



CANADIAN COUNCIL ON ANIMAL CARE ANNUAL REPORT 2016-2017

Advancing Animal Ethics
and Care Through Continuous
Improvement and Collaboration



ACKNOWLEDGEMENTS

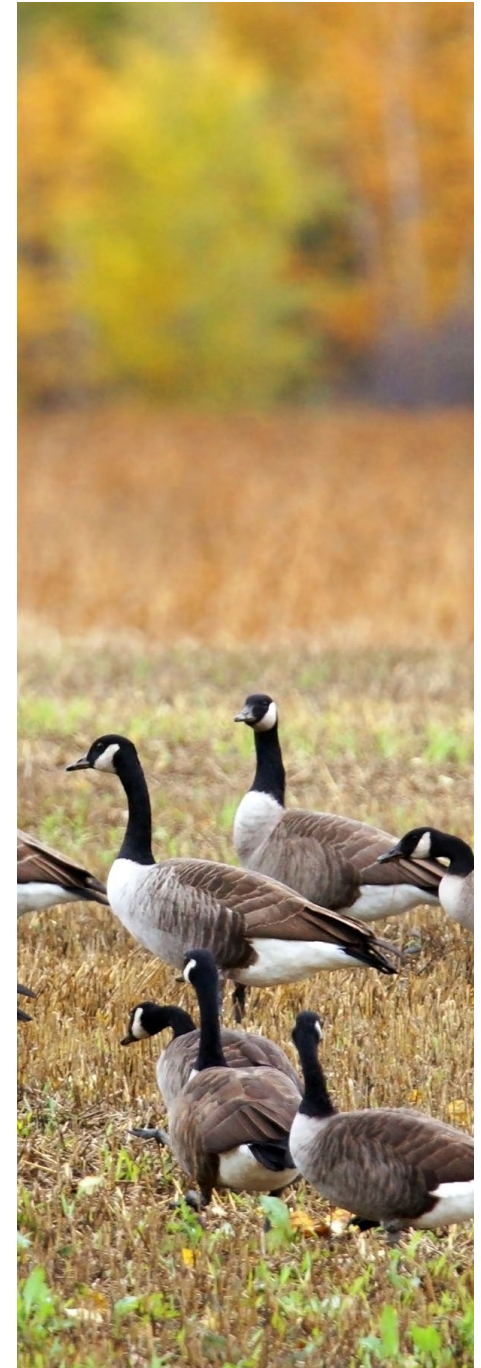
We would like to take this opportunity to thank our member organizations, as well as our funders, for their ongoing support and involvement.

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 Research Institute (CCSRI)
Canadian Council of Departments of Psychology (CCDP)
Canadian Federation of Humane Societies (CFHS)
Canadian Food Inspection Agency (CFIA)
Canadian Society for Ecology and Evolution (CSEE)
Canadian Society of Zoologists (CSZ)
Canadian Veterinary Medical Association (CVMA)
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)
Innovative Medicines Canada (IMC)
National Research Council Canada (NRCC)
Universities Canada

Funders

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



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MESSAGE FROM THE CHAIR

Last year, to report on the activities of the 2015-2016 fiscal year, the CCAC instituted a new annual report format that charted our progress against the five key goals outlined in the *CCAC Strategic Plan 2015-2020: Working Together to Advance Animal Ethics and Care in Science*. Much progress has been made against these goals since then, as we at the CCAC build on our successes.

In 2016-2017, we raised the bar with the revision of our guidelines processes, conducting a preliminary review of CCAC policies and guidelines. We also worked towards the realization of a number of initiatives, including a discussion on whether to include new member organizations within the CCAC community.

Our focus this year has been on building an inclusive culture, one in which research 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 animal ethics and care in research, testing, and teaching in Canada, and we never lose sight of our responsibility in that area. We 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 the highest standards of ethics and care are maintained with regard to the animals involved.

The CCAC is not alone in this commitment. We are joined by the many individuals and organizations within our membership, certified institutions, and communities who work diligently to translate their dedication to animal ethics and care into tangible results. Together, we share best practices and implementation processes, and communicate the importance of high standards of animal care in science.

