



Forest Lavoie Conseil
Analyses et stratégies • Bioalimentaire

AFRICAN SWINE FEVER

Surplus Management Action Plan

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EQSP



December 10, 2024



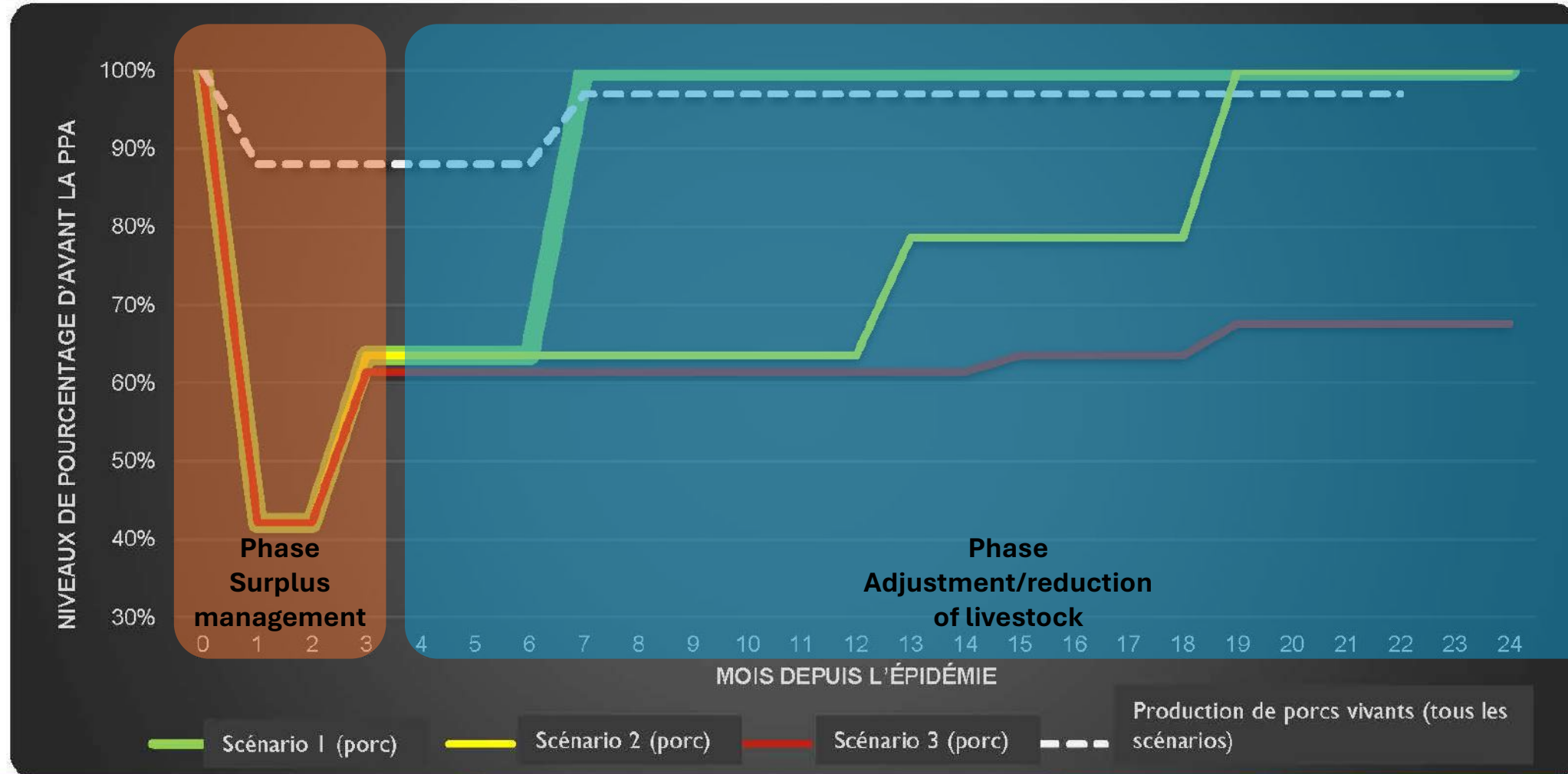
Presentation outline

- **Unpredictable outlook, highly variable scale of crisis**
- **Improving the operational preparedness of the industry and its members in the event of a massive reduction in the Quebec pig population in an ASF situation** – *Project completed in 2024*
 - *Objective, steering committee and consultations*
 - ***Key factors for structured crisis management and industry action plan***
 - *Outline of success factors for restarting production*



