

The **People and Passion**

Behind Animal Ethics and Care in Canadian Science



Canadian Council on Animal Care
Annual Report 2014-2015



Acknowledgements

The CCAC thanks its member organizations and affiliates for their ongoing support and involvement.

Member Organizations

Agriculture and Agri-Food Canada (AAFC)
Association of Canadian Faculties of Dentistry (ACFD)
Association of Faculties of Medicine of Canada (AFMC)
Canada's Research-Based Pharmaceutical Companies (Rx&D)
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 Faculties of Agriculture and Veterinary Medicine (CFAVM)
Canadian Federation of Humane Societies (CFHS)
Canadian Food Inspection Agency (CFIA)
Canadian Society for Ecology and Evolution (CSEE)
Canadian Society of Zoologists (CSZ)
Canadian Veterinary Medical Association (CVMA)
Department of National Defence (DND)
Fisheries and Oceans Canada (DFO)
Environment Canada (EC)
Health Canada (HC)
Heart and Stroke Foundation of Canada (HSFC)
National Research Council of Canada (NRC)
Universities Canada (UNIVCAN) [formerly AUCC]

Affiliates

Canadian Institutes of Health Research (CIHR)
Natural Sciences and Engineering Research Council of Canada (NSERC)

We are grateful to our funders, the Canadian Institutes of Health Research and the Natural Sciences and Engineering Research Council of Canada, for their generous support.

Preamble

In Canada, animals are studied in the wild, on farms, and in research facilities for scientific purposes. From national parks where ecologists study wildlife populations, to veterinary colleges where students learn to treat companion animals, to biomedical laboratories where researchers develop new vaccines, the CCAC and its network of volunteer experts work to ensure and enhance animal ethics and care.





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Message from the Chair

The 2014-2015 year was an exciting period for the Canadian Council on Animal Care (CCAC) as we continued to work alongside our many partners and volunteer experts to advance our mandate throughout Canada.

It was a particularly pivotal year for the CCAC's Board of Directors, as we transformed the CCAC's governance by enacting new by-laws and creating a structure that is more transparent, more efficient, and more representative of the Canadian public and, that conforms to the *Canada Not-for-profit Corporations Act 2009*. The organization redefined the roles and responsibilities of the Board of Directors and the terms of reference of its revitalized standing committees. The CCAC also welcomed a new Executive Director to lead the CCAC Secretariat forward. Together, these changes will form the cornerstone of an invigorated and dynamic CCAC.

Empowered by this new outlook and renewed energy, the Board of Directors worked alongside the four standing committees, member organizations, and other key stakeholders to set forth a new vision, mission and mandate. Out of this collaborative process, we formulated the *CCAC Strategic Plan 2015-2020 - Working Together to Enhance Animal Ethics and Care in Science* (see page 18), setting the future direction of the CCAC for the coming years.

These achievements were made possible by our extensive network of volunteer experts, whose commitment to animal ethics and care in science fuels the CCAC's mission. By harnessing the passion of this vast and diverse community, the CCAC will work toward realizing the goals set out in our five-year strategic plan.

We sincerely thank all those individuals who contribute to the advancement of animal ethics and care in science across the country. With your support, we will continue to champion the highest standards of animal ethics and care for all animal-based science throughout Canada.

Sincerely,



Dr. Mark Torchia
Chair, Board of Directors (2013-2015)





Executive Summary

The CCAC had a productive 2014-2015 fiscal year, building upon its forward momentum as it advanced its mission and mandate. Throughout the year, the CCAC reached several important milestones and goals, while still delivering its one-of-a-kind program across Canada.

The CCAC renewed its focus on producing high standards, publishing two new guidelines documents (see page 5) which enhance animal ethics and care in Canadian science. In addition to developing its own standards, the CCAC contributed to the international harmonization of standards – sharing its knowledge and expertise on the world stage.

The CCAC continued carrying out its assessment and certification program in animal-based science programs across Canada (see page 8). Collaborating closely with local animal care committees, it worked to ensure high standards of animal ethics and care in institutions from coast to coast to coast.

Committed to educating, training and empowering its community, the CCAC held its National Workshop 2014 (see page 10), facilitating the exchange of ideas, solutions and best practices. The workshop was also the perfect opportunity to connect with all its constituents, allowing the CCAC to listen and learn from individuals working in animal-based programs throughout the country.

This year was also one of planning. After widespread consultations with key stakeholders, the Board of Directors developed the CCAC's strategic plan for 2015-2020 (see page 18). This strategic plan sets the CCAC's trajectory for the next five years and, working in collaboration with its constituents, will help forge a new way forward for the organization. Together, we will work to enhance animal ethics and care in Canadian science.



Vision

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



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.



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 to, 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.

