



**Ontario Livestock  
and Poultry Council**  
[www.ontlpc.ca](http://www.ontlpc.ca)



# Business Plan

## For 2010 to 2015

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# Ontario Livestock and Poultry Council Business Plan 2010 to 2015

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# Ontario Livestock and Poultry Council Business Plan 2010 to 2015

## 1. Executive Summary

The Ontario Livestock and Poultry Council (OLPC) is a not-for-profit, unincorporated association which was formed in January 2005 to develop and implement a multi-species strategy to survey, identify, control and prevent foreign animal diseases and other important livestock and poultry diseases and conditions. The three initial priorities were: establishment of and on-going support for the office of a Chief Veterinarian for Ontario; increased financial support for added capacity at the Animal Health Lab; and the creation of an Ontario Animal Health Act. As the OLPC enters its sixth year of existence, the initial priorities for which it was formed have either been achieved or are underway.

This Business Plan provides an overview of the current governance structure and activities of the OLPC. Its purpose is to document the current strengths of the organization, the opportunities available, and the challenges in relation to biosecurity facing it and the livestock and poultry sector as a whole. The Plan also identifies a proposed action plan to address these challenges and opportunities which will serve as a guide to the Executive Committee, members and staff over the next five years.

One of the core activities of the OLPC has been advocating for the creation of provincial legislation to address animal health and disease. The members were very pleased with the creation of the Animal Health Act, 2009 however it is essential that industry continue to be involved in on-going consultations as the Regulations are developed and provide input on specific implementation issues. It is also important to ensure that funding limitations are not restricting the content and scope of the Regulations.

It appears that more disease outbreaks are cross-species so there will have to be a coordinated approach to emergency response. It would be very useful for the OLPC to identify as a group where there are gaps and determine if there is an opportunity to work cooperatively to address some of these gaps. There may also be value in the OLPC working with organizations in bordering provinces to identify what emergency preparedness efforts they have in place.

The OLPC has identified a need to engage non-commercial farmers who do not belong to any producer association and who may have a low awareness of biosecurity issues and potential risks, e.g. backyard flocks, small scale or hobby livestock producers, etc. A disease outbreak in one of these operations can have a devastating impact on surrounding commercial operations and potentially to human health. There are also a number of organized livestock and poultry groups that are not yet members of the OLPC.

Those involved in the agriculture sector have given careful consideration to the impact of animal disease outbreaks and have put in place practices which will prevent disease from occurring or reduce its spread if it does arise. However, should a transmissible animal disease outbreak occur, and especially one with the potential to infect humans, municipalities and public health officials will also be involved. For this reason, the OLPC wants to encourage municipalities and public health offices to consider how agriculture should be incorporated into their emergency response plans.

One of the components of the OLPC's mandate is to provide a venue for information sharing and liaison with government ministries and amongst agricultural groups. A core benefit of the OLPC is that the membership includes all primary production livestock and poultry groups as well as representation from farm service, feed, processing, veterinary associations and government. It is important that effective communications are in place in order to transmit and share the information, ideas, thoughts, opinions and plans between various participants. Several activities have been identified within the Business Plan to enhance communications efforts within the OLPC.

The OLPC has identified six key strategic directions on which to focus efforts for the next five years. These will assist the organization and members in fulfilling the mandate of the OLPC and in addressing the previously noted issues. The strategic directions and proposed activities are detailed in Section 8 Critical Issues and Strategies and in the Action Plan contained in Section 10 of this document.

## 2. History

The Ontario Livestock and Poultry Council (OLPC) is a not-for-profit, unincorporated association which was formed in January 2005 to develop and implement a multi-species strategy to survey, identify, control and prevent foreign animal diseases and other important livestock and poultry diseases and conditions. The three initial priorities were: establishment of, and on-going support for, the office of a Chief Veterinarian for Ontario; increased financial support for added capacity at the Animal Health Lab; and the creation of an Ontario Animal Health Act.

The regular members and five ex-officio members of OLPC include all the primary production livestock and poultry groups in the province as well as organizations representing the service, feed, processing and veterinary communities. See Appendix A for the current membership listing.