**An unpredictable outlook,
the scale of the crisis varies widely**

Taille du marché/demande du marché pour le porc canadien et les porcs vivants, par scénario



SCÉNARIO 1 : Écllosion unique/confinée

SCÉNARIO 2 : Écllosion multiple/non contenue

SCÉNARIO 3 : Écllosion dans la population de porcs sauvages



Improving the operational preparedness of the industry and its members in the event of a massive reduction in the Quebec pig population in an ASF situation

Project completed in 2024

Industry project Introduction



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Coordinator: **Équipe québécoise de santé porcine (EQSP)**

Martin C. Pelletier, Agr., MBA



Representative: **Forest Lavoie Conseil**

Gilbert Lavoie, Agr., M.Sc., responsible for mandate and production

Hélène Méthot, Agr., M.Sc., production

Nicolas Martel-Bouchard, Agr., production support

Lota Dabio Tamini, Ph.D., production support



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Financial support:



Agriculture and
Agri-Food Canada

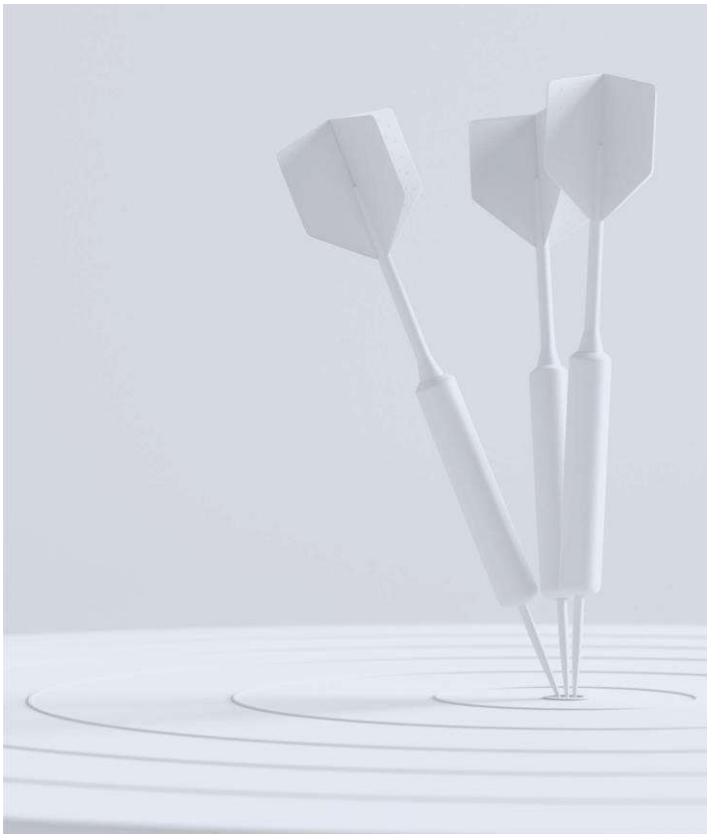
Agriculture et
Agroalimentaire Canada

Canada



The action plan aims to lay the foundations for an effective, equitable crisis management framework that best preserves:

- *A structured approach to the mass elimination of surplus pigs and, where applicable, breeding stock*
- *The ability of farmers to meet their obligations towards their animals*
- *The welfare of healthy animals in surplus to market requirements*
- *Functional industry structures (labour, transport, etc.)*





