

Animal Health Canada

Working Group

Governance Options Investigation

Summary Report

Animal Health Canada is an important step forward to protect and safeguard the food supply, the health of Canadians and the environment... as well as contribute to economic growth and prosperity.

Enhancing animal disease prevention and preparedness

A proactive step towards a One Health approach

September 29, 2020

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Executive Summary

Animal Health Canada's (AHC) vision is for a sustainable agriculture and agri-food sector strengthened by an inclusive industry-governments partnership, that protects the health and well-being of farmed animals. Work to date has clearly demonstrated the desire of stakeholders to see a new approach to the governance of Animal Health in Canada.

This report summarized the activities of the Animal Health Canada Working Group (WG) from January 2020 to August 2020. The WG held several meetings to develop a short list of three governance options, the desired level of engagement/decision making and a proposed scope of the activities that AHC could be involved with. A consultation survey of AHC members was conducted in April and May to gather initial feedback on the three options. In addition, a description of "what will be different" with AHC was developed. This process culminated with a "CEO Champions" meeting with over 40 in attendance virtually on June 5th 2020.

Governance Options

The proposed models have been informed through the gap analysis process and the governance model review process that was conducted in 2019. Consultation with Animal Health Canada working group members, and key animal health stakeholders has further refined the proposed governance model options. The following three options are outlined in detail in this report.

Option A: Boost the Council

- Build upon the current NFAHWC structure with increased level of oversight plus added responsibilities

Option B: New Co-Management PPP

- Create a new public-private partnership structure to formalize an FPT government / industry approach to co-managing

Option C: Evolve the Council and transition to Co-Management

- Start out with Option A and evolve to create new structure for industry / government to co-manage animal health in Canada (Option B)

The results of both the consultation survey of members and the CEO champions meeting favoured Option C (Evolution of the Council to Co-Management structure) however a number of questions have been raised about the details such as organization structure, interaction between a proposed Board and Advisory Committee structure, etc. Furthermore, there is a need to come to a common understanding and agreement on the what is meant by "accountability" and "co-management" between industry and FPT governments in the context of AHC. Comments during the CEO Champions meeting indicated that "issues that may arise would be solvable" and that there is a collective willingness by all participants to move forward.

A sense of urgency was also mentioned by several meeting participants. It was then proposed piloting the AHC concept through the collective efforts already underway on ASF (i.e. The ASF Executive Management Board), and developing a National ASF Response Coordination Board empowered to act quickly with clear tasks/ deadlines, resourcing and responsibilities.

Path Forward

The path forward for Animal Health Canada will require the ongoing commitment and participation of the members. In order to broaden outreach and membership, as well as confirm the on going commitment of members a “statement of intent” has been developed to define the commitments, responsibilities, and measures of success for Animal Health Canada into March 2022. All willing industry association, provincial and federal government partners will be asked to commit to the statement of intent.

In order to validate the proposed approach for Animal Health Canada, the working group will also identify opportunities to pilot the proposed models through priority activities that support the advancement of animal health and welfare in Canada. Reporting and lessons learned through the delivery of the pilot activities will be used to further inform the details around the proposed Animal Health Canada model options. It is recognized that additional work is required to better articulate the organizational structure, funding, and reporting relationships for each of the proposed AHC governance models and work will be better informed through the lessons learned from pilot activities.

Current Context

An Important Economic Driver at Risk

The Canadian animal agriculture sector is diverse and progressive sector. In 2018, there were 77,594 livestock farms in Canada and the sector generated \$24.7B in farm cash receipts. The red meat, dairy, egg and poultry sectors contributed an additional \$58.7B in economic activity and created 250,052 jobs making it a significant driver of the Canadian economy¹.

However, we face a clear and present danger due to animal disease risks. The economic impact of a foot-and-mouth disease (FMD) outbreak, which would affect multiple animal species, is estimated to cost the industry \$38 - \$50 billion². A bovine spongiform encephalopathy (BSE) outbreak similar to what was experienced in 2003 would cost \$4-6 billion in 2018 dollars, and an avian influenza (AI) outbreak in British Columbia (BC) alone would cost the industry \$609 million. As of February 2020, the imminent threat of African swine fever (ASF) which has decimated the swine industry in China and now spread to 22 other countries has heightened the need to prepare for it in Canada in order to protect Canada's \$24B pork industry³.

Gap Analysis Results

The recent gap analysis report that was developed through consultation with over 200 stakeholders and subject matter experts in 2019 and focussed on Canada's prevention, preparedness, response, and recovery systems for dealing with animal health diseases. Overall, the largest gap identified is the lack of a cohesive national approach that can provide stronger FPT government -- industry collaboration. The current fragmented structure leads to inefficiencies, missed opportunities for synergies and slower decision making. The end result of the current structure is increased risk and overall cost for both government and industry.

Covid-19 – A Lesson in Preparedness

The Covid-19 pandemic that has gripped the nation (and the globe) is a clear example of the value of prevention, preparedness and effective collaboration. The ability for all levels of government and industry to work together effectively and respond quickly is paramount. The COVID-19 experience is a living example of the value of preparedness and the complexity of the current structure. From an overall animal agriculture perspective, despite best efforts, there has been an inability to be able to act cohesively as a sector and in a timely manner. The result has been a splintering of various sub-sectors into separate groups with different requests to government. There has also been a significant reliance on the federal government, to respond to and address the impacts to the sector. In the end, there has been some issues and challenges which could have been mitigated with improved preparedness and through a more cohesive approach to preparedness and emergency management

A Step Toward One Health

¹ Statistics Canada data from various tables

² Animal Health Canada Inventory Assessment and Gap Analysis, February 13, 2020

³ Animal Health Canada Inventory Assessment and Gap Analysis, February 13, 2020

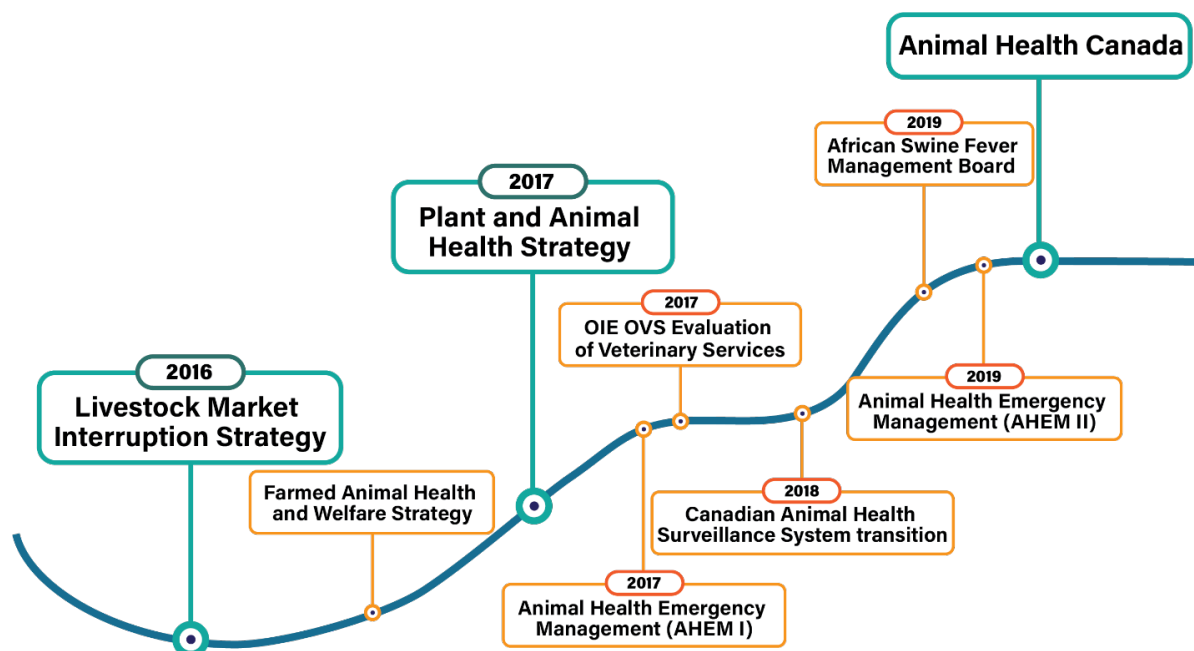
Recent events are also a reminder of the importance in taking a *One Health* approach to protect and manage both human and animal health in concert. Experts estimate that at least 60%⁴ of all human diseases can move from human to animal and vice-versa. Over the past three decades, 75% of new emerging human infectious diseases have been of animal-origin or zoonotic. AHC is a proactive step towards linking human and animal health solutions and approaches in a more concrete way.

OIE Recommendations on Public Private Partnerships

The OIE strongly endorses public-private partnerships (PPP) in the veterinary domain as the most effective approach for nations to take to managing animal health. True collaboration and coordination between industry and all levels of government is essential, since each party cannot do this alone, but relies on all the others to effectively manage animal health. The OIE PPP Handbook published in May 2019 states that “there is great potential for improved animal health and welfare policy development and the implementation of services in the veterinary domain through PPP. Whilst Governments remain responsible for the policies that they adopt, fully involving relevant private sector stakeholders ...can lead to better policies.”

Building on progress

Since the initial discussions in September 2018 an industry and government working group has developed the vision, mission, purpose and governance options to take animal health disease management in Canada to the next level.



⁴ Source: The Costs of Animal Disease – by Oxford Analytica, for IFAH, October 2012

Animal Health Canada – Vision and Purpose

Purpose Statement

VISION:

A sustainable agriculture and agri-food sector strengthened by an inclusive industry-governments partnership protecting the health and wellbeing of farmed animals.

The purpose of Animal Health Canada (AHC) is to provide a formal structure for the industry-government partnership required to successfully implement the animal health components of the Plant and Animal Health Strategy (PAHS).