The Council is industry funded and provides a forum for the livestock and poultry industries and their service sectors to come together to develop strategies to deal with important animal health issues.

The OLPC is dedicated to helping the livestock and poultry industries improve their ability to respond to an emergency animal disease outbreak and hazards which may be identified under the Animal Health Act, 2009.

## 3. Purpose of Plan

The Business Plan will be used to establish governance, goals and objectives and assist in evaluating new initiatives and their fit with the proposed action plan and business strategy.

OLPC's previous Business Plan was developed when the Council was first formed. It set out the proposed operating budget, mission and mandate to guide the Council in its formative year. As the OLPC enters its sixth year of existence, the initial priorities for which it was formed<sup>1</sup> have either been achieved or are underway so a new Business Plan is needed to guide the OLPC going forward. As well, during 2008 and 2009, OLPC members held several meetings including a facilitated discussion in October 2008 regarding the structure and role of the organization. The decisions arising from those exercises are incorporated into this Business Plan.

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<sup>1</sup> Establishment of and on-going support for the office of a Chief Veterinarian for Ontario; increased financial support for added capacity at the Animal Health Lab; and the creation of an Ontario Animal Health Act.

The purpose of the Business Plan is to document the current strengths of the Council, the opportunities available, and the challenges specific to biosecurity facing it and the livestock and poultry sector as a whole. The Plan also identifies a proposed action plan to address these challenges and opportunities which will serve as a guide to the Executive Committee, members and staff over the next five years.

## 4. Mission Statement

*To provide a forum to facilitate the development and coordination of Ontario's strategy to deal with foreign animal disease and other transmissible livestock and poultry diseases and hazards.*

## 5. Mandate

The mandate of the Ontario Livestock and Poultry Council is to provide a forum of the collective leadership to:

- coordinate industry input into the development and implementation of Regulations under the Animal Health Act, 2009;
- advocate for adequate funding for the office of the Chief Veterinarian for Ontario and Animal Health Lab to allow them to properly resource activities under the authorities of the Animal Health Act, 2009;
- discuss a multi-species strategy to assist commodity groups and other stakeholders to prevent, control, and manage foreign animal diseases and other transmissible livestock and poultry diseases and hazards;
- provide a venue for information sharing and liaison with government ministries and amongst agricultural groups;
- promote disease simulation exercises;
- coordinate biosecurity strategies between all stakeholders and with government;
- provide a communications coordination function on behalf of members through issues scanning and dissemination of information on disease alerts and biosecurity related issues; and
- consider methods to mitigate the effects of an animal disease outbreak.

## 6. Governance and Membership

### Membership

To be considered for membership, an applicant must fall into one of the following categories:

- agriculture commodity association or marketing board;
- general farm organization;
- association representing agri-business, food processors, distributors or retailers;
- agricultural research or education institution;
- an individual company involved in agriculture production, agri-business, food processing, distribution, retail, research or education;
- agricultural service providers;
- food animal veterinary associations;
- government ministry or agency; or
- a coalition of any of the above.

When reviewing requests for membership, the Executive and members consider:

- whether the mandate and activities of the applicant are consistent with the role and mandate of OLPC; and,

- whether the activities of the applicant are in conflict with any initiatives of OLPC or individual members.

Requests for membership in the OLPC are initially reviewed by the Executive and then presented to the full OLPC membership at a regularly scheduled meeting. Membership is confirmed based upon approval of the Council members and payment of the annual membership dues.

### **Executive Committee**

The activities of the OLPC are coordinated by an Executive Committee consisting of five members representing:

1. Major livestock
2. Minor livestock
3. Poultry
4. Service
5. Chair

The four sector representatives are elected by the OLPC members within that membership category (refer to Appendix A for breakdown).

Executive members are elected for a two-year term on a rotational basis. The Chair is elected by the general membership annually.

### **Working Committees**

The OLPC may establish committees as it deems necessary to carry out its activities. Each OLPC Committee will have a Terms of Reference outlining its mandate, membership, role of members, meeting frequency, and termination or conclusion of Committee activities.