- Applicant, Coordinator:
Martin Pelletier, EQSP
- Raphaël Bertinotti, ÉPQ
- Christian Blais, Isoporc
- François Cardinal, Groupe Robitaille
- Denis Champagne, Les Consultants
Denis Champagne
- Daniel Dion, Agri-Marché
- Sylvain Fournaise, Olymel
- Yvan Fréchette, ÉPQ
- Louis-Antoine Gagné, MAPAQ
- Normand Gagné, Viandes DuBreton
- Bruno Girard, OlyM
- Gabriela Guigou, CCP
- Christian Klopfenstein, CDPQ
- Dominick Pageau, FADQ

Industry players met



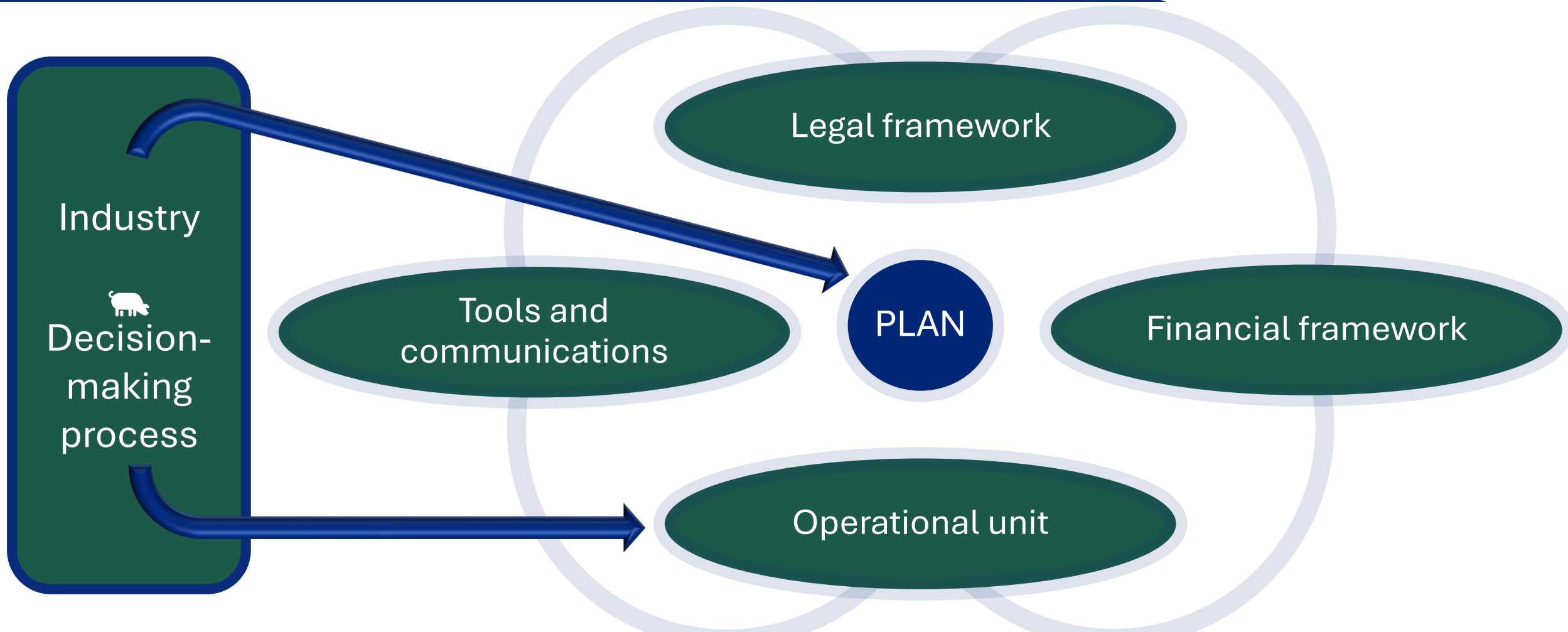
Nearly 125 people met

- AAFC
- Aliments Breton inc. / duBreton
- Aliments ASTA
- Agri-Marché
- National Bank of Canada
- Cargill
- CMCA
- CIPQ: Board
- CBCo Alliance
- Desjardins
- ÉPQ: Board and management team
- ÉPQ: R&D Committee
- Excell Porcs
- F. Ménard
- FCC
- FADQ
- Groupe Cérès (via CIPQ)
- Groupe Évolu-Porc
- Groupe Robitaille
- Isoporc inc.
- L.G. Hébert & Fils
- Les consultants Denis Champagne
- MAPAQ
- MELCCFP
- Michel Mercier, Consultant
- Olymel et Réseau Coop
- Sanimax
- Shurgain
- Sollio
- Viandes Riendeau
- Viens et Frères



