



Annual Report



Ensuring the Welfare
of Animals in Science

Canadian Council on Animal Care

2019 2020

Acknowledgements

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

Member Organizations

Agriculture and Agri-Food Canada (AAFC)
Association of Canadian Faculties of Agriculture and Veterinary Medicine (CFAVM)
Association of Canadian Faculties of Dentistry (ACFD)
Association of Faculties of Medicine of Canada (AFMC)
Canadian Association for Laboratory Animal Medicine (CALAM)
Canadian Association for Laboratory Animal Science (CALAS)
Canadian Bioethics Society (CBS)
Canadian Cancer Society (CCS)
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)



CCAC Annual Report 2019-2020

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HOW TO REACH US

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Message from the Chair

As the CCAC weighs the opportunities and challenges that lie ahead in animal-based science in Canada and throughout the world, we are thankful for our community of member representatives, volunteers, animal care committees, animal welfare and ethics experts, researchers, teachers, and the CCAC Secretariat. We could not have realized this year's achievements without them.

Over the past year, we have proactively reached out to all of our stakeholders to involve them in shaping our upcoming 2021-2026 strategic plan. With the goal of building consensus on the plan's general outline, we started our consultations by having an open discussion with our member organization representatives at the June 2019 town hall meeting, followed by a one-day retreat with Secretariat staff, and a special session with the CCAC Board of Directors. We also sought feedback from other stakeholders, including animal care committee chairs and senior administrators, through surveys. We are excited to unveil the new plan in the fall of 2020.

As Canadians become more and more aware of the need to protect the welfare of animals in science, the CCAC is continuing to review its transparency and confidentiality policies in an effort to provide more information on how animals are used in Canadian science. A task force created last year to consider the issues surrounding transparency and confidentiality will be reporting to the board before the end of next year. The CCAC is also hard at work revising a foundational principles document on the ethics of animal involvement in scientific studies. This year, we have also reached out to animal welfare organizations and asked them to join us as members to help us better address the concerns of Canadians.

Our National Workshop 2019, held in Richmond, BC, was well attended and offered plenary sessions and workshops with helpful topics that met the needs expressed by our community. Based on feedback from the past year, our next workshop will be held over a two-day period to give participants more opportunities to discuss issues that matter to them.

At the end of this fiscal year, we also saw the emergence of the COVID-19 pandemic, which will undoubtedly have lasting implications. The CCAC is committed to ensuring the welfare of animals in science throughout this unprecedented time and will respond with agility to the changing scientific environment.

On behalf of the board, I thank all of our collaborators and I invite you to consult this annual report to learn more about our accomplishments, as well as the contribution and dedication of the thousands of volunteers who support us and ensure that all animals in science are treated with respect and dignity.



A stylized, handwritten signature in black ink, appearing to read 'C. Kennedy'.

Dr. Christopher Kennedy
Chair, CCAC Board of Directors

Message from the Executive Director

I am pleased to present the CCAC's 2019-2020 annual report which highlights our activities for the past year and underlines the valuable contribution of all the people who support us by giving their time, energy, and expertise.

Amongst our most important accomplishments this year was the publication of three new guidelines documents (nonhuman primates, mice, and rats), new and revised supporting documents for the assessment and certification program, and a new member recruitment strategy that included an invitation to animal welfare organizations to join our membership to help us better reflect the views and values of Canadians.

Always conscious that our success in overseeing the welfare of animals in science depends on the collaboration and the collective efforts of our stakeholders, we have listened to the views and suggestions they expressed in last year's stakeholder survey and have reflected them in our communications, standards development, certification, and training activities in the past year.

Based on the recommendations made by the Animal Data Working Group, we are presently working on a new process for animal use data collection and reporting, aimed at improving public accountability for Canadian animal-based science. The CCAC will continue to work with its certified institutions over the coming months to operationalize the process.

Finally, in mid-March, in response to the unprecedented circumstances surrounding the COVID-19 pandemic, the CCAC worked with certified institutions to ensure that their crisis management plan included provisions for this unique situation, and identified measures to be implemented by institutional animal care committees to help them deal with the impact of the crisis on their operations. Over the coming months, we will continue to support certified institutions in any way we can to ensure the welfare of the animals in their charge.