A photograph of two veterinarians in a barn. One veterinarian, wearing a white lab coat and blue jeans, stands on the left holding a blue clipboard. The other, in a dark blue shirt and light blue pants, is crouching and examining a white cow with brown patches. Several other cows are visible in the background behind wooden stalls. The scene is brightly lit, suggesting a clean and professional environment.

Our Year in Review **The Highlights**

Standards Leading the Way

When it comes to standards, the CCAC sets the bar high by developing peer-reviewed guidelines that incorporate research evidence, expert opinion, the values of Canadians, and the principles of the Three Rs.



“We were pleased to note that the Expert Panel report released today by the Minister also recommends a speedy adoption of the recently announced Canadian Council on Animal Care (CCAC) Marine Mammal Guidelines. CAZA also supports the adoption of the CCAC guidelines and is committed to incorporating them into its accreditation standards.

– Canada’s Accredited Zoos and Aquariums (CAZA), January 27, 2015

The Standards Program is at the core of this ongoing push towards excellence, responsible for delivering high-quality guidelines and policies to the CCAC community. The CCAC also plays an important role on the global stage, as a leading figure in the international harmonization of standards.

Two New Guidelines Documents Advance Animal Ethics and Care

In 2014-2015, the CCAC published two new guidelines documents that aim to enhance animal ethics and care within Canadian science.

CCAC guidelines on: training of personnel working with animals in science

These new guidelines replace the *CCAC guidelines on: institutional animal user training* (published in 1999), and provide training recommendations for all those working with animals in science. Empowering institutions to design training programs adapted to their specific needs, this document highlights the importance of knowledge, skills, and competency for all personnel.

CCAC guidelines on: the care and use of marine mammals

Recognized for its expertise in standards development, the CCAC was commissioned by Fisheries and Oceans Canada to produce *Recommendations for the care and maintenance of marine mammals* (published in 2015). The CCAC seized this opportunity, and used these recommendations as a basis to revise chapter XVII of the *Guide to the Care and Use of Experimental Animals*, vol.2 (1984). After a meticulous peer review process, the CCAC published the new *CCAC guidelines on: the care and use of marine mammals*.

This new guidelines document supports individuals in CCAC-certified institutions in their efforts to ensure the ethical treatment of marine mammals. The guidelines cover a wide range of topics that may affect the quality of life of marine mammals, from housing and nutrition to health care and environmental enrichment.



International Recognition of CCAC Standards

For many years AAALAC International has used the two CCAC Guide(s) to the Care and Use of Experimental Animals when conducting site visits in Canada. Quite recently, the Council adopted the CCAC's Guidelines on the Care and Use of Fish in Research, Teaching and Testing as a Reference Resource for use internationally. The Council on Accreditation values these documents and the level of quality animal care they promote.

—Dr. Kathryn Bayne, Global Director, Association for Assessment and Accreditation of Laboratory Animal Care International (AAALAC)

CCAC has a long standing tradition in promoting high standards of animal care and use, not just in Canada, but across the international community. I have had the pleasure of working collaboratively with officials in CCAC and have always found their contributions and output highly professional and knowledgeable of current scientific and welfare practices. CCAC guidelines contribute effectively to the dissemination and application of improved practices in the use, care and welfare of animals used in scientific procedures.

—Dr. Susanna Louhimies, European Commission, Environment Directorate-General

Championing the Three Rs

The CCAC works with Canadian scientists and other stakeholders to further develop and implement initiatives that promote the principles of the Three Rs. An array of resources for researchers, veterinarians, animal care staff and animal care committees are available on the CCAC's Three Rs Microsite, the central hub for Three Rs in Canada.

3rs.ccac.ca

R
R
R

Replacing animals in science

Reducing the number of animals in science

Refining care and procedures to minimize pain and distress

Actively Contributing to the Three Rs Scientific Literature

Fenwick N., Duffus S.E.G. & Griffin G. (2014) Pain Management for Animals Used in Science: Views of Scientists and Veterinarians in Canada. *Animals* 4: 494-514.

Avey M.T., Fenwick N. & Griffin G. (2015) The Use of Systematic Reviews and Reporting Guidelines to Advance the Implementation of the 3Rs. *Journal of the American Association for Laboratory Animal Science* 54:153-62.



Assessment and Certification

Collaborating with Animal-Based Science Programs across Canada

The key to the CCAC's unique Program is its collaborative approach. Throughout the assessment and certification process, CCAC assessment panels work closely with local animal care committees and institutional administrators to achieve the highest standards of animal ethics and care.

Innovations to the CCAC Assessment and Certification Program

In 2014-2015, the CCAC took important steps to further innovate and streamline the CCAC Assessment and Certification program by announcing the end of Indirect Certification. Institutions participating in the CCAC Program must now be directly certified. Institutions that are currently indirectly certified will be granted a transition period of two years (April 1, 2015 to March 31, 2017) to become directly certified by the CCAC.

