

**Preparing the New Brunswick  
Cattle Sector for Disease-Related  
Sector-Wide Emergencies**

**NB CATTLE PRODUCERS  
EMERGENCY  
RESPONSE PLAN**



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# INTRODUCTION

The New Brunswick Cattle Producers (NBCP) is a producer-led organization representing beef producers in New Brunswick. The NBCP operates independent of government, allowing it to advocate to government on behalf of its members.

NBCP is underpinned by a commitment to industry sustainability, market development, animal health and care, environmental responsibility, and food safety. To that end, NBCP recognizes that major disease events have the potential to significantly impact the beef industry across the province and beyond. These events are recognized as one of the industry's greatest vulnerabilities and as such, require a level of emergency preparedness and management.

## This Plan

The NB Cattle Producers Emergency Response Plan outlines how NBCP can do its part to strengthen and protect the beef industry. This document has been developed to assist the organization in coordinating industry's response and to facilitate joint efforts with first response organizations and other key stakeholders across the country.

## Coming Together

In an outbreak, the situation may be extremely fluid with change happening at an unprecedented pace. Producers, provincial and national associations will all have specific roles and responsibilities. Recognizing that the action taken at one level may have a cascading effect, the following series of resources have been developed to ensure industry is equipped with consistent information, guidelines, and protocols.



The information contained in this plan may be used as a comprehensive orientation tool for new employees to the provincial organization or as a quick reference for more experienced personnel. For additional Animal Health Emergency Management project tools and other relevant resources please visit [www.animalhealth.ca](http://www.animalhealth.ca).

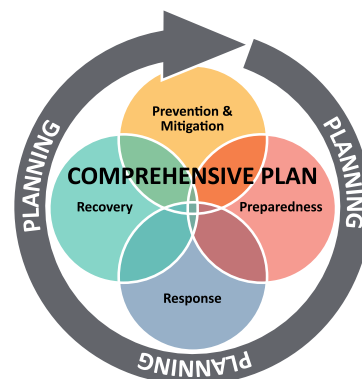
# Overview

This Plan has been designed to facilitate planning, preparedness, response, and recovery to sector-wide emergencies that have the potential to impact the provincial beef industry. Although the contents of this resource may be helpful for various emergency situations, this document focuses on one of the industries greatest threats, a serious animal disease outbreak.

Since it is impossible to map out every step-in advance, there is value in familiarizing oneself with key concepts, systems, and stakeholders. This will help to ensure coordinated and effective action when it is needed most.

While the beef industry will benefit from proactive and collaborative emergency management, the resources and information in this document are most relevant to the NBCP team who will be required to:

Figure 1. Emergency Management Cycle



## UNDERSTAND

### The GREEN section of this plan:

- **Should be reviewed by staff who are seeking to learn basic animal disease management concepts**
- Provides useful background information
- Explains notification triggers and emergency management phases
- Details legislative requirements, voluntary measures and recommended biosecurity practices

## PREPARE

### The PURPLE section of this plan:

- **Provides a deeper understanding of the people and systems involved in an emergency**
- Reviews the working relationships between industry and government
- Maps out how stakeholders interact and make decisions
- Features ways to be proactive and to increase readiness

## RESPOND

### The BLUE section of this plan:

- **Equips staff with tools to identify an emergency and subsequent actions to respond**
- Outlines the Response Teams that will be formed to make decisions and manage an emergency
- Contains resources that will save time

## Other Resources

NBCP and the government of New Brunswick has invested in other preparedness tools that may provide guidance or support including:

- ***Provincial All Hazards plan***
- ***Regional Emergency Response Plan***
- ***Abattoir Waste and Carcass Disposal Guidelines***

In addition to specific provincial government and industry plans, there are also a few other key resources available online that may be of use including:

- ***CFIA Foot-and-Mouth Disease Hazard Specific Plan***
- CFIA Online Article - ***“Foot-and-Mouth Disease – what to expect if your animals may be infected”***
- ***Livestock Market Interruption Strategy***
- Province specific Foreign/Terrestrial Animal Disease Emergency Support Plan (FADES/TADES Plan)
- ***Producer handbooks, prepared on a province-specific basis***
- ***Canadian Beef Cattle On-Farm Biosecurity Standard***
- ***Codes of Practice for the Handling of Beef Cattle***

# UNDERSTAND

There are a number of challenging and unpredictable circumstances that may affect producers to varying degrees including:

- **Terrorism** – deliberate introduction of disease or water/feed contamination
- **Border closure** – resulting from disease in either the importing or exporting region
- **Lost social license** - a change in consumer preferences of certain industry practices
- **Natural Hazards** – extreme events such as forest/grass fires, overland flooding, earthquake, ice, or severe hailstorms
- **Power loss** - including widespread grid failure

Relative to a major disease outbreak, the risks identified above are generally considered less likely to cause sector-wide emergencies. The most probable scenario that will cause a sector-wide emergency event in our industry is a serious animal disease outbreak.

This type of emergency presents a significant threat to Canada's beef and livestock sectors. In addition to disrupting industry practices, an outbreak has the potential to negatively affect consumer preferences and restrict Canada's trade and export capacity.

While the threat of **Foot-and-Mouth Disease (FMD)** is well known by most producers, there are several other serious animal diseases, such as **Bovine Spongiform Encephalopathy (BSE)**, or **Bovine Tuberculosis (TB)**, that have the potential to cripple the industry indefinitely. More information about these specific diseases can be found on the AHM website.

## QUICK FACT

*A zoonotic outbreak – a disease affecting both humans and animals – or other health related events, such as feed/water contamination or a newly 'emerging' disease would also be classified as sector-wide emergencies. This is due to the significant, widespread, and prolonged impact on the market and the potential for border closure.*

In 2020, the COVID-19 pandemic provided insight into some of the challenges associated with widespread disease along with the direct effects of prevention and containment strategies. The beef industry was required to navigate changes to operations, supply chain interruptions and other hurdles due to the global health emergency.

# Legislative Framework

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

**Table 1 - Emergency Management Legislation**

ACT	SPECIFICS
<b><i>Emergency Measures Act (NB)</i></b>	Administered by New Brunswick Emergency Measures Organization (NBEMO/OMUNB)
<b><i>Diseases of Animals Act (NB)</i></b>	The present Act concerns the health of livestock and other wild or domestic mammals as designated by law. The Act provides also for inspections and defines the powers and rights of inspectors, as well as offences and penalties and certification.
<b><i>Health of Animals Act (Canada)</i></b>	Provides the Canadian Food Inspection Agency (CFIA) with authority for monitoring, control and eradication of certain diseases designated as reportable, often referred to as serious animal diseases
<b><i>Emergencies Act (Canada)</i></b>	Administered by Public Safety Canada in accordance with the Emergency Management Framework for Canada
<b><i>Privacy Act (Canada)</i></b>	Sets out the rules to protect the privacy of individuals with respect to personal information about themselves held by a government institution and that provide individuals with a right of access to that information.

Disease-related sector-wide events may be declared a state of emergency under the *Emergencies Act*. This would likely occur if confirmed cases were in more than one province or deemed to have exceeded a province's ability to respond. Similarly, there may be events declared an emergency under the provincial *Emergency Measures Act*. These events would be province specific.

Responsibility for certain emergencies may be legislated to a specific department or agency, with broad oversight remaining with the general emergency management agencies noted above. Regardless of the type of emergency, control and eradication measures applied to the industry will be governed by animal health legislation.

Government objectives in an emergency are preservation of human life and health, followed by safeguarding public infrastructure and the environment. Industry and individual operators are ultimately responsible for protecting their businesses and livestock and resuming normal business functions as soon as possible.

It is also important to note that during a sector-wide emergency, federal and provincial government authorities may issue orders under any of the above acts. Compliance is mandatory and failure to obey associated directives may result in fines and/or other enforcement consequences.

## Managing An Incident

Non-disease-related emergencies, such as fires, are triggered locally first and decision-making is carried out at the local level. When local government authority and resources reach capacity, the emergency status is upgraded, enabling access to provincial resources. If provincial government authority and resources become insufficient, the emergency status may be upgraded again to access federal resources.

**In contrast, serious animal diseases that have international implications typically have a component of the response that is managed nationally.** Should a serious animal disease or other hazard occur, the CFIA plays a critical role in re-establishing the appropriate animal health status and access to domestic and international markets for Canadian livestock, poultry and aquaculture industries. The response generally begins with localized, federal resources and decision-making then subsequently expands to include provincial involvement.



# Serious Animal Disease Response Phases

First response organizations typically recognize six phases to a disease-related emergency. Depending on the disease and particular event, some phases may overlap, occur quickly or go unnoticed. In some instances where there is a heightened risk of contracting a disease, the **alert phase** and **suspicion phase** may extend over a long period of time.



# Reportable And Notifiable Diseases

Associations may wish to advise producers they have a duty of care, but they also have a legal requirement to report all suspected cases of certain diseases. The diseases in this section are listed as federally or provincially **reportable diseases** in the *Health of Animals Act* or its provincial counterpart, the *Diseases of Animals Act* (NB). There is a legal requirement to report federally and provincially reportable diseases to the respective animal health authorities.

In contrast, **notifiable diseases** are those that require monitoring for trade purposes, or to help the industry detect or understand their presence in New Brunswick. In most cases, no action is taken in response to the confirmation of a provincially notifiable disease, although further action may be taken at the discretion of the provincial chief veterinary officer.

FEDERALLY REPORTABLE DISEASES <sup>1</sup>	PROVINCIALY NOTIFIABLE DISEASES <sup>2</sup>
<ul style="list-style-type: none"> <li>• Blue Tongue</li> <li>• Bovine Tuberculosis</li> <li>• Brucellosis</li> <li>• Contagious bovine pleuropneumonia</li> <li>• Cysticercosis</li> <li>• Foot-and-Mouth Disease (FMD)</li> <li>• Pseudorabies (Aujeszky's Disease)</li> <li>• Rabies</li> <li>• Bovine spongiform encephalopathy (BSE)</li> <li>• Anthrax</li> <li>• Lumpy Skin Disease</li> <li>• Vesicular stomatitis</li> </ul>	<ul style="list-style-type: none"> <li>• No provincially reportable/notifiable diseases for cattle currently</li> </ul>

More information about federally and provincially reportable diseases can be found on the **AHEM website**.

## Notifications

There are two key triggers that will precede a serious animal disease emergency declaration and resulting response:

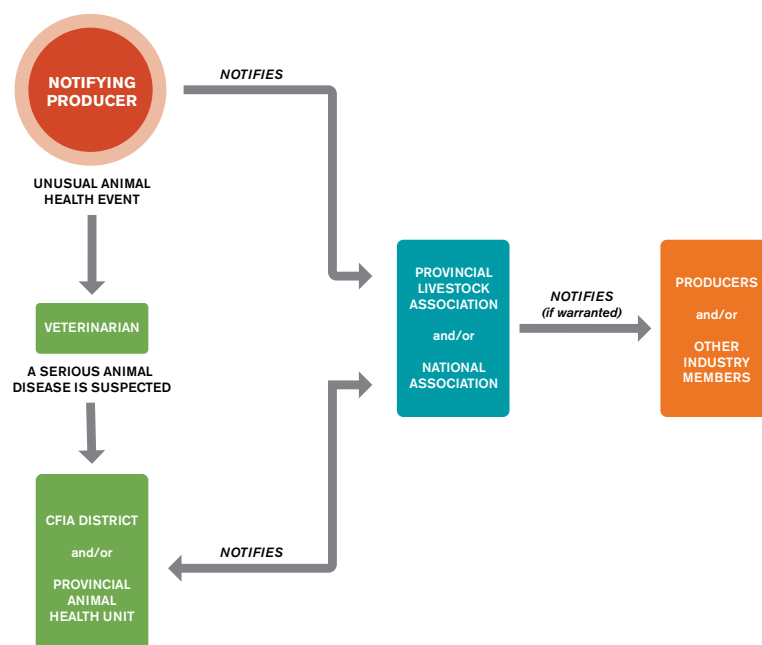
- **Suspicion** – informal notice indicating suspicious symptoms that could potentially be a serious animal disease (SAD). This may be communicated by the CFIA, provincial government, or another reliable industry stakeholder.
- **Notification of confirmation** – formal declaration by the Chief Veterinary Officer (Canada), Chief Provincial Veterinarian, or either federal or provincial minister following laboratory confirmation of disease.

Initial communication of a suspected SAD will generally follow the path outlined in Figure 1.

<sup>1</sup> Source: CFIA – Reportable Diseases: Terrestrial Animals

<sup>2</sup> Source: CAHSS- Regulated Disease Table.

**Figure 1. Initial Communication Flow of an Unusual Animal Health Event**



If a producer suspects an unusual animal health event, the first point of contact should be their local veterinarian. Provincial or national livestock association may be engaged as well if there is concern that the illness might present a risk to the broader industry. If the veterinarian suspects a federally reportable disease, they are required to notify a CFIA district veterinarian. They should also notify the Chief Veterinary Officer for the province.

