



Agriculture and
Agri-Food Canada

Agriculture et
agroalimentaire Canada



Canadian Food
Inspection Agency

Agence canadienne
d'inspection des aliments

FOOD AND AGRICULTURE

EMERGENCY

RESPONSE SYSTEM

SYSTÈME D'INTERVENTION

EN CAS D'URGENCE

DANS LE SECTEUR AGROALIMENTAIRE

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INTRODUCTION

PREAMBLE

Most emergencies in the Agriculture and Agri-Food portfolio may be expected to be those for which the Canadian Food Inspection Agency are legislatively mandated to respond, such as those related to food, animal health and plant health. The *Food and Agriculture Emergency Response System (FAERS)* provides a policy and emergency planning framework for these mandated emergencies as well as non-mandated emergencies related to the Emergency Act. In recent experience, examples include the 1996 Saguenay Flood, 1997 Red River Flood, and 1998 Ice Storm.

Although Agriculture and Agri-Food Canada, and the Canadian Food Inspection Agency have different roles, they are committed to consulting and collaborating with each other on FAERS and working jointly in responding to an emergency.

PURPOSE OF MANUAL

The FAERS manual is promulgated under the authority of the Minister of Agriculture and Agri-Food Canada. It represents Part One of the Agriculture and Agri-Food Canada, and Canadian Food Inspection Agency Emergency Book which provides a framework to manage emergencies. Detailed departmental and portfolio emergency plans and procedures will form Part Two.

OVERVIEW

In collaboration with Provincial Departments of Agriculture and other Agri-Food Sector stakeholders, Agriculture and Agri-Food Canada, and the Canadian Food Inspection Agency have jointly established the *Food and Agriculture Emergency Response System (FAERS)* in response to the Emergency Preparedness Act, Emergencies Act, National Support Plan, and the Federal Policy for Emergencies.

For the purpose of FAERS, *an emergency is defined as an abnormal situation requiring prompt action beyond normal procedures in order to prevent injury or damage to people, plants, livestock, property, or the environment*

The FAERS is an *all-hazards* emergency management system designed to link the federal, provincial and private sectors to better manage and coordinate response to emergencies. Emergency management planning is keyed to the adverse effects common to most emergencies rather than their different causes. The purpose of FAERS is to mobilize all agri-food sector resources to mitigate the effects of emergencies on the Sector, and to ensure the continuity, adequacy and safety of Canada's agri-food system. Fundamental to FAERS is the use of existing organizations, programs and resources which may be augmented by additional emergency management plans and arrangements when emergency response requirements exceed current departmental operational and program capabilities.

For the purpose of FAERS, emergencies are divided by jurisdictional responsibility into five distinct categories: mandated, local, provincial, federal, and national. Canada's emergency response policy is based on the premise that initial responsibility rests with those directly affected, then moves through successive orders of government, from municipal to provincial to federal. *The federal government becomes involved only when the emergency clearly falls under the federal mandate or is requested by the provinces to do so.*

Organizationally, FAERS comprises one Central Component and twelve Provincial/Territorial Components. The components are similar in organizational structure and capable of operating together or independently, depending on the severity of the situation.

During an emergency, the private sector would be expected to be approached for information, advice and assistance. The sectors to be consulted would be determined by the type of emergency and the stakeholders affected.

For mandated emergencies, the Canadian Food Inspection Agency is responsible for providing a response. Upon notification of a non-mandated emergency, Agriculture and Agri-Food Canada, and the Canadian Food Inspection Agency will jointly determine which of the two organizations will take the lead and which will provide a support function.

Regional/area offices are extensions of the Central Component. The Regional Management Committee is the regional decision-making body of Agriculture and Agri-Food Canada and the Area Emergency Response Team is the area decision-making body of the Canadian Food Inspection Agency. The regions/areas are responsible for implementing policies and for supporting the emergency response actions of the Provincial Ministries of Agriculture and the private sector.

The FAERS Provincial Components operate in a similar manner and are activated and mobilized at the discretion of the Provincial Minister of Agriculture.

If required, all national Agri-Food Sector resources could be mobilized under the direction of the federal Minister of Agriculture and Agri-Food Canada in a common effort to effectively control the situation.

In summary, the Food and Agriculture Emergency Response System enables Agriculture and Agri-Food Canada, the Canadian Food Inspection Agency, and the Provincial Ministries of Agriculture, in collaboration with all other Agri-Food Sector stakeholders, to respond effectively to emergencies. The FAERS also forms the basis for the development of all other plans and agreements in the context of agri-food emergency response.

LEGISLATION AND POLICY FRAMEWORK

GENERAL PRINCIPLES

Federal emergency management is based on the principle that initial responsibility for emergency response normally rests with those directly affected. If, however, the response cannot be effectively managed by private resources alone, government action may be required. Depending on the severity of an emergency, the established sequence of responsibility is local (municipal), provincial, then federal, with federal involvement only upon provincial request, or when the emergency falls under a federal mandate.

