

A rural landscape featuring a large red barn in the foreground, a dense forest of evergreen trees in the background, and a road leading towards the barn. The image is split diagonally into a red left half and a teal right half.

Annual Report 2021-22

About Us

Animal Health Canada (AHC) is the only national organization that brings together industry, federal, provincial and territorial partners to provide collaborative guidance on a cohesive, functional and responsive farmed animal health and welfare system in Canada.

Founded in 2010, AHC is a not-for-profit corporation jointly funded by members which include federal, provincial, and territorial governments, industry organizations, and other partners working in animal health and welfare in Canada.



Mission

Animal Health Canada provides leadership in building a collaborative, multi-partner model that clarifies the respective roles, responsibilities and accountabilities of each partner implementing an animal health strategy for Canada, beginning with emergency management.

Vision

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



Board of Directors



René Roy

AHC Co-Chair, Canadian Pork Council



Dr. Nina von Keyserlingk

University of British Columbia, Animal Welfare Program



Dave Taylor

Dairy Farmers of Canada



Dr. Jim Fairles

Canadian Veterinary Medical Association, University of Guelph – Animal Health Laboratory



Luce Bélanger

Chicken Farmers of Canada



Dr. Leigh Rosengren

Canadian Cattle Association



Dr. Catherine Filejski

Canadian Animal Health Institute

Advisory Committee

Provincial/Territorial Governments:



Dr. Hélène Trépanier

AHC Co-Chair, Ministère de l'Agriculture, des Pêcheries et de l'Alimentation, Chief Veterinary Officer for Québec

Federal Government:



Luc Marchand

Agriculture and Agri-Food Canada, Director of the Animal Industry Division



Dr. Cathy Furness

Ontario Ministry of Agriculture, Food and Rural Affairs, Animal Health and Welfare Branch, Chief Veterinary Officer for Ontario



Steven Sternthal

Public Health Agency of Canada, Director General - Centre for Food-borne, Environmental and Zoonotic Infectious Diseases, Infectious Disease Prevention and Control Branch



Nicole Wanamaker

New Brunswick Department of Agriculture, Aquaculture and Fisheries, Chief Veterinary Officer for New Brunswick



Dr. Mary Jane Ireland

Canadian Food Inspection Agency, Executive Director of the Animal Health Directorate, Chief Veterinary Officer for Canada, OIE Delegate for Canada



Dr. Keith Lehman

Alberta Agriculture and Forestry, Chief Veterinary Officer for Alberta

Member Organizations

- > Agriculture and Agri-Food Canada
- > Canadian Animal Health Institute
- > Canadian Cattle Association
- > Canadian Food Inspection Agency
- > Canadian Hatching Egg Producers
- > Canadian Pork Council
- > Canadian Sheep Federation
- > Canadian Veterinary Medical Association
- > Chicken Farmers of Canada
- > Dairy Farmers of Canada
- > Egg Farmers of Canada
- > Equestrian Canada
- > Government of Alberta
- > Government of British Columbia
- > Government of Manitoba
- > Government of New Brunswick
- > Government of Newfoundland and Labrador
- > Government of Nova Scotia
- > Government of Nunavut
- > Government of Ontario
- > Government of Prince Edward Island
- > Government of Quebec
- > Government of Saskatchewan
- > Government of Yukon
- > Public Health Agency of Canada
- > Turkey Farmers of Canada



The work of AHC's Divisions and Projects would not be possible without funding through the Canadian Agricultural Partnership, AgriAssurance Program. We gratefully recognise this program's support for the following projects:

- > Animal Health Emergency Management II Awareness, Capacity, Confidence
- > CAHSS – Enhance Collaboration, Data Integration, Analysis and Reporting
- > CLT Program – Enhancing Poultry and Livestock Handling and Transportation Training
- > NFACC – Advancing Animal Welfare and Public Trust Through Codes of Practice

Organizational Structure

AHC Operations:

- > Dr. Melanie Barham, *Executive Director*
- > Colleen McElwain, *Operations and Animal Health Director*
- > Samantha Benattar, *Executive Assistant*
- > Nicole Baker, *Finance Manager*

Divisions:

CAHSS

- > Dr. Theresa Burns
CAHSS Director
- > Dr. Doris Leung,
CAHSS Coordinator

NFACC

- > Jackie Wepruk,
General Manager
- > Caroline Ramsay,
Assistant Manager
- > Liz McConnell,
Administrative Assistant
- > Code Development Teams

CLT Program Management Team

- > Colleen McElwain,
Program Manager
- > Samantha Benattar,
Program Coordinator
- > Liz McConnell,
Program Coordinator

Projects:

AHEM

- > Mikki Shatosky,
Project Co-Manager
- > Bob Burden (Serecon),
Project Co-Manager
- > Team Members: Ron Barker, *Project Advisor*;
Shauna Mellish, *Facilitator*

ASF

- > Dr. Christa Arsenault,
National Project Manager (2021-22)
- > Dr. Rayna Gunvaldsen,
National Project Manager (2022-23)
- > Dr. Danielle Julien, Dr. Lucie Verdon
Project leads (2022-23)
- > Morgan Radford, Dr. Michelle Thompson
Team members (2021-22)



Co-Chair's Message

As the AHC Government and Industry Co-Chairs, we are pleased to present the 2021-2022 annual report. Each year seems to be busier than the last and this year is certainly no exception! Over the course of 2021-2022, we have made steady progress forward as our association transitions into our new, more operational structure.