The Biosecurity Committee is the one current standing committee. The Committee's focus is:

- to promote continuous improvement in on-farm biosecurity and biosecurity in the service sector; and,
- to conduct outreach activities to municipal emergency management contacts and public health officials in an effort to encourage them to consider how agriculture should be incorporated into their emergency response planning.

### **Decision-making**

Decisions require 75% support of OLPC members to pass a motion. Each member of the OLPC has one "vote". All paying groups/entities are considered a member.

If 75% of the membership base is not present and supportive of a motion, it may be tabled for a subsequent meeting or an electronic vote may be conducted at the direction of the members in attendance.

All decision items regarding financial matters and intentions to support projects and activities, either OLPC initiated or requests for support from other industry stakeholders, must be voted upon at the membership meetings.

Items arising at a committee level, must be supported by a passed motion at that level with a subsequent motion for support presented by the committee Chair at an OLPC membership meeting.

Activities or programs will only be considered OLPC sanctioned if supported as such by a passed motion at a membership meeting.

Project leads are to provide status reports to the meetings of the membership.

## **Communications**

Currently, the meeting minutes are distributed to the OLPC representatives and the newsletters are sent to both the OLPC representative and the general manager/executive director. Members are also asked to complete a form annually indicating who within their organization should receive various communications and return the completed form with their membership fee. It is our expectation that these communication items will be forwarded to the Boards by the association representative to OLPC. Meeting minutes are circulated within one week following the meeting date and member newsletters are issued quarterly.

The OLPC Chair and/or Executive will not speak on behalf of OLPC members unless a member requests it. When a policy position has been established by the membership, it may be communicated.

In an emergency situation, the OLPC Chair would only speak to an issue after first consulting with the relevant commodity group and then only address the work of OLPC not the commodity specific issues.

## **Meetings**

OLPC membership meetings are held six times per year in June, August, October, December, February, and April. June is also the Annual Meeting for the Council. Six meetings per year are considered the appropriate number to provide sufficient opportunities for information sharing and timely updates on initiatives and issues both by government and by agricultural groups. An opportunity to participate via conference call is offered.

The Executive Committee also meets six times per year in alternate months to the membership: July, September, November, January, March, and May.

Meeting dates are set in December for the new calendar year.

## **7. Human Resources**

Since 2007, the OLPC has contracted with Fitzgerald & Co. to provide general administrative services to the Council and its Committees. Duties include, but are not limited to:

- answering all general questions regarding the OLPC and referring where appropriate;
- providing liaison between OLPC Executive and OLPC members and the agriculture industry where necessary;
- acting as Secretary to the OLPC Executive and general meetings including preparing and distributing agendas, minutes, letters, reports, etc, and coordinating meeting arrangements;
- coordinating Annual Meeting and annual reports;
- coordinating industry meetings and conferences;
- providing liaison with OLPC committees;
- providing bookkeeping services;
- supplying an issues scanning service and communications coordination including but not limited to disease alerts, media articles, new publications releases, quarterly member newsletter, etc.;
- fulfilling the role of OLPC Treasurer;
- liaison with the Chair on a regular basis; and
- other duties as assigned.

Administrative services are tracked and billed by the half hour. The administration fee is determined by the OLPC Executive in conjunction with Fitzgerald & Co., the payment terms are stipulated in the agreement.

The agreement came into effect for the period July 1, 2007 to June 30, 2008 with annual automatic renewal unless notification is given by either party at least 60 days prior to its expiration. If either party deems changes necessary, notice must be given 60 days prior to July 1<sup>st</sup> of the succeeding year.

In June 2008, the OLPC received a Growing Capacity Initiative grant under the CanAdvance program administered by the Agricultural Adaptation Council. This grant provided 70% reimbursement funding to support a Special Projects Coordinator for four years ending as of June 30, 2012.

The position of the Special Projects Coordinator is responsible for:

- participating in the preparation and development of the Biosecurity Committee strategic and priority projects, including preparing and writing sections of planning documents, project proposals and funding applications;
- facilitating the integration and alignment of plans and planning activities amongst OLPC Committees; and,
- attending meetings, reporting on activities, recording and distributing minutes of the Committees.

Susan Fitzgerald of Fitzgerald & Co. was the successful candidate for the position.

