



WORKING TOGETHER TO  
ENSURE THE HIGHEST  
STANDARDS OF ETHICS AND  
CARE FOR ANIMALS IN SCIENCE

# Canadian Council on Animal Care Annual Report 2015-2016

# Acknowledgements

The Canadian Council on Animal Care (CCAC) thanks our 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)  
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)  
Innovative Medicines Canada (IMC)  
National Research Council of Canada (NRC)  
Universities Canada

## AFFILIATES

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



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# Message from the Chair

This past year has been filled with change and activity for the Canadian Council on Animal Care (CCAC), as we continue on our path of enhancing animal ethics and care in science.

One of the highlights was releasing our 2015-2020 strategic plan and setting out our key goals for the next five years. A plan is only as good as its implementation, however, and this annual report is the first of several that will describe our achievements concerning our five goals and their related objectives.

We have already seen some success with goal number five, “strengthening our financial viability and stability”. In January 2016, we received approval for our funding, for the full grant amount of \$8.75 million for five years from the Canadian Institutes of Health Research (CIHR) and the Natural Sciences and Engineering Research Council (NSERC). This is a noteworthy achievement that required teamwork between the Executive Director, the Secretariat, the Board of Directors, and the member organizations. It is the first time since its inception that the CCAC will benefit from a five-year grant, as previous funding was limited to three-year terms. With this stable foundation in place, the CCAC is poised to see its vision realized and ensure that “the highest standards of animal ethics and care are valued and assured in all animal-based science conducted throughout Canada”.

The Board of Directors and its standing committees have also continued to update CCAC policies and guidelines and improve the Assessment and Certification program to better support animal care committees in institutions across the country. Our subcommittees, made up of volunteer experts, have been in full swing with the ongoing development and review of guidelines. Thanks to their work, the Board has approved three draft guidelines for widespread review this year. Further, our staff has been stalwart in their support for the work we do. I thank them all for their commitment and contribution.

Elections to the Board of Directors took place during the Annual General Meeting held in Montréal. I was pleased to see the interest in the governance of the organization and the strong candidates running for election. The CCAC acknowledges the valuable contributions of directors that have completed their term of service and welcomes the newly elected members of the Board.

On behalf of the CCAC Board of Directors, I would like to take this opportunity to recognize all those involved in animal ethics and care in Canadian science, notably the individuals who serve on animal care committees, and the animal health professionals who work in our certified institutions. Without their dedicated work, it would be impossible for us to achieve our mandate.



A handwritten signature in black ink, reading "René St-Arnaud".

Dr. René St-Arnaud, Chair  
CCAC Board of Directors

# Message from the Executive Director

Reflecting on the level of activity within the organization as a whole, the CCAC Secretariat was fully engaged this past year.

The Standards team was busy, working with volunteer experts across the country to develop and review six guidelines, informed by expert peer advice, current interpretation of scientific evidence, and clinical practices. The involvement of these experts helped to ensure that the CCAC's guidelines continue to be timely, relevant, and informed by research.

The Assessment and Certification team worked closely with CCAC-certified institutions to help them adjust to the changes within the program while continuing to simplify various components without compromising the quality of the program. The team also welcomed two new associate directors of assessment to manage the increased demand for support and services, and enhance program delivery to institutions across Canada.

The CCAC National Workshop 2015 was held in conjunction with the annual symposium of the Canadian Association for Laboratory Animals in Science (CALAS) in Montréal. The workshop was well attended by more than 160 veterinarians, animal health professionals, researchers, community representatives, and scientists. Participants, presenters, and moderators all benefited from a day of learning, information sharing, and networking. Outside of the workshop, the CCAC Secretariat continued to support stakeholders with new knowledge and learning opportunities, both online and face-to-face.

This annual report describes all of the activities we accomplished during the year and provides an overview of what's to come. We are excited to be taking on new challenges as we further develop the five goals within our 2015-2020 strategic plan. We are committed to continue refining our processes and program delivery while increasing awareness of the CCAC to new and existing stakeholders. We also look forward to working with you to meet your needs and offer you the most up-to-date and relevant training and tools that will ensure you are equipped to provide and promote the highest standards of animal care within your institution.

On behalf of the CCAC Secretariat, I would like to thank our Board of Directors for their leadership and encouragement, as well as all those who generously volunteered their time and expertise. Together, we can ensure the highest standards of animal ethics and care in science.



*Louise Desjardins*

Dr. Louise Desjardins  
CCAC Executive Director

# Executive Summary

## KEY GOALS & ACTIONS

In 2015-2016, the CCAC released its strategic plan for 2015-2020: *Working Together to Enhance Animal Ethics and Care in Science*. The plan set out five goals for the next five years. This annual report reflects these goals as well as the actions taken over the past fiscal year to realize them, and our plans to accomplish them in the coming months. To measure our progress in achieving these goals, the CCAC is developing a Performance Measure and Impact Assessment Framework, which will form the basis of CCAC's reports to Canadians over the next five years.

