

Preparing the Alberta Feedlot Sector for Disease Related Sector-Wide Emergencies

ACFA PLAN





Alberta Cattle Feeders' Association

6-11010 46 Street SE

Calgary, Alberta

Canada T2C 1G4

Phone: 403-250-2509

Toll Free: 1-800-363-8598

Fax: 403-209-3255

Email: info@cattlefeeders.ca

www.cattlefeeders.ca



This project was completed in partnership with
the Alberta Livestock and Meat Agency (ALMA).

TABLE OF CONTENTS

ACFA PLAN FOR DISEASE RELATED SECTOR-WIDE EMERGENCIES	4
Vision	4
Key Strategies	4
Overall Objectives	4
Scope	5
Overview	5
INTRODUCTION	6
1. What Does Alberta's Feedlot Sector Look Like in Profile?	6
2. What are the Hazards, Risks & Vulnerabilities for the Sector?	6
3. What's the Legislative Framework for Emergencies in Canada?	8
4. How Do We Declare an Emergency?	9
5. How Are Emergencies Managed?	11
RESPONSE GUIDELINES: OVERALL RESPONSIBILITIES AND INITIAL ACTIONS	13
1. Leader (ACFA Chair and CEO)	14
2. Industry Liaison to EOC / JEOC (Manager Policy & / or Vice Chair)	16
3. Communications (Communications Manager)	18
4. Policy Development (Manager Policy & CEO)	21
5. Office Support (Office Administrator)	23
TOOLS FOR GETTING PREPARED	25
1. Identifying Sector-Wide Emergencies: Triggers	26
2. Organizational Objectives: ACFA Goals in Sector-Wide Emergencies	28
3. Emergency Decision-Making: ACFA's Emergency Governance Structure	29
4. Valuation Process	33
SCHEDULE 1. GLOSSARY & DEFINITIONS	35
SCHEDULE 2. FEEDLOT SECTOR PROFILE	38
SCHEDULE 3. SAMPLE VALUATION FORM	40
SCHEDULE 4. CONTACT LIST	42

ACFA PLAN FOR DISEASE RELATED SECTOR-WIDE EMERGENCIES

Vision

Alberta's feedlot sector is an effective partner in managing the response to a disease related sector-wide emergency.

Key Strategies

The following association level, emergency management plan for disease related sector-wide emergencies affecting the feedlot sector, sets out the means by which ACFA will:

- **Provide Leadership** – for Alberta's cattle feeder sector
- **Work in Partnership** – with other cattle industry associations, national and provincial, and collaborate with government agencies and departments both federal and provincial
- **Prepare Proactively** – tools and policies on behalf of the feedlot sector, enabling effective response
- **Represent its members** – effectively in time of crisis, within the cattle industry and to government
- **Enhance Recovery** – achieving a return to normal operations as quickly as is possible, with the least impact upon the economy, health and the environment.

Overall Objectives

The ACFA objectives in responding to a disease related sector-wide emergency – an event on a scale capable of shutting the industry down – are summarized as follows:

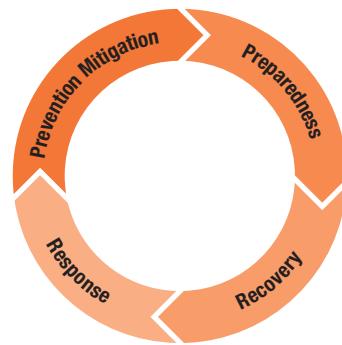
- To effectively lead Alberta's feedlot sector
- To partner effectively with the industry and government organizations directing the response
- To prepare tools and policies needed by the sector, so that they are known and available when needed
- To position ACFA as the venue that represents the specific needs of Alberta's cattle feeder sector
- To support recovery of a normal state of operations for the feedlot sector and beyond that the beef cattle industry, as quickly and effectively as possible, with consideration for the economy, animal and human health and the environment.

Scope

The Scope of the ACFA Plan, and of the related Feedlot Guidelines, are as follows:

- **Primary Focus** – disease-related events, the single most widely recognized vulnerability for the sector
 - Applies to an ‘All Hazards’ context, although other events evaluated represent lesser vulnerabilities.
- **Magnitude of Events** – those creating a sector-wide vulnerability, capable of shutting the industry down
 - Applies to smaller events, although these are not the primary concern.
- **Phase of Emergency Management Cycle** – focus on Response and as well Preparedness and Recovery Phases, of the Emergency Management Cycle (Figure 1)
 - It is assumed that the event has happened, so Preparedness is out of scope.
- **Constituents** – are the owner / operators in the feedlot sector, recognizing the integrated relationship of the sector with the larger beef industry as a whole
 - Benefits of the plan will be available to the beef cattle industry.

Figure 1. Emergency Management Cycle



Overview

Each of the following sections address the strategies and objectives noted above from the perspective of:

- An **INTRODUCTION** that describes the feedlot sector itself, and the legislative framework and declaration processes for emergencies, organizational structures and roles and responsibilities, and a hazard analysis demonstrating the industry’s vulnerability to disease related sector-wide emergencies.
- **RESPONSE GUIDELINES** that set out initial actions and the overall responsibilities for each of the longer-term roles that ACFA proposes to fill in leadership, communication, policy development and liaison.
- And **TOOLS FOR GETTING PREPARED** that set out the key items that need to be established in advance, such as objectives (above) and triggers that formally initiate an emergency, an emergency governance process, organizational responsibilities, and a valuation process that ACFA could administer.

INTRODUCTION

1. What Does Alberta's Feedlot Sector Look Like in Profile?

An overview – a profile – of Alberta's cattle feeding sector provides context for the ACFA's association plan, and is available in Schedule 2. This should be kept current and revised annually.

The overview or profile can also be used to brief members of the EOC / JEOVC who are not familiar with the beef industry, or others in government seeking a quick summary of the sector.

2. What are the Hazards, Risks & Vulnerabilities for the Sector?

Disease related events are the greatest risk and vulnerability for Alberta's feedlot sector, as indicated in the highlights from a hazard, risk and vulnerability assessment set out in the following paragraphs. Disease related events are also most widely recognized and of greatest concern to feedlot operators and others involved with the sector including government. Finally and while there is a degree of confidence about dealing with emergencies that affect an individual operation, feedlot operators and government representatives associated with the sector express significant concern in the ability to deal with a sector wide emergency that essentially shut the industry down – and events causing an emergency of this magnitude are also typically disease related.

Accordingly, this ACFA Plan is focused upon 'disease related sector-wide emergencies,' although it is anticipated to have broader application to a range of 'all hazards' as well.

The broad range of hazards affecting the feedlot sector of the beef cattle industry, and capable of wide-spread impact, include:

- Ice / snow
- Fire, e.g. grassfire
- Border closure
- Wind / tornado
- Terrorism
- Disease
- Earthquake
- Loss of social license
- Feed / water contamination

RISK, is a function of the probability and size of impact for a given hazard. An Assessment of the risk posed by the hazards to the Feedlot Sector that are listed above, is presented in Figure 4, below.

The hazards or events are shown in the various cells, such as border closure or power loss. The **key vulnerabilities** shown here in red or orange, indicate sector-wide events whose risk involves a magnitude that would bring the industry to a standstill:

- **Foreign Animal Diseases (FADs)**, could include a zoonosis, feed / water contamination, or emerging diseases; and are the hazards most readily recognized by those in the feedlot industry and related government sectors, with potential impacts ranging from \$6 billion to more than \$46 billion;
- **Border closures**, or ‘market interruptions,’ are increasingly seen as a major concern for industry and government and are presently being addressed in a collaborative initiative (Livestock Market Interruption Strategy, AAFC); and are again typically seen to result from disease related event; and
- **Lost social license**, potentially leading to a loss of market or the market interruption noted above, could also result from a disease related event.

Figure 4. Assessment of Hazards, Risks & Vulnerabilities in the Feedlot Sector

		PROBABILITY				
		Never	Once per 25 Years	Once per 10 Years	Once per Year	More than Annual
IMPACT	Catastrophic > \$5 B		<ul style="list-style-type: none"> • FAC (FMD) • Feed & Water Contamination • Terrorism 			
	Severe \$1–5 B		<ul style="list-style-type: none"> • Border Closure (long) • Lost social license 	<ul style="list-style-type: none"> • Border Closure (short) 		
	Moderate \$500 M – 1 B		<ul style="list-style-type: none"> • Earthquake 	<ul style="list-style-type: none"> • Power Loss 		
	Minor > \$500 M				<ul style="list-style-type: none"> • Fire • Hail • Snow • Tornado 	

Level of Vulnerability for the Sector as a Whole:

	LOW
	MODERATE
	HIGH

3. What's the Legislative Framework for Emergencies in Canada?

Responsibility for prevention, preparedness and response phases of emergency management in Canada, and within Alberta, is legislated by the:

- **Emergencies Act (Canada)** – administered by Public Safety Canada in accordance with the Emergency Management Framework for Canada, and
- **Emergency Management Act (Alberta)** – administered by Alberta Emergency Management Agency.

Similar legislation governs emergency management at the local government level also, providing authorities to counties or rural districts. Authority for the recovery phase of emergency management, is addressed by other departments and the private sector.

Responsibility for certain emergencies may be legislated to a specific department or agency, with responsibility for the broad collateral issues remaining with the general emergency management agencies noted above. For example, management of animal health emergencies and specifically disease related emergencies are legislated as follows:

- **Health of Animals Act (Canada)** – giving the Canadian Food Inspection Agency (CFIA) authority for monitoring, control and eradication of certain reportable diseases, often referred to as ‘foreign animal diseases’ or FADs.
- **Animal Health Act (Alberta)** – giving Alberta Agriculture & Rural Development (AARD) authority for preparedness and response capabilities as regards provincially reportable diseases and other animal health emergencies.