The welfare of animals in Canadian science depends on the commitment and hard work of volunteer experts, members, and employees who continuously support our oversight activities. I want to join the chair in sincerely thanking all of them for their enthusiasm, expert advice, and guidance.



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

Mr. Pierre Verreault
CCAC Executive Director

Our Vision, Mission, and 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 well-being;
- 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 and 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 its 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 peer experts 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

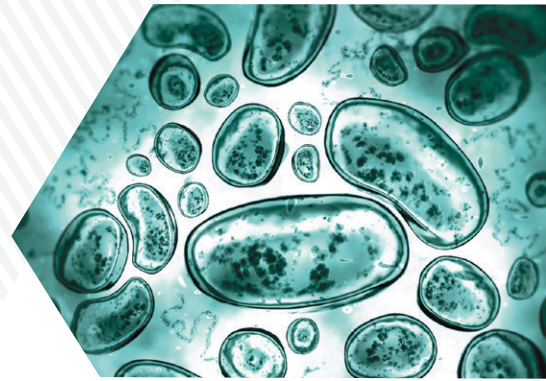
Assessment and Certification

The Assessment and Certification team collaborates with over 190 animal care committees and a strong network of volunteer experts to ensure the 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

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



Training and Networking

The Training and Networking team supports animal care committees and personnel in CCAC-certified institutions by providing a full range of 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 organizing the annual CCAC National Workshop, which features 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.



2019 Harry C. Rowsell Award

The Harry C. Rowsell Award for Outstanding Service to the CCAC was awarded this year to Dr. Douglas W. Morck, the University of Calgary's head veterinarian. Dr. Morck has dedicated his remarkable career to enhancing and promoting the ethics and care of animals in science, and underlining our responsibility as a community to strive for best practices in research, teaching, and testing activities involving animals.

Dr. Morck has been described by his colleagues as the cornerstone of animal care at the University of Calgary and plays a key role in ensuring that the university fully complies with all provincial and federal legislation. Acting on behalf of animals in science, he spearheaded the development of the University of Calgary's *Statement on Animal Care*, participated in the creation of animal facilities and of the Animal Research and Education Unit that oversees animal use, and serves on both the University Animal Welfare Committee and on all of the university's animal care committees. He also reviews all animal research and teaching protocols and is a teacher and trusted mentor engaged in many training activities.

His valuable and insightful contributions to the CCAC over the years have helped preserve and maintain our unique oversight system for animals in Canadian science. He has served in a multitude of roles, including as an assessment panel member, a director on the CCAC Board of Directors, chair of the Assessment and Certification Committee, and a member representative for the Canadian Faculties of Agriculture and Veterinary Medicine.

In addition to his work with the University of Calgary and the CCAC, Dr. Morck was also involved in the drafting of the Government of Alberta's *Animal Protection Act*. He has received numerous awards over the course of his career, including the 2017 University of Calgary U-Make-A-Difference Award, the 2011 Canadian Association for Laboratory Animal Science Veterinarian of the Year Award, and the 2007 NSERC Synergy Award, and was twice nominated with colleagues for the Alberta Science & Technology Award.

The CCAC relies on thousands of dedicated volunteers every year to effectively and collaboratively contribute to animal ethics and care, and to carry out our mandate. We are deeply grateful to these individuals and would like to thank both the nominees and the nominators for this year's award for highlighting some of these outstanding individuals.



Dr. Eileen Denovan-Wright, Chair,
Dr. Douglas Morck, and Mr. Pierre
Verreault, Executive Director

The Harry C. Rowsell Award for Outstanding Service to the CCAC is named for our founding executive director, Dr. Harry C. Rowsell, who devoted his life to promoting optimal care for animals in Canadian science. Dr. Rowsell's deep personal commitment to the humane treatment of animals, and his belief in our ethical responsibility for their well-being, are evidenced through the many significant contributions he made during his career. In 1988, he was appointed an Officer of the Order of Canada for his incalculable contribution to the establishment of ethically based animal research.

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 biologists study wildlife populations; wherever animals are being studied or handled, the CCAC and its network of volunteer experts are there to ensure the highest standards of animal ethics and care.