### 1 Raising the Bar for Our Standards Development Process

#### ACTIONS TAKEN TO DATE

- Initiated an internal review of processes for creating and updating guidelines
- Continued to develop and revise both general and species-specific guidelines

#### NEXT STEPS

- Use the results of the review to create a framework for setting and maintaining research-informed high standards
- Work with stakeholders to implement a Three Rs-related initiative as part of the CCAC National Workshop 2017

## 2 Better Reflecting Canadian Society in Our Membership

### ACTIONS TAKEN TO DATE

- Created and distributed a quarterly newsletter, *CCAC Report from the Chair*, to member organizations
- Engaged members of the broader Canadian society in CCAC subcommittees, working groups, and as ambassadors for the CCAC

### NEXT STEPS

- Work with member organizations to identify potential new members

## 3 Growing the Community of CCAC-Certified Institutions

### ACTIONS TAKEN TO DATE

- Streamlined the Assessment and Certification program and revised the *CCAC policy statement on the certification of animal ethics and care programs*
- Hosted the CCAC National Workshop 2015 on May 30, 2015, which focused on ethics and welfare

### NEXT STEPS

- Focus the CCAC National Workshop 2016 on the theme of *Building an Inclusive Culture of Animal Care in Science* and feature an accompanying ACC 101 workshop
- Planning for the CCAC National Workshop 2017 and an ACC 201 workshop is underway
- Develop an ePortal, a valuable learning tool for our stakeholders





## 4 Increasing Awareness of CCAC's Mandate Amongst Stakeholders Including the Public

### ACTIONS TAKEN TO DATE

- Created new communication tools (including a new *Facts and Figures* section on the CCAC website), revised existing ones, and worked with the media to increase awareness of the CCAC's mandate amongst stakeholders
- Sent numerous communiqués to stakeholders regarding important news from both the CCAC and the animal welfare community

### NEXT STEPS

- Update the content of key sections of the CCAC website
- Implement a redesign of the CCAC website to improve navigation and be in compliance with the *Accessibility for Ontarians with Disabilities Act*

## 5 Strengthening Our Financial Viability and Stability

### ACTIONS TAKEN TO DATE

- Implemented cost-cutting measures that realized a decrease in expenditures of over \$500,000 annually compared to 2012-2013
- Submitted a grant proposal to CIHR and NSERC and was awarded \$8.75 million for five years
- Implemented a net asset reserves policy

### NEXT STEPS

- Work with financial experts to develop an investment policy to ensure responsible financial management of our net asset reserves
- Explore other sources of funding



# 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.

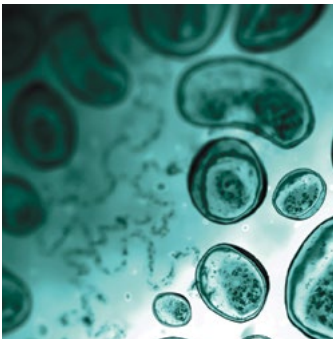


# Our Programs



## 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 SETTING AND MAINTENANCE

Standards Setting and Maintenance 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, widely accepted internationally as the model of animal ethics, is at the heart of CCAC guidelines and standards, encouraging individuals to practice the tenets of replacement, reduction, and refinement.



## TRAINING AND NETWORKING

Training and Networking supports animal care committees and personnel in CCAC-certified institutions by providing a full range of networking activities and resources, including various educational and reference materials, that help to ensure high standards of animal ethics and care in science-based institutions. CCAC stakeholders also have access to our online training library, which currently includes CCAC training modules, assisting institutions to 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 includes plenary sessions, breakout sessions, and networking opportunities that foster peer interaction and knowledge exchange on various challenges and best practices in animal ethics and care.

# Working Together To Enhance Animal Ethics and Care in Science

Fiscal year 2015-2016 was a time of planning for the future. The CCAC developed and released our 2015-2020 strategic plan, *Working Together to Enhance Animal Ethics and Care in Science*. This plan, developed after widespread consultation with key stakeholders, will guide the CCAC over the next five years as we focus on achieving five key goals.

- 1 Raising the Bar for Our Standards Development Process
- 2 Better Reflecting Canadian Society in Our Membership
- 3 Growing the Community of CCAC-Certified Institutions
- 4 Increasing Awareness of CCAC's Mandate Amongst Stakeholders Including the Public
- 5 Strengthening Our Financial Viability and Stability

We are now working to achieve these goals through activities set out in this annual report.