## 8. Critical Issues and Strategies

The OLPC has identified six key strategic directions on which to focus efforts for the next five years. These will assist the organization and members in fulfilling the mandate identified on page 5.

Strategic Direction One – Continue Advocacy Efforts in Relation to the Animal Health Act, 2009 and Proposed Regulations

### Issue:

One of the core activities of the OLPC has been advocating for the creation of provincial legislation to address animal health and disease. The members were very pleased with the creation of the Animal Health Act, 2009 however it is essential that industry continue to be involved in on-going consultations as the Regulations are developed and provide input on specific implementation issues.

It is also important that the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA), the office of the Chief Veterinarian for Ontario, and the Animal Health Laboratory have sufficient resources to be able to implement the Act and Regulations and respond to disease outbreaks. The agricultural associations must ensure that funding limitations are not restricting the content and scope of the Regulations.

### Proposed Activities:

- Continue advocacy efforts to ensure sufficient financial resources are allocated to OMAFRA, the office of the Chief Veterinarian for Ontario, and the Animal Health Laboratory to be able to implement the Animal Health Act, 2009 and Regulations and respond to disease outbreaks.
- Coordinate a common OLPC member position on the content of the proposed Regulations under the Animal Health Act, 2009 as developed and continue to be involved in on-going consultations.

## Strategic Direction Two – Assist with Coordination of Emergency Preparedness Efforts

### **Issue:**

It appears that more disease outbreaks are cross-species so there will have to be a coordinated approach to emergency response. It would be very useful to identify as a group where there are gaps and determine if there is an opportunity to work cooperatively to address some of these gaps. There may also be value in the OLPC working with organizations in bordering provinces to identify what emergency preparedness efforts they have in place. Strategic Direction Five identifies activities for networking opportunities.

### **Proposed Activities:**

- Coordinate an annual program of field or table top exercises to improve Ontario's response to an animal disease outbreak.
- Participate in simulations organized by other groups.
- Investigate the possibility of organizing a cross-species simulation.

## Strategic Direction Three – Increase On-Farm Biosecurity Awareness and Encourage Implementation

### **Issue:**

The OLPC has maintained that disease prevention is the most cost-effective use of resources and through improved animal health promotion and prevention strategies, the province and the agricultural industry will be able to forestall disease and reduce the overall costs of remediation should an outbreak occur.

Several livestock and poultry commodity and service organizations have already established effective, science-based biosecurity standards for their producers or are currently undergoing gaps analyses. The OLPC also developed a list of low cost biosecurity measures for general livestock and poultry farms which was published in several industry magazines. Although there are some commodity groups and service sectors which do not have prescribed biosecurity protocols in place, there are resources available to their producer members and a communications network through which to provide information.

However, there is a need to engage non-commercial farmers who do not belong to any producer association and who may have a low awareness of the issues and potential risks, e.g. backyard flocks, small scale or hobby livestock producers, etc. A disease outbreak in one of these operations can have a devastating impact on surrounding commercial operations and potentially to human health.

There are also a number of organized livestock and poultry groups that are not yet members of the OLPC.

### **Proposed activities:**

- Develop an information network to engage non-commercial or specialty livestock and poultry owners in biosecurity issues.
- Consider adding an OLPC associate non-paying, non-voting membership category for these individuals or groups.
- Contact small livestock and poultry groups to become involved in the OLPC, e.g. pigeon groups, pheasants, ducks, Fancy Feathers, etc.

- Contact other organized livestock and poultry associations to become members of OLPC, e.g. Ontario Elk, Ontario Bison, Fancy Feather, Equine Canada, Ontario Hatcheries Association, etc.
- Develop information pieces to raise awareness of biosecurity issues and encourage implementation on small operations.

#### Strategic Direction Four – Consider Methods of Mitigating the Impact of Animal Disease Outbreaks

**Issue:**

Those involved in the agriculture sector have given careful consideration to the impact of animal disease outbreaks and have been working diligently over the past several years to put in place practices which will prevent disease from occurring or reduce its spread if it does arise. Federal and provincial ministries have specific ministries with responsibilities for agriculture and for emergency response.

