FIFTY YEARS OF ANIMAL CARE

CANADIAN COUNCIL ON ANIMAL CARE
ANNUAL REPORT 2017-2018
ACKNOWLEDGEMENTS

We would like to take this opportunity to thank our member organizations, as well as our funders, for their ongoing support and involvement.

MEMBER ORGANIZATIONS

Agriculture and Agri-Food Canada (AAFC)
Association of Canadian Faculties of Agriculture and Veterinary Medicine (CFAVM)
Association of Canadian Faculties of Dentistry (ACFD)
Association of Faculties of Medicine of Canada (AFMC)
Canadian Association for Laboratory Animal Medicine (CALAM)
Canadian Association for Laboratory Animal Science (CALAS)
Canadian Bioethics Society (CBS)
Canadian Cancer Society Research Institute (CCSRI)
Canadian Council of Departments of Psychology (CCDP)
Canadian Food Inspection Agency (CFIA)
Canadian Society for Ecology and Evolution (CSEE)
Canadian Society of Zoologists (CSZ)
Canadian Veterinary Medical Association (CVMA)
Defence Research and Development Canada (DRDC)
Environment and Climate Change Canada (ECCC)
Fisheries and Oceans Canada (DFO)
Health Canada (HC)
Heart and Stroke Foundation of Canada (HSFC)
Humane Canada™
Innovative Medicines Canada (IMC)
National Research Council Canada (NRCC)
Universities Canada

FUNDERS

Canadian Institutes of Health Research (CIHR)
Natural Sciences and Engineering Research Council of Canada (NSERC)
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MESSAGE FROM THE CHAIR

This year, the CCAC celebrates its 50th anniversary. Throughout 2018, we have taken the time to pause and appreciate the progress Canadians and the CCAC have made in the improvement of animal ethics and care in science. We have come a long way since our inception in 1968, and in the months and years to come, we will continue to identify more goals and opportunities for improvement in animal-based science.

Helping us to achieve these goals is our new executive director, Mr. Pierre Verreault, who joined the organization in December 2017, and brings with him a wealth of experience in both standards and policy development, and change management. He is committed to fulfilling the CCAC’s strategic goals and objectives and ensuring the long-term stability and viability of the organization, and will have a strong role to play in determining the CCAC’s strategic and operational way forward.

In 2015, the CCAC launched the *CCAC Strategic Plan 2015-2020: Working Together to Advance Animal Ethics and Care in Science*, which laid out five key goals for the organization. We are now at the mid-point of the plan and, with the help of the Secretariat and thousands of volunteers across the country, we have made positive strides toward achieving these goals. Over the past year alone, we have solidified our guidelines development processes, advanced our assessment and certification program, revitalized our branding, and have put into place more rigorous financial checks and balances.

These achievements were made possible by the work and dedication of our extensive network of volunteer experts, whose commitment to animal ethics and care in science fuels the CCAC’s mission. By harnessing the enthusiasm of our knowledgeable and diverse community, the CCAC is moving ever closer to the goals set out in our strategic plan.

On behalf of the CCAC Board of Directors, I would like to thank all those individuals who have contributed to the advancement of animal ethics and care in science across the country over the last 50 years. With your support, we will continue to champion the highest standards of animal ethics and care for all animal-based science throughout Canada.
I would like to thank all those who have welcomed me so warmly to the CCAC this year. Since my arrival in December 2017, I have been meeting with members of the CCAC community across the country to ensure that the CCAC continues to meet the needs of our stakeholders while also realizing our organizational and strategic objectives. I look forward to meeting more of you as time goes on.

This year is a period of both reflection and renewal. As we celebrate the CCAC’s 50th anniversary, we will take the time to thank those who have come before us, while also looking ahead to the future, to continuously improve our processes, guidelines, communications, and training.

While I have only been with the CCAC a short while, it did not take long to witness the incredible dedication and hard work of our volunteers. Our Board provides strong strategic oversight of our work, while dozens of other volunteers dedicate countless hours to the assessment and certification process, the development of new guidelines, the communication of our messaging, the delivery of our training, and the strengthening of our financial health and viability. Our volunteers are invaluable in their contribution of expertise and ideas, and together we are all making a difference to both advancing the mission and mandate of the CCAC, and ensuring the highest standards of animal ethics and care in Canadian science.

On behalf of the members of our Secretariat, I would like to thank all those who generously volunteer their time and expertise to the CCAC. I am proud to work in this important field with such an engaged and dedicated community.
OUR VISION, MISSION, MANDATE

OUR VISION
The highest standards of animal ethics and care are valued and assured in all animal-based science conducted throughout Canada.

OUR MISSION
The CCAC works to ensure that animal-based science in Canada takes place only when necessary and that the animals in the studies receive optimal care according to high-quality, research-informed standards.

OUR MANDATE
Acting in the interest of the people of Canada, the CCAC advances animal ethics and care in science by:

• developing science-informed standards that incorporate expert opinion, the values of Canadians, and strategies to reduce the need for, and harm of, animals in science, while promoting their wellbeing;

• encouraging the implementation of the highest standards of ethics and care for animals in science in collaboration with the animal care community and scientists across Canada;

• providing assessment and certification programs that empower scientific institutions in achieving high standards of animal ethics and care; and

• providing education, training, and networking opportunities to support individuals, animal care committees, and institutions in implementing our guidelines and sharing best practices in the oversight of animal ethics and care in science.
OUR PRINCIPLES

RESPECT FOR ANIMAL LIFE
Respect for animal life is the driving force behind all of CCAC’s standards development, assessment, and certification activities.

EVIDENCE
CCAC standards are based on expert peer advice and current interpretation of scientific evidence.

TRANSPARENCY
The CCAC operates in a manner that is transparent and fair, and open to public scrutiny.

PARTNERSHIP
The CCAC works in partnership with our member organizations, program participants, and stakeholders to advance animal ethics and care in science.

INCLUSIVENESS
The CCAC works with all stakeholders, seeking advice and perspectives from expert peers and public representatives to achieve consensus on issues surrounding animal ethics and care in science.

INTEGRITY
The CCAC conducts all activities and affairs with honesty and always acts in accordance with high ethical standards.
OUR PROGRAM

ASSESSMENT AND CERTIFICATION

Assessment and Certification collaborates with over 190 animal care committees and a strong network of volunteer experts to ensure appropriate and consistent implementation of CCAC standards across Canada. By providing independent, third-party quality assurance to ensure the proper implementation of CCAC standards of animal ethics and care, Assessment and Certification maximizes the opportunity for information exchange through peer review and stakeholder involvement, and promotes good animal practices, including Three Rs alternatives.

STANDARDS

Standards is responsible for developing, reviewing, and revising guidelines. Together with our invaluable volunteer experts, the CCAC is working to ensure that our standards are timely and relevant, informed by expert peer advice, current interpretation of scientific evidence, and Canadian values. The Three Rs, the widely accepted tenet of animal ethics, is at the heart of CCAC guidelines and standards, encouraging institutions to implement the principles of replacement, reduction, and refinement.