To clearly define jurisdictional responsibilities for emergency response, emergencies that may affect the Agri-food System are divided into five categories:

Mandated Emergencies - Where the federal Minister of Agriculture and Agri-Food Canada has an existing legislative mandate to deal with the emergency. Examples include foreign animal disease eradication, plant protection, and food emergency response.

Local Emergencies - Where the emergency is handled by the resource capacity of a municipality and could lead to provincial and federal involvement depending on the magnitude of the incident.

Provincial Emergencies - Where the emergency is handled by the resource capacity of a province and could lead to federal involvement depending on the magnitude of the incident.

Federal Emergencies - Where the emergency is not provincial in nature, it is handled by federal authorities (i.e. Canadian territorial waters, in other countries, on federal property, entrusted natural resources, and statutory or regulatory authority).

National Emergencies - Where situations are so severe as to necessitate measures which exceed both provincial competencies and the normal authorities of the federal government. When an emergency happens in more than one province, it would be considered a national emergency. The Emergencies Act specifies four types of national emergencies: public welfare, public order, international, and war).

FEDERAL JURISDICTION

Federal Policy for Emergencies

A Federal Policy for Emergencies was established by Cabinet Decision in October 1980 and updated in 1995. It sets out the objective of government wide activities related to emergency preparedness, enumerates the basic principals upon which emergency preparedness in Canada is based, elaborates on individual federal Ministerial responsibilities for emergency preparedness and identifies lead Ministers for the development of plans for specified emergencies.

Emergency Preparedness Act

The Emergency Preparedness Act is an administrative statute that gives direction to federal agencies relative to their responsibilities to prepare for emergencies. The Act does not provide any means to obtain extraordinary powers. The Minister of Agriculture must:

- C develop plans for contingencies that are within or are related to his area of accountability;
- C conduct training and exercises to develop the plan(s);
- C implement the plan(s) within areas of accountability or when requested in support of others.

Emergencies Act

The Emergencies Acts stipulate the conditions under which the federal government might intervene in “National Emergencies”, by temporarily assuming and exercising appropriate exceptional powers in consultation with provincial governments and with the consent of Parliament. The Act specifies four types of National Emergencies, as follows:

Public Welfare Emergencies - Include severe natural disasters or major accidents affecting public welfare that are beyond the capacity or authority of a province to manage.

Public Order Emergencies - Constitute threats to the security of Canada beyond provincial authority or capacity; i.e. sabotage, terrorism, civil disobedience.

International Emergencies - Acts that threaten Canada’s sovereignty, security or territorial integrity, or those of its allies.

War Emergencies - Real or imminent armed conflict against Canada or its allies.

It is felt that the Emergencies Act and existing pieces of legislation will provide the Minister with the necessary powers he needs to take action during an emergency. Consequently, additional Emergency Measure Orders and Regulations have not been sought.

Canada Agricultural Products Act and Regulations

The Canadian Food Inspection Agency has the mandate to inspect agricultural products and establishments and to seize, detain, confiscate and destroy products or refuse entry of agricultural product into Canada if they are not compliant and to deregister agricultural establishments for health and safety reasons.

Canadian Food Inspection Act

The Canadian Food Inspection Agency is mandated to recall unsafe or mislabeled food products.

Fish Inspection Act

The Canadian Food Inspection Agency is mandated to inspect, seize, detain, destroy, or refuse entry into Canada fish and fish products not in compliance, and to inspect and to deregister fish establishments for health and safety reasons.

Food and Drugs Act and Regulations

The Canadian Food Inspection Agency has the mandate to recall product, to seize and detain product and equipment, to enter any place where food is manufactured, prepared, preserved, packaged or stored and to examine records.

Health of Animals Act

The Canadian Food Inspection Agency is mandated to control and eradicate animal disease, ensure public safety, and restore trade.

Meat Inspection Act and Regulations

The Canadian Food Inspection Agency is mandated to inspect meat and meat products and meat establishments and to seize, detain, confiscate and destroy products or refuse entry of meat and meat products into Canada if they are not compliant and to deregister meat establishments for health and safety reasons.

Plant Protection Act

The Canadian Food Inspection Agency is mandated to control and eradicate plant disease, ensure public safety, and restore trade.

Constitution Act

The Constitution Act defines the area of federal and provincial authority, and for the most part determines where leadership is vested between governments for emergency preparedness. This division of powers stems from the British North America Act of 1867.

National Support Plan

The purpose of the National Support Plan is to provide a generic emergency management structure and concept of operations for the coordination of federal and national support during emergencies of significant impact or complexity which may not be otherwise covered under existing emergency plans or arrangements.