AHC will be formed through a national, public-private partnership built on the guiding principles of shared accountability and decision making open to the participation of both levels of government and all animal industry sectors. AHC will have a defined mandate to undertake actions and deliver programs that achieve high standards of animal health protection and economic risk mitigation, consistent with the objectives and guiding principles of the PAHS. Its governance structure and mandate will be based on formal commitments between the parties with the flexibility to evolve over time.

AHC will not perform regulatory functions unless delegated by governments.

Plant and Animal Health Strategy Objectives

Objective 1: Canada has the necessary information and awareness needed to support forward-looking risk management and evidence-based decisions.

Objective 2: Canada has a comprehensive, effective and integrated system that prevents and proactively addresses plant and animal health risks.

Objective 3: Canada has a robust and responsive plant and animal health system that supports economic growth and market competitiveness for Canadian products.

Plant and Animal Health Strategy Guiding Principles

1) Prevention-Focused	4) Shared Accountability
2) Efficiency and Continuous Improvement	5) Collaboration, Sharing, and Transparency
3) Adaptive, Evidence- and Risk-Based Approach	

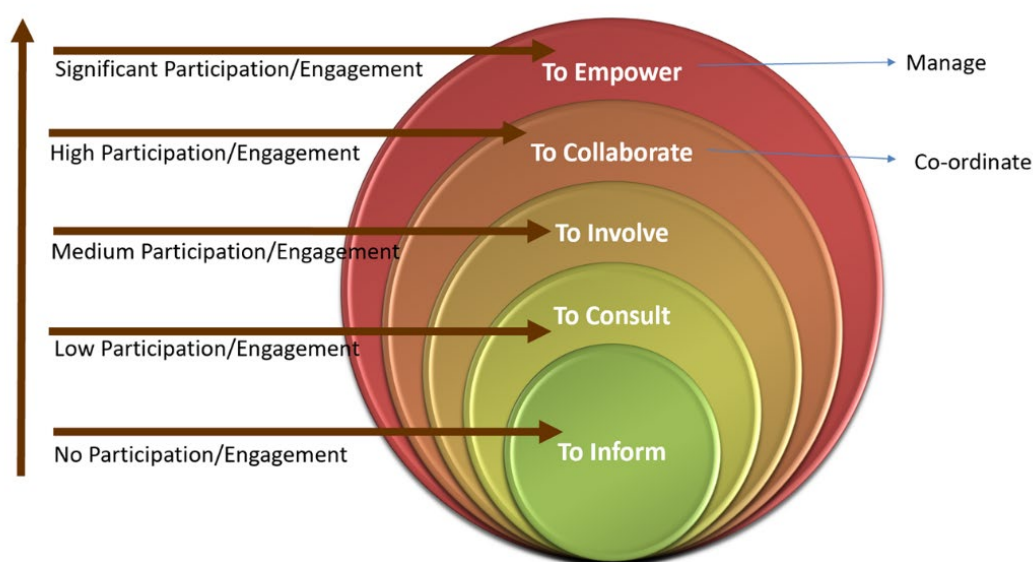
Level of Engagement

The AHC Working Group discussions in December 2019 considered various levels of participation and engagement that are possible. Industry stakeholders desire to be “more than just consulted”. Industry aspires to be a true collaborative partner with both Provincial and Federal governments in this arena. Likewise both Provincial and Federal governments desire more collaborative arrangements with each other and with industry. There are, however, considerations related to balancing and respecting the regulatory authorities of Federal and Provincial governments that exist (and will remain unchanged).

The AHC Working Group focussed on developing options beyond the inner circles of “inform” and “consult” to increase engagement in order to help advance the sector as a whole.

- **Involve** - This is the current level of engagement for some, but not all aspects of prevention, preparedness, response and recovery areas
- **Collaborate** – To collaborate and co-ordinate which will provide more interaction amongst stakeholders
 - **Option A** is positioned to move stakeholders to this level of engagement
- **Empower** – The manage / empower state is a higher level of integration and shared decision making/accountability
 - **Option B and C** aspire to achieve this level of engagement

Participation/Engagement Spectrum



Source: Governance Solutions Inc. Governance Model Final Report, Feb. 7, 2020

Additional details on the proposed level of engagement for each activity in prevention, preparedness, response and recovery are provided later in this report (starting on page 27).

Proposed Scope and Activities

The AHC Working Group had determined that the basis framework should be:

- Scope will be farmed animals only at this time
 - Aquaculture will be included once the initial groundwork is set, likely in fall 2020 TBD
 - Wildlife will not be included at this point, but this could change in future
- AHC will (at least initially) be a “Coalition of the willing”; open to the participation of both levels of government and all animal industry sectors; voluntary for sectors to join, not mandatory
- AHC will be formed through a national, public-private partnership (see Options ABC)
- AHC mandate will be to undertake actions related to prevention, preparedness, response and recovery
- AHC will not perform regulatory functions (unless delegated by governments)

The proposed activities that AHC will be involved with as follows:

	Activities
Overall	Identification of national priorities for resource allocation
	National harmonization
	Communications across sectors and provinces
Prevention	Disease prevention awareness communications
	Biosecurity and prevention protocols
	Codes of Practice
	Diagnostic lab co-ordination
	Other cross-species disease and health activities
Preparedness	Disease surveillance programs and systems
	Emergency response planning
	Traceability
	Regional Zoning
	Veterinary (or para-Veterinary) capacity
Response	Response strategy development
	Response capacity and capabilities
Recovery	Financial recovery framework and Risk management tools
	Farmer and industry mental health support

Additional details on the specific activities and role are provided later in this report.

Governance Options Summary

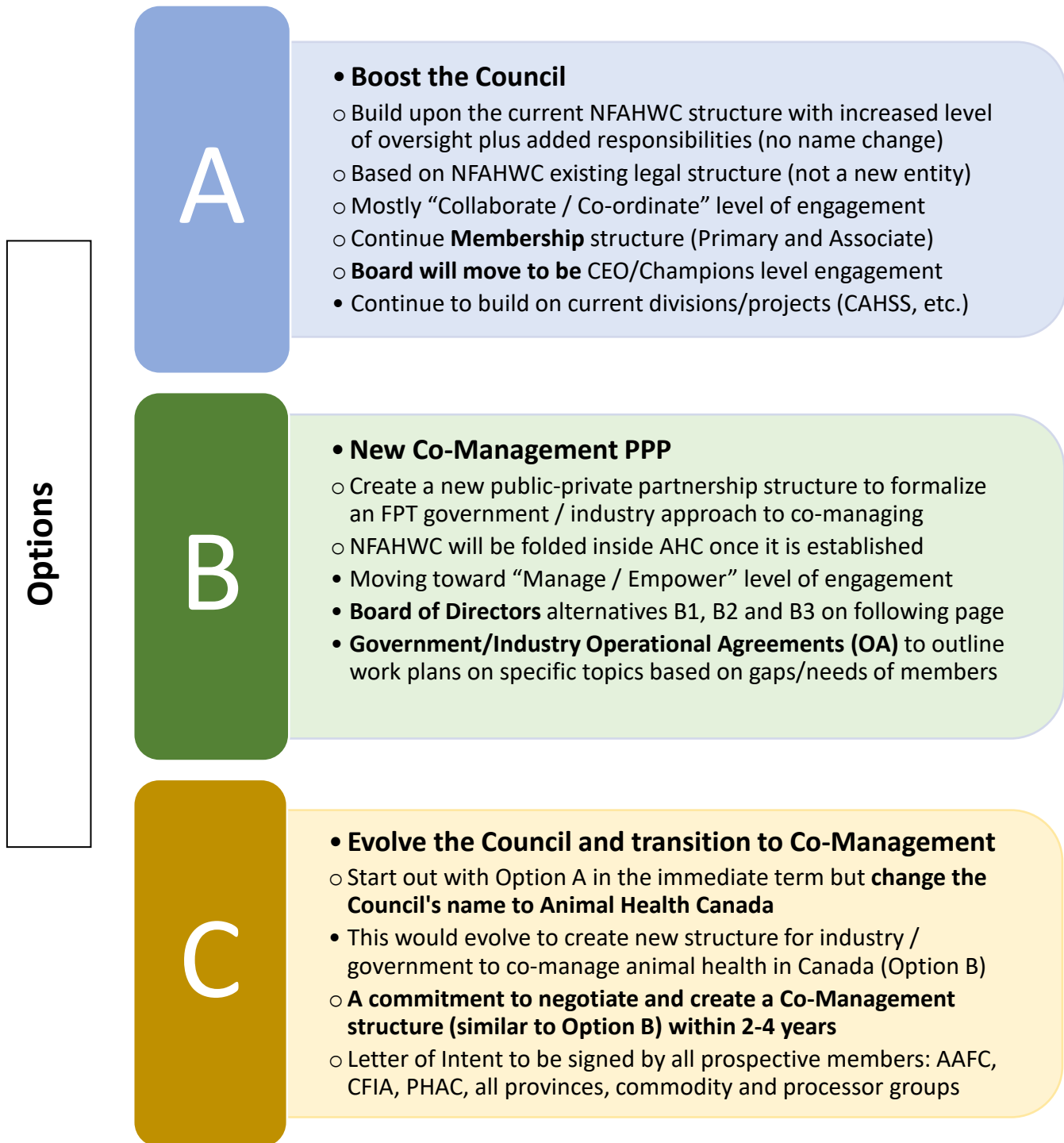
Structure and Governance Options (for consideration by stakeholders and Champions Committee):

Based on previous work including the Gap Analysis report, GSI governance report and AHC Working Group meetings, the following three options have been identified for consideration by the Champions Committee (June, 2020) and by FPT Ministers.