Key factors for a structured crisis management and industry action plan

Four key factors for a crisis management plan



Key factors for a crisis management plan



1. A formal legal framework

Goal: To implement a legal framework that has the force of law and guarantees orderly crisis management.





1

ÉPQ – Buyers

Initiate negotiation and drafting of an **extraordinary marketing agreement** for crisis situations.

- Procedure for defining the % target slaughter reduction
- Alternative to the US price reference
- Standardized pricing for farmers
- Cohesion across Canada



Action plan to be deployed



Goal: To implement a legal framework that has the force of law and guarantees orderly crisis management.

2

Industry

Draft and adopt the **regulations needed to control production variations** resulting from effective and evolving production restrictions dictated by a crisis situation.



3

ÉPQ

Regulate the cessation of animal movements following a suspected case, being in Canada or in Quebec.



4

ÉPQ – CDPQ

Develop a **production exit strategy (spaces-sows)** that lays the groundwork for a recovery focused on factors that will make it a success, and with a speed of executions appropriate to a crisis situation.

- Generate a list of businesses/sites according to an exit priority index and keep it up to date using a proven process that is effective in emergency situations.
- Support farmers in making informed decisions.
- Consider a 2-tier compensation model:
 - Short term: per animal, based on time of inactivity
 - Medium-long term: per building (based on debts)



Key factors for a crisis management plan



2. A predetermined, known financial framework

Goal: To ensure that financial compensation is sufficient to support businesses and preserve the liquidity needed for day-to-day operations and is known to enable informed decision-making.



Action plan to be deployed



5

MAPAQ - AAFC

Develop a 2-tier financial support program:

- 1) Rapid, orderly disposal of surplus market pigs as required;
- 2) Facilitate the reduction of the breeding herd (commercial and breeding stock) in line with the factors identified by the industry to promote its recovery and, consequently, generate long-term collective gains for the industry (see 4.).

6

Industry

Work with governments to make the financial support program as relevant as possible.

Key factors for a crisis management plan



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3. An efficient operational unit to implement the chosen guidelines

Goal: To have an operational unit ready to intervene as soon as a case of ASF is declared.



