Canada

Regulators' Capacity Fund

Lessons Learned Report

CRI
Centre for Regulatory Innovation

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Contents

Introduction

This report documents the lessons learned by twenty-six Government of Canada initiatives that were supported under the Regulators' Capacity Fund, administered by the Treasury Board of Canada Secretariat's Centre for Regulatory Innovation (CRI) between 2019 and 2022.

First announced in the 2018 Fall Economic Statement, the Regulators' Capacity Fund (RCF) was set up to respond to calls from Canada's business community, which has been vocal in its desire to see an increased emphasis on economic and competitiveness considerations in the development and enforcement of regulations. The Government of Canada committed funding of up to $10M over three years to support regulators in these efforts. (2019-2022).

The RCF is administered by the CRI within the Treasury Board of Canada Secretariat's Regulatory Affairs Sector. As part of the Government's broader regulatory modernization agenda, the CRI promotes a federal regulatory framework that supports innovation and competitiveness.

To help regulators improve their capacity to incorporate economic and competitiveness considerations in the design and implementation of regulations, the RCF aims to:
- improve capacity to accurately assess the economic impacts of regulatory proposals; and
- support regulators in designing and administering regulations in a manner that, to the extent possible, facilitates economic growth and competitiveness.

The RCF supports federal departments and agencies in undertaking projects or initiatives, ranging in scope, that contribute to the enhancement of regulatory capacity. This involves supporting initiatives that would help regulators design and administer regulations in a way that does not impede economic growth and may enhance it. Funded projects should ultimately contribute to enhanced regulatory competitiveness in or beyond their respective sectors.

Lessons Learned

Over the course of two years, the RCF supported twenty-six initiatives from twelve different departments and agencies totaling $8.92 million in funding (full description of projects can be found in Appendix A). The projects fell primarily under one of two groups based on how they support regulatory capacity for competitiveness:
1. **Analysis-based** - initiatives that enhance understanding of what needs to be done to improve the regime's competitiveness, and to equip regulators with the relevant skills and information; and,
2. **Solutions-based** - initiatives that implement solutions that would develop capacity to administer regulations in a more cost-effective or efficient manner, which in turn, enhances the regime's competitiveness.

The key findings of this report are informed by comments received through a CRI facilitated Lessons Learned Workshop with the project leads, held on August 16, 2022, in addition to final reporting results. Four overarching lessons were identified:

1. Collaboration among federal stakeholders
2. Leveraging existing tools, data and experiences
3. Identifying and securing subject matter expertise
4. Properly scoping project planning and management

These lessons serve to support prospective, current and future RCF applicants in navigating and addressing the specific challenges and opportunities related to their projects.

Lesson 1 - Collaboration Among Federal Stakeholders

Collaboration for the purpose of this report means to cooperate and/or participate in activities, projects and initiatives. RCF applicants' that are aware of similar activities across the federal ecosystem can contribute to greater project efficiencies, reduce duplicative efforts, and improve horizontal cooperation. It was noted that RCF applicants should engage with internal and external stakeholders as a critical factor for a project's success. This engagement allowed project teams to learn from others' experiences, identify risks before encountering them, and establish mutually beneficial partnerships. Collaboration within departments, as well as with other federal organizations provides a more strategic perspective that supports common defined goals and aligns with federal priorities and is recommended as it provides opportunities to streamline regulatory activities across organizations thereby reducing compliance burden and increasing regulatory competitiveness.

The Streamlining to Improve Mine Permitting by Leveraging Expertise and Resources (SIMPLER) project by the team at CanmetMining within Natural Resources Canada (NRCan) noted that one aspect of the project's successes would be increased collaboration amongst federal agencies. To further this goal they formed the Digital Streamlining Solutions Working Group (DSSWG) in April 2021, to enhance coordination among mining related government agencies and stakeholders. The DSSWG actively recruits participants from other federal organizations and promotes communication and scaling of digital solutions with other departments. The DSSWG collaboratively developed a number of tools to advance opportunities for a coordinated approach, such as use case advancement and obstacle prioritization.

It was noted that most DSSWG members were engaged with the working group in addition to their regular responsibilities, and that the project would have been more supported if members had more resources in the form of dedicated time to participate. Further, the benefits of federal collaboration can be maximized if established at the start of the project. The project's learnings, which will be important for any department involved in the permitting of large natural resource projects, will continue to be promoted and socialized as the direction for future collaboration is developed. Considering engagement and collaboration beyond a project's lifecycle, and maintaining those relationships in a mutually beneficial fashion, will allow the project team access to a broader and better-defined network which can be used to advance SIMPLER through the DSSWG, as well as member's current and future projects.