On behalf of the Board of Directors, I would like to take this opportunity to recognize those individuals, including those who serve on animal care committees, and the animal health professionals who work in our certified institutions. Without your work, we could not achieve our mandate.



A handwritten signature in black ink that reads "René St-Arnaud".

Dr. René St-Arnaud
Chair
CCAC Board of Directors

MESSAGE FROM THE VICE-CHAIR

I'm proud to work with so many engaged and enthusiastic people on an issue as important as animal ethics and care. Our Board and Secretariat, along with countless other dedicated individuals from our member organizations, animal care committees, and other stakeholders, representing large and small organizations in both the private and public sectors, are committed to furthering the Three Rs and promoting the welfare of animals in Canadian science.

As Vice-Chair, I have seen the hard work put in by our committees and subcommittees, moving the CCAC forward towards its strategic goals. Our Secretariat also continues to excel, working towards achieving the objectives in our strategic plan, and collaborating to implement guidelines, and assess and certify institutions. Our community is engaged, committed to improving oversight of animal-based science in Canada.

We have accomplished much over the past year, and the results of our efforts are presented in this annual report, along with a look forward to the steps we will take to realize our five strategic goals.

I would like to thank those who generously volunteer their time and expertise to the CCAC. I look forward to working with all of you – members of CCAC-certified institutions, CCAC member organizations, and the CCAC Secretariat – in 2017-2018 and beyond, as the next Chair of the CCAC Board of Directors. Our success is the community's success. With your ongoing support, the CCAC is ready for the challenges and achievements that lie ahead.



Eileen Denovan Wright

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

OUR VISION, MISSION, MANDATE

Our Vision

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

Our Mission

The CCAC works to ensure that animal-based science in Canada takes place only when necessary and that the animals in the studies receive optimal care according to high-quality, research-informed standards.

Our Mandate

Acting in the interest of the people of Canada, the CCAC advances animal ethics and care in science by:

- developing science-informed standards that incorporate expert opinion, the values of Canadians, and strategies to reduce the need for, and harm of, animals in science, while promoting their wellbeing;
- encouraging the implementation of the highest standards of ethics and care for animals in science in collaboration with the animal care community and scientists across Canada;
- providing assessment and certification programs that empower scientific institutions in achieving high standards of animal ethics and care; and
- providing education, training, and networking opportunities to support individuals, animal care committees, and institutions in implementing our guidelines and sharing best practices in the oversight of animal ethics and care in science.

OUR PRINCIPLES

Respect for Animal Life

Respect for animal life is the driving force behind all of CCAC's standards development, assessment, and certification activities.

Evidence

CCAC standards are based on expert peer advice and current interpretation of scientific evidence.

Transparency

The CCAC operates in a manner that is transparent and fair, and open to public scrutiny.

Partnership

The CCAC works in partnership with our member organizations, program participants, and stakeholders to advance animal ethics and care in science.

Inclusiveness

The CCAC works with all stakeholders, seeking advice and perspectives from expert peers and public representatives to achieve consensus on issues surrounding animal ethics and care in science.

Integrity

The CCAC conducts all activities and affairs with honesty and always acts in accordance with high ethical standards.

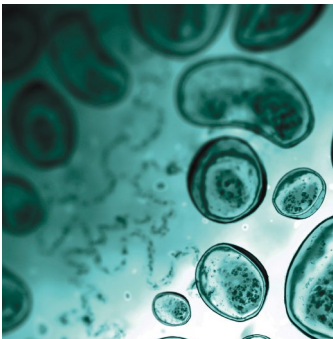


OUR PROGRAM



Assessment and Certification

Assessment and Certification collaborates with over 190 animal care committees and a strong network of volunteer experts to ensure appropriate and consistent implementation of CCAC standards across Canada. By providing independent, third-party quality assurance to ensure the proper implementation of CCAC standards of animal ethics and care, Assessment and Certification maximizes the opportunity for information exchange through peer review and stakeholder involvement, and promotes good animal practices, including Three Rs alternatives.



Standards

Standards is responsible for developing, reviewing, and revising CCAC guidelines. Together with our invaluable volunteer experts, the CCAC is working to ensure that our standards are timely and relevant, informed by expert peer advice, current interpretation of scientific evidence, and Canadian values. The Three Rs, widely accepted internationally as the model of animal ethics and care, is at the heart of CCAC's standards, encouraging individuals to practice the tenets of replacement, reduction, and refinement.



