



Canadian Council on Animal Care

Annual Report 2020-2021



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 of Canada (NRCC)
Universities Canada

Funders

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

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Message from the Chair

This past year has certainly been unprecedented and unpredictable. Never could we have imagined having to face a global pandemic and all of its attending ramifications. Despite the challenges, I would like to take this opportunity to commend those within CCAC-certified institutions - scientists, animal care committees and coordinators, animal welfare experts, senior administrators, facility managers, animal care technicians, veterinarians, and all those who care for and use animals in science - for their dedication and determination when it came to ensuring that proper protocols were in place and followed, and that the welfare of the staff and the animals in their charge were kept top of mind.

I would also like to thank the members of the CCAC Secretariat. Your resilience and ability to adapt during the pandemic has been remarkable, as was your ability to find ways to address the challenges faced by our stakeholders. This year was not an easy one and we sincerely appreciate your commitment.

This year was also a challenging time in which to tie up and conclude the CCAC's 2015-2020 strategic plan and associated activities. Although this is the last year that the CCAC will report on these five strategic goals, our work toward the improvement of the ethical care and use of animals in science continues. In fact, it is thanks to our successes over the past five years that we have a strong foundation to move forward during this challenging time.

One of the most important lessons of the pandemic has been the necessity for agility and responsiveness. Throughout this past year, the scientific community has had to shift not only its processes, but its mindset. The CCAC must therefore also learn to pivot more quickly to meet the changing needs of this evolving scientific landscape by working to improve the standard of care for animals in science, reduce administrative burden, and enhance our methods of communications and training. We have incorporated these elements into the CCAC's new strategic goals and plan, which will take us from 2021 to 2026. We are excited for the direction the organization will take over the coming years.

Our focus will be on continuing to build an inclusive culture, one in which certified institutions, animal welfare organizations, and the Canadian public can all see themselves reflected in our priorities and our work. Public trust is a vital component in the ethical care and use of animals in research, teaching, and testing in Canada, and we must never lose sight of our responsibility in that area. We will strive to maintain a culture of oversight and compliance that will give the public confidence that, while we are advancing science in this country, we are doing so in a manner that ensures high ethical standards of care and use are maintained regarding the animals involved.

As we close this strategic plan and reflect on the successes of the last five years, we can also look forward to building upon these initiatives and moving the needle ever forward in continually improving the ethical care and use of animals in science. Thank you for your role in this endeavour. Without your collaboration and dedication, we could not deliver on our mandate.



Dr. Christopher R.J. Kennedy
Chair, CCAC Board of Directors

Message from the Executive Director

As with most organizations around the world, COVID-19 loomed large at the CCAC in 2020. In this new and unexpected reality of lockdowns and quarantines, we worked diligently with our program participants to ensure that they had the tools and information they needed to maintain the health and safety of both their animals and staff.

Most of the major operational changes occurred within the Assessment and Certification team, with the suspension of travel and the implementation of virtual assessments and facility visits. A number of processes and policies were also modified to meet the needs of this new reality, which certified institutions applied quickly and effectively.

During this time, the Standards team was also busy drafting and publishing new guidelines and related documents, including the publication of *CCAC guidelines: Zebrafish and other small, warm-water laboratory fish*, and the *CCAC Revised Guidance on Euthanasia Using Carbon Dioxide*, which replaces the guidance concerning carbon dioxide use in the *CCAC guidelines on: euthanasia of animals used in science* (2010). Guidelines documents on animal welfare assessment, amphibians, wildlife, and more will hopefully see publication in the coming fiscal year.

Due to the pandemic, the CCAC National Workshop 2020 in Toronto was unfortunately cancelled, as was a planned regional workshop. However, our team is currently focused on new, virtual offerings for the coming year, including an online national workshop.

Staff and volunteers finalized the [*CCAC Strategic Plan 2021-2026*](#), work that began in the fall of 2018 and included engagement with CCAC members and other stakeholders through strategic planning sessions and surveys. The new strategic plan dovetails nicely with our recent strategic goals, which you can see in the “Moving Forward” section for each of the goals in this annual report.

The CCAC could not achieve its goals or continue to meet its mandate without the hard work of the Secretariat team, and I would like to thank them for their perseverance and dedication in the face of such unprecedented circumstances. I would also like to thank our many volunteers who have, despite considerable upheaval in their own lives and careers, contributed thousands of hours to virtual assessment panels, committees, task forces, and working groups.

This has been an incredibly challenging year and one that has taught us many lessons. The CCAC is committed to applying this new knowledge and becoming more responsive to the needs of our stakeholders. We may not know what the future will bring, but I do know that the CCAC is up for the challenge. Through our 2021-2026 strategic plan, we have charted a course for the organization that will not only create stronger engagement and attract new entities to the CCAC but will also improve animal care and use programs in institutions across Canada.



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 application of CCAC standards of ethical animal care and use, 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, Standards is working to ensure that its documents are timely and relevant, and informed by expert peer advice, national and international knowledge, and Canadian values. The Three Rs, a widely accepted tenet of ethical animal care and use, is at the heart of the CCAC's standards, encouraging institutions to implement replacement, reduction, and refinement practices in their work.

