

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 (CAVAM)
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



Eileen Denovan-Wright

Dr. Eileen Denovan-Wright
Chair, CCAC Board of Directors

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.

MESSAGE FROM THE EXECUTIVE DIRECTOR



A stylized, handwritten signature in dark ink, appearing to read 'P. Verreault'.

Mr. Pierre Verreault
CCAC Executive Director

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.

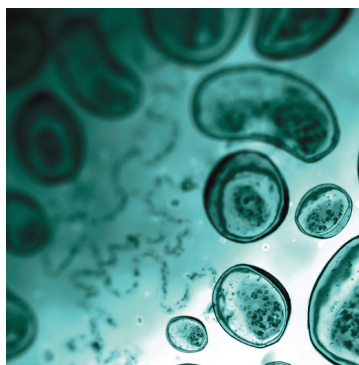
INCLUSIVENESS

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*



1968

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



1980

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



1984

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



1993

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



1997

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



2005

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



2011

1975



The CCAC first releases animal data to the public

1982



The CCAC becomes an independent, non-profit organization

1989



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

1996



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

1998



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

2008



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

2018



The CCAC celebrates its 50th anniversary

PAST CHAIRS



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	André Lachance 1996-1997
William Beckel 1968-1970	Edwin Kroeger 1997-1998
Bernard Riedel 1970-1973	Peter Flanagan 1998-1999
Nicole Bégin-Heick 1973-1975	Eleanor Dawson 1999
David Mettrick 1975-1978	Howard Dickson 1999-2001
Jean-Claude Panisset 1978-1979	Andrew Fletch 2001-2002
Hisao Arai 1979-1980	Luc-Alain Giraldeau 2002-2003
Sergey Fedoroff 1980-1981	Jack Bend 2003-2004
Louis Lapierre 1981-1983	Joseph Davison 2004-2005
David Kitts 1983-1984	Andrew Tasker 2005-2006
Charles Churcher 1984-1985	Alex Livingston 2006-2007
Gabriel Plaa 1985-1986	Mark Evered 2007-2008
John McNeill 1986-1987	Stephen Bjarnason 2008-2009
Peggy Johnson-Lussenburg 1987-1988	Jim Thornhill 2009-2010
Gail Michener 1988-1989	Henrik Kreiberg 2010-2011
David Mock 1989-1990	Marina von Keyserlingk 2011-2012
Robert Fournier 1990-1991	Martin Paré 2012-2013
André Brassard 1991-1993	Mark Torchia 2013-2015
Brian Dunford 1993-1994	René St-Arnaud 2015-2017
Robert Tait 1994-1995	Eileen Denovan-Wright 2017-present
Charles (Red) Williams 1995-1996	

A BRIEF HISTORY



From its modest beginnings, the CCAC has evolved to become a strong national organization, drawing on the expertise and commitment of thousands of volunteers – scientists, veterinarians, animal welfare experts, members of the public, and countless others – to ensure the highest standards of animal ethics and care in Canadian science.

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.