Over the summer months of 2021, we surveyed the industry membership about our transition process and received support to move forward with a two-phased transition and to initiate an expert advisory committee to oversee the process. The intention is to monitor progress and lessons learned as we undertake a transformational change initiative and to adjust our approach as we move forward together.

In September 2021 our industry membership agreed upon our new vision and mission, as well as a name change from the National Farmed Animal Health and Welfare Council, or the Council, to Animal Health Canada. At their annual meeting of November 2021, the federal, provincial, and territorial ministers of Agriculture in Canada "approved the next steps needed to develop a full AHC work plan, budget and governance structure to foster enhanced governments-in-industry collaboration." needed to "(...) operationalize this new model of collaboration across the value chain."

The momentum did not stop there! Working with our expert advisory committee, a stakeholder mapping exercise was undertaken in January 2022 to support a strategic planning exercise at the end of March 2022 which was made possible through financial contributions from our industry and government members and partners. A governance review was also undertaken, and these activities flowed into the new fiscal year.

Our staff team also underwent major changes. We said goodbye and best wishes to our former Executive Director Dr. Megan Bergman.

We would like to express our sincere thanks to Megan for her hard work, dedication and truly collaborative approach as our association grew and experienced a lot of positive change under her leadership.

In July 2021, AHC welcomed Dr. Melanie Barham as our new Executive Director. Melanie is a veterinarian, holds an MBA in Sustainable Commerce, and has a Project Management Professional designation. She joined AHC after coordinating the Ontario Animal Health Network at the Animal Health Laboratory, University of Guelph, from its inception in 2014 to 2021, and has held several leadership positions in the laboratory, equine and business spaces.

Within our Board of Directors there were also changes. In the fall of 2021, we also wished David Moss the best as he took on a new role outside of the Canadian Cattle Association and stepped off of the AHC Board of Directors. We also welcomed Colleen McElwain, who left her Director at Large role on our Board of Directors to join our staff team in December 2021. Finally, we wished Marco Volpé, our Director from the Chicken Farmers of Canada well as he went on to pursue related interests in animal health and welfare closer to the farm.

Our membership has shown strong support for our association over the past year and the coming months will be devoted to solidifying and completing our new governance structure, and financial backbone needed to move forward to enhance farmed animal health and welfare. Many, many thanks to our industry members, our government collaborators, our stakeholders and our promoters for their support, engagement and dedication to our shared vision of farmed animal health and welfare in Canada!



Executive Director's Message

When I reflect about the past year, several words come to mind: collaboration, change, and teamwork. I am so proud of the work our team and organization has undertaken this year to continue to meet stakeholder needs while also forging ahead with many new initiatives as part of our AHC transition.

You'll note a re-vamped look this year to the annual report, with a new look, and a focus on impact to stakeholders. As we engage with over 200 groups each year through all of our work, we felt it was critical to measure ourselves so we can benchmark and continually improve. In our final year of funding from the current Canadian Agricultural Partnership, looking to the future is only possible while also understanding what we've done well and where we can improve going forward. Our impact factor and stakeholder impact statements are present throughout this report. As always, if you have feedback or ideas on improvement, we welcome discussion with you.

In addition to the accomplishments summarized by our AHC Co-Chairs, I'd like to highlight some significant achievements, many of which bridged the 2021-2022 and beginning of the 2022-2023 fiscal years. Focusing on the pillars introduced in our AHC Progress Reports:

- › **Strategic Plan:** Delivery of a new strategic plan for AHC, including engagement of over 200 groups in a national priority setting survey in advance of strategic planning.
- › **Branding:** Re-branding of the organization to match our new vision
- › **Governance:** Development of a flexible governance structure that will allow us to partner more fully with groups along the value chain and within government.
- › **Communications:** Launch of AHC webinar and networking events in the winter of 2022, and the release of AHC Progress Reports to track performance on key transition activities.
- › **Operations:** Development of key operational requirements to allow growth of the organization such as policies, software, and training.
- › **Finance/Budget:** Skills gaps and strengths mapping, and forecasting organizational needs, re-evaluation of organizational design to create the building blocks for a new financial model. An accurate budget is built on well-tested data!
- › **Membership Expansion:** Development of key policies and frameworks to allow a streamlined pathway to membership.
- › **And more:** Securing funding for a third year of our national African Swine Fever project for the 2022-2023 year, as well as the release of the Plant and Animal Health Strategy Report.