Training and Networking

Training and Networking supports animal care committees and personnel in CCAC-certified institutions by providing networking activities and resources. CCAC stakeholders have access to our online training tools and modules, which help institutions better tailor their programs to the specific training needs of their researchers and educators. The team is also responsible for the annual CCAC National Workshop which features plenary sessions, breakout sessions, and networking opportunities, fostering peer interaction and knowledge exchange on various challenges and best practices in animal ethics and care.



OUR YEAR IN HIGHLIGHTS

In Canada and abroad, animals are studied in the wild, on farms, and in research facilities for Canadian science. From biomedical laboratories where researchers study fundamental science, to veterinary colleges where students learn to treat animals, to national parks where ecologists study wildlife populations – wherever animals are being studied or handled – CCAC and our network of volunteer experts are there to ensure the highest standards of animal ethics and care in science.

OUR FIVE GOALS

In 2015, we launched the *CCAC Strategic Plan 2015-2020: Working Together to Enhance Animal Ethics and Care in Science*. This roadmap for 2020 set out five goals to attain over the course of five years. This annual report provides information on our progress toward achieving these goals, as well as our plans for the coming year.



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

GOAL 1 Raising the Bar for Our Standards Development Process

The CCAC is committed to ensuring our guidelines are, and continue to be, relevant, timely, and based on expert peer advice and current interpretation of scientific evidence.

Our objectives in this area are twofold:

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



Actions Taken This Year

A new, transparent, and inclusive nomination process for serving on subcommittees was developed which now allows all interested and suitable candidates from our community to participate. This process is reflected in the revised *CCAC process: Formation of a guidelines subcommittee* (2017) and the *CCAC terms of reference: Guidelines subcommittees* (2017).

In 2016-2017, the CCAC published the *CCAC guidelines: Husbandry of animals in science* (2017) and corresponding frequently asked questions (FAQs), as well as FAQs for two previously published guidelines documents: the *CCAC guidelines on: training of personnel working with animals in science* (2015) and the *CCAC guidelines on: the care and use of marine mammals* (2014).

The Board of Directors also approved the *CCAC guidelines: Nonhuman primates* and the *CCAC guidelines: Air quality of laboratory animal facilities* for widespread review, which were made available to anyone with an interest in the subject matter, including members of the public. Those reviews have since been completed and the feedback has been compiled for the subcommittees' consideration. These documents will likely be published in the coming fiscal year.

An updated version of the *CCAC Guide to the Care and Use of Experimental Animals*, vol. 1, 2nd ed. (first published in 1993), was released, in which sections of the Guide were replaced by links to more recent CCAC guidelines documents.

Guidelines Development

75

volunteer experts participated in the peer review of four guidelines documents

6

guidelines documents were in development

- Air quality of laboratory animal facilities
- Animal welfare assessment
- Husbandry of animals in science
- Mice
- Nonhuman primates
- Rats



Next Steps

The *CCAC guidelines: Mice* and the *CCAC guidelines: Rats* are currently under development and will be circulated for widespread review in the coming fiscal year. The *CCAC guidelines: Animal welfare assessment* is in the early stages of development and the subcommittee will continue its work over the next several months.

In the year to come, the CCAC will undertake a review of the *CCAC policy statement on: the social and behavioural requirements of experimental animals* (1990) and the *CCAC policy statement on: the ethics of animal investigation* (1989).

Subcommittees will be created in 2017-2018 for the development or revision of guidelines and policy documents on the following topics:

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

A process for guidelines maintenance will also be put in place and the *CCAC guidelines on: the care and use of wildlife* (2003) will be the first guidelines document to be updated in accordance with this process.

In conjunction with the Fund for the Replacement of Animals in Medical Experiments (FRAME) Training School (which will be hosted by the University of Saskatchewan in June 2017), the CCAC is planning a plenary session on alternatives and experimental design at the CCAC National Workshop 2017, as well as a breakout session on statistics. These two sessions will be delivered by one of FRAME's tutors, Dr. David Lovell. The CCAC will also sponsor a scientific session on the Three Rs at the 2017 CALAS Symposium, which will take place in Calgary on June 10, 2017.