The CFIA and/or New Brunswick Department of Agriculture, Aquaculture and Fisheries may advise the provincial and/or national livestock association about the event. It is the responsibility of the provincial and national livestock associations to determine whether the current situation warrants a formal communication to producers and other industry members.

NB Cattle Producers may enhance its readiness by developing a standard external communication guideline or protocol. This document should clearly outline what type of content is appropriate to share along with mechanisms to disseminate the information and the potential circulation list.

Sharing reliable information with producers and other industry members is important as it can heighten awareness, ease fears, instill confidence and encourage cooperation. Other industry members may include stakeholders within the sector and those from other susceptible livestock groups

Once contact has been established, it is imperative that the communication flow be 'back and forth' between the various entities. If at any time a suspected premise is declared **not infected**, the industry is advised to remain vigilant in the short term until advised otherwise from provincial or federal agencies.

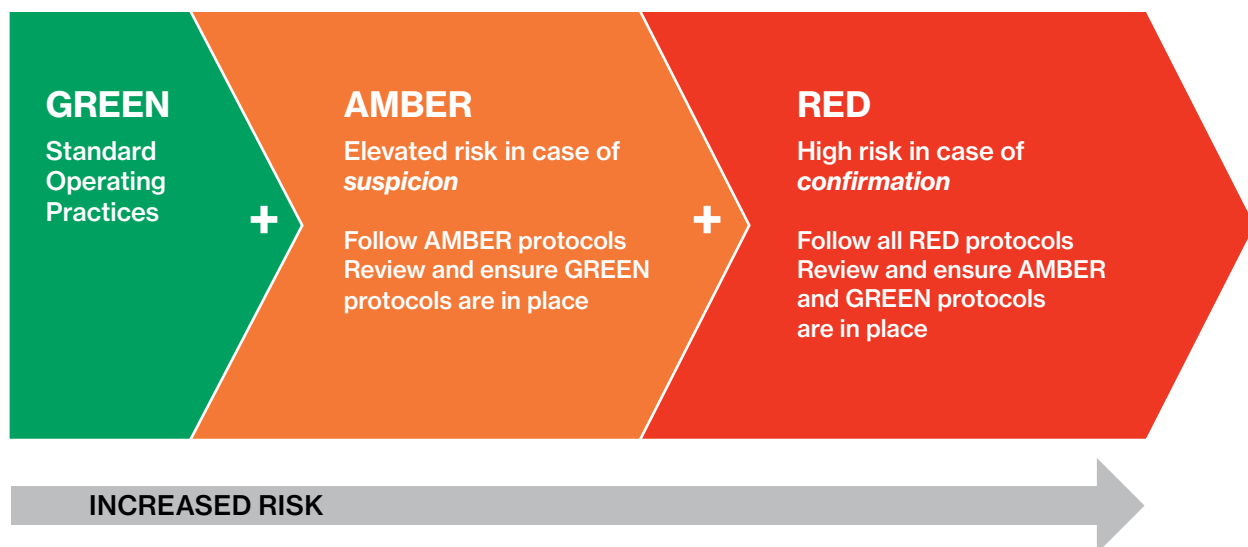
### **ACTION ITEM: UNDERSTAND**

Create an association crisis communication plan that will include:

- Criteria for which a mass communication message will be sent out to producers and other industry stakeholders. For example, suspicion of a serious animal disease.
- Prepared messaging that can be quickly and easily distributed.
- Strategies and methods of disseminating the messaging.

# Biosecurity Protocols

Colour coded according to the level of risk, biosecurity protocols help prevent disease introduction, amplification and spread.



Provincial livestock associations will have a primary role in communicating relevant biosecurity protocols to the industry. National organizations should support the provincial associations in communicating the message across the country.

While many producers will be aware of these protocols and have established systems in place for the management of animal health, animal movement risks, and the flow of people, vehicles, equipment, and tools, they likely will have limited experience implementing higher level protocols.

National and provincial association staff can support producers by sharing resources and information. Producers can be proactive by regularly reviewing relevant protocols with staff and mitigating risks within their operation.

The **Animal Health Emergency Management PRODUCER HANDBOOK New Brunswick Cattle and Pig Sectors** has dedicated biosecurity guidance and resources including:

- Biosecurity Protocol
- Visitor Risk Assessment Guide
- Visitor Control Protocol
- Visitor Log

For more information about enhanced biosecurity protocols, producers can visit the **AHEM website**.

## **ACTION ITEM: UNDERSTAND**

- Preparation of enhanced biosecurity protocols that could be communicated out to industry.
- Review amber and red biosecurity measures as outlined in the producer handbook for areas where biosecurity can be enhanced.

# Movement Restrictions – Serious Animal Disease Events

Prior to a serious animal disease being confirmed, the CFIA may quarantine susceptible animals and, when warranted, declare a premises to be an infected place. Movement restrictions associated with this designation are limited to the specific premises and to any other premises which may be linked to the 'infected place' via direct/indirect contacts or proximity.

At the outset of an outbreak, shortly after a notification of suspicion or confirmation is communicated, industry leaders may decide to recommend implementing the Non-Essential Movement Protocol (Voluntary Cease Movement). A non-essential movement standstill of **72 hours** may greatly reduce disease spread while the situation is being evaluated. A situational assessment is essential in determining the initial extent of the outbreak and the boundaries of an official control zone. Stopping movements early will not only help to limit the spread of disease, but it will also reduce the length of market interruption and facilitate faster market recovery.

**It will be up to NBCP whether to implement the Non-Essential Movement Protocol for the cattle industry.**

Several factors need to be considered before this is communicated such as:

- Potential economic, social, and environmental impacts of stopping movement vs the impacts of not stopping movements.
- Duration, applicability, and specific movements to be included in the standstill.

The **Non-Essential Movement (Voluntary Cease Movement) Protocol** can be found online on the **AHEM website**.

These voluntary efforts may complement evolving provincial actions under legislation that provide the authority to restrict movement of impacted animals and things before laboratory confirmation of the disease. Provincial resources and capacity for widespread movement controls across the industry are likely to take time to implement and may be limited. Therefore, an industry-led cease movement initiative that can be implemented immediately, is important for containing the spread of disease at the beginning of an outbreak.

At the federal level, legally enforceable movement restrictions may be applied at individual premises or on a broad scale over a larger geographically defined area. The federal minister can only impose movement restrictions on a broad scale once a federally reportable disease is confirmed. This type of zone is referred to as a Primary Control Zone (PCZ). Once federally or provincially ordered broad scale movement controls are implemented, the need for the Voluntary Cease Movement is no longer required. Broad scale movement restrictions will vary according to risk. Permission for movements will be required and will set out specific and enforceable criteria for the movement of livestock and related items. Whether restrictions are voluntary or mandatory, full compliance is essential. In addition to minimizing the impact of the potential outbreak, it shows our trading partners that we are responding quickly and effectively to the situation.

## **ACTION ITEM: UNDERSTAND**

- Encourage all beef producers to registered for the **Livestock Premises Identification program**.
- Provide producers with **Non-Essential Movement Protocol** if endorsed by provincial association.

# Zoning

A *control zone* is a geographically defined area established to facilitate an earlier resumption of trade from the disease-free parts of the country while simultaneously mitigating the spread of disease both within and out of the infected area. Zoning is an internationally recognized practice used to manage disease risk and foster a return to safe trade.

Under the authority of the *Health of Animals Act* and Regulations the CFIA has various tools that can be used to effectively implement zoning. There are two main types of zones which can be employed for a reportable disease outbreak: A '**specified disease**' **Control Zone** and a **Primary Control Zone**.

The CFIA's zoning strategy is determined after careful consideration of the type of disease, its presence in wildlife or the environment, the nature of the industry, potential for spread, and geographical features in the area such as waterways, roads, and terrain

## SPECIFIED DISEASE CONTROL ZONE

This control zone is an interim zoning method used while an epidemiological assessment of the situation is completed. *Declarations of infected place* and/or quarantines are issued to individual premises or animals/things to control movements on, off and within premises within a defined geographic area. Licenses are required for all movements, of designated animals, products, or things.

The zone consists of an inner *Infected Zone* with a minimum 3 km radius around a confirmed infected premises and an outer *Restricted zone* with a minimum 10 km radius around the confirmed infected premises.

## PRIMARY CONTROL ZONES

Zoning on a broad scale will only be implemented upon disease confirmation at the National Centre for Foreign Animal Disease (NCFAD) and epidemiological assessment of the situation.

While zone size and shape may vary, the most intensive disease control strategies will always take place on premises that are closest to a known infected premises. Once a primary control zone is established, permission will be required for movement into, out of, within and through areas. People with susceptible species seeking access to controlled zones will need to demonstrate that they meet specific conditions and criteria before permission will be given for the movement to occur.

**NB Cattle Producers, in collaboration with other provincial organizations and the Canadian Cattle Association, will have a role in briefing key decision makers regarding zone locations and other specific requirements. This will include the potential impact of the disease outbreak on the broader trading area.**

### PRIMARY CONTROL ZONE

- Encompasses the Infected Zone, Restricted Zone and Security Zone

### INFECTED ZONE

- Main focus of control efforts with most restrictive movement controls
- Encompasses all known infected premises
- Extends a minimum of 3 km from the infected premises in all directions
- Multiple or larger zones may be declared when additional infected premises are involved

### RESTRICTED ZONE

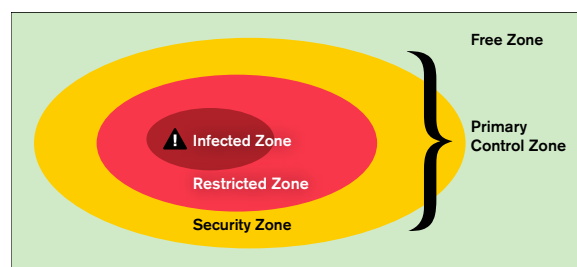
- Surrounds Infected Zone
- Extends a minimum of 10 km beyond an infected premises
- Multiple or larger zones may be declared when additional infected premises are involved
- Less restrictive movement controls

### SECURITY ZONE

- Optional depending on the disease or the situation
- Buffer between the Restricted Zone and Free Zone
- No size restrictions
- Least restrictive movement controls

### FREE ZONE

- Area outside the Primary Control one



# PREPARE

**The need for heightened coordination, adaptability and rapid information collection and dissemination during a crisis can be daunting. By understanding the distinct roles, governance structures, responsibilities at each level and the likely timing of response events, NBCP can improve efficiency and success during a response. Participating in training, forming working groups in advance, and routinely holding exercises not only enhances readiness, but it also gives people the opportunity to work through potential challenges and solutions without the pressure of an actual crisis.**

## Industry Association Roles

Provincial associations and national organizations are differentiated by whom they represent and how they operate. While provincial organizations focus on provincial issues and communicate directly with producers, the national body represents the interests of producers across Canada, as conveyed by their provincial member organizations.

Provincial associations have an in-depth understanding of their industry; established relationships with producers, supply chain stakeholders, and their respective provincial government; as well as existing communication channels that may be used to share information quickly.

NBCP is well situated to facilitate the operational (field) response and to assist with the implementation of policies, plans and procedures within their jurisdiction.

National industry organizations represent their sector interests at the national and international level. These organizations typically have a strategic focus and work with federal government agencies, national-level stakeholders, and international partners across issues on relevant policy, plans and procedures. Table 2 highlights the distinct responsibilities of each provincial livestock association and national organization.

**Table 2. Provincial and National Association Roles & Responsibilities**

PROVINCIAL	NATIONAL
<ul style="list-style-type: none"> <li>• Represent provincial industry concerns (working strategically with provincial and municipal governments)</li> <li>• Speak on behalf of the industry in the media (provincial matters)</li> <li>• Support producers</li> <li>• Communicate important messaging to producers and industry stakeholders</li> <li>• Communicate important messaging to the general public about the industry and its response that is consistent with the national association</li> <li>• Convey concerns up to the national level, where appropriate, through national organizations</li> <li>• Work collaboratively with other industries to create a coordinated response if a disease impacts multiple species</li> <li>• Communicate measures that producers can take to improve farm biosecurity</li> <li>• Assist with movement control measures and traceability</li> <li>• Provide expertise and resources</li> <li>• Work with other industries to create a coordinated response</li> <li>• Inform producers of potential response measures including cease movement, biosecurity requirements, disinfection, vaccination, etc.</li> <li>• Assist with evaluation procedures for CFIA compensation</li> <li>• Identify and promote alternative provincial disaster assistance funding (AgriStability/AgriRecovery)</li> <li>• Support recovery activities</li> <li>• Manage, record and coordinate interactions with provincial and area-level industry stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Represent national industry concerns (working strategically with federal government)</li> <li>• Speak on behalf of the industry in the media (national/country-wide issues)</li> <li>• Support provincial response efforts</li> <li>• Communicate important messaging to the general public about the industry and its response that is consistent with the provincial associations</li> <li>• Share relevant updates from national or international discussions with provincial associations</li> <li>• Work collaboratively with other industries to create a coordinated response if a disease impacts multiple species</li> <li>• Support recovery activities</li> <li>• Manage, record and coordinate interactions with national-level industry stakeholders</li> <li>• Keep national-level industry stakeholders informed of the situation</li> <li>• Collect and coordinate member association views and actions</li> <li>• Assist with development or modification of compensation models</li> </ul>

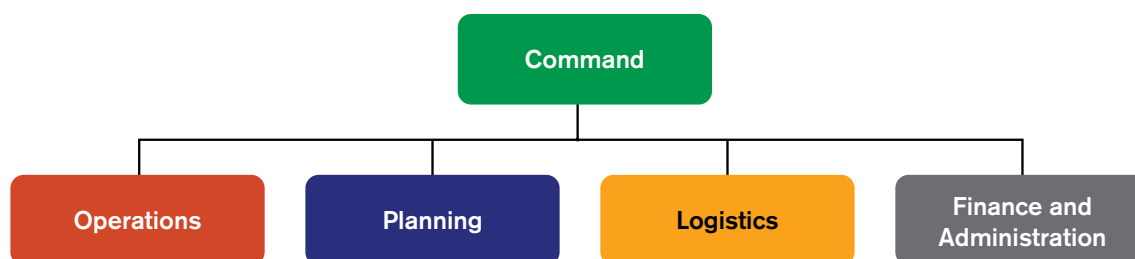


# Incident Command System

The Incident Command System (ICS) allows people from various backgrounds to work as an effective unit that can be scaled up or down in response to the changing demands of an incident.