From **Assessment**

Assessing

Institutions wishing to join the CCAC program first receive an orientation visit conducted by an Associate Director of Assessment. After joining the program, institutions receive regular peer-reviewed assessment visits every six years, which consist of assessing the institution's animal-based science program. Assessments are based on CCAC guidelines, policy statements and associated documents.

Interim visits are conducted at the three-year mark by an Associate Director of Assessment (either alone or with a peer reviewer). Special visits may also be conducted by an Associate Director of Assessment at any time if conditions at an institution warrant it, or following a request by the institution.

Reporting

After visiting an institution, the CCAC produces a report identifying any deficiencies as well as providing recommendations to help the institution meet CCAC standards. The institution then submits an implementation report describing, in detail, actions that will be taken to address these recommendations.

Certifying

The CCAC issues a CCAC Certificate of GAP – Good Animal Practice® to institutions that have been found by both the assessment panel and the CCAC Assessment and Certification Committee to have standards of experimental animal care and use which satisfy the CCAC's guidelines and policy statements.

... ➤ to **Certification**

The Year in Numbers

64 Assessment visits conducted
30 regular, 32 interim, 1 special, 1 orientation

62 Assessment reports produced

115 Implementation reports processed

77 CCAC Certificates of GAP – Good Animal Practice® issued/renewed

198 CCAC-certified institutions

Empowering our Community Through Learning

Connecting in the Capital City – CCAC National Workshop 2014

Over the years, the CCAC community has expressed its appreciation and value for CCAC's annual workshop. A crucial forum for networking and exchanging ideas, the workshop is a point of connection for all those involved in animal ethics and care in Canadian science. The CCAC is therefore steadfast in its commitment to delivering interesting and practical workshops.

For the first time, the CCAC held its national workshop in conjunction with the Canadian Association for Laboratory Animal Science (CALAS) in Ottawa.

Interniche – Showcasing the Alternatives

The CCAC National Workshop 2014 featured a special exhibit from InterNICHE, the International Network for Humane Education. Through its outreach initiatives around the world, InterNICHE works to support progressive science teaching and to introduce alternatives.

The CCAC is dedicated to promoting and implementing Three Rs alternatives in Canadian science, through educational forums such as the InterNICHE exhibit, which aimed to bring the Three Rs tenet to life for participants.



Workshop participants interacted with the hands-on multimedia exhibit, trying out state-of-the-art tools and resources such as the artificial dog pictured to the left.

128

participants attended the
National Workshop
2014

This had to be the best yet. Thank you.

–Workshop participant

Congratulations on a well prepared program. I really enjoyed the one-on-one contact with the Assessment Directors and the Standards Directors and others. Well done.

–Workshop participant

Contributors to CCAC Workshops

Community representatives, researchers, ACC members and coordinators, animal health professionals, and international colleagues contributed to the CCAC National Workshop and to ACC workshops by sharing their expertise, knowledge and lessons-learned with participants.

25 volunteer experts contributed to CCAC workshops in 2014-2015



Dr. Olivier Berreville
InterNICHE
Dr. Lucie Côté
McGill University
Dr. Gillian Crozier
Laurentian University
Mr. Christian Demers
Centre hospitalier de
l'Université de Montréal
Dr. Howard Dobson
CanCog Technologies
Dr. Sara Gatchell
Western University
Dr. William Gelling
National Research Council
Dr. Jim Gourdon
McGill University
Ms. Karen Gourlay
McMaster University
Dr. David Hanwell
University of Toronto
Dr. Richard Hodges
University of Manitoba
Mr. Nick Jukes
InterNICHE
Ms. Lynn Macdonald
University of British Columbia

Ms. Nadine Mercier
Cégep de La Pocatière
Dr. Michael McBurney
University of Ottawa
Dr. Badru Moloo
University Health Network
Dr. Thomas Moon
University of Ottawa
Ms. Amanda Plante
University of Saskatchewan
Mr. Michel Provence
Charles River
Dr. James Sherry
Environment Canada
Mrs. Evelina Smith
Community Representative
Dr. René St-Arnaud
Shriners Hospital for Children
Dr. Craig Wilkinson
University of Alberta
Dr. Andrew Winterborn
Queen's University
Dr. Leslie Wood
Algonquin College

Communicating With Our Stakeholders

The CCAC focused on engaging its cross-Canada stakeholders in a regular and meaningful way in 2014-2015. Through bilingual digital communication channels, we aimed to strengthen the CCAC's connection with all its constituents.

Throughout the year, the CCAC kept members of its community informed of its ongoing activities, from new guidelines documents and program updates to governance changes and CCAC workshops.