TRAINING AND NETWORKING

Training and Networking supports animal care committees and personnel in CCAC-certified institutions by providing networking activities and resources. CCAC stakeholders have access to our online training tools and modules, which help institutions better tailor their programs to the specific training needs of their researchers and educators. The team is also responsible for the annual CCAC National Workshop which features plenary sessions, breakout sessions, and networking opportunities, fostering peer interaction and knowledge exchange on various challenges and best practices in animal ethics and care.
50 YEARS OF ANIMAL CARE

The CCAC opens its doors, establishing an Assessment Panel and an Animal Care Resources Panel, and publishes the Care of Experimental Animals: A Guide for Canada

The CCAC publishes its Guide to the Care and Use of Experimental Animals, vol. 1

The CCAC publishes its Guide to the Care and Use of Experimental Animals, vol. 2

The CCAC establishes its standing committees (Assessment, Guidelines, Education and Training, Finance, and Planning and Priorities)

The CCAC publishes the first of thirteen guidelines documents, which establish the basic requirements for institutional animal ethics and care programs

The CCAC hosts its first national workshop, in Vancouver, BC

The CCAC hosts the Eighth World Congress on Alternatives and Animal Use in the Life Sciences (WC8) in Montréal, QC, which brings together more than 800 experts from more than 50 countries

The CCAC becomes an independent, non-profit organization

The CCAC introduces Categories of Invasiveness (CI) to classify the potential level of pain and distress animals might experience in protocols

The CCAC introduces Purposes of Animal Use (PAU) to classify why animals are included in scientific studies

The CCAC introduces the CCAC Certificate of GAP–Good Animal Practice®, which is earned by institutions who participate fully in its program

The CCAC launches its Three Rs website to encourage the implementation of the Three Rs by institutions

The CCAC celebrates its 50th anniversary
We would like to take this opportunity to gratefully acknowledge the many volunteers from across the country who have served as Chair on our Board of Directors or on Council, whose leadership and commitment have helped shape the CCAC over the past 50 years into the organization it is today.

Frank MacKinnon | 1968
William Beckel | 1968-1970
Bernard Riedel | 1970-1973
Nicole Bégin-Heick | 1973-1975
David Mettrick | 1975-1978
Jean-Claude Panisset | 1978-1979
Hisao Arai | 1979-1980
Sergey Fedoroff | 1980-1981
Louis Lapierre | 1981-1983
David Kitts | 1983-1984
Charles Churcher | 1984-1985
Gabriel Plaa | 1985-1986
John McNeill | 1986-1987
Gail Michener | 1988-1989
David Mock | 1989-1990
Robert Fournier | 1990-1991
André Brassard | 1991-1993
Brian Dunford | 1993-1994
Robert Tait | 1994-1995
Charles (Red) Williams | 1995-1996
André Lachance | 1996-1997
Edwin Kroeger | 1997-1998
Peter Flanagan | 1998-1999
Eleanor Dawson | 1999
Howard Dickson | 1999-2001
Andrew Fletch | 2001-2002
Luc-Alain Giraldeau | 2002-2003
Jack Bend | 2003-2004
Joseph Davison | 2004-2005
Andrew Tasker | 2005-2006
Alex Livingston | 2006-2007
Mark Evered | 2007-2008
Stephen Bjarnason | 2008-2009
Jim Thornhill | 2009-2010
Henrik Kreiberg | 2010-2011
Marina von Keyserlingk | 2011-2012
Martin Paré | 2012-2013
Mark Torchia | 2013-2015
René St-Arnaud | 2015-2017
Eileen Denovan-Wright | 2017-present
In the late 1950s and early 1960s, Canadian research, particularly in the field of biomedical sciences, experienced a period of unparalleled growth. This, coupled with increasing recognition that the humane treatment of research animals led to better, more responsible science, resulted in increased demand from both the Canadian public and scientists for mechanisms to ensure that research animals were treated humanely.

Following a number of extensive national reviews to study the conditions of experimental animals in Canadian science, it was concluded that “an outside advisory body, a Canadian Council on Animal Care, [should be] established to ensure uniform application of guiding principles at the national level, and to assist local animal care committees in the effective implementation of these principles for the procurement, facilities, care, and use of laboratory animals”. The CCAC was created in 1968, and Dr. Harry C. Rowsell, renowned in the field of animal welfare, was named as its founding Executive Director.

In the 50 years that followed, the CCAC established itself as a leader in quality assurance for ethical, animal-based research. Our community has grown to include nearly 200 animal care committees and more than 2,000 volunteers across the country, all dedicated to ensuring the highest standards of ethics and care in Canadian animal science. It is thanks to these dedicated individuals, both past and present, that the CCAC can continue to raise the bar for ethical standards in animal-based science.
Canadian Council on Animal Care
Annual Report 2017-2018

1970
Veterinarians engaged in laboratory animal medicine

1980
Dr. Harry C. Rowsell receives honorary Doctor of Laws from the University of Saskatchewan

1981
Assessment panel visit of the Animal Research Centre in Ottawa

1990
Dr. Jane Goodall and Dr. Rowsell visit Health Canada, where she establishes the Ottawa Chapter of the Jane Goodall Institute

1990
Meeting of the Social and Behavioral Requirements of Experimental Animals Subcommittee

1991
Québec government commission to create the Animal Health Protection Act
1995  Ms. Gretchen Munro working at the CCAC booth

1998  Launch of the Spanish edition of the CCAC Guide to the Care and Use of Experimental Animals, volume 1

2003  Inaugural Harry C. Rowsell Award, presented to Dr. Rowsell himself by the CCAC Chair, Dr. Luc-Alain Giraldeau

2011  Drs. Clément Gauthier and Herman Koeter at the Eighth World Congress on Alternatives and Animal Use in the Life Sciences

2014  InterNICHE demonstration of Three Rs replacement models at the CCAC National Workshop

2016  Dr. Gilly Griffin working at the CCAC booth at the CCAC National Workshop
In Canada and abroad, animals are studied in the wild, on farms, and in research facilities for Canadian science. From biomedical laboratories where researchers study fundamental science, to veterinary colleges where students learn to treat animals, to national parks where ecologists study wildlife populations – wherever animals are being studied or handled – the CCAC and our network of volunteer experts are there to ensure the highest standards of animal ethics and care in science.
In 2015, we launched the *CCAC Strategic Plan 2015-2020: Working Together to Advance Animal Ethics and Care in Science*. This roadmap for 2020 set out five goals to attain over the course of five years. This annual report provides information on our progress in 2017-2018 towards achieving these goals, as well as our plans for the coming year.

**GOAL 1**
Raising the Bar for Our Standards Development Process

**GOAL 2**
Better Reflecting Canadian Society in Our Membership

**GOAL 3**
Growing the Community of CCAC-Certified Institutions

**GOAL 4**
Increasing Awareness of CCAC’s Mandate Amongst Stakeholders Including the Public

**GOAL 5**
Strengthening Our Financial Viability and Stability
GOAL 1
RAISING THE BAR FOR OUR STANDARDS DEVELOPMENT PROCESS

The CCAC is committed to ensuring our guidelines are, and continue to be, relevant, timely, and based on expert peer advice and current interpretation of scientific evidence.

Our objectives in this area are twofold:
1. Optimize guideline development
2. Develop further Three Rs (replacement, reduction, and refinement) initiatives to enhance animal ethics in science

STEPS TAKEN

The CCAC has implemented a new process for the maintenance and revision of existing CCAC guidelines, with three different options for review, depending on the extent of the necessary revisions:

• a concise internal review
• a limited review by select subject matter experts
• a call for the formation of a guidelines subcommittee to revise the document in its entirety

The CCAC guidelines on: the care and use of wildlife (2003) was chosen as the first document to follow this new process and a group of experts is currently being assembled to review the document.