Although the strategic plan provides a road map, we need to ensure that we stay on the path that we have set. We are aware of both our successes and the areas where we need to re-examine how we are achieving our goals. To facilitate this ongoing evaluation, the CCAC is currently developing a Performance Measure and Impact Assessment Framework. This framework will be implemented shortly and data collected during fiscal year 2016-2017 will serve as a baseline against which future data can be compared.

The five strategic goals, together with this framework, will form the basis of the CCAC's reporting to our community of member institutions, stakeholders, and the Canadian public over the next five years.





# Our Year in Highlights

# GOAL 1

## RAISING THE BAR FOR OUR STANDARDS DEVELOPMENT PROCESS

The CCAC is committed to ensuring our guidelines are, and continue to be, relevant, research informed, timely, and of high quality.

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



### ACTIONS TAKEN TO DATE

The CCAC's guidelines are central to our mandate and are considered the international gold standard for animal care. In order to maintain our global leadership in this area, we are continually developing and revising both general guidelines (applicable to all species) and species-specific guidelines, guided by the Three Rs tenet.

The *CCAC guidelines on husbandry of animals in science* was reviewed by the CCAC community over the winter. These guidelines cover all things related to animal husbandry, from proper handling, to feeding and bedding practices, and will provide fundamental guidance to all those working with animals housed in science facilities. The *CCAC guidelines on nonhuman primates* and the *CCAC guidelines on air quality of laboratory animal facilities* were approved by the Board of Directors for review by the public and will be available for comment in the spring.

We are also committed to regularly reviewing our guidelines to ensure they remain relevant to current best practices and are informed by the best available research. A formal review process has been initiated for creating and updating guidelines.

Members of guideline subcommittees can be found in Appendix 1.

### GUIDELINES

# 3

new draft guidelines were approved for widespread review by the broader CCAC community

# 24

volunteer experts participated in the peer review of the guidelines on nonhuman primates



# GOAL 2

## BETTER REFLECTING CANADIAN SOCIETY IN OUR MEMBERSHIP

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



### ACTIONS TAKEN TO DATE

The CCAC has initiated several projects in an effort to expand our membership and engage existing members on a more regular basis. A quarterly newsletter, the *CCAC Report from the Chair*, is now distributed to our member organizations to keep them informed of decisions made by the Board of Directors, new initiatives, and progress on various activities.

We are also engaging members of the broader Canadian society on a number of subcommittees, task forces, and a working group to inform the work of the CCAC and help us deliver our mandate. Among these is a Teaching Program Certification Subcommittee tasked with studying the program needs of institutions primarily with teaching programs in regard to certification, and an Animal Data Working Group dedicated to reviewing the system for submitting and capturing annual animal data.

The CCAC piloted an ambassador outreach program, providing key supporters with materials and speaking points to share with their respective communities on behalf of the CCAC. This program provides an opportunity to reach broader audiences, increase awareness of the CCAC, and provide consistent messaging about our mandate and goals.

### ENGAGING OUR MEMBERS

# 28

standing committee  
meetings were held

# 21

subcommittee and working  
group meetings were held





# 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 science and receive funding from either the CIHR, NSERC, or other funding organizations must maintain a CCAC Certificate of GAP – Good Animal Practice®. Several provinces also have similar requirements in their regulations, while other institutions choose to participate because they value ethics and animal welfare.

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



### ACTIONS TAKEN TO DATE

In 2015-2016, we continued to streamline the Assessment and Certification program by eliminating indirect certification and revising the *CCAC policy statement on the certification of animal ethics and care programs*.

We held the CCAC National Workshop 2015 on May 30, 2015, in conjunction with the CALAS Symposium in Montréal. More than 160 participants attended this networking event which focused on ethics and welfare. Participants explored the importance of a strong peer-review process, as well as the pivotal role played by animal care committees in Canadian institutions.

An ePortal has been initiated which, when completed, will serve as a gateway to the CCAC's eLearning tools, a depository for forms, templates, and a forum for discussion groups, all as an added value to program participants. The CCAC has planned consultations in the coming year with our stakeholders to help guide the development of the ePortal, to ensure it is relevant and meets their needs.

### CERTIFICATION

# 201

public and private sector institutions held a CCAC Certificate of GAP — Good Animal Practice®

# 58

CCAC Certificates of GAP — Good Animal Practice® were renewed

# 3

institutions were placed on probation

### WORKSHOP

# 162

participants attended the CCAC National Workshop 2015

# 78

different institutions were represented at the CCAC National Workshop 2015



# GOAL 4

## INCREASING AWARENESS OF CCAC'S MANDATE AMONGST STAKEHOLDERS INCLUDING THE PUBLIC

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

Through our rigorous programs, the CCAC provides Canadians with the reassurance that all animals studied in research, teaching, and testing 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



### ACTIONS TAKEN TO DATE

The CCAC created several new communication tools (including a new *Facts and Figures* section on the CCAC website), revised existing ones, and worked with the media to increase awareness of our work amongst stakeholders. We also continued our communication efforts by sending numerous communiqués to stakeholders regarding important news from both the CCAC and the animal welfare community.