The CCAC will also update and incorporate the Three Rs microsite into the newly redesigned CCAC website. This will include a restyling of the website section as well as a full review and revision of the content.

GOAL 2 Better Reflecting Canadian Society in Our Membership

The CCAC's membership is comprised of organizations from across the country with an interest in animal care, science, education, and ethics. To fulfill our mandatory requirement to act in the interests of the people of Canada, the CCAC is seeking to evolve and expand our membership to better reflect the values of Canadian society.

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

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



Actions Taken This Year

The CCAC has prepared a survey on the expansion of the CCAC membership, which will be administered to our member organizations early in FY 2017-2018. A larger membership would allow the CCAC to build on the range of perspectives and expertise, and be more inclusive of Canadian views and values. The survey results will then be disseminated to our Board and member organizations for further discussion.



Next Steps

The CCAC will administer the membership survey and, based on the results, will hold a town hall discussion among our members on expanding the scope of the membership during the 2017 Annual General Meeting. The results of these discussions will inform the CCAC's Governance and Nominations Committee, and will determine the next steps in the consultation process with the members. This will centre on establishing the selection criteria and the nomination process for potential new member organizations.

Engaging Our Members

25

standing committee meetings were held

19

subcommittee/task force/working group meetings were held

GOAL 3 Growing the Community of CCAC-Certified Institutions

Achieving CCAC certification demonstrates an institution's commitment to high standards in animal ethics and care. All institutions that conduct animal-based research and receive funding from the CIHR, NSERC, or other funding organizations must maintain a CCAC Certificate of GAP – Good Animal Practice®. Several provinces have similar requirements in their regulations, while other institutions choose to participate because they value animal ethics and care.

The CCAC has the following three objectives for this goal:

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



Actions Taken This Year

The *CCAC scope: CCAC program* (2017) was revised to define the terms important to the CCAC's mandate, including what an animal is and how it is used in science. The *CCAC policy: Recommendations made in CCAC assessment reports* (2016), and its accompanying frequently asked questions, were also revised in 2016.

In May, the new *CCAC policy: Pedagogical merit of live animal-based teaching and training* (2016) was published. It underscores the importance of a formal pedagogical merit review process in every CCAC-certified institution conducting animal-based teaching or training, and is instrumental in advancing the CCAC's commitment to the Three Rs tenet.

The Subcommittee on Teaching Program Certification, which is studying the program and certification needs of smaller institutions that focus primarily on teaching, surveyed the community to better understand current challenges. The results of this survey will shape the subcommittee's recommendations.

Certification

201

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

40

CCAC Certificates of GAP — Good Animal Practice® were renewed

3

institutions were placed on probation

72

assessment visits were conducted (33 regular, 36 interim, 3 special)



In furthering our goal to provide greater transparency regarding animal data, the Animal Data Working Group has endeavoured to examine the current system of animal data collection and analysis. The group is also considering the impact of data requests on institutions generating the raw data. The working group has made great strides in putting together an initial report that will be disseminated for review and feedback in the next year.

The CCAC National Workshop 2016 was held in conjunction with the CALAS Symposium in Toronto. This workshop, entitled *Building on an Inclusive Culture of Animal Care in Science*, attracted 135 participants and explored the importance of public trust, how to facilitate compliance, and the daily challenges facing animal care committees and researchers working with specific animal types. We also held a workshop during the CALAS Symposium, entitled *ACC 101: Keystone of the Institutional Program*, and sponsored a scientific session on biosecurity and biosafety in the laboratory animal facility.

The CCAC surveyed our stakeholders in regard to the creation of an ePortal, which would contain tools and resources for institutions participating in the CCAC program. The results were shared at the 2016 national workshop to gain further insight into the various components of the proposed ePortal. A complete cost analysis, including the resource requirements, will be assessed prior to this tool's development.



Next Steps

The CCAC will further streamline the Assessment and Certification program through the creation and revision of a number of documents, including *Helping Institutions Join the CCAC*, which describes the features and benefits of being a CCAC-certified institution, and provides a short guide on the initial steps organizations must take to become certified.

In 2015, the CCAC removed indirect certification from our program. We are currently working with indirectly certified institutions to transition to direct certification by December 31, 2017.