The different levels of government, and various departments or agencies have different objectives. Starting first and foremost, governments’ objectives are preservation of life and health, followed by safeguarding public infrastructure and the environment, and only then to the reduction of economic / social loss.

Accordingly industry and individual feedlot operators are ultimately responsible for safeguarding their business and livestock, and recovery from an emergency. Hence the value of the plan set out here, and the related workbook for feedlot operators, that set out guidelines for response and tools for preparation.

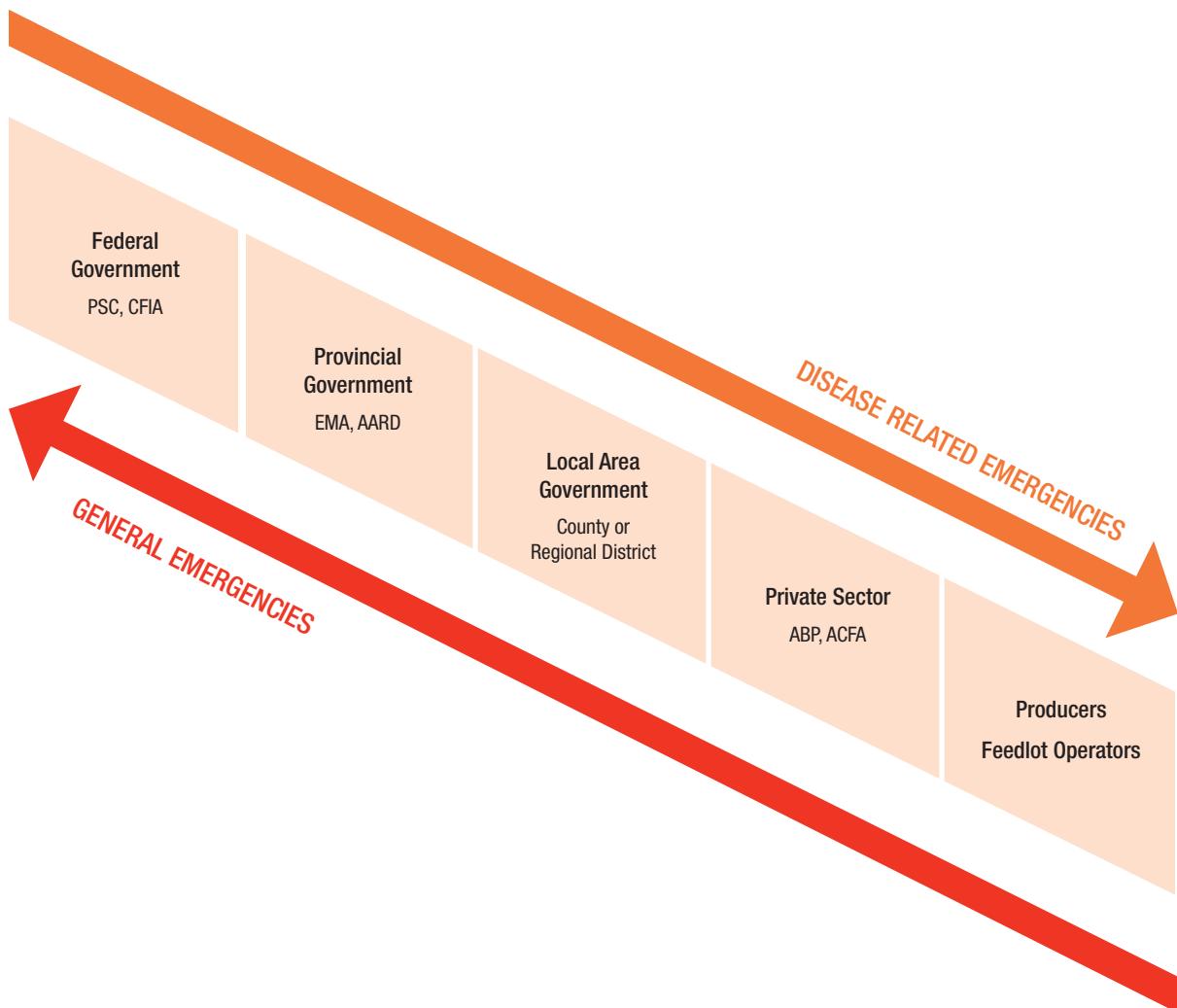
4. How Do We Declare an Emergency?

Emergencies are ‘triggered’ by certain events, as set out in legislation that authorizes response decisions and actions by government.

Generally speaking emergencies are triggered locally first, and decision-making is carried out at that level. When local government authorities and resources are overcome, a greater level of emergency may be triggered enabling access to provincial resources. And when provincial government authorities and resources are overcome, a greater level of emergency may again be triggered to access federal resources.

In contrast, **disease related emergencies are typically triggered and managed downwards**, firstly involving federal resources and decision-making, then provincial and lastly local government resources and decision-making. This is shown in Figure 2.

Figure 2. Triggering Emergencies at Different Government Levels



First response organizations in Alberta recognize five phases to a disease outbreak, some of which may overlap:

1. Alert Phase An FAD outbreak exists in close proximity, although distance will vary by disease	<ul style="list-style-type: none">Industry may be asked to adopt risk mitigation measures, e.g. movement border controls and biosecurity.
2. Suspicion Phase* An FAD outbreak is suspected in Western Canada	<ul style="list-style-type: none">Triggered by formal Notice of Suspicion from CFIA, AARD or other provincial governmentIndustry may be asked to adopt voluntary controls, andMay be referred to as the start of ‘the gray period’ when an outbreak is suspected but not confirmed and movement controls have not yet been implemented.
3. Confirmation Phase* An FAD outbreak is confirmed in Western Canada	<ul style="list-style-type: none">Triggered by formal Notice of Confirmation, declared by the Chief Veterinary Officer (Canada), or Chief Provincial Veterinarian, or either federal or provincial MinisterSoon after, the Minister may declare a Primary Control Zone and / or Zoning Strategy (see Figure 1, above). This declaration will order that movements cease other than by license or permit for livestock, related materials and equipment on and off premises within the Primary Control Zone and between sub-zones.
4. Recovery Phase Period required to demonstrate disease freedom and regain / resume market access.	
5. Prevention Phase When no outbreak is of concern to Alberta production, also referred to as ‘Peace time’	

* Loosely corresponds to the terminology ‘Action Levels 1’ and ‘Action Level 2’, used in other emergencies.

¹ APHIS Evaluation of Zoning for FAD Control in Canada, 2014, avma.org/Advocacy/National/Federal/Documents/APHIS-2013-0097-0003.pdf

Disease related sector-wide events may be declared a public welfare emergency – **a state of emergency** – under the Emergencies Act (Canada), if caused by real or imminent: natural catastrophe; disease in humans, animals or plants; or accident or pollution. Similarly they may be declared an emergency under the provincial Emergency Management Act (Alberta), or under the federal legislation if in more than one province or deemed to have exceeded the province’s ability to respond.

5. How Are Emergencies Managed?

The **Emergency Operations Centre (EOC)** is the organizational structure used to make decisions and direct operations during declared emergencies, whether of an animal health or other nature. It replaces the normal organizational structure used at other times. A **Joint Emergency Operations Centre (JEOC)** is used when multiple departments, agencies or levels of government are involved. The EOC helps to ensure a seamless integration of authority, leadership and management among the many organizations that may be actively involved.

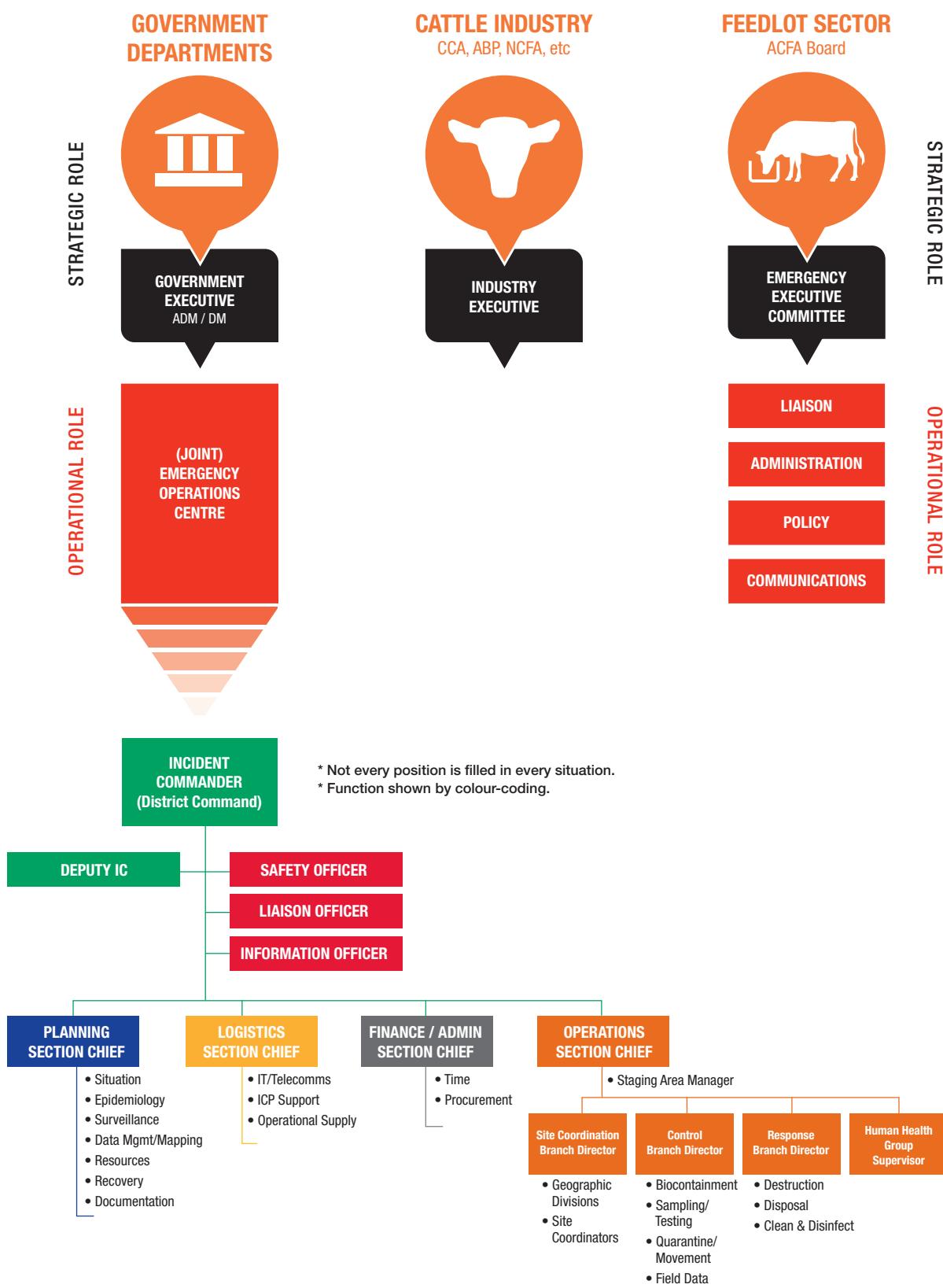
The **Incident Command System (ICS)** is the management system used within the EOC. ICS is used throughout much of the world to enable rapid scalability in response to an emergency, with an influx of large numbers of personnel from other organizations and possibly even other countries. It provides the ‘rules of the game’ so that these individuals are trained and certified to play certain positions, and can come together when required and work as an effective unit.