The key goals of the governance and organizational structure are to:

- | | |
|--|------------------------------------|
| 1. Enable a culture change where Federal government, Provincial governments and industry can all evolve from current roles to a partnership and team approach | Support a culture shift |
| 2. Ensure transparency and accountability of ALL members of the organization (Federal government, Provincial governments and industry groups including producer organizations and processor organizations) | Holding each other accountable |
| 3. Actively involve decision makers, such as Champion/CEO level industry and government officials, in AHC activities | Decision makers at the table |
| 4. Formalize a structure that is empowered to make decisions (wherever possible, respecting existing regulatory authorities) | Formal rather than ad-hoc |
| 5. Create an integrated cohesive structure to reduce the current fragmentation of Federal government, Provincial governments and industry groups in this arena | Move from fragmented to integrated |

Based on previous work including the Gap Analysis report, GSI governance report and AHC Working Group meetings, the following three options have been identified for consideration by the Champions Committee (June, 2020).



Additional details for each option are provided starting on page 16 of this report.

Within Option B and C, several possibilities have been explored for the Board of Directors structure so far. These options have not been fully developed, but are offered to get initial Champion feedback.

Option B1 – Member Based Board (13) – Champion level

- Board will be 13 people in total (CEO/DM Champions level) including Federal government (3), Provincial governments (4), Producer Organizations (4) and Processor organizations (2)

Option B2 – Independent Board (7)

- Board will be 7 people, skills/merit based and elected by Members. Board positions are not meant to represent each sub-sector. The Board will guide and govern the organization in the best interests of the Members

Option B3 – Champions as Advisors

- Board will be 15 people in total, subject matter experts elected from Member organizations (similar to current NFAHW Council Board)
- CEO/DM Champions level group will be advisors only, non-voting (Champions Advisory Board)

Financial Budget and Synergies

Funding for this initiative has not been determined. The working group will investigate funding sources (both from industry and government) and will quantify the synergies (savings) from this more streamlined structure following Champion feedback on a preferred option. In addition, it may be possible to re-allocate existing funding or combine current initiatives.

The proposed financial budget for each option is as follows:

- Option A: Seek increase of \$500k/year in funding to NFAHWC for total of \$865k/year
 - Plus existing projects of \$2.13 M = \$3.0M total annual investment
- Option B: Seek \$2.5M/year of new funding (gradually increase to this level over time)
 - Plus existing \$2.5M NFAHWC projects = \$5.0M total annual investment
- Option C: This option will evolve over time resulting in a gradual increase in activity starting similar to Option A and eventually reaching the level of activity/investment in Option B
 - Additional investment (budget) will only be allocated based on milestones being met

In each Option there will be a requirement for dedicated staff/resources to be put in place (a transition team/project) to create the next level of detail and manage the transition.

Synergies

Several potential synergies with organizations, coalitions, networks or projects have been identified that could be aligned with or amalgamated into AHC in some way to streamline operations and increase efficiency. This builds on the current direction that NFAHWC has already been successful in such as with CAHSS, AHM II administration and newly established NFAAC division.

- Expect synergies of \$300+k per year (administrative savings) in future due to consolidations of other organizations and coalitions into AHC
- In addition, we expect savings from reduced fragmentation and improved communications that are still to be quantified.

AHC Role and Function

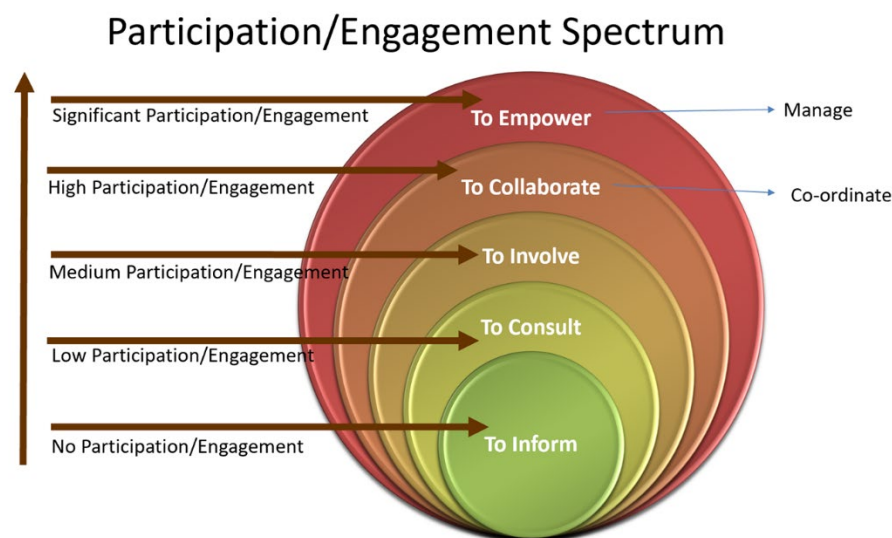
Many people involved in the process are wondering “What will Animal Health Canada do?” and “How is that different from today?” given the complex matrix of government, organizations and networks in this space. Based on the Gap Analysis report and Working Group feedback, the following table outlines the proposed scope, role and function of Animal Health Canada in the short and long term (aspirational).

Explanation:

The table on the following page indicates the proposed role for AHC based on the levels of “participation and engagement” as identified in the Governance Solutions Inc (GSI) report.

Each activity has been ranked in terms of the desired level of engagement, such as:

1. **Support / Involve** (one step beyond being consulted)
2. **Co-ordinate / Collaborate** (more interaction)
3. **Manage / Empower** (high level of integration, shared decision making/accountability)



Source: Governance Solutions Inc. Governance Model Final Report, Feb. 7, 2020

Synergies

In addition, several potential synergies with organizations, coalitions, networks or projects have been identified that could be aligned with or amalgamated into AHC or in some way to streamline operations and increase efficiency. [See examples in table on page 9-10]

Animal Health Canada – Proposed Activities, Level of Engagement and Synergies

The following is a list of activities that AHC will undertake and the proposed level of engagement based on feedback from Gap Analysis report and Governance Working Group survey.

	Activities	Option A	Option B	Option C	Desired Level of Engagement	Potential Synergies and Collaborations
Overall	Identification of national priorities for resource allocation – Prioritize reportable and emerging disease risks for planning and preparedness activities, prioritize key deliverables in the PAHS for focused effort and ongoing strategic planning	To some extent	Yes	Yes	Moving toward Manage/Empower	
	National harmonization - Encourage and support harmonization or regional approaches to assist with regulatory alignment where possible on prevention, preparedness, response and recovery	Yes	Yes	Yes	Support	Linkage with FPT, CCVO, national associations
	Communications across sectors and provinces - Information sharing and dissemination of collaboratively developed materials (a central point of connection for all stakeholders)	Yes	Yes	Yes	Co-ordinate Collaborate	VCRT ASFEMB
Prevention	Disease prevention awareness communications – Promote consistent key messages across entire industry nationally	Yes	Yes	Yes	Co-ordinate Collaborate	via commodity group channels for message delivery
	Biosecurity and prevention protocols - Support industry stakeholders on development and updating of national plans and protocols. Could consider third party oversight and/or certification in the future.	To some extent	Yes	Yes	Moving toward Manage/Empower	national producer associations
	Codes of Practice – Continue work delivered by NFACC (now under the Council) to facilitate development and reviews of Codes. Provide input on optimal approach to enforcement.	Yes	Yes	Yes	Manage/Empower (but not including enforcement)	NFACC

Animal Health Canada - Governance Model Options

	Activities	Option A	Option B	Option C	Desired Level of Engagement	Potential Synergies and Collaborations
	Diagnostic lab co-ordination - Facilitate improved coordination and planning amongst labs nationally.		Yes	Yes	Co-ordinate Collaborate	CAHSS CAHLN/CAHSN
	Other cross-species disease and health activities – Provide support and capacity building needs for other related topics/projects	To some extent	Yes	Yes	Co-ordinate Collaborate	CGFARAD
Preparedness	Disease surveillance programs and systems - Continue work of CAHSS (now under the Council); Support efforts to align regional and sector networks with national CAHSS work and surveillance priorities	Yes	Yes	Yes	Manage/Empower	CAHSS, CEZD Regional & sector networks
	Emergency response planning – Prioritize and gain agreement on the development of <u>integrated</u> response plans, simulations and communications protocols for all species. Enable joint incident command systems (ICS) and structures for all species, enhance the ability to share knowledge across species and provinces.	To some extent	Yes	Yes	Co-ordinate Collaborate	AHEM II, FPT government, national producer associations, Collaborate with existing ICS structures
	Traceability – Facilitate a national discussion/approach to continual traceability improvement (but not at implementation level of making traceability happen)	To some extent	Yes	Yes	Co-ordinate Collaborate	IGAC
	Regional Zoning – Facilitate discussions among species and government partners on priorities and how to zone in Canada		Yes	Yes	Support	
	Veterinary (or para-Veterinary) capacity - CVR would like to explore the connection with AHC and how it can be a platform to expand on capacity for emergencies	Yes	Yes	Yes	Manage/Empower	CVMA, RVTTTC, CVR

Animal Health Canada - Governance Model Options

	Activities	Option A	Option B	Option C	Level of Engagement	Potential Synergies and Collaborations
Response	Response strategy development – Co-ordinate action on response strategies such as vaccination strategies, depopulation strategies, sanitation, etc. (similar to what ASFEMB is working on now)	Yes	Yes	Yes	Co-ordinate Collaborate	ASFEMB
	Response capacity and capabilities – Support improved co-ordination and decision making on response priorities, voluntary cease movement, permitting, human resource planning, etc.	To some extent	Yes	Yes	Co-ordinate Collaborate	LMIS
Recovery	Financial recovery framework and Risk management tools – Explore insurance options and tools to assist with industry business continuity and impacted producers not covered by current compensation structure		Yes	Yes in long term	Moving toward Manage/Empower*	LMIS
	Farmer and industry mental health support - Support ag-focussed mental health support programs and tools at the fingers of responders, producers, industry groups in a critical event.	Yes	Yes	Yes	Support	

*Based on agreements to be negotiated

Other activities that are not identified as priorities for AHC at this time, but could be included in the future are:

- Antimicrobial use/resistance activities (action plan deliverables) and communications
 - Based on stakeholder feedback April and May 2020, antimicrobial stewardship will be reconsidered as something that should be included in the AHC concept
- Animal Health scientific infrastructure (co-ordination of capacity and needs)
- Branding for Animal Health (as per GSI report page 22)
- Production research priorities to mitigate disease
- Compartmentalization

Appendix A. Option A: Boost the Council

Option A	A: Boost the Council
Description	<ul style="list-style-type: none"> - Build upon the current NFAHWC structure (and name) with increased level of engagement with Champion/DM level decision makers plus added responsibilities, capabilities and resources - Build on current Council successes and the intent of the ASFEMB structure <p>The enhanced Council will:</p> <ol style="list-style-type: none"> 1. Provide strategic and policy advice and recommendations 2. Take on activities and project opportunities from government, industry and those transferred from other entities (as is already happening) 3. Serve an expanded role as a central coordinating organization to enhance collaboration across commodities and at all FPT levels 4. Increase its resources (people, budget) to reflect the elevated role and effort, while realizing synergies (savings) from a more centralized approach
Level of engagement	<ul style="list-style-type: none"> - Mostly “Collaborate / Co-ordinate” level of engagement - Commitment to review the structure after 3 years to evaluate the level of engagement and progress
Legal structure	<ul style="list-style-type: none"> - Based on NFAHWC existing legal structure (Not a new entity) - Keep the name the same name (NFAHWC) - Adjust the Board/Advisory to the DM level to reflect enhanced role
Membership Structure	<ul style="list-style-type: none"> - Continue based on current structure (Primary and Associate Members) - Work to secure more Primary members based on the enhanced mandate
Board, Advisory Committee & Divisions	<ul style="list-style-type: none"> - Council Board currently has 4 Primary members and 3 Reps for Associate Members; current Advisory Committee consists of 3 CVO's, 1 CMOH, 1 PHAC, 1 CFIA, and 1 AAFC rep. - <i>If approved by current NFAHWC Members...</i> - Move the level of engagement to Champions and DM level - Board of Directors would continue to be made up of industry Member representatives, at CEO/Champions level (voting Board) <ul style="list-style-type: none"> o A Director will be the Chair of the Operational Leadership Team o The CEO will also be on the Board - Advisory Committee would made up of be DM level representatives from FPT governments (still Ex-officio, non-voting, as it is today) - Operational Leadership Team – Create an Operational Leadership Team to advise the Board; made up of CVO, CMOH, Director level, subject matter expert level <ul style="list-style-type: none"> o Chair of this Team will be on the Board of Directors to ensure linkage - Divisions and Projects – continue the current direction to add projects and align other organizations to reduce fragmentation, improve efficiency & co-ordination: <ul style="list-style-type: none"> o CAHSS (existing) o NFACC (existing) o Biosecurity Team (new) o Traceability Team (from IGAC) o Emergency Response Planning Team (including AHM II)
Option A	- A: Boost the Council

Animal Health Canada - Governance Model Options

Investment	<ul style="list-style-type: none"> - Current NFAHWC 2020-21 budget = \$365k and 2 FTE staff <ul style="list-style-type: none"> o With additional projects and divisions total budget = \$2.5 M - Add \$500k/year to funding to invest in 3 new staff positions <ul style="list-style-type: none"> o 1 communication co-ordinator to build cross sector communications channels and awareness of Council priorities/programs o 1 technical staff to lead biosecurity/traceability initiatives o 1 technical staff to lead emergency mgmt. and response strategies - New proposed budget \$865,000 and 5 FTE staff <ul style="list-style-type: none"> o With additional projects and divisions total budget = \$3.0 M - <i>[will work to find a way to fund this increase if approved by Champions]</i>
What will be different?	<ul style="list-style-type: none"> - Council Board and Advisory Committee will be more “tapped in” at DM/CEO level thus increasing the understanding of risks/priorities and resulting in more informed policy and program decision making - Unlike the ASFEMB, the enhanced Council is a more formal (as opposed to ad-hoc) which will help to ensure priority projects maintain momentum. - More industry (processor) membership than current Council structure - Communications and co-ordination will be improved, and the current fragmented/silo approach will be reduced resulting in increased efficiency and more knowledge sharing across all species groups - The sector will have a more cohesive approach to biosecurity to address gaps/weak links in the chain and increase awareness of its importance - Surveillance systems will become more integrated and responsive to provide trend analysis and issue identification at a national/provincial/species level - Emergency Management systems are aligned, integrated and tested across the country to improve preparedness and so that there can be a clearer “real life” understanding around roles for responding to a FAD. -
Pros <ul style="list-style-type: none"> - More strategic and proactive than current structure - Builds on the momentum of the Council - Easier to accomplish (less change from current structure) - Work can begin immediately as a new legal structure does not need to be developed 	Cons <ul style="list-style-type: none"> - Continues this work as an ‘area of interest’ but one that could be lost as other “priorities of the day” overtake resources and focus - Similar to shortcomings of the ASFEMB, this “tweak” to the current structure may not provide what is needed to advance to next level - Requires current Council Members to approve (and vote) on organizational changes - Does not meet the industry (processors) desire requested Sept 2018 - Not as much of a “shared accountability” - May not be enough change to signal a different level of partnership and culture change that is needed among FPT and industry stakeholders

Animal Health Canada - Governance Model Options

	<ul style="list-style-type: none">- Viewed as more discussion focused and project management entity; not a decision making entity
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Appendix B. Option B: New Co-Management PPP

Option B	B: New Co-Management PPP
Description	<ul style="list-style-type: none"> - Building on successful examples from New Zealand and Australia, but keeping in mind the Canadian FPT structure and market complexities... - Create new public-private partnership structure for industry / government to co-manage animal disease and economic risk mitigation in Canada across all farmed animal species and FPT levels - As a new organization, Animal Health Canada (AHC) will bring more purposeful integration of industry (both producers and processors) and FPT governments - AHC will not perform regulatory functions (unless delegated by governments) <ul style="list-style-type: none"> o following the same model as Animal Health Australia model <p>Animal Health Canada will:</p> <ol style="list-style-type: none"> 1. Provide strategic and policy decisions to co-manage animal disease risks including determining future funding program priorities and allocations. 2. Take on activities and project opportunities from government, industry and those transferred from other entities (as is already happening) 3. Serve an expanded role as a central coordinating organization to enhance collaboration across commodities and at all FPT levels to all elements of EM – prevention/mitigation, preparedness, response and recovery 4. Allocate resources (people, budget) to reflect this new structure <ol style="list-style-type: none"> a. This option proposed to amalgamate the functions and projects of the NFAHWC and other projects/organizations (see potential synergies/collaborations listed later in this report) into AHC to reduce fragmentation, realize synergies (savings) from a centralized approach 5. Co-develop a financial recovery framework and explore risk management tools (such as insurance options) to assist with industry business continuity and impacted producers not covered by current compensation structure with an initial focus on export dependent sectors.
Level of engagement	<ul style="list-style-type: none"> - Moving more toward “Manage / Empower” level of industry and FPT government engagement - Recognizing that AHC will not perform regulatory functions (unless delegated)
Legal structure	<ul style="list-style-type: none"> - Regulatory authority would remain with government (unless certain aspects are delegated in the future at some point) - Form a new not-for-profit corporation set up by Fed-Prov governments known as Animal Health Canada <ul style="list-style-type: none"> o As with the formation of Canadian Blood Services, an FPT collaboration (PPP) can be formed without use of new Statute Law from each jurisdiction through a Memorandum of Understanding⁵ o However, recent feedback was that “we will need a regulatory change or contribution agreement to empower co-decision making and co-funding”

⁵ Finding from Governance Solutions Inc report Feb 7, 2020, page 27

	<ul style="list-style-type: none"> ○ <i>Action: AAFC/CFIA to provide an indication of a legal pathway to create this new PPP structure (if not under the Section 20-21 of the Act) if this option is selected by Champions and WG</i>
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Option B	- B: New Co-Management PPP
Agreements	<ul style="list-style-type: none"> - Members would sign MOU or “Agreement in Principle” to negotiate and form AHC (in 2020) <ul style="list-style-type: none"> ○ Initial MOU (base it on the ASFEMB agreements but be more specific in terms of role, funding, accountability) ○ Specify the expected level of engagement for the Board (DM/CEO level) ○ Outline initial commitment on level of involvement and cost sharing for base AHC operations to provide stable platform - Government/Industry Operational Agreements (OA) would then be put in place to outline work plans based on gaps/needs of members. <ul style="list-style-type: none"> ○ The OAs would include specific work plans and outline of the FPT and <u>industry</u> financial and staff contributions to the work in that area ○ OAs could be modelled after Contribution Agreements (as a base to work from) but will also include industry as a part of the agreement ○ Each OA would be either topic specific or sector specific (could be more than one species i.e. red meat) ○ Not all members would need to be part of an OA (depends on needs)
Membership Structure	<ul style="list-style-type: none"> - Members will retain high level authority to direct the organization and will vote any major decisions (like shareholders of a public company) <ul style="list-style-type: none"> ○ Members will elect the Board of Directors (details below) ○ Annual meeting of Members will be the main formal voting meeting ○ Members will be involved on advisory committee and technical teams - Membership to include: <ul style="list-style-type: none"> ○ Federal government (AAFC, CFIA, PHAC) = 3 ○ All Provincial/Territorial governments = 10 ○ National livestock and poultry producer organizations = 12+ ○ Licensed meat processors (via CMC, also provincial plant orgs) = 3+ - Associate members (non-voting) would include related organizations, stakeholders, academics, etc.
Board and Committees	<ul style="list-style-type: none"> - Board of Directors – The working group has discussed two potential options for the Board and organization structure for consideration by the Champions comm. - - B1 – Member Based Board - Board will oversee the organization, hire CEO, approve strategic plan, approve annual budget, set funding program priorities, monitor performance of the organization, meet 4x/year - Board will make policy recommendations/decisions (co-manage issues) - Board will be made up of representatives from various member groups: <ul style="list-style-type: none"> ○ Board will be 13 people in total (CEO/DM Champions level) ○ Federal government = 3 (AAFC, CFIA, PHAC each appoint 1, DM level)