Training and Networking

The Training and Networking team supports the CCAC community by providing a full range of networking activities and resources. The CCAC's stakeholders have access to online training tools and modules, which help institutions better tailor their programs to the specific training needs of their researchers and educators. This business line also organizes 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 the ethical care and use of animals in science.

This Year in Highlights

In Canada and abroad, animals are studied in the wild, on farms, and in research facilities for 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 ethical animal care and use.



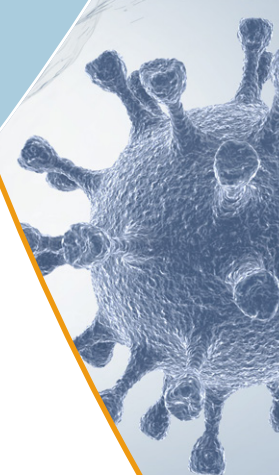
Effects of the COVID-19 Pandemic

The COVID-19 pandemic has affected everyone, regardless of role, organization, or location, and will dramatically change the way organizations and people operate moving forward.

Within the CCAC's community, significant impact was borne by both the animals used in scientific programs, and the individuals tasked with caring for them and ensuring their welfare. From the onset of the pandemic, program participants and the CCAC moved quickly to ensure the well-being of both of these vulnerable groups. The CCAC implemented virtual assessments, including real-time virtual visits of animal facilities where possible. While nothing can fully replace an in-person assessment visit, the CCAC would like to thank its program participants and volunteers for their patience, diligence, hard work, and dedication in adapting to the new virtual process, and for ensuring the continued care and welfare of the animals in their charge.

The CCAC is currently working with certified institutions to collect information regarding changes to animal use directly related to COVID-19. Once the data are compiled, the CCAC will publish a report of the results separate from the *CCAC Animal Use Data Report 2020*.

Unfortunately, the CCAC National Workshop 2020 was also cancelled as a result of the pandemic. However, the CCAC will be offering virtual half-day workshops in the spring and fall of 2021 with engaging presentations focused on the ethical care and use of animals in science.



2020 Harry C. Rowsell Award

The Harry C. Rowsell Award for Outstanding Service to the CCAC was awarded this year to Dr. Ronald Charbonneau. Dr. Charbonneau dedicated decades of service to the welfare of animals in Canadian science and abroad and was exceptional at building consensus and making lasting improvements to animal care by combining ingenuity, thorough analysis, determination, and resolve with a warm, diplomatic, and practical approach.

Dr. Charbonneau was a pioneer in developing and implementing significant improvements in the housing conditions of animals used for regulatory testing in the pharmaceutical industry. In the mid-1990s, as the Director of Animal Resources at the Centre hospitalier de l'Université Laval, he was a key figure in organizing the June 2001 International Symposium on Regulatory Testing and Animal Welfare, hosted jointly by the International Council for Laboratory Animal Science (ICLAS) and the CCAC, where delegates from around the world worked together to limit animal use and improve animal welfare in local, national, and international regulations and standards.

Throughout his career, Dr. Charbonneau was a greatly appreciated and valued contributor to the CCAC's work. He served in a multitude of roles, including as an assessment panel member and chair for numerous institutional assessment visits, as chair of the CCAC Subcommittee on Euthanasia during the development of the *CCAC guidelines on: euthanasia of animals used in science* (CCAC, 2010), and as an organizer and presenter for CCAC workshops and webinars. His exceptional teaching, training, and mentoring skills have benefited generations of animal care committee members, veterinarians, animal care staff, scientists, and community representatives.

Sadly, Dr. Charbonneau passed away in January 2021; he will be greatly missed.

The Harry C. Rowsell Award for Outstanding Service to the CCAC was reintroduced in 2018 in honour of the CCAC's 50th anniversary. It is named for the CCAC's 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 the 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.

The CCAC relies on thousands of dedicated volunteers every year to contribute to the ethical care and use of animals, and to carry out its mandate effectively and collaboratively. The CCAC is deeply grateful to these individuals and would like to thank both the nominees and the nominators for highlighting some of these outstanding individuals.

Our Five Goals

In 2015, the CCAC launched the [*CCAC Strategic Plan 2015–2020: Working Together to Enhance Animal Ethics and Care in Science*](#) which set out five goals to attain over the course of five years. As the CCAC caps off that strategic plan, this annual report will look back and examine the progress made against each of its goals and objectives.

