, research, promotion, payment guarantees, etc.) both downstream and upstream from production (Réseau Encans Québec, acquisition of slaughter plants, etc.) and interventions to enhance complementary support mechanisms offered producers (financing, insurance, programs, etc.).

---

## SUSTAINABLE AGRICULTURE

Accompany, defend and support producers' efforts to comply with environmental regulations adapted to cattle production (Best Practices Guide) and obtain technical, human and financial support to help them in this process, while seeking and promoting biodiversity within a context of sustainable agriculture.

---

## QUALITY ASSURANCE

Propose and initiate various measures and programs to better respond to producer and consumer concerns about quality and safety (food safety on the farm, certification, Boeuf Qualité Plus, etc.) traceback of our products from farm to table (ATQ) and animal welfare (humane transportation, Recommended code of practice, etc.).

---

## MOBILIZATION OF PRODUCERS

Look at union activities from a long-term perspective and propose ways to ensure a vital and dynamic organization, the participation of its members and union solidarity in the face of new challenges confronting cattle producers (communications, information, training, listening and participation).

---

## PRODUCER SERVICES

Identify needs and initiate new services that fit within the priorities for development determined by the Federation and its decision-making bodies (Internet and Intranet sites, on-farm data entry and management software, expert advice, etc.).

---

## ENHANCEMENT OF THE PROFESSION

Intensify communication initiatives with the industry, governments and society as a whole, in order to promote our values and our preferred production models, but especially to raise awareness and appreciation of the work and dedication of the men and women engaged in agriculture today and tomorrow.

# Coordinated Operation

---

coordinated operation

**T**o promote consensus, synergy and harmonious development of the organization in accordance with its specific values, the Federation has introduced a policy that clarifies relations between the Federation's decision-making bodies and the Marketing Committees and ensures coordination of decisions and actions.

---

## OBJECTIVE OF THE POLICY

The purpose of this policy is to clarify the specific powers of the Federation's Marketing Committees, and to spell out the relationship between the Marketing Committees and the Federation's decision-making bodies.

## EXCLUSIVE RESPONSIBILITIES

Among the duties of the Federation, the following are the exclusive responsibility of the Marketing Committees :

- organization of sales, including development of new markets and interventions downstream and upstream from production;
- establishment of production costs;
- establishment of guidelines for the payment guarantee program;
- promotion;
- research;
- food safety and quality at the farm;
- animal welfare;
- permanent identification and traceback;
- technical aspects of production.

“Exclusive responsibility” means that each Marketing Committee has the authority to decide what direction to take for its own production sector, without having to refer to the Board of Directors before implementing decisions, except where required under the *Act respecting the marketing of agricultural, food and fish products*.

However, the decision-making power of a Marketing Committee is restricted when the issue concerns more than one sector, or over all production.

## MECHANISMS FOR INTERACTION WITHIN THE FEDERATION

To guarantee the Federation's unity and cohesion, as well as coherence in its interventions, it is essential that the Board of Directors be kept informed of all decisions made by the Marketing Committees, even if the Board does not have to approve a decision made by a Committee.

This "obligation" to keep the Board informed is all the more important since directors sometimes need to be able to explain and support decisions made by a Marketing Committee.

To reinforce its position, a Marketing Committee may, on occasion, ask the Federation for support on a stand it has already taken.

When required under the Joint Plan, the Marketing Committee must refer the decision to the Board for endorsement.

To prevent conflict between the Marketing Committees, or between a Committee and the Federation, the Federation's President - or representative - who sits on all Marketing Committees, has a right of veto, which enables him to suspend application of a decision made by a Marketing Committee in order to check whether the decision conflicts with the goals of another Marketing Committee or with those of the Federation.

---

# Coordinated Operation

coordinated operation

In exercising his right of veto, the President may, depending on the nature of the decisions in question:

- meet with the chairmen of the Marketing Committees concerned; or
- meet with the chairmen of all the Marketing Committees, along with the Executive Committee; or
- refer the issue to the Executive Committee or to the Board of Directors, if he believes it concerns all producers.

Fédération  
des producteurs  
de bovins  
du Québec



555, boul. Roland-Therrien, bureau 305  
Longueuil (Québec) J4H 4G2  
Tél. (450) 679-0530  
Télec. (450) 442-9348  
[fpbq@upa.qc.ca](mailto:fpbq@upa.qc.ca)  
[www.bovin.qc.ca](http://www.bovin.qc.ca)