Challenges and Opportunities

Challenges include:
- Capacity restraints and difficulties identifying and connecting with other federal regulators who have undertaken similar projects or are attempting to address similar challenges.
- Disorganized and inconsistent methods for raising project visibility or promoting awareness of new initiatives.

Opportunities include:
- Leveraging existing platforms for federal collaboration; for example, the Community of Federal Regulators (CFR), GCTools, communities of practice, committees, and working groups dedicated to collaborating on innovative projects and initiatives.
- Developing consistent, enterprise-wide processes and resources to make collaboration more accessible to regulators and produce efficiencies (e.g., unified data governance, a common vocabulary for projects and familiar, transparent processes to request or disseminate information).
- Allowing dedicated time to identify and participate in collaborative activities related to the project and considering those activities as part of, rather than in addition to, ongoing responsibilities.

Lesson 2 - Leveraging Existing Tools, Data and Experiences

Leveraging existing tools, data, and experiences can save time and costs compared to independent development. Learning from previous activities can advise the project team's direction and allow for the project to contribute to an existing initiative, database, or repository. Projects that focus on tool development should consider the scalability and connectivity with other projects and tools to ensure coherence in the tools used across the federal community.

Drawing from existing sources can also support buy-in from key stakeholders such as management, IMIT, and corporate services as it demonstrates the projects viability and can produce synergies. It was noted that strong relationships with relevant stakeholders was necessary to enable this lesson, such as having contractors familiar with the topic or area and working with industry to identify impacts related to the adoption of similar tools. Continued development of existing tools and projects within a coherent and consistent framework enhances regulatory competitiveness as it reduces possibilities for competing or divergent tools and resources while increasing a regulator's awareness of the broader regulatory context that may impact stakeholders.

Transport Canada's project to establish novel testing methodologies to evaluate the safety of new vehicle technologies and support road safety regulatory design shifted early in the project plan from proposing a development approach to leveraging existing opportunities and contributing to ongoing work by international standards bodies. Leveraging and contributing to existing work supported the projects team's continued engagement and collaboration with a number of international work groups including the United Nations, the SAE (formerly the Society of Automotive Engineers) and the International Organization for Standardization (ISO). Partnering with experts in standards and regulations was key to ensuring that the standards work supported by the project can be referenced in future regulations.

Challenges and Opportunities

Challenges include:
- Lack of standardized, common, and consistent business processes to share or collect information from across organizations, and possibly within organizations.
- Difficulties identifying and accessing appropriate contacts or project material, especially for unadvertised projects outside of one's own organization.
- Procedural obstacles to sharing information and data between departments, especially for initial stage developments (e.g., departmental data management practices requiring management approval can lead to extensive delays or adaptations).

Opportunities include:
- Building strong stakeholder relationships early in the project lifecycle that can advise on existing activities and contribute to improved value through increased participation (i.e. a *network effect*).
- Greater awareness and visibility of existing projects on comparable topics or using similar approaches would support collaboration on project development, and provide opportunities to bring efficiencies, reduce duplication and improve horizontal federal initiatives.

Lesson 3 - Identifying and Securing Subject Matter Expertise (SME)

Forming a multi-disciplinary project team with a range of relevant expertise was often noted as a critical factor in ensuring the successful progression of a project. Diverse backgrounds, expertise, and perspective supported dynamic discussions around the project's development and implementation and contributed to greater transparency and visibility around the project. It is recommended that RCF applicants identify and work with relevant experts to ensure that those SMEs are not overburdened, especially if the same resource is supporting multiple simultaneous projects.

Engaging a cross-section of SMEs and facilitating discussions between technical, corporate service, policy, and regulatory experts can guide a project's development in a more comprehensive way compared to if each SME approached the topic individually. These SMEs may also be able to identify and leverage similar activities or experiences from other projects that they might be aware of or participate in. It was noted that project teams should factor in navigating perceived biases and facilitate transparent and factual discussions in order to maintain the focus of technical and non-technical components of the discussion.