However, should a transmissible animal disease outbreak occur, and especially one with the potential to infect humans, municipalities and public health officials will also be involved. For this reason, the OLPC wants to encourage municipalities and public health offices to consider how agriculture should be incorporated into their emergency response plans.

**Proposed Activities:**

- Encourage municipalities and public health offices to consider how agriculture should be incorporated into their emergency response plans.
- Raise awareness with municipal and public health leaders of initiatives undertaken by livestock and poultry groups regarding emergency preparedness.
- Provide opportunities for municipal, public health and agricultural representatives to network.

#### Strategic Direction Five – Pursue Opportunities to Network with Bordering Provinces and National Groups

**Issue:**

As noted under Strategic Direction Two, the OLPC can take a lead role on behalf of the members in pursuing opportunities to work with bordering provinces and other provinces where there is product flow to identify what they have in place regarding biosecurity and emergency response rather than individual commodities working independently. In the event of a disease outbreak, transportation of agricultural services and agri-food products will be impacted, e.g. milk, grains and oilseeds, horticultural products, etc.

**Proposed Activities:**

- Seek opportunities to network and share information with bordering provinces and national animal health and biosecurity groups.
- Maintain a reciprocal membership with the Canadian Animal Health Coalition.
- Explore opportunities to liaise the National Farmed Animal Health and Welfare Council.

- Continue to investigate what role OLPC could play with other agricultural groups and government agencies to assist with the coordination of emergency preparedness efforts in relation to animal disease outbreaks.

## Strategic Direction Six – Enhance Communication Efforts within the OLPC

### Issue:

One of the components of the OLPC's mandate is to provide a venue for information sharing and liaison with government ministries and amongst agricultural groups. A core benefit of the OLPC is that the membership includes all primary production livestock and poultry groups as well as representation from farm service, feed, processing, veterinary associations and government. It is important that effective communications are in place in order to transmit and share the information, ideas, thoughts, opinions and plans between various participants.

### Proposed Activities:

- Having regular government reports and updates at OLPC meetings is valued by members and is a feature the OLPC should maintain and seek to expand upon. The OLPC Executive will work with government representatives to develop a standard reporting template and roster of topics for discussion.
- To ensure more membership input to decision, goals, and objectives of the OLPC, the Executive will solicit input from their constituent member groups (refer to Appendix A) prior to each Executive meeting and on specific action items. Members will be encouraged to provide input and feedback to their Executive representative on action items and issues arising.

## 9. Risk Management

This section attempts to identify the possible challenges, issues, opportunities and barriers that the OLPC may encounter in the coming years if maintaining the status quo and also if expanding beyond our current mandate or winding down activities. There are three primary areas of risk: financial, human resources/staffing and legal liability.

### Financial Risk

Currently, the OLPC generates approximately \$15,950 in annual revenue from membership renewals. The number of members has remained fairly constant over the past three to four years with new members replacing those who choose to discontinue their affiliation. The Growing Capacity Initiative grant from the CanAdvance fund provides an additional \$18,000 in reimbursement income. The OLPC also held reserves in cashable GICs which have been redeemed at \$5,000 per year. Total revenue is approximately \$40,000 to \$42,000.

Operating expenses are roughly \$40,000 per year. Any special meetings or events are run on a cost-recoverable basis. The Special Projects Coordinator salary is approximately \$25,000 of which 70% is covered by the grant. There are some general administrative duties that would have to be shifted back to the Administrative Services line item if the position was discontinued.

With the CanAdvance funding expiring as at June 30, 2012 and the GIC being depleted in 2011-2012, membership fees would have to increase from the 2010 rate of \$550 to \$1,000 in 2012/2013 and to \$1,200 in 2013/2014 if the same level of activity/expenses is maintained. The concern with raising the membership fees based on a flat rate is that the smaller organizations will not be able to afford the expense and will cease to participate in the OLPC. One of the key benefits of the Council is having a

broad spectrum of industry stakeholders participate including all major commodity groups, veterinary associations, the service sector and government.

If there is insufficient support from members to increase fees to the pre-2008 levels, there is the potential that the OLPC may not be able to financially sustain itself at the current activity levels.