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 to 2020 set out five goals to attain over the course of five years. This annual report provides information on our progress in 2019–2020 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 its 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:

- ▶ Optimize guideline development
- ▶ Develop further Three Rs (replacement, reduction, and refinement) initiatives to enhance animal ethics in science

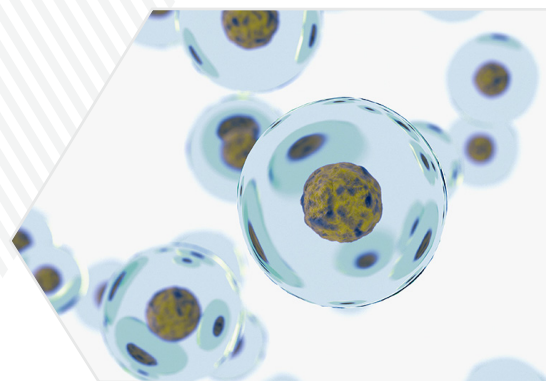
Steps Taken

Integrating expert peer advice, the latest scientific evidence, and up-to-date Three Rs knowledge, three new guidelines documents were published in 2019-2020, namely the *CCAC guidelines: Nonhuman primates*; *CCAC guidelines: Mice*; and the *CCAC guidelines: Rats*.

Other guidelines at different stages of development or revision include amphibians, animal welfare assessment, categories of welfare impact (formerly categories of invasiveness), endpoints, experimental procedures (Part A), experimental procedures (Part B), facilities, reptiles, wildlife, and zebrafish and other small, warm-water laboratory fish. Work is also well underway on the creation of the *Fundamental Principles of the Ethics of Animal-based Scientific Activities*, a set of fundamental principles on which the work of the CCAC will be based moving forward; this document will replace the *CCAC policy statement on: ethics of animal investigation*.

The CCAC National Workshop 2019 was held on May 25 in Richmond, BC, and featured plenary sessions focused on the Three Rs, including a presentation by Dr. Melanie L. Graham (Associate Professor, Departments of Surgery and Veterinary Population Medicine, University of Minnesota) on how applying the Three Rs to the animal experience influences study outcomes, accurate prediction, and reproducibility. Dr. Daniel Weary (University of British Columbia) also spoke about the impact of the affective states of animals on research and the challenges researchers face in identifying them.

The CCAC hosted a scientific session at the Canadian Association for Laboratory Animal Science (CALAS) Symposium. This year, the session focused on what animals can tell us about animal care.



Research findings demonstrated how different animal needs have translated into changes in the way research animals are cared for in laboratory facilities.

Next Steps

The *CCAC guidelines: Zebrafish and other small, warm-water laboratory fish*, the *CCAC guidelines: Amphibians*, and the *CCAC guidelines: Animal welfare assessment* are in the final stages of development and should be submitted for final approval and publication in 2020.

Work to develop two new guidelines documents will soon begin, one on dogs, and the other on hamsters, gerbils, and guinea pigs. We will also continue to conduct in-house reviews of a number of animal-type guidelines to remove outdated information and broken links. This will ensure that they have updated content while they are in the queue to receive a full subcommittee review.

In order to improve our guidelines development process, we will seek feedback from all of our guidelines development subcommittee members through a survey, which will allow us to identify areas for improvement in the structure and flow of meetings. This will also help us to better the support the Secretariat provides to subcommittee members, and to make any changes required to maintain engagement during the development process.

Guidelines

10 guidelines documents were in development

- Amphibians
- Animal welfare assessment
- Categories of welfare impact
- Endpoints
- Experimental procedures A
- Experimental procedures B
- Facilities
- Reptiles
- Wildlife
- Zebrafish and other small, warm-water laboratory fish

3 guidelines documents were approved for publication

- Mice
- Nonhuman primates
- Rats

44 volunteer experts participated in the public review of the following CCAC guidelines:

- Animal welfare assessment
- Zebrafish and other small, warm-water laboratory fish

12 volunteer experts participated in the expert review of the amphibians guidelines

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 its mandatory requirement to act in the interests of the people of Canada, the CCAC is seeking to evolve and expand its membership to better reflect the values of Canadian society.