Agriculture and Agri-Food Canada's (AAFC) analysis of regulatory barriers impacting agricultural biogas development sought to better understand the regulatory barriers for anaerobic digestion. The study informed recommendations on how to overcome those barriers and create a Canada-wide enabling regulatory environment that would support the agricultural biogas sector. Since the relevant regulations were mostly provincial, the project team worked with industry stakeholders and provincial regulators as technical and regulatory experts to inform the analysis and recommendations, and federal partners.

This ongoing engagement was noted as key to the success of the study, which originally conceived of a regulatory navigation tool but found that other tools and approaches would be more effective and potentially less costly to design and implement. Those other tools and approaches include increased regulatory collaboration, education and policy recommendations that would improve regulatory processes and encourage agricultural biogas development.

Challenges and Opportunities

Challenges include*:*
- Lack of legacy knowledge, such as the contextual origins of the project's genesis, within project teams that is not easily transferable leading to a steep learning curve during development.
- If experts are outsourced, ensuring that the contracted resource can participate and adapt if the project shifts.
- Identifying and access the appropriate SMEs in a timely fashion, especially when project teams are unaware of those knowledge gaps at the planning stages.

Opportunities include:
- Building multi-disciplinary teams by default; incorporating the relevant necessary expertise across the lifecycle of the project by identifying the appropriate expert resources, whether internally or externally, that are required and taking the steps to engage them as soon as feasible.
- Working with senior management, IMIT and contracting to ensure the project team is able to adapt to competing needs or changing circumstances in securing or accessing expert resources.
- Raising awareness across organizations of project management practices, such as Agile approaches, and their application (e.g., minimum viable product).

Lesson 4 – Properly Scoping Project Planning and Management

Properly scoping a project at inception, such as by having a clear problem statement, is highly recommended for a project's success. Accurate scoping supports prioritization when faced with competing objectives and limited resources, in addition securing buy-in from relevant stakeholders. Senior management, IT groups, and internal corporate services were identified as particularly important stakeholders to gain support from early in a project's development as it allowed the project team to work though delays and obstacles with individuals that had knowledge of the project. A project's scope should also consider linkages with other initiatives, groups, or activities, which may be useful in gaining support by aligning different projects under common objectives. These considerations contribute to a project's organizational transparency and continued success. This is especially in the case of transformational initiatives or long lifecycles as those supporters can promote and advance it alongside their own component projects. Regulators are encouraged to consult with project planning and management expertise within their own organizations before starting a project.

The Standards Council of Canada's (SCC) [a Crown corporation within the Innovation Science and Economic Development (ISED) portfolio] project to modernize the monitoring standards in regulations (MSR) tool proposed to enhance regulator access to relevant standards and conformity assessment information. The project team needs to account for regulator's needs and determine how the MSR could meet those needs. The team learned early in the project that they had to better understand data architecture and plan a data re-architecture as the foundation for the modernized MSR.

One of the ways that the project lead was able to scope those learnings into the project plan was by incorporating the product management concept of "User Stories", a common language description of the end-user's perspectives and needs. Although the project team was able to identify the critical skills, knowledge, and features for the modernized MSR, it was noted that additional support in the initiation phase of the project may have identified that a user needs assessment was necessary during the project planning. It was also noted that a greater emphasis on technical planning would better equip the project team with the knowledge needed to make more informed decisions earlier in the project's lifecycle. Lastly, planning around precise definitions for project milestones and budgeting time for technical experts to review and scrutinize milestones in the project plan may improve project outcomes.

Challenges and Opportunities

Challenges include*:*
- Delays related to lengthy procurement processes, which may also impact the ability to spend the funding within the allotted fiscal year (note: RCF funds cannot be returned to the CRI).
- Determining the proper sequence and timeline compared to dependent or concurrent activities; for example, delays in securing departmental signatures for the MOU (Memorandum of Understanding) preventing the funds to be distributed according to the planned timeline.
- Lack of validation around milestones and ensuring requirements are still valid, which can contribute to scope creep or changing requirements of a minimum viable product.

Opportunities include:
- Consideration within the project plan whether to use RCF funding to cover salary costs (as allowed by the applicant organization's policies).
- Building in flexibility into the project plan for higher risk milestones; for example, including additional time and budgetary considerations related to individual SME's competing priorities or IT requests.
- Incorporating a multi-disciplinary approach at the project level and early in the planning stage that can inform holistic approaches, such as optimizing user journey mapping through existing decision frameworks.