Online Engagement

The CCAC's website is an online portal for all those involved with animal-based science in Canada and beyond. It is an extensive resource hub where individuals can access guidelines documents, policy statements, training modules, webinars, and explore annual animal data and much more.

In 2014-2015, we revitalized our website to reflect our new, progressive outlook, creating an even more accessible and user-friendly space for visitors.



28
communiqués were
sent out to the CCAC
community in
2014-2015

Generating Awareness

The CCAC aims to generate greater understanding and awareness surrounding animal-based science in Canada. Devoted to transparency and accountability, the CCAC readily interacts with members of the public and media to answer questions, address issues, or simply provide more information and context concerning animals in Canadian science.

IN THE MEDIA

27 articles or press releases mentioned the CCAC in 2014-2015

- Utilisation d'animaux en recherche: chair à labos
Le Soleil de Québec, May 10, 2014
- Animals have a pivotal role in conquering disease
Guelph Mercury, September 2, 2014
- To Kill a Lab Rat
The Scientist, November 4, 2014
- Park Board Advised to Delay Aquarium Breeding Ban
CTV Vancouver, November 18, 2014
- In the Name of Science
The Coast, November 20, 2014
- UBC releases its 2013 animal research statistics
UBC News, December 17, 2014
- UBC used 216,450 animals in experiments in 2013
Georgia Straight, December 19, 2014
- CAZA statement on the publication of the CCAC marine mammal guidelines
Canadian News Wire, December 23, 2014
- Vancouver Aquarium Marine Science Centre Commends New Recommendations by Canadian Council on Animal Care
Wire Service, December 24, 2014
- Lab animal use at UBC declined by 5 per cent in 2013
The Vancouver Sun, January 1, 2015
- UBC releases annual report on animal testing
The Ubyyssey, January 6, 2015
- Last Words: Animal testing, tech troubles and empty rez rooms
The Ubyyssey, January 10, 2015
- BC launches wolf hunt to save caribou
The Globe and Mail, January 15, 2015
- Stop the Brutal Slaughter of Wolves in Alberta and BC
The Blog, *The Huffington Post*, January 15, 2015
- Statement from Canada's Accredited Zoos and Aquariums on today's Ontario government protection of marine mammals announcement
Canadian News Wire, January 27, 2015
- Marine animal welfare laws changing
Bullet News Niagara, January 27, 2015
- Ontario Strengthening Protections for Marine Mammals
Northumberlandview.ca, January 27, 2015
- Smyth: Do we need to kill wolves, or are they just scapegoats?
The Province, February 1, 2015
- Lab animal use at UBC declined by 5 per cent in 2013
Vancouver Sun, February 3, 2015
- Hundreds of wolves killed to save caribou
Rocky Mountain Outlook, February 5, 2015
- Researchers call Alberta wolf cull unethical
The Star Phoenix, February 11, 2015
- Scientists flag flawed data, cruelty of Alberta wolf cull
Waterloo Region Record, February 11, 2015
- Scientists dispute ethics of Alberta study using wolf cull data
Brandon Sun, February 11, 2015
- Scientists dispute ethics of 'cruel' Alberta wolf cull in new study
Metro, February 11, 2015
- Safe Haven for Chimps
The Nature of Things, CBC, March 12, 2015
- Marine mammal legislation one step closer
Niagara Falls Review, March 24, 2015
- Killer whales in captivity: An idea whose time has passed?
Maclean's, March 26, 2015



The CCAC's Volunteers A National Network of Experts

Every day, the CCAC works alongside its vast and diverse network of volunteer experts to fulfill its mandate. Over 2,000 individuals from across Canada, including scientists, animal welfare experts, animal health professionals, administrators, animal care committee members and community representatives, volunteer their knowledge and expertise to the CCAC.

We thank and acknowledge all our volunteers, especially those who contributed to assessment panels, guidelines development and the CCAC's workshops in 2014-2015.

The CCAC's work would not be possible without this community of dedicated individuals, who together share a common goal of enhancing animal ethics and care in Canadian science.

Contributors to Guidelines Development

When developing new guidelines, a subcommittee is established to produce the document. Subcommittee members are selected for their expertise on a specific animal, area or practice. These volunteer experts are drawn from both the scientific and animal welfare communities, and represent a wide array of knowledge and skills.