Over the past year, good progress has been made on a number of guidelines documents. The CCAC guidelines: Mice is in the final stages of development after undergoing widespread review in summer 2017, during which twenty-three volunteer experts provided over 90 pages of comments. The CCAC guidelines: Nonhuman primates is currently undergoing a final review by animal welfare experts prior to publication. Both documents are expected to be published in 2018-2019.

There has also been steady progress in the development of the CCAC guidelines: Rats, and a widespread review of the document is anticipated for fall 2018.
The guidelines on air quality have advanced well, and will undergo a final review in 2018. An internal revision of the CCAC guidelines on: laboratory animal facilities – characteristics, design and development (2003) has also been completed, following a similar approach to the revision of the wildlife guidelines, and will undergo an expert review in spring 2019. The results of the review of the facility guidelines and its completed companion document, the guidelines on air quality, will then be presented together to the Standards Committee and the Board of Directors for consideration.

Three R activities undertaken this past year included a partnership with the University of Saskatchewan and the FRAME Training School for Experimental Design, which ran a training session as a satellite to the CCAC National Workshop 2017. A member of the CCAC Secretariat had the opportunity to attend the FRAME training school, and one of the FRAME tutors, Dr. David Lovell, gave a plenary presentation at the national workshop, during which he addressed the need to improve study reproducibility through better experimental design. Dr. Lovell also facilitated a breakout session later that day on statistics.

Shortly after the national workshop, the CCAC sponsored a scientific session at the 56th Annual Canadian Association for Laboratory Animal Science (CALAS) Symposium in Calgary, entitled “Three Rs is Excellent Science”. The half-day session was attended by approximately 80 veterinarians and animal care staff.

The CCAC’s Director of Standards attended the Tenth World Congress on Alternatives and Animal Use in the Life Sciences in Seattle, Washington, in August 2017, where she co-chaired a session on the evolution of refinement. The Director of Standards also attended the inaugural meeting of the Canadian Centre for Alternatives to Animal Methods (CCAAM), where the CCAC was invited to serve as member of their advisory council.
NEXT STEPS

Four new guidelines subcommittees were recently approved by the CCAC Board of Directors: animal welfare assessment, categories of invasiveness, endpoints, and zebrafish and other common, small, warm-water, laboratory fish. The subcommittees will be hard at work in the coming fiscal year, producing first drafts of their respective guidelines documents.

A summary review of the CCAC’s animal type guidelines will take place over the next year, which will correct a number of outdated elements and links. Further, a proposal concerning their revision, and the removal of less common species, was approved by the Board of Directors in February 2018. This plan will provide a framework for a more in-depth review and revision of each of these guidelines in the coming years.

A new subcommittee of volunteer experts will be created in early 2018-2019 to develop a fundamental principles document on the ethics of animal involvement in scientific studies. This new document will combine two of the CCAC’s fundamental policies: the *CCAC policy on: ethics of animal investigation* (1989), and the *CCAC policy on: social and behavioural requirements of experimental animals* (1991).

In May 2018, the CCAC will host two half-day interactive sessions (one in French and one in English) at the CALAS Symposium in Québec City for animal care committee members that will focus on protocol review, husbandry, and the CCAC’s recent policy on pedagogical merit; all elements that will further the CCAC’s commitment to the Three Rs. The CCAC will also sponsor a scientific session, entitled “Working Together to Refine Animal-Based Research”, which will focus on how community-based initiatives are leading the continuous refinement of animal-based research.

As part of the CCAC’s 50th anniversary celebration, the CCAC National Workshop 2018 will look to the future and focus on the steps we must take to further the Three Rs and improve animal ethics and care in Canadian science.

The CCAC is also updating and incorporating the Three Rs microsite into the redesigned CCAC website. This will include a restyling of the website section as well as a full review and revision of the content.
The CCAC’s membership is comprised of organizations from across the country with an interest in animal care, science, education, and ethics. To fulfill our mandatory requirement to act in the interests of the people of Canada, the CCAC is seeking to evolve and expand our membership to better reflect the values of Canadian society.

Specifically, the CCAC will strive to meet three key objectives in this area:

1. Clarify and communicate the benefits of membership
2. Expand the scope of membership
3. Engage members on a continuous basis

A larger membership would allow the CCAC to build on the range of perspectives and expertise, and be more inclusive of Canadian views and values. Following a survey administered to the CCAC’s membership in 2017 and the town hall discussion that followed in June 2017, it was concluded that the membership is very supportive of membership expansion.

The information gathered greatly informed the work of the CCAC’s Governance and Nominations Committee, which circulated a follow-up survey in February 2018. These questions built on the first survey, and the membership’s responses will help the Committee define the selection criteria needed to identify potential new member organizations, and inform the subsequent nomination process.
NEXT STEPS

The CCAC will consolidate the survey responses from member organizations and, based on the results, will formulate a discussion at the town hall following the CCAC Annual General Meeting 2018. The outcome of these discussions will guide the CCAC on how best to work with member organizations to nominate and solicit membership from new organizations. Potential new member organizations will then be identified and the CCAC will begin reaching out to these groups in 2019-2020.

ENGAGING OUR MEMBERS

- 27 standing committee meetings were held
- 51 subcommittee/task force/working group meetings were held
- 4 editions of the CCAC Report from the Chair were sent to member organization heads and representatives, as well as to our Board and standing committee members
GOAL 3

GROWING THE COMMUNITY OF CCAC-CERTIFIED INSTITUTIONS

Achieving CCAC certification demonstrates an institution’s commitment to high standards in animal ethics and care. All institutions that conduct animal-based research and receive funding from the CIHR or NSERC must maintain a CCAC Certificate of GAP – Good Animal Practice®. Several provinces have similar requirements in their regulations, while other institutions choose to participate because they value animal ethics and care.

The CCAC has the following three objectives for this goal:

1. Demonstrate the value of program participation
2. Grow the number of program participants
3. Provide participants with training and tools, empowering them to ensure high standards of animal ethics and care

STEPS TAKEN

A preliminary environmental scan of potential new program participants was conducted, and the CCAC identified a number of organizations to approach in the coming fiscal year. In order to provide these new institutions with relevant and timely information, the CCAC also published a short guide, Helping Canadian Institutions Join the CCAC, which explains the steps organizations must take to become certified.

After the CCAC identified that further training and guidance was needed in regard to the CCAC policy: Pedagogical merit of live animal-based teaching and training (2016), a series of frequently asked questions was released in December 2017. The CCAC also created a sample form that reviewers can use to assess the pedagogical merit of a live animal model in a teaching or training protocol.

Also in December 2017, the CCAC completed the transition of indirectly certified institutions to direct certification. Indirect certification was initially established to provide small animal
ethics and care programs the opportunity to become eligible for granting agency funding by having a larger, CCAC-certified institution oversee their program. All but one institution made the transition by the deadline, and the CCAC remains available to help that institution obtain a CCAC Certificate of GAP – Good Animal Practice® through the probationary process.

The Zoos and Aquariums Certification Subcommittee began their work in 2017 to assess whether the current CCAC moratorium on the assessment and certification of Canadian zoos and aquariums should be maintained or lifted. The Subcommittee will provide their final report to the CCAC Board of Directors in 2018-2019.