The CCAC collaborated with several national and international organizations in offering two events at the CALAS Symposium, providing an opportunity to increase our visibility with stakeholders and engage in open dialogue. On May 31, 2015, the CCAC co-sponsored a workshop, *The 3Rs in Action: Practical Implementation in Research Settings*, with CALAM, NC3Rs, and the Institute for Laboratory Animal Research. On June 2, 2015, the CCAC co-sponsored a scientific session, *Genetically Modified Animals: Ethical Issues Including Welfare Concerns*, with the International Council for Laboratory Animal Science.

### TOUCHPOINTS

# 22

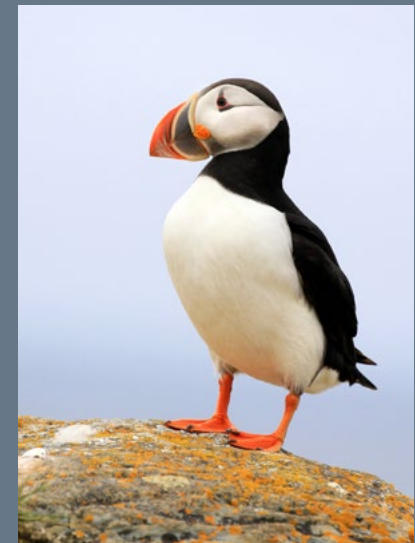
bilingual communiqués were sent to the CCAC community

# 30

mentions of the CCAC in the media

# 439,484

visitors to the CCAC website



# 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 then 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



### ACTIONS TAKEN TO DATE

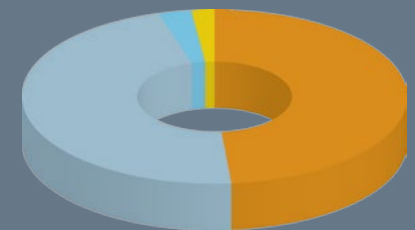
The CCAC implemented cost-cutting measures that realized a cost savings of over \$500,000 annually compared to fiscal year 2012-2013. On April 1, 2016, the CCAC was awarded \$1.75 million/year for five years by the CIHR and NSERC. While the annual amount has decreased, the increased funding term (previously three years) will enable us to create longer-term plans, which is instrumental in realizing our goals.

The CCAC also implemented a net asset reserves policy to ensure that all forward contractual obligations can be met and that unforeseen expenses can be addressed. National banking institutions were consulted to develop an investment policy ensuring the net asset reserves and investment risks thereof are managed responsibly.

REVENUES  
\$2,688,592



EXPENSES  
\$2,387,897



April 1, 2015 – March 31, 2016

# Next Steps

## 1 RAISING THE BAR FOR OUR STANDARDS DEVELOPMENT PROCESS

We will continue the review of our processes and use the findings to create a new framework to guide the work of setting and maintaining research-informed high standards.

The CCAC will continue to encourage Canadian institutions to employ the tenet of the Three Rs and we will work diligently with our various stakeholders to implement a Three Rs-related initiative during the CCAC National Workshop 2017.

## 2 BETTER REFLECTING CANADIAN SOCIETY IN OUR MEMBERSHIP

We will actively work with the representatives of our member organizations to identify new key players to help expand the scope of the CCAC's membership and ensure it represents all facets of the animal science milieu, as well as Canadian society as it exists today.

## 3 GROWING THE COMMUNITY OF CCAC-CERTIFIED INSTITUTIONS

The CCAC National Workshop 2016, *Building on an Inclusive Culture of Animal Care in Science*, will be held in June, in conjunction with the CALAS Symposium in Toronto. The CCAC will also present an ACC 101 workshop at the event. Planning for the CCAC National Workshop 2017 on June 4, 2017 in Saskatoon is also underway with two new partners, the University of Saskatchewan and the FRAME Alternatives Laboratory (researching alternatives to animal experimentation). This new workshop format will offer participants new opportunities for learning and networking to complement those offered in previous years. An ACC 201 workshop will also be offered by the CCAC at the 2017 CALAS Symposium in Calgary.

The CCAC has planned consultations in the coming year with our stakeholders to help guide the development of an ePortal to ensure it is relevant and meets their needs.

## INCREASING AWARENESS OF CCAC'S MANDATE AMONGST STAKEHOLDERS INCLUDING THE PUBLIC

4

We are in the process of updating the CCAC website content and design, which will be implemented in stages over the coming two years. We will also ensure that it is in compliance with the *Accessibility for Ontarians with Disabilities Act*.