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 the ethical care and use of animals in science

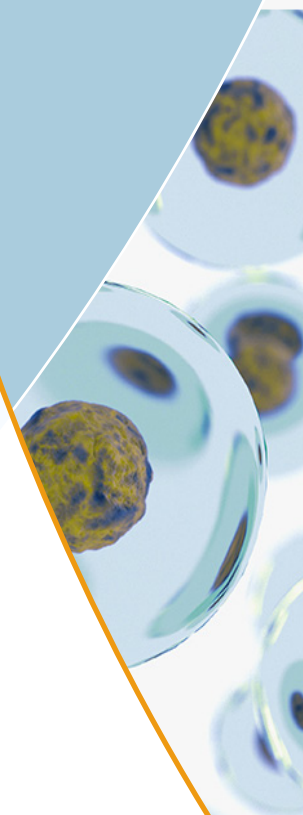
Steps Taken in 2020-2021

There has been steady progress on several guidelines and principles documents over the past year, including the publication of *CCAC guidelines: Zebrafish and other small, warm-water laboratory fish* (2020) and the completion of the *CCAC guidelines: Animal welfare assessment*, which will be published in 2021. The CCAC also released the *CCAC Revised Guidance on Euthanasia Using Carbon Dioxide* in 2020, which replaces the guidance concerning carbon dioxide use in the *CCAC guidelines on: euthanasia of animals used in science* (2010).

Guidelines on amphibians, wildlife, categories of welfare impact, and endpoints were all sent for public review in 2020 and are currently in the final draft phase prior to board approval and publication. Documents on facilities, ethics principles, experimental procedures (Part A – Administration of substances and biological sampling; and Part B – Anesthesia, analgesia, and surgical procedures), reptiles, dogs, fish, as well as hamsters, gerbils, and guinea pigs, are also in various stages of development or revision.

Before operationalizing the recommendations on animal data collection and reporting made by the CCAC Animal Data Working Group, the CCAC sent a call for members in December 2020 to form a consultative working group made up of certified institutions to examine the obstacles and opportunities presented by this change.

Unfortunately, due to the COVID-19 pandemic, both the annual Canadian Association for Laboratory Animal Science (CALAS) Symposium, where the CCAC was scheduled to present a scientific session, and the CCAC national workshop were cancelled. Efforts are currently underway for the CCAC to provide a virtual event that will touch on several issues of importance.



Overall Progress on the Strategic Goal

- Refined the CCAC's guidelines prioritization matrix
- Developed a detailed workplan for guideline development
- Created a guidelines review and maintenance process
- Conducted in-house reviews of several animal-type guidelines, with the goal to remove outdated information and broken links until they undergo a full review
- Developed six guidelines documents: *CCAC guidelines: Husbandry of animals in science* (2017); *Heating, ventilation, and air conditioning: Addendum to the CCAC guidelines on laboratory animal facilities – characteristics, design and development* (2019); *CCAC guidelines: Nonhuman primates* (2019); *CCAC guidelines: Mice* (2019); *CCAC guidelines: Rats* (2020); *CCAC guidelines: Zebrafish and other small, warm-water laboratory fish* (2020)
- Managed the Animal Data Working Group to create recommendations for animal data collection
- Included Three Rs workshops and keynote speakers at each CCAC national workshop
- Published a discussion paper on reproducibility of data
- Collaborated with the Canadian Institutes of Health Research (CIHR)'s Institute of Gender and Health to produce a fact sheet on accounting for sex in animal research
- Revised the Three Rs section of the CCAC website
- Maintained partnerships with several international Three Rs organizations

Moving Forward

Building on this goal, the CCAC will continue to ensure that its standards are updated regularly and that they continue to be timely, relevant, and informed by expert peer advice. Through a continuous process of review and revision, the CCAC and its volunteer experts will also ensure the incorporation of the latest Three Rs practices. The CCAC sees tackling Three Rs issues as a key step to improving the ethical care and use of animals in Canadian science and will place a particular focus on addressing reproducibility.

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 in 2020-2021

The CCAC membership must reflect the current values of Canadian society. This can be achieved, in part, by recruiting new organizations that have the right expertise and experience to work with our current member organizations toward realizing our mandate. At the virtual 2020 annual general meeting, a number of topics were discussed regarding the CCAC's membership, including selection criteria and recruitment strategies for new member organizations.

In December 2020, a survey was sent to members in preparation of a virtual special meeting of members to better understand expectations regarding the recruitment of organizations to the CCAC membership. On January 29, 2021, the members met and came to a consensus on selection criteria and discussed ways to facilitate recruitment. The outcomes of the meeting were then discussed at subsequent meetings of the CCAC's Membership Task Force, who are working to determine a way forward to ensure the inclusion of more organizations within the membership.

Overall Progress on the Strategic Goal

- A task force was struck to focus on the addition of new organizations to the CCAC membership
- A list of criteria, a value proposition, an application form, and a recruitment strategy were created for animal welfare organizations to join the CCAC



- A document was created for applicants to acknowledge and state their support for the CCAC's vision, mission, and mandate
- A call for membership targeting animal welfare organizations was circulated with an aim to better balance the membership's composition

Moving Forward

Member organizations are an important aspect of the CCAC and building engagement between representatives and the CCAC is essential. As such, the CCAC will continue to engage with its membership over the coming years to create a more diverse membership that reflects the values of Canadians.



GOAL 3

Growing the Community of CCAC-Certified Institutions

Achieving CCAC certification demonstrates an institution's commitment to high ethical standards in animal care and use. 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 ethical animal care and use.