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

- ▶ Clarify and communicate the benefits of membership
- ▶ Expand the scope of membership
- ▶ Engage members on a continuous basis

Steps Taken

A larger, more inclusive membership would allow the CCAC to draw on a wider range of perspectives and expertise and be more inclusive of Canadian views and values. The Membership Task Force established criteria and a value proposition for future CCAC membership where the role and expectations for both the CCAC and its members are clearly defined. Based on recommendations from member representatives, the task force identified animal welfare organizations as the primary target to better balance the membership. A call for nominations was issued in late 2019 and early 2020. The task force will continue to work on expanding the membership throughout 2020 and beyond.

Membership engagement initiatives in 2019-2020 also included the allocation of a full day for the annual general meeting to hear members' views and suggestions on the upcoming 2021-2026 strategic plan, and to discuss membership expansion.

Next Steps

The CCAC and the Membership Task Force will continue to engage with its membership over the coming year to review potential new members, as well as implement new initiatives geared to increasing membership engagement with the CCAC.

In an effort to improve our lines of regular communication with our members, we will be looking into holding an annual videoconference with member representatives to discuss challenges and initiatives.



Engaging Our Members

- 25** standing committee meetings were held
- 89** 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®. Other institutions choose to be certified because they value animal ethics and care.

The CCAC has the following three objectives for this goal:

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

Steps Taken

To better support animal care committees and institutions, the CCAC published a number of resources, including new or revised policies, frequently asked questions documents, and forms to support existing policies. The CCAC also created eight internal guidance documents to support CCAC personnel, the Assessment and Certification Committee, and assessment panels.

A series of surveys for panel members, animal care committee chairs, and senior administrators were also created to gather information for the continuous improvement of the assessment and certification process. The CCAC will continue to refine program requirements related to animal-based activities within certified institutions while keeping ethics and welfare top of mind.

In 2019, the board approved revisions to the *CCAC policy: Certification of animal ethics and care programs*. The policy now includes a requirement that certified institutions must report major animal welfare incidents to the CCAC within 10 days of occurrence. To accompany this change, the CCAC developed a *Major Animal Welfare Incident Self-Reporting Form* to help institutions report incidents. An important aspect of this initiative is to share information in an effort to alert certified institutions to these risks and decrease the number of major animal welfare incidents in Canada.

In keeping with its public accountability mandate, the CCAC worked with certified institutions to ensure that the crisis management plan for their animal ethics and care programs, including the management of animal facilities in uncertain times, was adequate for the COVID-19 pandemic. In response to this rapidly evolving situation, the CCAC



posted updates on its website concerning the impact of COVID-19 on the scientific community, and developed tools as needed, including a form to report changes to animal use directly related to COVID 19, and the implementation of virtual assessments.

More in-depth research on organizations identified in the environmental scan of potential new program participants was conducted, resulting in a list of prospects for future certification. Efforts are being made to work with regulatory and funding organizations that require or should require institutions be certified.

All of the Animal Data Working Group's recommendations, the result of two years of thoughtful deliberations and feedback from a broad range of CCAC stakeholders, are in the final draft stage and are currently out for public review by the community. The CCAC will continue to work with its certified institutions to finalize the requirements.

On May 25, 2019, 133 participants gathered in Richmond, BC, to attend the CCAC National Workshop 2019. Amongst the topics discussed were the risks encountered in animal welfare in aquatic facilities, the benefits of transparency, and the application of the Three Rs to achieve a more clinical trial model to strengthen translation and improve animal well-being.

Next Steps

The COVID-19 pandemic will undoubtedly have an enormous impact on certified institutions and their animal ethics and care programs. Maintaining a balance between having healthy animal care staff and ensuring appropriate care of animals is, therefore, paramount. Throughout the crisis, the CCAC's Assessment and Certification team will continue to reach out to institutions, conduct virtual visits, and provide support related to the proper functioning of their animal ethics and care programs. An information gathering initiative will also be launched to ensure that certified institutions maintain CCAC standards throughout the pandemic.

The CCAC will also develop a number of training materials for new and prospective animal care committee members, which will help with the on-boarding and engagement of new members. Expectations related to animal care committee member training will also be clarified, making it easier for these committees to implement training requirements within their institutions, and creating consistency in training across the country.

