

**British Columbia Poultry Industry
Biosecurity/Emergency Response Strategic Plan**

**APPROVED BY
POULTRY INDUSTRY ADVISORY MANAGEMENT COMMITTEE
September 20, 2007**

Dec. 1, 2005 – June 30, 2008

**Submitted by:
Poultry Industry Advisory Management Committee**

TABLE OF CONTENTS

	PAGE
1. INTRODUCTION	
1.1 Definition of the Problem	4
1.2 Industry Response to the Problem	4
2. FUNDING SOURCES	6
3. GOVERNANCE	6
3.1 DEVELOPMENT OF THE STRATEGIC PLAN	6
3.2 POULTRY INDUSTRY ADVISORY MANAGEMENT COMMITTEE (IAMC) MEMBERS	7
3.3 VISION, MISSION, PRINCIPLES, AND VALUES	8
3.4 THE MANAGEMENT COMMITTEE	8
3.4.1 Roles and Responsibilities of the IAMC	8
3.4.2 Roles and Responsibilities of Ex-Officio Members	9
3.4.3 Committee Voting Structure	9
3.4.4 Conflict Resolution Structure	9
3.4.5 Conflict of Interest	10
3.4.6 Confidentiality	10
3.4.7 Reimbursement of Expenses and Per Diems	11
3.4.8 Administration and Financial Accountability	11
3.5 PROJECT ADMINISTRATION	11
4. ENVIRONMENTAL SCAN	12
4.1 BACKGROUND	12
4.2 IMPACT OF PRE AND POST 2004 AI IN BRITISH COLUMBIA	12
4.3 BC POULTRY INDUSTRY PROFILE	13
4.4 BC POULTRY INDUSTRY SWOT ANALYSIS	15
5. BROAD GOALS	16
6. GOALS, STRATEGIES, ACTIONS, EXPECTED OUTCOMES, & PERFORMANCE MEASURES	17
Goal 1 Biosecurity Program	17
Goal 2 Emergency Response Management Plan	19
Goal 3 Comprehensive Risk Management Program	22
7. RESOURCES	23
7.1 ADMINISTRATION BUDGET	23
7.2 PROPOSED EXPENDITURES	24
8. COMMUNICATIONS STRATEGY	25
9. PERFORMANCE AND EVALUATION PROCEDURES	25
9.1 PERFORMANCE MEASUREMENT	26
9.1.1 Project Accounting	26
9.1.2 Administration	26
9.2 STRATEGIC PLAN MODIFICATION	26

ACRONYMS

Acronyms used in either the strategic plan or the work plans are listed below:

AAFC	Agriculture and Agri-Food Canada
AI	Avian Influenza
ACAAF	Advancing Canadian Agriculture and Agri-Food Program
BCR	Biosecurity Coordinator
BCAC	British Columbia Agriculture Council
BCPABC	British Columbia Poultry Association Biosecurity Committee
BCPOFBP	British Columbia Poultry On-Farm Biosecurity Program
BCPAERC	British Columbia Poultry Association Emergency Response Committee
BCPIERP	British Columbia Poultry Industry Emergency Response Plan
CFIA	Canadian Food Inspection Agency
FADES	Foreign Animal Disease Emergency Support (Plan)
HoA Act	Health of Animals Act
IAMC	Poultry Industry Advisory Management Committee
IAF	Investment Agriculture Foundation of British Columbia
MAL	Ministry of Agriculture and Lands (Provincial Government)
PACC	Program Administrator/Communications Coordinator
PEP	Provincial Emergency Program (Provincial Government)
RFP	Request for Proposal

1. INTRODUCTION

1.1 Definition of the Problem

The outbreak of avian influenza (AI) of 2004 in BC's Fraser Valley was devastating for producers, allied trade and local communities. Three million birds were ordered destroyed, with another 15 million birds slaughtered and sent to market, followed by forced operational "down time".

The total economic impact of the outbreak was estimated at \$381 million. Losses to farms and farm organizations, processors, and allied trades were estimated at \$128 million.¹ Under the Health of Animals (HoA) Act, the federal government paid out roughly \$63 million in compensation to producers for birds ordered destroyed.

In 2005, following the initial 2004 outbreak, a different strain of the AI virus was detected in a duck from a farm in the Fraser Valley. The same virus was then found on a second related duck farm. Both farms were depopulated and on-site composting of the carcasses carried out as a preventative measure. Seventy-eight farms within the surveillance zones were tested regularly and when confirmed negative for avian influenza, were issued a permit to enable them to move their birds and bird products to market.

Aside from the very real human health risks associated with AI, there is a profound economic case, from both private and public sector perspectives, to minimize the economic risks of AI outbreaks.

In its interim epidemiology report into the source and means of spread of the 2004 AI outbreak, the Canadian Food Inspection Agency (CFIA) suggested that the biggest vulnerabilities of the poultry industry in the Fraser Valley which contributed to the outbreak, were the low level of biosecurity practices by some poultry operations coupled with the very high density of poultry farms in the region.² Besides helping to reduce the economic risks associated with AI, proper biosecurity can also reduce the economic risks associated with other infectious diseases and viruses that affect poultry.

1.2 Industry Response to the Problem

Following the outbreak, the BC Poultry Association (BCPA) leveraged the knowledge of both local practitioners and leading international experts to develop a comprehensive set of biosecurity standards and protocols in the following areas: barn management, bird management, visitor protocols, allied trade protocols, and emergency protocols. These were distributed to producers in all poultry sectors (chickens, broiler breeders, egg layers, turkeys, and non-regulated) in the Fraser Valley in February 2005. The BC

¹ Garnet Etsell, *Presentation to the Standing Committee on Agriculture and Agri-Food* (January 18, 2005). Data based on work undertaken by Serecon Management Consulting Inc. in its report entitled *Economic Impacts on British Columbia Poultry Industry Due to the Avian Influenza Outbreak* (August 19, 2004).