The Teaching Program Certification Subcommittee submitted their final recommendations to the Board which, in turn, requested that the Assessment and Certification Committee further develop a number of points. The Committee should conclude this work in the new fiscal year.

The CCAC Animal Data Working Group was created to examine the current system of animal data collection and analysis, and propose changes that would improve the annual reporting of animal data to the CCAC, while at the same time consider the impact of these data requests on certified institutions. The working group has made great strides in putting together an initial report that will be presented to the Board of Directors in the fall.

On June 3, 2017, attendees from across the country gathered at the CCAC National Workshop 2017 to explore best practices and new ideas focusing on animal ethics and care. Held in conjunction with the FRAME Training School for Experimental Design (hosted by the University of Saskatchewan), the morning plenary session speaker, Dr. David Lovell, addressed the need to improve study reproducibility through better experimental design, while the afternoon plenary, given by Ms. Jacqueline Wepruk, addressed collaborative stakeholder participation in the development of animal ethics and care standards.

<table>
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<th>CERTIFICATION</th>
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<tbody>
<tr>
<td>197 public and private sector institutions belong to the CCAC program</td>
</tr>
<tr>
<td>59 CCAC Certificates of GAP — Good Animal Practice® were renewed</td>
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<tr>
<td>7 institutions received their CCAC Certificates of GAP — Good Animal Practice® for the first time</td>
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<tr>
<td>4 institutions were placed on probation</td>
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<td>80 assessment visits were conducted (34 regular, 34 interim, 11 special, 1 orientation)</td>
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<tr>
<th>WORKSHOP</th>
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<tr>
<td>96 participants attended the CCAC National Workshop 2017 in Saskatoon</td>
</tr>
<tr>
<td>41 different institutions were represented at the CCAC National Workshop 2017</td>
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</tbody>
</table>
NEXT STEPS

More in-depth research on the organizations identified in the environmental scan of potential new program participants will be conducted over the coming fiscal year. Once a strong list of organizations have been identified, the CCAC will communicate the features and benefits of being CCAC-certified to new and potential organizations across the country and encourage their participation.

In terms of training, during the course of the CCAC’s discussions with certified institutions at assessment visits and various events, including the CCAC National Workshop 2017 and the CCAC-sponsored scientific session at the CALAS symposium, it was made clear by animal care committee members that they would greatly appreciate more CCAC training and guidance. A plan to provide various materials to these integral volunteers will be created and implemented in a phased approach in the coming fiscal year. At the same time, an internal review of the CCAC’s existing online training modules will be conducted to ensure that they remain in-line with current CCAC standards. This will be done gradually, as resources allow.

Planning is well underway for the CCAC National Workshop 2018, in Québec City. Back by popular demand, our workshop will be held in conjunction with the CALAS 57th Annual Symposium. The Board also determined that the CCAC will continue to work in conjunction with CALAS for our 2019 national workshop.

In 2018, as the CCAC celebrates its 50th anniversary, we will continue to look to the future of animal ethics and care in Canadian science. CALAS has also announced that it will feature the CCAC and its 50 years of contributions in their keynote session at the 2018 CALAS Symposium. The CCAC will also host two half-day interactive sessions (one in French and one in English) for animal care committee members at the Symposium.

In the coming year, the CCAC will begin the implementation of the recommendations made by the Performance Measures and Impact Assessment Task Force. The purpose of this task force was to create new measurements to assess the CCAC’s overall progress towards the goals stated in the CCAC Strategic Plan 2015-2020. The CCAC will now use the task force’s report to develop key performance indicators that will measure the organization’s overall performance and level of success.
GOAL 4

INCREASING AWARENESS OF CCAC’S MANDATE AMONGST STAKEHOLDERS INCLUDING THE PUBLIC

According to available studies, Canadians are generally supportive of animal-based science, as long as a credible system to oversee animal welfare is in place.

Through our rigorous program, the CCAC provides Canadians with the reassurance that all animals studied in research, teaching, and testing within our certified institutions receive care that meets the highest ethical standards. The CCAC is also committed to providing continuous opportunities for dialogue with Canadians about issues related to animal ethics and care in science.

The CCAC has set two objectives in this area:
1. Speak with a clear and unified voice to stakeholders
2. Increase our visibility

STEPS TAKEN

The CCAC was pleased to launch its new website in July 2017. Created with both stakeholders and the general public in mind, the intent was to keep the look and feel of the site familiar to current users while also appealing to a broader audience. As a priority project for the CCAC, the site focuses on streamlining and updating the content and navigation, creating consistent language, and increasing the visibility of CCAC programs. The revised design also allowed for a responsive layout on all platforms. New resources, such as a fact sheet and updated legislation information, were also added.

In order to clearly communicate with all CCAC stakeholders, key messaging targeted to various internal and external audiences, including the media and the general public, was created in 2017. Language within CCAC’s communiqués and the new website has been standardized, and made more clear, consistent, and concise.
The CCAC launched its 50th anniversary celebrations in 2018. As part of this celebration, an anniversary website, www.50.ccac.ca, was created, featuring a photo gallery and a series of vignettes highlighting the impact the CCAC has had on animal-based science and the achievements of our community. More content will continue to be added throughout 2018.

In May 2017, the CCAC sent an outreach email to past stakeholders, including former assessment panel members, animal care committee members, and other constituents, to re-engage them and include them in upcoming activities. More than 100 recipients chose to re-subscribe to CCAC communications.

*CCAC Facts & Figures*, a new document geared to the general public, was published in the fall of 2017. This info sheet provides basic information on the CCAC, the number of animals in Canadian science, as well as information on animal-based research, teaching, and testing in Canada. *CCAC Facts & Figures* will be updated regularly and will work to dispel some of the misinformation in regard to the CCAC and animal ethics and care in Canada.

**NEXT STEPS**

A logo redesign was approved to coincide with the CCAC’s 50th anniversary and will be launched at the CCAC Annual General Meeting 2018 in Québec City on May 4, 2018. The new logo will be more reflective of the CCAC’s mandate and will align with the strategic vision. While all electronic documents and the CCAC website will feature the new logo immediately, most stationery will be phased in as stock is depleted in order to minimize costs related to the rebranding.

The CCAC is also currently investigating alternative communication methods to increase visibility. A revision of the CCAC communication strategy is planned for 2018-2019, so that it reflects current realities and emphasises the CCAC’s mandate. Outreach strategies will build on CCAC’s objective of inclusivity, with a balanced range of perspectives, including that of the public. Initiatives will involve member organizations, certified institutions, animal care committee members, and other key stakeholders.

**TOUCHPOINTS**

- 388,064 hits to the CCAC website
- 52 bilingual communiqués were sent to the CCAC community
- 25 mentions of the CCAC in the media
GOAL 5

STRENGTHENING OUR FINANCIAL VIABILITY AND STABILITY

In 2011, the CIHR and NSERC announced a 32% decrease in CCAC’s funding allocations. In consultation with our stakeholders, the CCAC examined new program funding avenues, which, in 2014, resulted in the implementation of a diversified financial model that includes an annual program fee for participating institutions. After more stakeholder collaboration, a fine-tuned fee structure went into effect in spring 2015.