Other Considerations

Each of the lessons are reliant on each other to varying degrees; collaboration, leveraging existing resources, good planning, and securing appropriate expertise all support each other as part of a holistic approach to successful project development and implementation. Transparency was another factor that RCF applicants should incorporate throughout their project's lifecycle as it helps promote awareness of, and lends credibility to, the project. RCF participants are recommended to discuss challenges and opportunities with each other and relevant stakeholders on an ongoing basis. The CRI's renewed funding for the RCF as well as the Regulatory Experimentation Expense Fund also provides opportunities for graduating projects.

Conclusion

Regulators are operating in rapidly evolving operating conditions that require dynamic approaches with a whole-of-government perspective. The mandate in the 2018 Fall Economic Statement was to enhance federal regulators capacity to develop and implement effective regulations that incorporated economic and competitiveness considerations. By collaborating, leveraging existing resources, securing appropriate expertise, and thoughtfully planning and managing a project, federal regulators will be better equipped to respond to the pace of change while facilitating facilitates economic growth and regulatory competitiveness.

About the Centre for Regulatory Innovation

The Centre for Regulatory Innovation works across the government to help regulators and the regulatory system keep pace with technological advances. The Government's announced the creation of the centre in the Fall Economic Statement 2018 to help improve the regulatory environment for businesses. The centre is part of the Treasury Board of Canada Secretariat's Regulatory Affairs Sector.

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Appendix A: List of Projects supported under the Regulators' Capacity Fund

#	Department/ Agency	Project Title	Project Description	Financement
1.	**Agriculture and Agri-Food Canada (AAFC)**	Plant Breeders' Rights Act/UPOV'91 Impact Study	The project seeks to conduct a study and raise awareness of the economic impacts of Canada amending its *Plant Breeders' Rights Act* (2015) to conform to the 1991 Act of the International Convention for the Protection of New Varieties of Plants (UPOV'91), providing strengthened Intellectual Property protection and incentives for investment.	$75,000 September 2021 – March 2022
2.	**Environment and Climate Change Canada (ECCC)**	Regulatory Standardization and Rules as Code Research Project	The project seeks to: - analyze and compare ECCC's regulations and regulatory reports to develop a template and methodology for new and amended regulations and associated reporting requirements with the aim of standardizing terminology and requirements; and - develop criteria to determine which regulations may be suitable for "rules as code" as well as ways to incorporate rules as code principles in the drafting of ECCC regulations.	$60,000 September 2021 – March 2022
3.	**Agriculture and Agri-Food Canada (AAFC)**	Co-Development Approach to Seed Regulatory Modernization	This project seeks to co-develop modernized seed regulations from consensus-based, impartial recommendations built with various stakeholders who often have competing views/objectives, as well as accurately assessing the cumulative economic impacts of the regulatory amendments. The Seed Regulatory Modernization Working Group was formed in 2019 to examine Canada's Seed Regulatory System and propose potential avenues for modernization and improvement, with the desired outcome of recommendations provided to the Canadian Food Inspection Agency for consideration in its revision of the *Seeds Regulations.*	$175,000 September 2021 – March 2022
4.	**Agriculture and Agri-Food Canada (AAFC)**	Regulatory Navigation Study	The project would research the regulatory barriers impacting agricultural biogas project development, highlight necessary guidance or regulatory alignment needs, and identify potential tools to aid small and medium enterprises in navigating regulations to enable them to achieve environmental and economic goals.	$205,000 September 2021 – March 2022