Agriculture and Agri-Food Canada, and/or with the Canadian Food Inspection Agency generally assumes the *lead role* in major emergencies that affect the Agri-food system, and may require other government organizations to act in support roles during emergencies in order to assist in specific areas.

Within Agriculture and Agri-Food Canada, and the Canadian Food Inspection Agency the policy is to appoint a FAERS Coordinator supported by other components to coordinate the response to an emergency.

As the primary department for food and agriculture, Agriculture and Agri-Food Canada, and/or with the Canadian Food Inspection Agency have responsibility for:

- C food safety, animal and plant health;
- C facilitating and coordinating the acquisition and delivery of adequate supplies of food, feed and potable water to sustain the people and all forms of domestic stock in the affected area;
- C facilitating the coordination of livestock and poultry relocation or slaughter and carcass removal; and
- C assessing damages to agriculture and agri-food industries and remedial options for repair or rationalization.

PROVINCIAL JURISDICTION

Provincial Legislative Authority

Each province has enacted general emergency legislation to deal with peacetime emergencies that are local in nature and confined to their respective boundaries. Provincial ministers are tasked with developing emergency response plans within their areas of accountability. All provinces have established an Emergency Measures Organization (EMO) and appointed a Minister who is responsible for emergency preparedness and response within the province. Some EMO's are organized for a Central response to an emergency while others operate on a Lead Branch basis.

Memorandum of Understanding

Emergency Preparedness Canada, on behalf of the Federal government, has initiated a Memorandum of Understanding (MOU) with each of the provinces (Quebec and Alberta are exceptions). The MOU's delineate emergency preparedness responsibilities of the Federal and Provincial governments and provide agreement in principle for joint planning.

FOOD AND AGRICULTURE EMERGENCY RESPONSE SYSTEM

EMERGENCY MANAGEMENT APPROACH

Agriculture and Agri-Food Canada and the Canadian Food Inspection Agency have jointly adopted an *all-hazards* approach to emergency management planning. An all-hazards approach refers to responses that will mitigate the effects of emergencies on the Agri-Food System, regardless of the cause. By focussing on the protection of important system inputs (e.g. land, labour, machinery, seed, crops, stock), the quality and consistency of important outputs, such as healthy animals, wholesome food, healthy crops, surge capacity, allocation/rationing, and redistribution of food can be ensured.

Emergency management within the Agri-Food Sector involves four fundamental phases designed to facilitate planning for and response to emergencies:

Preparedness - Analysing the effects of potential emergencies and developing plans and procedures to mitigate the effects;

Response - Taking immediate action to mitigate the effects of emergencies;

Stabilization - Ensuring, directly after an emergency, that there is no further danger of injury to persons, agricultural commodities, property or the environment; and

Recovery and Reconstruction - Reestablishing the social/economic situation to ensure that over the long term, it returns to normal conditions.

EMERGENCY MANAGEMENT POLICY

The policy of Agriculture and Agri-Food Canada, and the Canadian Food Inspection Agency with respect to emergency management is to:

- C develop emergency response policies, plans and procedures in collaboration with federal, provincial and private sector stakeholders to effectively manage emergencies which could adversely affect the Agri-Food Sector;
- C establish the Food and Agriculture Emergency Response System (FAERS) utilizing existing public/private sector structures, organizations and resources to the extent possible;
- C assist the provinces in developing their respective FAERS Provincial Components, including assistance for training and exercise if requested; and
- C conduct training and exercises in relation to FAERS in order to ensure federal, provincial and private sector stakeholders and plans are in a constant state of readiness.

DEFINITION OF FAERS

The *Food and Agriculture Emergency Response System (FAERS)* is a system of plans and procedures designed to link existing elements of Agriculture and Agri-Food Canada, the Canadian Food Inspection Agency, Provincial Departments of Agriculture, and the private sector, in order to provide a coordinated response to emergencies that are beyond existing operational programs.

SCOPE OF FAERS

FAERS responds to emergencies impacting on the Canadian Agri-Food Sector that are beyond the existing operational programs and capabilities of the federal, provincial and private sector stakeholders involved. It includes all food and agriculture emergencies including food, animals and plant health; and support to provinces, other countries, or international organizations upon request.

OBJECTIVES OF FAERS

The objectives of FAERS are:

- C to respond to mandated emergencies;
- C to provide support to the provinces in responding to national disasters affecting one or more provinces;
- C to mobilize the Agri-Food resources of the federal, provincial and private sectors in a combined effort to mitigate the effects of an emergency on the Canadian Agri-Food Sector;
- C to ensure the adequacy, continuity and safety of Canada's Agri-Food sectors; and
- C to provide agriculture and food assistance to Canada's allies in the event of international or war emergencies.