Figure 3 on the following page shows the government response agencies at left, the broader industry associations in the centre, and the ACFA itself at right together with its roles in policy, communications, admin and liaison. Operational decisions are made at or below the level of Incident Commander who leads the EOC, when sufficient direction can be taken from existing strategies, policies, programs, regulation or legislation. When this direction is exceeded the Incident Commander seeks direction from the Government Executive, typically at the Assistant and / or Deputy Minister level.

Input to decisions at both levels – operational and strategic – is generally sought by Government. ACFA Executive provides input from the feedlot sector to the Government Executive, directly or through an Industry Executive on broader industry issues. ACFA may also provide a liaison representative to the EOC / JEOC, reporting to the Incident Commander through the Information Officer or at the more detailed ‘section’ level of either operations or planning.

The upper portion of Figure 3 is the basis of the ACFA Plan, described in more detail in the following sections. The lower portion of Figure 3 demonstrates the ICS structure used within the EOC / JEOC, that provides the overall emergency management for the event.

Figure 3. The Emergency Operations Centre, and its relationship with Government, Industry and the Feedlot Sector

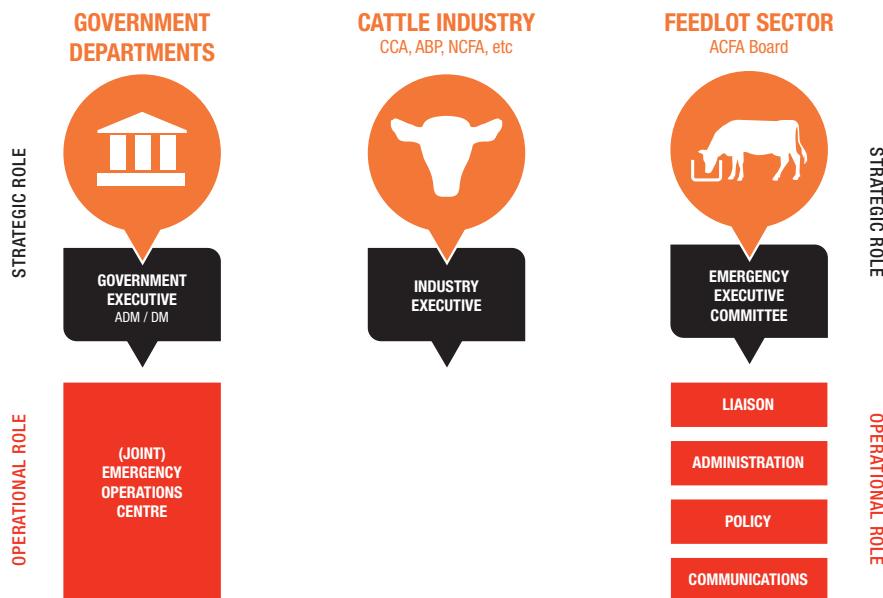


RESPONSE GUIDELINES: OVERALL RESPONSIBILITIES AND INITIAL ACTIONS

The ACFA Plan addresses five primary roles and responsibilities, each of which is critical to the organization in a sector wide emergency. These are addressed in detail in the following sub-sections, specifically:

- **Leadership**
- **Industry Liaison to EOC / JEOC**
- **Communications**
- **Policy Development**
- **Office Support**

Each segment of the ACFA Plan is described with reference to the diagram below, restated from Figure 3 presented earlier, to demonstrate key relationships or areas of responsibility. Preparatory steps upon which these responses are based – objectives, governance and triggers – are detailed in the subsequent section entitled ‘Getting Prepared.’



1. Leader (ACFA Chair and CEO)

The ACFA will provide leadership to its members and the feedlot sector. It will do this in part through making or contributing to decisions in the best interests of its members through the following venues:

- ACFA Emergency Executive Committee
- National Cattle Feeders Board, facilitated or supported by ACFA CEO
- Industry Executive, facilitated or supported by ABP or CCA
- Government Executive, facilitated or supported by AARD or CFIA / AAFC

The ACFA will be represented in this capacity by the Chair and / or CEO, or other designate as determined by the Emergency Executive Committee.

ROLE & RESPONSIBILITIES

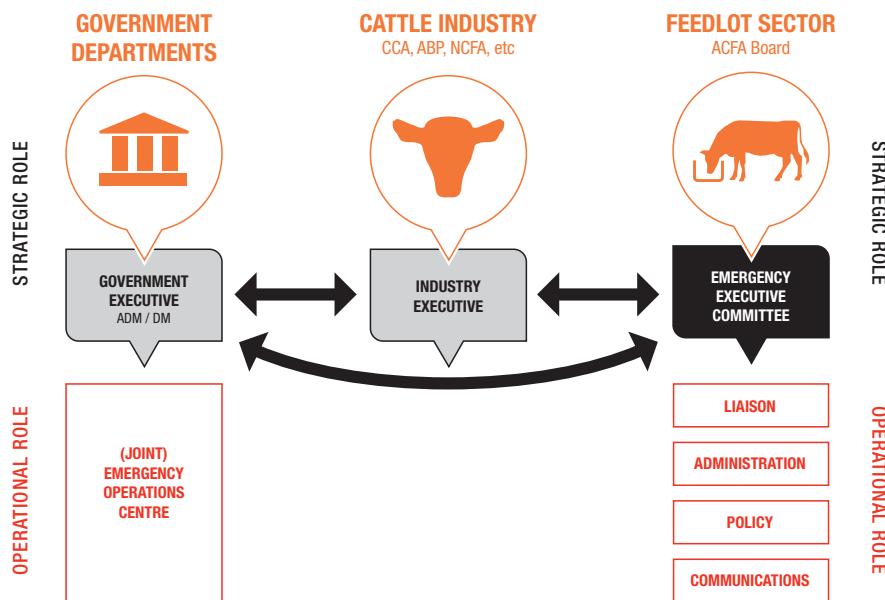
The ACFA Chair and CEO will:

- Lead the ACFA in fulfilling its Emergency Objectives
- Facilitate decisions by the Emergency Executive Committee on behalf of ACFA, regarding
 - matters internal to the organization, and
 - sector input on broader industry issues
 - see ‘Tools’ sub-section 3, ‘Emergency Governance Structure’ page 29?
- Represent the sector and ACFA on broad issues, to groups or venues such as the National Cattle Feeders, Industry Executive and to Government Executive
- Act as Public Spokesperson for the ACFA
- Delegate ACFA representation as required.

Initial Actions for Leaders (ACFA Chair & CEO)

- Receive, assess and verify trigger information
 - Is a disease capable of sector wide impact, suspected or confirmed within the trading area of Western Canada? Verified by Office of Chief Provincial Veterinarian?
- Initiate the ACFA Emergency Executive Committee, if potential exists for sector-wide emergency
 - ‘Initiating the Emergency Executive Committee,’ see page 31
- Notify staff of status and to prepare to act in their emergency roles
 - Manager Policy to EOC / JEOC Industry Liaison, see page 16,
 - Manager Communications, see page 18 and
 - Office Administrator, see page 23
- Arrange representation in EOC / JEOC, with Chief Provincial Veterinary Officer and Director General, Western Area Operations
- Arrange representation in Industry Executive, by contact with lead staff at CCA and / or ABP
- Liaise with other sectors of industry,
e.g. packers, general commodity groups (provincial and federal), feeders in other provinces
- Maintain a decision log as a record of all decisions made by the Emergency Executive Committee, keeping a copy with Office Administrator, and providing to Board for ratification on a regular basis

Revise annually, remove or copy, laminate and post prominently.



2. Industry Liaison to EOC / JEOC (Manager Policy & / or Vice Chair)

ACFA will request representation to the EOC / JEOC, if in Alberta, whether administered by AARD or CFIA. Initially this would be an Industry Liaison in support of the Incident Commander, with future consideration given to enable similar representation on the Operations and / or Planning Sections.