The CCAC has the following three objectives for this goal:

1. Meet the needs of our program participants
2. Diversify our funding sources
3. Enhance our financial expertise

STEPS TAKEN

In 2017, the CCAC created the Financial Sustainability Task Force in order to oversee the CCAC’s finances until the arrival of a new executive director, and organize a consultation on the program participation fee structure with targeted institutions to solicit their concerns, comments, and suggestions regarding the fee structure.

In late February 2018, a 10% increase in the annual program participation fee was announced for all CCAC certified institutions, in keeping with the CCAC’s 2016-2021 grant agreement with the CIHR and NSERC. This increase is to be implemented on April 1, 2018, and is the only anticipated increase for this current five-year agreement. It will ensure that the CCAC can maintain the same level of service in terms of assessment and certification, training, and guidelines development.

The task force also recommended that a permanent Finance Standing Committee be put into place to ensure the ongoing financial sustainability and stability of the organization. This standing committee will be put into effect in 2018-2019.
NEXT STEPS

While the current CCAC program participation fee structure will be in place for the remainder of the 2016-2021 funding cycle, beginning in 2019-2020, the CCAC will seek input from program participants on the next phase of the fee structure. The CCAC will continue to keep all stakeholders apprised of the progress being made in this regard.

The CCAC is also committed to focusing on the organization’s financial health and stability by investigating alternate funding sources and ensuring current cost containment practices. The CCAC will conduct an environmental scan to examine alternate revenue streams and additional support from the public and private sectors, including grants and donations. Further plans will be considered as the Finance Committee begins its work in the next fiscal year.

REVENUES

- CIHR/NSERC Funding $1,750,000
- Program Participation Fees $856,052
- Training and Networking $22,603
- Other $6,653

Total: $2,635,308

April 1, 2017 – March 31, 2018

EXPENSES

- Assessment and Certification $1,447,321
- Standards $971,995
- Corporate Planning and Governance $151,801
- Training and Networking $93,094

Total: $2,664,211

April 1, 2017 – March 31, 2018
## Statement of Financial Position

### Assets

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$342,198</td>
<td>$259,178</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>88,292</td>
<td>57,510</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>139,740</td>
<td>115,259</td>
</tr>
<tr>
<td></td>
<td><strong>570,230</strong></td>
<td><strong>431,947</strong></td>
</tr>
<tr>
<td>Investments</td>
<td>706,312</td>
<td>1,005,170</td>
</tr>
<tr>
<td>Tangible capital and intangible assets</td>
<td>107,170</td>
<td>143,241</td>
</tr>
<tr>
<td></td>
<td><strong>$1,383,712</strong></td>
<td><strong>$1,580,358</strong></td>
</tr>
</tbody>
</table>

### Liabilities and Net Assets

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current liabilities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>$95,986</td>
<td>$260,953</td>
</tr>
<tr>
<td>Deferred contributions</td>
<td>32,500</td>
<td>4,228</td>
</tr>
<tr>
<td></td>
<td><strong>128,486</strong></td>
<td><strong>265,181</strong></td>
</tr>
<tr>
<td><strong>Net assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Invested in tangible capital and intangible assets</td>
<td>107,170</td>
<td>143,241</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>1,148,056</td>
<td>1,171,936</td>
</tr>
<tr>
<td></td>
<td><strong>1,255,226</strong></td>
<td><strong>1,315,177</strong></td>
</tr>
<tr>
<td>Economic dependence</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>$1,383,712</strong></td>
<td><strong>$1,580,358</strong></td>
</tr>
</tbody>
</table>

Year ended March 31, 2018, with comparative information for 2017.
## STATEMENT OF OPERATIONS

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>$1,750,000</td>
<td>$1,750,000</td>
</tr>
<tr>
<td>Program participation fees</td>
<td>856,052</td>
<td>837,049</td>
</tr>
<tr>
<td>Workshops</td>
<td>22,603</td>
<td>34,300</td>
</tr>
<tr>
<td>Interest income</td>
<td>4,435</td>
<td>11,629</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>2,218</td>
<td>7</td>
</tr>
<tr>
<td>Dividend income</td>
<td>-</td>
<td>1,741</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$2,635,308</td>
<td>$2,634,726</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>1,898,062</td>
<td>1,749,029</td>
</tr>
<tr>
<td>Travel</td>
<td>186,526</td>
<td>172,970</td>
</tr>
<tr>
<td>Rent</td>
<td>181,746</td>
<td>181,521</td>
</tr>
<tr>
<td>Professional fees</td>
<td>129,042</td>
<td>31,228</td>
</tr>
<tr>
<td>IT maintenance</td>
<td>83,455</td>
<td>103,334</td>
</tr>
<tr>
<td>Board and annual general meeting</td>
<td>64,426</td>
<td>42,606</td>
</tr>
<tr>
<td>Office and administration</td>
<td>58,191</td>
<td>101,018</td>
</tr>
<tr>
<td>Consulting fees</td>
<td>22,950</td>
<td>67,972</td>
</tr>
<tr>
<td>Committee</td>
<td>21,817</td>
<td>15,537</td>
</tr>
<tr>
<td>Legal and audit</td>
<td>12,826</td>
<td>183,300</td>
</tr>
<tr>
<td>Finance service charges</td>
<td>5,170</td>
<td>40,894</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$2,664,211</td>
<td>$2,689,409</td>
</tr>
<tr>
<td>Deficiency of revenue over expenses before the undernoted</td>
<td>(28,903)</td>
<td>(54,683)</td>
</tr>
<tr>
<td><strong>Other expenses (income)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization of tangible capital and intangible assets</td>
<td>38,127</td>
<td>43,133</td>
</tr>
<tr>
<td>Unrealized loss (gain) on investments</td>
<td>(7,079)</td>
<td>17</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>31,048</td>
<td>43,150</td>
</tr>
<tr>
<td>Excess (deficiency) of revenue over expenses</td>
<td>$(59,951)</td>
<td>$(97,833)</td>
</tr>
</tbody>
</table>

Year ended March 31, 2018, with comparative information for 2017.
## STATEMENT OF CHANGES IN NET ASSETS

<table>
<thead>
<tr>
<th></th>
<th>Invested in tangible capital and intangible assets</th>
<th>Unrestricted</th>
<th>2018 Total</th>
<th>2017 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net assets, beginning of year</strong></td>
<td>$143,241</td>
<td>$1,171,936</td>
<td>$1,315,177</td>
<td>$1,413,010</td>
</tr>
<tr>
<td><strong>Excess of revenue over expenses</strong></td>
<td>(38,127)</td>
<td>(21,824)</td>
<td>(59,951)</td>
<td>(97,833)</td>
</tr>
<tr>
<td><strong>Purchases of tangible capital and intangible assets</strong></td>
<td>2,056</td>
<td>(2,056)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net assets, end of year</strong></td>
<td>$107,170</td>
<td>$1,148,056</td>
<td>$1,255,226</td>
<td>$1,315,177</td>
</tr>
</tbody>
</table>

Year ended March 31, 2018, with comparative information for 2017.
## STATEMENT OF CASH FLOWS