ACTIVATION OF FAERS

FAERS is activated when:

- C a real or potential emergency affecting the Agri-Food Sector has been identified;
- C a request is made by the provinces for assistance; or
- C a national, international or war/armed conflict emergency situation requires federal management of the Agri-Food Sector.

ROLES AND RESPONSIBILITIES OF FAERS

It is recognized that the list of potential emergency responsibilities cannot be all inclusive as the full impact of emergencies cannot be predicted in advance. Therefore, it is imperative that flexibility be maintained in order to adapt to the emergency situation as it evolves.

The FAERS Central Component is based on the current organization of Agriculture and Agri-Food Canada, and the Canadian Food Inspection Agency. As such, the Minister responsible for this portfolio is ultimately responsible for establishing policy on the mobilization of resources to effectively manage an emergency and ensure an effective response to any mandated or national emergency affecting the Agri-Food Sector.

The Deputy Minister, Agriculture and Agri-Food Canada, and the President, Canadian Food Inspection Agency are responsible for ensuring an effective response to a mandated or national emergency that affects the Agri-Food Sector. These persons chair their respective management committee's which consists of branch heads, and during an emergency may be expanded to include portfolio partners and other government departments.

The responsibilities of each element of the FAERS Central Component are as follows:

FAERS Coordinator

The FAERS Coordinator (FC) is responsible for ensuring the provision of an operational response to an emergency affecting the Agri-Food sector. In the case of mandated emergencies, this role has been designated to the Canadian Food Inspection Agency. In other types of emergencies, Agriculture and Agri-Food Canada and the Canadian Food Inspection Agency will jointly determine which of the two organizations will take the lead.

In general, Agriculture and Agri-Food Canada will take the lead when the emergency support primarily relates to providing food and water supplies, or financial compensation to farmers. The Canadian Food Inspection Agency will generally take the lead when the emergency support is in the form of assessing the safety of food or food establishments and assessing the health and safety of animals and crops.

This decision will be reached through consultation between the Assistant Deputy Minister, Corporate Services Branch of Agriculture and Agri-Food Canada and the Vice President, Operations of the Canadian Food Inspection Agency.

During an emergency, the FC is responsible for:

- C assessing the initial implications of the emergency;
- C alerting Agri-Food stakeholders of a real or potential emergency situation;
- C activating the FAERS Central Component to the extent required;
- C recommending an initial action plan to respond to the emergency;
- C briefing the Minister, Deputy Minister AAFC, or President CFIA, Privy Council Office, and other departments and governments as applicable;
- C directing, coordinating, and implementing emergency policy decisions and response;
- C activating and staffing the FAERS Emergency Operations Centre to the extent required;
- C coordinating resource support to and from provincial and federal government departments;
- C coordinating federal, provincial and private sector responses in an emergency;
- C assessing and determining loss and damage to Agri-Food resources or facilities; and
- C maintaining linkages with federal departments and agencies, provincial emergency measures organizations, Provincial FAERS Components, and international bodies.

Situation Assessment Team

Upon the declaration of an emergency by the Deputy Minister of Agriculture and Agri-Food Canada or the President of the Canadian Food Inspection Agency, a Situation Assessment Team (SAT) is deployed to analyse the situation and to determine the need for, and composition of, an AAFC Emergency Management Group / CFIA Emergency Response Team which is charged with mitigating the emergency either by implementing emergency plans or by fulfilling support responsibilities as requested by the lead agency.

The SAT is convened and chaired by the FAERS Coordinator. The representatives are generally senior managers having responsibility for emergency management.

AAFC Emergency Management Group / CFIA Emergency Response Team

The AAFC Emergency Management Group (EMG) / CFIA Emergency Response Team (ERT) is convened and chaired by the FAERS Coordinator (Assistant Deputy Minister, Corporate Services Branch of Agriculture and Agri-Food Canada or the Vice President, Operations of the Canadian Food Inspection Agency). The representatives are generally line managers at the Director level who can make decisions on behalf of the Branch Head.

The EMG/ERT provides technical analysis, expertise, and support to the FAERS Coordinator on the effects of, and appropriate responses to emergencies. Depending on the type of emergency, members of this group would provide technical advice on agri-food matters such as production, animal health, plant pest, food safety, processing, distribution, compensation, or public information.

The responsibilities of the EMG/ERT are:

- C acting as first emergency alert contact;
- C analysing the emergency situation affecting the National Agri-food System from a Central (Ministerial) FAERS perspective;
- C determining response action required, implementing existing contingency plans, and preparing action plans;
- C determining the FAERS Components that are to be activated; and
- C through the participation of the AAFC Communications Branch / CFIA Issues Management & Risk Communications Division, processes technical and operational information received at the Emergency Operations Centre and prepares bulletins, statements and press releases on behalf of the Minister of Agriculture.