The ACFA will be represented in this capacity by the Manager Policy initially, with consideration for substitution by the Vice-Chair, or other designate as determined by the Emergency Executive Committee.

ROLE & RESPONSIBILITIES

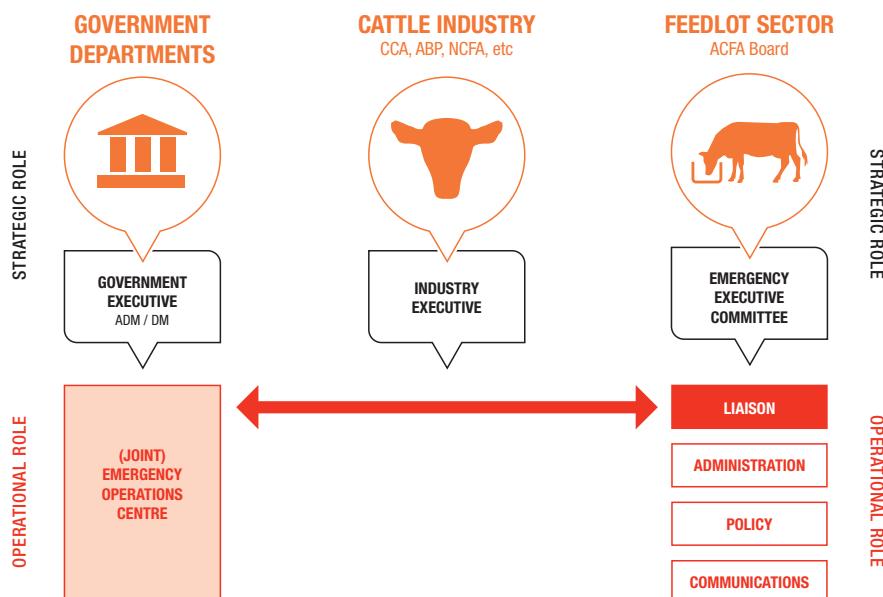
The Industry Liaison to EOC / JEOC will:

- Participate on an ongoing basis as ‘Industry Liaison’ to the EOC / JEOC, if in Alberta
- Collaborate with and support the EOC / JEOC as required, providing knowledge and information regarding the feedlot sector to better inform EOC decisions
- Provide briefings back to CEO, on an agreed upon schedule

Initial Actions for Industry Liaison to EOC / JEOC (Manager Policy & / or Vice Chair)

- CEO directs Policy Manager or Vice Chair to report as Industry Liaison to EOC / JEOC
- Contact EOC / JEOC to initiate participation, e.g. Policy Manager or Vice Chair contacts Incident Commander or Liaison Officer at EOC
- Relocate as required, initially for a week with expectation of up to 2 subsequent weeks before relief
- Report to Incident Commander, or as stipulated by the Incident Commander
 - The Incident Commander may stipulate whether the Industry Liaison reports to the Incident Commander directly, or to the Liaison Officer, or to Section Chiefs of Operations or Planning as appropriate. Accordingly throughout this description, the term Incident Commander may be replaced by Liaison Officer or Section Chief (Operations or Planning)
- Review and accept terms of EOC / JEOC participation, providing copy to CEO to ensure awareness of information restrictions
- Obtain briefing from Incident Commander
- Cooperate with the Incident Commander, and others in the EOC
- Attend briefings and planning meetings as required,
- Advise the Incident Commander, and others as appropriate, of feedlot sector
 - information
 - resources, and potential use of these resources
 - perspectives and needs, on an ongoing basis, and particularly in response to the evolving situations
- Report to ACFA CEO on a prearranged schedule, as permitted by terms of involvement in EOC / JEOC,
- Ensure all required forms are complete, and have a debriefing session with the Incident Commander, prior to departure from EOC at conclusion of posting

Revise annually, remove or copy, laminate and post prominently.



3. Communications (Communications Manager)

Response to sector-wide emergencies will be facilitated in part by consistent messaging delivered in a collaborative manner by industry associations working in cooperation with all levels of government involved. Industry will also facilitate a dynamic two-way flow of information with producers to identify stakeholders' needs and concerns in the emergency response and recovery.

The 'Communications Manager' will manage and support the ACFA's efforts to collaborate in the delivery of messaging consistent with that provided by other organizations and all levels of government. Tools used for these messages include social media tools, press releases, journal releases, 'op-ed' submissions, etc. As well the manager will also use a variety of tools to establish and maintain a two-way dialogue with feedlot operators, to ensure that the ACFA is capable of accurately representing these needs and to those directly involved in managing the emergency. Such tools involve distribution lists (board, members, all sector), social media (Twitter, FaceBook, etc), video- and teleconferences, town hall meetings both in person and by teleconference, and others. The Manager will support the ACFA's designated spokespersons namely the Chair and CEO, in communicating on behalf of the ACFA and its feedlot sector members. Importantly, the Communications Manager will support a team environment facilitated or coordinated by the EOC / JEOC Information Officer, and the CCA and the CFIA.

The ACFA will always have the right and responsibility to express the views of its members when and if they differ from those of other industry associations or government departments.

ROLES & RESPONSIBILITIES

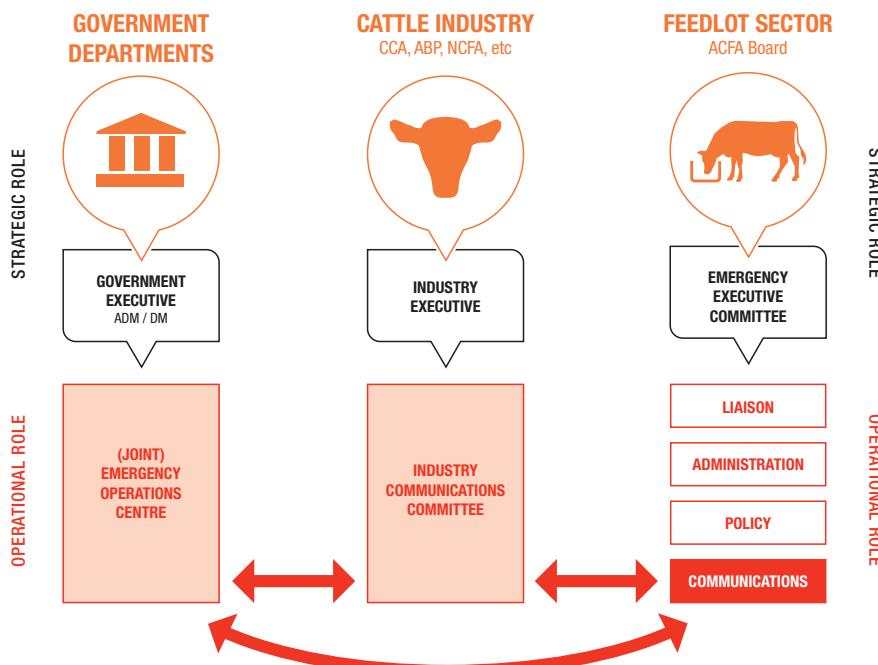
Working in collaboration with other government and industry communications sources such as the CFIA, AARD, NCFA, ABP, CCA and others, The Communications Manager will support the feedlot sector in general and the ACFA specifically, by:

- Developing successful communications that serve the feedlot sector:
 - Establishing credibility, with accurate information and timely release,
 - Building trust, through empathy to feedlot sector and transparency in reporting;
- Developing and supporting a two-way flow of timely and accurate information that fosters awareness and better informs decisions by feedlot operators and as well the ACFA
- Providing professional support to ACFA Spokespersons
- Collaborating with the Industry and EOC / JEOC communications personnel responsible for public communications, informing them where appropriate as to feedlot perspectives.
 - Led by EOC / JEOC Information Officer, in an Industry Communications Committee facilitated by CCA Communications Manager.
 - Public communications the primary responsibility of EOC / JEOC Information Officer and CCA Communications Manager, with broad industry communications the primary responsibility of CCA Communications Manager, and more focused feedlot communications being the primary responsibility of ACFA's Communications Manager
- Maintaining contact lists and other communications tools, for emergency preparedness in addition to other association purposes.

Initial Actions for Communications (Communications Manager)

- CEO directs the Communications Manager to assume a full time contract supporting the organization in this sector-wide emergency, available through Office Administrator
- Contact and obtain briefing from EOC / JEOC Information Officer, noting role on industry communications team facilitated by CCA Communications Manager
- Contact and obtain briefing from CCA Communications Manager, collaborating / cooperating with industry communications personnel as facilitated by CCA Communications Manager (G. Teel)
- Attend briefings and communications meetings as required, providing the feedlot sector perspective to the larger discussion
- Contact and provide professional support to ACFA Spokespersons (CEO and Chair)
- Prepare initial information release for circulation to members and feedlot sector, after verification with industry communications team and government communications representative (see sample Initial Information Release)
- Post most current / relevant information to Website and distribute to board, staff and members, e.g. most current releases from ACFA, CCA & CFIA or AARD
- Post level of emergency and required biosecurity protocol to Website and distribute to board, staff and members, e.g. 'Suspicion' and **AMBER Elevated Risk**, or 'Confirmation' phase or **RED High Risk**, and Voluntary Cease Movement protocol
- Initiate and maintain a Twitter Feed, creating awareness for each new piece of information being made available
- Secure town hall style, large scale teleconference capability with service provider, and other tools, that provide for 2-way communication with feedlot operators
- Report to the ACFA CEO on a prearranged schedule

Revise annually, remove or copy, laminate and post prominently.