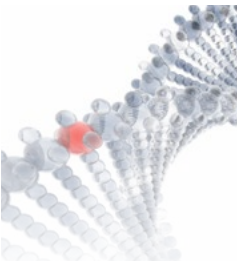
50 volunteer experts contributed to CCAC guidelines in 2014-2015

Air Quality in Animal Facilities



Dr. Donald McKay (Chair)
University of Alberta
Dr. Christopher Cosgrove
Facility Design Solutions
Dr. Gilles Demers
CCAC Assessment Director
Dr. Germain Rivard
MouseCare
Dr. Ken Ugwa
Public Health Agency of Canada

Biotechnology



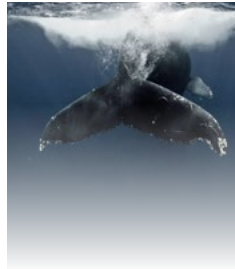
Dr. Bruce Murphy (Chair)
Université de Montréal
Dr. Garth Fletcher
Memorial University of Newfoundland
Mr. Darren Grandel
Ontario SPCA
Dr. Gary Halbert
Canadian Food Inspection Agency
Dr. Hélène Héon
Centre Hospitalier de l'Université de Montréal
Dr. Eike-Henner Kluge
University of Victoria
Dr. Lauryl Nutter
Toronto Centre for Phenogenomics
Dr. Sui-Pok Yee
University of Connecticut Health Center

Rats



Dr. Toni Bayans (Chair)
University of Alberta
Dr. Chaowu Xiao
Health Canada
Dr. Patricia Turner
University of Guelph
Dr. Lee Niel
University of Guelph

Marine Mammals



Dr. Pierre-Yves Daoust
University of Prince Edward Island
Mr. John Ford
Fisheries and Oceans Canada
Mr. Henrik Kreiberg
Fisheries and Oceans Canada
Dr. Clément Lanthier
Calgary Zoo
Dr. Kay Mehren
Veterinarian Emeritus, Toronto Zoo
Ms. Tracy Stewart
Marineland of Canada Inc.
Mr. Clint Wright
Vancouver Aquarium

Nonhuman Primates



Dr. Martin Paré (Chair)
Queen's University
Dr. Stefan Everling
University of Western Ontario
Dr. Stéphane Goulet
Primus Bio-Ressources
Dr. Jim Gourdon
McGill University
Dr. Julio Martinez-Trujillo
McGill University
Dr. Andrew Winterborn
Queen's University

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. Patricia Turner
University of Guelph

Welfare Assessment



Dr. Ian Duncan (Chair)
University of Guelph
Dr. Maryse Boulay
Université de Montréal
Dr. Barbara Hildebrand
Dalhousie University
Dr. Georgia Mason
University of Guelph
Dr. Penny Moody-Corbett
Memorial University of Newfoundland
Dr. Jeffrey Rushen
Agriculture and Agri-Food Canada
Dr. Jonathan Spears
University of Prince Edward Island

Husbandry



Dr. Stéphane Ménard (Chair)
Université de Montréal
Dr. Judy Anderson
University of Manitoba
Ms. Dana Evans
Pfizer
Ms. Karen Goulay
McMaster University
Dr. Jennifer Keyte
Memorial University of Newfoundland
Ms. Julie Paquette
Université de Montréal
Ms. Claire Smith
St. Paul's Hospital
Ms. Sherry Tetland
VIDO-InterVac, University of Saskatchewan
Dr. Craig Wilkinson
University of Alberta

Members of CCAC Assessment Panels

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

COMMUNITY REPRESENTATIVES

Mr. Tim P. Battle, Edmonton, AB
Ms. Line Bélanger, Anagance, NB
Mr. Hugh Coghill, Woodville, ON
Mr. Martin Cole, Beaverton, ON
Dr. Sara Dubois, SPCA, BC
Mr. Shawn Eccles, SPCA, BC
Mr. Michel Gélinas, Montréal, QC
Mr. William C. Gelling, Ottawa, ON
Ms. Carolyn Hickey, St. John's, NL
Mr. Serge Marquis, SPCA Mauricie, QC
Dr. Clare McFarlane, Terrasse-Vaudreuil, QC
Mr. Robert J. Milling, Ottawa, ON
Mr. Louis-André Richard, Ancienne-Lorette, QC
Mrs. Evelina Smith, Sherbrooke, QC
Ms. Jennifer Smith-Beaudoin, Sherbrooke, QC
Mr. Claude Tétreault, St-Simon, QC
Ms. Lorna Verschoore, Winnipeg, MB

17 community representatives served on assessment panels throughout the year. These individuals are not required to have any specialized knowledge of animal health or welfare, but rather represent members of the public.