FAERS Emergency Operations Centre

Both Agriculture and Agri-Food Canada, and the Canadian Food Inspection Agency maintain a FAERS Emergency Operations Centre (EOC) from which emergency response is coordinated. The decision on which organization takes the lead will determine which EOC is activated. The EOC is responsible for establishing an operational communication network; providing Agri-Food Sector stakeholders with a *single window* (intra/interdepartmental) for contacting and alerting Agriculture and Agri-Food Canada, the Canadian Food Inspection Agency, and portfolio partner's to potential or actual emergencies on a 24 hour/7 day basis; and providing the FAERS Coordinator with the staff, expertise and facilities necessary to implement an effective emergency response.

AAFC Regional Management Committees

The Regional Management Committee (RMC) is the regional decision-making body of Agriculture and Agri-Food Canada responsible for implementing Departmental policies at the regional level. The RMC is responsible for supporting the emergency response actions of the Provincial Minister of Agriculture by:

- C coordinating the response activities for the Department;
- C liaising with the Provincial FAERS Component;
- C identifying food and agriculture requirements in collaboration with Provincial FAERS Components;
- C providing Provincial Agriculture with available food and agriculture resources; and
- C advising Central FAERS of additional response assistance required.

The RMC may also be called upon to provide a supporting role to the Canadian Food Inspection Agency during mandated emergencies or during National emergencies when the agency is assigned the lead.

CFIA Area Emergency Response Teams

The Area Emergency Response Team (AERT) is the area decision-making body of the Canadian Food Inspection Agency responsible for implementing Agency policies at the area level. The AERT is responsible for supporting the emergency response actions of the Provincial Minister of Agriculture by:

- C coordinating the mandated and National response activities for the Agency;
- C liaising with the Provincial FAERS Component;
- C identifying food safety, pest control, and animal disease control requirements in collaboration with Provincial FAERS Components;

- C staffing Area Emergency Response Teams and Emergency Operations Centres; and
- C advising Central FAERS of additional response assistance required.

Due to the availability of Area Emergency Response Teams and Emergency Operations Centres, the Agency may be called upon to assume the lead role when FAERS is activated in Agriculture and Agri-Food Canada regions.

Provincial FAERS Components

The Provincial Components are consistent with the Central Component and, as such, are based on existing provincial/territorial organizations, resources and programs. It is expected that provincial components would liaise with the private sector.

The purpose of the Provincial Components is to respond independently to local emergencies affecting the Provincial Agri-Food Sector and to respond to National emergencies in conjunction with the FAERS Central Component. The Provincial Minister of Agriculture would activate their component to the extent required to effectively respond to a local emergency.

In a National emergency, Provincial FAERS Components are responsible for:

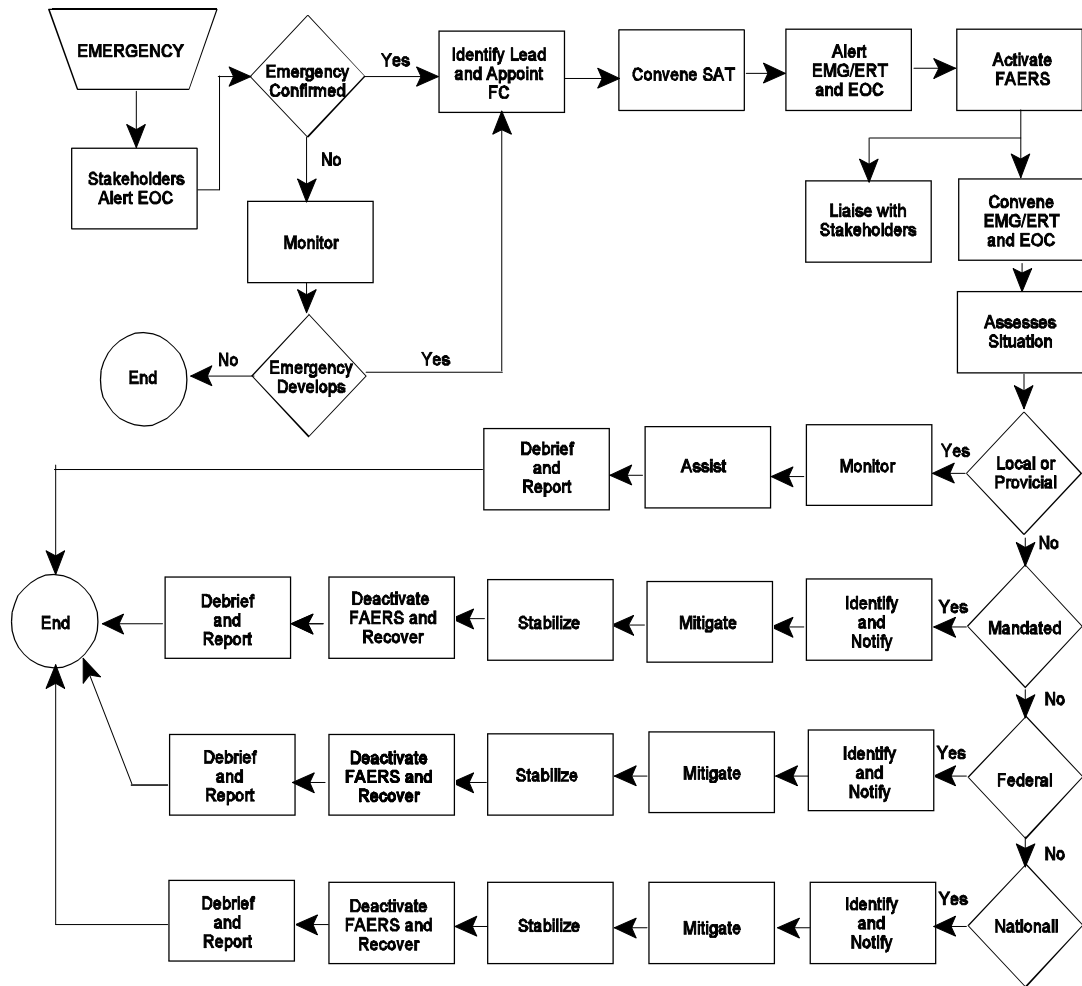
- C coordinating the provincial response with that of the FAERS Central Component;
- C implementing national emergency policies;
- C coordinating and directing local authorities;
- C establishing compatible provincial policies and procedures; and
- C liaising with other provincial departments and agencies.