SAMPLE INITIAL INFORMATION RELEASE

The Alberta Cattle Feeders Association – the ACFA – is aware that an occurrence of (*disease*) is (*suspected / confirmed*) as of (*date*) in the vicinity of (*general location*). (CFIA / AARD / Other) is responding and ACFA will have additional information available as soon as it is confirmed. ACFA will provide a (*briefing session / town hall t/c*) on (*date / location*), and will notify feedlot operators to the extent possible.

In light of the current status ('Suspicion', or 'Confirmation') the ACFA encourages producers to (*review their biosecurity procedures / implement Voluntary Cease Movement / adopt AMBER Elevated Risk / RED High Risk protocol*).

The ACFA will provide strategic input to the Government Executive on feedlot specific matters, and to the Industry Executive on broader issues affecting the industry as a whole. ACFA is also participating directly in the Emergency Operations Centre and will provide operational insights directly to those directing the operational response to the incident.

Thank you for your assistance and we will provide more information as it becomes available.

For additional information:

- Please follow:
 - ACFA website...
 - CCA Twitter...
 - CCA website...
- Or contact:
 - ACFA Communications Manager...
 - ACFA Spokesperson...

4. Policy Development (Manager Policy & CEO)

In this context ‘policy’ refers essentially to the chosen means of resolving any issue, and includes both operational and strategic types of issues.

The ACFA will develop or contribute to the development of policies required in response to operational issues identified through the EOC / JEOC and then brought to the Government Executive. This may involve direct input to the Government Executive on feedlot specific issues, or input through the Industry Executive on broader issues affecting the industry. Similarly, ACFA will also bring forward issues identified by its members or others in the feedlot sector.

The ability to clearly and accurately set out its members needs on policy issues related to emergencies will be critical to the organization’s desire to play a significant role in emergency management, because the ACFA specifically represents the feedlot sector as opposed to other organizations having a broader mandate.

The ACFA policy development process involves the following steps, any one of which may be eliminated in an emergency, in the interest of time and the absence of information:

- Situation synopsis: current situation setting out impact and affected parties, etc.; review of relevant literature or (anecdotal) comment; risk analysis, as and if time permits (unlikely)
- Alternatives identified for consideration: description; benefit cost analysis; gap analysis; (minimal)
- Recommended policy: description and rationale
- Consultation: with members and / or leadership, e.g. Emergency Executive Committee, Board of Directors, members, as time permits (unlikely)
- Revision of policy
- Decision to accept policy: by Emergency Executive Committee
- Record of policy decision: documented by the CEO.

Ultimately the CEO is responsible for the ACFA policy development process, although any or all aspects may be delegated. Delegation would be primarily to the Manager Policy, but could also be to a contract resource or elsewhere within ACFA.

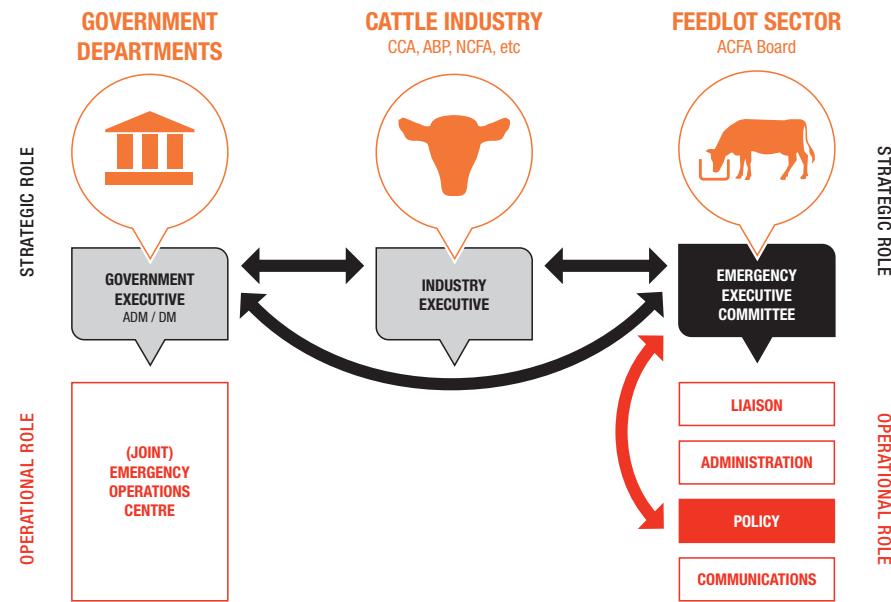
ROLE & RESPONSIBILITIES

The ACFA Policy Development role fulfilled jointly by the CEO and Manager Policy, will be to:

- Assist the Emergency Executive Committee to prioritize various issues requiring policy development
- Identify policy solutions to sector specific issues identified in the management of the event, whether in the EOC / JEOC or by feedlot operators
- Identify sector positions to bring to broader industry-wide policy issues being addressed at the Industry Executive or the Government Executive venues.

Initial Actions for Policy Development (CEO or Manager Policy)

- Develop solutions to policy issues as directed by the Emergency Executive Committee
- Present policy issues being experienced by feedlot operators to Emergency Executive Committee,
- Identify issues from feedlot operators, in collaboration with Manager Communications.



Revise annually, remove or copy, laminate and post prominently.



5. Office Support (Office Administrator)

A range of resources will be required by the ACFA over the course of the emergency. The Office Administrator will administer these on a day-to-day basis.

ROLE & RESPONSIBILITIES

The ACFA Office Support role fulfilled by the Office Administrator, will be to:

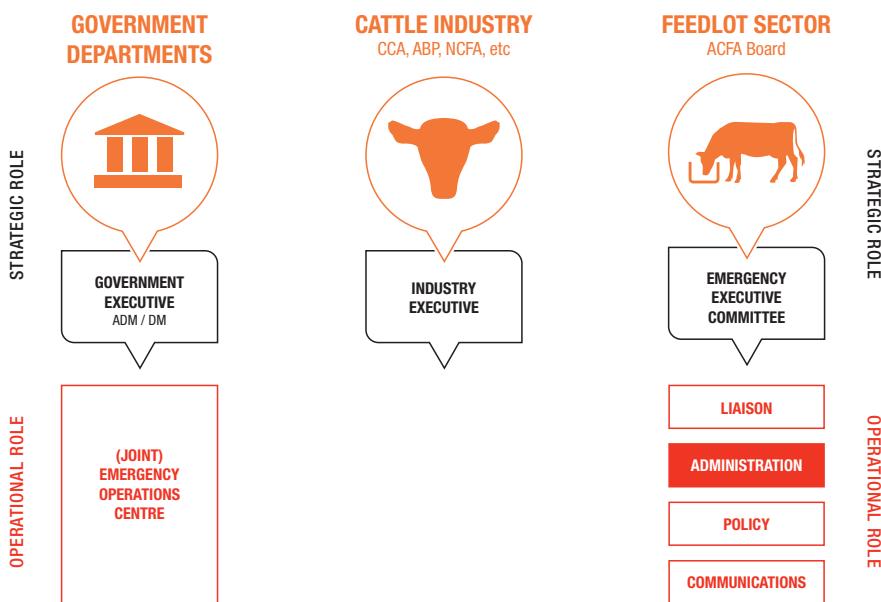
- Provide organizational support to the CEO and Chair,
- Provide support to the ACFA (other staff, committees, board) as directed by the CEO
- Secure necessary materials and services (see list below):

Space	Human Resource
<ul style="list-style-type: none">• None anticipated, the ACFA Emergency Executive Committee will meet ‘virtually’ for the most part barring occasional meetings in the existing board room	<ul style="list-style-type: none">• Increased Member Communications capacity
Equipment	Information
<ul style="list-style-type: none">• Computer, additional?• Large LCD Screen to Board room, for Skype and webinar meetings• Telephone• Teleconference• Clothing• PPE supplies	<ul style="list-style-type: none">• GIS mapping capability
	Other as required?

Initial Actions For Office Support (Office Administrator)

On direction from the CEO that a disease related sector-wide emergency is in effect the Office Administrator will:

- Verify access to necessary materials, services and other as noted below, and obtain as required
- Contract Communications Manager, to full time role, as directed by CEO
- Obtain quotes for volume supplies of PPE (clothing) from supplier
- Obtain 'Town Hall' teleconference services with polling capabilities (e.g. Network Telsys, Telus, etc.)
- Purchase large screen LCD screen for board room, for Skype, video conference & webinar meetings
- Contact additional landlines, from telephone service provider
- Secure the capability to work with GIS information
- Receive and keep a copy of the decision log maintained by the CEO
- Follow up with CEO for action items, after each meeting of Emergency Executive Committee and / Industry Executive



Revise annually, remove or copy, laminate and post prominently.



TOOLS FOR GETTING PREPARED

Advance preparation is critical to responding to any disease related sector-wide emergency affecting the feedlot sector. Each of the following are critical to these preparations, and are addressed in more detail in subsequent sub-sections:

- Identifying disease-related sector wide emergencies, define the triggers that signify an emergency exists,
- Organizational Objectives, define ACFA's goals in the event of a sector-wide emergency,
- Emergency Decision Making, establish ACFA's decision-making processes in an emergency, and
- A Valuation Process, establish the means for recommending fair and timely livestock valuations.

1. Identifying Sector-Wide Emergencies: Triggers

A critical step in recognizing emergencies is to have defined triggers prepared in advance, for events where the organization is vulnerable and which are capable of overcoming its capacity to respond.

Sector-wide emergencies that are most widely recognized and anticipated, for the feedlot sector, are disease-related events capable of creating a border interruption. Such events would include outbreaks of certain FADs, such as FMD, and in fact this is without doubt the most widely recognized and anticipated emergency for the feedlot sector. Other sector-wide emergencies identified by a ‘Hazard, Risk and Vulnerability Analysis,’ includes FADs (include zoonoses, feed / water contamination, bioterrorism), lost social license, and border closures.