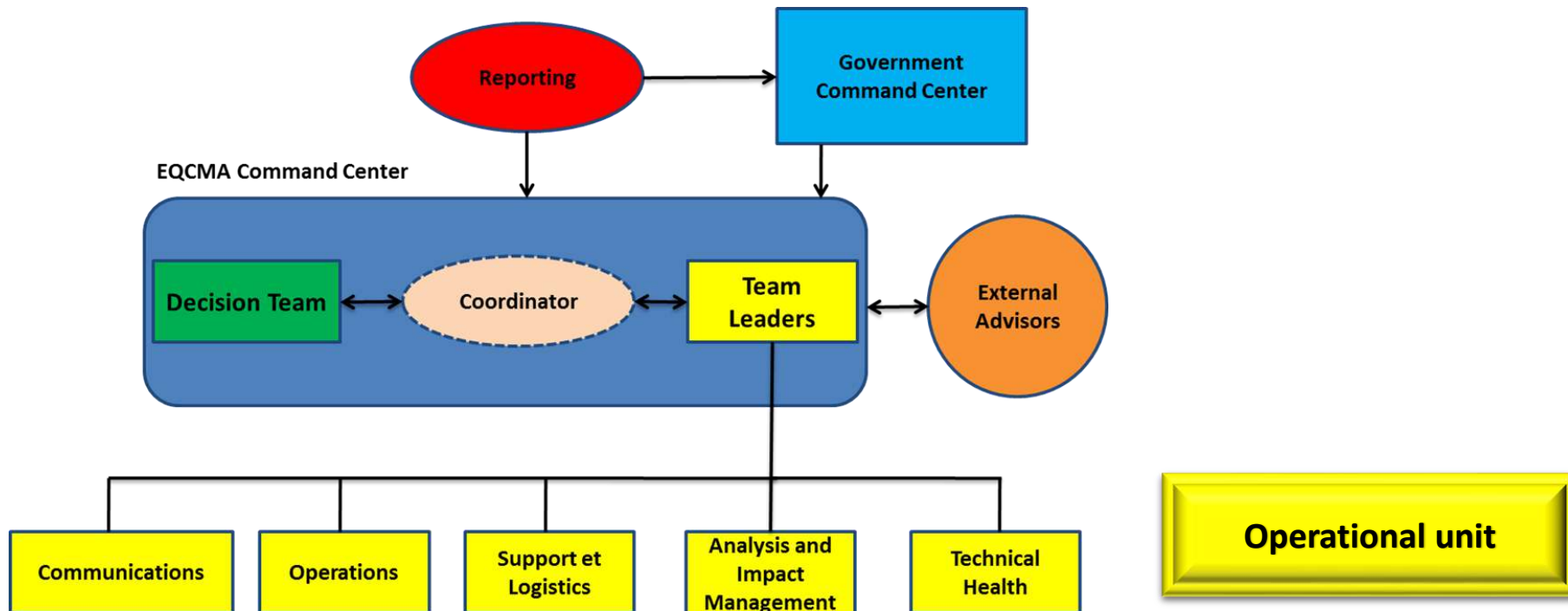
Action plan to be deployed



7

Industry - EQSP

Formalize the composition of the **operational unit** and **its place** within the EQSP Emergency Response Plan structure.





7

Industry - EQSP

Formalize the composition of the **operational unit** and its place within the EQSP Emergency Response Plan structure.

Targeted roles :

- Operational decisions to apply agreed EQSP procedures and industry depopulation priorities.
- Real-time status updates: slaughter capacity, herd size, market needs, etc.
- Maintain active communication channels between all players.



7

Industry - EQSP

Formalize the composition of the **operational unit** and its place within the EQSP Emergency Response Plan structure.

Suggested composition (*names for information purposes; to confirm with the organizations*):

- AQINAC: Daniel Dion, Sébastien Lacroix, Christian Blais
- Sollio: Jean-Yves Lavoie, Francis Dubé, TBD
- ÉPQ: Francis Arsenault, Claudine Lussier, farmer to be determined
- Transformers: Olymel, Asta, DuBreton, L.G. Hébert, CBCO
- Sanimax: TBD
- MAPAQ: Claudia Gagné-Fortin
- EQSP: TBD

In short, resources with solid operational expertise!

8

EQSP

Hold an **annual meeting** to keep the unit active, up to date with the progress of work to prepare for the ASF, and ready to operate should the need arise.

9

Unit - EQSP

Clarify and **mark out the tasks** of unit members in preparation for ASF and in crisis management situations.

- Information to be obtained and shared
- Use of tools
- Link with other emergency plan teams
- Management of different operational sectors (e.g., direction of animals to be slaughtered according to their destination)



Key factors for a crisis management plan



3. An efficient operational unit to implement the chosen orientations

COMMUNICATIONS



Goal: To establish effective communications to ensure efficient crisis management within the industry and preserve public confidence in the industry.

Action plan to be deployed



COMMUNICATIONS

10

EQSP

Develop and offer a **training program** for advisors and other resources providing support to producers on the challenges to be expected in an ASF situation, including the mental health of those affected.

11

EQSP

Finalize and update a **website containing all relevant information** on ASF, including current preparedness work, industry actions and crisis management guidelines, effective zoning agreements, CFIA procedures, etc.



COMMUNICATIONS

12

EQSP – CDPQ – ÉPQ

Explore the **contribution that various organizations and structures** working in the field (e.g., PRRS control groups) could have in circulating information, supporting farmers and so on.