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 ethical animal care and use

Steps Taken in 2020-2021

In the CCAC community, the biggest impact of the COVID-19 pandemic has been on institutional animal care and use programs, who have the challenging task of maintaining a balance between ensuring the appropriate care of animals and protecting the health of their animal care staff. The majority of the CCAC's certified institutions had to cut back on research and teaching activities which, in turn, had an impact on animals, especially rodents. The CCAC, therefore, realigned its processes and operations to meet the needs of this new reality. The CCAC instituted contingency plans for animal care committees that included virtual meetings and ensured that all institutions had proper crisis management plans in place to deal with the pandemic. Most importantly, the CCAC implemented virtual assessments in March 2020 which will remain in place until conditions improve. As of September 2020, these assessments also include real-time virtual visits of animal facilities, where possible.

The CCAC also created a form to report changes to animal use directly related to COVID-19 and mandated that institutions report any changes within three months of occurrence. The CCAC is currently compiling this data and will publish a report of the results.

The CCAC's popular national workshop was also cancelled due to the pandemic, as was a planned regional workshop for late 2020. Plans are underway for a virtual national workshop in 2021.



Overall Progress on the Strategic Goal

- Created a series of surveys to solicit information on improving the assessment and certification process
- Conducted an environmental scan of potential new program participants and identified institutions that may require certification
- Published three new or revised policies (including a new policy on pedagogical merit), six frequently asked questions documents, six forms to support existing policies, and three resource documents to better support animal care committees and institutions
- Created eight internal guidance documents to support CCAC personnel, the Assessment and Certification Committee, and assessment panels
- Developed the *Major Animal Welfare Incident Self-Reporting Form* to help institutions report incidents, and initiated reporting on collected data
- Managed the Zoos and Aquariums Subcommittee which recommended that the CCAC lift the moratorium on the certification of research facilities within Canada's zoos and aquariums, and examined current processes and procedures to begin their certification
- Organized and hosted four annual national workshops in cities across Canada that dealt with themes of interest to the CCAC's stakeholders
- Hosted an interactive alternatives exhibit at the CCAC National Workshop 2019
- Revised several online training modules
- Conducted training sessions for animal care committees, member organization representatives, and new members of the Board of Directors, as well as tailored training sessions to program participants
- Presented four CCAC-sponsored scientific sessions based on Three Rs themes at CALAS annual symposiums

Moving Forward

The COVID-19 pandemic has accelerated the shift in an already changing scientific environment in Canada and around the world. To ensure that it continues to respond to the needs of animal care and use programs, the CCAC will carry on with refining its practices and processes so that they contribute to high levels of animal care and strong ethical standards, while eliminating unnecessary or ineffective administrative requirements. The CCAC will also reach out to various groups and entities conducting animal-based science throughout Canada to encourage program participation and the implementation of the CCAC's standards of animal care and use within their programs. To assist institutions in meeting these standards, the CCAC will provide more tools and training opportunities that facilitate the implementation of its guidelines, policies, and processes, and encourage the sharing of best practices.



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 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 ethical animal care and use 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 2020-2021

The CCAC has determined that it should re-examine the level of transparency within its processes, messaging, and interactions with certified institutions, stakeholders, and the Canadian public. Over the past year, the Transparency and Confidentiality Task Force has assessed the risks and benefits of increasing transparency in its work with certified institutions, animal welfare advocates, the media, and the general public. Their recommendations will be presented to the board in the coming fiscal year; certified institutions will then have the opportunity to provide their feedback prior to implementation.

To make it more intuitive and user-friendly, the CCAC began a reorganization of its website. This included a revision of the Three Rs section in which outdated information was removed, and the addition of a COVID-19 web section where the CCAC houses information and resources for certified institutions related to changes precipitated by the pandemic. In the coming year, focus group members will be recruited from several different stakeholder audiences to ensure that the website properly responds to their needs.

The CCAC and the Strategic Planning Task Force spent the first half of the year focusing on the future of the organization and engaging with its stakeholder groups to create the [CCAC Strategic Plan 2021-2026](#), which was published in November 2020. The CCAC also submitted its proposal to the federal granting agencies, presenting its four new strategic goals and



associated objectives, activities, and key performance indicators. In March 2021, in preparation of the strategic plan's implementation, the CCAC created and disseminated a communication survey that will gauge the effectiveness of its communications tools. Results will be disseminated in 2021-2022.

Overall Progress on the Strategic Goal

- Disseminated a stakeholder engagement survey, incorporating key performance indicators
- Relaunched the Harry C. Rowsell Award for Outstanding Service to the CCAC in 2018
- Commissioned a national poll to ascertain the general public's views on animals in Canadian science
- Created and circulated a survey for certified institutions to solicit their level of comfort with possible transparency activities within the CCAC
- Created and implemented several internal documents including a communication strategy, frequently asked questions for the public, key messaging, a crisis communication plan, a stakeholder engagement and communications matrix, and a brand and value document
- Carried out a complete rebranding strategy that included a new logo, look, and feel for the CCAC, to commemorate the CCAC's 50th anniversary in 2018
- Implemented a new email marketing system with tracked metrics
- Published new website documents, including annual updates to the *CCAC Facts & Figures*

Moving Forward

A new communication plan for 2021-2026 will be created to coordinate with the four new strategic goals and will build on the CCAC's strong foundation as well as the survey results and consultations from the past 18 months. Creating better communication between the CCAC and its stakeholders will not only create stronger engagement and attract new and non-traditional entities to the program, but will also achieve better compliance and enhance the ethical care and use of animals in Canadian science.