² Dr. Christine Power, *The Source and Means of Spread of the Avian Influenza Virus in the Lower Fraser Valley of British Columbia During an Outbreak in the Winter of 2004: An Interim Report* (February 15, 2005).

poultry industry spent in excess of \$3 million of its own funds in cleaning up and restarting the industry.

In addition to the above, the BC Poultry Association and its members continue to work with farmers, marketing boards/agencies, the national organizations and government agencies in enhancing biosecurity mechanisms, emergency preparedness, and animal health programs. This strategic plan describes the continuing efforts of the industry and government in developing and delivering programs to ensure industry is aware of and implementing mandatory biosecurity protocols to prevent an AI outbreak and has an emergency response plan which can quickly be enacted and will help contain an outbreak, if one occurs.

The strategic plan includes three goals that contain the elements required to prepare the industry against an infectious disease outbreak such as avian influenza.

1. Enhanced biosecurity protocols – implementation of the measures required to prevent the entry of diseases into the production units. These protocols will have basic elements that are mandatory and auditable, and will provide a risk assessment component for individual poultry operations;
2. Emergency response management plan - to provide early detection and identification/assessment of diseases and where appropriate the deployment of a rapid and effective eradication response. This plan will be linked to the provincial FADES plan to ensure a seamless integration between appropriate agencies, each with clear roles and responsibilities; and
3. Risk Management – to continue supporting industry and government stakeholders in the development and implementation of risk management and compensation options and tools for the poultry industry.

The implementation of these goals is managed by the IAMC and facilitated through one of the affiliated groups (eg. BC Poultry Association Biosecurity Committee, BC Poultry Association Emergency Response Committee, BCPA, and others) for the duration of this plan (also see 3.1 and 3.5).

During the lifetime of the Strategic Plan, the IAMC will need to develop a successor organization to ensure there is a single governance structure that will continue to ensure the continuation and integration of the biosecurity, emergency response and risk management programs.

2. FUNDING SOURCES

Government is assisting the industry in adapting by providing technical assistance and funding to implement the initiatives described in this plan. Funding sources are as follows:

- British Columbia Investment Agriculture Foundation (IAF) - \$1.5 million special grant from the Ministry of Agriculture and Lands.
- Advancing Canadian Agriculture and Agri-Food Program (ACAAF) – \$1.5 million for the On-Farm Biosecurity Pilot Program.
- Other funding sources as identified by the IAMC during the lifetime of the Strategic Plan.
- In-kind contributions from the Poultry Industry - extensive work on committees, cost of training employees in biosecurity/emergency response protocols, costs to purchase, install and maintain capital improvements.

3. GOVERNANCE

3.1 DEVELOPMENT OF THE STRATEGIC PLAN

To guide the development of the BC Poultry Industry Biosecurity/Emergency Response Strategic Plan and direct the use of approved funds, a Poultry Industry Advisory Management Committee (IAMC) was established. The committee is comprised of industry representatives chosen by the BC Poultry Association, a representative of the boards/commission, and ex-officio representatives from the BC Investment Agriculture Foundation, British Columbia Ministry of Agriculture and Lands, Canadian Food Inspection Agency and Agriculture and Agri-Food Canada.

The scope of the strategic plan includes all activities to meet stated objectives, regardless of the source of required funding.

The role of the IAMC is to develop and then implement the strategic plan to ensure the BC Poultry Industry has enhanced biosecurity and is prepared for an infectious disease outbreak. The IAMC gives strategic direction and establishes program priorities through this strategic plan in accordance with IAF or ACAAf guidelines

The term of the committee will be until all funds are committed. It is expected that all projects contemplated will be completed by April 30, 2008 when the initiative will enter the continuation phase.

3.2 POULTRY INDUSTRY ADVISORY MANAGEMENT COMMITTEE (IAMC) MEMBERS

- Mr. Allen James, BC Poultry Association
- Mr. Calvin Breukelman, Chair, BC Poultry Biosecurity Committee
- Mr. Jack Vaandrager, BC Egg Producers' Association
- Mr. Ken Falk, BC Specialty Bird Association
- Mr. Walter Siemens, BC Egg Marketing Board
- Mr. Kerry Froese, BC Chicken Producers' Association
- Mr. Bruce Cook, Animal Nutrition Association of Canada, BC Division
- Dr. Neil Ambrose, BC Primary Poultry Processors Association
- Mr. Gary Lepp, Lilydale Cooperative Ltd.
- Mr. David Taylor, Boards and Commissions

The ex officio members of the IAMC are:

- Dr. Gary Sandberg, BC Investment Agriculture Foundation
- Mr. Grant Thompson, BC Ministry of Agriculture and Lands
- Ms. Tracey Innes, Agriculture and Agri-Food Canada
- Dr. Victoria Bowes, Animal Health Centre, BC Ministry of Agriculture and Lands
- Dr. Daniel Schwartz, Canadian Food Inspection Agency

Mr. Allen James is the chair of the IAMC. Mr. Jack Vaandrager has agreed to act as chair in the absence of Mr. James.