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash provided by (used in) operating activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deficiency of revenue over expenses</td>
<td>$(59,951)</td>
<td>$(97,833)</td>
</tr>
<tr>
<td>Amortization of tangible capital and intangible assets, which does not involve cash</td>
<td>38,127</td>
<td>43,133</td>
</tr>
<tr>
<td>Net change in operating working capital:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>(30,782)</td>
<td>109,421</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>(24,481)</td>
<td>(11,986)</td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>(164,967)</td>
<td>123,311</td>
</tr>
<tr>
<td>Deferred contributions</td>
<td>28,272</td>
<td>(2,600)</td>
</tr>
<tr>
<td></td>
<td><strong>(213,782)</strong></td>
<td><strong>163,446</strong></td>
</tr>
<tr>
<td><strong>Investing activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decrease (increase) in investments</td>
<td>298,858</td>
<td>(1,005,170)</td>
</tr>
<tr>
<td>Additions to tangible capital and intangible assets</td>
<td>(2,056)</td>
<td>(61,688)</td>
</tr>
<tr>
<td></td>
<td><strong>296,802</strong></td>
<td><strong>(1,066,858)</strong></td>
</tr>
<tr>
<td><strong>Increase (decrease) in cash</strong></td>
<td>83,020</td>
<td>(903,412)</td>
</tr>
<tr>
<td><strong>Cash, beginning of year</strong></td>
<td>259,178</td>
<td>1,162,590</td>
</tr>
<tr>
<td><strong>Cash, end of year</strong></td>
<td><strong>$342,198</strong></td>
<td><strong>$259,178</strong></td>
</tr>
</tbody>
</table>

Year ended March 31, 2018, with comparative information for 2017.
The CCAC could not carry out our mandate without the leadership of our Board of Directors, standing committees, and member organizations, the members of which generously volunteer their time and expertise, working closely with our Secretariat to help advance animal ethics and care in Canada.
BOARD OF DIRECTORS

The CCAC Board of Directors is elected by the member organizations. As the CCAC’s leadership team, members of the Board of Directors are charged with setting the direction of the organization in accordance with our mandate.

CHAIR
Dr. Eileen Denovan-Wright | Dalhousie University

VICE-CHAIR
Mr. Robert Madziak | University of Manitoba

DIRECTORS
Dr. Mejid Ayroud | University of Calgary
Dr. Denna M. Benn | Ontario Ministry of Agriculture and Food Ministry of Rural Affairs
Mr. Shawn Eccles | British Columbia Society for the Prevention of Cruelty to Animals
Dr. Christopher R.J. Kennedy | University of Ottawa
Mtre Quentin Leclercq | Lecours, Hébert Lawyers
Dr. Lyne Létourneau | Université Laval
Dr. Scott A. MacDougall-Shackleton | University of Western Ontario
Dr. Patricia Turner | Charles River Laboratories

Note:
Dr. René St-Arnaud completed his term on the Board of Directors in June 2017.
STANDING COMMITTEES

ASSESSMENT AND CERTIFICATION

Dr. Martha J. Navarro, Chair | Health Canada
Dr. Mejid Ayroud | University of Calgary
Dr. Catherine Breault | Charles River Laboratories Preclinical Services Sherbrooke Inc.
Dr. Will Costain | National Research Council Canada
Mr. Shawn Eccles | British Columbia Society for the Prevention of Cruelty to Animals
Mrs. Karen Gourlay | McMaster University
Dr. Christopher Guglielmo | University of Western Ontario
Dr. Hélène Héon | Centre hospitalier de l’Université de Montréal
Dr. Ovidiu Jumanca | Institut de recherches cliniques de Montréal
Mrs. Simmone Kerswell | University of Alberta
Dr. Pierre Moffatt | McGill University
Dr. Tom Moon | University of Ottawa
Dr. Shawn Petrik | Brock University
Dr. Hugh Semple | Department of National Defence

PUBLIC AFFAIRS AND COMMUNICATIONS

Dr. James Gilchrist, Chair | University of Manitoba
Dr. Denna M. Benn | Ontario Ministry of Agriculture and Food Ministry of Rural Affairs
Ms. Melinda Knox | Queen's University
Dr. Francesco Leri | University of Guelph
Ms. Teresa McKernan | Animal Care Systems, Inc.
Dr. Owen Roberts | University of Guelph
Dr. Craig Wilkinson | University of Alberta

While the Board of Directors is charged with setting the direction of the organization in accordance with the CCAC’s mandate, four standing committees play an invaluable advisory role by providing guidance and recommendations to the Board on their areas of expertise.
GOVERNANCE AND NOMINATIONS
Mr. Robert Madziak, Chair | University of Manitoba
Mr. Shawn Eccles | British Columbia Society for the Prevention of Cruelty to Animals
Mtre Quentin Leclercq | Lecours, Hébert Lawyers
Dr. Patricia Turner | Charles River Laboratories

STANDARDS
Dr. Philip Byrne, Chair | Fisheries and Oceans Canada
Dr. Stan Boutin | University of Alberta
Dr. Nicolas Devillers | Agriculture and Agri-Food Canada
Ms. Lesley Howes | Canadian Wildlife Service
Dr. Lyne Létourneau | Université Laval
Dr. Joanna Makowska | University of British Columbia
Dr. Gordon Mitchell | Canadian Food Inspection Agency
Dr. Toolika Rastogi | Humane Canada™
Dr. James Sherry | Environment and Climate Change Canada
Dr. Andrew Winterborn | Queen’s University
MEMBER ORGANIZATIONS

The CCAC is comprised of twenty-two member organizations, each of whom appoints one representative to attend the annual general meeting with the authority to vote on the member organization’s behalf.

1. Dr. Shawn Petrik | Canadian Association for Laboratory Animal Medicine
2. Dr. Martha Navarro | Health Canada
3. Ms. Teresa McKernan | Canadian Association for Laboratory Animal Science
4. Dr. Nicolas Devillers | Agriculture and Agri-Food Canada
5. Dr. Toolika Rastogi | Humane Canada™
6. Ms. Lesley Howes | Environment and Climate Change Canada
7. Dr. Christopher Guglielmo | Canadian Society of Zoologists
8. Dr. Philip Byrne | Fisheries and Oceans Canada
9. Dr. Craig Wilkinson | Association of Canadian Faculties of Agriculture and Veterinary Medicine
10. Dr. Andrew Winterborn | Canadian Veterinary Medical Association
11. Dr. Francesco Leri | Canadian Council of Departments of Psychology
12. Dr. Hugh Semple | Defence Research and Development Canada
13. Dr. Gordon Mitchell | Canadian Food Inspection Agency
14. Dr. Will Costain | National Research Council Canada
15. Dr. James Gilchrist | Association of Canadian Faculties of Dentistry

Not Pictured:
Dr. Peter Backx | Heart and Stroke Foundation of Canada
Dr. Stan Boutin | Canadian Society for Ecology and Evolution
Dr. Keith Sharkey | Association of Faculties of Medicine of Canada
The CCAC’s Ottawa-based Secretariat is comprised of a group of dedicated professionals who work with the Board of Directors and various committees to conduct the daily activities of the CCAC related to certification, guidelines development, training, public relations, and the overall administration of the organization.