	<ul style="list-style-type: none"> ○ Provincial governments = 4 (Provinces to select 4 Board members, DM level, term limits, rotating basis) ○ Producer Organizations = 4 (Producer members to elect 4 Board reps based on merit/skills assessment; could be organization staff or farmers) ○ Processors = 2 (1 = red meat via CMC, 1 = poultry/dairy; CEO level) - Board will provide linkages back to their respective groups (governments, sectors) - Board will also have linkages to the National Advisory Committee (see below) - <i>Note: Initial legal feedback indicates that the Federal government, CFIA in particular, may not be able to participate as a voting Board member given that regulated parties are also part of the Board. Further details and other possibilities still TBD</i> - B2 – Independent Board - Board will provide governance level oversight, such as hire CEO, approve strategic plan, approve annual budget, approve funding agreements, monitor performance of the organization, meet 6x/year <ul style="list-style-type: none"> ○ Board will be 7 people, merit based and elected by Members ○ The Board positions are not meant to represent each sub-sector ○ The Board will guide and govern the organization in the best interests of the Members ○ A skills matrix and role description will be developed as a way ensure the right skills and experience are elected to the Board ○ Board member are compensated (per diem) for the time required to fulfill their role - This structure assumes that the organization will be empowered by Members (including government) to carry out its work - B3 – Champions as Advisors <ul style="list-style-type: none"> ○ Based on some feedback from stakeholders in April/May 2020, there was some question about the practicality of having Champion/CEO level executives and officials involved on the actual Board ○ Another alternative is to keep the current Council Board and Advisory Committee structure (15) and add Champion level decision makers as an Advisory Board ○ CEO/DM Champions level group will be advisors only, non-voting (Champions Advisory Board) - Committees to include: - National Animal Health Advisory Committee (except for option B3) <ul style="list-style-type: none"> ○ Form a National Advisory Committee to ensure a national approach and input from all provincial members and industry perspectives ○ Committee will be CVO level, Regulatory ADM level, meet 6x/year <ul style="list-style-type: none"> ▪ Somewhat similar structure to current Council Board/Advisory ○ Committee will be to advise the Board on priorities, technical, operational ○ Committee will also provide a link back to their respective organizations - Technical Work Teams
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	<ul style="list-style-type: none"> ○ Technical teams made up of government and industry, subject matter experts, Director/Manager level ○ Responsible for developing and overseeing implementation of Operating Agreements in the following 4 areas: <ul style="list-style-type: none"> ▪ Biosecurity/Traceability Team ▪ Surveillance Team (CAHSS) ▪ Emergency Response Planning Team (including AHEM II) ▪ Recovery and Risk Management Team - Divisions and Projects – Continue the current NFAHWC direction to add projects and align other organizations to reduce fragmentation, improve co-ordination
Investment / Cost	<ul style="list-style-type: none"> - Seek a 5-year funding commitment to establish AHC to ensure stable platform (rather than project funding as is the case today) - Estimate \$5 M annual budget <ul style="list-style-type: none"> ○ \$2.5 M could be transitioned from existing NFAHWC, divisions and projects (subject to approval of current Council Members) ○ \$2.5 M will be “new” funding - Expect staff level to be 6-10 FTE (gradual increase over time) - Expect synergies of \$300k per year (administrative savings) in future due to consolidations of other organizations and coalitions into AHC - <i>[will determine funding breakdown (government/industry) and find a way to fund this increase if approved by Champions]</i>
What will be different?	<ul style="list-style-type: none"> - <i>AHC will span across the spectrum of prevention, preparedness, response and recovery with an increased funding/resource platform to work from</i> - <i>AHC Board and National Advisory Committee will be fully engaged as partners in “co-managing” policy development resulting in more informed policy, activities and program decision making.</i> - <i>AHC will be positioned to provide advice on funding allocations for the next FPT funding policy framework related to animal health</i> - <i>All stakeholders, (industry, Provincial governments and Federal government) will be more accountable to each other</i> - Communications and co-ordination will be improved, and the current fragmented/silo approach will be reduced resulting in increased efficiency and more knowledge sharing across all species groups - The sector will have a more cohesive approach to biosecurity to address gaps/weak links in the chain and increase awareness of its importance - Surveillance systems will become more integrated and responsive to provide trend analysis and issue identification at a national/provincial/species level - Emergency Management systems/initiatives are aligned, integrated and tested across the country to improve preparedness and so that there can be a clearer “real life” understanding around roles for responding to a FAD.

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	<ul style="list-style-type: none"> - AHC will develop a proactive financial recovery framework and spur the creation of additional risk management tools (such as insurance options) to assist industry business continuity and for impacted producers not covered by current compensation structure 	
Pros <ul style="list-style-type: none"> - Creating AHC signals a commitment to protect animal health and have it as a priority for <u>all</u> parties - More of a longer term, strategic focus - Significant positive change in industry/government relationship to advance animal health protection and economic risk mitigation - Ensures alignment and synergies for responsibilities that are currently fragmented across many organizations and groups - Provides a central point of connection and discussion, and potentially decisions, for all topics and stakeholders - Has the potential to deliver on all of the PAHS objectives and key success factors - 		Cons <ul style="list-style-type: none"> - Might lose momentum if implementation is delayed due to complexity of this new structure - May have resistance to a significant change for government and other stakeholders - Needs Federal and Provincial/Territorial signatories to approve (complex new FPT structure to get agreement on) - National commodity groups signing an Operating Agreement likely depends on income from their provincial members - Financial aspect and value for industry has many questions, processors, etc.

Appendix C. Option C: Evolution to Co-Management

Options	C: Evolution to Co-Management
Description	<ul style="list-style-type: none"> - Start out with Option A in the immediate term (so that we don't lose momentum) with a <u>commitment</u> to negotiate and create a Co-Management structure (similar to Option B) within 2-4 years - Proposed to change the name of the Council to "Animal Health Canada" - This would evolve to create new structure for industry / government to co-manage animal health in Canada across all commodities and FPT levels (as per Option B) <p>The new Animal Health Canada will:</p> <ol style="list-style-type: none"> 1. Provide strategic and policy advice and recommendations (and eventually evolve toward decisions and co-management as comfort level and culture change developed) 2. Take on activities and project opportunities from government, industry and those transferred from other entities (as is already happening) 3. Serve an expanded role as a central coordinating organization to enhance collaboration across commodities and at all FPT levels 4. Allocate resources (people, budget) to reflect this new structure <ul style="list-style-type: none"> o Amalgamate the functions and projects of the NFAHWC and other projects/organizations into AHC to reduce duplication , reduce fragmentation, realize synergies (savings) from a centralized approach (subject to Council Member approval) <p>Eventually...</p> <ol style="list-style-type: none"> 5. Co-develop a financial recovery framework and explore risk management tools (such as insurance options) to assist with industry business continuity and impacted producers not covered by current compensation structure with an initial focus on export dependent sectors.
Level of engagement	<ul style="list-style-type: none"> - Progressive culture change - Start with "Collaborate / Co-ordinate" level of engagement - Evolve more toward "Manage / Empower" level of partnership - Recognizing that AHC will not perform regulatory functions (unless delegated)
Legal Structure	<ul style="list-style-type: none"> - Based on NFAHWC existing legal structure (Not a new entity initially) - If approved by current NFAHWC Members... - Change the name of the organization to "Animal Health Canada" to signal a change and enhanced role for the organization - Action: AAFC/CFIA to provide an indication of a legal pathway to create this new PPP structure (if not under the Section 20-21 of the Act) if this option is selected
Agreements	<ul style="list-style-type: none"> - This option proposed a binding commitment (Letter of Intent) to negotiate a new Co-Management structure will be signed by all prospective members: <ul style="list-style-type: none"> o AAFC, CFIA, PHAC, all provinces, commodity groups and processors sign Letter of Intent o If the parties are not willing to make a commitment to negotiate and put in place a new Co-Management structure with a time limit, then it is really more like Option A

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	<ul style="list-style-type: none"> - Start out based on NFAHWC existing structure with adjustments as in Option A - Operating Agreements (OA) with work plans on priority topic areas could be developed for the next year to ensure continued progress (quick wins) - Target date of April 2022 to create the Co-Management structure (in conjunction with next policy framework) <ul style="list-style-type: none"> o Establish criteria that would need to be met before proceeding with the new entity (guard rails, stage-gating) so it can evolve in next 2 years
Options	- C: Evolution to Co-Management
Membership Structure	<ul style="list-style-type: none"> - Membership to include: <ul style="list-style-type: none"> o Federal government (AAFC, CFIA, PHAC) o All Provincial/Territorial governments o National livestock and poultry producer organizations o Licensed meat processors (via CMC, also provincial plant organizations) - Associate members (non-voting) would continue to be other related organizations, stakeholders, academics, etc.
Board and Committees	<ul style="list-style-type: none"> - Council Board currently has all Primary members and 3 Reps for Associate Members; Advisory Committee is made up to FPT government DMs (ex-officio) - If approved by current NFAHWC Members... - Adjust the current Board of Directors to the Champions / DM level to reflect enhanced role & level of engagement (as in Option B1, B2 or B3) - Adjust the current Advisory Committee (which operates alongside the Board) to be DM level from FPT governments (still Ex-officio in the short term) (as in Option B1, B2 or B3) - Create Operational Leadership Team – Create an Operational Leadership Team made up of CVO, subject matter experts’ level to oversee operations (similar to the current Council Board as it is today, but expanded to include more) - Divisions and Projects – Continue the current direction to add projects and align other organizations to reduce fragmentation, improve efficiency & co-ordination, Such as: <ul style="list-style-type: none"> o CAHSS (existing) o NFACC (existing) o Biosecurity Team (new) o Traceability Team (from IGAC) o Emergency Response Planning Team (including AHM II)
Investment / Cost	<ul style="list-style-type: none"> - Staged approach for Option A and B, starting with A in 2020 and new model in place within 2-4 years (set a specific deadline to create and implement)
What will be different?	<ul style="list-style-type: none"> - This option will build on the current success of NFAHWC and ASFEMB and evolve to a new model. Changing the Council name to Animal Health Canada will signal a step-change in the approach - AHC Board and Advisory Committee will be more tapped in at DM/CEO level thus increasing governments understanding of risks/priorities and resulting in more informed decision making