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 2020-2021

To ensure that the CCAC maintains its current level of resources and services in terms of assessment and certification, training, and guidelines development, the organization increased the program participation fee by 17% as of April 1, 2020. The fee structure itself did not change. In consideration of the impact of COVID-19 on certified institutions, the CCAC allowed institutions from the academic and private sectors to pay their program participation fees in two installments this fiscal year.

Over the past year, the CCAC worked on budget projections for the next five years as part of the proposal to the federal granting agencies. The organization also created and implemented a net assets reserve policy and a revised credit card policy. Further updates to its financial processes will be published in the coming year.

Overall Progress on the Strategic Goal

- Recruited a treasurer to the board
- Established the Financial Sustainability Task Force and the Finance Standing Committee
- Reorganized internal human resources to gain efficiencies within the Secretariat

- Disseminated surveys to certified institutions regarding increases to the program participation fee
- Updated the net assets reserve policy
- Created and managed the Task Force on Performance Measures and Impact Assessment, which created key performance indicators for the organization
- Continued to implement cost-cutting initiatives
- Gained efficiencies through a review of IT resources and tools, and implemented software to support internal processes and gain efficiencies
- Retained the Vectors Group to assess the diversification of revenue, ensuring that the CCAC's mission, mandate, and values are not compromised

Moving Forward

The CCAC will continue to create budgets that will support effective organizational performance and ensure the delivery of its programs through the responsible management of its finances, human resources, governance, IT, administration, communication, planning, and evaluation. In order to accomplish this, additional increases to the program participation fee may be required. A new financial model will take into consideration comments received from institutions in the recent program participation fee survey, and the CCAC will inform certified institutions of any increases well in advance to allow them to adjust their own financial planning processes accordingly.

FINANCIAL STATEMENTS

Year ended March 31, 2021, with comparative information for 2020.

Statement of Financial Position

	2021	2020
Assets		
Current Assets	\$1,085,720	\$463,610
Investments	760,711	670,194
Tangible capital and intangible assets	92,167	78,878
	1,938,598	1,212,682
Liabilities and Net Assets		
Current liabilities	169,648	107,229
Net assets	1,768,950	1,105,453
	\$1,938,598	\$1,212,682

Statement of Operations

	2021	2020
Revenue		
Grants	\$1,750,000	\$1,750,000
Program participation fees	1,151,846	992,443
Miscellaneous	342,607	246
Interest income	25,336	17,126
Workshops	-	37,450
	3,269,789	2,797,265
Expenses		
Salaries and benefits	2,213,871	2,178,671
Rent	175,326	175,064
Office and administration	98,339	101,525
IT maintenance	93,920	93,546
Professional and consulting fees	40,371	54,452
Legal and audit	11,469	13,196
Committee, board, and annual general meeting	1,078	68,456
Travel	-	167,947
	2,634,374	2,852,857
Deficiency of revenue over expenses before the undernoted	635,415	(55,592)
Other expenses (income)		
Amortization of tangible capital and intangible assets	24,054	22,690
Unrealized loss (gain) on investments	(52,136)	33,206
	(28,082)	55,896
Excess (deficiency) of revenue over expenses	\$663,497	\$(111,488)

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

A Look Forward: The CCAC Strategic Plan 2021-2026

The CCAC is looking forward to implementing its new strategic plan and is committed to leading the way by ensuring that high ethical standards of animal care and use are valued and implemented in all animal-based scientific activities in Canada.

The CCAC's [new strategic plan](#) will prompt a shift within the organization itself, rendering it more agile, responsive, and communicative, all while maintaining its focus on the welfare of animals. Key to this is the refinement of the CCAC's practices, standards, and processes to keep pace with a changing world. This approach, designed specifically for the Canadian scientific landscape, will enable the CCAC to reassure Canadians that their system of animal care and use oversight is strong, reliable, responsive, and reflective of their values.



Goal 1 – Advance the integration of Three Rs practices in the ethical care and use of animals

- Enhance reproducibility to increase translation
- Improve experimental design
- Strengthen and enhance partnerships



Goal 2 – Ensure a high level of animal care and ethical practices through leading, science-informed standards

- Remain a leader in the ethical care and use of animals
- Enhance impacts of guidelines by supporting adoption and implementation by the scientific community



Goal 3 – Adapt the CCAC to an evolving environment

- Support institutions in achieving compliance
- Adapt the program participation structure



Goal 4 – Work in partnership with the CCAC community

- Increase engagement and communication
- Diversify training opportunities

The CCAC's new strategic plan builds on the CCAC's past successes and is a roadmap for furthering the ethical care and use of animals in research, teaching, and testing throughout Canada. The CCAC developed these goals and objectives thanks to feedback from its community and looks forward to collaborating with its stakeholders as it works toward their implementation.