### **Human Resources, Staffing and Service Providers**

If the OLPC is no longer able to feasibly continue operations or is deemed to have fulfilled its mandate, the organization would be wound down. The OLPC does not have any direct employees; administration and staffing is provided through an agreement with Fitzgerald & Co. or any future administrative agent with no terms running beyond the scope of committed funding. Therefore a wind down strategy for the OLPC does not need to take into account staffing and human resource severance issues. The terms and conditions of service are clearly articulated in the administration agreement including the continuation of support to OLPC by Fitzgerald & Co. in the event of staff turnover.

A procedural and operational manual outlining a list of service providers, contracts, banking and investment information, insurance policies, industry contacts, mailing lists, etc. has also been developed to provide an administrative record and reference.

All direct service providers including Fitzgerald & Co., should be asked to provide an outline of their business continuity plans and proof of liability and general insurance coverage.

### **Legal Liability**

The OLPC is currently an unincorporated not-for-profit organization. The most important step in reducing risk to the OLPC members and the Executive members is to incorporate OLPC as a not-for-profit organization. An unincorporated association is an agreement between individuals, and generally has no legal status. The members may be personally liable to the creditors for the full amount of any debts. An unincorporated body cannot generally sue or be sued but members could be sued personally. Contracts and assets must be executed and held by other parties. This can make applying for grants or entering into revenue generating agreements difficult. Funding applications may also receive more support from the funding agency if submitted by OLPC rather than a member organization as OLPC is recognized as representing all livestock and poultry groups as well as the service sector.

While a not-for-profit corporation can earn a profit, the profit must be used to further the goals of the corporation rather than to pay dividends to its membership. Non-profit corporations are formed pursuant to federal or provincial law. As OLPC has a provincial focus, a provincial registration would be the logical choice.

As a legal entity, an incorporated association is recognized by the legal system as having rights and responsibilities. The advantages of incorporating the OLPC include:

- the liability of the members is limited (for example, members are not personally liable for debts of the corporation);
- being able to apply for grants as OLPC rather than via a member organization;
- the ability to receive government funds or transfer payments;
- capacity to directly enter into contracts with service providers, sponsors and funding agencies;
- a corporation can own assets in its name regardless of membership change; and
- continuity of the organization is assured while the membership changes.

In order to mitigate the current liability risk, the OLPC carries Directors and Officers insurance to protect the members of the Council, the Executive and working committees from legal liability. The OLPC membership is presently reviewing whether to pursue incorporation.