## STRENGTHENING OUR FINANCIAL VIABILITY AND STABILITY

5

The CCAC will work with financial experts in developing an investment policy to ensure protection of our net asset reserves. We will also continue to explore other funding sources to further diversify our financial model.





A photograph of two white mice with red eyes in laboratory cages. The mouse on the left is looking towards the camera, while the mouse on the right is looking to the right. They are standing on a black plastic grid floor. The background is a blurred view of other cages.

# CCAC Governance

# Board of Directors

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



Dr. René St-Arnaud, Chair  
Shriners Hospitals  
for Children



Dr. Eileen Denovan-Wright,  
Vice-Chair  
Dalhousie University



Dr. Mejid Ayrout  
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



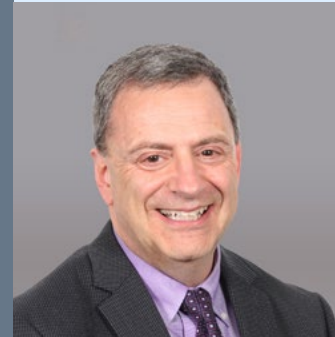
Mtre Quentin Leclercq  
Lecours, Hébert Lawyers



Dr. Lyne Létourneau  
Université Laval



Dr. Albrecht  
Schulte-Hostedde  
Laurentian University



Dr. Mark Torchia  
University of Manitoba



Dr. Louise Desjardins,  
CCAC Executive Director  
and Secretary to the Board,  
non-voting

Note: Drs. Edwin Kroeger (University of Manitoba) and Craig Bihun (National Research Council of Canada) completed their terms on the Board of Directors in June 2015.

# Standing Committees

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

## ASSESSMENT AND CERTIFICATION COMMITTEE

Dr. Martha J. Navarro, Chair | Health Canada  
Dr. Mejid Ayroud | University of Calgary  
Dr. Craig Bihun | National Research Council of Canada  
Dr. Catherine Breault | Charles River Laboratories Preclinical Services Sherbrooke Inc.  
Mr. Shawn Eccles | British Columbia Society for the Prevention of Cruelty to Animals  
Mrs. Karen Gourlay | McMaster University  
Mr. Darren Grandel | Ontario Society for the Prevention of Cruelty to Animals  
Mrs. Simmone Kerswell | University of Alberta  
Dr. Jean Lavallée | University of Prince Edward Island  
Dr. Pierre Moffatt | Shriners Hospitals for Children  
Dr. Tom Moon | University of Ottawa  
Dr. Doug Morck | University of Calgary  
Mrs. Jennifer Smith-Beaudoin | Lennoxville & District Women's Centre  
Dr. Jonathan Spears | University of Prince Edward Island  
Dr. René St-Arnaud | Shriners Hospitals for Children  
Dr. Mark Torchia | University of Manitoba

## GOVERNANCE AND NOMINATIONS COMMITTEE

Dr. Eileen Denovan-Wright, Chair | Dalhousie University  
Mr. Shawn Eccles | British Columbia Society for the Prevention of Cruelty to Animals  
Dr. Edwin Kroeger | University of Manitoba  
Mtre Quentin Leclercq | Lecours, Hébert Lawyers  
Dr. Albrecht Schulte-Hostedde | Laurentian University

## PUBLIC AFFAIRS AND COMMUNICATIONS COMMITTEE

Dr. Ira Hill, Chair | Defence Research Development Canada – Suffield  
Dr. Denna M. Benn | Ontario Ministry of Agriculture and Food Ministry of Rural Affairs  
Dr. Craig Bihun | National Research Council of Canada  
Mr. Dick Bourgeois-Doyle | National Research Council Canada  
Ms. Kim Elmslie | Canadian Federation of Humane Societies  
Dr. James Gilchrist | University of Manitoba  
Ms. Teresa McKernan | Animal Care Systems, Inc.  
Mr. Andy Torr | University of Toronto  
Dr. Craig Wilkinson | University of Alberta

## STANDARDS COMMITTEE

Dr. Patricia Turner, Chair | University of Guelph  
Dr. Philip Byrne | Fisheries and Oceans Canada  
Ms. Barbara Cartwright | Canadian Federation of Humane Societies  
Dr. Eileen Denovan-Wright | Dalhousie University  
Dr. Nicolas Devillers | Agriculture and Agri-Food Canada  
Mr. Darren Grandel | Ontario Society for the Prevention of Cruelty to Animals  
Dr. Lyne Létourneau | Université Laval  
Dr. Gordon Mitchell | Canadian Food Inspection Agency  
Dr. Elisabeth Ormandy | University of British Columbia  
Dr. Toolika Rastogi | Canadian Federation of Humane Societies  
Dr. Albrecht Schulte-Hostedde | Laurentian University  
Dr. James Sherry | Environment Canada