13

EQSP

Offer advisors, via VIA (agricultural advisors network), a presentation like the one given to the industry on December 8, 2023 (perspectives, directions and effective communication channels) **to reach all advisor service providers**, even if they are not very active in the pork industry.



COMMUNICATIONS

14

ÉPQ

Quickly present to producers:

- **The operational prospects that will arise in the event of an ASF outbreak**
- **The relevant criteria for making informed business decisions regarding the options available in the event of an ASF outbreak:**
 - *temporary withdrawal from production*
 - *permanent withdrawal from production*
 - *revision of the business model in the light of industry recovery prospects*
 - *etc.*



COMMUNICATIONS

15

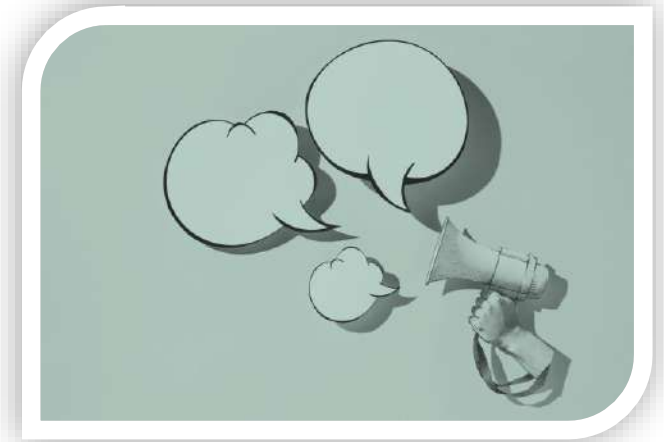
Unit - EQSP

Develop the framework for a communication plan geared **toward industry players.**

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EQSP – Industry

Confirm the framework for a communication plan geared **toward the general public and the media.**



Key factors for a crisis management plan



4. Decision-support tools based on reliable data sources

Goal: To have relevant, functional and up-to-date tools that meet the needs of the industry.





A checklist for farmers

- Consists of a series of questions
- Aims to support decision-makers in the process of drawing up a business continuity plan
- Focuses on the first stage, i.e., the compilation of important information about the business and its managers

2. Analyse de l'entreprise

À ce jour, les grandes caractéristiques identifiées pour procéder à une décision éclairée quant au positionnement de l'entreprise durant la phase de gestion des surplus, puis de réduction du cheptel québécois, et finalement de relance de l'industrie sont :

- le statut sanitaire,
- la situation géographique,
- la qualité des infrastructures,
- la rentabilité.

À ces thèmes, il faut ajouter **la motivation et les aspirations personnelles de l'entrepreneur**. Celles-ci, encore plus importantes que les caractéristiques précédentes, serviront de base solide qui permettra à l'entreprise de traverser une période difficile de son existence.

Les sous-sections suivantes comportent des questions qui aideront à la réflexion visant à cerner les besoins et les priorités de l'entreprise, ainsi que ses perspectives. Il est à noter que ces questions ciblent l'ensemble des types d'élevage, et qu'en conséquence, certaines pourraient ne pas être pertinentes pour votre entreprise.

Vous êtes encouragé.e à noter les mots clés de vos réponses dans la colonne de droite afin de mesurer la clarté de celles-ci pour vous. Si vous arrivez à y inscrire quelques mots qui ont une portée précise pour l'entreprise et vous, alors votre processus de réflexion est avancé pour ce point. De plus, en un seul coup d'œil, vous pourrez constater la proportion de cases comblées et ainsi estimer le travail qu'il vous reste à faire dans votre démarche.

2.1 Profil général de l'entreprise

Gestion et décisions

a) Qui a le pouvoir de prendre des décisions pour l'entreprise?	
b) Qui assure la relève décisionnelle en cas d'inaptitude du décideur?	
c) Avez-vous une liste à jour et accessible aux personnes clé de votre entreprise des coordonnées des personnes importantes à joindre dans le cadre des opérations de la ferme (conseillers techniques et financiers, vétérinaire, transporteur, fournisseurs, etc.)	