3.3 VISION, MISSION, PRINCIPLES AND VALUES

The timeframe for this strategic plan will be from December 1, 2005 to April 30, 2008. The vision, mission, principles and values associated with this strategic plan and its goals and objectives are as follows:

Vision

The British Columbia Poultry Industry has enhanced biosecurity and is prepared for an infectious disease outbreak.

Mission

The Poultry Industry Advisory Management Committee (IAMC) serves the interests of poultry industry stakeholders to provide a consensual approach to ensuring that the industry is prepared to prevent and ready to respond to an infectious disease outbreak.

Principles and Values

- ***Policies are producer based and reflect the needs of all poultry producers.***
- ***Producers understand the importance of controlling poultry diseases, recognizing that they may have an impact on human health.***
- ***Expenditures are based on ensuring optimum benefits to the industry and the public at large.***

3.4 THE MANAGEMENT COMMITTEE

3.4.1 Roles and Responsibilities of the Poultry Industry Advisory Management Committee (IAMC)

The IAMC will develop strategic direction and will be responsible for the development and implementation of the BC Poultry Industry Biosecurity/Emergency Response Strategic Plan. It will be the responsibility of this committee to manage the annual work plans developed under this Strategic Plan. Duties³ of the IAMC will include:

³ -Any of these duties may be delegated to other resources (consultants, expert committees) however the IAMC retains the accountability and provides direction and approval for these activities.

- a) Development and implementation of the strategic plan, including prioritizing of projects in the plan and developing applications for ACAAF funding.
- b) Development and implementation of annual work plans.
- c) Development and implementation of a communication strategy for distribution of the strategic plan, including advertisement of funding dollars available.
- d) Identification of Industry Advisory Management Committee driven projects and development of Requests for Proposals, where appropriate.
- e) Advertisement of Requests for Proposals, where appropriate.
- f) Evaluation of project proposals against strategic plan and annual work plan objectives and criteria.
- g) Acceptance of projects and recommendation to IAF, on a majority decision basis.
- h) Recommend (to IAF) transfer of funds from one goal to another, as outlined in 9.2 Strategic Plan Modification.
- i) Development of contract terms for projects in the strategic plan.
- j) Notify IAF and/or AAFC of administration activities recommended for approval and recommend the dispersal of funds.
- k) Monitoring of project progress and evaluation of project completion.
- l) Preparation of progress, quarterly and annual reports for IAF, AAFC..
- m) Recommending replacement of IAMC members and adding additional members if necessary.
- n) Development of IAMC guidelines, decision making process and quorum, and recommendation to IAF.

3.4.2 Roles and Responsibilities of Ex-Officio Members

The IAMC includes Ex-Officio positions from Agriculture and Agri-Food Canada, the Investment Agriculture Foundation, the Canadian Food Inspection Agency and the BC Ministry of Agriculture and Lands. Ex-Officio members bring their specific expertise to the initiative by participation on the IAMC as non voting members. Ex-officios are primarily concerned with the application of funding rules and principles, for example ensuring there is no duplication or replacing of government funding programs. These officials are present to provide guidance to ensure that the projects comply with IAF program requirements and/or funding partner policy requirements. Any ex-officio member may formally object to any IAMC recommendation and if the issue cannot be resolved at the committee table, will refer the recommendation back to the IAF for resolution.

3.4.3 Committee Voting Structure

The minimum number of voting members that need to be present for the IAMC to conduct a meeting is 50%+1 of the voting members. At the present time with 9 voting members, a quorum requires 5 or more voting members to be present. The chair is not a voting member. Votes taken require a simple majority to pass.

3.4.4 Conflict Resolution Structure

The IAMC will come to a consensus decision about all projects, expenditures and adjustments to the strategic plan. Where there is a conflict, issues will be resolved by a simple majority vote. If the conflict cannot be resolved by a majority vote, the chair will have a casting ballot to resolve the tie vote.

3.4.5 Conflict of Interest

a) Definition of Interest

An interest exists when individuals who are related to each other by blood, marriage, adoption, common-law relationships, close business ties, or as a Director of an organization that stands to benefit from a decision of the IAMC differently from all or substantially all members of the industry in a proposed policy, project, initiative, contract or transaction that the IAMC may undertake.

b) Disclosing a Conflict of Interest

If any direct conflict of interest arises for any of the IAMC members, that member will identify the conflict of interest and remove himself/herself from any discussions or decisions regarding the matter. Members will not be considered to be in conflict when they are deciding policies that provide a benefit to the entire industry even if they may also benefit from the policy.

c) IAMC Duty Not to Influence

An IAMC member who has an interest in a proposed project, initiative, contract or transaction as described in the strategic plan, will not in any way, whether before, during or after a meeting of the IAMC or its subcommittees, attempt to influence the voting on any question relating to the matter under consideration.

d) Recording the Conflict of Interest

A conflict of interest declared by an IAMC member will be recorded in the minutes of the IAMC meeting at which the disclosure was made. The time of the IAMC member's departure from and return to the meeting will be recorded in the minutes.

3.4.6 Confidentiality

Information identified by a participant in any program funded by the strategic plan or other participant in the strategic plan, to be of a confidential or sensitive nature will not be shared with anyone other than IAMC members involved in the decisions regarding the program/project.

3.4.7 Reimbursement of Expenses and Per Diems

IAMC members not receiving reimbursement of expenses from another organization, will be reimbursed for expenses incurred while performing committee related duties. IAMC members will also receive per diems of \$175.00 per day (7 – 8 hours), \$87.50 for ½ days (3.5 – 4 hours), \$43.75 for quarter days (2 hours), while performing scheduled and approved IAMC activities. In addition to per diems, committee members can claim pro-rated per diems for short meetings, conference calls or preparation time prior to meetings. Acceptable per diem amounts for each meeting will be determined by the IAMC and will be recorded in the minutes.