ANIMAL HEALTH PROFESSIONALS

Veterinarians

Dr. Randy Aitken, St. Boniface General Hospital
Dr. Nathan Bosvik, University of Alberta*
Dr. Ronald Charbonneau, Consulting Veterinarian*
Dr. Julie Chevrette, McGill University*
Dr. Kathleen Delaney, McMaster University
Dr. Sylvie Fortier, Université de Montréal
Dr. Jim Gourdon, McGill University*
Dr. David Hanwell, University Health Network
Dr. Richard J. Hodges, University of Manitoba
Dr. Ovidiu I. Jumanca, Institut de recherche clinique de Montréal*
Dr. Leo Kenney, University of Manitoba*
Dr. Jean Lavallée, Aquatic Science & Health Services*
Dr. Christine MacWilliams, Fisheries and Oceans Canada
Dr. Shelly Ann McErlane, University of British Columbia
Dr. Badru Moloo, University Health Network
Dr. Patrick N. Nation, Animal Pathology Services (APS) Ltd.*
Dr. Holly Orlando, Centre hospitalier universitaire Ste-Justine
Dr. Jonathan Spears, University of Prince Edward Island*
Dr. Ian D. Welch, University of British Columbia
Dr. Craig W. Wilkinson, University of Alberta
Dr. Andrew Winterborn, Queen's University

Technicians

Ms. Caroline Bergeron, Université de Sherbrooke
Ms. Nadia Desnoyers, Université du Québec à Trois-Rivières
Mrs. Simmone Kerswell, University of Alberta
Mr. Martin Ryan, University of Waterloo

SCIENTISTS

Dr. Mary-Jane Alcorn, University of Saskatchewan*
Dr. Catherine B. Chan, University of Alberta*
Dr. Martin Guimond, Hôpital Maisonneuve-Rosemont
Mr. Serge Higgins, Université Laval
Dr. Edwin A. Kroeger, University of Manitoba*
Dr. Pierre Lachapelle, Université McGill-Hôpital de Montréal pour enfants*
Dr. David A Lovejoy, University of Toronto*
Dr. Claude Messier, University of Ottawa*
Dr. Thomas W. Moon, University of Ottawa*
Dr. Dan W. Rurak, University of British Columbia*
Dr. René St-Arnaud, Shriners Hospital for Children*
Dr. Don Stewart, Acadia University*
Dr. Claire-Dominique Walker, McGill University*
Dr. Christopher Ward, Queen's University*

A CCAC **Associate Director** is present at every visit as an *ex officio*, non-voting member of the assessment panel. Their role is to provide guidance to the panel members throughout the process.

25 animal health professionals and **14 scientists** were selected for their experience in specific types of animals and expertise with experimental procedures.

A photograph of two seals swimming underwater. The seal in the foreground is positioned diagonally, swimming towards the bottom right. The second seal is behind it, swimming in a similar direction. Sunlight filters through the water from the top, creating a bright, hazy background. The water has a blue-green tint.

CCAC Governance Steering the Way Forward

Member organizations elect the directors of the CCAC Board of Directors, which governs the CCAC. The Board of Directors works in collaboration with four standing committees and an Ottawa-based Secretariat to move CCAC's mandate forward.

The CCAC thanks its member organizations, affiliates and their representatives for their ongoing support and involvement.

Setting Up the Building Blocks For the Future

Guided by the CCAC's new, progressive trajectory, the CCAC Board of Directors and four standing committees successfully advanced several important initiatives in 2014-2015 and achieved several milestones.

- 1 The CCAC's By-Laws were revised in accordance with the requirements of the new *Canada Not-for-Profit Corporations Act 2009*, and the articles of continuance were submitted to Industry Canada. A certificate of continuance was issued to the CCAC on May 16, 2014.
- 2 The standing committees were reconfigured with new Terms of Reference, clearly defining the roles and responsibilities of the committee members.
- 3 New governance policies were developed, establishing the duties and expectations of the Board of Directors as well as of the Executive Director.
- 4 The CCAC's fifth Executive Director, Dr. Louise Desjardins, joined the organization in June 2014.

The
**CCAC Strategic Plan
2015-2020 - Working
Together to Enhance
Animal Ethics and Care
in Science** sets the
future direction for
the CCAC.

Working Together to Enhance Animal Ethics and Care in Science

In 2014-2015, the CCAC Board of Directors began designing the essential building blocks for the CCAC's future.

The Board of Directors worked diligently with the CCAC's four standing committees (Standards, Assessment and Certification, Public Affairs and Communications, and Governance and Nominations) to develop key goals and objectives for the future. The CCAC's member organizations and key stakeholder groups also played a pivotal role, actively bringing their distinct perspectives and direction to the planning table.

The final product of this collaborative process, the *CCAC Strategic Plan 2015-2020 - Working Together to Enhance Animal Ethics and Care in Science* is a solid, clear roadmap for the next five years.

Board of Directors



Dr. Mark Torchia
Chair



Dr. René St-Arnaud
Vice-Chair



Dr. Edwin Kroeger
Past Chair



Dr. Denna M. Benn
Director



Dr. Craig Bihun
Director



Dr. Eileen
Denovan-Wright
Director



Mr. Shawn Eccles
Director



Dr. Douglas Morck
Director



Dr. Albrecht
Schulte-Hostedde
Director



Dr. Louise Desjardins
Secretary
Non-Voting

Standing Committees

While the Board of Directors is charged with steering the direction of the organization in accordance with CCAC's mandate, the CCAC's four standing committees play an invaluable advisory role, providing recommendations and guidance to the Board of Directors on their areas of expertise.