Private Sector

During an emergency, the private sector would be expected to be approached for information, advice, assistance, and to assess the impact of policy decisions on agri-food system functions such as farm inputs; farm production; processing; storage and distribution; sales; and consumption. The sectors to be consulted would be determined by the type of emergency and the stakeholders affected. They can also recommend or evaluate proposed emergency policies such as:

- restricting exports to other countries;
- switching from perishable to non-perishable products;
- increasing production;
- allocating scarce inputs such as fuel, feed, seed or fertilizer; and
- distribution of food and bottled water.

Sequence of Events Flowchart



AGRICULTURE AND AGRI-FOOD CANADA - ROLES & RESPONSIBILITIES

GENERAL PRINCIPLES

Managers must be aware of and understand their potential roles and responsibilities during an emergency to ensure the implementation and operation of FAERS. These responsibilities are a prerequisite for the development and delivery of detailed Branch emergency management plans and procedures.

Potential emergency responsibilities are an extension of current operational mandates and deal with situations that exceed a Branch's capability to respond through existing legislation and programs. The responsibilities are divided into two areas: those common to all Branches in Agriculture and Agri-Food Canada and those specific to each Branch Head. Responsibilities which exceed the normal mandate of the department may require the invocation of special orders and regulations pursuant to the Emergencies Act.

EMERGENCY RESPONSIBILITIES COMMON TO ALL BRANCHES

- manage the response to an emergency in their area of responsibility in collaboration with the FAERS Coordinator;
- be a member of the Departmental Management Committee;
- support the FAERS Coordinator;
- support the Regional Management Committee assigned to manage the regional emergency response;
- develop business resumption plans and emergency response plans and procedures for the Branch, and assist the Department with the development of the Central and Provincial Components of FAERS;
- appoint a Branch representative as well as other technical/ advisory staff to the Emergency Management Group and FAERS Emergency Operations Centre;
- provide support to other Branches by supplying additional personnel, materiel, equipment, facilities, etc.;
- maintain networks with Emergency Preparedness Canada and other government departments, and provide support as required;
- ensure emergency management information systems and data bases are maintained;
- support stakeholder participation in orientation, training and exercises with respect to emergency plans and procedures;
- incorporate emergency responsibilities into position descriptions, work plans and performance appraisals;
- conduct public information and communications activities within their area of responsibility, in consultation with Communications Branch (e.g. assign spokesperson, give press conferences, prepare Questions and Answers, Question Period Cards, Memoranda to the Minister); and
- develop and implement communication strategies to timely inform departmental staff of events and decisions that may affect them.

EMERGENCY RESPONSIBILITIES SPECIFIC TO BRANCH HEADS

Corporate Services Branch

During an emergency, the ADM/CSB may be required to:

- provide the statutory and other authorities under which emergency action can be taken;
- maintain an operation record of events and actions taken;
- prepare damage reports on Agriculture and Agri-Food Canada assets;
- C ensure adequate telecommunications for emergency response;
- provide emergency administrative and financial support in the mobilization of resources;
- prepare submissions to Treasury Board for emergency resources;
- ensure security of personnel and departmental assets (i.e. physical security, information management, technology and communications);
- activate the departmental business resumption plan.