1970

Veterinarians engaged in laboratory animal medicine



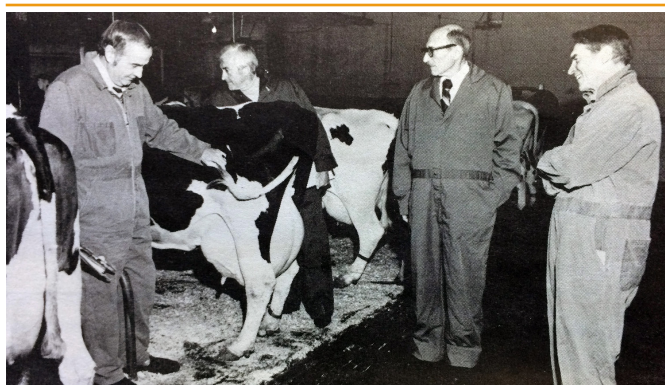
1980

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



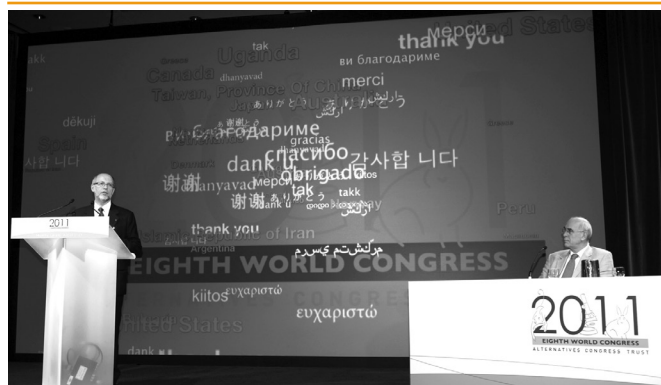
2003

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





THIS YEAR IN HIGHLIGHTS

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.

OUR FIVE GOALS



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

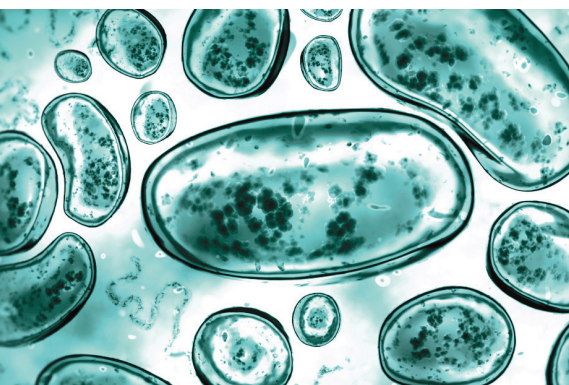
Increasing Awareness of CCAC's Mandate Amongst Stakeholders Including the Public

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.

GUIDELINES

23 volunteer experts participated in the widespread review of the CCAC *guidelines: Mice*

4 guidelines documents were in development

- Air quality of laboratory animal facilities
- Mice
- Nonhuman primates
- Rats

1 published guidelines document was under expert review

- CCAC *guidelines on: the care and use of wildlife* (2003)

4 guidelines documents were approved for development

- Animal welfare assessment
- Categories of invasiveness
- Endpoints
- Zebrafish and other common, small, warm-water, laboratory fish

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.

GOAL 2

BETTER REFLECTING CANADIAN SOCIETY IN OUR MEMBERSHIP



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

STEPS TAKEN

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.

CERTIFICATION

197 public and private sector institutions belong to the CCAC program

59 CCAC Certificates of GAP — Good Animal Practice® were renewed

7 institutions received their CCAC Certificates of GAP — Good Animal Practice® for the first time

4 institutions were placed on probation

80 assessment visits were conducted (34 regular, 34 interim, 11 special, 1 orientation)

WORKSHOP

96 participants attended the CCAC National Workshop 2017 in Saskatoon

41 different institutions were represented at the CCAC National Workshop 2017

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

\$2,635,308



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

EXPENSES

\$2,664,211



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

April 1, 2017 – March 31, 2018

FINANCIAL STATEMENTS



The complete independent auditors' report on our financial statements is available at www.ccac.ca.

STATEMENT OF FINANCIAL POSITION

	2018	2017
Assets		
Current Assets:		
Cash	\$342,198	\$259,178
Accounts receivable	88,292	57,510
Prepaid expenses	139,740	115,259
	570,230	431,947
Investments	706,312	1,005,170
Tangible capital and intangible assets	107,170	143,241
	\$1,383,712	\$1,580,358
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities	\$95,986	\$260,953
Deferred contributions	32,500	4,228
	128,486	265,181
Net assets:		
Invested in tangible capital and intangible assets	107,170	143,241
Unrestricted	1,148,056	1,171,936
	1,255,226	1,315,177
Economic dependence		
	\$1,383,712	\$1,580,358

Year ended March 31, 2018, with comparative information for 2017.

STATEMENT OF OPERATIONS

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

Year ended March 31, 2018, with comparative information for 2017.

STATEMENT OF CHANGES IN NET ASSETS

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

Year ended March 31, 2018, with comparative information for 2017.

STATEMENT OF CASH FLOWS

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

Year ended March 31, 2018, with comparative information for 2017.