Mr. Pierre Verreault | Executive Director

**ASSESSMENT AND CERTIFICATION**
Dr. Michael Baar | Director of Assessment and Certification
Dr. Sylvie Cloutier | Associate Director of Assessment
Ms. Jumoke Fasoyinu | Certification Officer
Dr. Jean Lavallée | Associate Director of Assessment
Dr. Malgosia Mosielski | Associate Director of Assessment
Ms. Monica Séguin | Associate Director of Assessment

**OPERATIONS**
Ms. Deborah Biehler | Director of Operations
Ms. Barbara Couto | Administrative Assistant
Ms. Michelle Lavoie | Administrative Assistant

**PUBLIC AFFAIRS AND COMMUNICATIONS**
Ms. Sandra MacInnis | Director of Public Affairs and Communications
Ms. Charlotte Tellier | Scientific Translator
Ms. Emily Verlinden | Graphic Design and Editing Coordinator

**STANDARDS**
Dr. Gilly Griffin | Director of Standards
Ms. Wendy Clarence | Research Analyst
Ms. Julie Dale | Guidelines Development Director
Dr. Michael Walker | Senior Research Analyst

**TRAINING AND NETWORKING**
Ms. Felicetta Celenza | Project Manager and Events Coordinator
Volunteers are essential to the CCAC’s success. Every year, thousands of scientists, instructors, veterinarians, animal health and welfare experts, and members of the Canadian public contribute their knowledge and skills to our mission. Their hard work enables us to carry out our mandate of guidelines setting and maintenance, assessment and certification, and training and networking. The CCAC would like to thank all of our volunteers for their dedication to animal ethics and care in science.
Participants from across the country gathered at the CCAC National Workshop 2017 in Saskatoon on June 3, 2017 to explore best practices and new ideas focusing on animal data, farm animals, and other engaging topics. This event would not have been possible without the dedication of the following member organization representatives, researchers, animal care committee members and coordinators, and animal health professionals, who all contributed greatly to this event.

Dr. Renée Bergeron | University of Guelph
Dr. Jennifer Brown | University of Saskatchewan
Dr. Laurie Connor | University of Manitoba
Dr. Nicolas Devillers | Agriculture and Agri-Food Canada
Mr. Terry Germscheid | University of Manitoba
Mr. Claude Lalande | McGill University
Dr. David Lovell | St. George’s University of London, UK
Dr. Donald McKay | University of Alberta
Dr. Stéphane Ménard | Université de Montréal
Dr. Karen Schwartzkopf-Genswein | Agriculture and Agri-Food Canada
Dr. René St-Arnaud | Shriners Hospitals for Children
Dr. Mark Torchia | University of Manitoba
Dr. Marianne Villettaz Robichaud | Université Laval
Ms. Jacqueline Wepruk | National Farm Animal Care Council
Dr. Tina Widowski | University of Guelph
Dr. Craig Wilkinson | University of Alberta
Thanks so much for combining the workshop with the FRAME training school this year - it was great!

It was very interesting and informative.

Especially nice repeating the sessions so there are more opportunities to get to the session one is interested in.

Very good and relevant to current work.

I am very interested in farm animal management and welfare so I thoroughly enjoyed the topics.

Yes! I even missed one I wanted because so many good ones! (in response to “were breakout groups diversified enough”)

A nice mix of large/farm animals and other topics.

It raised some great issues for discussion among attendees regarding the future of how animal numbers/data should and could be recorded and what data should be included (in response to “animal data” session).
CONTRIBUTORS TO GUIDELINES DEVELOPMENT

Subcommittee members are selected for their expertise on a specific animal, topic, or practice. These volunteer experts are drawn from both the scientific and animal welfare communities, and represent a wide array of knowledge and skills.

AIR QUALITY OF LABORATORY ANIMAL FACILITIES

Dr. Donald McKay, Chair | University of Alberta (retired)
Mr. Christopher Cosgrove | Animal Facility Design Consultant
Ms. Wilma Lagerwerf | Memorial University
Mr. Gordon Sharpe | Airquity Inc.
Dr. Ken Ugwu | Global Affairs Canada

ANIMAL WELFARE ASSESSMENT

Dr. Patricia Turner, Chair | Charles River Laboratories
Dr. Clover Bench | University of Alberta
Dr. Nicolas Devillers | Agriculture and Agri-Food Canada
Dr. Ian Duncan | University of Guelph
Mr. Andrew Hebda | St Mary’s University
Dr. Barbara Hildebrand | Dalhousie University
Dr. Andrew Iwaniuk | University of Lethbridge
Dr. Donald Miller | University of Manitoba
Dr. David Speare | University of Prince Edward Island
CATEGORIES OF INVASIVENESS

Dr. Andrew Winterborn, Chair | Queen’s University
Dr. Denna Benn | Ontario Ministry of Food and Rural Affairs
Dr. Renée Bergeron | University of Guelph
Dr. Philip Byrne | Fisheries and Oceans Canada
Dr. Marc Cattet | University of Saskatchewan
Dr. Mark Fry | University of Manitoba
Dr. Sherry Hannon | Feedlot Health Management Services
Ms. Murrin Leim | Dalhousie University
Dr. Elisabeth Ormandy | University of British Columbia
Dr. Shelly Pruss | University of Alberta
Dr. Suzanne Smith | McGill University

ENDPOINTS

Dr. David Hanwell, Chair | University of Toronto
Dr. Ted Allison | University of Alberta
Dr. Philip Byrne | Fisheries and Oceans Canada
Dr. Mario Filion | Institut Armand-Frappier
Mr. Ryan Hill | Trent University
Dr. Christine MacWilliams | Fisheries and Oceans Canada
Ms. Annette Morrison | University of Guelph
Dr. Shawn Petrik | Brock University
Dr. Karen Schwartzkopf-Genswein | Agriculture and Agri-Food Canada

Dr. Ian Welch | University of British Columbia

MICE

Dr. Tamara Godbey, Chair | University of British Columbia
Dr. Robert Gendron | Memorial University of Newfoundland
Dr. Hélène Héon | Centre hospitalier de l’Université de Montréal
Dr. René St-Arnaud | Shriners Hospitals for Children
Dr. Patricia Turner | Charles River Laboratories
NONHUMAN PRIMATES

Dr. Martin Paré, Chair | Queen’s University
Dr. Stefan Everling | University of Western Ontario
Dr. Stéphane Goulet | Primus Bio-Resources Inc.
Dr. Jim Gourdon | McGill University
Dr. Julio Martinez-Trujillo | University of Western Ontario
Dr. Andrew Winterborn | Queen’s University

RATS

Dr. Toni Bayans, Chair | University of Alberta
Dr. Lee Niel | University of Guelph
Dr. René St-Arnaud | Shriners Hospitals for Children
Dr. Patricia Turner | Charles River Laboratories
Dr. Chaowu Xiao | Health Canada

ZEBRAFISH AND OTHER COMMON, SMALL, WARM-WATER, LABORATORY FISH

Dr. Marc Ekker, Chair | University of Ottawa
Ms. Christine Archer | University of Ottawa
Dr. Chereen Collymore | University of Toronto
Dr. Sarah Childs | University of Calgary
Dr. Paul Craig | University of Waterloo
Mr. Tom Eles | Brock University
Dr. Jessica Hutta | McGill University
Dr. Rosalind Leggatt | Fisheries and Oceans Canada
Dr. Jim Sherry | Environment and Climate Change Canada
Ms. Monica Yau | Hospital for Sick Children
CONTRIBUTORS TO OTHER PROJECTS

Subject matter experts are appointed to focus on specific issues and provide guidance to the Board of Directors.

