



City of Chilliwack
Mass Carcass Disposal
Discussion Based Exercise

March 31, 2011

After Action Report

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Administrative Handling Instructions

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Disclaimer

The Investment Agriculture Foundation of BC, the BC Ministry of Agriculture and Agriculture and Agri-Food Canada (AAFC) are pleased to participate in the delivery of this exercise funded through the Livestock Waste Tissue Initiative (LWTI). We are committed to working with our industry partners to address issues of importance to the agriculture and agri-food industry in British Columbia. Opinions expressed in this report, are those of the authors and not necessarily those of the Investment Agriculture Foundation, the B.C. Ministry of Agriculture or Agriculture and Agri-Food Canada

EXECUTIVE SUMMARY

On March 31st 2011 a discussion based exercise was held in the City of Chilliwack involving 25 participants from a wide range of agricultural stakeholder groups and agencies. The purpose of this exercise was to have participants explore and discuss how the City of Chilliwack Farmed Animal Carcass Emergency Plan could be used to provide a framework for carcass disposal operations in an emergency situation. In this regard, participants offered their feedback about the plan as well as providing insight into additional issues that may arise during a mass carcass disposal emergency.

While a flood scenario was used for the exercise the discussion also covered mass carcass disposal for other risks outlined in the plan (wildfire, disease, etc)

The participants overwhelming felt that the opportunity to meet with a majority of the stakeholders to review the plan was beneficial and results in the region being more prepared to respond to this type of emergency.

The following recommendations may be put in place in order to resolve issues related to farm animal mass carcass disposal.

Where one or more “Responsible Agencies” have been identified, it is not to bind these agencies to completing these tasks. Instead, these agencies have been deemed by the exercise participants to be the most appropriate or best prepared to complete the identified task.

Priority 1 Recommendations

These recommendations are one of the following: a) highest priority b) lower priority but relatively easy to accomplish c) those where additional funding is available to complete.

1. Revise current Chilliwack FAMCDEP utilizing information shared during exercise.

Responsible Agencies: City of Chilliwack, AGR (Ministry of Agriculture), CFIA (Canadian Food Inspection Agency), MOE (Ministry of Environment), EMBC (Emergency Management BC)

2. Develop a shortened City of Chilliwack FAMCDEP reference guide which contains the key Chilliwack FAMCDEP information such as checklists, contact lists, resource lists, appropriate disposal methods, etc

Responsible Agency: City of Chilliwack

3. Develop a “Plan B” for the disposal of bovine carcasses that cannot be shipped to a rendering plant or picked up by local dead stock pick up services for situations where rendering is not possible (e.g. flooding event, carcasses diseased, contaminated or too long deceased). There are a number of components to the development of Plan B:

- a. City of Chilliwack to determine that they want to proceed with determining a “Plan B” for bovine mass carcass disposal emergency events.

Responsible Agency: City of Chilliwack

- b. Pre-determine suitable emergency central composting sites within the region that meet Canadian Food Inspection Agency and Ministry of Environment regulations.

Responsible Agencies: City of Chilliwack, IAF (Investment Agriculture Foundation)

- c. Determine where the finished bovine carcass compost would be disposed of after composting. There are a number of options to investigate:

- i. City of Chilliwack to investigate shipping farm animal carcasses/compost to Mission landfill.

Responsible Agency: City of Chilliwack

- ii. Investigate the possibility of the compost being taken to the landfill at Coronation Alberta.

Responsible Agency: City of Chilliwack

- iii. City of Chilliwack to work with Provincial and Federal Government in investigate central burial sites outside of the region where rainfall and soils meet the requirements for burial.

Responsible Agencies: AGRI, CFIA, MOE, City of Chilliwack

- d. Investigate the possibility of incineration of bovine carcasses.

Responsible Agencies: City of Chilliwack, AGRI, CFIA, MOE

4. Identify higher ground emergency staging area (transfer station) for resources that would assist with the mass carcass disposal during a flooding event.

Responsible Agencies: City of Chilliwack, CFIA, MOE, West Coast Reductions

5. While the focus of the exercise was on mass carcass disposal a number of recommendations were made related to the flood response. They are:

- a. The flood modeling shown during the exercise could be made more available to farmers

Responsible Agencies: City of Chilliwack

- b. A GIS study could be done to overlay Premise ID (Farm ID project) data with the land use inventory and the flood model to provide information for flood response planning.