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	<ul style="list-style-type: none"> - The Operational Leadership Team will provide senior level connections across Canada to ensure effective communication and a national perspective - Unlike the ASFEMB, the new AHC group will be more formal (as opposed to ad-hoc) which will help to ensure priority projects maintain momentum. - More industry (processor) involvement than current Council structure - Communications and co-ordination will be improved, and the current fragmented/silo approach will be reduced resulting in increased efficiency and more knowledge sharing across all species groups - The sector will have a more cohesive approach to biosecurity to address gaps/weak links in the chain and increase awareness of its importance - Surveillance systems will become more integrated and responsive to provide trend analysis and issue identification at a national/provincial/species level - Emergency Management systems/initiatives are aligned, integrated and tested across the country to improve preparedness and so that there can be a clearer “real life” understanding around roles for responding to a FAD. <p>Eventually...</p> <ul style="list-style-type: none"> - AHC will develop a proactive financial recovery framework and spur the creation of additional risk management tools (such as insurance options) to assist industry business continuity and for impacted producers not covered by current compensation structure
<p>Pros</p> <ul style="list-style-type: none"> - Moving forward to create AHC signals a commitment to protect animal health and have it as a priority for <u>all</u> parties - More of a longer term, strategic focus - Builds on the momentum of the Council and AHC progress - Easier to get agreement because some implementation details are flexible and can be refined in coming years - Gives time to prove success and gain buy-in over time (earn the confidence) - Will eventually provide significant change in industry/government relationship to advance animal health protection and economic risk mitigation - Will eventually ensure alignment and synergies for responsibilities that are 	<p>Cons</p> <ul style="list-style-type: none"> - Prolonged time period to establish AHC compared to Option B (so we might not be as ready as we need to be for emerging issues that could arise in near term) - Binding commitment/obligation (letter of intent) could result in hesitancy from some government or sectors - May not be enough change initially to signal a different level of partnership and culture change is needed among FPT and industry stakeholders -

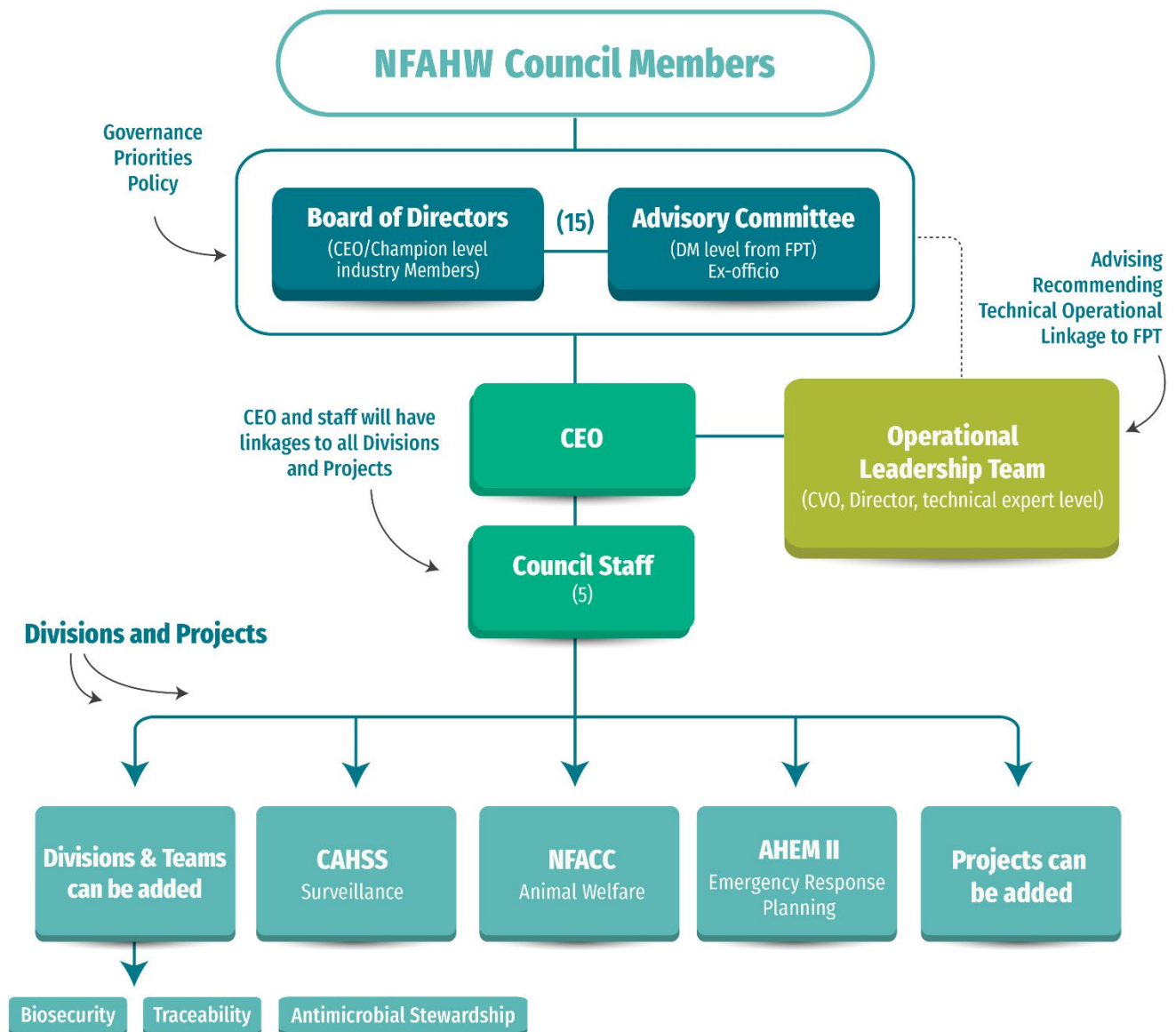
Animal Health Canada - Governance Model Options

<p>currently fragmented across many organizations and groups</p> <ul style="list-style-type: none">- More realistic timeline for implementing a significant change-	
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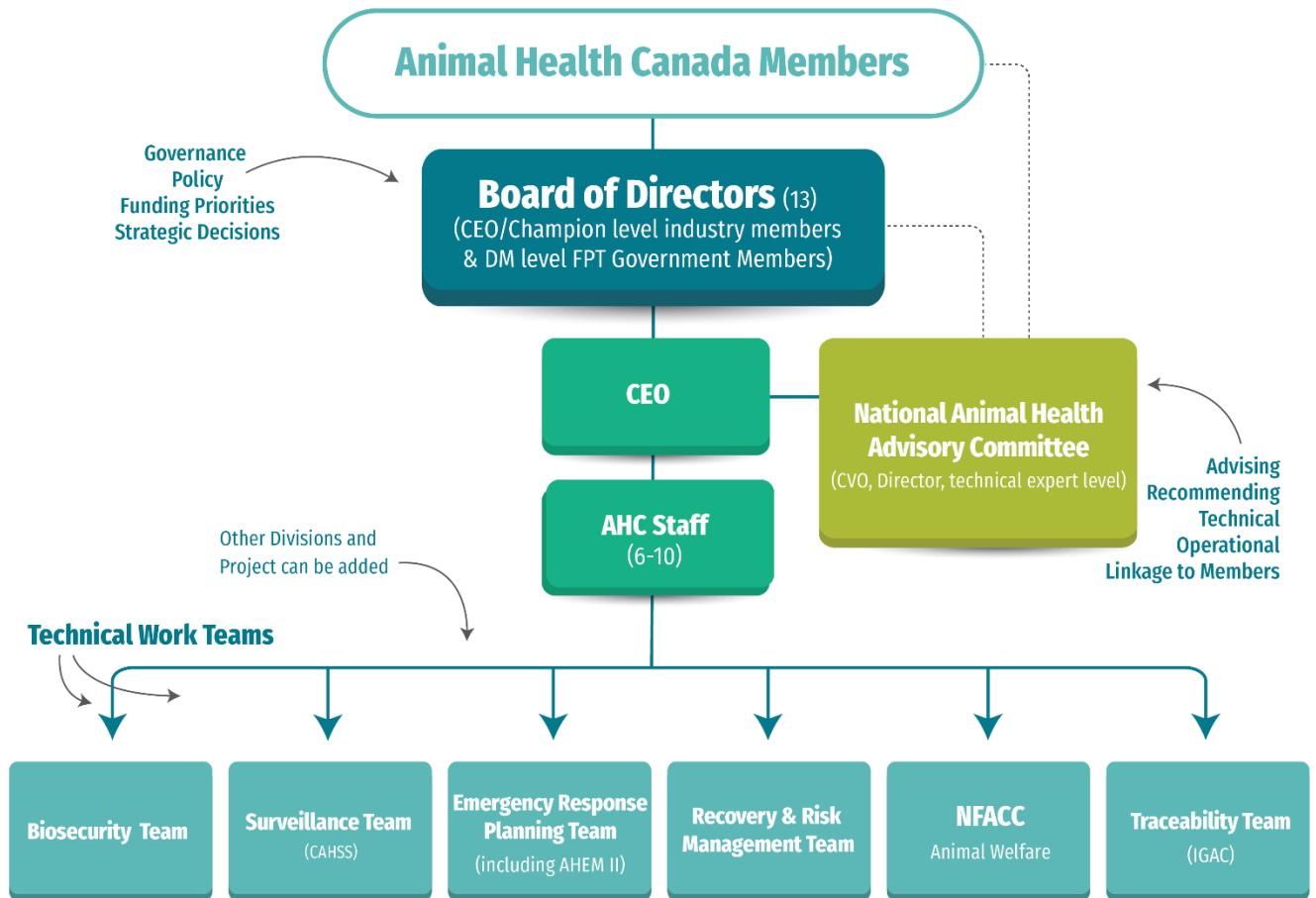
Appendix D. Organization Charts

The following are draft governance structure and organizational structure charts to illustrate each option.