The CCAC has enjoyed its continued partnership with CALAS over the years, and has determined that it will once again hold its next national workshop in conjunction with the CALAS Annual Symposium.

Certification

199 public and private sector institutions participate in CCAC programs

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

6 institutions were placed on probation

67 assessment visits (on-site and virtual) were conducted (29 regular, 30 interim, 8 special)

Workshop

133 participants attended the CCAC National Workshop 2019 in Richmond, BC

60 different institutions were represented at the CCAC National Workshop 2019

GOAL 4

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

Canadians are generally supportive of animal-based science, as long as a credible system to oversee animal welfare is in place. Through its rigorous programs, the CCAC provides Canadians with the reassurance that all animals studied in research, teaching, and testing within its 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:

- Speak with a clear and unified voice to stakeholders
- Increase our visibility

Steps Taken

In February 2020, the CCAC introduced a new certification ribbon graphic that can be used by certified institutions to demonstrate that they participate fully in the CCAC's programs and adhere to the highest standards of animal ethics and care. Based on the CCAC Certificate of GAP – Good Animal Practice®, the new graphic can be used in certified institutions' digital and print media.

To help guide certified institutions through the many challenges they are facing due to the emergence of COVID-19, the CCAC created a new COVID-19 section on its website. These pages will help certified institutions remain informed as to proper practices and procedures during the pandemic, which will help to maintain the quality of animal ethics and care programs across Canada.

Next Steps

Following the creation of the CCAC's 2021-2026 strategic plan, an accompanying communications strategy will be developed and launched. The plan will focus on improving communications and engagement with animal care committees, researchers, members, and the general public.

In response to comments from the stakeholder satisfaction survey, the CCAC will also begin working on a reorganization of its website to make it more intuitive and user-friendly. Focus group members will be recruited from several different stakeholder audiences to ensure that the website properly responds to their needs.



Touchpoints

378,319

hits to the CCAC website

46

bilingual communiqués
were sent to the
CCAC community

9

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 the CCAC's funding allocations. In consultation with its 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 consultations, a fine-tuned fee structure went into effect in spring 2015.

The CCAC has the following three objectives for this goal:

- ▶ Meet the needs of our program participants
- ▶ Diversify our funding sources
- ▶ Enhance our financial expertise

Steps Taken

In preparation for the 2021-2026 strategic plan and the 2021-2026 application to the Canadian granting agencies, the CCAC engaged the services of an advisor to guide the organization through a number of consultations with CCAC stakeholders. This broad outreach initiative included feedback from a large portion of the CCAC community and was gathered over months of surveys and consultations. Included in these consultations were member organizations, Secretariat staff, Board of Directors members, and animal care committee chairs and coordinators.

In 2019, the CCAC also engaged an external consultant specialized in not-for-profit organizations, to conduct a thorough review of the CCAC's resources and opportunities for funding diversification. The analysis revealed that the CCAC's current operational resources are well managed and the report offered options for increasing our revenue.

The CCAC also surveyed senior administrators regarding the program participation fee structure in November 2019. This anonymous and confidential survey was sent to 188 senior administrators (143 English and 45 French) and was available for four weeks. 52% of respondents agreed with the current funding framework of 60% from the granting agencies, 34% from program participation fees, and 6% from other sources, while 42% felt that more funds should be coming from the granting agencies.



Next Steps

With CCAC community consultations now complete, the board approved the creation of the Strategic Planning Task Force, who will work together with members of the Secretariat to formulate goals, objectives, and key performance indicators which will inform the work of the CCAC until 2026. The final version of the strategic plan will be released to all stakeholders in the fall of 2020. Guided by these strategic discussions, the Secretariat will also formulate its 2021-2026 funding proposal to the granting agencies.

To ensure that the CCAC maintains its current levels of resources and services in terms of assessment and certification, training, and guidelines development, it will increase the program participation fee by 17% as of April 1, 2020. The fee structure itself will not change. Furthermore, the CCAC expects additional increases to the program participation fee once the financial model for the 2021-2026 funding opportunity is finalized. The CCAC will inform all certified institutions well in advance to allow them to adjust their own financial planning processes accordingly. The new financial model will take into consideration comments received from institutions in our program participation fee survey.