ASSESSMENT AND CERTIFICATION

Dr. Douglas Morck (Chair)
Dr. Craig Bihun
Dr. Julie Chevrete
Mr. Shawn Eccles
Mr. Darren Grandel
Dr. Sylvie Marleau
Dr. Tom Moon
Dr. Martha Navarro
Dr. René St-Arnaud
Dr. Éric Thorin
Dr. Mark Torchia

GOVERNANCE AND NOMINATIONS

Dr. René St-Arnaud (Chair)
Dr. Edwin Kroeger
Dr. Albrecht Schulte-Hostedde

PUBLIC AFFAIRS AND COMMUNICATIONS

Dr. Ira Hill (Chair)
Dr. Denna Benn
Dr. Craig Bihun
Mr. Dick Bourgeois-Doyle
Ms. Kim Elmslie
Dr. James Gilchrist
Ms. Teresa McKernan
Mr. Andy Torr
Dr. Craig Wilkinson

STANDARDS

Dr. Patricia Turner (Chair)
Dr. Philip Byrne
Ms. Barbara Cartwright
Dr. Eileen Denovan-Wright
Dr. Nicolas Devillers
Mr. Darren Grandel
Dr. Gordon Mitchell
Dr. Elisabeth Ormandy
Dr. Albrecht Schulte-Hostedde
Dr. James Sherry

Member Organizations

The CCAC is comprised of 22 member organizations and 2 affiliates, whose representatives include scientists, educators, industry delegates, and members of the animal welfare community. Each member organization appoints one representative who attends the Annual General Meeting with the authority to vote on the member organization's behalf.

MEMBER REPRESENTATIVES FOR 2014-2015



Back Row (left to right):

Dr. Philip Byrne, Department of Fisheries and Oceans and proxy for Environment Canada
Dr. James Gilchrist, Association of Canadian Faculties of Dentistry
Dr. Nicolas Devillers, Agriculture and Agri-Food Canada
Dr. Christopher Guglielmo, Canadian Society of Zoologists
Dr. Albrecht Schulte-Hostedde, Canadian Society for Ecology and Evolution

Middle Row (left to right):

Dr. Peter Backx, Canadian Heart & Stroke Foundation
Dr. Edwin Kroeger, Association of Faculties of Medicine of Canada

Dr. Eileen Denovan-Wright, Universities Canada
Dr. Craig Wilkinson, Canadian Faculties of Agriculture and Veterinary Medicine
Mr. Dick Bourgeois-Doyle, National Research Council
Dr. Patricia Turner, Canadian Veterinary Medical Association
Dr. Denna Benn, Canadian Association for Laboratory Animal Medicine
Dr. Martha Navarro, Health Canada
Mr. Shawn Eccles (proxy), Canadian Federation of Humane Societies

Front Row (left to right):

Dr. Craig Bihun, National Research Council
Dr. René St-Arnaud, Canadian Cancer Society Research Institute
Dr. Mark Torchia, Universities Canada
Dr. Ira Hill, Department of National Defence
Ms. Teresa McKernan, Canadian Association for Laboratory Animal Science
Dr. Catherine Brisson (proxy), Canadian Food Inspection Agency
Dr. Elisabeth Ormandy, Canadian Bioethics Society

Missing:

Ms. Barbara Cartwright, Canadian Federation of Humane Societies
Ms. Kim Elmslie, Canadian Federation of Humane Societies
Mr. Darren Grandel, Canadian Federation of Humane Societies
Dr. Gordon Mitchell, Canadian Food Inspection Agency
Dr. Douglas Morck, Canadian Faculties of Agriculture and Veterinary Medicine
Dr. James Sherry, Environment Canada
Representatives from Canada's Research-Based Pharmaceutical Companies and the Canadian Council of Departments of Psychology



Secretariat

Dr. Louise Desjardins, Executive Director

Assessment and Certification

Dr. Michael Baar, Director of Assessment and Certification

Ms. Marie Bédard, Assessment and Assessment Communications Director (outgoing)

Dr. Gilles Demers, Assessment Director (retired)

Dr. Denis Rainville, Assessment Director

Dr. Sylvie Cloutier, Associate Director of Assessment (incoming)

Dr. Malgosia Mosielski, Associate Director of Assessment (incoming)

Ms. Jumoke Fasoyinu, Certification Officer

Operations

Ms. Deborah Biehler, Director of Operations

Ms. Michelle Lavoie, Administrative Assistant

Ms. Barbara Couto, Administrative Assistant

Public Affairs and Communications

Ms. Pascale Belleau, Director of Public Affairs and Communications

Ms. Felicetta Celenza, Events and Publications Coordinator

Ms. Emily Verlinden, Graphic Design and Editing Coordinator

Ms. Charlotte Tellier, Scientific Translator

Standards

Dr. Gilly Griffin, Director of Standards

Ms. Julie Dale, Guidelines Development Director

Ms. Wendy Clarence, Research Analyst

A close-up photograph of a small, black mouse being held gently in a person's hand. The mouse is looking towards the right. The background is blurred, showing what appears to be a laboratory or clinical setting with various equipment and a person's arm in a white lab coat.

