

Terms of Reference

Industry-Government Leadership Group

October 2023

Purpose

The Industry-Government Leadership Group's overarching mandate will be to champion the organization and its collaborative approach. It will advise AHC by providing guidance and recommendations on issues related to animal health and welfare in Canada. This advice is to be based on consensus and reflect a diverse range of voices from governments and the agriculture sector.

This collaborative Group will be an external advisory group to the AHC Board of Directors.

Vision for How AHC Functions:

- An organization focused on the sustainability of the farmed animal sector in Canada by building strong partnerships through the development of coordinated action plans and standards of care among industry and governments focused on animal health and welfare.
- Leaders of robust plans to manage animal diseases and issues which may compromise animal health and welfare in Canada.
- An organization responsible for moving Canada from reactive to proactive in terms of preparing for animal health and welfare risks and emergencies.
- Keepers of FPT governments' and industry's commitment to work in partnership using a coordinated approach by convening and sharing information with stakeholders so they can better manage animal health and welfare issues.
- Builders of greater confidence in Canada's preparedness for animal health emergencies and greater capacity for the systemic response to emergencies by all because of coordinated preparedness, including primary producers and supply chain partners.

Composition

A group of interested and committed senior leaders from within the agriculture industry and FPT agriculture ministries in Canada with the desire to contribute to AHC's work to improve animal health and welfare, especially in the context of emergencies.

- There will be one industry Co-chair and one government Co-Chair.
- It will have senior agriculture industry and FPT government representation, reflecting the skillset and experience listed below.
- The Group's membership will be inclusive and reflective of the diversity of the Canadian agriculture sector.
- In the absence of an appointed chairperson at any meeting, the members present shall appoint one of their numbers to preside at that meeting.
- The AHC Co-Chairs will be members of the group in a non-voting, ex-officio capacity to ensure a strategic connection to the AHC Board of Directors.

Terms of Reference: AHC Industry-Government Leadership Group

- Subject matter experts (e.g., legal counsel) may also be invited to participate at meetings on a continuous or as needed basis; however, in these instances they will be invited to fill a non-voting, ex-officio role.

Term of Office

- Representatives from an organization will be asked to serve on the Group for a three (3)-year term with the possibility of renewal.
- By accepting to serve in the Group, members agree to be bound by the conditions of the Terms of Reference.
- If a representative cannot fulfill a term, they can be replaced by another representative from the same group.
- Each representative on the Group may serve for as long as required or as their organization allows.
- A representative may resign from the Group at any time with written notice provided to the Group's Co-Chairs. This must be provided in writing and copied to the AHC Executive Director with a minimum of 10 days notice.
- A member's service may be terminated at any time with 10 days written notice from the Co-Chairs.

Time Commitment

The Industry-Government Leadership Group intends to meet at least two (2) times, but may meet up to four (4) times, per fiscal year.

- The majority of these meetings will be held virtually and are intended to be no more than 1.5 hours in duration.
- If possible, at least one (1) in-person meeting will be scheduled per fiscal year.

It is expected that the members of the Industry-Government Advisory Group will come to these meetings briefed and prepared to discuss the meeting materials. Any action items or research on a particular topic will have been completed prior to the meeting.

Governance

Meetings shall be conducted in accordance with accepted procedures and in accordance with rules of the Co-Chairs. Decisions of the Group will mainly be consensus-based and recorded as agreement in a meeting's Record of Discussion. In the event of a significant difference of opinion, there may be no agreement and this will be tabled for further discussion.

To ensure that the Industry-Government Senior Leadership Group operates effectively and fulfills its role in supporting AHC in the achievement of its goals for the benefit of the animal agriculture sector in Canada, it will also be governed by the following set of principles:

- **Impartiality:** the Group will formulate its advice in an impartial, objective, and fair manner.
- **Consensus-based:** the Group will strive for consensus-based views, taking into consideration a diversity of viewpoints and rooted in careful and consideration of the input from all members, while recognizing that differences of opinion are possible and

Terms of Reference: AHC Industry-Government Leadership Group

the Co-Chairs will strive to find compromise solutions when differing opinions are expressed by Group members.

- **Timeliness:** the Group will provide its input within the timeframes required and AHC will provide documentation to support discussions sufficiently in advance to enable robust discussions during Group meetings.
- **No attribution:** Any reporting on meetings or summary notes will not attribute comments to a specific member.
- **Not consultation:** Participation in the Group does not constitute a formal opportunity for consultation. AHC is committed to formally consulting with its members before taking decisions, and industry and government representatives on this Group will have opportunity to respond formally during those consultations.