Following a survey to all certified institutions, the CCAC identified that further training and guidance is needed in regard to the [CCAC policy: Pedagogical merit of live animal-based teaching and training](#) (2016). Work has since begun on the creation of training and guidance materials for the implementation of this policy, which will be fully implemented by the end of the 2017-2018 fiscal year.

Workshop

135

participants attended
the CCAC National
Workshop 2016

62

different institutions were
represented at the CCAC
National Workshop 2016



Membership recruitment for the Subcommittee on Zoos and Aquariums Certification is complete and work is expected to begin in 2017. The Subcommittee will assess whether the current CCAC moratorium on assessment and certification of Canadian zoos and aquariums should be maintained or lifted, and examine issues related directly or indirectly to these organizations.

Planning is well underway for the CCAC National Workshop 2017, with exciting new partners, the University of Saskatchewan and the FRAME Training School in Experimental Design. The Saskatoon event, which will take place on June 3, 2017, will focus on the care of farm animals and on various engaging topics such as new guidelines and the Three Rs. We will also continue our partnership with CALAS by hosting an ACC 201 workshop, *Challenges for Animal Care Committees (ACC): ACC Meetings and Post-Approval Monitoring*, and sponsoring a scientific session, *Three Rs is Excellent Science*, at the 2017 CALAS Symposium in Calgary on June 8, 2017.

Over the coming fiscal year, the CCAC will undertake an environmental scan of potential program participants. Materials are being developed which will communicate the features and benefits of being CCAC-certified to new and potential organizations across the country. Encouraging the participation of these private and public sector institutions is central to ensuring that the highest standards of animal ethics and care are valued and assured in all animal-based science conducted throughout Canada.

GOAL 4

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

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

Through our rigorous program, the CCAC provides Canadians with the reassurance that all animals studied in research, teaching, and testing within our certified institutions receive care that meets the highest ethical standards. The CCAC is also committed to providing continuous opportunities for dialogue with Canadians about issues related to animal ethics and care in science.

The CCAC has set two objectives in this area:

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



Actions Taken This Year

The CCAC website is the primary tool for communicating with our community and the general public, and its redesign was deemed a top priority. Much progress has been made and it is expected to be completed in the coming year. With a focus on streamlining the content and navigation, the new design will also allow for a responsive layout on all platforms.

Historically, the CCAC has reported our performance results based on metrics in our annual reports, including the number of animals involved in Canadian science, the number of institutions certified by the CCAC, and the number of guidelines published, under development, or undergoing review. Although informative, these measures make it difficult to determine the value of new initiatives. In 2016-2017, the CCAC assembled the Task Force on Performance Measures and Impact Assessment to create new measurements based on the balanced scorecard methodology for non-profit organizations. This new framework will measure the CCAC's progress and inform the work of the CCAC Secretariat. The task force expects to deliver the results of its work in 2017-2018.

Touchpoints

34

bilingual communiqués were sent to the CCAC community

31

mentions of the CCAC in the media

442,781

hits to the CCAC website



On March 11, 2017, the CTV program, *W5*, broadcasted a segment entitled “In the Name of Science”, a story on the treatment of animals in a CCAC-certified institution. The CCAC immediately organized a special visit of the institution to look into the matter and ascertain all of the facts. We will continue to monitor this institution closely to confirm that they comply with CCAC guidelines and policies and ensure the welfare of the animals.

In addition, the CCAC has corrected misinformation by communicating directly with our stakeholders, publishing a public statement, and answering every direct inquiry in relation to the *W5* segment; nearly 200 responses in total. Twelve of the thirty-one news articles that mentioned the CCAC in 2016-2017 pertained to this matter. The CCAC will continue to develop more materials that provide accurate facts about animal ethics and care in Canadian science.



Next Steps

The CCAC will celebrate our 50th anniversary in 2018. Throughout the year, we will utilize our newly designed website and our communiqués to highlight the CCAC’s 50 years of achievements, and our future plans.

The CCAC will also reach out to past community members to try to re-engage and include them in our upcoming activities.

New communication tools, including electronic fact sheets and brochures, will be developed to efficiently communicate with members of the community and the Canadian public. These tools are essential not only to promote the CCAC and our mandate, but also to ensure that we correct misinformation about animal-based science in Canada.