CCAC GOVERNANCE

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



Eileen Denovan-Wright



Robert Madziak



Mejid Ayroud



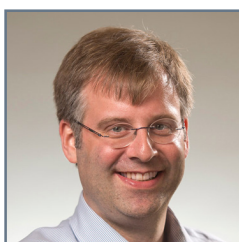
Denna M. Benn



Shawn Eccles



Christopher R.J. Kennedy



Quentin Leclercq



Lyne Létourneau



Scott A.
MacDougall-Shackleton



Patricia Turner

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



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.

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. Simone 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

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

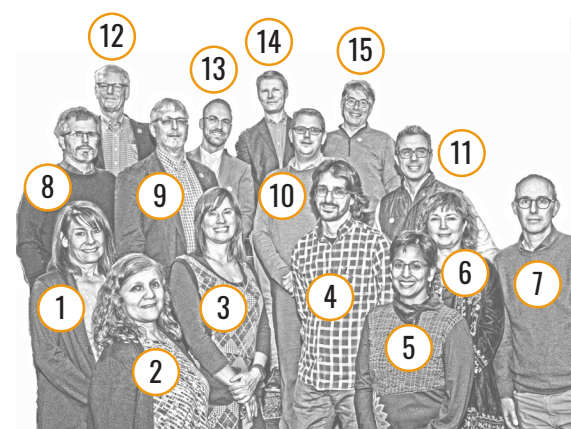
Dr. Andrew Winterborn | Queen's University



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

SECRETARIAT



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



CCAC VOLUNTEERS

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.

NATIONAL WORKSHOP CONTRIBUTORS



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

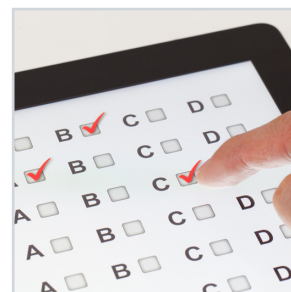
Dr. Andrew Winterborn, Chair | Queen's University
Dr. Denna Benn | Ontario Ministry of Food and Rural Affairs
Dr. Renée Bergeron | University of Guelph
Dr. Philip Byrne | Fisheries and Oceans Canada
Dr. Marc Cattet | University of Saskatchewan
Dr. Mark Fry | University of Manitoba
Dr. Sherry Hannon | 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

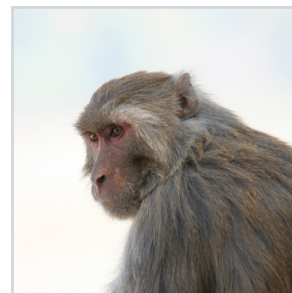
Dr. Martin Paré, Chair | Queen's University
Dr. Stefan Everling | University of Western Ontario
Dr. Stéphane Goulet | Primus Bio-Resources Inc.
Dr. Jim Gourdon | McGill University
Dr. Julio Martinez-Trujillo | University of Western Ontario
Dr. Andrew Winterborn | Queen's University

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

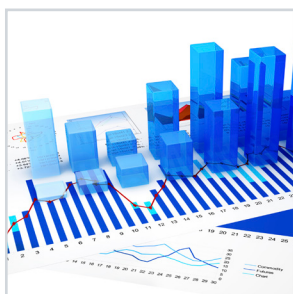
Dr. Marc Ekker, Chair | University of Ottawa
Ms. Christine Archer | University of Ottawa
Dr. Chereen Collymore | University of Toronto
Dr. Sarah Childs | University of Calgary
Dr. Paul Craig | University of Waterloo
Mr. Tom Eles | Brock University
Dr. Jessica Hutta | McGill University
Dr. Rosalind Leggatt | 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

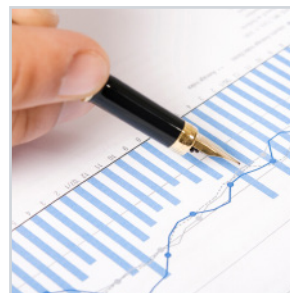
Dr. Lyne Létourneau | Université Laval

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

Ms. Evelina Smith | Sherbrooke, QC
Mr. Denis St-Pierre | Montréal, QC
Ms. Pamela Tonary | Truro, NS
Mr. Robert van Tongerlo | Manotick, ON

SCIENTISTS

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



CCAC ANNUAL REPORT 2017-2018

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HOW TO REACH US

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