Responsible Agencies: City of Chilliwack, AGRI, CFIA, MOE, West Coast Reductions

- c. Provide information to farmers of all the challenges that will be encountered to move their animals at the last minute.
Responsible Agencies: Producer Organizations, City of Chilliwack, AGRI

- 6. **Develop a communication document (1 page pamphlet) for producers that would outline who to contact in a mass carcass disposal emergency and the support that is available to producers**

Responsible Agencies: Producer/Industry Associations, CFIA, AGRI.

- 7. **Provide link to AgriRecovery to participants**

Responsible Agency: City of Chilliwack and/or Producer Organizations

- 8. **Send contact list from exercise out to all participants.**

Responsible Agency: City of Chilliwack

Priority 2 Recommendations

These recommendations are either lower priority or will take considerable time/resources to complete

- 9. **Develop regional response strategies for mass carcass emergencies.**

Responsible Agencies: City of Chilliwack, other local authorities, EMBC

- 10. **Inform public and local elected officials of the importance of supporting local producers in developing solutions to mass carcass disposal emergencies in order to maintain a viable local agriculture community.**

Responsible Agencies: Producer/Industry Associations, related industries, other agencies involved in agriculture in region

- 11. **Combine the recommendations from all the mass carcass disposal exercises being held in BC and send them to the participants.**

Responsible Agency: IAF

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PART 1 – EXERCISE OVERVIEW

A. Date and Location

The City of Chilliwack Mass Carcass Disposal Exercise was held on March 31, 2011 at the Fraser Valley Regional District Council Chambers.

B. Scenario

The scenario was a spring freshet flood event with the Fraser River breaching the dyke in the Rosedale area resulting in a requirement for mass carcass disposal of cattle/cows, poultry and other animals.

While the exercise scenario was a flooding emergency the discussion covered mass carcass disposal for other risks outlined in the plan (flood, wildfire, disease, etc)

C. Type of Exercise

This exercise is best described as a Hybrid Workshop –Tabletop exercise.

This exercise utilized a scenario to guide a large group discussion creating a unique training and exercise experience, allowing participants to explore and provide feedback on the Farmed Animal Mass Carcass Disposal Emergency Plan.

In addition, the scenario and questions were sent to the participants before the exercise for them to review and prepare.

D. Purpose of Exercise

The purpose of this exercise is to explore and discuss the following emergency operations as outlined in the Chilliwack Farmed Animal Carcass Emergency Plan (Chilliwack FAMCDEP):

- Concept of operations for mass carcass disposal operations
- Methodologies for carcass disposal
- Resources for carcass disposal
- Compensation and recovery

by involving the following players:

- City of Chilliwack (including engineering staff, development staff, and EOC staff)
- Fraser Valley Regional District
- First Nations

- Producers
 - Dairy
 - Cattle
- Industry
 - BC Milk Producers Association
 - West Coast Reductions
 - Local Veterinarian
- BC Ministry of Agriculture
- Ministry of Environment MOE
- Emergency Management BC
- Canadian Food Inspection Agency (CFIA)
- Fraser Health
- Investment Agriculture Foundation

in a tabletop/workshop exercise utilizing a flood emergency scenario in Chilliwack.

E. Exercise Objectives

1. Review activation procedures of Chilliwack FAMCDEP
 - Expected actions
 - Discuss when the FAMCDEP would be activated
 - List who could activate
 - Outline steps taken to activate
 - Determine if activation process in plan realistically outlines what would happen
2. Validate the concept of operations for disposal operations as outlined in the Chilliwack FAMCDEP
 - Expected Actions
 - Identify roles and responsibilities for a mass carcass disposal event
 - List tasks that need to be completed
 - Outline the response structure for a FAD and non FAD response
 - Discuss the safety and environmental issues
 - Outline how media information will be developed and disseminated
3. Review and assess methodologies and resources for mass carcass disposal as outlined in the Chilliwack FAMCDEP
 - Expected Actions
 - Define the disposal methods that are available
 - Discuss the issues that are related to disposal of bovine carcasses

4. Identify any potential improvements to the Chilliwack FAMCDEP
 - Expected Actions
 - Identify any areas where improvements can be made to the Chilliwack FAMCDEP
5. Develop recommendations for solving the resource shortfalls and disposal challenges listed in Chilliwack FAMCDEP
 - Expected Actions
 - List resources needed for disposal
 - Identify resource shortfalls
 - Identify solutions to the resource shortfalls
 - List disposal challenges
 - Identify solutions to disposal challenges
6. Review framework used for compensation and recovery
 - Expected Actions
 - Identify who would pay for the different components of the carcass disposal operation
 - Outline the process for private or government support (provincial or federal)
 - List what records must be kept
 - Outline what the recovery objectives would be.