Revenue

\$2,782,487



- CIHR/NSERC Funding
\$1,750,000
- Program Participation Fees
\$995,391
- Training and Networking
\$36,750
- Other
\$346

Expenses

\$2,873,437



- Assessment and Certification
\$1,337,301
- Standards
\$733,173
- Public Affairs and Communications
\$312,133
- Governance
\$283,438
- Training and Networking
\$178,657
- Other
\$28,735

April 1, 2019 – March 31, 2020

Financial Statements

Year ended March 31, 2020, with comparative information for 2019.

Statement of Financial Position

	2020	2019
Assets		
Current Assets	463,610	584,403
Investments	670,194	673,539
Tangible capital and intangible assets	78,878	77,995
	\$1,212,682	\$1,335,937
Liabilities and Net Assets		
Current liabilities	107,229	118,996
Net assets	1,105,453	1,216,941
	\$1,212,682	\$1,335,937



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

Statement of Operations

	2020	2019
Revenue		
Grants	\$1,750,000	\$1,750,000
Program participation fees	992,443	946,447
Workshops	37,450	57,780
Interest income	17,126	20,171
Miscellaneous	246	157
	2,797,265	2,774,555
Expenses		
Salaries and benefits	2,178,671	2,089,685
Rent	175,064	179,089
Travel	167,947	168,379
IT maintenance	93,546	91,675
Committee, board, and annual general meeting	68,456	69,157
Professional and consulting fees	54,452	37,772
Office and administration	101,525	116,301
Legal and audit	13,196	24,143
	2,852,857	2,776,201
Deficiency of revenue over expenses before the undernoted	(55,592)	(1,646)
Other expenses (income)		
Amortization of tangible capital and intangible assets	22,690	37,294
Unrealized loss (gain) on investments	33,206	(655)
	55,896	36,639
Excess (deficiency) of revenue over expenses	\$(111,488)	\$(38,285)

CCAC Governance



The CCAC could not carry out its mandate without the leadership of its Board of Directors, standing committees, and member organizations, the members of which generously volunteer their time and expertise, working closely with its Secretariat to help advance animal ethics and care in Canada.

Board of Directors

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

Chair

Dr. Christopher R.J. Kennedy | University of Ottawa

Vice-Chair

Dr. Michael Czubryt | University of Manitoba

Treasurer

Ms. Catherine Rushton, CPA, CA

Directors

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

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

Dr. Alain Giguère | Agriculture and Agri-Food Canada

Dr. David Hanwell | University of Toronto

Dr. Scott A. MacDougall-Shackleton | University of Western Ontario

Ms. Adriane Porcin, Adm. A

Note:

Dr. Eileen Denovan-Wright completed her term as Chair of the CCAC in June 2019. We would like to express our gratitude for her commitment to the board and for devoting countless hours of her time to the CCAC.



Christopher R.J. Kennedy



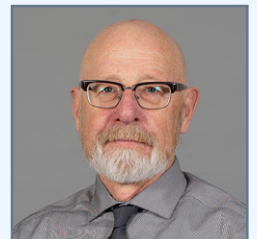
Michael Czubryt



Catherine Rushton



Denna M. Benn



Shawn Eccles



Alain Giguère



David Hanwell



Scott A.
MacDougall-Shackleton



Adriane Porcin

Standing Committees

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



Assessment and Certification

Dr. Will Costain, Chair | National Research Council Canada

Dr. Catherine Breault | Charles River Laboratories Preclinical Services
Sherbrooke Inc.

Dr. Philip Byrne | Fisheries and Oceans Canada

Ms. Ann Carlsen | Ann Carlsen & Company

Dr. Marc Ekker | University of Ottawa

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Mrs. Karen Gourlay | McMaster University

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Dr. David Hanwell | University of Toronto

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Mr. Bill McDonald | University of Manitoba

Dr. Thomas W. Moon | University of Ottawa

Dr. Shawn Petrik | Vivocore Inc.