Thank you to our Board of Directors and Government Advisory Committee, our member organizations, the AHC Working Group members, division and project stakeholders, and broader stakeholder groups for your engagement and support!

I'd like to also thank our incredible staff, who have been innovative, interested, and effective in every endeavour set in front of them; it is truly a pleasure to work with such a wonderful team! I wish the organization all the best as I move on to future endeavours.

The Animal Welfare Committee worked with Dr. Eugenie Duval at the University of British Columbia to provide an update on Canadian animal welfare laws, building off its 2018 report *Animal Welfare Law in Canada*. This addendum, *A Summary of the changes in Canadian Federal and Provincial/Territorial Animal Protection Laws since the Publication of Fraser et al., (2018)* was published in January 2022 and is available on the [AHC website](#).

AHC Transition Update



STRATEGIC PLANNING

Our new strategic plan will be launched soon. The process included:

- A stakeholder survey sent to over 300 national stakeholder groups across Canada in government, industry, and support roles.
- Live virtual strategic planning sessions March 21st and 28th with attendance of over 40 key stakeholders.
- Consultation on the plan with over 16 groups.



MEMBERSHIP EXPANSION

Work is underway to include new members in Animal Health Canada.

As part of this expansion the AHC Governance Committee, a committee reporting to the Board of Directors, is reviewing the pathway to membership and membership options.

We continue to partner and appreciate the work we do with all groups and look forward to announcing more in this area soon.



BUDGET

A strong budget is built upon good data and assumptions. We have undertaken:

- organizational design and costing options
- detailed assumptions and in-house/outsource modelling
- personnel and activity costing based on the strategic plan and draft governance plan

Next steps are to finalize the budget and produce a multi-year forecast as well as possible cost-covering models.



GOVERNANCE PLANNING

While AHC has an established governance structure, work done through the AHC Working Group 2018-2021 show that there are new, innovative ways to achieve even more effective, rapid decision making.

As such, we are undertaking a detailed governance project to move to a new structure that will encompass new opportunities.

We have created a proposed board structure, memorandums of understanding, and are now working on updated Terms of Reference, Bylaws and Board Attributes Matrix to bring to Members.



OPERATIONS DEVELOPMENT

To accommodate and prepare for change, we have undertaken a review and expansion of our capabilities, technology, and processes to meet new needs while remaining lean and nimble.

Now that needs and most cost effective options have been explored, accelerated work will begin in this area in the next fiscal year.



RE-BRANDING

Our new brand is set to launch in the fall of 2022, reflecting a refreshed style and modern design. We can't wait for the big reveal.



2022 Impact Survey

This year, you'll note a badge on the lead page of each division or project's section of the report, and for the AHC as a whole. This number is our **Impact Factor**, a variation of a Net Promoter Score modified to suit the social good within the not-for-profit sector. Essentially, **it measures how impactful our stakeholders have found the work our organization has done.**

How was the impact measurement calculated? In spring 2022, we sent an Impact Survey to all of our stakeholders who had interacted with any area of Animal Health Canada in the prior 12 months. The impact factor was calculated from the survey responses and represents the mean response out of 10. The survey was sent to over 2,000 stakeholders in total and had a 5.75% response rate. AHC would like to extend a big thank you to all of our stakeholders who responded, and note that again, this response rate mirrors the high engagement seen across all of AHC.

Survey Metrics:

 2,094 individuals	 28 bounces or undelivered invitations	 1,045 survey opens	 119 responses
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Distribution:

Response Rate: 5.75%

any response rate greater than 1-2% for an impact survey is considered above average

Impact Factor Calculations: mean score out of 10

any score above 5 is considered good for an organization or work area, with a score over 7 being excellent, indicating that most respondents feel strongly that we have made a positive impact with our programming.

AHC Impact Factor = 6.8



2021 Forum

Forum was once again offered virtually and took place over two sessions held on October 26, 2021 and November 23, 2021.

The first session focused on the international landscape of animal health and welfare with guest speakers sharing their experiences with public-private partnerships, One Health initiatives and the Global Burden of Animal Diseases research group. Presentations for this session are available on the AHC website at <https://animalhealthcanada.ca/forum-2021>.

The second session built off of the lessons shared in the first session and was a facilitated discussion to report back on animal health and welfare accomplishments related to the Plant and Animal Health Strategy and set the stage for AHC strategic planning early the next year.

As before, the virtual format for Forum was well received by participants. Many thanks to the many speakers, participants, sponsors and Board members who helped coordinate a successful event! AHC looks forward to once again returning to an in-person event in September 2022, with a virtual attendance option.