Activities

The Group will:

- Provide reactions and suggest ideas to the AHC Board of Directors on issues where external advice will be helpful to decision-making.
- Enable robust and high-quality conversations about important issues related to animal health and welfare in Canada for AHC to consider as it develops proposals, programs, activities, etc.
- Provide an opportunity for senior leaders from across industry and FPT governments concerned with animal disease management to meet and share perspectives on the role of AHC for the benefit of AHC decision-making.
- Support AHC and provide advice to the Board of Directors so that AHC members can have greater confidence in the proposals, programs, activities, etc. being advanced by AHC.
- Ensure that proposals, programs, activities, etc. of AHC meet the expectations of the senior leadership of both governments and industry in Canada.
- Provide an opportunity for AHC to test strategic thinking and positioning, test drive options, and access expertise or perspectives not readily available to the organization on a regular basis; and
- Create allies for AHC among both FPT governments and industry to help smooth its transition while providing a sounding board to AHC leadership and inspiring change in the organization.

Roles and responsibilities

Members are expected to participate in Group meetings and meaningfully contribute to the Group's work. Alternates are not permitted; however, it is understood that support staff may also attend meetings.

Members are chosen as organizational representatives. Members are not expected to be experts in all subjects the Group may study or discuss. Members are expected to help determine priorities for the Group. Members are also expected to undertake outreach to their own stakeholder networks to help inform Group discussion.

Terms of Reference: AHC Industry-Government Leadership Group

All secretariat and analytical support will be provided by AHC.

Duration

It is anticipated that the activities of the Industry-Government Leadership Group will be required on an ongoing basis. In consultation with the Group and the AHC membership, the Board of Directors will review this group every five years and determine if its work should be revised or discontinued, and if its membership should be adjusted.

Communication and Transparency

Recognizing the importance of keeping the public and the agriculture sector informed with respect to the Group's purpose, membership, and activities, these terms of reference and Group members' names will be made public. Furthermore, a summary of the outcomes of these meetings along with all advice and recommendations made by the Group will be published on the AHC website. AHC will also publish updates on how it is addressing the Group's recommendations.

From an operational perspective:

- A Record of Discussion will be created for each meeting and will include any identified action items and the person responsible for their completion.
- At least three (3) weeks prior to the next meeting of the Group, a summary of activities will be reviewed by AHC to ensure all decisions or feedback requested are clearly communicated so Group members can prepare for the next meeting's discussion.
- At least two (2) weeks prior to the next Group meeting all related documents, actioned items and a tentative agenda are shared.
- Guests will only receive those materials as are relevant to their portion of the meeting.

Confidentiality and Privacy

Members shall not make use of the information or documentation disclosed or provided to members in their capacity as a Group member, except to the extent that it is demonstrably in the public domain, for any purpose other than their mandate as a member of the Group.

Conflict of interest

Members acknowledge the importance of offering advice and recommendations that are independent and made in good faith.

Members shall immediately report to AHC any circumstances in which the member perceives a real, potential, or apparent conflict or bias resulting from the member's roles in the Group and any outside interests or activities, including organizational affiliations, other advisory committees or boards of directors. Should the Group's Co-Chairs conclude that a real, potential or apparent conflict of interest exists involving the member's activities in the Group and the outside interests or activities, the member will be asked to recuse themselves from participating in any related discussions or in the development of a recommendation, or terminate the member's membership in the Group.

Skillset and experience required for the Group's members:

- Senior leader and decision maker within industry or FPT government (e.g., Chair, CEO, Deputy Minister, VP)
- Knowledge of AHC, its strategic direction, guiding principles and work areas.
- Ability to assist AHC in meeting its vision, mandate and strategic priorities.

Terms of Reference: AHC Industry-Government Leadership Group

- Commitment to work in partnership through the collaborative industry-government framework provided by AHC on issues of common interest in relation to animal health and animal welfare.

Changes to the Terms of Reference

AHC may propose to amend these Terms of Reference at any time, with the Group Co-Chairs. Group members will be notified of any changes.

Budget

- Group members will participate on a pro bono basis without remuneration.
- Similarly, Group members are expected to cover meeting participation and travel costs, as applicable.

Change history:

Version #	Implemented By	Revision Date	Approved By	Approval Date	Reason
1	AHC	October 23, 2023	Industry-Government Leadership Group	October 23, 2023	Initial ToFR