Emergency Operations Centers (EOCs) are built around five primary management functions and are led by an **Incident Commander**, with Section Chiefs identified to lead teams assigned to each function.

*Figure 3. Five Primary ICS Functions*



Everyone within the EOC works together, using a management system known internationally as the **Incident Command System (ICS)**. This command-and-control system is used to manage emergencies of all types throughout North America and most of the world. ICS integrates a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. It allows people from various backgrounds to come together when required and to work as an effective unit.

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A thorough understanding of the ICS structure is important for key industry staff or executives who may be required to join or interact with an EOC. Visit [www.icscanada.ca](http://www.icscanada.ca) for various training courses, other valuable reference materials, forms and templates, and a list of training providers.

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In NB, ICS training is offered through the Emergency Measures Organization, [www2.gnb.ca/content/gnb/en/departments/emo/course\\_description.html](http://www2.gnb.ca/content/gnb/en/departments/emo/course_description.html)

**Participation in an EOC may be strategic, operational or a combination. As industry experts, NBCP may be asked to provide input into potential response strategies, policies and arising issues. The organization may also be required to participate in the operational response where needed. The level of involvement depends entirely on the situation and may evolve as the disease progresses.**

## EMERGENCY OPERATIONS CENTRE

Emergency Operations Centers (EOCs) are *physical* or *virtual* hubs established to coordinate and support the management of the overall response effort. They may be established at local, provincial, regional, and national levels.

This the incident management structure at the EOC replaces the normal organizational structure used in day-to-day operations. The EOC has the overall responsibility to:

- Provide policy direction and support
- Collect, evaluate, and display information
- Coordinate agencies and operations being carried out in multiple jurisdictions
- Manage overall deployment and sharing of resources
- Dissemination of information to the public

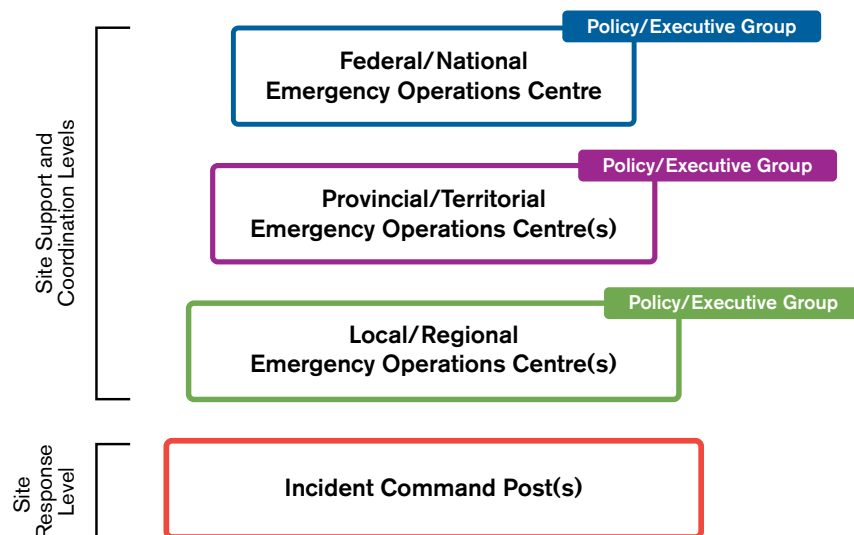
A Joint Emergency Operations Centre (JEOC) is formed when two or more agencies or levels of government have jurisdiction for the response activities. When required, a National Emergency Operations Centre (NEOC) is established to coordinate the overall response effort when multiple provinces are involved and to address national and international issues.

Resources managed through EOCs may include facilities, equipment, personnel, and capital.

## INCIDENT COMMAND POST

The field response is directed from an Incident Command Post (ICP). Incident objectives, response strategies and tactics are formulated and directed from an ICP. Depending on the nature and size of the outbreak there may be one or multiple ICPs established. Responders assigned to the ICP may come from all levels of government (federal, provincial, municipal) and local industry (regional, provincial).

An EOC and a ICP are two different entities, but both are involved with responding to an incident. The EOC provides coordination and support to one or multiple ICPs whereas the ICP is responsible for performing the field response. **An EOC is not responsible for directing field operations.**



A disease outbreak or other crisis within the beef sector may require NBCP participation in a **provincial or regional Emergency Operations Centre**. Initiated by the province or municipality, a provincial or regional EOC will typically include senior staff from the New Brunswick Department of Agriculture, Aquaculture and Fisheries (DAAF), as well as other government departments, such as the Department of Health, Department of Environment, and the Emergency Management Organization. By contributing through this avenue, NBCP can work with the provincial government and CFIA to help shape the response of the emergency.

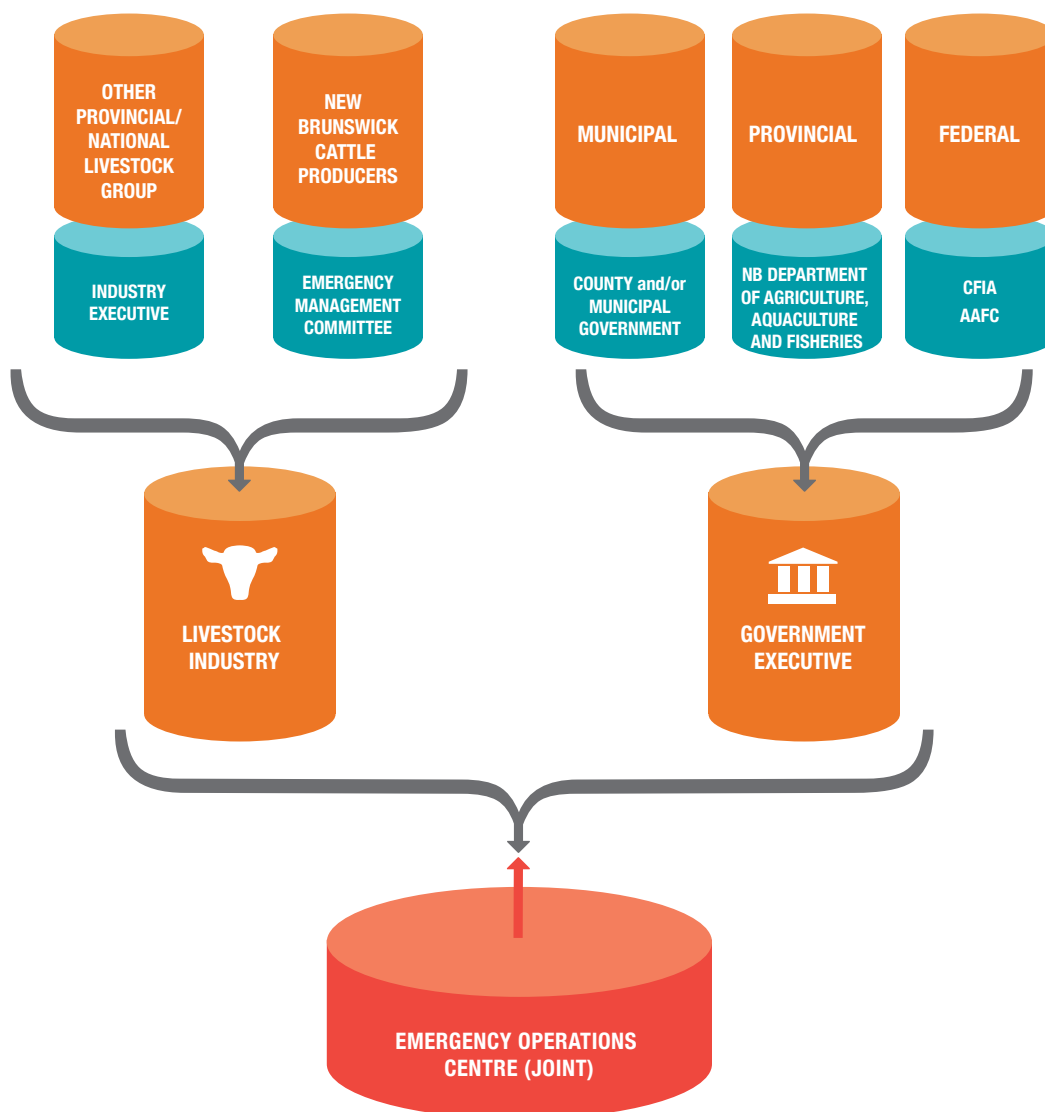
Some examples of policy topics that may be discussed within a provincial or regional EOC include:

- Transportation
- Welfare concerns
- Euthanasia and disposal options

In addition to providing the EOC with feedback related to potential policy and strategy decisions, NBCP will facilitate continuous flow and sharing of information to producers and other industry stakeholders with respect to response status, risk reduction and recovery strategies. More information on NBCP's relationship with the PEOC can be found in the **RESPOND** section.

## Strategic Input

Emergency management requires diverse skills, experience, and knowledge from different levels of government and industry, to ensure a timely, effective and appropriate response. The following diagram provides an overview of the key structures, relationships and joint response required during a sector-wide disease event.



The **government executive** is ultimately responsible for determining strategies and policies for disease outbreak management and implementing the response. This is to be done in consultation with the **livestock industry** as required.

The **livestock industry** may include representatives from both **provincial** and **national livestock groups** depending on the situation. Multiple national livestock organizations could be included in the **livestock industry** when a disease outbreak impacts several species.

During emergencies that have a national scope, provincial and national livestock organizations will have to work together to effectively communicate industry concerns through to the National EOC. Provincial livestock organizations should work with their national livestock organizations in communicating these concerns so they can be brought to the National EOC for consideration. The Canadian Cattle Association (CCA) will also be invited to assign an Industry Liaison who is responsible to function as the official conduit between beef producers and the National EOC.

### ***ACTION ITEM: PREPARE***

- NBCP advised to assign an Industry Liaison Officer to represent their association.

## **OTHER INDUSTRY STAKEHOLDERS**

Whether it is transporters, auctions, processors, feed suppliers or others involved in livestock, there are several supply chain components that will feel the effects of a serious animal disease and other emergency events. These industry stakeholders can also play an important role in responding to and managing a disease outbreak, so it is important that they are included in ongoing discussions. Involvement of these stakeholders is also important since the action they take in their day-to-day activities may help slow the spread of the disease or even speed recovery.

Some of the roles other industry members could play include:

- Participating in policy development discussions
- Providing expertise and resources to disease field responders

It's the **livestock industry's** duty to represent the vested interests of industry stakeholders and to provide input, when asked, on strategic decisions that fall outside existing PEOC policy. As detailed in the next section, the various levels of government also have distinct roles and responsibilities.

# Operational Response

During a serious animal disease outbreak, emergency response roles and responsibilities may fall under the jurisdiction of several agencies. In addition to good communication, a shared understanding of joint decision-making opportunities and who has authority to act is paramount.

## FEDERAL GOVERNMENT

The Federal Government is represented by two key government organizations: Canadian Food Inspection Agency (CFIA) and Agriculture and Agri-Food Canada (AAFC). Empowered by the *Health of Animals Act*, the CFIA is the lead government agency responsible for managing a federally reportable disease outbreak. AAFC's focus is supporting sector recovery from economic impacts and trade disruptions.

CFIA's role is to:

- Prevent the introduction of a serious animal disease into Canada through strong import requirements
- Control and eradicate serious animal diseases that could affect human health
- Control and eradicate serious animal diseases that could have significant economic impact on the livestock, poultry, and aquatic animal agriculture sectors.
- Control and eradicate serious animal diseases which may emerge in the Canadian terrestrial and aquatic agriculture industry

CFIA has 12 key elements for disease control including:



Surveillance



Biosecurity



Epidemiology



Diagnostics



Movement Control



Depopulation



Evaluation and Compensation



Confirmation



Cleaning and Decontamination



Pre-emptive Slaughter



Treatment/Vaccination



Restocking and/or Sentinels

When a disease has been controlled or eradicated from the national herd - **return to surveillance.**

## PROVINCIAL GOVERNMENT

Legislation, resources, and control measures for disease response will vary by province. For example, some provinces, such as British Columbia, have legislation that enables them to apply movement restrictions with the consequence of penalties and fines, **however in the case of New Brunswick, there is no defined movement implementation regulations or protocols defined by the provincial government.**

Empowered by provincial animal health legislation, provincial governments are the lead agency responsible for managing a provincially reportable disease outbreak with available resources. Provincially reportable diseases, which are not also federally reportable disease, do not have the ability to close international borders.