“Attending Forum, especially in person, is valuable because a big part of the event is networking with colleagues in industry and government.” Cheryl Schroeder, Dairy Farmers of Canada



Plant and Animal Health Strategy Report

The Plant and Animal Health Strategy (PAHS) was developed in 2017 by the Canadian Food Inspection Agency (CFIA) as a guiding document for the goals and objectives of plant and animal health in Canada. Development of the PAHS was led by the Canadian Food Inspection Agency (CFIA) but the document is considered to have been co-developed by a wide range of Canadian partners in industry and government.

The National Farmed Animal Health and Welfare Council (NFAHWC), now Animal Health Canada (AHC), was tasked with the coordination of reporting on the animal health aspects of the PAHS. An assessment of how the PAHS has influenced animal health progress, successes, and challenges over the past 5 years was conducted and included facilitated focus group discussions, surveys and interviews with AHC staff, industry commodity groups and partners, academia, and representatives from key government organizations.

Throughout the PAHS report, industry and government success stories related to the guiding principles of the strategy are highlighted to show progress over time. The report includes a section on the lessons learned from COVID-19 and reviews stakeholder feedback on future priorities and goals such as emergency preparedness, climate change, environmental sustainability and labour capacity and shortages. Overall, the findings of the report are well aligned with the direction of AHC and it does a good job of identifying the strengths and weaknesses of the PAHS. As AHC implements its new strategic plan and moves forward with its governance transition, the lessons learned from the PAHS will be considered and acted upon.



To read the PAHS report, click here:

English: <https://animalhealthcanada.ca/plant-and-animal-health-strategy>

French: <https://animalhealthcanada.ca/fr-plant-and-animal-health-strategy>

“The greatest value in AHC is the ability for us (industry) to interact and build relationships with people from different regulatory spaces that we normally wouldn’t talk to; the ability to reach federal and provincial partners, from multiple departments, in a coordinated way.” Jessica Heyerhoff, Chicken Farmers of Canada

Divisions

Canadian Animal Health Surveillance System (CAHSS)

Social links:

<https://twitter.com/CahssCanada>

<https://cahss.podbean.com/>

<https://www.linkedin.com/company/canadian-animal-health-surveillance-system/>

<https://www.youtube.com/channel/UCQEixAPZwlvzzfZguQ0yGeg>



The success of the Canadian Animal Health Surveillance System (CAHSS) is largely credited to its collaborative, network of networks model building on established animal health groups and partnerships in Canada to integrate surveillance data in Canada. This is used to demonstrate animal health, minimize impacts of disease and guide surveillance planning from a national perspective. Each CAHSS network is the same, but partnership models vary within each network working with partners across sectors and disciplines, industry and governments including agriculture, animal health and public health, and environment, animal health laboratories, universities, provincial and regional surveillance networks, and more.

CAHSS currently has 549 members. From 2021 to 2022, CAHSS organized 24 network meetings with over 1100 hours of information and resource sharing that occurred across multi-sectoral groups and agencies.

CAHSS’ organizational Sustainability Plan was finalized in Q4. Overall, the report highlighted that the organizational model that best supported CAHSS sustainability was to have CAHSS remain as a distinct division of AHC. Critical next steps for CAHSS’ sustainability planning are to ensure alignment of CAHSS and AHC strategic planning activities, and to focus on the incorporation and communication of CAHSS’ value proposition back to its key stakeholders.



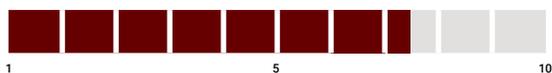
CAHSS' key work areas include:

 Work Area 1:	 Work Area 2:	 Work Area 3:	 Work Area 4:
Building people networks	Information Sharing	Building National Capacity	Collaborative Surveillance Projects

“The connections with other groups are helpful. Their work with small holders is very important.”

- Gabriela Guigou, Canadian Pork Council

CAHSS Impact Factor = 7.4



Major Accomplishments of CAHSS from 2021 to 2022:

- CAHSS membership has grown 60% since last year, with a total of 549 members currently
- CAHSS' website acts as a centralized hub for information on research and surveillance initiatives related to animal health. There was a total of 59,000 page views on the website in the last year
- Projects to build national capacity have been successfully completed or in progress. Projects include the Minimum data set for animal health surveillance, provincial abattoir project with condemnation data, and the Influenza A in Swine surveillance workshop
- Collaborative projects with One Health partners included hosting the SARS-CoV-2 dashboard within the CAHSS website, and developing an informative page on SARS-CoV-2 susceptibility amongst different animal species with the Community for Emerging and Zoonotic Diseases (CEZD)
- CAHSS' dashboards were created for CAHSS tools. The dashboards allowed CAHSS members and website users to interact and learn about the different resources and surveillance initiatives to advance animal health in Canada

“CAHSS represents a culmination of the lessons learned and experience gained across the decades and passed on to us from many dedicated and passionate people working across the spectrum of animal health in Canada.”