F. Exercise Evaluation

The exercise was not formally evaluated, as its purpose was simply to provide a venue to carry out specific conversations. During these conversations, key points were captured on a flip chart. Additionally, all exercise participants were provided the opportunity to complete a Participant Feedback Form which solicited written feedback on the Farmed Animal Mass Carcass Disposal Emergency Plan as well as on the design of the exercise.

G. Participant Attendance

There were 25 participants to the exercise. The attendees are listed in Appendix A

H. Exercise Conduct

The scenario was provided to the participants by means of PowerPoint slides after which a series of questions were asked to guide the discussion. Participants responded as to what they or their agency would be doing. It was run as a large group discussion. The scenario and questions are available from the City of Chilliwack Emergency Coordinator listed on page 2.

PART 2 – EVALUATION

A. Overview

As mentioned previously, the purpose of this exercise was to have participants explore and discuss how the City of Chilliwack Farmed Animal Carcass Emergency Plan could be used to provide a framework for carcass disposal operations. In this regard, participants offered their feedback about the plan as well as providing insight into additional issues that may arise during a mass carcass disposal event

Most, if not all, the expected actions within each objective of the exercise were realized during the exercise therefore the exercise met its objectives.

The participants overwhelming felt that the opportunity to meet with a majority of the stakeholders to discuss the plan was beneficial in being prepared to respond to this type of emergency. The following are some recommendations that resulted from the discussions during the exercise.

B. Recommendations

Based on the input from participants a number of recommendations have been developed. These have been grouped into two priority groups. Priority One recommendations are those that are high priority or may be lower priority but are easy to accomplish or are ones where additional funding is available. Priority Two recommendations are either lower priority or high priority but will take considerable time/resources to accomplish

Please note: This document does not serve to bind participating agencies to complete these actions; rather, these actions have been identified as addressing a problem, issue or request arising from participant conversations and subsequent exercise design team analysis.

Where one or more “Responsible Agencies” have been identified, it is not to bind these agencies to completing these tasks. Instead, these agencies have been deemed by the exercise design team to be most the most appropriate or best prepared to complete the identified task.

Finally, the exercise design team should review and confirm the validity of these recommendations before any action is taken.

Priority 1 Recommendations

These recommendations are one of the following: a) highest priority b) lower priority but relatively easy to accomplish c) those where additional funding is available.

1. Revise current Chilliwack FAMCDEP utilizing information shared during exercise.

- Add compensation matrix to plan.
- Identify a source of RFID Readers (ear tag readers) that the city could use in an emergency event (auction houses have them and may not require them during an emergency). City could consider purchasing some.
- Revise plan to have shipping to rendering plant/dead stock pick up as first option for bovine mass carcass disposal. Composting would remain first option for non-bovine carcass disposal
- Include most current protocols/regulations for burial/composting from MOE, AGRI, CFIA
- Include additional emergency contact numbers for SRM pick up in Chilliwack plan
 - West Coast Reductions (Kevin Wise)
 - 604 861 3283
 - 604 252 2067
- Include information on role of Recovery Team in:
 - support for stress, practices to maintain mental health, Critical Incident Stress Debriefing(CISD) for farmers/responders
 - Donation management

Responsible Agency: City of Chilliwack, AGRI, CFIA, MOE

2. Develop a shortened City of Chilliwack FAMCDEP reference guide which contains the key Chilliwack FAMCDEP information such as checklists, contact lists, resource lists, appropriate disposal methods, etc

The City of Chilliwack Emergency Coordinator felt that there is a need for a reference summary of the City of Chilliwack FAMCDEP that could be part of the larger City of Chilliwack Emergency Response Plan.

The reference plan would contain:

- Any revisions from the exercise, see recommendation 1
- Checklist (key response steps)
- Key Methodologies for Disposal
- Resource lists
- Key contacts

The concise reference guide could then be made available to producers and agencies.