3.4.8 Administration and Financial Accountability

The Investment Agriculture Foundation of British Columbia (IAF) will administer the funds for the BC Poultry Industry Biosecurity/Emergency Response Strategic Plan initiatives.

3.5 PROJECT ADMINISTRATION

Two categories of projects will come before the IAMC for consideration:

- a) Those projects that are set as priorities by the strategic plan and solicited by the IAMC through a Request for Proposal. Requests for Proposals will be advertised giving applicants ample response time. Advertising venues may include: IAF, BCAC website, MAL website, and industry and association newsletters, e-mail lists, or websites.
- b) Those projects that are set as priorities by the strategic plan and solicited by the IAMC from a known third party, such as, but not limited to:
 - From the British Columbia Poultry Association to administer programs to deliver the Biosecurity/Emergency Response Plan initiatives.
 - From the British Columbia Agriculture Council to administer a program to deliver the enhanced biosecurity

4. ENVIRONMENTAL SCAN

4.1 BACKGROUND

During the spring and summer of 2004, a highly pathogenic Avian Influenza (HPAI) outbreak of unprecedented proportion occurred in the Fraser Valley of British Columbia. To contain and eradicate the virus, 410 commercial poultry farms and 553 backyard flocks were depopulated, totalling 14.9 million commercial and 18 thousand backyard birds. The economic cost of the outbreak is estimated at over 300 million dollars. The outbreak started on February 6, 2004 and “ended” on July 9, 2004 when all affected poultry premises were eligible to be restocked.

4.2 IMPACT OF PRE AND POST 2004 AI IN BRITISH COLUMBIA

The following chart illustrates the overall impact of AI on the BC Poultry Industry.

Poultry Industry Statistics Pre and Post 2004 Avian Influenza in BC

BC Chicken Production and Value			
Year	Live Wt (Million kg)	Evisc. Wt. (Million kg)	Farm Gate Value (Million \$)
1994	131	96	142
2003	201	148	245
2004	165	120	205

BC Table Egg Production and Value		
Year	Production (Million Doz)	Farm Gate Value (Million \$)
1994	52.2	60.7
2003	61.9	94.3
2004	37.5	58.0

BC Broiler Hatching Egg Production and Value		
Year	Production (Million Eggs)	Farm Gate Value (Million \$)
1994	85.6	21.5
2003	110.7	34.5
2004	75.5	23.4

BC Turkey Production and Value		
Year	Production (Million kg Evisc)	Farm Gate Value (Million kg \$)
1994	15.0	26.3
2003	15.7	29.0
2004	12.9	24.8

Notes:

1. Losses extended into 2005 for Broiler Hatching Eggs and Table Eggs
2. This information was extracted from a document titled Statistical Summary BC Poultry Production and Value (1994 – 2004). Please contact Stewart Paulson, Ministry of Agriculture and Lands for the complete document.

4.3 BC POULTRY INDUSTRY PROFILE

Prior to 2004, the poultry industry was a major contributor to the British Columbia economy. The following table highlights these economic contributions.

<u>4 MAJOR SECTORS</u>	The 4 major sectors consume 600,000 tonnes of feed/yr worth \$170 million, place chicks and poults worth \$65.2 million and produce products valued at \$382 million at the farm gate. Over \$850 million at the consumer level.
Chicken Meat Industry	<ul style="list-style-type: none"> • 294 producers with 80% production in the Fraser Valley (FV), Vancouver Island (VI) and Interior (Int) 20% • Place 103.4 million in chicks/yr worth \$54 million • Consume 370,000 tonnes of feed/yr at a cost of \$112 million • Produce 100 million birds or 200 million kg of live wt a year worth \$233 million at the farm gate • \$460 million wholesale value • \$620 million retail value at the consumer level • Growth rate in value and production has been 7% compounded annually for the last 10 yrs • Export 16.7 million kg of chicken worth \$9.7 million.
Turkey Meat Industry	<ul style="list-style-type: none"> • 50 turkey producers in BC - all in FV but 2 flocks on VI and 1 in the Int • Place 2.4 million poults costing \$4.8 million • Consume 43,000 tonnes of feed valued at \$14.6 million • Produce about 2.2 million turkeys a year worth \$27 million at the farm gate level, \$60 million at the wholesale level, in excess of \$80 million at the retail level.
Commercial Egg Laying Industry	<ul style="list-style-type: none"> • 132 producers with 2.4 million layers, 96 in the FV, 15 VI and 21 Int • Utilize about 2.6 million chicks in replacement operations costing \$3.1 million • Grow out 2.4 million replacement pullets/yr worth about \$12 million • Sector consumes 120,000 tones of feed at a cost of \$28.8 million • Produce 58.7 million dozen table eggs worth \$ 90 million at the farm gate • Eggs are sold to grading plants for grading/packing (\$13.5 million in packaging and grading value added) • Retail value of the table shell eggs is \$104 million • 12.4 million dozen supplied to FV egg processor • Processed egg exports are \$30.7 million balanced by value of shell egg imports
Broiler Hatching Egg Industry	<ul style="list-style-type: none"> • Supplies hatching eggs to hatcheries who in turn supply chicks to the chicken growers • There are 62 broiler hatching egg producers in BC all located in the FV. Utilize 880,000 breeder chicks worth \$3.3 million • Consume 50,000 tonnes of feed worth \$12.5 million • Produce 113.7 million hatching eggs valued at \$33 million • 20 million additional hatching eggs are imported from the US worth \$4.5 million (Cdn)
Niche Markets	Includes: game birds, waterfowl (ducks and geese) and ratites sectors