2014-2015 Financial Statements

The CCAC has worked towards ensuring its future viability and sustainability by following best practices for non-profit organizations. The CCAC has diversified its funding sources and has also started to build a net assets reserve that will be reviewed annually, guided by a net asset reserve policy.

Statement of Financial Position

March 31, 2015, with comparative information for 2014

	2015	2014
Assets		
Current Assets:		
Cash	\$1,025,372	\$365,030
Accounts receivable	96,626	62,312
Prepaid expenses	108,517	112,522
	<u>1,230,515</u>	<u>539,864</u>
Tangible capital and intangible assets (note 3)	101,711	99,762
	<u>\$1,332,226</u>	<u>\$639,626</u>
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities (note 4)	\$184,032	\$163,580
Deferred contributions (note 5)	8,103	-
Current portion of obligation under capital lease (note 6)	-	10,260
	<u>192,135</u>	<u>173,840</u>
Net assets (note 8):		
Invested in tangible capital and intangible assets	101,711	89,502
Unrestricted	<u>1,038,380</u>	<u>376,284</u>
	<u>1,140,091</u>	<u>465,786</u>
Economic dependence (note 1)		
Commitments (note 7)		
	<u>\$1,332,226</u>	<u>\$639,626</u>



The complete independent auditors' report is available at www.ccac.ca

Statement of Operations

Year ended March 31, 2015, with comparative information for 2014

	2015	2014
Revenue		
Projects (note 5):		
Fisheries and Oceans	\$ -	\$35,469
Transitional studies and consultations	-	245,000
Less: direct project expenses:		
Fisheries and Oceans	-	35,469
Net project contributions	<u>-</u>	<u>245,000</u>
Grants (note 1)	2,627,913	2,570,000
Program participation fees	626,766	233,808
Workshops	10,446	-
Interest	360	42
Miscellaneous	<u>1,390</u>	<u>2,566</u>
	<u>3,266,875</u>	<u>3,051,416</u>
Expenses		
Salaries and benefits (note 9)	1,777,293	1,701,924
Rent	161,722	239,599
Professional fees	136,406	77,630
Travel	133,225	173,905
Office and administration	88,746	84,862
IT maintenance	88,590	88,450
Consulting fees	75,850	-
Board and council	37,820	21,614
Finance service charges	36,459	36,380
Committee	16,286	14,689
Legal and audit	7,459	6,940
Transitional studies and consultations	<u>-</u>	<u>245,703</u>
	<u>2,559,856</u>	<u>2,691,696</u>
Excess of revenue over expenses before amortization of tangible capital and intangible assets	707,019	359,720
Amortization of tangible capital and intangible assets (note 2(c))	32,714	40,584
Excess of revenue over expenses	<u>\$674,305</u>	<u>\$319,136</u>

Statement of Changes in Net Assets

Year ended March 31, 2015, with comparative information for 2014	Invested in tangible capital and intangible assets	Unrestricted	2015 Total	2014 Total
Net assets, beginning of year	\$89,502	\$376,284	\$465,786	\$146,650
Excess of revenue over expenses	(32,714)	707,019	674,305	319,136
Purchases of tangible capital and intangible assets	34,663	(34,663)	-	-
Decrease in obligation under capital lease	10,260	(10,260)	-	-
Net assets, end of year	\$101,711	\$1,038,380	\$1,140,091	\$465,786

Statement of Cash Flows

Year ended March 31, 2015, with comparative information for 2014

	2015	2014
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenses	\$674,305	\$319,136
Amortization of tangible capital and intangible assets, which does not involve cash	32,714	40,584
Net change in operating working capital:		
Accounts receivable	(34,314)	(7,411)
Prepaid expenses	4,005	(9,664)
Accounts payable and accrued liabilities	20,452	(75,174)
Deferred contributions	8,103	(35,469)
	705,265	232,002
Financial activities:		
Obligation under capital lease	(10,260)	(10,260)
Investing activities:		
Additions to tangible capital and intangible assets	(34,663)	(39,315)
Increase in cash	660,342	182,427
Cash, beginning of year	365,030	182,603
Cash, end of year	\$1,025,372	\$365,030



The complete independent auditors' report is available at www.ccac.ca

How to Reach Us

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