Federally reportable diseases are of significant importance to animal health and the Canadian economy and may also be of significance to human health. In these cases, Foreign/Terrestrial Animal Disease Emergency Support (FADES or TADES) Plans outline the collaborative response between the federal and provincial government and provide for a government-coordinated approach to managing an outbreak.

During a federally reportable disease outbreak, the New Brunswick Department of Agriculture, Aquaculture and Fisheries, along with Department of Health and Department of the Environment all provide support to the federal government, which may include:

- Provision of laboratory diagnostics
- Supporting response activities on the ground with supplies, personnel and other available resources as well as facilitating participation of other industry stakeholders
- Supporting disposal of animal carcasses<sup>3</sup>
- Assisting with recovery and return to 'business as usual'
- Health and welfare of producers and provincial responders.
- Environmental issues

<sup>3</sup> Disposal methods which may impact the environment fall under provincial jurisdiction

## MUNICIPAL GOVERNMENT

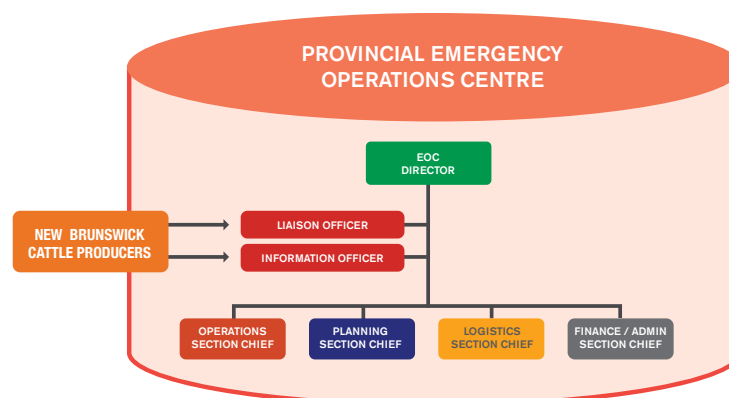
Local authorities are responsible for responding to and providing support and direction within their region. Municipalities have an integral role in local EOC discussions as they have important knowledge and/or resources that could contribute to the operational response. Municipalities and counties/districts may be able to contribute:

- Local enforcement such as peace officers
- Heavy equipment
- Water services
- GIS capabilities
- Communication resources, etc.

## NBCP'S OPERATIONAL ROLE

If asked to participate in an EOC, NBCP will provide **liaison** and **communications representatives** (as shown in Figure 5), if possible due to administrative and physical staffing capabilities. One person will work with the **EOC Liaison** position and will collaboratively help inform operations and planning decisions. The other will work jointly with the **EOC Information Officer** position to develop messaging that can be distributed to other industry members or the general public. Additional information pertaining to NBCP's operational role is explained in the RESPOND section.

Figure 5. Five Primary ICS Functions



## TIMELINE OF EVENTS

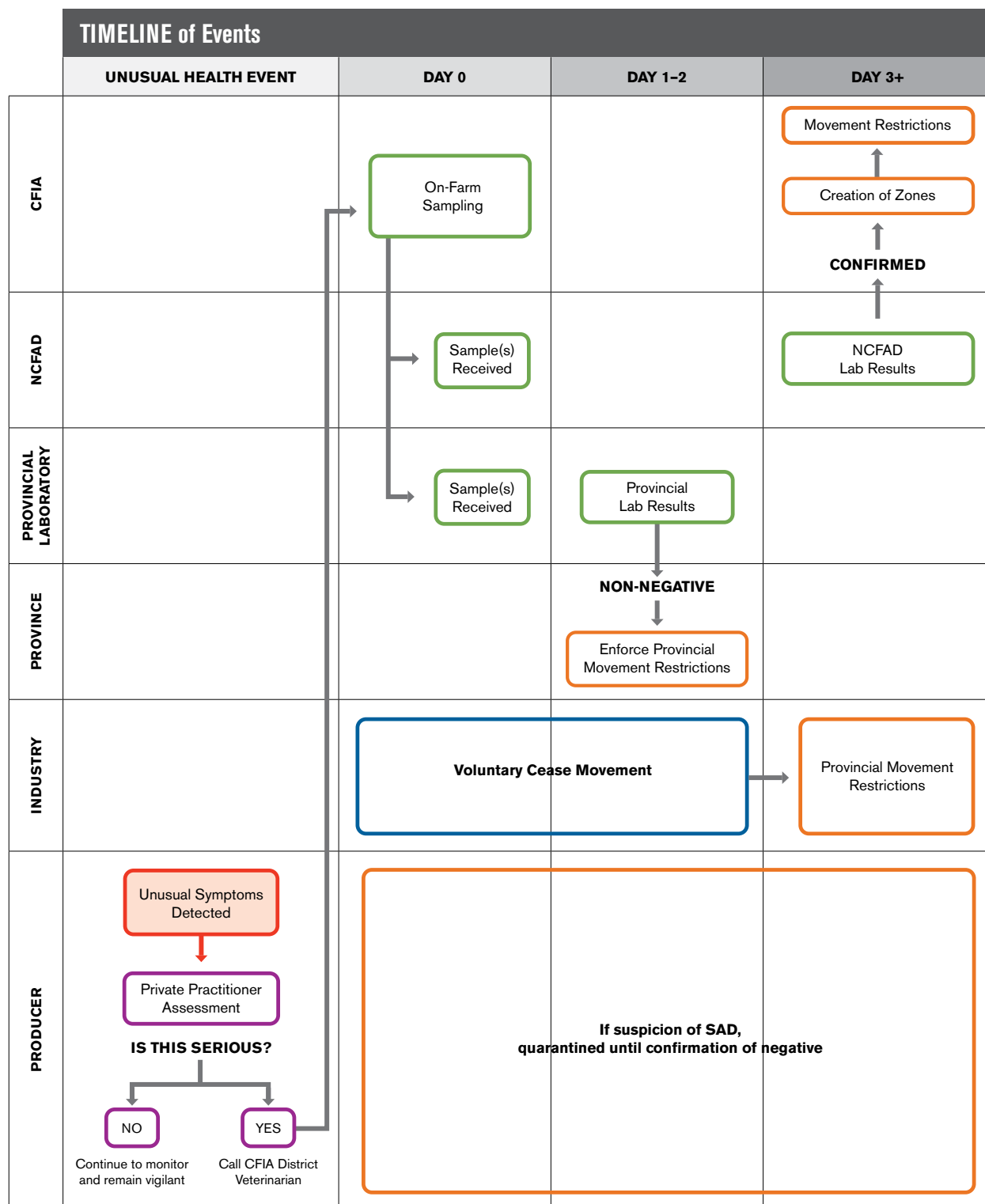
Knowing what to expect helps to increase readiness, to manage expectations, and to improve response. By thinking through the timeline of events and anticipating issues that will arise during an outbreak, industry can start discussing solutions to problems in advance. This allows for more thoughtful and rational decision-making.

It is important to note that federal movement restrictions cannot be implemented on a broad scale until laboratory confirmation from NCFAD. During this window of uncertainty, industry can limit the spread of the disease by implementing a **Non-Essential Movement Protocol**. This will likely be requested by government leaders as it will help to reduce the potential for spread related to animal movements between the time of sampling and the enforcement of official restrictions.

Table 3 outlines the sequence of events where an Unusual Animal Health Event has occurred, and movement restrictions might be enforced. **It is important to understand that the timing for lab results and implementation of zones hinges on several factors and may feature even earlier or later in the process depending on the situation.**



Table 3. Estimated Timeline of Events After Detection of a Suspected Serious Animal Disease



# Industry Support

Part of NBCP's role is ensuring producers have access to relevant and timely information. The **Animal Health Emergency Management Producer Handbook NB Beef and Pig Sector** has been developed to help operators and farm staff prepare for disease-related sector-wide emergencies. This handbook contains several resources and can be found online at [www.animalhealth.ca](http://www.animalhealth.ca).

During an emergency, NBCP will serve as the voice of and advocate for the beef industry in New Brunswick. At a strategic level, the association will ensure that key decisions are made with the full benefit of the best information available regarding the industry's current state and operational needs. At the operational level, NBCP will be responsible for sharing information with producers related to supplies, movement restrictions, vaccination, cleaning, and disinfection protocols.

As an event progresses, the CFIA, other government agencies and relevant industry associations will be required to make decisions that directly affect producers. These actions will likely have serious implications for individual operations and may leave producers feeling helpless. Therefore, the NBCP should delegate an Industry Liaison Officer to attend provincial EOC meetings.

NBCP can aid by helping producers work through decisions or even being present at key meetings as resources permit. NBCP may also have a role in helping producers respond to information requests from the media or public. This role is discussed in more detail in the Communications section on page 40.

## SUPPLIES

Since emergencies can evolve quite quickly, it is important to proactively consider what supplies may be needed. Industry personnel entering at risk, or the infected place will likely require the following:

- Personal Protective Equipment (PPE) – disposable coveralls, plastic booties, face masks, etc.
- Biosecurity signage
- Quarantine signage
- Barrier supplies
- Depopulation tools/equipment
- Disposal equipment
- Disinfectant

The above items are integral in preventing the spread of infected material or disease from one operation to another. Although it may not be necessary to hold inventory of these items, it is important to know where these supplies may be quickly sourced if needed.

A comprehensive list of equipment and suppliers is recommended and should be regularly updated by office support staff. It is also important to note that should NBCP decide to issue PPE to producers, the association must ensure that producers understand how to use the equipment and that it is fitted correctly.

# Mental Health and Well-being

A serious animal health event can be extremely upsetting and stressful to all those involved. It is important that organizations provide resources to staff and industry members to help them identify symptoms early and cope with the situation. People react in different ways to trauma and may experience a wide range of symptoms.



## EMOTIONAL AND PSYCHOLOGICAL SYMPTOMS

- Shock, denial, or disbelief
- Confusion, difficulty concentrating
- Anger, irritability, mood swings
- Anxiety and fear
- Guilt, shame, self-blame
- Withdrawing from others
- Feeling sad or hopeless
- Feeling disconnected or numb

## PHYSICAL SYMPTOMS

- Insomnia or nightmares
- Fatigue
- Being startled easily
- Difficulty concentrating
- Racing heartbeat
- Edginess and agitation
- Aches and pains
- Muscle tension
- Loss of appetite

NBCP may wish to connect producers with external resources or further wellness related information. Access to employee assistance should also be considered to support staff. If you or anyone you know is exhibiting the symptoms above, the first thing to do is ask for help.

- **911** for emergencies
- **Regional Mental Health Services:** For a provincial list [www2.gnb.ca/content/gnb/en/departments/health/mental\\_health\\_services.html](http://www2.gnb.ca/content/gnb/en/departments/health/mental_health_services.html)
- **CHIMO:** Tel: 1-800-667-5005 available 24/7 Live chat: 5 pm to 12 am daily
- **Talk Suicide Canada:** Dial **1-833-456-4566**, 24 hours a day, 7 days a week. Available across Canada via toll-free phone, chat or text for people thinking about or affected by suicide
- **Kids Help Phone:** 1-800-668-6868 Available 24/7 including text based, mobile app, and website support
- **Hope for Wellness Helpline:** 1-855-242-3310 Available 24/7: phone and on-line chat option at [hopeforwellness.ca](http://hopeforwellness.ca)

## ACTION ITEM: PREPARE

- NBCP is advised to develop a sheet with a list of mental health phone numbers/resources to supply to producers when needed.

## Depopulation and Disposal

Interruptions in business workflow caused by an animal disease outbreak or other incident could result in the inability to sell or move livestock or livestock-related products. This can put producers in a difficult operational and financial situation with limited options.

### DEPOPULATION

Euthanasia of livestock is a very challenging topic for producers as they are responsible for maintaining the health and wellness of their livestock. The situation is magnified when contemplating destruction of many livestock on the premises.

### DISPOSAL

Livestock carcasses will need to be effectively and safely disposed. The disposal of large quantities of livestock carcasses can be onerous even when measures have been taken to prepare for such an event. The method employed to dispose of animal carcasses will depend on the available options and associated costs. It will also depend on the reason for depopulation. In cases where a herd was ordered destroyed by CFIA due to a federally reportable disease, CFIA will outline the parameters for disposal to effectively eliminate the disease-causing pathogen.

The New Brunswick DAAF will have legislative authority over the disposal of carcasses in cases where herd depopulation was unrelated to a reportable disease. This oversight helps to ensure that the disposal of carcasses does not negatively impact the environment.