## 10. Action Plan

Timeframe	Strategic Direction	Activities
Accomplish within two years	Increase On-Farm Biosecurity Awareness and Encourage Implementation	<ul style="list-style-type: none"> <li>Develop an information network to engage non-commercial or specialty livestock and poultry owners in biosecurity issues.</li> <li>Consider adding an OLPC associate non-paying, non-voting membership category for these individuals or groups.</li> <li>Contact small livestock and poultry groups to become involved in the OLPC, e.g. pigeon groups, pheasants, ducks, Fancy Feathers, etc.</li> <li>Contact other organized livestock and poultry associations to become members of OLPC, e.g. Ontario Elk, Ontario Bison, Fancy Feather, Equine Canada, Ontario Hatcheries Association, etc.</li> <li>Develop information pieces to raise awareness of biosecurity issues and encourage implementation on small operations.</li> </ul>
	Pursue Opportunities to Network with Bordering Provinces and National Groups	<ul style="list-style-type: none"> <li>Seek opportunities to network and share information with bordering provinces and national animal health and biosecurity groups.</li> <li>Explore opportunities to liaise the National Farmed Animal Health and Welfare Council.</li> </ul>
	Enhance Communication Efforts within the OLPC	<ul style="list-style-type: none"> <li>The OLPC Executive will work with government representatives to develop a standard reporting template and roster of topics for discussion.</li> <li>The Executive will solicit input from their constituent member groups (refer to Appendix A) prior to each Executive meeting and on specific action items. Members will be encouraged to provide input and feedback to their Executive representative on action items and issues arising.</li> </ul>
Accomplish within three to five years	Continue Advocacy Efforts in Relation to the <u>Animal Health Act, 2009</u> and Proposed Regulations	<ul style="list-style-type: none"> <li>Continue advocacy efforts to ensure sufficient financial resources are allocated to the Ontario Ministry of Agriculture, Food and Rural Affairs, the office of the Chief Veterinarian for Ontario, and the Animal Health Laboratory to be able to implement the Act and Regulations and respond to disease outbreaks.</li> <li>Coordinate a common OLPC member position on the content of the proposed Regulations under the <u>Animal Health Act, 2009</u> as developed and continue to be involved in on-going consultations.</li> </ul>
	Assist with Coordination of Emergency Preparedness Efforts	<ul style="list-style-type: none"> <li>Investigate the possibility of organizing a cross-species simulation.</li> </ul>
On-going Activities	Assist with Coordination of Emergency Preparedness Efforts	<ul style="list-style-type: none"> <li>Coordinate an annual program of field or table top exercises to improve Ontario's response to an animal disease outbreak.</li> <li>Participate in simulations organized by other groups.</li> </ul>
	Consider Methods of Mitigating the Impact of Animal Disease Outbreaks	<ul style="list-style-type: none"> <li>Encourage municipalities and public health offices to consider how agriculture should be incorporated into their emergency response plans.</li> <li>Raise awareness with municipal and public health leaders of initiatives undertaken by livestock and poultry groups regarding emergency preparedness.</li> <li>Provide opportunities for municipal, public health and agricultural representatives to network.</li> </ul>
	Pursue Opportunities to Network with Bordering Provinces and National Groups	<ul style="list-style-type: none"> <li>Maintain a reciprocal membership with the Canadian Animal Health Coalition.</li> <li>Continue to investigate what role OLPC could play with other agricultural groups and government agencies to assist with the coordination of emergency preparedness efforts in relation to animal disease outbreaks.</li> </ul>

## 11. Appendices

## Appendix A

### Ontario Livestock and Poultry Council Members – 2010-2011

There are currently 31 regular members and five ex-officio members of OLPC including livestock and poultry groups, farm service, feed, processing and veterinary organizations. The Council is industry funded and provides a forum for the livestock and poultry industries to come together to develop strategies to deal with important animal health issues.

#### Major livestock

- Dairy Farmers of Ontario
- Ontario Cattlemen's Association
- Ontario Pork
- Ontario Harness Horse Association

#### Minor livestock

- Ontario Livestock Alliance (veal, goats and rabbits)
- Ontario Organic Council
- Ontario Sheep Marketing Agency

#### Poultry

- Chicken Farmers of Ontario
- Egg Farmers of Ontario
- Ontario Broiler Hatching Egg & Chick Commission
- Turkey Farmers of Ontario

#### Service

- Association of Ontario Chicken Processors
- Brian's Poultry Services
- Canadian Animal Health Coalition
- Canadian Poultry Magazine
- eBiz Professionals Inc.
- Farm Credit Canada
- Ontario Agri Business Association
- Ontario Association of Bovine Practitioners
- Ontario Association of Swine Veterinarians
- Ontario Association of Poultry Practitioners
- Ontario Pork Industry Council
- Ontario Veterinary Medical Association
- OnTrace Agri-food Traceability
- Poultry Industry Council
- Sylvite Financial Services
- UPI

#### Individuals

- Clovermead Farms Inc.
- Gordon Coukell, Alcoma Farms
- Jim Pettit, DVM
- Joseph Loewith & Sons Ltd.

#### Ex-officio Members

- Animal Health Laboratory, University of Guelph
- Ontario Veterinary College, University of Guelph
- Ontario Ministry of Agriculture and Rural Affairs (OMAFRA)
- Canadian Food Inspection Agency
- Ontario Society for the Prevention of Cruelty to Animals (OSPCA)

The activities of the OLPC are coordinated by an Executive Committee consisting of five members representing the **major livestock, minor livestock, poultry** and **service sectors** plus the Chair.

The four sector representatives are elected by the OLPC members within that membership category.

Executive members are elected for a two-year term on a rotational basis. The Chair is elected by the general membership annually.