- Dr. Glen Duizer (CAHSS Steering Group Chair)

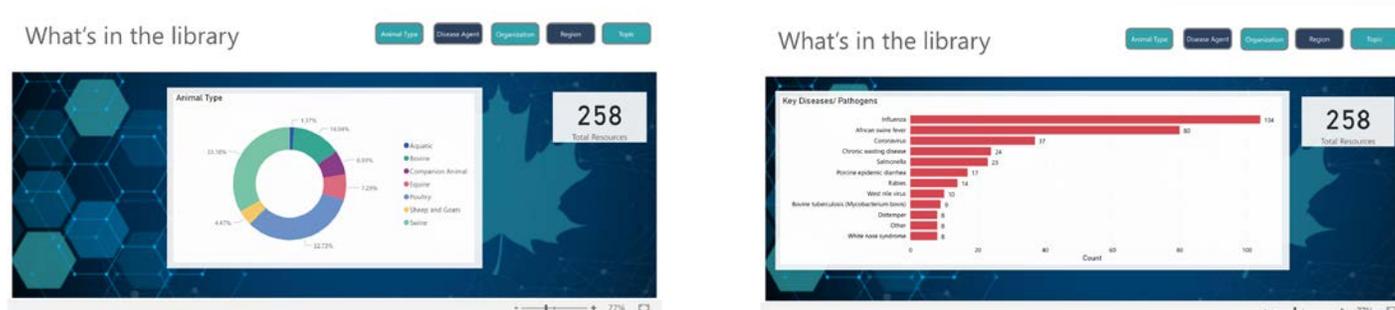


Figure 2. CAHSS dashboards (resources library and surveillance initiatives inventory) were developed and published in Q4.

Canadian Livestock Transport Program



The Canadian Livestock Transport Program (CLT) offers driver certification that is recognized throughout Canada and United States and is offered in English and French. This industry-led program was developed to address the need for increased accountability and improved handling practices in livestock transport.

CLT Training Stats	2021	2020	2019
Poultry	236	227	150
Livestock	159	205	316

Participation Summary -

- > Total of 227 customers
 - > 126 Trucking companies
 - > 67 Farms
 - > 20 Integrators / federal processing plants
 - > 14 Poultry catching companies

Exit Survey Results (2021 data):

162/209 (78%) would recommend the training vs only 7/209 (3%) would not

 For Cattle: 65%	 For Poultry: 92%	 For Swine 83%
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136/209 (65%) of participants felt the content is relevant to their business; no one indicated the content was not relevant

Comments:

- > Make the voice actor talk faster
- > Good, basic, but repetitive for an experienced driver

Program Improvements:

Since the program was moved to AHC, enrollment has increased year over year. In 2021 CLT took on the delivery of the training video, Working Through the New Transportation Regulation: Dairy Calves and Cull Cattle. This training was created by the PBQ and Gestbeau in partnership with Dairy Farmers of Ontario, Veal Farmers of Ontario, Beef Farmers of Ontario, Dairy Farmers of Nova Scotia, Dairy Farmers of Prince Edward Island, Agri Commodity Management Association (including Prince Edward Island Cattle Producers, New Brunswick Cattle Producers, Nova Scotia Cattle Producers) and is available free of charge on the CLT website.

CLT Impact Factor = 5.6



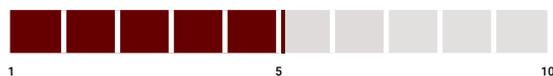
Looking forward, a project is underway to significantly update the program and upgrade its delivery to a more interactive and engaging format before the end of this fiscal year. Biosecurity modules will be added to both the Poultry and Livestock training and new modules will be created to supplement US-based transport training for hogs and cattle for those transporters looking to comply with Canadian requirements. To support this work, the Program Management Team has engaged the CLT Advisory Committee, subject matter experts and held a strategic session with stakeholders in February 2022 to identify current and future challenges and opportunities for the program.

National Farm Animal Care Council



The National Farm Animal Care Council (NFACC) is a collaborative partnership of diverse stakeholders working together on farm animal care and welfare. In 2020 NFACC joined AHC as an independent division. Virtually all national livestock and poultry associations are represented on NFACC; along with meat, poultry, and dairy processors; veterinarians; retail, restaurant and food-service associations; animal welfare groups; governments, both federally and provincially; the research community; and a host of individual companies that have joined as Associate Members.

NFACC Impact Score = 7.9



NFACC's Code development process ensures credibility through scientific rigour, stakeholder collaboration and a consistent approach. In the 2021-22 fiscal year, the Code of Practice for the Care and Handling of Farmed Salmonids was completed. This consisted of taking the feedback received during the public comment period and meeting 14 times over several months to reach consensus on the Code's content.