Market and Industry Services Branch

The ADM/MISB, in conjunction with other government or private sector organizations at the national or regional levels, may be required to manage the supply of agri-food products (feed, commodities and food) to meet the demands that result from emergencies. MISB may be required to:

- ensure that adequate supplies of food, commodities and feed are provided to affected areas through liaison with other government and non-government organizations.
- facilitate the acquisition, allocation and distribution of essential resources (i.e. fuel, spare parts for machinery and equipment) and food products to producers, processors and distributors.
- advise and assist, through financial means, producers, processors and distributors in mitigating the impact of financial losses due to market instability, property damage, etc.; this includes establishing and administering food, commodity and feed prices.
- in each province, provide regional coordination and linkage with the provincial government, Emergency Preparedness Canada, other federal departments and the FAERS process in ongoing emergency planning and preparedness.

Research Branch

During an emergency, the ADM/Research Branch may be required to:

- provide research assistance and technical advice to the Agri-food Sector to mitigate impacts such as contamination of land, water supplies, crops, livestock, feed and whole or processed foodstuffs; severe climatic conditions; livestock or crop diseases; and plant pest infestation;
- preserve genetic resources for crops and livestock and vital genetic assets located at Branch establishments; and
- provide advice and assistance to the Agri-food Sector for protection of base seed and breeding stock.

Communications Branch

During an emergency, the Director General, Communications Branch may be required to:

- ensure that an emergency communications/ public information plan is developed and activated consistently with existing federal arrangements for public information;
- assist spokespersons with respect to media and public enquiries;
- assist in drafting media releases, information bulletins, Memoranda to the Minister, Question and Answers, Question Period Cards, etc.;
- assist with the transmittal of information, advice or instructions to the public and AAFC staff;
- coordinate information exchange with public information groups in other federal departments, agencies, and/or corporations;
- arrange press conferences and interviews;
- assist Branches in identifying key players in the industry who should be updated on the emergency situation;
- inform national industry groups/ organizations of the situation to ensure their cooperation and input;
- monitor the public environment with respect to the emergency situation;
- provide speech writers; and
- coordinate physical communications requirements such as a media centre; media response and public information telephone lines (both regular and 1-800 lines).

Policy Branch

During an emergency, the ADM/Policy Branch may be required to:

- provide advice on the development of emergency financial programs that will mitigate the effects of an emergency;
- develop emergency farm financial assistance programs to mitigate financial losses and damages incurred;
- develop policy on International programs, food aid, exports, imports and other related areas, in collaboration with MISB and other portfolio partners as required;
- develop policy on environmental sustainability; and
- provide economic and market analysis.

Prairie Farm Rehabilitation Administration

During an emergency, the Director General, PFRA may be required to assist the provinces in mitigating the adverse effects of an emergency on soil and water supply for the Agri-food Sector in Western Canada.

Review Branch

During an emergency, the Director General, Review Branch may be required to audit and evaluate emergency response programs.

Human Resources Branch

During an emergency, the Director General, Human Resources Branch may be required to:

- initiate accelerated staffing for personnel resources;
- consult with the Public Service Commission and Treasury Board concerning work conditions;
- establish emergency policies and procedures for health and safety of personnel;
- reallocate nonessential personnel as directed by the Deputy Minister;
- arrange for special training courses;
- develop compensation packages under emergency conditions;
- establish and maintain contact with employees' bargaining agents;
- ensure for the timely provision of information to Agriculture and Agri-Food Canada staff; and
- arrange for Critical Stress Debriefings as required.

CANADIAN FOOD INSPECTION AGENCY - ROLES & RESPONSIBILITIES

GENERAL PRINCIPLES

The Canadian Food Inspection Agency is mandated in legislation to respond to emergencies involving food safety, animal health and plant health. The Agency is responsible for preparing contingency plans and developing effective response capabilities for such emergencies. In other emergencies for which the FAERS process is implemented, CFIA will be responsible for: the safety of imports and exports; food supply safety; and linkages with the United States Government. The involvement of the FAERS process is implicit in these contingency plans.

Managers must be aware of and understand their potential roles and responsibilities during an emergency to ensure the implementation and operation of FAERS. These responsibilities are a prerequisite for the development and delivery of detailed Branch emergency management plans and procedures.

Potential emergency responsibilities are an extension of current operational mandates and deal with situations that exceed a Branch's capability to respond through existing legislation and programs. The responsibilities are divided into two areas: those common to all Branches in the Canadian Food Inspection Agency and those specific to each Branch Head. Responsibilities which exceed the normal mandate of the department may require the invocation of special orders and regulations pursuant to the Emergencies Act.