Responsible Agency: City of Chilliwack

3. **Develop a “Plan B” for the disposal of bovine carcasses that cannot be shipped to a rendering plant or picked up by local dead stock pick up services for situations where rendering is not possible (e.g. flooding event, carcasses diseased, contaminated or too long deceased). There are a number of components to the development of Plan B:**

- e. **City of Chilliwack to determine that they want to proceed with determining a “Plan B” for bovine mass carcass disposal emergency events.**

During the exercise it was determined that there is a number of options for dealing with non-bovine carcasses however the options for bovine carcasses are currently much more limited.. It was felt that shipping the carcasses to a rendering plant (either directly or through dead stock pick up services) would most likely be the first option (Plan A) for bovine carcasses. It is the most straight forward and is reusing the material instead of just disposing of it. However, the second option (Plan B) for situation where rendering/dead stock pick up is not possible was not clear. In order to determine Plan B the City of Chilliwack would need to determine that it has the political will to find the answers. If this is determined to be the case then the following steps could be considered.

Responsible Agency: City of Chilliwack

- f. **Pre-determine suitable emergency central composting sites within the region that meet Canadian Food Inspection Agency and Ministry of Environment regulations.**

During the exercise burial was discussed and it was recognized that due to rainfall, soils, aquifer location, set backs, etc that burial in the immediate area would not be suitable for larger numbers of carcasses. Composting was determined to be the main first step for all carcass disposal emergencies.

For non-bovine carcasses the finished compost could be spread back on farm land. For bovine carcasses a final disposal site would have to be found for the finished compost as it is still considered SRM. The composting procedure buys time, reduces volume (somewhat) and creates a product that is easier to work with.

It was felt that pre-determining some sites for central composting would be key step in being prepared to deal with a mass carcass emergency in Chilliwack.

If the City of Chilliwack determines that this is the strategy they would like to follow there is funding available from the IAF to conduct the GIS/soil analysis studies to find suitable burial/composting sites.

Responsible Agency: City of Chilliwack, IAF

- g. **Determine where the bovine carcass compost would be disposed of after composting. There are a number of options to investigate:**

As was previously mentioned the finished bovine carcass compost is still considered SRM and therefore can not be spread back on land that was to be used for cows/cattle. A disposal site would need to be determined for the finished compost.

- i. **City of Chilliwack to investigate shipping farm animal carcasses/compost to Mission landfill.**

During the exercise It was mentioned that in a previous meeting the Mission landfill offered to potentially take farm animal carcasses. It was noted by some of the exercise participants that they did not believe the Mission landfill is permitted by CFIA for SRM. However, this should be investigated and if it is not permitted for SRM this still might be an option for non-bovine carcasses if required.

Responsible Agency: City of Chilliwack

- ii. **Investigate the possibility of the compost being taken to the landfill at Coronation Alberta.**

One option that was brought forward is that the landfill in Coronation Alberta is certified to take SRM material. However, the landfill will not take fresh carcasses but will take finished compost. City of Chilliwack to discuss with the landfill if this is an option, the quantity they could take and the cost of disposal.

Responsible Agency: City of Chilliwack

- iii. **City of Chilliwack to work with Provincial and Federal Government in investigate central burial sites outside of the region where rainfall and soils meet the requirements for burial.**

It was recognized during the exercise that finding a non engineered burial site for carcasses or finished compost in the Chilliwack area would not be possible due to the requirements for burial sites based on rainfall, aquifers, soils, set backs etc. It was noted that the there are potentially suitable sites in the drier interior. The City of Chilliwack felt that as this is a provincial/federal issue and that those two levels of government should spearhead finding a suitable burial site

Responsible Agency: AGRI, CFIA, MOE, City of Chilliwack

- h. **Investigate the possibility of incineration of bovine carcasses.**

The challenges of incineration of bovine carcasses such as the requirement of high temperatures (850 °C) to inactivate the BSE prions , the low capacity for most incinerators and that a permit is needed from CFIA to burn bovine carcasses was recognized

However some information was brought forward indicating that some air curtain burners do reach the required temperature and apparently there was an incident where a permit was issued by CFIA for burning of elk carcasses infected with chronic wasting disease which is also caused. Further investigation of this information is required to see if this is a further option for disposal.