 1 Podcast	 2 New Associate Members	 8 YouTube Videos	 16 Codes of Practice	 23% Increase in Website Visits
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“Our industry’s participation in the Code development process demonstrates our producers’ commitment to animal health and welfare and dedication to responsible fish husbandry.” Dr. Barry Milligan, Chair of the Code Development Committee



The process to update the Code of Practice for the Care and Handling of Dairy Cattle also continued through 2021-22 and the public comment period held from November 29, 2021 to January 2022 received 5,884 respondents – the highest comment period participation in NFACC history! Approximately 40% of the respondents were dairy producers, 31% were concerned citizens/animal welfare advocates and 17% were consumers.

For more information about the many achievements of NFACC over the last year, including developments related to the Transportation and Goat Codes, check out our achievements report at <https://www.nfacc.ca/achievement-reports>

Emergency Management

Animal Health Emergency Management (AHEM) Project



Social links:

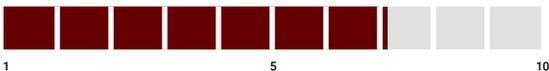
<https://twitter.com/AHEMproject>

<https://www.youtube.com/channel/UCFKF4Y4Xs6MIFL6xHwhHKvQ>

The AHEM project focuses on minimizing the impacts of serious animal disease by enhancing producer and industry level understanding, awareness and capacity for emergency preparedness, response, and recovery. Through productive dialogue and successful partnerships, AHEM has consistently demonstrated the value of integrating emergency management planning into industry’s strategic and operational approach and has evolved from working with animal disease preparedness to helping to inform high-level discussions on emergency management related to flood, fire, and drought.

“For us it’s about preparation. A comprehensive, multi-species plan that has been jointly developed by industry and government is exactly what we need. Thoughtful and collaborative planning on the frontend means everyone can be ready for what may come.” – C MacLeod

AHEM Impact Score = 7.1



We have built successful partnerships with

30 Industry Partners	8 Provinces	8 Species	173 Meetings	2,600 People Involved

By promoting and coordinating industry involvement in animal disease recognition and response training courses, the project continues to minimize barriers to grass-roots emergency preparedness. AHEM does this through the provision of customizable on-site emergency planning tools, including producer workbooks, templates, and protocols.

Activity	Objective	Outcomes and outputs for 2021-2022
Awareness	Build understanding among industry and government partners of the value of emergency preparedness	<ul style="list-style-type: none"> > Engage with partners to broaden understanding of/and improve emergency readiness. > Promote and demonstrate resources with industry staff, board members, governments, producers and animal owners through email distribution, social media, virtual workshops, and table-top exercises. <p>450+ participants attended more than 28 virtual events including:</p> <ul style="list-style-type: none"> > Emergency management awareness webinars > Incident Command System training > Tabletop exercises <p>Reach:</p> <ul style="list-style-type: none"> > 12,000 pageviews from approximately 5,000 distinct users > 223 Twitter followers @AHEMproject > 1,200+ people on contact database
Resources Development	Provide industry with the information and recommended steps required to support their understanding of and preparation for, and response to an emergency	<p>Continued development of association-level animal health emergency management plans and frameworks, producer handbooks, and factsheets.</p> <ul style="list-style-type: none"> > 3 national emergency management frameworks > 7 additional provincial producer handbooks > 1 national producer handbook > Extensive exploration of issues related to animal movement and risk assessment during an emergency, including both animals in place and in transit.
Training	Advance skill sets and share up-to-date animal health information related to serious animal diseases	<p>Partnered with CFIA, CVMA, FAO, USDA and EuFMD to deliver on-line foreign animal disease training courses.</p> <ul style="list-style-type: none"> > 2 courses (ASF, FMD) > 90 private practitioners, technicians and industry professionals trained
Program Support	Collaborate with government and industry on initiatives that deliver shared value and boost capacity for disease-related emergency response	<p>Provide support to the African Swine Fever (ASF) Executive Management Board and associated regional initiatives.</p> <ul style="list-style-type: none"> > The goal of this is to develop an Industry / Government Integrated National ASF Response Plan. Recognizing the significant value and potential of this activity, the initiative has been extended into the 2022-23 fiscal year. <p>As a result of the AHEM support, over 173 meetings were held involving over 2,600 people.</p>

“Training of all staff in our organization on the Incident Command System was of huge value to help us better prepare for an emergency. The more specialized Foot and Mouth Disease training, provided me the opportunity to expand my knowledge base and enhance my abilities to respond to that specific threat if ever needed.”

- Jenelle Hamblin, Manitoba Pork.