**Producers within the province may look to NBCP for direction on how to proceed with on-farm mass euthanasia. NBCP should be prepared to support producers by sharing necessary government requirements along with up-to-date information and resources. The following resources may be helpful:**

- *Government of New Brunswick Abattoir Waste and Carcass Disposal Guidelines*
- *AVMA Guidelines for the Euthanasia of Animals*
- *Disposal of Cattle Mortalities – Beef Cattle Research Council*
- *Animal Health Emergency Management project – producer handbook* – assist producers in understanding, preparing, and responding to a serious animal disease outbreak.

**NBCP should also consider the public perception of mass euthanasia and be prepared to communicate the reasoning behind depopulation and disposal decisions.**

## ACTION ITEM: PREPARE

- Be prepared to advise producers on strategies to carry out on-farm mass euthanasia and disposal
- NBCP to work with CFIA and/or DAAF in developing a strategy to address concerns of a mass depopulation and disposal event.
- Work with national organization in developing messaging regarding depopulation and disposal

## COMPENSATION

The federal Minister may order compensation when a 'destruction order' is issued for livestock. The amount is determined and paid in accordance with the *Health of Animals Act* (Canada) or provincial legislation when applicable.

Compensation under the *Health of Animals Act* has limits and is not intended as insurance or full recompense. It covers:

- The fair market value of animals ordered destroyed, less any salvage value
- Other things that may be ordered destroyed such as contaminated feed or animal products
- Disposal costs

Some items are not covered by compensation, including cleaning, and disinfecting or decontaminating the premises and equipment. Animals that die because of the disease may not be covered. Compensation is reduced by any salvage value derived from the carcasses, which is also paid to the producer.

## VALUATION

Fair and accurate valuation of the animals is a necessary step in determining the compensation due to the owners of the animals ordered destroyed. The valuation process involves two evaluators, one selected by the operator and the other selected by the CFIA, and an assessment of market value.

Evaluators will base their findings upon the animals and relevant records, presented by the operator. Relevant records might include any details that could support the value of that animal including genetic background, age, production records, etc. Their valuation will then be submitted to the CFIA Veterinarian or other government lead agency as appropriate to the event.

**Valuation teams will take into consideration the following information as the basis of their valuation:**

- Herd description (number of animals of each class/breed, age, estimated weight, pregnancy status, genetics, purebred status, etc.)
- Site visits
- Market information relevant to the date of valuation
- Other as deemed appropriate by the valuation team

## GUIDING VALUATION AND COMPENSATION PRINCIPLES

1. The destruction of animals – involving depopulation and disposal – may be ordered by the Minister of Agriculture and Agri-Food under 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 provincial or federal legislation.
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 affected animals.
6. Compensation for animals ordered destroyed under the HAA, and other legislation in force in Canada, has limits and is not intended as insurance or necessarily full recompense. The current limit for cattle is up to **\$4,500 per cattle for non-registered and up to \$10,000 per cattle for registered animals**.

## FINANCIAL CONSIDERATIONS

While compensation can help cover animal losses, there are other expenses associated with a disease-related emergency such as: cleaning and disinfection of the premises and equipment; lost income or business interruption costs; and ancillary costs related to restocking.

Since these items are not part of the compensation process, producers need to be aware of all other avenues for financial aid. NBCP should remind producers to investigate the following:

- **Insurance** – review coverage for specific perils identified in their policy
- **Disaster funding** – this may be available depending on the type of disaster
- **Federal/provincial risk management programming** – this may also be available but is not generally designed for sector-wide emergencies

## INSURANCE

Commercial insurance provided in the private sector may be available to producers depending on individual policy specifics. Producers should review their coverage with an experienced broker annually and consider adjustments that would better protect them from disease related emergencies.

**If coverage is available, some losses to consider are those related** to mortality, disease, livestock relocation, infrastructure losses, flood, weather such as hail or fire, and business interruption. NBCP may wish to prompt producers with the following insurance considerations:

- Have you checked to ensure you coverage is current?
- Have you reviewed your operation with your insurance broker with specific consideration for coverage of potential perils or events?
- Do you have records of the individual animal identifiers that are within your possession?
- Have you assessed the risks associated with actions you might take in response to certain perils and the coverage available should you do so? For instance, moving animals off premises from a flood zone or fire path?
- Do you have business interruption coverage that would cover you in the event of a sustained border closure or market collapse?
- Have you documented your various protocols, including your emergency management protocols, so that, if necessary, you can demonstrate due diligence to the insurer?

## DISASTER FINANCIAL ASSISTANCE AND DISASTER FINANCIAL ASSISTANCE AGREEMENTS (PUBLIC SAFETY CANADA)

In response to certain disasters or emergencies, the federal and provincial governments may make funds available for individuals and in some cases business operators. These funds are in addition to those made available for compensation.

These programs are typically provided to the recipient, through provincial authorities, in this case the Provincial Disaster Financial Assistance Program. For more information visit the NBEMO / OMUNB website [www2.gnb.ca/content/gnb/en/news/public\\_alerts/report\\_damages.html](http://www2.gnb.ca/content/gnb/en/news/public_alerts/report_damages.html).

## FEDERAL/PROVINCIAL RISK MANAGEMENT PROGRAMS

Federal and provincial governments have partnered to develop and deliver a suite of cost-shared risk management programs. While these programs are not intended to address a sector-wide emergency, they may provide limited coverage. For more information about any of these programs please visit the Agriculture and Agri-Food Canada website <https://agriculture.canada.ca/en>.

### ACTION ITEM: PREPARE

- NBCP should advise producers to have a discussion with the Department of Agriculture, Aquaculture and Fisheries on the various programs possibly available before an emergency occurs. NBCP should also be familiar with government programs that could be leveraged in an emergency.

## AGRISTABILITY

A margin-based program designed to help producers manage large income declines. It protects Canadian producers against large declines in farming income for reasons such as production loss, increased costs, and market conditions.

## AGRIRECOVERY

A disaster relief framework intended to work together with the core business risk management programs to help agricultural producers recover from natural disasters. Further, AgriRecovery is intended to respond in situations where producers do not have the capacity to cover the extraordinary costs, even with the assistance available from other programs.

Natural disasters which may be considered under AgriRecovery are those resulting from a disease, pest, or weather-related event, such as flooding or a tornado.

## AGRIINVEST

A self-managed producer-government savings account designed to help you manage small income declines and make investments to manage risk and improve market income. Each year, you can deposit up to 100% of your Allowable Net Sales to your AgriInvest account and receive a matching government contribution on 1% of your Allowable Net Sales.

# RESPOND

While earlier material in this document addresses fundamental concepts, definitions and incident response processes, this section provides an outline of NBCP's operational approach during an incident.

It is important to remember that strategies, tactics, and responses may vary depending on the circumstances and availability of staff from the NBCP organization. The basic incident management structure outlined below provides a strategic approach that can be easily adjusted to reflect the unique needs of the situation.

## Guiding Principles

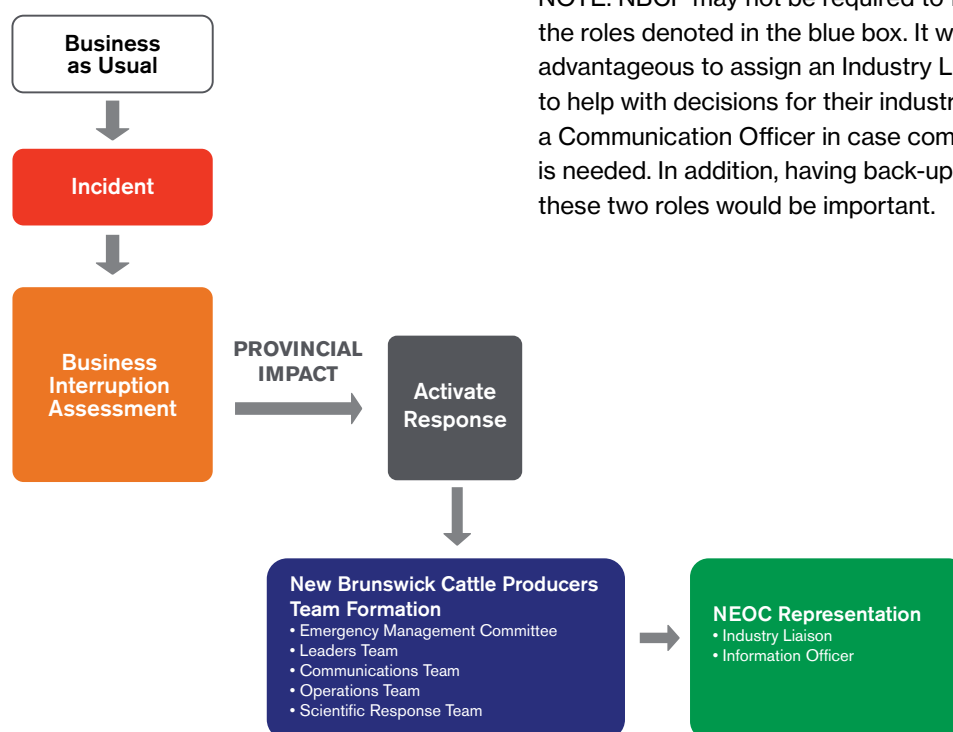
NBCP's role during an event is dependent on the unique circumstances of the event. In situations where the incident could have widespread impacts to the industry, NBCP will assume a role that:

- Helps to minimize the impact on the beef industry
- Helps to maintain business operations
- Maintains open and continuous communication with industry stakeholders
- Maintains public trust in the beef and cattle industry
- Maintains reputation, credibility of industry with its various audiences and stakeholders

## Initial Response

This plan has been developed to support staff as they assess and respond to different types of incidents. The following response structure may be scaled up or down depending on the situation. The following figure illustrates the different paths and responsibilities associated with a departure from business as usual.

**Figure 5- Industry Initial Response to Incident**





# Business Interruption Assessment

Once NBCP becomes aware of an incident in New Brunswick, a series of NBCP activities will ensue to assess the situation and determine risk.

ACTIONS REQUIRED	EXPECTED OUTCOMES
<ul style="list-style-type: none"> <li>• GM to verify details and analyze supporting data. Ensure disease outbreak information is factual and accurate.</li> <li>• General Manager to assess and categorize the risk. This assessment helps to determine the severity of the crisis as well as the required course of action and level of engagement (local, provincial, national).</li> <li>• Notify regulatory bodies such as CFIA and/or provincial livestock health authorities as required. Determine level of awareness and availability of any additional information.</li> <li>• GM to make formal decision if further action is warranted based on subjective risk assessment.</li> <li>• Inform Emergency Management Committee members of potential shift to emergency management structure.</li> <li>• NBCP GM engaged and involved throughout duration of emergency status.</li> <li>• NBCP GM to speak with Executive Vice President of Canadian Cattle Association if appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Formal decision by the GM warranting action and disclosure as required.</li> <li>• Establish point of contact with national or provincial regulatory body as required (CFIA, AAFC, provincial livestock health authority).</li> </ul>

## Activate Emergency Response Structures

If the assessment suggests broader industry impacts and the need for a provincial response, NBCP may consider forming several internal Response Teams. With the limited number of NBCP staff, forming internal Response Team may not be an option. There may be an opportunity for NBCP to reach out to external groups, such as the Canadian Cattle Association, provincial government or other third parties, to help play key functions in responding to an emergency. Below is the list of teams that could be created.