# Member Organizations

The CCAC is comprised of twenty-two member organizations and two 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 2015-2016



### BACK ROW (LEFT TO RIGHT):

Dr. Christopher Kennedy | Association of Faculties of Medicine of Canada  
Dr. Patricia Turner | Canadian Veterinary Medical Association  
Dr. Christopher Guglielmo | Canadian Society of Zoologists  
Dr. René St-Arnaud | Canadian Cancer Society Research Institute  
Dr. Craig Wilkinson | Canadian Faculties of Agriculture and Veterinary Medicine  
Dr. Eileen Denovan-Wright | Universities Canada  
Dr. Stan Boutin | Canadian Society for Ecology and Evolution

### FRONT ROW (LEFT TO RIGHT):

Ms. Teresa McKernan | Canadian Association for Laboratory Animal Science  
Dr. Nicolas Devillers | Agriculture and Agri-Food Canada  
Dr. Gordon Mitchell | Canadian Food Inspection Agency  
Dr. Francesco Leri | Canadian Council of Departments of Psychology  
Dr. James Sherry | Environment Canada  
Dr. Denna M. Benn | Canadian Association for Laboratory Animal Medicine  
Dr. Philip Byrne | Fisheries and Oceans Canada  
Dr. Toolika Rastogi | Canadian Federation of Humane Societies

### MISSING:

Mr. Dick Bourgeois-Doyle | National Research Council  
Dr. Peter Backx | Canadian Heart & Stroke Foundation  
Dr. James Gilchrist | Association of Canadian Faculties of Dentistry  
Dr. Ira Hill | Department of National Defence  
Dr. Martha J. Navarro | Health Canada  
Dr. Elisabeth Ormandy | Canadian Bioethics Society  
Representative from Innovative Medicines Canada



# Secretariat Staff

Dr. Louise Desjardins | Executive Director

## ASSESSMENT AND CERTIFICATION

Dr. Michael Baar | Director of Assessment and Certification

Dr. Sylvie Cloutier | Associate Director of Assessment

Dr. Malgosia Mosielski | Associate Director of Assessment

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

Ms. Leah Siversky | Marketing and Communications Specialist

## STANDARDS SETTING AND MAINTENANCE

Dr. Gilly Griffin | Director of Standards

Ms. Julie Dale | Guidelines Development Director

Ms. Wendy Clarence | Research Analyst



# Financial Statements

## STATEMENT OF FINANCIAL POSITION

MARCH 31, 2016, WITH COMPARATIVE INFORMATION FOR 2015

	2016	2015
<b>Assets</b>		
Current Assets:		
Cash	\$1,162,590	\$1,025,372
Accounts receivable	166,931	96,626
Prepaid expenses	103,273	108,517
	<u>1,432,794</u>	<u>1,230,515</u>
Tangible capital and intangible assets	124,686	101,711
	<u>\$1,557,480</u>	<u>\$1,332,226</u>
<b>Liabilities and Net Assets</b>		
Current liabilities:		
Accounts payable and accrued liabilities	\$137,642	\$184,032
Deferred contributions	6,828	8,103
	<u>144,470</u>	<u>192,135</u>
Net assets:		
Invested in tangible capital and intangible assets	124,686	101,711
Unrestricted	1,288,324	1,038,380
	<u>1,413,010</u>	<u>1,140,091</u>
Economic dependence Commitments		
	<u>\$1,557,480</u>	<u>\$1,332,226</u>

## STATEMENT OF OPERATIONS

YEAR ENDED MARCH 31, 2016, WITH COMPARATIVE INFORMATION FOR 2015

	2016	2015
<b>Revenue</b>		
Grants	\$1,750,000	\$2,627,913
Program participation fees	899,792	626,766
Workshops	38,040	10,446
Interest	306	360
Miscellaneous	454	1,390
	<u>2,688,592</u>	<u>3,266,875</u>
<b>Expenses</b>		
Salaries and benefits	1,697,991	1,777,293
Rent	176,349	161,722
Professional fees	75,617	136,406
Travel	131,421	133,225
IT maintenance	80,801	88,590
Office and administration	74,304	88,746
Board and AGM	42,460	37,820
Committee	14,831	16,286
Legal and audit	16,909	7,459
Finance service charges	38,496	36,459
Consulting fees	38,718	75,850
	<u>2,387,897</u>	<u>2,559,856</u>
Excess of revenue over expenses before amortization of tangible capital and intangible assets	300,695	707,019
Amortization of tangible capital and intangible assets	27,776	32,714
Excess of revenue over expenses	<u>\$272,919</u>	<u>\$674,305</u>