	including squab (pigeons) silkie chickens, quail and quail eggs, pheasants, partridge and tinamou, ducks, geese, emu and ostrich
Backyard Flocks	<ul style="list-style-type: none"> 553 backyard flocks were depopulated during the AI outbreak but it is estimated that there are several thousand unidentified small farm flocks in the Fraser Valley.
Allied Trades	
Feed Mills	<ul style="list-style-type: none"> 7 major commercial mills in FV - 6 broiler feeders, 1 on VI and 2 in Int which are subsidiary mills 6 large on farm feed mills which feed standard and organic layers, broilers.
16 Poultry Hatcheries	<ul style="list-style-type: none"> Three major hatcheries hatch 95% of the broilers There is a significant sized broiler hatchery in Int Major broiler hatcheries are owned by the primary chicken processors
Chicken Processing Plants	<ul style="list-style-type: none"> 6 major chicken processing plants (1 in Int) and 3 in FV 3 processing plants that slaughter waterfowl 3 game bird processing plants 3 large chicken value added further processors located in FV
Commercial Poultry Hauling/Catching Companies	<ul style="list-style-type: none"> 10 commercial poultry hauling companies, 3 of which also are poultry catching companies.
Egg Grading/Processing Stations	<ul style="list-style-type: none"> 31 producer graders produce and grade their own eggs 6 plants purchase ungraded eggs from other producers 1 plant sells edible egg product (breaker plant) 2 plants sell reject eggs (used in animal feeds) Largest egg grading plant is located in FV and grade approximately 65 to 70% of BC's production - 85% of the FV production.
Layer Breeders and Turkey Breeders	<ul style="list-style-type: none"> BC produces an estimated 55% of its turkey hatching eggs and BC companies have major interests in layer hatching egg production and hatching.

⁴ From 2002 data prepared by: S. Paulson BCMAL Poultry Specialist Sept 11, 2003

4.4 BC POULTRY INDUSTRY SWOT ANALYSIS

The following SWOT analysis identifies the poultry sectors' strengths, weaknesses, opportunities and threats following the AI outbreak.

<p><u>Strengths</u></p> <ul style="list-style-type: none"> • Industry has been through an AI outbreak – first hand experience. • Established management structure and communication network exists between the associations and the marketing boards/commissions. • Animal Health Centre (MAL) has excellent diagnostic capability and is staffed by very competent personnel. • The industry has many well trained and very competent poultry professionals. • Well defined Emergency Response system in BC (PEP, MAL experts) 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> • High concentrations of poultry production – BC has one of the most <u>concentrated poultry industries</u> in the western world. This means <u>biosecurity</u> and constant diligence in vaccination programs to keep the birds protected is essential. • Enhanced biosecurity protocols not in place. • Emergency Response Plan not in place. • No current surveillance program • Provincial program not linked to Emergency Response Plan • Do not have national disposal strategy • Cooperation and coordination among industry participants is not defined. • A comprehensive risk management program to mitigate financial losses is not in place.
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Using experience, the industry will be able to implement effective enhanced biosecurity and emergency management response programs. • Funding available to assist with implementation. 	<p><u>Threats</u></p> <ul style="list-style-type: none"> • AI still probably present in the environment. • Greater travel, increased world disease pandemics resulting in increased opportunity for introduction of disease.

5. BROAD GOALS

Based on the vision, mission statement, environmental scan and SWOT analysis, the IAMC developed three broad goals to guide the Biosecurity/Emergency Response initiative.

1. The British Columbia poultry industry has a mandatory and auditable Biosecurity Program in place to enhance protection against an infectious disease outbreak, by April 30, 2008.
2. The British Columbia poultry industry has an emergency response management plan in place to handle an infectious disease outbreak by December 31, 2007.
3. An effective and comprehensive risk management program is in place to provide fair compensation to producers in the event of an infectious disease outbreak by December 31, 2008.

6. GOALS, STRATEGIES, BUDGET REQUIREMENTS, ACTIONS, EXPECTED OUTCOMES and PERFORMANCE MEASURES.

The Poultry Industry's strategies and goals as well as budget requirements, actions, expected outcomes and performance measures are listed below. Communications strategies for each goal will be included in detailed work plans developed by the IAMC and will follow the guidelines described in Section 8 of this plan.

Goal 1

The British Columbia poultry industry has a mandatory and auditable Biosecurity Program in place to enhance protection against an infectious disease outbreak, by April 30, 2008.

The Canadian Poultry Industry Forum (October 2004) set out as a recommendation the need to develop national biosecurity standards and to implement renewed biosecurity standards. The SWOT analysis identified that BC has one of the most concentrated poultry industries in the western world which means that strict biosecurity measures are essential. The SWOT analysis also noted that enhanced biosecurity protocols were not in place.

The BC Poultry Association Biosecurity Committee (BCPBC) consisting of board and association representatives from the four feather groups as well as a representative from the specialty bird sector, along with provincial and federal representatives, was formed in August 2004.