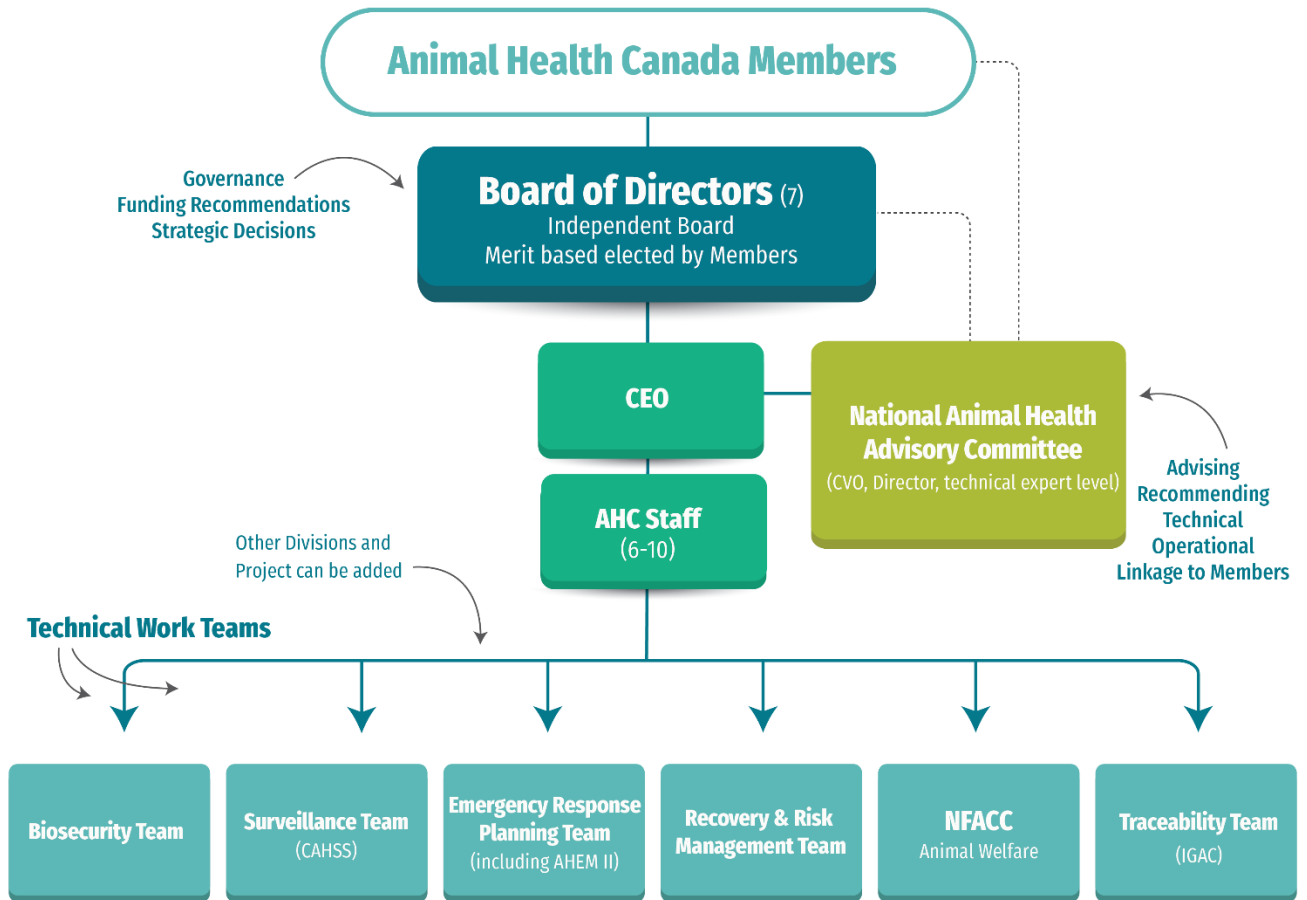
Option A: Boost the Council



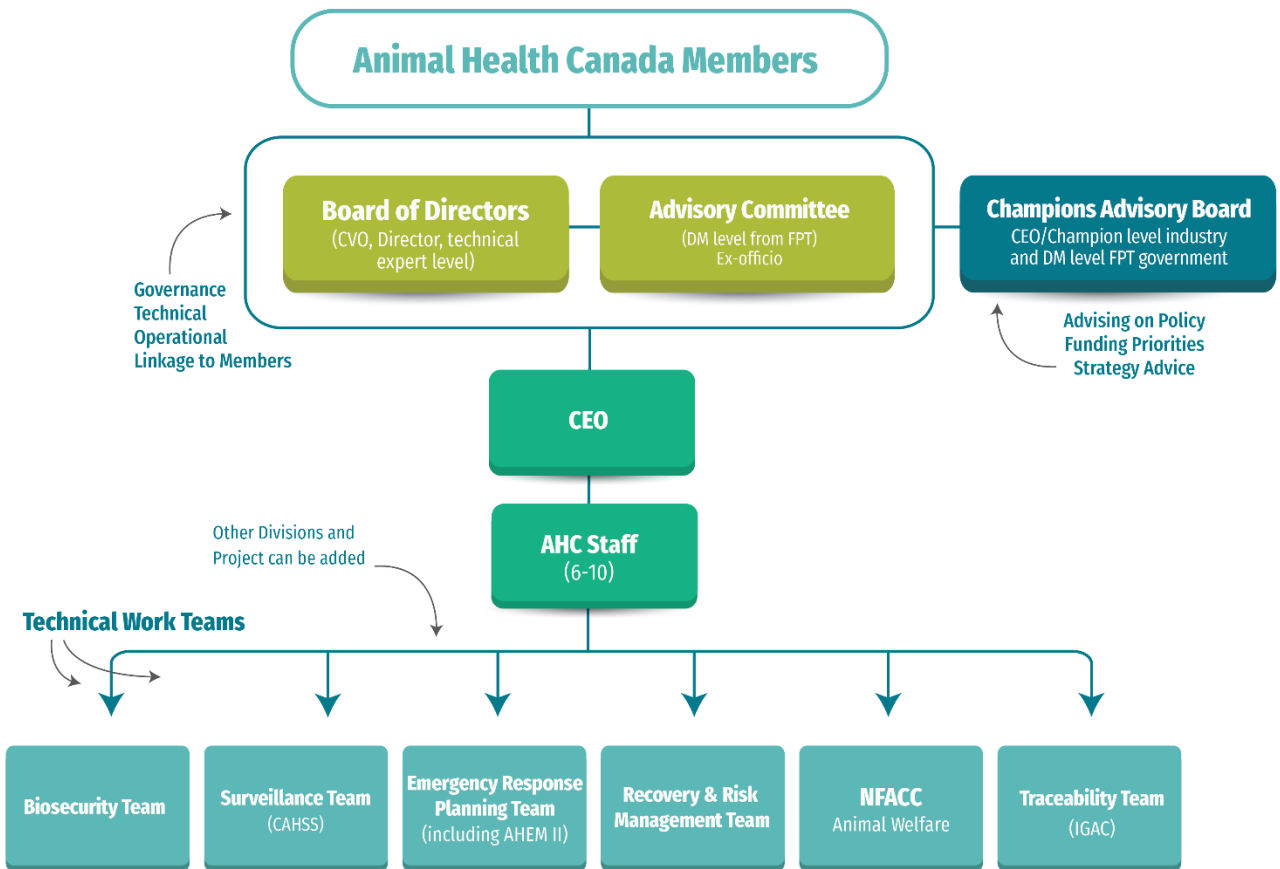
Option B-1: New Co-Management PPP - Member Based Board



Option B-2: New Co-Management PPP - Independent Board



Option B-3: New Co-Management PPP - Champions as Advisors



Appendix E. Stakeholder Survey Summary

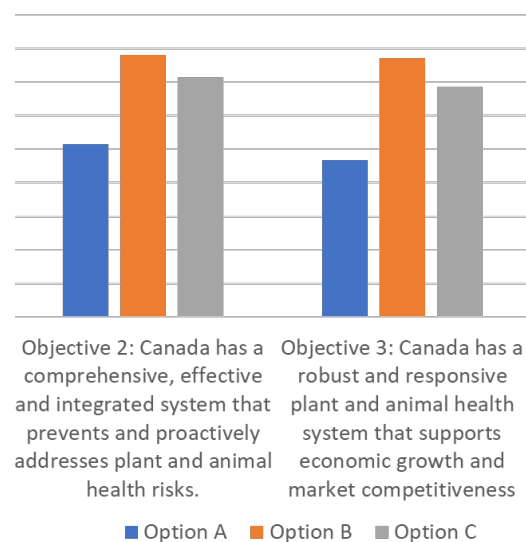
The Animal Health Canada Governance Options Stakeholder Survey was open for input from April 4 to June 2 2020. 23 responses were submitted during this period, including:

- Office of the Chief Veterinarian, Animal Health and Welfare Branch, Manitoba
- British Columbia Ministry of Agriculture
- Saskatchewan Ministry of Agriculture
- Ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec (MAPAQ)
- Ontario Ministry of Agriculture, Food and Rural Affairs
- Alberta Agriculture and Forestry
- Canadian Food Inspection Agency
- Agriculture and Agri-Food Canada
- National Farmed Animal Health and Welfare Council
- Community for Emerging and Zoonotic Diseases
- Canadian Animal Health Institute
- Canadian Veterinary Medical Assoc.
- Dairy Processors Association of Canada
- Dairy Farmers of Canada
- Turkey Farmers of Canada
- Chicken Farmers of Canada
- Canadian Poultry & Egg Processors Council
- Canadian Hatching Egg Producers
- National Sheep Network
- Canadian Sheep Federation
- Canadian Pork Council
- Canadian Cattlemen's Association
- University of British Columbia