Canada's Foot-and-Mouth Disease Strategy Working Group

Along with the resources and activities above, AHEM provides coordination to support the development of a Canadian foot-and-mouth disease vaccine strategy. The intent of the strategy is to identify critical success factors for an effective roll out of this vaccine. This work is a direct result of initial efforts by AHC (formerly the National Farmed Animal Health and Welfare Council) to look at potential options to increase vaccine availability in North America in 2019, based on developments in the USA. As a result, the Foot and Mouth Disease Working Group (FMDWG) was formed in support of the creation of a Canadian FMD Vaccine Bank and is a part of the Canadian FMD Response framework.



Working closely with CFIA as well as representatives from the beef, dairy and hog industries and provincial governments, AHEM was initially directed to look specifically at the extent of industry contributions to a Canadian FMD Vaccine Bank. This was presented in the form of an initial business case in April 2021. After carefully considering the extent of the work required, the FMDWG requested that AHEM try to leverage the African Swine Fever Emergency Management Board model (see report) to reduce duplication and create opportunities for synergy. Further, it was acknowledged that a broad strategy for FMD would be required along with a more complete business case. AHEM completed this in 2021 and followed it with the formal GAP Gap Analysis Framework for FMD in March of 2022. The end goal is to develop a formalized FMD Vaccination strategy to be completed by March 31, 2023, and to resolve several vaccine rollout questions including:

- i. Improving the capacity to deliver vaccines;
- ii. Identifying a suggested strategic approach to be used; and
- iii. Designing the structure in a way that could potentially be used as a model for other Animal Disease Vaccine Banks

As a next step, AHEM will be conducting a 5-hour session in September 2022 to assess the ability of the dairy, beef, and pork National Emergency Management Frameworks (completed by AHEM with the various livestock sectors) to address the issues identified in the FMD GAP Gap Analysis. Information gathered at the Canadian Cattle Association's Semi-Annual Animal Health and Care Committee meeting in August 2022 will guide the development of the session, which will be designed to:

1. Ensure all participants understand the key decisions that must be made (individual organizations as well as the group as a whole) and additional considerations necessary when considering the implementation of a FMD Vaccination Strategy.
2. Test the structures outlined in the National Framework to help facilitate decision making with each organization and subsequently provide recommendations and support to CFIA.
3. Use the discussion to help identify what needs to be adjusted to enable the structure needed to make decisions on a vaccination strategy and identify other potential uses.

African Swine Fever Emergency Management Board



In addition to the funding support provided through the Animal Health Emergency Management II project, AHC would like to recognise our funding partners who support the ASF EMB project:

- Canadian Food Inspection Agency
- Canadian Pork Council
- Canadian Meat Council

The coordination of Canada's ASF planning, preparedness and readiness for response sits with AHC. The global spread of African Swine Fever (ASF) is a significant risk to the Canadian economy, the Canadian swine herd, and the pork industry. Any introduction could have a major negative economic effect on the \$20 billion/year pork industry. Further, the prevention of, response to, and recovery from an incursion of ASF in Canada may involve both domestic and wild animals and will likely result in a domestic surplus of hogs that will require significant resources to manage.

The ASF Coordination team serves to develop and maintain connections with all levels of ASF planning including national, provincial and industry organizations within Canada. The ASF Executive Management Board (EMB) was formed to realize this needed coordination and its inaugural goal was to develop and action the Pan-Canadian ASF Action plan. The ASF EMB is a unique model of how successful cooperative problem solving in Canadian agriculture can work. This real-time pilot project brings together partner organizations to provide strategic direction and prioritization of activities for ASF preparedness and can be easily scaled to different industries, issues, and scenarios.

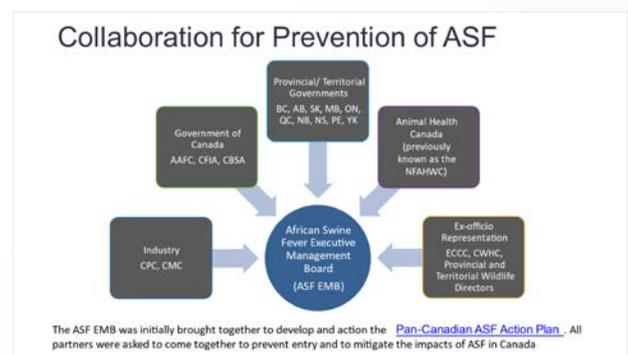
ASF Impact Factor = 7.6



The coordination team was led by Dr. Christa Arsenault for the 2021-2022 fiscal year. On April 1st, 2022, Dr. Rayna Gunvaldson took on the final one-year term as National ASF Project Coordinator to continue the work of leading the coordination team. Over the last year, the efforts of over 100 people went into serving on over 20 working and sub-working groups under the four pillars of the plan. Several notable outputs were achieved through this coordination, including:

- > **Integrated Emergency Response Framework for African Swine Fever in Canada**
 - > A robust Industry / Government Integrated National ASF Response plan, incorporating and aligning the activities, roles, and responsibilities of both industry and government stakeholders.
- > **Canada's Invasive Wild Pig Strategy**
 - > Brings together key partners to help inform invasive pig management decision-making in Canada with the goal to facilitate an action agenda to prevent and mitigate social and ecological harm of invasive pigs.
- > **CanSpotASF Enhanced Passive Surveillance System for ASF in Canada**
- > **Tabletop Exercises and associated After-Action report for communications and depopulation and disposal plans**
- > **Canadian swine depopulation methods reference document**
- > **Don't Pack Pork traveler awareness campaign**

The collaborative problem-solving model has resulted in strengthened trust building amongst animal health emergency preparedness experts and decision makers in Canada, which was noted as a critical value received by all participants when surveyed. It is a model that Canadian stakeholders are considering expanding and transposing for other issues where shared decision making is needed.



Animal Health Canada

Financial Statements

March 31, 2022

ANIMAL HEALTH CANADA
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2022

	2022	2021
ASSETS		
CURRENT		
Cash	\$ 659,205	\$ 723,734
Accounts receivable	394,608	221,122
HST rebate receivable	134,179	84,819
Prepaid expenses	9,382	8,255
Undeposited funds	<u>790</u>	<u>1,120</u>
	1,198,164	1,039,050
RESTRICTED CASH (note 4)	<u>132,350</u>	<u>137,800</u>
TOTAL ASSETS	<u>\$ 1,330,514</u>	<u>\$ 1,176,850</u>
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	\$ 519,341	\$ 317,924
Deferred revenue (note 5)	<u>71,493</u>	<u>284,701</u>
	590,834	602,625
CANADA EMERGENCY BUSINESS ACCOUNT LOAN (note 6)	<u>30,000</u>	<u>30,000</u>
TOTAL LIABILITIES	<u>620,834</u>	<u>632,625</u>
NET ASSETS		
Unrestricted	252,127	125,007
National Farm Animal Care Council Operations	200,281	185,560
Canadian Livestock Transport Operations	36,373	23,748
Projects	10,899	(90)
Internally restricted (note 7)	<u>210,000</u>	<u>210,000</u>
	709,680	544,225
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 1,330,514</u>	<u>\$ 1,176,850</u>

The accompanying notes are an integral part of these financial statements

ANIMAL HEALTH CANADA
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2022

	Animal Health Canada and Forum	National Farm Animal Care Council Operations	Canadian Livestock Transport Operations	Projects (Schedule 1)	Total 2022	Total 2021
REVENUE						
Federal support	\$ 127,630	\$ -	\$ -	\$ 2,095,522	\$ 2,223,152	\$ 1,696,009
Industry support	158,500	-	-	104,389	262,889	134,852
Provincial and territorial support	174,058	-	-	-	174,058	125,200
Administrative revenue Forum	135,122	-	-	-	135,122	79,372
	19,950	-	-	-	19,950	23,635
Course Revenue	22,587	-	84,150	-	106,737	106,665
Other income	1,262	4,092	-	-	5,354	41,529
Membership revenue	-	160,896	-	-	160,896	191,662
Interest income	64	217	-	-	281	221
Project surplus - deferred	-	-	-	-	-	(91,945)
	<u>639,173</u>	<u>165,205</u>	<u>84,150</u>	<u>2,199,911</u>	<u>3,088,439</u>	<u>2,307,200</u>
EXPENSES						
Administration	1,227	14,601	-	181,720	197,548	148,744
Communications	6,958	-	-	-	6,958	4,703
Contracted services	87,077	125,555	8,224	1,581,782	1,802,638	1,336,767
Direct project costs	1,233	-	504	128,225	129,962	126,961
Dues and memberships	3,248	-	-	-	3,248	-
Forum expenses	14,321	-	-	-	14,321	15,990
Health and safety	189	-	-	-	189	-
Human resources	9,557	-	-	-	9,557	-
Information technology	18,002	-	28,384	520	46,906	28,017
Insurance	2,649	-	-	-	2,649	2,219
Meetings and workshops	-	243	531	7,263	8,037	4,617
Office and general	3,184	4,381	2,464	-	10,029	19,889
Professional fees	13,497	-	213	-	13,710	20,929
Research	36,880	-	4,989	-	41,869	4,989
Transition costs	-	-	-	-	-	24,419
Translation	8,227	5,704	97	-	14,028	21,638
Travel	152	-	-	-	152	367
Wages and benefits	305,652	-	26,119	289,412	621,183	274,955
	<u>512,053</u>	<u>150,484</u>	<u>71,525</u>	<u>2,188,922</u>	<u>2,922,984</u>	<u>2,035,204</u>
EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR						
	<u>\$ 127,120</u>	<u>\$ 14,721</u>	<u>\$ 12,625</u>	<u>\$ 10,989</u>	<u>\$ 165,455</u>	<u>\$ 271,996</u>

ANIMAL HEALTH CANADA

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