The BC Poultry Biosecurity Committee includes:

- Ray Nickel, BC Poultry Association
- Calvin Breukelman, Chair, BC Poultry Biosecurity Committee
- Ken Falk, BC Speciality Bird Producers' Assn.
- Allen James, BC Poultry Association
- Kerry Froese, BC Chicken Growers' Assn.
- Peter Van Hemert, BC Broiler Hatching Egg Producers' Assn.
- Chris den Hertog, BC Broiler Hatching Egg Commission
- Angela McKee, BC Broiler Hatching Egg Commission
- Ron Kilmury, BC Chicken Marketing Board
- Jack Vaandrager, BC Egg Marketing Board
- Dave Dyble, Animal Nutrition Assoc. of Canada, BC Division
- Dr. Merv Wetzstein, Ministry of Agriculture & Lands
- Steve Heppell, BC Turkey Growers' Assn.
- Les Burm, BC Turkey Marketing Board
- Tracey Innes, AAFC
- Dr. Daniel Schwartz, CFIA
- Stew Paulson, Ministry of Agriculture & Lands
- Derek Janzen, BC Egg Producers' Assn.
- Dr. Neil Ambrose, BC Primary Poultry Processors Assn.

The BCPBC has developed a pilot program (the BC Poultry Biosecurity Program) to address this issue, through a project funded by this initiative. Funding was approved for this project in February 2006. The committee has continued to lead the development of a set of 18 mandatory biosecurity standards, which have now been incorporated into Board/Commission orders. All regulated poultry producers in British Columbia will be required to pass an audit ensuring compliance with the standards, by April 30, 2008. The delivery of the program which will assist producers in implementing protocols to meet mandatory biosecurity standards, started in mid-April, 2007.

Recognizing that there are structural challenges in the non-regulated sector, the IAMC will continue to work towards developing a biosecurity strategy for the sector. The strategy will be developed with the input of key representatives of the non-regulated sector and it is anticipated the strategy will be incentive and extension based and will be customized to meet individual needs based on differences in production methods and other factors. Once the needs of the sector have been identified, the IAMC will invite proposals and it is anticipated an additional project will be added to the Strategic Plan at that time.

The strategies and actions set out below address the need for enhanced biosecurity initiatives in the regulated sector. The IAMC will manage the implementation of biosecurity initiatives for the regulated sector and plans to have the necessary governance structure in place to meet Goal 1 by May 31, 2008.

1.1 Implement a mandatory and auditable biosecurity program at all levels of the regulated BC poultry industry. The program will include awareness & education, implementation, audit, compliance and reporting mechanisms and tools.

Actions	Budget	Deliverables	Performance Measures
1.1.1 Develop, implement and deliver the BC Poultry On-Farm Biosecurity Program to poultry producers in the regulated sector.	\$2,027,964	Project(s) to support the development, implementation and delivery of the British Columbia Poultry On-farm Biosecurity Program including mandatory standards, delivery framework, program delivery materials, training requirements and materials, financial management, funding assistance to producers, communication plan, communication materials, program accountability and monitoring, evaluation process, linkage to other programs, auditing, enforcement schedule, program coordination and on-going maintenance strategy.	<p>The BC poultry industry will have a mandatory and auditable On-Farm Biosecurity Program in place for the regulated sector by December 31, 2007.</p> <p>All regulated poultry producers will be compliant with the mandatory On-Farm Biosecurity Standards by May 31, 2008.</p> <p>All components of the program will be in place by June 30, 2008.</p>

Goal 2

The British Columbia poultry industry has an emergency response management plan in place to handle an infectious disease outbreak, by December 31, 2007.

The Canadian Poultry Industry Forum set out as a recommendation the need to complete and adopt the Industry Emergency Response Plan. The SWOT analysis identified that the Emergency Response Plan was not in place.

The forum indicated a need to have a comprehensive surveillance plan in place to support an Emergency Response Plan. The Risk Analysis of the BC Poultry Industry Report (completed under this Strategic Plan in May, 2007) also recommended the development of an active disease surveillance program that is supported by a comprehensive risk management and compensation program. The development of risk management and compensation programs to support active surveillance and emergency response are part of Goal 3 of this plan and the IAMC is working towards this goal to support the Emergency Response Plan.

The BCPA, working with all industry stakeholders, formed the BC Poultry Association Emergency Response Committee (BCPA ERC) in August 2004. The current members of the committee are:

- Ray Nickel, BC Poultry Association
- Allen James, BC Poultry Association
- David Taylor, BC Egg Marketing Board
- Peter Whitlock, BC Egg Marketing Board
- Derek Janzen, BC Egg Producers Association
- Ken Vink, BC Broiler Hatching Egg Producers Association
- Ken Falk, BC Specialty Bird Association
- Les Burm, BC Turkey Marketing Board
- Dr. Victoria Bowes, Animal Health Laboratory, Ministry of Agriculture & Lands
- Tracey Innes, Agriculture and Agri-Food Canada
- Katie Lowe, BC Chicken Marketing Board
- Steve Heppell, BC Turkey Growers Association
- Dr. Ralph Hopkins/Dr. Daniel Schwartz, Canadian Food Inspection Agency
- Kevin Chipperfield, Sustainable Poultry Farming Group

The draft BC Poultry Industry Emergency Response Plan was approved in principle in May 2007 and will continue in the development phase until December 31, 2007. The plan will continue to be developed and tested and will provide the necessary tools for the

poultry industry to immediately respond to a disease and link to the FADES plan and other emergency response plans.

To complement the Emergency Response Plan and procedures, a comprehensive information system (the Premise ID system) is being developed. This system will provide baseline data to allow the poultry industry to activate their Emergency Response Plan immediately when a disease has been detected. This project will also continue until December 31, 2007.

The strategies and actions set out below address the need to have an Emergency Response Plan in place. Part of the Emergency Response Plan will be to investigate the need for infrastructure (eg. curtain burner) that is required to carry out the immediate destruction of infected flock(s). The elements of the plan are detection and notification, containment, destruction, surveillance, disposal and cleaning and disinfection.