Triggers for these events, are generally the 2-level processes used by provincial and federal governments whose primary responsibility it is to declare such emergencies. As shown in the table below these triggers are ‘Notification of Suspicion’ and ‘Notification of Confirmation.’ These correspond to the more broadly used Action Level 1 and Action Level 2 used for non-disease emergency events. These triggers are noted below, together with a general overview of the responses anticipated by both the ACFA and feedlots.

TRIGGERS OF SECTOR WIDE DISEASE RELATED EMERGENCY

Trigger	Association Response	Feedlot Response
1. 'Notification of Suspicion' for a premise within the trading area (W Canada)*, or declaration of an infected premise***	<ul style="list-style-type: none"> Notify ACFA Board of potential shift to Emergency Board Notify feedlots of suspicion and potential risk Post biosecurity protocols to website, e.g. AMBER Elevated Risk and RED High Risk and Voluntary Cease Movement Consider Voluntary Cease Movement, in conjunction with industry and government leaders 	<ul style="list-style-type: none"> Implement AMBER Elevated Risk biosecurity protocols, visitor manuals, etc. Ensure staff awareness of RED High Risk biosecurity protocols and Voluntary Cease Movement Adopt Voluntary Cease Movement, if recommended by government and industry leaders Seek additional guidance specific to the situation from veterinarian Monitor CFIA, AARD, ACFA and CCA web-sites and other media for updates
2. 'Notification of Confirmation' for a premise within trading area (W Canada)**	<ul style="list-style-type: none"> Notify ACFA board of shift to Emergency Board for governance Notify sector of confirmation and initial response requirements by CFIA Deploy liaison representatives to EOC / JEOC Consider Voluntary Cease Movement, in conjunction with industry and government leaders 	<ul style="list-style-type: none"> Implement RED High Risk protocol Adopt voluntary cease movement, if recommended by government and industry leaders Seek additional guidance specific to the situation from veterinarian Monitor CFIA, AARD, ACFA and CCA web-sites and other media for updates

* Triggers based upon suspicion / confirmation anywhere in the trading area of Alberta feedlots, e.g. Western Canada, whereas those defined for AARD are based upon suspicion or confirmation in Alberta only

** Veterinary authority may subsequently announce a Primary Control Zone with additional or different requirements

*** Additional or different requirements for 'infected premises,' as announced by veterinary authorities

2. Organizational Objectives: ACFA Goals in Sector-Wide Emergencies

Clearly defined objectives are essential to establishing overall direction and sense of purpose, when the organization and its stakeholders are in an emergency. These objectives may differ from those in place when the organization is not faced with an emergency.

ACFA OBJECTIVES FOR A DISEASE RELATED SECTOR WIDE EMERGENCY

The ACFA objectives in responding to a sector-wide emergency – an event on a scale capable of shutting the industry down – are as follows:

- To effectively lead Alberta's cattle feeder sector.
- To partner effectively with the industry and government organizations directing the response.
- To prepare the tools and policies needed by the feedlot sector, so that they are known and available when needed.
- To position ACFA as the venue that represents the specific needs of Alberta's cattle feeder sector.
- To support recovery of a normal state of operations for the feedlot sector and beyond that the beef cattle industry, as quickly and effectively as possible, with consideration for the economy, animal and human health and the environment.

Other objectives are important and are certainly valued by the ACFA and its feedlot operator members. These relate to the preservation of human life and health, public infrastructure and the environment, the economy and social needs. Since these are the primary objectives of other organizations however, it is not necessary that they be of primary importance to ACFA.

Feedlot animals and premises are not the primary concern for the range of government departments involved in managing an emergency. Accordingly the feedlot sector, comprised of its owners and staff and represented by its association the ACFA, ultimately are responsible for the animals and premises within its control.

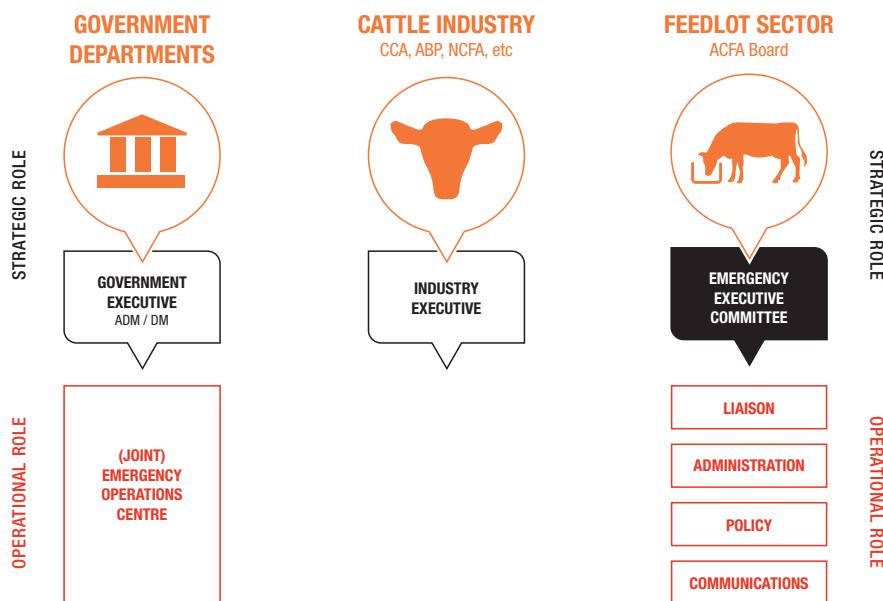
3. Emergency Decision-Making: ACFA's Emergency Governance Structure

Decisions will be required from ACFA in a sector-wide emergency, faster and more frequently than could reasonably be expected from its Board of Directors and without the luxury of waiting for a prescribed meeting. These decisions could be internal to the organization, such as a major expenditure beyond the approved budget. Alternately the decision could be something external to the organization, such as a policy regarding or impacting the industry as a whole and that needs to be made in partnership with other sectors and their organizations.

During an emergency the ACFA Emergency Executive Committee is authorized to make decisions binding on the ACFA. Comprised of the ACFA Chair, Vice Chair, Past Chair and CEO, a quorum of 3 is required. All 4 members have voting rights. Decisions require a majority. Meetings will be chaired by the ACFA Chair and decisions recorded by the CEO. This is demonstrated in the figure below, and described in more detail on the following pages.

Meetings may be held on a regular scheduled basis as required, e.g. 2x daily, daily or weekly as required. Notice for meetings will be provided electronically. Meetings may be held without notice if a quorum is on hand. Meetings may be held in person, or by teleconference, or any combination thereof.

Emergency Executive Committee decisions are binding upon the ACFA. The record of decisions will be maintained by the CEO, and circulated to the Board of Directors on a weekly basis. These decisions will be ratified by the Board of Directors on a weekly basis, in regular weekly calls established for that purpose.



IN SECTOR-WIDE EMERGENCIES THE ACFA EMERGENCY EXECUTIVE COMMITTEE WILL:

- Convene regular meetings and communications of an Emergency Executive Committee, to stay abreast of the current situation and the needs of its members and others in the feedlot sector, and the association itself
- Make or contribute to formal decisions that commit the organization:
 - Making decisions on behalf of the ACFA
 - Contributing to broader industry decisions and / or government decisions, beyond ACFA
- Contribute to strategic aspects of emergency management by representation to Government Executive and at Industry Executive:
 - Either directly by communicating with government executive on issues specific to the feedlot sector, or indirectly through industry commodity associations on broader issues
- Contribute to operational aspects of emergency management by liaison at the EOC:
 - Either to Incident Commander via the Liaison Officer, or to the Operations Section Chief and / or Planning Section Chief if directed or if additional positions are embedded in these Sections
- Contribute to communications vehicles for the feedlot sector, to:
 - Inform members of issues and decisions, and
 - Inform ACFA, so it can represent the sector
- Assign key roles and responsibilities to specific individuals, e.g. liaison, communications
- Maintain a record of decisions, or positions advanced to other groups, and providing this to the Board of Directors on a regular basis for ratification.

INITIATING THE ACFA EMERGENCY EXECUTIVE COMMITTEE

1. The ACFA Chair or CEO may enact the Emergency Executive Committee IF

- Infected Premise declared in Western Canada, with an as yet unconfirmed FAD
 - CFIA & / or AARD issue Notification of Suspicion;
- Confirmed FAD declared in Western Canada by the Minister of Agriculture (federal or provincial),
 - CFIA & / or AARD issue Notification of Confirmation;
- Emergency Order declared in the province of Alberta
 - AEMA at Action Level 2.
- AND, the Chair or CEO believes the event may cause a sector wide emergency.

2. The Chair or CEO will notify each member of the Emergency Executive Committee, e.g. Chair, CEO, Vice Chair and Past Chair, and indicate

- a. Trigger
- b. Current status
- c. Details of first meeting, draft agenda below

3. The CEO will notify the Board of Directors of points a through c above, and that the Emergency Executive Committee is in effect. Failure to notify will not void the decision to proceed.

4. The Emergency Executive Committee will be rescinded by:

- a. The ACFA Board of Directors decides to rescind the Emergency Executive Committee; OR
- b. The Chair or CEO decides to rescind the Emergency Executive Committee, based upon either
 - i. Notice that the Declaration of an FAD has been removed
 - ii. Notice that the Emergency Order has been rescinded.