5.	**Natural Resources Canada (NRCan)**	Risk-Based Inspection Planning Web Application	This project seeks to develop an inspection planning web application (app) to support the administration of the compliance inspection and restoration program under the *Explosives Act*. The app would optimize inspection planning, contributing to efficient workflows, increasing regulatory transparency, and ensuring regulations do not impede competitiveness.	$275,000 May 2021 – March 2022
6.	**National Research Council Canada (NRC)**	Performance Based Codes	This project seeks to conduct a series of international and domestic stakeholder engagement activities, including the formation of a Canadian Consortium on Performance-Based Codes (PBC) to advise the Canadian approach to performance-based building codes. This co-funded project with NRC is one task (Phase 2, Task 2) of a larger project that seeks to investigate the feasibility and inform the decisions on the development and introduction of a new performance-based compliance path in the future editions of the *National Building Code* (NBC), anticipated to be published in 2030.	$302,000 May 2021 – March 2022
7.	**Innovation Science and Economic Development (ISED) - Standards Council of Canada (SCC)**	Modernizing the Monitoring Standards in Regulation Tool	This project seeks to develop a business case for the design of a modernized Monitoring Standards in Regulation (MSR) software tool to monitor standards referenced in federal regulations, to increase the capacity of regulators to access these standards and help address the issue of outdated references to standards.	$226,000 May 2021 – March 2022
8.	**Natural Resources Canada (NRCan)**	Exploring the Use of Technology to Streamline Exploration to Production for Mining	The current approval process for mining projects is complex and inefficient, with the resulting burden having significant negative impact on industry and challenging the delivery of the regulatory regime. This project involves undertaking various activities in order to identify a digital tool that would streamline the approvals process for mining projects, followed by implementation and adoption of the identified tool.	$634,000 October 2020 - March 2022
9.	**Innovation Science and Economic Development (ISED)**	Centralized Service for Enabling Regulators to Issue and Consume Digital Credentials	The project would establish a prototype centralized service for issuing and verifying digital credentials and test it with regulators and businesses. Findings would help to inform future work on Canada's Digital Trust Infrastructure, such as piloting the centralized service for issuing and verifying digital credentials across regulatory regimes.	$ 2,300,000 October 2020 - March 2022

10.	Community of Federal Regulators (CFR)	Building Cost-Benefit Analysis (CBA) Capacity in the Government of Canada	This project involves developing advanced-level cost-benefit analysis (CBA) training (i.e., developing a CBA certificate program in partnership with an academic institution) as well as developing a plan to guide the implementation of a CBA recruitment and retention strategy for the Government of Canada.	$290,000 October 2020 - March 2022
11.	Canadian Nuclear Safety Commission (CNSC)	Third-party Evaluation of the CNSC's Regulatory Framework's Readiness to Accept a License Application for a Fusion Reactor	This project involves enlisting external support in order to review the CNSC's regulatory framework and assess its readiness for fusion technology. If successful, this work would help CNSC successfully receive and process license applications for fusion reactors.	$250,000 October 2020 - March 2022
12.	Canadian Human Rights Commission (CHRC)	Online Resolution Platform	By implementing an online dispute resolution platform, this project will support timely, efficient, and cost-effective compliance and enforcement for both regulators and regulated entities under the new Pay Equity regime.	$180,000 October 2020 - March 2022
13.	Transport Canada (TC)	Cumulative Regulatory Impact Analysis (CRIA) and Portal	This project involves developing and implementing a cumulative regulatory impact analysis framework to analyze the impact of transportation regulations on different industry sectors; this could ultimately support the establishment of an online portal that would make information on cumulative regulatory impact publicly available and searchable.	$ 1,125,953 October 2020 - March 2022
14.	Transport Canada (TC)	Establishing novel testing methodologies to evaluate the safety of new vehicle technologies and support road safety regulatory design	To inform future regulation-development around new vehicle technologies, such as connected and automated vehicle safety technologies, this project would develop virtual simulation-based testing in order to assess new validation methods for emerging vehicle technologies, conduct physical testing of advanced vehicle technologies.	$ 900,000 October 2020 - March 2022
15.	Environment and Climate Change Canada (ECCC)	Developing Foresight Capabilities Activities	This project entails a suite of complementary activities to support capacity-building on foresight analysis within ECCC. This includes training of policy analysts, conducting a review of policy guidance documents to identify and incorporate foresight considerations throughout the policy cycle, and conducting applied hands-on foresight exercises with program areas.	$180,000 October 2020 - March 2022