2.1 Develop and implement a sustainable emergency response plan including necessary protocols and infrastructures for industry to respond to an infectious disease outbreak.

Action	Budget	Deliverables	Performance Measures
2.1.1 Provide necessary resources for the development and implementation of the BC Poultry Industry Emergency Response Plan.	\$90,000	Project(s) to provide necessary resources to develop and implement the BC Poultry Industry Emergency Response Plan, including the plan and interim plans if necessary, definition of stakeholders roles and responsibilities, research and development of infrastructure requirements, linkage to other applicable emergency plans, emergency plan support documents, communication plan and plan upkeep framework.	The British Columbia Poultry Industry Response Plan is in place by December 31, 2007.
2.1.2 Accurately, efficiently and uniquely identify commercial poultry premises and barns in the province of BC (Premise ID).	\$203,050	Project(s) to carry out the premise identification of all poultry barns in the regulated sector and voluntary identification of poultry barns in the non-regulated sector including database development, population of the database, generation of the unique premise identification number for each barn, production and installation of barn signage, plan upkeep and update of database.	All poultry barns in the regulated sector have a unique premise identification number and a sign displaying this number is installed on the barn, by December 31, 2007.

2.2 Establish a surveillance program that ensures early detection of an infectious disease outbreak.

Action	Budget	Deliverables	Performance Measures
2.2.1 Develop and implement an enhanced surveillance program for the poultry industry that is integrated with other components of the BC Poultry Industry Biosecurity/Emergency Response Strategic Plan, such as the Emergency Response Plan and Risk Management.	\$200,000	<p>Project(s) that support the development, implementation and delivery of a surveillance program for the BC Poultry Industry, e.g. a cost/benefit analysis that details options for implementing a surveillance program for the poultry industry.</p> <p>Updates and reports on the surveillance program development and implementation.</p>	The surveillance program is being developed and implemented and IAMC is kept updated.

Goal 3

An effective and comprehensive risk management program is in place to provide fair compensation to producers in the event of an infectious disease outbreak, by June 30, 2008.

The Canadian Poultry Industry Forum set out as a recommendation the need to review the compensation available under the Health of Animals (HoA) Act and develop and implement an Industry Risk Management Insurance Plan. There are insurance programs, both national and provincial, in place that provide coverage for specified disease outbreaks. The national poultry agencies indicated an interest in examining the feasibility of a national risk management program to address losses resulting from an infectious disease outbreak that are not covered under the HoA Act. The SWOT analysis identified that a comprehensive risk management program to mitigate financial losses was not in place.

The IAMC sponsored a Risk Analysis of the BC Poultry Industry under this strategic plan. The report was completed in May 2007. This report recommends next steps in working towards the development of compensation and insurance programs to mitigate risk for the BC poultry industry. The IAMC and the Poultry Working Group will continue to work to develop goals and projects to meet this goal.

The strategies and actions set out below address the need to have a provincial Risk Management Program that could be extended to national application.

3.1 Establish a risk management program to address the gap between what is currently compensated under the Health of Animals Act and other available risk management products and the needs of the BC Poultry Industry.

Action	Budget	Deliverables	Performance Measures
3.1.1 Provide necessary resources to conduct a risk analysis for the poultry sector and develop risk management tools and options that will mitigate the risk related to infectious disease outbreak.	\$125,000	Project(s) to conduct a risk analysis for the poultry sector that will include analysis of current risk factors, existing risk management initiatives, products and tools, gap analysis, recommendation on risk mitigation tools and products, regulatory change requirements, cost/benefit analysis and action plan	Risk analysis report, recommendations and action plan accepted by IAMC, by June 2007.
3.1.2 Support industry & government stakeholders in the development and implementation of risk management and compensation options and tools for the poultry industry.	Note: funding for this project may be linked to Strategy 2.2 (Surveillance).	Project(s) that support the development, implementation and delivery of risk management & compensation options for the BC Poultry Industry.	Risk management and compensation options are being developed and implemented and IAMC is kept updated.

7. RESOURCES

7.1 ADMINISTRATION BUDGET

The Investment Agriculture Foundation of British Columbia (IAF) provides the administrative resources to support this initiative, as outlined in the administration plan. The cost to administer the fund and projects for this initiative has been estimated at 12% of the total funds and covers the following functions: committee support, project management, initiative reporting and financial management of the initiative.

a) Administration

A coordinator supports the strategy, liaises with stakeholders, coordinates projects/initiatives and directs and manages the day to day activities of the initiative. The coordinator reports to the Chair and IAF Contract Manager.

b) Poultry Industry Management Advisory Committee (IAMC)

Members of the IAMC who are not being reimbursed for travel costs and per diems from the organization they represent will be compensated through this initiative, as indicated in the administration plan.

c) Financial Management

IAF is responsible for the financial management of the initiative and includes providing overall services for all administration and financial management.

7.2 PROPOSED EXPENDITURES

A summary of the proposed expenditures to June 30, 2008 is shown in the tables below. These figures include current known expenditures plus projected additional expenditures to June 30, 2008. The chart includes an “uncommitted” amount for projects anticipated, but not approved at June 30, 2007. It is expected that there will be no funding for projects past June 2008. All projects will be completed by June 30, 2008, or earlier.