GOAL 5 Strengthening Our Financial Viability and Stability

In 2011, CIHR and NSERC announced a 32% decrease in CCAC's funding allocations. In consultation with our stakeholders, the CCAC examined new program funding avenues, which, in 2014, resulted in the implementation of a diversified financial model that includes an annual program fee for participating institutions. After more stakeholder collaboration, a fine-tuned fee structure went into effect in spring 2015.

The CCAC has the following three objectives for this goal:

- 1 Meet the needs of our program participants
- 2 Diversify our funding sources
- 3 Enhance our financial expertise



Actions Taken This Year

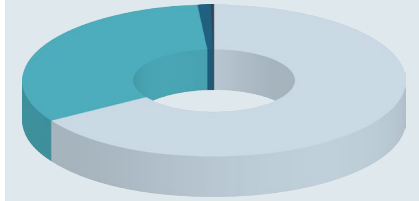
As of April 1, 2016, the CIHR and NSERC approved the CCAC's grant of \$1.75 million/year and increased the funding term from three years to five years.




As a result, over the past two years, the CCAC has put in place a number of cost-cutting measures to significantly decrease our annual expenditures, and over the past fiscal year, we have continued to monitor cost-containment initiatives.

The CCAC has also implemented a net asset reserves policy, and, after much consideration and input from a number of financial experts, we now have an investment policy to ensure responsible financial management of our net asset reserves. The interest from these investments will also add a small amount of much-needed revenue to the organization.

Revenues

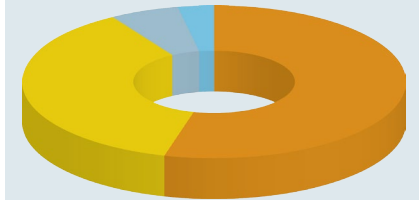
\$2,634,726







	CIHR/NSERC Funding \$1,750,000
	Program Participation Fees \$837,049
	Training and Networking \$34,300
	Other \$13,377

Expenses

\$2,689,426



	Assessment and Certification \$1,469,944
	Standards \$1,004,274
	Corporate Planning and Governance \$136,748
	Training and Networking \$78,460



Next Steps

The CCAC will conduct an environmental scan to investigate alternate revenue streams and additional support from the public and private sectors, including grants and donations.

Over the next year, the CCAC's priority will be to assemble a task force to analyze our current financial situation and ensure the organization's sustainability. The task force will review our cost containment practices and investigate alternate funding sources.

Key to this will also be an examination of our current revenue streams, including our annual program participation fee. We will consult with CCAC-certified institutions on a revised fee structure, the results of which will inform the Board of Directors, who will also take into consideration the CCAC's expenses and reduced funding. A decision on a new fee structure will be made by the end of the fiscal year.

FINANCIAL STATEMENTS

Statement of Financial Position

March 31, 2017, with comparative information for 2016

	2017	2016
Assets		
Current Assets:		
Cash	\$259,178	\$1,162,590
Accounts receivable	57,510	166,931
Prepaid expenses	115,259	103,273
	<u>431,947</u>	<u>1,432,794</u>
Investments	1,005,170	
Tangible capital and intangible assets	143,241	124,686
	<u>\$1,580,358</u>	<u>\$1,557,480</u>
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities	\$260,953	\$137,642
Deferred contributions	4,228	6,828
	<u>265,181</u>	<u>144,470</u>
Net assets:		
Invested in tangible capital and intangible assets	143,241	124,686
Unrestricted	1,171,936	1,288,324
	<u>1,315,177</u>	<u>1,413,010</u>
Economic dependence Commitments		
	<u>\$1,580,358</u>	<u>\$1,557,480</u>