EMERGENCY RESPONSIBILITIES COMMON TO ALL BRANCHES

- manage the response to an emergency in their area of responsibility in collaboration with the FAERS Coordinator;
- be a member of the Program and Operations Committee;
- support the FAERS Coordinator;
- support the Area Emergency Response Team assigned to manage the regional emergency response;
- develop business resumption plans and emergency response plans and procedures for the Agency, and assist the Agency with the development of the Central and Provincial Components of FAERS;
- appoint a Branch representative as well as other technical/ advisory staff to the Emergency Response Team and FAERS Emergency Operations Centre;
- provide support to other Branches by supplying additional personnel, materiel, equipment, facilities, etc.;
- maintain networks with Emergency Preparedness Canada and other government departments, and provide support as required;
- ensure emergency management information systems and data bases are maintained;
- support stakeholder participation in orientation, training and exercises with respect to emergency plans and procedures;
- incorporate emergency responsibilities into position descriptions, work plans and performance appraisals;
- conduct public information and communications activities within their area of responsibility, in consultation with Issue Management & Risk Communications Division (e.g. assign spokesperson, give press conferences, prepare Questions and Answers, Question Period Cards, Memoranda to the Minister); and

- develop and implement communication strategies to timely inform departmental staff of events and decisions that may affect them.

EMERGENCY RESPONSIBILITIES SPECIFIC TO BRANCH HEADS

Operations

For mandated emergencies, and public welfare emergencies in which CFIA will provide a support role, Operations will lead the response.

The Agency maintains a broad network of field offices across Canada within Operations to implement its programs and procedures. This network is accountable for responding to emergencies within CFIA's mandate. In conjunction with AAFC Regional Management Committees, it will also be employed to respond to emergencies in which AAFC takes the lead.

Programs

The preparedness and preparation of contingency plans for mitigating mandated emergencies is the responsibility of the Commodity Divisions within Programs. These plans are summarized as follows:

Foreign Animal Disease Eradication Plan - The plan consists of a group of strategies developed against each of a number of the most serious of these diseases and a generic Manual of Procedures describing the organization and operation of National and Field Operations Centres and site activities. Under the Plan, each of the four Area offices maintains a Foreign Animal Disease Emergency Support (FADES) agreement with each of the provinces within its jurisdiction. Emergency Preparedness Canada Provincial Directors form an integral part of each FADES agreement.

Plant Protection Program - The Program uses a generic Manual of Procedures similar to the FADE plan to describe the organization and operation of National and Field Operations centres and site centres. Instead of individual disease strategies, the program utilizes a Technical Committee structure to identify those pests requiring emergency response and to determine the plan of attack.

Food Emergency Response System - The Agency operates with Health Canada an effective and frequently deployed food recall system, often but inaccurately referred to as an emergency response system. For recalls which become elevated to true emergency status and for other food emergencies, the Agency has developed an Agri-Food Safety Emergency Manual of Procedures (MOP) which describes the linkages between the Agency and Health Canada and its provincial and municipal partners in the resolution of food emergencies. The MOP describes the organization and operation of food emergency response elements.

Public and Regulatory Affairs

Each Emergency Response Team will also include a High Visibility Issues Team which consists of financial and administrative support, communications staff, and legal services staff as well as relevant program staff. In addition, a High Visibility Issues Team is frequently deployed on its own to manage important issues for the Agency. Public and Regulatory Affairs coordinates the High Visibility Issues process.

During an emergency, the Issues Management & Risk Communications Division may be required to:

- ensure that an emergency communications/ public information plan is developed and activated consistently with existing federal arrangements for public information;
- assist spokespersons with respect to media and public enquiries;

- assist in drafting media releases, information bulletins, Memoranda to the Minister, Question and Answers, Question Period Cards, etc.;
- assist with the transmittal of information, advice or instructions to the public and CFIA staff;
- coordinate information exchange with public information groups in other federal departments, agencies, and/or corporations;
- arrange press conferences and interviews;
- assist Branches in identifying key players in the industry who should be updated on the emergency situation;
- inform national industry groups/ organizations of the situation to ensure their cooperation and input;
- monitor the public environment with respect to the emergency situation;
- provide speech writers; and
- coordinate physical communications requirements such as a media centre; media response and public information telephone lines (both regular and 1-800 lines).

Human Resource Services

During an emergency, the Vice-President, Human Resource Services may be required to:

- initiate accelerated staffing for personnel resources;
- establish emergency policies and procedures for health and safety of personnel;
- reallocate nonessential personnel as directed by the President;
- arrange for special training courses;
- develop compensation packages under emergency conditions;
- establish and maintain contact with employees' bargaining agents;
- ensure for the timely provision of information to CFIA staff; and
- arrange for Critical Stress Debriefings as required.