ACTIONS REQUIRED	EXPECTED OUTCOMES
<ul style="list-style-type: none"> <li>• Activate Emergency Management Committee (EMC) and arrange for videoconference immediately.</li> <li>• EMC to determine required engagement of additional incident leadership and the ability to pull together Response Teams with external groups or individuals. Response Teams that may be formed include: <ul style="list-style-type: none"> <li>• Leaders Team</li> <li>• Operations Team</li> <li>• Communications Team</li> <li>• Scientific Response Team</li> </ul> </li> <li>• Leaders Team to activate individual incident Response Teams.</li> </ul>	<ul style="list-style-type: none"> <li>• EMC meeting date and time established.</li> <li>• EMC activation of appropriate incident Response Teams.</li> <li>• Formation of Leaders Team.</li> <li>• If possible, formation of: <ul style="list-style-type: none"> <li>• Operations Team</li> <li>• Communications Team</li> <li>• Scientific Response Team</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• If a Provincial Emergency Operations Center (PEOC) is formed by the CFIA, Health Canada, or NB DAAF there may be a request for industry representation from NBCP. <ul style="list-style-type: none"> <li>• Appoint Industry Liaison Representative if staffing permits</li> <li>• Communications Lead connect and engage with PEOC</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• EMC designation of NBCP staff member to work with PEOC Liaison Officer.</li> <li>• Communications Team Lead to collaborate with PEOC Information Officer.</li> </ul>

### ACTION ITEM: RESPOND

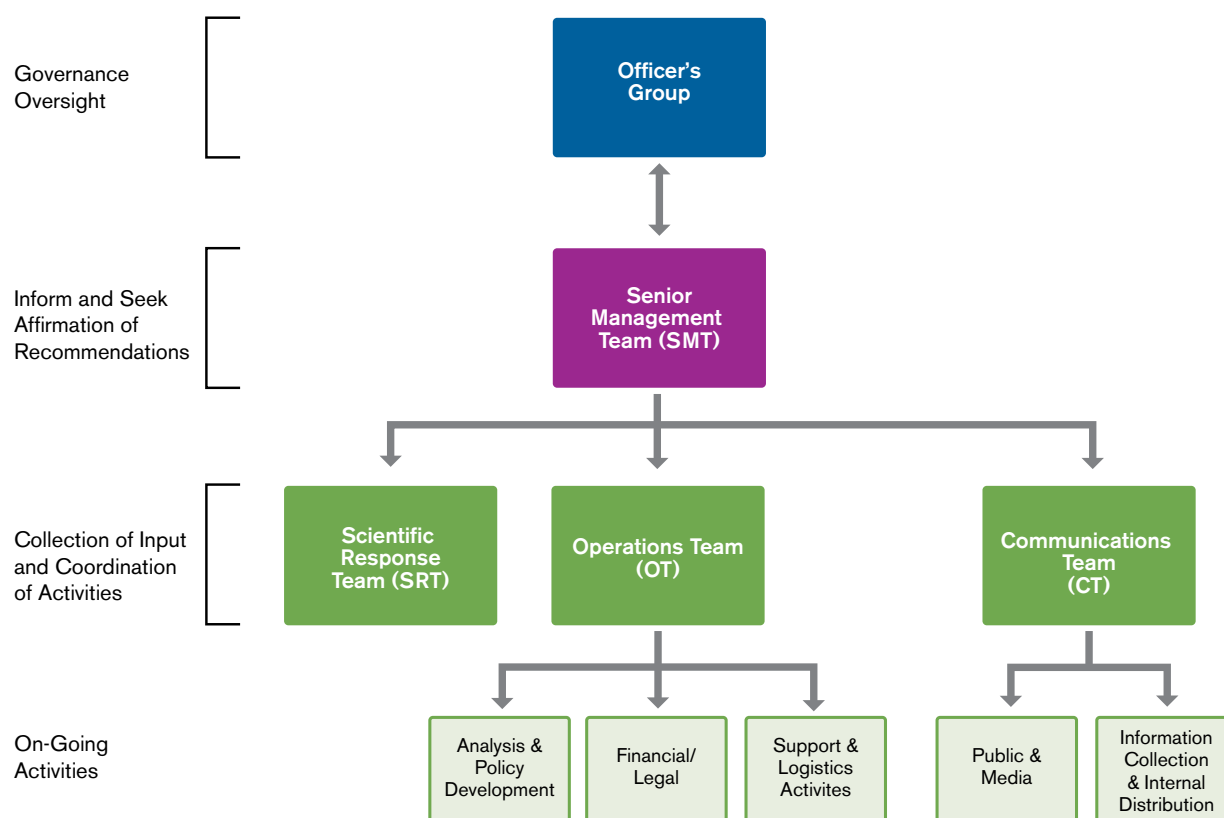
- NBCP to activate Emergency Management Committee (EMC) if situation warrants activation
- NBCP to document and maintain up-to-date list of the type of support the cattle industry may need in wake of suspected or confirmed disease

## Teams and Connections

Any change to 'business as usual' operations in the NBCP sector must be systematically assessed and prioritized. This involves having a clear response to each type of potential challenge. As outlined below, there are several **Response Teams** that will have defined roles, set responsibilities, and clear reporting channels.

It is important to note that the team members and the leader of each group may change during an event to accommodate the individual situation, resource availability, and the nature/extent/duration of the outbreak. A single individual may also be involved with more than one group.

*Figure 6-Hierarchical Structure of NBCP Incident Response Teams*



## EMERGENCY MANAGEMENT COMMITTEE (EMC)

During an incident affecting the Canadian beef industry, NBCP decisions will be required faster and more frequently than what would be reasonable to expect from the NBCP Board. By establishing an Emergency Management Committee (EMC), the association can ensure timely discussion and action as crucial issues arise.

<b>FORMATION</b>	<p>The GM will prompt the EMC's establishment. This will follow the assessment of the identified incident/situation, review of a briefing note compiled by NBCP staff, and agreement that the formation of the EMC is warranted. The EMC will meet in person or by videoconference immediately following activation.</p>
<b>PURPOSE</b>	<p>The stated intent of the EMC is to take quick action on critical issues.</p> <p>The EMC's role is to:</p> <ul style="list-style-type: none"> <li>• Assess the current situation</li> <li>• Prioritize issues</li> <li>• Determine the required level of industry response</li> <li>• Make legally binding decisions on behalf of the beef industry</li> <li>• Assign parameters for decision making with the lead of the Leaders Team</li> </ul> <p>The EMC seeks input from various subject matter experts beyond the immediate group as required. This approach not only ensures due diligence but also facilitates a fulsome understanding of the situation and potential for broader issues.</p> <p>It will be the EMC's responsibility to review information presented, qualify issues, and communicate findings down to the Leaders Team.</p>
<b>PARTICIPANTS</b>	<p>The EMC's composition includes board members and designated staff who facilitate appropriate governance and oversight. Potential members of the EMC include:</p> <ul style="list-style-type: none"> <li>• Chair (EMC Director)</li> <li>• Vice-Chair</li> <li>• Other board members</li> <li>• GM</li> </ul> <p>Other staff, board members subject matter experts may also participate in the EMC meeting upon request. The Operations Team Lead and Communications Team Lead are some examples of positions that should be consulted to help inform EMC decision-making.</p>
<b>OTHER REPRESENTATION</b>	<p>If a Provincial Emergency Operations Center (PEOC) is formed, the EMC is responsible for appointing an NBCP staff member, in this case the NBCP GM, to speak for the organization.</p> <p>Working through the PEOC's Industry Liaison, this individual represents industry and provides input for decision-making as required. The PEOC role and structure is discussed in more detail on page 43.</p>

<b>INITIAL ACTIONS</b>	<ul style="list-style-type: none"> <li>• The GM activates the EMC following a subjective risk assessment and determination of need</li> <li>• The GM will notify the Board of Directors and members of the EMC of the Response Team activation</li> <li>• GM to delegate staff to organize video conference meeting with EMC immediately</li> <li>• NBCP GM to chair EMC meetings</li> <li>• NBCP staff will share information electronically with the Board of Directors and all members of the EMC related to:             <ul style="list-style-type: none"> <li>• Triggers (suspicion or official notification of confirmation)</li> <li>• Current emergency status</li> <li>• Details of first meeting and draft agenda</li> </ul> </li> <li>• Hold initial EMC meeting             <ul style="list-style-type: none"> <li>• Overview of agenda</li> <li>• Expected outcome</li> <li>• Complete a situation assessment</li> <li>• Organize meeting schedule for future EMC meetings (daily, bi-weekly, etc.)</li> </ul> </li> <li>• Outline the priorities, problems, objectives, and strategies for implementation by Leaders Team</li> <li>• Assess situation as it evolves, and as new information becomes available</li> <li>• Ensure up-to-date information is accessible and available to all EMC members and NBCP management</li> </ul>
<b>EXPECTED OUTCOMES</b>	<ul style="list-style-type: none"> <li>• Situation Assessment finalized (emergency overview, prioritization of issues)</li> <li>• Strategy outline or list of tasks prepared for delegation to Leaders Team</li> <li>• Development of a meeting schedule</li> </ul>

## LEADERS TEAM (LT)

The Leaders Team (LT) is comprised of the NBCP General Manager. Their job is primarily focused on delegating and assigning work associated with the EMC's strategy or task directive. In addition to overseeing response efforts the LT also provides regular updates and activity status briefings back to the EMC.

**With limited staffing capabilities, New Brunswick Cattle Producers may seek out additional staffing through government, industry, or other third-party groups. In this event, the NBCP GM will be responsible for delegating tasks and monitoring response team activities.**

<b>FORMATION</b>	The team may be initiated after the subjective risk determines an industry response is required. NBCP's GM will lead the formation of this team.
<b>PURPOSE</b>	<p>The LT's role is to:</p> <ul style="list-style-type: none"> <li>• Provide briefings to the EMC</li> <li>• Execute and operationalize the approach or strategy outlined by the EMC</li> <li>• Where possible, initiate Response Team formation and delegate tasks to the Operations Team, Communications Team, and Scientific Response Team as necessary</li> <li>• Confirm scope of authority for all response groups</li> <li>• Represent the industry in cross commodity or cross value-chain working groups</li> </ul> <p>The LT will act within the parameters of authority as outlined by the Board or EMC. A clear understanding of the LT's scope of authority and the circumstances when Board approval is required is essential. These parameters should be set out in advance by the EMC to facilitate timely decision-making and to minimize role confusion. The EMC must be consulted for any decisions that fall outside of these set parameters.</p>
<b>PARTICIPANTS</b>	<p>At a minimum, the LT consists of the lead staff person for the organization (GM).</p> <p>The chair may select additional key positions to strengthen the group including the leads of both the Operations and Communications Response Teams.</p>
<b>INITIAL ACTIONS</b>	<ul style="list-style-type: none"> <li>• Execute the strategy or tasks as outlined by the EMC</li> <li>• Procure or acquire additional staff where necessary (i.e., Communications lead)</li> <li>• Ensure necessary Response Teams have been activated (OT, CT, and/or SRT)</li> <li>• Delegate tasks to appropriate staff or Response Teams</li> <li>• Assign deadlines and required deliverables</li> <li>• Review findings and identify gaps in analysis</li> <li>• Present findings, recommendations, and updates to EMC</li> <li>• Represent industry as required</li> <li>• Identify and recommended the best-suited individual to act as the PEOC Liaison to represent NBCP at the PEOC.</li> </ul>
<b>EXPECTED OUTCOMES</b>	<ul style="list-style-type: none"> <li>• Activation of Response Teams</li> <li>• Inception and assignment of tasks to appropriate Response Teams</li> <li>• Completion of tasks identified by EMC</li> <li>• Regular EMC briefings</li> </ul>

## OPERATIONS TEAM (OT)

In addition to completing tasks assigned by the LT, the Operations Team (OT) is responsible for researching and identifying potential solutions to arising issues. Once emergency response strategies are endorsed by the EMC, the OT is accountable for implementing approved activities within the industry.

<b>FORMATION</b>	The OT is activated by the LT upon determination that a national industry response is warranted.
<b>PURPOSE</b>	<p>The OT's primary focus is the collection of supporting information and the development of evidence-based strategies to address the incident and subsequently submit for review and approval.</p> <p>As required, the team may delegate specific assessments and analysis components to NBCP staffers beyond the group. These individuals/teams will report findings back to the OT.</p> <p>The OT must then identify a range of tactics or strategies that are supported by data and research. The pros and cons of each approach should be clearly outlined since the information will be used to demonstrate due diligence in assessing the event and its potential severity under different scenarios.</p> <p>Potential strategies will be submitted to the LT for review. The LT will then elevate the proposed options up to the EMC for a final decision. Following this decision, the OT will operationalize the approved strategies.</p>
<b>PARTICIPANTS</b>	<p>A variety of members may be integrated into this group depending on need and advice from the LT. Industry stakeholders, including processors, auctions, transporters, etc., may be considered as valued team collaborators. Potential members of the OT include:</p> <ul style="list-style-type: none"> <li>• General Manager</li> <li>• Other industry stakeholders where applicable</li> </ul>
<b>INITIAL ACTIONS</b>	<ul style="list-style-type: none"> <li>• Meet via video conference or in-person upon receiving assignment from the LT</li> <li>• Review assignments and tasks provided by the LT and develop a strategy on how the team will approach the issues             <ul style="list-style-type: none"> <li>• Identify additional staff or industry stakeholders that would add value</li> </ul> </li> <li>• Review decisions from NEOC or PEOC and assess potential impact on local or national industry</li> <li>• Designate smaller working groups as required to focus on specific components of the emergency including:             <ul style="list-style-type: none"> <li>• Movement restrictions and zoning</li> <li>• Financial relief</li> <li>• Legitimacy of various perceived needs/demands, etc.</li> <li>• Additional policy and protocol development: HR, mental health, milk movement</li> </ul> </li> <li>• Arrange for regular update meetings between LT and OT (daily, bi-weekly, etc.)</li> <li>• Develop strategies for addressing defined issues including the merits and risks associated with each approach</li> <li>• Submit proposed strategies to the LT for review</li> <li>• Ensure continued alignment of strategies as situational evolves</li> <li>• Implement and operationalize actions as assigned by LT</li> </ul>
<b>EXPECTED OUTCOMES</b>	<ul style="list-style-type: none"> <li>• Initiation of appropriate working groups to focus on identified topics</li> <li>• Ongoing collection and analysis of information</li> <li>• Summary of strategies for LT consideration and subsequent approval by EMC</li> <li>• Completion of all deliverables assigned by LT</li> </ul>

## COMMUNICATIONS TEAM (CT)

Effective and measured communication is essential to resolving a crisis. During a crisis or incident, the Communications Team's role is to develop internal and external messaging on behalf of the provincial organization. The CT is also responsible for working with government and other industry communicators to develop and disseminate clear and consistent joint messaging to the industry and the broader public.