ANIMAL DATA WORKING GROUP

Dr. Michael McDonald, Chair | University of British Columbia (Emeritus)
Dr. Philip Byrne | Fisheries and Oceans Canada
Dr. Gillian Crozier | Laurentian University
Dr. Sara Dubois | British Columbia Society for the Prevention of Cruelty to Animals
Mr. Terry Germscheid | University of Manitoba
Mr. Claude Lalande | McGill University
Mr. Rhain Louis | University of Toronto
Dr. Toolika Rastogi | Humane Canada™
Dr. Guy Rousseau | Université de Montréal

HARRY C. ROWSELL AWARD SELECTION SUBCOMMITTEE

Dr. Eileen Denovan-Wright | Dalhousie University
Dr. Gilly Griffin | Canadian Council on Animal Care
Mr. Robert Madziak | University of Manitoba
Dr. Martha J. Navarro | Health Canada
Dr. Craig Wilkinson | University of Alberta
Dr. Andrew Winterborn | Queen’s University
TEACHING PROGRAM CERTIFICATION SUBCOMMITTEE
Ms. Paulette Bonin, Chair | Collège Boréal
Mr. Martin Cole | Ontario Society for the Prevention of Cruelty to Animals
Ms. Debbie Claassen | Northern Alberta Institute of Technology
Dr. Jocelyn Forseille | Alberta Veterinary Medical Association
Mr. Philippe Nasr | Collège Lionel-Groulx
Dr. Debra Wright | Georgian College

ZOOS AND AQUARIUMS CERTIFICATION SUBCOMMITTEE
Dr. Albrecht Schulte-Hostedde, Chair | Laurentian University
Mr. Shawn Eccles | British Columbia Society for the Prevention of Cruelty to Animals
Dr. Martin Haulena | Vancouver Aquarium
Dr. Barbara Hildebrand | Dalhousie University
Dr. Gabriela Mastromonaco | University of Guelph/Toronto Zoo
Dr. David Rosen | Vancouver Aquarium

FINANCIAL SUSTAINABILITY TASK FORCE
Mtre Quentin Leclercq, Chair | Lecours, Hébert Lawyers
Dr. Eileen Denovan-Wright | Dalhousie University
Mr. Shawn Eccles | British Columbia Society for the Prevention of Cruelty to Animals
Dr. Lyne Létourneau | Université Laval
Mr. Robert Madziak | University of Manitoba
PERFORMANCE MEASURES AND IMPACT ASSESSMENT TASK FORCE

Dr. Mark Torchia, Chair | University of Manitoba
Dr. Eyal Grunebaum | The Hospital for Sick Children
Mr. Robert Madziak | University of Manitoba
Ms. Laurie Mitchell | Independent consultant
Dr. Stuart Nicholls | Children’s Hospital of Eastern Ontario
Dr. Penny Moody-Corbett | Northern Ontario School of Medicine
Mrs. Joyce Blond | Community representative
MEMBERS OF CCAC ASSESSMENT PANELS

CCAC assessment panels play the vital role of carrying out visits to institutions participating in the CCAC’s program.

COMMUNITY REPRESENTATIVES

Community representatives are not required to have any specialized knowledge of animal health or welfare, but rather represent the Canadian public.

Mr. Donald Barton | Calgary, AB
Mr. Tim P. Battle | Edmonton, AB
Ms. Joyce Blond | Montréal, QC
Ms. Diana Cline | Québec, QC
Mr. Martin Cole | Beaverton, ON
Dr. Sara Dubois | Vancouver, BC
Mr. Michel Gélinas | Montréal, QC
Ms. Patricia Gibbings | London, ON
Mr. Andrew Hebda | Halifax, NS
Mr. Pierre Henri | Laval, QC
Ms. Aline Hudon | La Pocatière, QC
Mtre Quentin Leclercq | Montréal, QC
Ms. Melissa Logan | Edmonton, AB
Mr. Serge Marquis | Mauricie, QC
Ms. Sharon McCarthy | Toronto, ON
Mr. Bruce Moffat | Courtenay, BC
Scientists are selected for their experience and expertise with specific types of animals or experimental procedures.

Dr. Renée Bergeron | University of Guelph *
Dr. Catherine B. Chan | University of Alberta *
Dr. Luc Chouinard | Charles River Laboratories Preclinical Services Montréal Inc. *
Dr. Nicolas Devillers | Agriculture and Agri-Food Canada
Dr. Charles Doillon | Université Laval *
Dr. Jean-François Giroux | Université du Québec à Montréal *
Dr. Scott Grandy | Dalhousie University
Dr. Frédéric Guay | Université Laval
Dr. John P. Kastelic | University of Calgary *
Dr. Edwin A. Kroeger | University of Manitoba *
Dr. David A Lovejoy | University of Toronto *
Dr. Julio Martinez-Trujillo | University of Western Ontario *
Dr. Pierre Moffatt | Shriners Hospital for Children *
Dr. Thomas W. Moon | University of Ottawa
Dr. Ed Pajor | University of Calgary *
Dr. Timothy Regnault | University of Western Ontario *
Dr. Tatiana Scorza | Université du Québec à Montréal
Dr. Don Stewart | Acadia University *
Dr. Mark G. Torchia | University of Manitoba *
Dr. Christopher Ward | Queen’s University *

* Identifies members who have served as chairperson on an assessment panel
**ANIMAL HEALTH PROFESSIONALS**

Animal health professionals are selected for their experience and expertise with specific types of animals or experimental procedures.

**VETERINARIANS**

Dr. Mary-Jane Alcorn | University of Saskatchewan *
Dr. Craig Bihun | National Research Council *
Dr. Anne-Marie Catudal | Université Laval *
Dr. Chereen Collymore | University of Toronto
Dr. Lucie Côté | The Research Institute of the McGill University Health Centre *
Dr. Kathleen Delaney | McMaster University
Dr. Aurore Dodelet-Devillers | McGill University *
Dr. John Duynisveld | Agriculture and Agri-Food Canada
Dr. Heather Irene Fraser | Thompson Rivers University
Dr. Isabelle Gauthier | University of Lethbridge
Dr. Leanna Grenwich | University of Alberta
Dr. Hélène Héon | Centre hospitalier de l’Université de Montréal
Dr. Richard J. Hodges | University of Manitoba
Dr. Ovidiu I. Jumanca | Institut de recherches cliniques de Montréal *
Dr. Jennifer Keyte | Memorial University of Newfoundland *
Dr. Stéphane Ménard | Université de Montréal
Dr. Shelly Ann McErlane | University of British Columbia
Dr. Badru Moloo | University Health Network
Dr. Martha J. Navarro | Health Canada
Dr. Lise Phaneuf | The Centre for Phenogenomics
Dr. Patricia Turner | Charles River Laboratories *
Dr. Hugh Semple | Department of National Defense
Dr. David Speare | University of Prince Edward Island

* Identifies members who have served as chairperson on an assessment panel
Dr. Susan Vogel | Charles River Laboratories Preclinical Services Montréal Inc.
Dr. Ian D. Welch | University of British Columbia *
Dr. Andrew Winterborn | Queen's University *
Dr. Debra Wright | Georgian College *

TECHNICIANS
Ms. Linda Campbell | Vanier College *
Ms. Debbie Claassen | Northern Alberta Institute of Technology *
Ms. Nadia Desnoyers | Université du Québec à Trois-Rivières
Ms. Mary E. Fowler | University of Guelph
Ms. Jennifer Henri | McGill University
Ms. Christine Quarrington | University Health Network *
Ms. Elsa Vasseur | McGill University

* Identifies members who have served as chairperson on an assessment panel