Dr. Hugh Sample | Department of National Defence

Mr. Jacques Thibault (retired)

Dr. Laura Weir | Saint Mary's University

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Dr. Denna M. Benn | Ontario Ministry of Agriculture, Food and Rural Affairs
Mr. Shawn Eccles | British Columbia Society for the Prevention of Cruelty to Animals
Ms. Adriane Porcin

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Dr. Denna M. Benn | Ontario Ministry of Agriculture, Food and Rural Affairs
Mr. Michael Brunt | University of British Columbia
Ms. Melinda Knox | Queen's University
Dr. Owen Roberts | University of Guelph

Standards Committee

Dr. Andrew Winterborn, Chair | Queen's University
Dr. Carolyn Ells | McGill University
Mr. Dan Fryer | Rural Animal Management Services
Ms. Lesley Howes | Canadian Wildlife Service
Dr. Scott MacDougall-Shackleton | University of Western Ontario
Dr. Joanna Makowska | University of British Columbia
Dr. Martha Navarro | Health Canada
Dr. Toolika Rastogi | Humane Canada™
Dr. Keith Sharkey | University of Calgary
Dr. Valerie Smid | Canadian Food Inspection Agency
Dr. Jason Treberg | University of Manitoba

Member Organizations

The CCAC is comprised of 22 member organizations, which are drawn from both the scientific and animal welfare communities and reflect a wide range of interests, concerns, and objectives regarding animal-based science in Canada. Each appoints one representative to attend the annual general meeting with the authority to vote on the member organization's behalf.

- Mr. Michael Brunt | Canadian Association for Laboratory Animal Science
- Dr. Philip Byrne | Fisheries and Oceans Canada
- Dr. Will Costain | National Research Council Canada
- Dr. Nicolas Devillers | Agriculture and Agri-Food Canada
- Dr. Carolyn Ells | Canadian Bioethics Society
- Dr. Daniel Graf | Association of Canadian Faculties of Dentistry
- Ms. Lesley Howes | Environment and Climate Change Canada
- Dr. Francesco Leri | Canadian Council of Departments of Psychology
- Dr. Martha Navarro | Health Canada
- Dr. Shawn Petrik | Canadian Association for Laboratory Animal Medicine
- Dr. Toolika Rastogi | Humane Canada™
- Dr. Hugh Semple | Defence Research and Development Canada
- Dr. Keith Sharkey | Association of Faculties of Medicine of Canada
- Dr. Valerie Smid | Canadian Food Inspection Agency
- Dr. Jason Treberg | Canadian Society of Zoologists
- Dr. Laura Weir | Canadian Society for Ecology and Evolution
- Dr. Craig Wilkinson | Association of Canadian Faculties of Agriculture and Veterinary Medicine
- Dr. Andrew Winterborn | Canadian Veterinary Medical Association
- Dr. Betty Zou | Canadian Cancer Society

Other Member Organizations

Heart and Stroke Foundation of Canada
Innovative Medicines Canada
Universities Canada



Secretariat

The CCAC's Ottawa-based Secretariat is comprised of a group of dedicated professionals who work with the board 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



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Dr. Michael Baar | Director of Assessment and Certification

Dr. Sylvie Cloutier | Associate Director of Assessment

Dr. Patricia Lauzon | Associate Director of Assessment

Dr. Jean Lavallée | 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

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Ms. Wendy Clarence | Research Analyst

Ms. Julie Dale | Standards Development Director

Ms. Jumoke Fasoyinu | Standards Coordinator and Copy Editor

Dr. Michael Walker | Standards Development Director

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 key aspects of our mandate related to guidelines setting and maintenance, assessment and certification, and training and networking. The CCAC would like to thank all of its 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 2019 held in Richmond, BC, on May 25, 2019, to exchange information and explore the future of animal-based science.

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. Karen Atkinson-Leadbetter | Mount Royal University
Mr. John Batt | Dalhousie University
Dr. Toni Bayans | University of Alberta
Dr. Helen M. Burt | University of British Columbia
Dr. Melanie Graham | University of Minnesota
Dr. David Hanwell | University of Toronto
Dr. Agnes Lacombe | University of British Columbia
Dr. Jennifer Lapierre | University of Toronto
Mr. Rhain Louis | University of Toronto
Dr. Badru Moloo | University Health Network
Dr. Elisabeth Ormandy | Animals in Science Policy Institute
Dr. Daniel Weary | University of British Columbia
Dr. Wendy Williams | Cornell University





“

I really enjoyed the diversity of speakers and themes this year.