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 the Secretariat to help advance the ethical care and use of animals in Canadian science.



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 | Belleville, ON

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. Shannon Digweed | MacEwan University

Dr. Alain Giguère | Agriculture and Agri-Food Canada

Dr. David Hanwell | University of Toronto

Dr. Ovidiu Jumanca | Montreal Clinical Research Institute

Ms. Adriane Porcin, Adm. A | Sherbrooke, QC

Dr. Jeffrey Richards | University of British Columbia

The CCAC would like to extend our sincere thanks to Dr. Scott MacDougall-Shackleton who completed his term on the board in June 2020. We are grateful for his time, hard work, and commitment to the CCAC.



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 Committee

Dr. Will Costain, Chair | National Research Council of 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. Chereen Collymore | Charles River Laboratories
 Dr. Lucie Côté | McGill University
 Dr. Marc Ekker | University of Ottawa
 Ms. Mireille Focquet | DersamGlobal
 Ms. Karen Gourlay | McMaster University
 Dr. Daniel Graf | University of Alberta
 Dr. Christopher Guglielmo | University of Western Ontario
 Dr. Hélène Héon | Centre hospitalier de l'Université de Montréal
 Dr. Ovidiu Jumanca | Montreal Clinical Research Institute
 Mrs. Simmone Kerswell | University of Alberta
 Mr. Bill McDonald | University of Manitoba
 Dr. Thomas W. Moon | University of Ottawa
 Dr. Shawn Petrik | Vivocore Inc.
 Dr. Hugh Semple | Department of National Defence
 Mr. Jacques Thibault | Collège communautaire du Nouveau-Brunswick
 Dr. Laura Weir | Saint Mary's University

Finance Committee

Ms. Catherine Rushton, CPA, CA, Treasurer and Chair | Belleville, ON
 Dr. Shannon Digweed | MacEwan University
 Dr. Christopher R.J. Kennedy | University of Ottawa
 Ms. Adriane Porcin, Adm. A | Sherbrooke, QC



Governance and Nominations Committee

Dr. Michael Czubryt, Chair | University of Manitoba
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, Adm. A | Sherbrooke, QC

Public Affairs and Communications Committee

Mr. Michael Brunt, Interim Chair | University of British Columbia
Dr. Francesco Leri, Chair | University of Guelph
Dr. Denna M. Benn | Ontario Ministry of Agriculture, Food and Rural Affairs
Ms. Chonglu Huang | University of Ottawa
Ms. Melinda Knox | Queen's University
Dr. Owen Roberts | University of Illinois
Dr. Craig Wilkinson | University of Alberta

Standards Committee

Dr. Andrew Winterborn, Chair | Queen's University
Dr. Carolyn Ells | McGill University
Mr. Dan Fryer | Greater Moncton SPCA
Ms. Lesley Howes | Canadian Wildlife Service
Dr. Martha Navarro | Health Canada
Dr. Toolika Rastogi | Humane Canada™
Dr. Jeffrey Richards | University of British Columbia
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, each of whom appoints one representative to attend the annual general meeting with the authority to vote on the member organization's behalf.

Member Representatives for 2020-2021

Mr. Michael Brunt | Canadian Association for Laboratory Animal Science
 Dr. Philip Byrne | Fisheries and Oceans Canada
 Dr. Will Costain | National Research Council of 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. Digvir Jayas | Universities 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



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, communications, 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

Dr. Jean Lavallée | Associate Director of Assessment

Dr. Patricia Lauzon | Associate Director of Assessment

Ms. Monica Séguin | Associate Director of Assessment

Operations

Ms. Deborah Biehler | Director of Operations

Ms. Wendy Clarence | Data and Process Analyst

Ms. Barbara Couto | Administrative Assistant

Ms. Michelle Lavoie | Administrative Assistant

Public Affairs and Communications

Ms. Sandra MacInnis | Director of Public Affairs and Communications

Ms. Felicetta Celenza | Project Manager and Events Coordinator

Ms. Charlotte Tellier | Scientific Translator

Ms. Emily Verlinden | Graphic Design and Editing Coordinator

Standards

Dr. Gilly Griffin | Director of Standards

Ms. Jayann Brown | Interim Standards Coordinator and Copy Editor

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 the ethical care and use of animals in science.



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.

Amphibians

Dr. Frédéric Chatigny, Chair | Montréal, QC
 Mr. Jason Allen | Trent University
 Dr. Anne-Marie Catudal | Université Laval
 Dr. Winnie Chan | Massachusetts General Hospital
 Mr. Dan Fryer | Greater Moncton SPCA
 Dr. Valérie Langlois | Institut national de la recherche scientifique
 Dr. Hillary Maddin | Carleton University
 Dr. Stéphane Roy | Université de Montréal
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Animal Welfare Assessment

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 Dr. Ian Duncan | University of Guelph
 Mr. Dan Fryer | Greater Moncton SPCA
 Mr. Andrew Hebda | St. Mary's University
 Dr. Andrew Iwaniuk | University of Lethbridge
 Dr. Donald Miller | University of Manitoba
 Dr. Spencer Russell | Vancouver Island University

Categories of Welfare Impact

Dr. Andrew Winterborn, Chair | Queen's University
 Dr. Denna M. Benn | Ontario Ministry of Agriculture, Food and Rural Affairs
 Dr. Renée Bergeron | University of Guelph
 Dr. Philip Byrne | Fisheries and Oceans Canada



Dogs

Endpoints

A Beagle dog is sitting on a white surface, looking up with its tongue out. A person wearing blue gloves is holding its front paw. The image is part of a presentation slide with a blue and orange geometric background.