<b>FORMATION</b>	The CT is activated by the LT upon determination that a provincial industry response is warranted. <b><i>This function may be contracted out to an agriculture focused communications group that would be able to assist with providing messaging during a crisis.</i></b>
<b>PURPOSE</b>	<p>The CT is tasked with optimizing information flow, managing communication channels, and ensuring that messaging pertaining to the situation and response is timely, accurate and clear.</p> <p>Engagement, coordination, and liaison are central to this role. The CT will manage correspondence and information dissemination to industry stakeholders, producers, and the media. Ultimately the goal is to help create awareness, improve understanding of the situation, and convey necessary guidance and required actions. The CT team also ensures that NBCP spokespeople have access to media training and are prepared to speak publicly as required.</p>
<b>PARTICIPANTS</b>	<p>The CT is managed by the General Manager.</p> <p>To facilitate information collection and key message development, a CT representative may participate as an observer within all other NBCP team settings.</p>
<b>PEOC RELEVANCE</b>	In addition to the roles above, the lead of the CT will also represent the beef industry in the Information Office branch of the Provincial Emergency Operations Center (PEOC). The CT will work closely with the PEOC Information Officer.
<b>INITIAL ACTIONS</b>	<ul style="list-style-type: none"> <li>• Meet via videoconference or in-person immediately</li> <li>• Ensure that the CT is represented on daily update calls in the region of concern</li> <li>• Schedule call with other industry members that require current situation briefing including:             <ul style="list-style-type: none"> <li>• Transporters</li> <li>• Auctions</li> <li>• Processors</li> <li>• Veterinarians</li> </ul> </li> <li>• Develop a formal information process for updates that will be provided to the fan-out participants (producers and industry stakeholders)</li> </ul> <p>Media</p> <ul style="list-style-type: none"> <li>• Develop assessment criteria for determining whether media request requires local or national response</li> <li>• Begin preparing initial messaging and draft schedule for release</li> <li>• Provide the media contact list with approved messages</li> <li>• Identify potential media spokespeople and determine training need</li> </ul> <p>PEOC</p> <ul style="list-style-type: none"> <li>• Receive directions for PEOC Information Officer engagement</li> <li>• Contact and initiate dialogue with the PEOC Information Officer</li> <li>• Contribute to public information messaging delivered by PEOC (In the interest of public confidence NBCP's objective is to speak with one voice)</li> </ul>



<b>EXPECTED OUTCOMES</b>	<ul style="list-style-type: none"> <li>• Development of a consistent approach to inter-agency (CFIA) information transfer</li> <li>• Development of a formal update process (producers, public, media)</li> <li>• Standardized approach for information dissemination to producers and other industry stake-holders</li> <li>• Contact assignment list (detailing individual responsibilities for contacting provincial emergency management committees)</li> <li>• Collaboration with the national commodity organizations (confirm interaction between the CT and the national communications group)</li> <li>• Exploration of virtual media town hall event (30-40 minutes in length with updates from relevant stakeholders and a Q+A period)</li> <li>• Establishment of media monitoring processes to assess tone and sentiment of media coverage</li> <li>• Development of social media plan to boost producer and key stakeholder outreach.</li> </ul>
<b>TOOLS AND RESOURCES</b>	<p>The communications lead may find it valuable to use prepared communication tools and resources in time of crisis. By being prepared in advance, the amount of work required in a short period of time is greatly reduced during a time of high stress.</p>

### ***ACTION ITEM: RESPOND***

- Engage with the regional or provincial Emergency Operations Center Information Officer
- Prepare email list of relevant producers, association leaders and industry stakeholder that would be contacted in a serious animal disease outbreak
- Communicate enhanced biosecurity measures for different stages of outbreak response
- Inform producers where important biosecurity equipment may be available for purchase

## SCIENTIFIC RESPONSE TEAM (SRT)

When it comes to food safety and the supply chain, consumer trust and confidence is paramount. Accordingly, the link between the evidence base and strategy selection must be strong and made abundantly clear.

During an incident response, the Scientific Response Team (SRT) will be comprised of a core group of experts. This group provides the data to inform decision-making and strategy selection but also may be called upon to help educate and reassure the public.

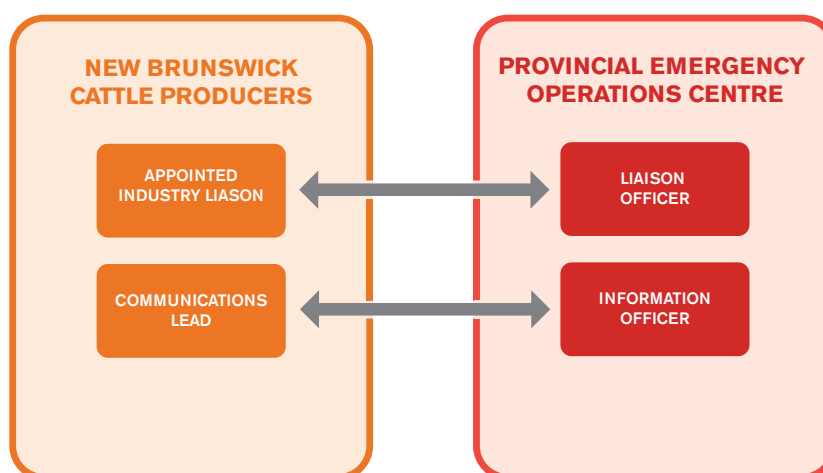
<b>FORMATION</b>	Pending need, the SRT is activated by the Leaders Team
<b>PURPOSE</b>	<p>The SRT provides expert advice and background information on issues that are currently or potentially threatening the industry. While the SRT reports to and takes direction from the LT, they may also work in conjunction with other NBCP Response Teams.</p> <p>The SRT may contribute to development of key messaging and team members may be asked to participate in town halls, media requests/briefings, EMC meetings, and other forums as necessary.</p>
<b>PARTICIPANTS</b>	<p>Membership will depend on the nature of the incident and what expertise is required. The group may incorporate:</p> <ul style="list-style-type: none"> <li>• Academic researchers</li> <li>• Food safety experts</li> <li>• Veterinarians – species and disease specialists</li> </ul> <p>There is value in identifying potential members during peacetime</p>
<b>INITIAL ACTIONS</b>	<ul style="list-style-type: none"> <li>• Review the request provided by the Leaders Team</li> <li>• Research, collect and summarize information</li> <li>• Prepare and present findings to the necessary Response Teams</li> <li>• Identify trusted resources that can be used by Response Teams</li> </ul>
<b>EXPECTED OUTCOMES</b>	<ul style="list-style-type: none"> <li>• Collection of research and facts pertinent to the emergency</li> <li>• Summary of findings for presentation internally and/or externally as requested</li> <li>• Participation in town halls, media requests/briefings, EMC meetings and other forums as necessary</li> </ul>

## PEOC REPRESENTATION

Established to coordinate and support response management activities, the PEOC brings together people with distinctive knowledge and skills. Issues managed at the PEOC level tend to be strategic in nature and focused on the policies necessary to manage the outbreak. If the emergency has the potential to significantly impact the provincial livestock industry, NBCP will request representation at the PEOC through the two identified channels illustrated below. **The two positions could be back ups for each other in the event a person cannot attend a meeting.**

As discussed in the previous section, NBCP's Communications Team Lead will work collaboratively with the PEOC Information Officer on shared messaging and information dissemination as appropriate.

The EMC will also designate an NBCP Industry Liaison who will play an integral industry advocacy role. This position is both responsible for bringing beef industry needs, issues, and concerns to the PEOC via the Liaison Officer; and for conveying PEOC decisions and emerging information back down to the NBCP and broader industry stakeholders.



## INDUSTRY LIAISON

The Industry Liaison will represent New Brunswick beef producers at the highest level of the response. It is essential that the individual fulfilling the role not only understands and appreciates industry intricacies, but also is comfortable contributing to decision-making within the PEOC. In particular, the individual should have:

- Strong understanding of the New Brunswick beef supply chain – production, transportation, processing, and other supply chain linkages
- Familiarity and experience in working with government (CFIA, New Brunswick DAAF)
- Knowledge of NBCP's role within the New Brunswick and national beef landscape and the relationship with other beef-focused organizations

<b>FORMATION</b>	The LT will identify and recommended the best-suited individual to represent the beef producers at the PEOC. This recommendation will be forwarded to the EMC for approval.
<b>PURPOSE</b>	<ul style="list-style-type: none"> <li>• Serve as the NBCP Industry Liaison to the PEOC</li> <li>• Collaborate with and support PEOC decision-making as required through the provision of beef sector knowledge and information</li> <li>• Provide briefings to Leaders Team and Emergency Management Committee as per agreed schedule</li> <li>• Communicate with provincial beef liaisons to identify issues/concerns that may be elevated to the PEOC</li> <li>• Work with the Communications Team and the Operations Team to better understand industry's concerns as well as opportunities/barriers to proposed PEOC actions</li> <li>• Keep other industry stakeholders informed of PEOC discussions and outcomes</li> <li>• Report to PEOC Liaison Officer or to another supervisor as assigned by the PEOC Director</li> <li>• Attend briefings and planning meetings as required</li> </ul>
<b>INITIAL ACTIONS</b>	<ul style="list-style-type: none"> <li>• Contact PEOC to initiate participation</li> <li>• Relocate as required               <ul style="list-style-type: none"> <li>• Plan for 1-2 weeks engagement before relief</li> <li>• Full-time activity will depend on the scope of emergency</li> </ul> </li> <li>• Review and accept terms of PEOC participation</li> <li>• Provide a copy of the PEOC terms to GM for clarity around information restrictions</li> <li>• Obtain briefing from PEOC Director or another assigned supervisor</li> <li>• Advise the PEOC Liaison Officer and others of beef sector               <ul style="list-style-type: none"> <li>• Operational realities impacting decisions</li> <li>• Resource availability and potential use/deployment</li> <li>• Perspectives and needs throughout the outbreak and particularly in response to emerging situations</li> </ul> </li> <li>• Report to the NBCP GM on a prearranged schedule, as permitted by terms of PEOC participation</li> <li>• Ensure all required forms are complete and submitted</li> </ul>

### **ACTION ITEM: RESPOND**

- NBCP should consider assigning people to fill the roles of Liaison Officer and Communications Officer to represent the beef industry's interests and the Emergency Operations Centre.

# SCHEDULE 1: GLOSSARY AND DEFINITIONS

## Glossary

<b>AAFC</b>	Agriculture and Agri-Food Canada
<b>ADM</b>	Assistant Deputy Minister
<b>AERT</b>	Area Emergency Response Team
<b>AHC</b>	Animal Health Canada
<b>BOD</b>	Board of Directors
<b>Bovine TB</b>	Bovine Tuberculosis
<b>BSE</b>	Bovine Spongiform Encephalopathy
<b>CBSA</b>	Canada Border Services Agency
<b>CCVO</b>	Council of Chief Veterinary Officers
<b>CFIA</b>	Canadian Food Inspection Agency
<b>CCA</b>	Canadian Cattle Association
<b>CPV</b>	Chief Provincial Veterinarian
<b>CVO</b>	Chief Veterinarian Officer of Canada
<b>EIS</b>	Enforcement and Investigation Services
<b>EMC</b>	Emergency Management Committee
<b>EOC</b>	Emergency Operations Centre, modified by (J) Joint, (G) Government, (N) National or (R) Regional, (A) Area
<b>FAD</b>	Foreign Animal Disease
<b>FADES</b>	Foreign Animal Disease Emergency Support Agreement/Plan
<b>FCC</b>	Federal Coordination Centre
<b>FMD</b>	Foot and Mouth Disease
<b>FSAH</b>	Food Safety and Animal Health Division
<b>GIS</b>	Geographic Information System
<b>GM</b>	General Manager
<b>HAA</b>	<i>Health of Animals Act</i> – Federal
<b>ICS</b>	Incident Command System
<b>JIC</b>	Joint Information Centre
<b>LCD</b>	Liquid Crystal Display
<b>LMIS</b>	Livestock Market Interruption Strategy
<b>NBCP</b>	New Brunswick Cattle Producers
<b>NCFAD</b>	National Centre for Foreign Animal Disease
<b>NCIAP</b>	National Critical Infrastructure Assurance Program
<b>NERT</b>	National Emergency Response Team
<b>OCPV</b>	Office of the Chief Provincial Veterinarian
<b>PAHS</b>	Plant and Animal Health Strategy
<b>PCZ</b>	Primary Control Zone
<b>PHAC</b>	Public Health Agency of Canada
<b>POC</b>	Provincial Operations Centre
<b>PPE</b>	Personal Protective Equipment
<b>PSC</b>	Public Safety Canada
<b>RCMP</b>	Royal Canadian Mounted Police
<b>RVF</b>	Rift Valley Fever
<b>TADES</b>	Terrestrial Animal Disease Emergency Support Agreement
<b>WOAH (formerly OIE)</b>	Office International des Epizooties/World Organisation for Animal Health