Summary of Findings:

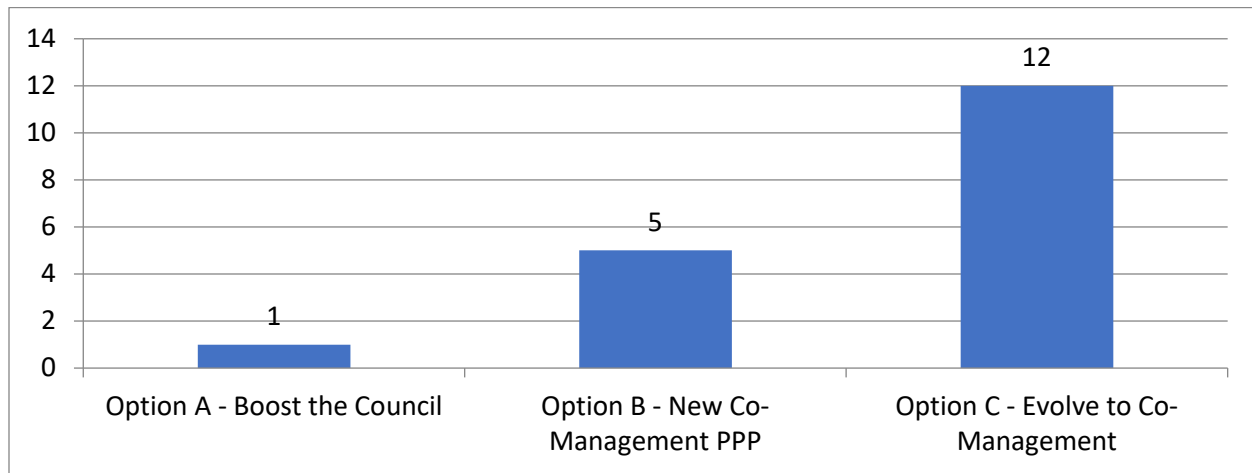
- Animal Health Canada is very important for advancing animal health disease management in Canada (Rating of 4.3 on a scale of 1 to 5)
- Option B and C rate higher than Option A on all aspects of delivering on the Plant and Animal Health Strategy objectives as well as the key success factors from Gap Analysis
- Option C is the most preferred (12 of 18 respondents) in part because it is a progressive transition and it is ranked higher in meeting objectives and key success factors

Rating of Options on PAHS Objectives



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- Based on the information presented, Option C was the most preferred option at this time.



Note: 18 of 23 total responses, 5 respondents did not answer this question

- The stakeholder organizations are most interested and see the most value in the following activities:

<i>to your Organization (Top 5)</i>	<i>to the overall agriculture sector (Top 5)</i>
<ul style="list-style-type: none"> Emergency response Surveillance Biosecurity Communication Resource allocation 	<ul style="list-style-type: none"> Emergency response Risk management Financial recovery Strategic co-management Communication

- Implementation considerations (that need further work) include:
 - Funding uncertainty (especially with Option B)
 - Cultural change required for successful implementation
 - Governance structure questions to be answered such as:
 - Clarify linkages to members and technical experts
 - Ensure adequate engagement of Champion/CEO level decision makers
 - Ensure the organization structure is practical
 - Discuss composition of Board (in particular mentioned by various Provinces)
 - Other current work of the NFAHWC and its divisions is important and should be part of AHC (such as antimicrobial stewardship)

A detailed report on survey results are provided separately.

Appendix F. Case Study: What will be different with Animal Health Canada in place?

Illustrative examples for COVID-19 and African Swine Fever

Current Context

Previous animal disease outbreaks in Canada have often resulted in the ad hoc programs developed and ad hoc communication mechanisms put in place at that time. With the exception of diseases that have recurred several times (such as avian influenza in poultry), the sector is ill prepared for future disease threats, especially those that can impact multiple animal species or that are zoonotic and can be transmitted between species from animals to humans.

Government and the livestock industry have acknowledged the value of preparedness to minimize the impacts of such emergency events. Beginning with the Livestock Market Interruption Strategy (2013-16) and now with the proactive establishment of the African swine fever (ASF) Executive Management Board (EMB), we are on the right path to mitigate the imminent threat of **(ASF)**, as well as other threats and impacts of animal disease outbreaks. However, progress has been slow due in part to the ad-hoc and semi-formal nature of these initiatives. Despite over a year of effort on ASF preparedness, the sector has noted little progress has been made on key elements of preparedness to mitigate the potential impact of this threat.

The federal government has also moved toward building capacity and empowering the private sector to take actions previously undertaken and led by government. For example, the federal government has trusted and empowered private sector partners to deliver on programs such as Modernised Slaughter Inspection Program (MSIP) and Modernised Poultry Inspection Program (MPIP) through agreed objectives which has allowed the private sector the flexibility to support operations and reduce the operational burden on the regulator. The private sector is responsible to meet its obligations to the partnership, carrying out sufficient and appropriate assurance checks on its activities and the outcomes achieved. Lessons learned and best practices from this work have brought more attention to enhanced public-private partnerships in other areas like animal health.

The **COVID-19** experience thus far is a living example of the value of preparedness and the complexity of the current FPT/industry structure and relationship dynamics. From an overall animal agriculture perspective, despite best efforts, there has been a collective failure to act cohesively as a sector and in a timely manner. The result has been a splintering of various sub-sectors into separate groups with different requests of government creating challenges for FPT governments to efficiently assess and prioritize action. There has also been a significant reliance on the federal government, in particular, to address the impacts to the sector, rather than a recognition of the roles and responsibilities of all stakeholders. In the end, some issues and challenges could have been avoided with improved preparedness and a more cohesive approach to preparedness and emergency management.

What will be different in managing the COVID19 crisis?

Without Animal Health Canada (Current situation)	With Animal Health Canada (Option C initial evolution)	With Animal Health Canada (Option C when fully implemented)
<p>-Industry co-ordination and communication has been difficult (between sectors, between industry and government, with provinces)</p> <p>-Industry has adopted individual sector lobby positions. Requests to government are fragmented and based on individual sector primary concerns, which makes it difficult for government to prioritize actions</p>	<p>-Industry communication would be improved due to the comprehensive/inclusive AHC communications network across the value chain</p> <p>-A designated team would be in place to support co-ordination of communication with the integration of issues management</p>	<p>- Industry collaboration in development and agreement on collective priorities and a greater understanding of their different perspectives as part of a shift toward a single voice to FPT governments</p> <p>- Collective (FPT-industry) agreement for prioritization of limited resources resulting in more effective use of funds</p> <p>- Reduced need for governments to develop a broad-based engagement strategy because of the engagement structure will be within AHC</p>
<p>-Lack of pre-planning for interruptions in supply chain has resulted in lack of plant capacity co-ordination within and across provinces</p> <p><i>For example: A lack of established plans on how to ensure animals at risk of welfare issues can have priority access to an abattoir or can move between provinces to where capacity exists by increasing PT coordination</i></p>	<p>-Improved preparedness and pre-planning (such as scenario planning to map alternatives for processing plant shut-downs, improved cross province co-ordination, etc.) will result in fewer financial losses, reduced need for ad-hoc recovery funding and improved animal health</p>	
<p>-An observation from a human health standpoint is that surveillance has been fragmented and varied between provinces in terms of who to test, rate of testing, recognition of test results, etc.</p>	<p>-Building on initiatives that have already started (CAHSS), AHC can develop and gain agreement on standards and a coordinated approach to surveillance activities for reportable diseases</p>	<p>-Improved surveillance data/information sharing across provinces (national level) to help identify potential disease outbreak and spread as well as support reopening of markets after a closure with proof (surveillance data) showing containment or eradication of the disease</p>

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Without Animal Health Canada (Current situation)	With Animal Health Canada (Option C initial evolution)	With Animal Health Canada (Option C when fully implemented)
-Supply and service shortages, such as PPE, have been experienced in many situations	-AHC can enable all sectors and government partners to prioritize and respond to the animal health challenges with respect to supply and service shortages in a more concerted way	-Dedicated cross jurisdictional committees or technical teams will be in place and can focus on addressing critical issues
-Lack of agricultural specific protocols for safe operating procedures for employees. Each sector is working on their own, to a great extent, to create these SOPs, with some having more capacity and resources than others to do so.	-A multijurisdictional team dedicated to developing protocols and policies to support farms, abattoirs in establishing plans for biosecurity, biocontainment, and responding to positive cases. This would also help to build consistent approaches across businesses and sectors for similar issues.	
-Reactive responses developed based on little or anecdotal information resulting in short term solutions and potential gaps in support.	- AHC provides the forum for long-term, FPT-industry thinking to address specific issues in advance of an emergency occurring, which could result in more proactive and effective solutions implemented in an event.	
-Reliance on the federal government to address financial impacts and extraordinary costs associated with the emergency event	- AHC ensures all parties are accountable for financially addressing impacts and supporting prevention, preparedness as well as recovery activities by setting in place (in advance) cost-sharing agreements between government and industry	

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national and sector level; however, there has been limited information sharing and co-ordination	-AHC provides a more integrated approach for all stakeholders (Members) that will improve communication, co-ordination, reduce duplication and reduce administrative burden	
-Very few sectors have their own emergency response plans developed; as such, industry has generally relied on governments to respond when an emergency occurs (address the impacts to the sector and (financially) support their recovery)	- Increased recognition of the need for all parties to develop and practice emergency plans	- Ability to develop comprehensive emergency plans taking into account all parties' roles and responsibilities resulting in more coordinated response actions.