Ethics Principles

Dr. Andrew Fenton, Chair | Dalhousie University
 Dr. Marc Cattet | Government of the Yukon
 Dr. Gillian Crozier | Laurentian University
 Mr. Shawn Eccles | British Columbia Society for the Prevention of Cruelty to Animals
 Ms. Karen Gourlay | McMaster University
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 Dr. Mathias Leblanc | Wake Forest School of Medicine
 Dr. Georgia Mason | University of Guelph
 Dr. Yfke Pasman | University of Toronto
 Dr. Toolika Rastogi | Humane Canada™
 Mr. Troy Seidle | Humane Society International
 Dr. Stephen Sims | University of Western Ontario (emeritus)
 Dr. Valerie Smid | Canadian Food Inspection Agency
 Ms. Monica Tighe | St. Clair College

Experimental Procedures A

(Administration of Substances and Biological Sampling)

Dr. Shawn Petrik, Chair | Vivocore Inc.
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 Dr. Divakar Ambrose | Alberta Agriculture and Forestry
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 Mr. Benoît Chambaron | Sunnybrook Health Sciences Centre
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 Dr. Shereen Hamza | University of Alberta
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 Dr. Megan Jones | University of Prince Edward Island
 Dr. Jason Treberg | University of Manitoba
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 Dr. Daphnée Veilleux-Lemieux | Université Laval
 Ms. Natasha Yates | Charles River Laboratories



Experimental Procedures B (Anesthesia, Analgesia, and Surgical Procedures)

Dr. Eric Troncy, Chair | Université de Montréal
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 Dr. Chereen Collymore | Charles River Laboratories
 Ms. Kate Cooper | National Farm Animal Care Council
 Dr. Will Cupples | Simon Fraser University (emeritus)
 Dr. Shereen Hamza | University of Alberta
 Dr. Jane Harms | Government of Yukon
 Dr. Hélène Héon | Centre hospitalier de l'Université de Montréal
 Dr. Adam Hering | University of Saskatchewan
 Ms. Sharon McCarthy | Toronto, ON
 Dr. Keith Sharkey | University of Calgary
 Dr. Susan Vogel | Charles River Laboratories

Hamsters, Gerbils, and Guinea Pigs

Dr. Coral Murrant, Chair | University of Guelph
 Dr. Michael Antle | University of Calgary
 Ms. Kate Cooper | National Farm Animal Care Council
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 Ms. Andrea Dubuc | Saint-Bruno, Quebec
 Ms. Nicole Fletcher | University of Guelph
 Dr. Martha Navarro | Health Canada
 Dr. Lee Niel | University of Guelph
 Dr. Vanessa Louise Oliver | University of Calgary
 Dr. Timothy Regnault | University of Western Ontario
 Ms. Andrea Smida | University of Saskatchewan
 Ms. Julie Todd | Health Canada



Reptiles

Dr. Jonathan Spears, Chair | University of Prince Edward Island
 Ms. Christine Archer | University of Colorado Anschutz Medical Campus
 Dr. Winnie Chan | Massachusetts General Hospital
 Mr. Tom Eles | Brock University
 Mr. Dan Fryer | Greater Moncton SPCA
 Ms. Andrea Gielens | Wildlife Preservation Canada
 Dr. Claire Vergneau-Grosset | Université de Montréal
 Dr. Matthew Vickaryous | University of Guelph
 Dr. Adrian Walton | British Columbia Society for the Prevention of Cruelty to Animals
 Mr. Norman White | University of Toronto (retired)

Wildlife

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 Dr. Sherri Cox | University of Guelph
 Dr. Sara Dubois | British Columbia Society for the Prevention of Cruelty to Animals
 Dr. Kyle Elliot | McGill University
 Ms. Lesley Howes | Canadian Wildlife Service
 Dr. Evelyn Merrill | University of Alberta
 Dr. Stacey Robinson | Environment and Climate Change Canada
 Dr. Gregory Schmaltz | University of the Fraser Valley
 Ms. Andree Shore | Toronto, ON
 Dr. Owen Slater | University of Calgary
 Dr. Liana Zanette | University of Western Ontario

Zebrafish and Other Small, Warm-Water Laboratory Fish

Dr. Marc Ekker, Chair | University of Ottawa
 Ms. Christine Archer | University of Colorado Anschutz Medical Campus
 Mr. Don Barton | Calgary, AB
 Dr. Sarah Childs | University of Calgary
 Dr. Chereen Collymore | Charles River Laboratories
 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.