THE COMPLETE INDEPENDENT AUDITORS' REPORT IS AVAILABLE AT [WWW.CCAC.CA](http://WWW.CCAC.CA)

## STATEMENT OF CHANGES IN NET ASSETS

YEAR ENDED MARCH 31, 2016, WITH COMPARATIVE INFORMATION FOR 2015	Invested in tangible capital and intangible assets	Unrestricted	2016 Total	2015 Total
Net assets, beginning of year	\$101,711	\$1,038,380	\$1,140,091	\$465,786
Excess of revenue over expenses	(27,776)	300,695	272,919	674,305
Purchases of tangible capital and intangible assets	50,751	(50,751)	-	-
Net assets, end of year	\$124,686	\$1,288,324	\$1,413,010	\$1,140,091

## STATEMENT OF CASH FLOWS

YEAR ENDED MARCH 31, 2016, WITH COMPARATIVE INFORMATION FOR 2015	2016	2015
Cash provided by (used in)		
Operating activities:		
Excess of revenue over expenses	\$ 272,919	\$674,305
Amortization of tangible capital and intangible assets, which does not involve cash	27,776	32,714
Net change in operating working capital:		
Accounts receivable	(70,305)	(34,314)
Prepaid expenses	5,244	4,005
Accounts payable and accrued liabilities	(46,390)	20,452
Deferred contributions	(1,275)	8,103
	187,969	705,265
Financial activities		
Obligation under capital lease	-	(10,260)
Investing activities		
Additions to tangible capital and intangible assets	(50,751)	(34,663)
Increase in cash	137,218	660,342
Cash, beginning of year	1,025,372	365,030
Cash, end of year	\$1,162,590	\$1,025,372



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# Appendix: CCAC Volunteers

Volunteers are the lifeblood of the CCAC. Through their involvement, they enable us to carry out our work of guidelines setting and maintenance, assessment and certification, and training and networking. The CCAC would like to thank all of those listed in the following pages for their commitment to animal ethics and care in science.





# CONTRIBUTORS TO THE CCAC NATIONAL WORKSHOP 2015

Community representatives, researchers, animal care committee members and coordinators, animal health professionals, and international colleagues all contributed to the CCAC National Workshop 2015 by sharing their expertise and knowledge with participants.

Dr. Denna M. Benn | Ontario Ministry of Agriculture and Food  
Ministry of Rural Affairs

Dr. Craig Bihun | National Research Council of Canada

Mr. Shawn Eccles | British Columbia Society for the Prevention of  
Cruelty to Animals

Mr. Christian Demers | Centre de recherche du CHUM

Dr. Nicolas Devillers | Agriculture and Agri-Food Canada

Dr. Jim Gourdon | McGill University

Dr. Jean-Marc Guillemette | Cégep de Saint-Hyacinthe

Dr. Judy MacArthur Clark | Animals in Science Regulation Unit,  
Home Office, UK

Dr. Tatiana Scorza | Université du Québec à Montréal

Ms. Suzanne Smith | McGill University

Dr. René St-Arnaud | Shriners Hospitals for Children

Dr. Mark Torchia | University of Manitoba

Mr. Andy Torr | University of Toronto

Dr. Patricia Turner | University of Guelph

Dr. Daniel Weary | University of British Columbia

Dr. Craig Wilkinson | University of Alberta

Dr. Andrew Winterborn | Queen's University

**“THIS WAS MY FIRST  
CCAC WORKSHOP. I  
WAS IMPRESSED WITH  
THE QUALITY OF THE  
ORGANIZATION AND  
FACILITATION. WELL  
DONE.”**



**“REALLY INTERESTING  
AND WELL ORGANIZED.  
I’LL RECOMMEND IT TO  
OTHER MEMBERS OF MY  
ACC.”**



**“I HAVE ATTENDED MANY  
CCAC WORKSHOPS AND  
THIS WAS THE BEST TO  
DATE.”**



**“THE WORKSHOP WAS  
VERY INTERESTING. AS A  
STUDENT IN ANIMAL HEALTH  
TECHNOLOGY, I HAVE  
LEARNED A LOT AND WISH  
TO PARTICIPATE IN THE NEXT  
CCAC WORKSHOP.”**

[TRANSLATION]



# CONTRIBUTORS TO GUIDELINES DEVELOPMENT

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.