## Definitions

<b>Animal health emergency</b>	<p>An outbreak or epizootic of a serious animal disease requiring immediate action to contain, control and eradicate the disease, including</p> <ul style="list-style-type: none"> <li>• Animal movement controls</li> <li>• Slaughtering of animals known to be or suspected of being infected</li> <li>• Disposal of carcasses or infected products</li> <li>• Cleaning and disinfecting of the Infected Place and transport</li> <li>• Application of measures aimed at limiting the spread of the disease and</li> <li>• Tracing the origin of the disease, etc.</li> </ul>
<b>Confirmed Case</b>	<p>Confirmation of disease by National Centre for Foreign Animal Disease on samples obtained at the farm by CFIA staff by:</p> <ul style="list-style-type: none"> <li>• Virus isolation</li> <li>• Antigen identified from animals showing clinical signs or</li> <li>• Linked to confirmed outbreak, or antibodies from other than vaccination with clinical signs.</li> </ul>
<b>Emergency Operations Centre (EOC, NEOC, PEOC, REOC)</b>	<p>Site of decision-making, leadership and management for the event are administered using the Incident Command System. May be implemented on a (N) national, (P) provincial or (R) regional basis, in which case it will be preceded by the letter N, P, A or R.</p>
<b>Emergency Management Committee</b>	<p>During an emergency, an industry organization's Emergency Management Committee is authorized to make decisions on behalf of the organization. The committee may be comprised of Chair/President, General Manager/Executive Director, Vice Chair/President, or Animal Health Committee Chair, and/or other executive members or staff as required; a quorum of three is required. All members have voting rights. Decisions require a majority. Meetings will be chaired by the Chair/President and decisions recorded.</p>
<b>EOC Director</b>	<p>The person named as EOC Director responsible for the Emergency Operations Centre and responsible for the management of disease control or eradication operations.</p>
<b>Government Executive</b>	<p>The collaboration of government, both federal and provincial, staff that work within an area EOC to manage an emergency event. The actions and decisions made within this Executive is outlined by existing policy.</p>
<b>Infected Place</b>	<p>A place declared infected pursuant to the federal <i>Health of Animals Act</i>.</p>
<b>Livestock Market Interruption Strategy</b>	<p>LMIS is a national strategy developed by federal, provincial, and territorial governments and the livestock industry to enhance preparedness to manage any large-scale livestock market interruption focused on the impact to healthy animals. The strategy is made up of a variety of tools and information to support government and industry planning, decision-making, and action.</p>
<b>Local Authority</b>	<p>The council of a city, town, village, local government, or Indigenous group.</p>
<b>Plant and Animal Health Strategy (PAHS)</b>	<p>The strategy of government, industry, academia, and other stakeholders to strengthen Canada's protection of plant and animal health by collaboration, innovation, and risk prevention.</p>

<b>Production Area</b>	The operation's corrals, pens, barns, and pastures where livestock are or may be kept.
<b>Reportable diseases</b>	<p>Reportable diseases are outlined in the <i>Health of Animals Act</i> and <b>Reportable Diseases Regulations</b> Regulations and are usually of significant importance to human or animal health or to the Canadian economy. Anyone having care and control of an animal (e.g., owner, veterinarian, laboratory) is required to immediately report the presence of an animal that is contaminated or suspected of being contaminated with one of these diseases to a CFIA district veterinarian.</p> <p><b>Foreign Animal Diseases (FAD)</b> are reportable diseases that are not found in Canada.</p> <p><i>Note: provinces may also have a reportable disease list that may include diseases that are not in the federal Reportable Diseases Regulations.</i></p>
<b>Serious animal diseases</b>	Serious animal diseases are diseases that are more severe than common animal health illnesses and that can have significant impacts to trade and industry operations.
<b>Special premises</b>	Premises such as an abattoir, artificial insemination center, sales yard, zoo, game farm, shipping yard or any other premises where animals are kept or assembled.
<b>Suspect Case</b>	The presence of clinical signs or post-mortem lesions in susceptible animals consistent with a specific disease reported by a private practitioner, an owner, a provincial laboratory, or a veterinarian in charge or district veterinarian, and determined as high risk in consultation with the disease specialists or all susceptible animals epidemiologically determined to have been exposed to the disease agent.
<b>Trade(ing) Area</b>	The geographic area that either directly or indirectly interacts with the province in consideration and includes areas where bulk of animals bought from or sold to. An interruption or outbreak in any portion of the trading area would impact the province in consideration.

# SCHEDULE 2: CONTACT LIST

POSITION/NAME	NAME	EMAIL	PHONE
<b>NB Cattle Producers Contacts</b>			
General Manager			
Office Manager			
<b>NB Cattle Producers Board of Directors</b>			
Chair			
Vice Chair			
<b>Industry Contacts</b>			
Dairy Farmers of New Brunswick		nbmilk@nbmilk.org	(506) 432-4330
New Brunswick Veterinary Medical Association		registrar@nbvma-amvnb.ca	(506) 693-9994
NB SPCA			
NB Department of Agriculture, Aquaculture and Fisheries			
NB Assistant Deputy Minister of Agriculture, Aquaculture and Fisheries			
Chief Provincial Veterinarian			
CCA Communications Manager	Michelle McMullen	communications@cattle.ca	403-451-0931
CCA Executive Vice President			
CCA Government and Food Industry Relations Manager			
<b>CFIA Contacts</b>			
Chief Veterinary Officer for Canada			
Eastern Area Operations Director General			
Regional Chief Inspector			
New Brunswick – CFIA Animal Health	1-506-851-7654		
CFIA Moncton Office	1-800-442-2342		
Florence-Bristol Office	1-506-392-5566		
Grand Falls Office	1-506-473-8710		
Shediac Office	1-506-533-5194		
St. George Office	1-506-755-5150		



# SCHEDULE 3: INDUSTRY FACTS AND FIGURES

## PRODUCTION

Beef accounts for 9% of livestock production in New Brunswick. The 2021 Census of Agriculture indicated that there are 473 farms reporting beef cattle with a total of 11,017 beef cattle on farm<sup>1</sup>.

Beef slaughter statistics are not reported directly by the province or provincial groups however the Quebec/ Atlantic provinces reported a total of 71,820 head of beef slaughtered in federally licensed abattoirs within Canada. While respectively, 7,309 head of cattle sourced from the Atlantic provinces were sent to be slaughtered in provincially licensed abattoirs.

## TRADE

New Brunswick reported a total of \$997 million dollars' worth of farm cash receipts in 2021. \$3.25 million dollars' worth of "meat exports" to countries including the US, China, Japan, and Panama was brought into the province in 2020.

## PROCESSING

There are about 30 provincially inspected abattoirs throughout New Brunswick and two federally inspected poultry abattoirs in the northwestern corner of the province. There currently no federally registered beef slaughter plants in New Brunswick.

## ECONOMIC BENEFITS

The Statistics Canada tables below depict the farm cash receipts received from cattle in New Brunswick from 2017 to 2021 and the price per head of beef cattle from 2017 to 2021.

New Brunswick Cattle Cash Receipts <sup>2</sup>				
2017	2018	2019	2020	2021
\$ 35,134,000.00	\$ 37,433,000.00	\$ 36,899,000.00	\$ 41,213,000.00	\$ 42,940,000.00
Price per head of Beef Cattle <sup>3</sup>				
\$925	\$920	\$855	\$860	\$860

<sup>1</sup> Statistics Canada. Table 32-10-0370-01 Cattle inventory on farms, Census of Agriculture, 2021


<sup>2</sup> Statistics Canada. Table 32-10-0045-01 Farm cash receipts, annual (x 1,000)

<sup>3</sup> Statistics Canada. Table 32-10-0124-01 Value per head of livestock at July 1

# SCHEDULE 4: PERSONAL PROTECTIVE EQUIPMENT SUPPLIERS

EQUIPMENT	SUPPLIER	CONTACT NUMBER
Disposable Overalls		
Disposable Boots		
Respirators		
Disposable and reusable cartridges for respirator		
Disposable gloves		
Signage		
Barrier supplies		
Disinfectant		
Destruction equipment (eg. captive bolts, electrocution, etc.)		
Disposal equipment (eg. trucks, excavators)		
Other Items:		

# SCHEDULE 5: FIRST 12-HOUR RESPONSE DOCUMENT

<b>NEW BRUNSWICK BEEF CATTLE SECTOR</b> <b>Foreign Animal Disease First Operational Period (12-Hour Period) Action Plan Template</b>		
		
<b>NOTE:</b> Some objectives in this plan may not be completed within 12-hour time frame Select and revise objectives as applicable		
Event name:		
Time Created:	Date Created:	
Start Date and Time of Ops Period 1:	End Date and Time of Ops Period 1:	
LIST OF OBJECTIVES/ TASKS FOR OPERATION PERIOD	RESPONSIBILITY	COMPLETION TIME (EST.)
<b>Activate Emergency Response Plan</b>		
Determine if emergency response activation is required based on subjective risk assessment	General Manager NBCP	
Activate Emergency Management Committee	General Manager NBCP	
Consider types of support your industry may need in wake of suspected or confirmed disease (i.e., PPE equipment, disinfectant, veterinary expertise, etc.)	General Manager NBCP	
Contact Department of Agriculture, Aquaculture and Fisheries as needed. Contact Chief Veterinary Officer	NBCP staff	
Act as or assign Industry Liaison to provincial/regional EOC	General Manager NBCP/ EMC	
Coordinate Emergency Management Committee Primary Debriefing meeting	General Manager NBCP	
Determine if there is a need and/or ability to enhance staffing capabilities for NBCP in response to event	General Manager NBCP/ EMC	
<b>Contact Producers, Provincial and National Groups</b>		
Coordinate and determine with CFIA, AAFC, and Canadian Cattle Association the preliminary disease control activities undertaken – (i.e., Zoning, enhanced biosecurity recommendations)	NBCP Staff	
Develop and send email to NBCP Producers and important industry stakeholders regarding current risk and how to enhance on-farm biosecurity see Sample Initial Information Release and Elevated Biosecurity Protocol page 92-93 of Producer Handbook)	NBCP Staff	

Inform producers where important biosecurity equipment may be available for purchase (see page 50)	NBCP Staff	
Communicate with Executive Vice President of Canadian Cattle Association	General Manager NBCP	
Monitor media coverage of incident and prepare spokespersons, if possible, for NBCP staff. If not possible, hand off to National Producer Group	NBCP Staff	
<b>Enable Movement Control Plan</b>		
NBCP EMC to consider implementing an industry-led cease movement initiative that can be implemented immediately (see page 13)	EMC	
Determine the types of movement on and off-farms (i.e., livestock shipments, milk pick up, etc.) from farms within defined radius of epicentre and prioritize their functions before implementation of Non-Essential Movement protocols	EMC	
NBCP EMC, with assistance from CFIA, will define the radius to which the Non-Essential Movement Protocol will apply	EMC	
Enact Non-Essential Movement Protocol as per the AHM protocol in conjunction with provincial and federal agriculture authorities	NBCP GM	
Contact producers and industry stakeholders operating within the defined area describing why a Non-Essential Movement Protocol is being recommended and what/where is included as part of it	NBCP GM/ Communications Lead	
<b>Depopulation and Disposal</b>		
The method employed to destroy and dispose of animal carcasses will depend on the available options and associated costs and determined by the nature of the disease and direction from Federal Authorities.	NBCP GM, EMC, CFIA	
Assist producers by identifying potential euthanasia options. Contact NB DAAF for direction on how to dispose of carcasses. See <b>Schedule 2</b> – Contacts List	NBCP Staff	
NBCP will communicate to the general population/ public the reasoning behind depopulation and disposal decisions – consider working with third-party communication experts in crafting a message.	NBCP General Manager	

# SCHEDULE 6: SAMPLE INITIAL INFORMATION RELEASE TO PRODUCERS

## INITIAL INFORMATION RELEASE FORM

New Brunswick Cattle Producers are aware that an occurrence of [disease] is [suspected/confirmed] as of [date] in the vicinity of [general location]. [Add additional information regarding the event that may be important to communicate].

[CFIA/Department of Agriculture, Aquaculture, and Fisheries/Other] is responding and New Brunswick Cattle Producers will provide updated information as it becomes available.

To protect your farms livestock, New Brunswick Cattle Producers encourages producers to review the Canadian Beef Cattle On-Farm Biosecurity Standard. Elevated amber and red biosecurity protocols can be found in the producer handbook. Consider these elevated biosecurity measures to further protect the livestock on your farm:

- Restrict farm access to only those essential services and implement strict biosecurity measures for those required to enter the farm
- Isolate sick animals
- Minimize or eliminate movement of people, clothing, or products between barns or production areas
- Consider postponing any non-essential movements

Please contact the office for a list of potential sources of supplies, such as disinfectant, disposable coveralls, and boot coverings, to better enhance your farms biosecurity.

New Brunswick Cattle Producers will provide strategic input to both levels of government and other industry association on sector specific matter and on broader issues affecting the industry as a whole. New Brunswick Cattle Producers are also participating directly in the Emergency Operations Centre and will provide operation insights directly to those directing the operation response to the incident.

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

For additional information, please follow:

- New Brunswick Cattle Producers <https://bovinsnbcattle.ca/>
- Canadian Cattle Association <https://www.cattle.ca/>
- Twitter - @CanCattle

OR Contact the New Brunswick Cattle Producers Office at 506-458-8534