”



“

Workshop with discussions is the ideal format for interacting and getting feedback from the community.

”



“

Everything was great. I really enjoyed myself.

”



“

Nice and compact meeting. Thanks for organizing!

”



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.

Animal Welfare Assessment

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Dr. Andrew Iwaniuk | University of Lethbridge
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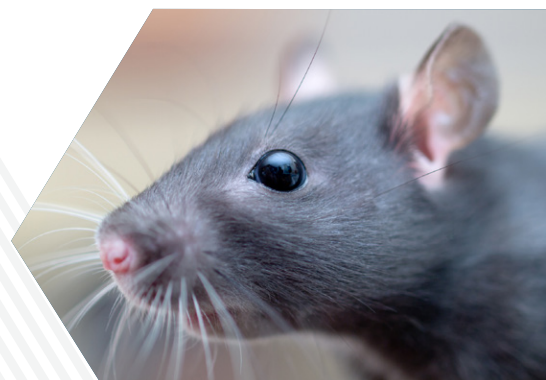
Endpoints

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Dr. Mathias Leblanc | Duke University
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Dr. Yfke Pasman | University of Toronto
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Ms. Monica Tighe | St. Clair College



Experimental Procedures A

Administration of Substances and Biological Sampling

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Experimental Procedures B

Anesthesia, Analgesia, and Surgical Procedures

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Ms. Sharon McCarthy | Mississauga, Ontario
Dr. Keith Sharkey | University of Calgary
Dr. Susan Vogel | Charles River Laboratories

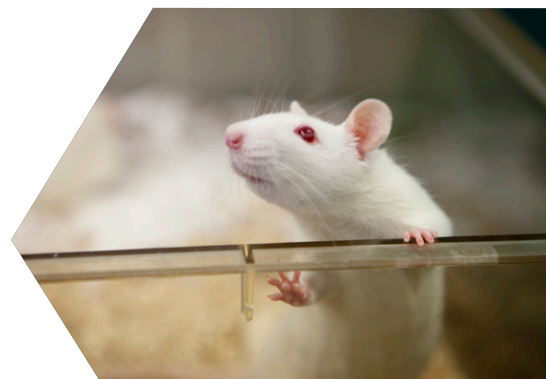


Mice

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Mr. Norman White | University of Toronto (retired)



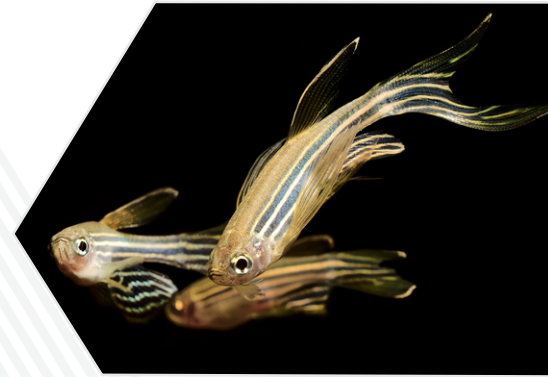
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Dr. Evelyn Merrill | University of Alberta
Dr. Stacey Robinson | Environment and Climate Change Canada
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Dr. Chereen Collymore | University of Ottawa
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Subject matter experts are appointed to focus on specific issues and provide guidance to the board.

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Members of CCAC Assessment Panels

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

Community Representatives

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

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Mr. Tim P. Battle | Edmonton, AB
Mr. Martin Cole | Beaverton, ON
Ms. Kathy Duncan | Brampton, ON
Ms. Mireille Focquet | Ottawa, ON
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Mr. Bill McDonald | Winnipeg, MB
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Scientists

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

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Ms. Jacqueline J. Sorensen | Thompson Rivers University *

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



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

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Dr. Jim C. Gourdon | McGill University *

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Dr. Janine Handforth | Queen's University *

Dr. Sherry J. Hannon | Feedlot Health Management Services *

Dr. Richard J. Hodges | University of Manitoba

Dr. Ovidiu I. Jumanca | Montreal Clinical Research Institute *

Dr. Léo Kenny | University of Manitoba

Dr. Renée Le Cavalier | Collège Vanier *

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Ms. Cynthia Mercier | Collège Boréal

Mr. Martin Ryan | University of Waterloo



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