Responsible Agency: City of Chilliwack, AGRI, CFIA, MOE

4. **Identify higher ground emergency staging area (transfer station) for resources that would assist with the mass carcass disposal during a flooding event.**

One of the main sources of transportation resources for carcass movement during an emergency is the West Coast Reductions transfer facility. However in a flooding scenario the transfer station may not be accessible. In that case the West Coast Reductions trailers would need to staged at a different site so that they could be used to move carcasses to either rendering or to a central composting facility. City of Chilliwack to identify a temporary staging site (transfer site) and obtain the letter of authorization for the site from CFIA for the site.

Responsible Agency: City of Chilliwack, CFIA, MOE, West Coast Reductions

5. While the focus of the exercise was on mass carcass disposal a number of recommendations were made related to the flood response. They are

a. The flood modeling shown during the exercise could be made more available to farmers

The producers present felt that the model would be very helpful for farmers to see. Whether it can be put on the City of Chilliwack's website will be investigated.

Responsible Agency: City of Chilliwack

b. A GIS study could be done to overlay Premise ID (Farm ID project) data with the land use inventory and the flood model to provide information for flood response planning.

This information would be helpful for planning in the event we are faced with a flood threat in the future. It would provide information such as how many farms are threatened and how many animals which would be essential for determining response plans. This could also be done for other Chilliwack flood models.

Responsible Agency: City of Chilliwack, AGRI, CFIA, MOE, West Coast Reductions

c. Provide information to farmers of all the challenges that will be encountered to move their animals at the last minute.

- i. Transport resources will be in short supply as other areas in the lower mainland will also be looking for these limited transport resources. Ministry of Agriculture has done some work on transportation plans and has purchased some portable ramps that would be needed to load some of the trucks
- ii. Evacuating people will take precedent over evacuating animals
- iii. "Host farms" would have to be found for milking cows. Some farmers have prepared this ahead of time however additional arrangements should be being made in advance.

Responsible Agency: Producer Organizations, City of Chilliwack, AGRI

6. Develop a communication document (1 page pamphlet) for producers that would outline who to contact in a mass carcass disposal emergency and the support that is available to producers

During the exercise it was identified that many livestock producers are not aware of the assistance that would be available for dealing with a mass carcass disposal emergency. It was suggested that a short overview of the assistance available to producers and how to access it would be helpful for the producers

This could be distributed through producer organizations (including horse, sheep, poultry, etc). This may link into recommendation 2 of a concise reference guide for the City of Chilliwack FAMCDEP or this could be a separate document

Responsible Agencies: Producer/Industry Associations, CFIA, AGRI.

7. Provide link to AgriRecovery to participants

During the exercise AgriRecovery program was mentioned in terms of providing support to farmers. It was suggested that the link to the program be sent to participants.

<http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1200408916804&lang=eng>

Responsible Agency: City of Chilliwack and/or Producer Organizations

8. Send contact list from exercise out to all participants.

One of the key accomplishments of the exercise was the familiarization of the stakeholder agency staff with each other. This will be extremely valuable if an emergency situation ever occurs. The importance of contact lists and the challenge of keeping them up to date was discussed. Sending out the contact sheet from this exercise was requested to assist everyone in maintaining their contact lists.

Responsible Agency: City of Chilliwack

Priority 2 Recommendations

These recommendations are either lower priority or will take considerable time/resources to complete

9. Develop regional response strategies for mass carcass emergencies.

It was noted that any large scale event that would initiate a mass carcass emergency most likely would not be confined to Chilliwack. Therefore there is a need to develop regional relationships/plans in order for neighbouring local authorities to assist one another to deal with mass carcass emergencies.

Responsible Agency: City of Chilliwack, other local authorities, EMBC

10. Inform public and local elected officials of the importance of supporting local producers in developing solutions to mass carcass disposal emergencies in order to maintain a viable local agriculture community.

The challenge of finding solutions and communicating the solutions to the public at large as well as elected officials was discussed. It was recognized that finding solutions to some of these emergencies is not easy however waiting until the emergency to occur to find solutions was not seen as an appropriate response either.

The importance of producers, producer organizations and other agencies involved in agriculture informing the public and elected officials of the challenges producers face is key to finding solutions to carcass disposal. The local government needs to be able to allocate staff time to assist with finding solutions and the public needs to be agreeable to the solutions found.

Responsible Agencies: Producer/Industry Associations, related industries, other agencies involved in agriculture in region

11. Combine the recommendations from all the mass carcass disposal exercises being held in BC and send them to the participants.