16.	Environment and Climate Change Canada (ECCC)	Regulatory Discovery Tool	The project aims to develop and implement a Regulatory Discovery Tool to improve access to information on federal regulations. This involves conducting consultations to identify the needs of regulators and stakeholders, identifying and collecting regulatory metadata, and ultimately developing a public-facing, web-based, searchable Tool.	$250,000 October 2020 - March 2022
17.	Environment and Climate Change Canada (ECCC)	National Pollutant Release Inventory (NPRI) – Bulk Upload and Data Verification Tool	The NPRI collects and publishes information on releases, disposals and transfers of over 320 pollutants from over 7,500 facilities across Canada. This project will allow facility owners or operators to submit their data more rapidly, efficiently, and accurately by developing an alternative to the presently required manual data entry. Specifically, this project involves developing a tool that would enable the submission of all data points in one file as well as provide quality control verification.	$120,000 October 2020 - March 2022
18.	Environment and Climate Change Canada (ECCC)	Environmental Data is Accessible Timely, Useable, and Managed (EDATUM) – Business Case	ECCC will develop the business case for a broader project which aims to create multiple operational solutions including a Document Portal to enable electronic regulatory reporting and document submission for all submissions to ECCC.	$539,000 October 2020 - March 2022
19.	Canadian Nuclear Safety Commission (CNSC)	Support to enable improved costing of nuclear regulations and increase internal regulations costing capability	This project involves undertaking a detailed costing study of an ongoing regulatory review and associated guidance, followed by the development of tools and training to help CNSC staff establish internal costing expertise.	$75,000 October 2020 - March 2021
20.	Innovation Science and Economic Development (ISED) – Standards Council of Canada (SCC)	Using Conformity Assessment to Test AI (Artificial Intelligence)	SCC will lay the groundwork for a prototype SCC-accredited third-party conformity assessment program to test artificial intelligence in Canada by securing partnerships with stakeholders (i.e., regulators, SME AI developers, and Conformity Assessment Bodies) and developing prototype requirements.	$ 80,000 October 2020 - March 2021
21.	Innovation Science and Economic Development (ISED) – Competition Bureau	Competition Assessment Toolkit	After developing a prototype competition assessment toolkit that would enable regulators to assess the potential impacts their regulatory proposals would have on competition, the Competition Bureau will hold a workshop and targeted sessions to solicit feedback from regulators and revise the toolkit accordingly.	$133,250 October 2020 - March 2021

22.	**Health Canada (HC)**	Analyzing Incentive Models to Support Pediatric Medicine Development and Submission to Canada	This project seeks to analyze the success and/or gaps of Canada's existing pediatric incentives provided under Section C.08.004.1 of the *Food and Drug Regulations* (FDR), to inform the development of new incentive models that will be used to support the implementation of a new pediatric provision in the FDR. To supplement this work, this project also strives to obtain industry feedback and insights on incentive models that would be meaningful to them.	$252,000 November 2021 - March 2022
23.	**Canadian Nuclear Safety Commission (CNSC)**	Evaluation of Potential Safety Cases on the Use of Artificial Intelligence Safety Cases in the Canadian Nuclear Industry	This project involves contracting expert advisory services to develop an Artificial Intelligence Action Plan, following review of: - the information required for the demonstration of a safety case for the use of AI in licensed nuclear activities; and - evaluation of the potential challenges for effective regulatory oversight.	$225,000 November 2021 - March 2022
24.	**Agriculture and Agri-Food Canada (AAFC)**	Plant Breeders' Rights Act/UPOV'91 Legal Analysis	This project seeks to conduct a benchmarking legal study and analysis examining the plant breeders' rights legislation of other countries who are contracting parties to the International Convention for the Protection of New Varieties of Plants (UPOV). In particular, the study will examine those countries who have implemented improved systems of fair remuneration (to compensate breeders/innovators) that encourage greater investment and innovation in plant breeding, which, in turn, amplifies the economic and competitiveness benefits through crop value chains. The comparative legal analysis will also be used to inform possible options for Canada to exercise regulation-making authority under ss 75 (1) (l.1) & (l.2) of the *Plant Breeders' Rights Act*, for improved royalty collection by the holder of the plant breeder's right and exclusion of specific crop types (hybrids and asexually reproduced varieties) from the "farmers' privilege/exception".	$25,000 February 2022- March 2022
25.	**Agriculture and Agri-Food Canada (AAFC)**	Analysis of Regulatory and Non-Regulatory Barriers to Domestic Red Meat Trade in Canada	This project seeks to analyze regulatory and non-regulatory challenges to domestic trade of red meat in Canada with a view to informing a path forward to enhance economic growth opportunities in that sector. This would support the long-term objective of enhancing trade without compromising food safety or international trade opportunities and obligations.	$25,000 February 2022- March 2022

26.	**Agriculture and Agri-Food Canada (AAFC)**	Analysis of Global Systems that Enable Domestic Meat Trade	This project seeks to analyze relevant international regulatory systems (United States, European Union, Australia, etc.) containing features or programs which facilitate domestic trade of red meat. The purpose of the exercise would be to identify the key factors and their applicability to the Canadian context and to support the long-term objective of enhancing domestic trade without compromising food safety or international trade opportunities and obligations.	$20,000 February 2022- March 2022
			Total Funding	**$8.92M**