## AIR QUALITY IN ANIMAL FACILITIES

Dr. Donald McKay, Chair | University of Alberta  
Mr. Christopher Cosgrove | Cosgrove Facility Design Solutions  
Dr. Gilles Demers | Former CCAC Assessment Director  
Dr. Germain Rivard | Behavior Veterinarian and Animal Welfare Consultant  
Dr. Ken Ugwa | Public Health Agency of Canada



## 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



## 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



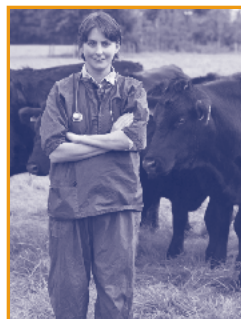
## NONHUMAN PRIMATES

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 | Western University  
Dr. Andrew Winterborn | Queen's University



## RATS

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

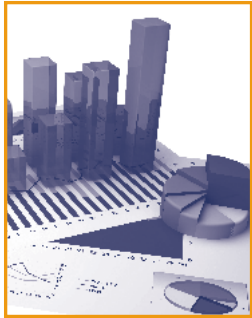


## WELFARE ASSESSMENT

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 | Northern Ontario School of Medicine  
Dr. Jonathan Spears | University of Prince Edward Island

## CONTRIBUTORS TO WORKING GROUPS

Working groups are appointed to focus on specific issues and provide guidance to the Board of Directors, with members selected based on their expertise in the subject area.



### ANIMAL DATA

Dr. Michael McDonald, Chair | University of British Columbia (Emeritus)  
Dr. Philip Byrne | Fisheries and Oceans Canada  
Mr. Benoit Chambaron | Research Institute of the McGill University Health Centre  
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 | Canadian Federation of Humane Societies  
Dr. Guy Rousseau | Université de Montréal



### TEACHING

Ms. Paulette Bonin, Chair | Collège Boréal  
Mr. Martin Cole | Ontario Society for the Prevention of Cruelty to Animals  
Dr. Jocelyn Forseille | Alberta Veterinary Medical Association  
Mr. Philippe Nasr | Collège Lionel-Groulx  
Ms. Debbie Claassen | Northern Alberta Institute of Technology  
Dr. Debra Wright | Georgian College



# MEMBERS OF CCAC ASSESSMENT PANELS

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



## COMMUNITY REPRESENTATIVES

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

Mr. Tim P. Battle | Edmonton, AB  
Ms. Diana Cline | Québec, QC  
Mr. Martin Cole | Beaverton, ON  
Mr. Michel Gélinas | Montréal, QC  
Mr. Andrew Hebda | Halifax, NS  
Ms. Murrin Leim | Halifax, NS  
Ms. Melissa Logan | Edmonton, AB  
Mr. Serge Marquis | Trois-Rivières, QC  
Dr. Donald McKay | Puslinch, ON  
Mrs. Evelina Smith | Sherbrooke, QC  
Mr. Robert van Tongerloo | Manotick, ON



## SCIENTISTS

Scientists are selected for their experience in specific types of animals and expertise with experimental procedures.

Dr. Eileen Denovan-Wright | Dalhousie University \*  
Dr. Edwin A. Kroeger | University of Manitoba \*  
Dr. Pierre Lachapelle | Université McGill-Hôpital de Montréal pour enfants \*  
Dr. Julio Martinez-Trujillo | Western University  
Dr. Michael W. McBurney | University of Ottawa \*  
Dr. Lauryl Nutter | The Centre for Phenogenomics  
Dr. René St-Arnaud | Shriners Hospitals for Children \*



## ANIMAL HEALTH PROFESSIONALS

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

### VETERINARIANS

Dr. Craig Bihun | National Research Council \*  
Dr. Aurore Dodelet-Devillers | McGill University  
Dr. Jim C. Gourdon | McGill University  
Dr. David Hanwell | University Health Network  
Dr. Richard J. Hodges | University of Manitoba \*  
Dr. Ovidiu I. Jumanca | Institut de recherches cliniques de Montréal \*  
Dr. Badru Moloo | University Health Network \*  
Dr. Douglas W. Morck | University of Calgary  
Dr. Martha J. Navarro | Health Canada \*  
Dr. Liane Nelson | Oulton College  
Dr. Kerri Nielsen | Carleton University  
Dr. Valerie Smid | Canadian Food Inspection Agency  
Dr. Colette Wheler | VIDO-InterVac \*  
Dr. Craig W. Wilkinson | University of Alberta \*  
Dr. Debra Wright | Georgian College

### TECHNICIANS

Ms. Linda Campbell | Vanier College \*  
Mme. Nadia Desnoyers | Université du Québec à Trois-Rivières  
Ms. Mary E. Fowler | University of Guelph  
Ms. Karen Gourlay | McMaster University \*  
Mrs. Simone Kerswell | University of Alberta \*  
Ms. Nadine Mercier | Cégep de La Pocatière  
Mr. Erik Moreau | Charles River Laboratories Montreal  
Ms. Pamela Wizzard | University of Alberta

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



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