Strategy/Project # or Name	Allocation (A) or Commitment	Expenditures to March 31/07	Anticipated to June 30/08	Comments
PROVINCIAL FUNDS				
Strategic Plan Startup	40,390.98	40,390.98		Completed
Biosecurity Program Startup	42,383.00	42,383.00		Completed
Biosecurity Delivery – Administration (AIFP002)	228,000.00		228,000.00	Committed
Biosecurity Delivery - Producer Assistance (AIFP002)	600,000.00		600,000.00	Committed
Emergency Response Plan (AIP004)	90,000.00	63,000.00	27,000.00	Committed
Surveillance (2.2.1)	200,000.00 (A)			Not committed
Risk Analysis (AIP001)	125,000.00	42,147.01	82,852.99	Completed
Administration	183,000.00	93,909.66	89,090.34	Committed
TOTAL PROVINCIAL FUNDS	1,508,773.98	281,830.65	1,508,773.98	Difference in funding of \$8,773.98 to be paid from interest earnings

Strategy/Project # or Name	Allocation (A) or Commitment	Expenditures to March 31/07	Anticipated to June 30/08	Comments
FEDERAL FUNDS				
Biosecurity Ongoing Development & Coordination (AIF001)	270,000.00	160,000.00		Approx. \$110,000 to be de-committed
Biosecurity Consultation (AIF001-01)	\$5,050.00	4,452.00		Completed
PIC Biosecurity Workshop (AIF001-03)	\$1,850.00	1,601.00		Completed
Technical Writing (AIF004)	\$9,500.00	9,967.00		Completed
Biosecurity Delivery – Administration (AIFP002)	41,500.00		41,500.00	Committed
Biosecurity Delivery – Producer Assistance (AIFP002)	750,000.00		750,000.00	Committed
Audit & Compliance (AIF005)	75,000.00	56,250.00	18,750.00	Committed
Specialty Workshop (AIF012-01)	6,270.00	5,061.00		Completed
Premise ID (AIF011) + \$28,050 recommended	175,000.00 28,050.00	131,125.00	71,800.00	Committed and recommended
Risk Management Implementation (3.1.2)				Anticipated project
Administration	25,000.00	3,428.19	21,571.81	Committed
Communication (includes Program Evaluation)			46,000.00	Committed
Federal Funds Uncommitted	114,369.00		110,000.00 68,369.00	AIF001 De-commitment plus not committed
TOTAL FEDERAL FUNDS	1,501,589	371,884	1,127,990.81	
TOTAL FEDERAL & PROVINCIAL FUNDS	3,010,362.98	743,768	2,636,764.79	

8. COMMUNICATIONS STRATEGY

The purpose of the Communication Strategy is to:

- Raise awareness and understanding of the strategic plan and annual work plans among poultry producers, provincial and national marketing agencies, local, provincial, and federal governments, allied trades, the general public and others who have a stake in achieving the goals of the strategic plan.
- Promote participation in the strategic initiatives outlined in the plan.
- Report on the IAMC progress towards fulfillment of the plan, including achievements in individual initiatives.
- Celebrate successes and promote a 'culture' of growth, safety and optimism among British Columbia producers, processors and the general public.

The Communication Strategy is an integral part of the strategic plan and will be implemented immediately upon approval to proceed. The Communication Strategy will include the following items:

- Announcement and promotion of the Strategic Plan.
- Distribution of how to access further information about how the strategic plan will be implemented.
- Periodic updates/progress reports on individual initiatives and fulfillment of the strategic plan.
- Information support for the MAL, industry organizations, and local media.
- Outreach to communication channels of stakeholders.
- Publication and dissemination of project results by project proponents.

An overall BC Poultry Industry Biosecurity/Emergency Response Communication Plan which is a subset of the Communication Strategy, will be detailed in an addendum to this Strategic Plan.

The Communication Strategy will expand upon an existing communications infrastructure furnished by the IAF and the poultry industry and will include the use of websites such as that of the IAF, BC Agriculture Council, BC Poultry Association, e-mail lists, newsletters, etc. Communicating through existing stakeholder organizations will be an additional and important component of the Communication Strategy.

The Communication Strategy will apply through the life of the BC Poultry Industry Biosecurity/Emergency Response Strategic Plan. Primary responsibility for its execution will rest with the Industry Advisory Management Committee. Communications plans associated with projects will be carried out by project leaders in consultation with the PACC, IAF and funding partners.

9. PERFORMANCE AND EVALUATION PROCEDURES

The fundamental success of the initiative will be determined by how well each project meets its goals and objectives. Collectively the projects will determine the success of the initiative.

9.1 PERFORMANCE MEASUREMENT

9.1.1 Project Accounting

Project managers will be required to submit progress reports and a final report to the IAMC, for consideration. The final report must include the following information: project description, key objectives, benefits, project deliverables, outcomes, specific performance measures for each project and whether performance measures were met or not met (including rationale for not being met). This report must also accurately demonstrate how dollars were spent and efficiencies realized. The financial records will be available for inspection and/or audit by the IAMC, the IAF and/or AAFC.

9.1.2 Administration

The IAF will develop administrative policies and procedures to ensure fiscal responsibility, transparency and accountability. Annual, quarterly or monthly status reports will be submitted to IAMC and ACAA including:

- Comprehensive evaluation and status of the annual work plan.
- Assessment of which strategic plan objectives and outcomes have been met by the projects completed and which have yet to be completed.
- Evaluation of projected vs. actual outcomes.
- Fiscal reporting

9.2 STRATEGIC PLAN MODIFICATION

As projects are completed and new information becomes available, there may be a need to change the strategic plan to better meet the broad goals of the initiative. Such changes may be recommended by the IAMC.