DRAFT AGENDA: ACFA EMERGENCY EXECUTIVE COMMITTEE

Meeting Date & Time: _____

Meeting Location: _____

Dial-In Teleconference Number & Code: _____

1. Call to Order (ACFA Chair or CEO)

2. Confirm members represent: Chair, CEO, Past Chair, Vice Chair

3. Purpose of Meeting: scheduled event, or called at request of Chair / CEO to address specific issue

4. Situation Assessment: status of overall emergency, or status of specific issue; triggers identified

5. Reports from: CEO re staff; Policy Manager re EOC / JEOC; re membership issues; CEO or Chair from Industry Executive & / or Government Executive

6. Decisions Required / Decisions Made: record decisions made together with ' , representation to EOC / JEOC, Industry Executive and Government Executive

7. Follow Up Actions Required:

- Action Item (Described)
- Due Date for Report
- Who is Responsible

8. Next Meeting

4. Valuation Process

Government organizations rely upon industry to devise and deliver – under regulatory oversight – a valuation process for animals ordered depopulated under the Health of Animals Act or provincial legislation. There may be other scenarios where this is also required, such as for economic or welfare reasons. The government is responsible for establishing the value of animals ordered depopulated, and the valuation provided through this process is a recommendation only.

Valuations provided through an industry-administered process are a good estimate of market value, generally considered fair market value, and can be arrived at in a timely fashion. This valuation process was used successfully in responding to the confirmation of BSE in cattle that were imported from the UK in the early 1990's. It was also used in responding to several high profile Avian Influenza outbreaks in BC.

The Valuation Process proposed is provided on the following page, acknowledging that the process actually used will be determined by the CFIA, or other government lead agency as appropriate to the event. A sample ‘Valuation Form’ is provided in Schedule 2, again with the proviso that it will need to be reviewed by CFIA when a specific event occurs.

Also set out below, are some guiding principles for the valuation process.

GUIDING PRINCIPLES OF THE VALUATION PROCESS:

1. The destruction of animals – involving depopulation and disposal – may be ordered by the Minister of Agriculture and Agri-Food on the authority of the Health of Animals Act (HAA)
2. Similar action may be ordered by other Ministers acting on the authority provided by other legislation, provincial or federal.
3. Acting on the authority of the HAA the Minister may order compensation for animals ordered destroyed.
4. Compensation for animals ordered destroyed has been recognized as an essential pre-requisite for early reporting of disease where ordered destruction is a potential outcome.
5. Fair and accurate valuation of the animals ordered destroyed, is a necessary step in determining the compensation due to the owners of the animals destroyed.
6. Compensation for animals ordered destroyed under the Health of Animals Act, and other legislation in force in Canada, has limits and is not intended as insurance or necessarily full recompense.

VALUATION PROCESS:

- 1. A list of knowledgeable valuation experts will be prepared by the ACFA and reviewed with the AARD and CFIA**
 - List to include individuals such as: buyers, dealers, feedlot operators and abattoir procurement staff
 - Individuals named to list should all have current experience.
- 2. A 3-person team will be assembled for each feedlot, comprised of:**
 - 1 evaluator chosen by feedlot operator
 - The operator, as owner or owners' agent for the cattle in question, may name someone not on the list
 - 1 evaluator chosen by CFIA and
 - 1 CFIA veterinarian.
- 3. Each valuation team will prepare its recommended value by consensus, setting out the number of animals of each class and level of finish, with each group of animals valued individually.**
- 4. Valuation teams will take into consideration the following information as the basis of their valuation:**
 - Pen description (number of animals of each class)
 - Video of each pen
 - Site visits
 - Market information relevant to the date of valuation, as provided by Canfax or other sources
 - Other as deemed appropriate by the valuation team.
- 5. The CFIA will establish the date for which the valuation is to be determined.**
- 6. The valuation will be recorded on a document prepared by the ACFA, and approved by the CFIA Incident Commander (sample provided in Schedule 2).**
- 7. The valuation team will receive direction to proceed with the valuation and provide its completed valuation by the date prescribed by the ACFA.**
- 8. The ACFA will receive the valuation recommendation, and provide to the Incident Commander, or other as directed by the CFIA.**
- 9. The content of valuations and the identity of evaluators will be held confidential by the evaluators themselves, the ACFA and the CFIA.**

SCHEDULE 1. GLOSSARY & DEFINITIONS

Glossary

AARD	Alberta Agriculture and Rural Development
ADM	Assistant Deputy Minister
AEMA	Alberta Emergency Management Agency
AEOC	Area Emergency Operations Centre
AERT	Area Emergency Response Team
AESRD	Alberta Environment and Sustainable Resource Development
AHS	Alberta Health Services
AJSG	Alberta Justice and Solicitor General
AVMA	Alberta Veterinary Medical Association
BSE	Bovine Spongiform Encephalopathy
CBSA	Canadian Border Services Agency
CCVO	Canadian Council of Veterinary Officers
CFIA	Canadian Food Inspection Agency
CPV	Chief Provincial Veterinarian
EIS	Enforcement and Investigation Services
EOC	Emergency Operations Centre, modified by (J) Joint, (G) Government, (N) National or (R) Regional
FAD	Foreign Animal Disease
FADES Plan	Foreign Animal Disease Emergency Support Plan
FCC	Federal Coordination Centre
FMD	Foot and Mouth Disease
FSAHD	Food Safety and Animal Health Division
GIS	Geographical Information System
JIC	Joint Information Centre
NCIAP	National Critical Infrastructure Assurance Program
NERT	National Emergency Response Team
NCFAD	National Centre for Foreign Animal Disease
OCPV	Office of the Chief Provincial Veterinarian
OIE	Office International des Epizooties
POC	Provincial Operations Centre
PSC	Public Safety Canada
RCMP	Royal Canadian Mounted Police

Definitions

Animal health emergency	An outbreak or epizootic of a FAD requiring immediate action to contain, control and eradicate the disease, including: animal movement controls, slaughtering of animals known to be or suspected of being infected, disposal of carcasses or infected products, cleaning and disinfecting of infected premises and transport, application of measures aimed at limiting the spread of the disease and tracing the origin of the disease, etc.
Area Emergency Operations Centre (AEOC) – CFIA	Means the management centre for the entire Western area where the Area Emergency Response Team (AERT) and the liaisons for provincial and federal Departments and Agencies, as well as industry, will be located during control and eradication operations of a FAD.
Area Emergency Response Team (AERT)	CFIA Emergency Response Team located at the AEOC.
Commander of Field Operations Centre	Means the person named as Commander of Field Operations by the CFIA's Executive Director – Western Operations or its designate, and is responsible for the management of eradication operations in the Control area.
Confirmed Case	Confirmation of disease by National Centre for FAD, on samples obtained at the farm by CFIA staff, by <ul style="list-style-type: none"> • virus isolation, • antigen identified from animals showing clinical signs or • linked to confirmed outbreak, or antibodies from other than vaccination with clinical signs.
Control area	Means the area described as a control area in accordance with subsection 27.(1) of the federal <i>Health of Animals Act</i> and incorporates all Infected places and zones within the Control area.
Field Operations Centre (FOC) – CFIA	CFIA centre established to house the Director of Field Operations and the AERT operational units under his supervision, usually in or near the CFIA district office. Liaison officers of the partner organizations may also be assigned to this centre, if necessary.
Foreign animal disease (FAD)	Means a Reportable Disease as described in Schedule 2 of the Reportable Diseases Regulations, S.C. 1990, c.21, that does not exist in Canada or any other disease which after due consideration is designated as such by the Minister of Agriculture and Agri-Food Canada (subject to knowing where the authority is for this designation by the Minister)
Infected place	means a place declared infected pursuant to the federal <i>Health of Animals Act</i>
Local Authority	Means: <ul style="list-style-type: none"> • the council of a city, town, village, county or municipal district, • in the case of an improvement district or special area, the Minister of Municipal Affairs, • the settlement council of a settlement council under the Métis Settlements Act, • the park superintendent of a national park or his delegate where an agreement is entered into with the Government of Canada under Section 61(b) (of the Emergency Management Act) in which it is agreed that the park superintendent is a local authority for the purposes of this act, or • the band council of an Indian Band where an agreement is entered into with the Government of Canada under Section 6(b) (of the Emergency Management Act) in which it is agreed that the band council is a local authority for the purposes of this act.

National Emergency Operations Centre (NEOC): (Government Operations Centre)	CFIA national operations centre, located in Ottawa, which is responsible for national direction of eradication operations.
Presumptive case	<ul style="list-style-type: none"> • Clinical signs or post-mortem lesions confirmed to be consistent with FMD have been investigated by a CFIA diagnostician or a veterinarian in charge (VIC) or a district veterinarian (DV), and determined as high risk in collaboration with the Area FAD program officer; and • there is an epidemiological link to other confirmed cases of FMD; or • CAHSN laboratory reports to NCFAD the determination of a “non-negative” FMD result; or antibodies to structural or non-structural proteins of FMDV that are not a consequence of vaccination have been identified by NCFAD.¹
Provincial Operations Centre (POC):	The provincial emergency operations centre established to coordinate Alberta's response to emergencies.
Regional Emergency Operations Centre (REOC): (Federal Coordination Centre)	The management centre where the CFIA Regional Team as well as liaisons for provincial and federal Departments and Agencies, as well as industry, will be located during control or eradication operations.
Regional Emergency Response Team	CFIA Emergency Response Team located at the REOC
Special premises:	Premises such as an abattoir, artificial insemination centre, feedlot, sales yard, zoo, game farm, shipping yard or any other premises where animals are kept or assembled.
Suspect Case	The presence of clinical signs or post-mortem lesions in susceptible animals consistent with FMD reported by a private practitioner, an owner, a provincial laboratory, or a veterinarian in charge (VIC) or district veterinarian (DV), and determined as high risk in collaboration with the Area FAD program officer (samples sent to the National Centre for Foreign Animal Disease, or NCFAD); or all susceptible animals epidemiologically determined to have been exposed by direct or indirect contact to FMD virus.