It was suggested to combine all the recommendations from the mass carcass disposal exercises that have already occurred or will occur in BC and distributing them to the participants. This would be beneficial to many participants as there are differing discussions/recommendations occurring in each exercise.

Responsible Agency: IAF

C. Participant Feedback on Response

What is your assessment of the response efforts discussed during the exercise?

*Please rate, on a scale of 1 to 5, your overall assessment of the response efforts relative to the statements provided below, with 1 indicating **strong disagreement** with the statement and 5 indicating **strong agreement**.*

<u>Assessment Factor</u>	Rating of Agreement					Average of Responses
	<i>Strongly Disagree</i>				<i>Strongly Agree</i>	
a. The roles and responsibilities during a farm animal mass carcass event are well defined	1	2	3	4	5	3.8
b. It is clear which tasks need to be completed to deal with a farm animal mass carcass event	1	2	3	4	5	3.9
c. There is a straightforward process for determining which methodology would be best for dealing with a farm animal mass carcass event.	1	2	3	4	5	2.9
d. There are sufficient resources available for dealing with a farm animal mass carcass event.	1	2	3	4	5	3.1

Comments on any of the above assessment factors:

Comments

- Discussion of the FAMCE was well discussed, many options discussed but no definite conclusion!
- How would info be delivered to farmers during an emergency?
- Compensation to farmers stills seems incomplete(i.e. false alarm evac and movement of cattle)
- Regional plans need to be revised and tested

2. What areas of the response to a farm animal mass carcass disposal event need further research, resources or methodologies?

- Options available should the composting/rendering options be hindered in some way, example flooding
- Actual disposal options
- Clarification of SRM options
- Finding a certain site and method

- Transfer area – east of Chilliwack – Popkum?
- Compost or burial site – Carolin Mines?
- Landfill locations
- Composting criteria
- Discussed
- A central composting site, outside of the Lower Mainland
- Site locations for disposal
- Methods of disposal
- Location of disposal
- Disposal sites for LM events
- Sites
- Transportation and temporary storage
- Disposal, sit approval/methodology

3. What improvements/changes could be made to the RDCK Farm Animal Mass Carcass Disposal Plan.

- Regular meeting with different agencies as to have a strong partnership and understanding of each agencies strengths, weaknesses, needs and regulatory requirements.
- Compensation matrix
- Update the Chilliwack Plan
- Simple revision and updating to incorporate lessons learned from other jurisdictions
- Refinement to local conditions
- Additional/correct information on disposal

4. What further exercises or training could be done to better prepare for a farm animal mass carcass disposal event

- Newsletters, seminars (for farmers)
- DFA (Disaster Financial Assistance) training
- Direct contact with local producers to inform them of the risks, their responsibilities in an emergency and compensation options and requirements
- Improve plan and repeat in 12 months

D. Participant Feedback on Exercise Design

Following the exercise, participants were invited to provide their feedback about any item not discussed, as well as about the exercise itself. The following charts consolidate all rankings and responses.

1. What is your assessment of the design and conduct of this discussion based exercise?

<u>Assessment Factor</u>	Rating of Agreement					Average of Responses
	<i>Strongly Disagree</i>				<i>Strongly Agree</i>	
a. Having the scenario and questions ahead of time better prepared you for the discussion in the today's exercise.	1	2	3	4	5	4.5
b. This discussion based exercise was well structured and organized.	1	2	3	4	5	4.5
c. Discussion based exercises, such as this, are a valuable component in developing an integrated response.	1	2	3	4	5	4.8
d. The exercise achieved its identified objectives.	1	2	3	4	5	4.2
e. The exercise achieved your personal exercise objectives.	1	2	3	4	5	4.6

Comments on any of the above assessment factors:

2. What components of this exercise worked very well and should be retained in future exercises?

- Open discussion with all agency's/client/partners
- Good discussion
- I like the model!
- Model for the event of breach of dyke for different areas of Chilliwack farm areas
- Overall well run
- All of them
- Having the different agencies available broadened the level of communication and knowledge base. Very valuable.
- Multi agency participation was excellent
- Correct player participation

3. What suggestions would you make to improve an exercise such as this?

- I felt this type of exercise was well formatted as to get the most that could be offered in a short period of time
- Make these models more available to farmers – farmers aren't typically computer literate
- None
- None beyond what were mentioned
- N/A
- Change the name to avoid confusion with EOC exercises

APPENDICES

Appendices

A. Exercise Attendance List