Decision-making tools

Action plan to be deployed



A projection and planning tool for crisis management

In Excel format, it includes:

- Events and their consequences
- Inspection/reflection points to be completed within a predetermined timeframe from D1 onwards
- People in charge
- Concrete actions to be carried out
- A population flow calculator

	A	B	C	D	E	F	G	H	I	J	K
1	Gestion séquentielle des surplus et du cheptel suivant un cas de PPA										
2									Cas de PPA - Jour 1 = 6 juin 2024		
3											
4			Actions requises	●					●		
5			Semaine	1	2	3	4	5	6	7	8
6			Date	6 juin 2024	13 juin 2024	20 juin 2024	27 juin 2024	4 juil. 2024	11 juil. 2024	18 juil. 2024	25 juil. 2024
7	Événements			Déclaration cas PPA				Reprise de marché par XX			
8	Conséquences			Fermeture des frontières				Parts de marché: 20 %			
9	Évaluer la pertinence de...										
10		Commerciaux		Gestion des porcs sains en engraissement ; Euthanasie/réduction en pouponnière ; Euthanasie porcelets en maternité ;			Avortement des truies (tiers 1-2) ;		Réduction saillies / collerettes		
11		Reproducteurs F1									
12	Responsable - Décisionnel										
13	Responsable - Opérationnel										
14	Personne resp. - Cellule opérationnelle										
15	ACTIONS										
16		Maternités		Euthanasie des porcelets maternité							
17											
18											
19		Commerciaux	Pouponnières	Euthanasie des porcelets pouponnière							
20											
21											
22			Engraisements	Euthanasie des 25-70 kg							
23											
24											
25			Maternités								
26											

Action plan to be deployed



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Unit

Select a **person responsible** for keeping the Excel file developed to track decisions and fluctuations in livestock (Operational Management Tool) up to date.

18

ÉPQ

Disseminate to producers the checklist tool designed to help them think about the continuity of their operations in the event of an ASF outbreak.



Key factors for a crisis management plan



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Slaughter and carcass disposal

Other follow-up actions

Goal: To achieve a functional and efficient humane slaughter and carcass disposal system.



Action plan to be deployed



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Plants

Achieve a **target capacity** of pigs/week and extended territorial distribution.

20

MELCCFP &

MAPAQ

Solve the issue of **carcass disposal**.

21

Plants &

Fed. Gov.

Explore the possibility of a fast-track for the arrival of **foreign workers**/reopening of plants following a prolonged shutdown.

Key factors for a crisis management plan



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Various aspects

Other follow-up actions

Goal: To continue preparing the industry for the ASF by targeting as many elements as possible and considering the concerns expressed by members of the industry.



Action plan to be deployed



22. Reinforce the **protection of Canadian livestock** vs. biosecurity requirements (ACIA – Industry)
23. Reflect on the relevance of maintaining the **mandatory reportable disease status** (Industry – ACIA)
24. Pursue the ID and coordination of **mental health resources** (MAPAQ – ÉPQ)
25. Map the **various programs** that will be available and inform the industry (MAPAQ)
26. Create a **registry of small farms with wild boars and hogs** and implement confinement requirements for animals with outdoor access (MAPAQ – ÉPQ)
 - *Consider the regulatory tools that might be needed to make this registry a reality.*



Outline of success factors for production recovery

Key factors for a recovery plan



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The **recovery plan** should be built around the following key factors:

- Health status
- Geographical location
- Infrastructure quality
- Profitability



Preserving the **farmers' decision-making autonomy** must remain a central objective of this crisis management phase.

Conclusion



1. Excellent collaboration between all partners, leading to a consensus action plan.
2. The implementation of this plan remains the major challenge!
 - Work on the legal and financial frameworks must begin as soon as possible.
3. Key success factor: real-time circulation of information to make the right decisions (inventories, etc.), the easier it will be for the production recovery.



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Thank You.

Any questions?

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December 10, 2024