SCHEDULE 2. FEEDLOT SECTOR PROFILE

Canada is the 4th largest exporter in the world, considering both beef and live cattle, and within the country Alberta is by far the largest provincial player. Nearly **50%** of the country's population of beef cattle reside in Alberta. The proportion of Canadian feedlot cattle that are in Alberta is even higher at roughly **64%**. And the proportion of the country's beef or live cattle exports that are from Alberta is higher still, over **70%**.

Feedlot Sector	Provincial	Federal
Number of feedlots	615	2820
Cattle on feed	937,600	1,451,700
Fed Cattle Exports	246,563	350,767

Beef Industry	Provincial	Federal
Total beef cattle inventory (head)	4,905,900	10,283,300
Total cattle inventory (head)	5,085,000	12,215,000
Farm Cash Receipts (\$)	3,318,294	6,798,430
Contribution to GDP (\$)	14,132,614	36,534,763
Exports (\$)	-	2,638,483,096

Feedlots are the last stop in the life of a bovine – beef or dairy – prior to slaughter. Although the supply chain may be far more complex, a large proportion of beef cattle flow from cow-calf, to feedlot, to slaughter. Similarly the majority of dairy cattle – a significant portion of beef production – typically flow from dairy farm, to feedlot, to slaughter.

The purpose of feedlots is to put a grain-fed finish on each animal. Cattle are generally placed on feed at 650 – 700 pounds, and marketed at 1,100 pounds. Over the 90 to 180 days that cattle are typically held on a feedlot, they are fed a daily ration of grain and roughage that changes over the term of their stay and is specifically determined for a daily gain 2.5 – 4 lbs / day. Cattle are closely monitored by trained staff for health purposes, daily and more often. Growth promotants are often provided, in sub-cutaneous implants and in feed. Cattle are held in pens, each generally having up to 250 head, with approximately 125 – 250 s.f. / head.

Critical events in the daily operation of a feedlot are many, and vary by size of course. The table below summarizes a few of these, based on the needs of a typical mid-sized, 15,000 head capacity feedlot.

Inbound Grain Deliveries	4, super-B, daily
Inbound Cattle Movements	2, tri-axle pot
Outbound Cattle Movements	2 – 3, tri-axle pot
Staff, Excluding Management	12+ full time
Daily Feeding	2x
Other Movements	Veterinarian, inspector, service sector

Feedlots range in size from 200 head or less, to a few which are more than 50,000 head at a single facility. Regardless of size many feedlots are operated in conjunction with other agricultural or livestock operations. Most larger feedlots are joint with significant grain and forage operations, and some are operated with hog or sheep operations. Many are also operated under joint ownership with other feedlots.

Animals on a particular feedlot may be owned by the feedlot, or by a third party including packer / processors ensuring adequacy of supply, or by the original cow-calf operation where they were born and raised (retained ownership). They may also be owned by an investor operating at arms' length or in partnership with any of the above.

KEY LEADERSHIP CONTACTS

Alberta Cattle Feeders Association

6-11010 46 Street S.E.

Calgary AB, T2C 1G4
403-250-2509

Bryan Walton, CEO

Cell: 403-837-2232 | bwalton@cattlefeeders.ca

Page Stuart, Chair

Vegreville, AB
Cell: 780-603-7872 | lpagestuart@gmail.com

National Cattle Feeders Association

6-11010 46 Street S.E.

Calgary AB, T2C 1G4
403-769-1519

Bryan Walton, General Manager

Cell: 403-837-2232 | bwalton@cattlefeeders.ca

Larry Schweitzer, Chair

Hamiota, MB
Cell: 204-729-6423 | feedlot@goinet.ca

Alberta Beef Producers

165, 6815 – 8 Street N.E.

Calgary, AB T2E 7H7
403-275-4400

Rich Smith, GM

richs@albertabeef.org

Greg Bowie, Chair

Canadian Cattlemen's Association

165, 6815 – 8 Street N.E.

Calgary, AB T2E 7H7
403-275-8558

Dennis Laycraft, EVP

laycraftd@cattle.ca

Dave Solverson, Chair

SCHEDULE 3. SAMPLE VALUATION FORM

■ Feedlot Name: _____ Feedlot PID: _____

Feedlot Owner Representative (name): _____

CFIA / AARD Depopulation Site Supervisor (name): _____

Valuation Ordered / Requested by Incident Commander (name): _____

Valuation Date: _____ Copy of market report should be attached: Attached Not Attached

Information taken into consideration (e.g. date / name of most recent market report, or other):

■ Valuator Selected by Feedlot (name): _____

Acknowledged by Feedlot Owner Representative: Yes No _____ Initial

Should be on site for valuation: Yes No

■ Valuator Selected by CFIA / AARD (name): _____

Acknowledged by Feedlot Owner Representative: Yes No _____ Initial

Should be on site for valuation: Yes No

■ **Acknowledgement:** I acknowledge that the above valuation was provided without duress.

Feedlot Owner Representative (Name) _____

CFIA / AARD Site Supervisor (Name) _____

Signature & Date _____

Signature & Date _____

■ Pen #: _____

Animal description (Class / Weight / Finish / Score): _____

Value per head (\$ / hd) _____ x Number of head (#) _____ = Pen Value \$ _____

Video should be taken: Video taken Not Taken

Video file name / location: _____

Comment: _____

■ Pen #: _____

Animal description (Class / Weight / Finish / Score): _____

Value per head (\$ / hd) _____ x Number of head (#) _____ = Pen Value \$ _____

Video should be taken: Video taken Not Taken

Video file name / location: _____

Comment: _____

■ Pen #: _____

Animal description (Class / Weight / Finish / Score): _____

Value per head (\$ / hd) _____ x Number of head (#) _____ = Pen Value \$ _____

Video should be taken: Video taken Not Taken

Video file name / location: _____

Comment: _____

■ Pen #: _____

Animal description (Class / Weight / Finish / Score): _____

Value per head (\$ / hd) _____ x Number of head (#) _____ = Pen Value \$ _____

Video should be taken: Video taken Not Taken

Video file name / location: _____

Comment: _____

If more space is required, please make additional copies of this page.

■ **Declaration:** I declare the above values to accurately describe the animals in question and accurately reflect their fair market value to the best of my knowledge.

Feedlot Valuator (Name)

CFIA Valuator (Name)

Signature & Date

Signature & Date

SCHEDULE 4. CONTACT LIST

POSITION / NAME	EMAIL	PHONE
Industry Contacts		
CCA Executive Director, Dennis Laycraft	laycraftd@cattle.ca	403-275-8558
CCA General Manager, Rob McNabb	mcnabbr@cattle.ca	403-275-8558
CCA Manager Communications, Gina Teel	teelg@cattle.ca	403-275-8558
CCA Manager Government Relations, John Masswohl	masswohlj@cattle.ca	613-233-9375
ABP Executive Director, Rich Smith	richs@albertabeef.org	403-451-1183
ABP Manager Communications, Katelyn Laverdure	katelynl@albertabeef.org	403-451-1176
ABP Beef Production Specialist, Karin Schmid	karins@albertabeef.org	403-451-1173
LIS General Manager, Shawn McLean	shawn.mclean@lis-alberta.com	403-509-2088
CCIA General Manager, Anne Brunet-Burgess	brunet-burgess@canadaid.ca	403-275-2083
ACFA Contacts		
CEO, Bryan Walton	bwalton@cattlefeeders.ca	403-837-2232
Manager Policy, Casey Vander Ploeg	cvanderploeg@cattlefeeders.ca	403-462-8617
Manager Communications, Shannon Lyons	slyons@cattlefeeders.ca	403-542-7478
Office Administrator, Kimberli Nummi	knnummi@cattlefeeders.ca	403-250-2509
Financial Manager, Joe Novecosky	jnovecosky@cattlefeeders.ca	403-250-2509
Chair, Page Stuart	lpagestuart@gmail.com	780-603-7872 (Cell)
Vice Chair, Martin Zuidhof	mazuidhof@albertahighspeed.net	403-318-9827
Past Chair, Brent Chaffee	bchaffee@strangmuir.com	403-390-0045
AARD Contacts		
Chief Provincial Veterinarian, Dr. Gerald Hauer	gerald.hauer@gov.ab.ca	780-427-3448
Director Emergency Planning, Brad Andres	brad.andres@gov.ab.ca	780-638-3204
Assistant Deputy Minister, Jamie Curran	jamie.curran@gov.ab.ca	780-422-6166
Deputy Minister, Jason Kripps	jason.kripps@gov.ab.ca	780-427-2145
CFIA Contacts		
Chief Veterinary Officer, Dr. Harpreet Kochhar	harpreet.kochhar@inspection.gc.ca	613-773-6326
Western Area Operations Director General, Kelvin Mathuik	kelvin.mathuik@inspection.gc.ca	587-230-2300
Regional Chief Inspector South, Dr. Aman Bath	aman.bath@inspection.gc.ca	587-230-2490
Regional Chief Inspector North, Christine Taylor	christine.taylor@inspection.gc.ca	780-395-6712
Vice President Operations, Stephen Baker	stephen.baker@inspection.gc.ca	613-773-5700
Area Chief Inspector, Dr Rick James-Davies	rick.james-davies@inspection.gc.ca	587-230-2301
Vice President Policy, Paul Mayers	paul.mayers@inspection.gc.ca	613-773-5747
Executive Assistant, Lise Carriere	lise.carriere@inspection.gc.ca	613-773-5975
President, Dr. Bruce Archibald	bruce.archibald@inspection.gc.ca	613-773-6000
Executive Support Analyst, Joanne Beaulieu	joanne.beaulieu@inspection.gc.ca	613-773-5445