Animal Care Committee Coordinator Working Group

Mr. Christian Demers, Chair (French group) | Centre hospitalier de l'Université de Montréal

Dr. Jennifer LaPierre, Chair (English group) | University of Toronto

Mr. Louis-Philippe Auger | Université du Québec à Montréal

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Ms. Sylvie B. de Grosbois | Université du Québec en Outaouais

Ms. Valérie Deslauriers | TransBioTech

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

Mr. Michael Brunt | University of British Columbia

Dr. Michael Czubryt | University of Manitoba

Dr. Lesley Howes | Canadian Wildlife Service

Dr. Tom Moon | University of Ottawa

Dr. Michael Walker | Canadian Council on Animal Care

Membership Task Force

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Ms. Barbara Cartwright | Humane Canada™

Dr. Alain Giguère | Agriculture and Agri-Food Canada

Dr. David Hanwell | University of Toronto

Ms. Teresa McKernan | Animal Care Systems, Inc.

Transparency and Confidentiality Task Force

Ms. Susan Babcock, Chair | University of Alberta

Dr. Lucie Côté | McGill University

Dr. Michael Czubryt | University of Manitoba

Ms. Linda Kamerman | Toronto, ON

Ms. Adriane Porcin, Adm. A | Sherbrooke, QC

Ms. Catherine Rushton, CPA, CA | Belleville, ON

Dr. Ian Welch | University of British Columbia

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.

Mr. Donald Barton | Calgary, AB
 Ms. Ann Carlsen | Burnaby, BC
 Mrs. Susan M. Church | Calgary, AB
 Mr. Martin Cole | Beaverton, ON
 Ms. Kathy Duncan | Brampton, ON
 Ms. Mireille Focquet | Ottawa, ON
 Mr. Michel Gélinas | Montréal, QC
 Mr. Andrew Hebda | Halifax, NS
 Ms. Aline Hudon | La Pocatière, QC
 Ms. Melissa Logan | Edmonton, AB
 Mr. Serge Marquis | Mauricie, QC
 Mr. Bill McDonald | Winnipeg, MB
 Mr. Bruce Moffat | Courtenay, BC
 Mr. Luc Préfontaine | Granby, QC
 Ms. Catherine Rushton | Belleville, ON
 Mr. Jacques Thibault | Bathurst, NB
 Mrs. Lorna F. Verschoore | Winnipeg, MB

Scientists

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

Dr. Jamie Alhoy-Dallaire | Université Laval *
 Dr. Catherine B. Chan | University of Alberta *
 Dr. Andrew Chapman | Concordia University
 Dr. Will Costain | National Research Council of Canada *
 Dr. Eileen Denovan-Wright | Dalhousie University *
 Dr. Marc Ekker | University of Ottawa *

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



Dr. Martin Guimond | Hôpital Maisonneuve-Rosemont *

Dr. Simon Hirota | University of Calgary

Dr. Tammy McKenzie | Brandon University *

Dr. Thomas W. Moon | University of Ottawa *

Dr. Lee Niel | University of Guelph *

Dr. Frances Plane | University of Alberta *

Ms. Émilie Proulx | Université Laval *

Dr. Timothy Regnault | Western University *

Dr. Jeffrey Glen Richards | University of British Columbia *

Ms. Jacqueline J. Sorensen | Thompson Rivers University *

Dr. Valoree Walker | Yukon University

Dr. Shona Whyte | University of Prince Edward Island *

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. Kate Banks | Western University

Dr. Craig G. Bihun | National Research Council of Canada

Dr. Philip Byrne | Fisheries and Oceans Canada *

Dr. Anne-Marie Catudal | Université Laval

Dr. Julie Chevette | McGill University *

Dr. Aurore Dodelet-Devillers | Université McGill

Dr. Marie-Chantal Giroux | McGill University

Dr. Céline Isaz | Ministère des Forêts, de la Faune et des Parcs

Dr. Patricia K. Johnson | University of Manitoba

Dr. Ovidiu Jumanca | Montreal Clinical Research Institute

Dr. Michele Martin | University of Victoria

Dr. Badru Moloo | University Health Network *

Dr. Isabelle Morin | Cégep de Lévis

Dr. Gregory P. Muench | University of Calgary

Dr. Martha J. Navarro | Health Canada

Dr. Kerri Nielsen | University of Toronto

Dr. Holly M. Orlando | University of Ottawa *

Dr. Shawn Petrik | Vivocore Inc.

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



Dr. Jonathan Spears | University of Prince Edward Island
Dr. Madeleine Stephens | University of British Columbia *
Dr. James William Sudhoff | Thompson Rivers University
Dr. Kurtis Swekla | University of Saskatchewan
Dr. Andrew Winterborn | Queen's University *

Technicians

Mrs. Nadia Desnoyers | Université du Québec à
Trois-Rivières *
Ms. Karen Gourlay | McMaster University
Ms. Jennifer Henri | McGill University *
Mr. Shawn Makinen | National Research Council of Canada
Mrs. Elsa Vasseur | McGill University



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