Statement of Operations

Year ended March 31, 2017, with comparative information for 2016

	2017	2016
Revenue		
Grants	\$1,750,000	\$1,750,000
Program participation fees	837,049	899,792
Workshops	34,300	38,040
Interest income	11,629	306
Dividend income	1,741	
Miscellaneous	7	454
	<u>2,634,726</u>	<u>2,688,592</u>
Expenses		
Salaries and benefits	1,749,029	1,697,991
Legal and audit	183,300	16,909
Rent	181,521	176,349
Travel	172,970	131,421
IT maintenance	103,334	80,801
Office and administration	101,018	74,304
Consulting fees	67,972	38,718
Board and AGM	42,606	42,460
Finance service charges	40,894	38,496
Professional fees	31,228	75,617
Committee	15,537	14,831
Loss on investment	17	
	<u>2,689,426</u>	<u>2,387,897</u>
Excess (deficiency) of revenue over expenses before amortization of tangible capital and intangible assets	(54,700)	300,695
Amortization of tangible capital and intangible assets	43,133	27,776
Excess (deficiency) of revenue over expenses	<u>\$(97,833)</u>	<u>\$272,919</u>

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

Statement of Changes in Net Assets

Year ended March 31, 2017, with comparative information for 2016	Invested in tangible capital and intangible assets	Unrestricted	2017 Total	2016 Total
Net assets, beginning of year	\$124,686	\$1,288,324	\$1,413,010	\$1,140,091
Excess of revenue over expenses	(43,133)	(54,700)	(97,833)	272,919
Purchases of tangible capital and intangible assets	61,688	(61,688)	-	-
Net assets, end of year	\$143,241	\$1,171,936	\$1,315,177	\$1,413,010

Statement of Cash Flows

Year ended March 31, 2017, with comparative information for 2016	2017	2016
Cash provided by (used in)		
Operating activities:		
Excess of revenue over expenses	\$(97,833)	\$ 272,919
Amortization of tangible capital and intangible assets, which does not involve cash	43,133	27,776
Net change in operating working capital:		
Accounts receivable	109,421	(70,305)
Prepaid expenses	(11,986)	5,244
Accounts payable and accrued liabilities	123,311	(46,390)
Deferred contributions	(2,600)	(1,275)
	<u>163,446</u>	<u>187,969</u>
Investing activities		
Additions to investments	(1,005,170)	
Additions to tangible capital and intangible assets	(61,688)	(50,751)
	<u>(1,066,858)</u>	<u>(50,751)</u>
Increase (decrease) in cash	(903,412)	137,218
Cash, beginning of year	1,162,590	1,025,372
Cash, end of year	\$259,178	\$1,162,590



CCAC GOVERNANCE

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

BOARD OF DIRECTORS

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



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



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



Dr. Mejid Ayroud
University of Calgary



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



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



Mtre Quentin Leclercq
Lecours, Hébert Lawyers



Dr. Lyne Létourneau
Université Laval



Mr. Robert Madziak
University of Manitoba



Dr. Patricia Turner
University of Guelph



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

Note: Drs. Mark Torchia and Albrecht Schulte-Hostedde completed their terms on the Board of Directors in June 2016.

STANDING COMMITTEES

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

Assessment and Certification Committee

- Dr. Martha J. Navarro, Chair | Health Canada
- Dr. Mejid Ayrout | University of Calgary
- Dr. Catherine Breault | Charles River Laboratories Preclinical Services
Sherbrooke Inc.
- Mr. Shawn Eccles | British Columbia Society for the Prevention of Cruelty
to Animals
- Mrs. Karen Gourlay | McMaster University
- Dr. Christopher Guglielmo | Western University
- Mrs. Simone Kerswell | University of Alberta
- Dr. Pierre Moffatt | McGill University
- Dr. Tom Moon | University of Ottawa
- Dr. Hugh Semple | Department of National Defence
- Ms. Jennifer Smith-Beaudoin | Lennoxville & District Women's Centre
- Dr. Jonathan Spears | University of Prince Edward Island

Governance and Nominations Committee

- Dr. Eileen Denovan-Wright, Chair | Dalhousie University
- Mr. Shawn Eccles | British Columbia Society for the Prevention of Cruelty
to Animals
- Mtre Quentin Leclercq | Lecours, Hébert Lawyers
- Mr. Robert Madziak | University of Manitoba

Public Affairs and Communications Committee

- Mr. Dick Bourgeois-Doyle, Chair | National Research Council Canada
- Dr. Denna M. Benn | Ontario Ministry of Agriculture and Food Ministry of
Rural Affairs
- Dr. James Gilchrist | University of Manitoba
- Ms. Melinda Knox | Queen's University
- Ms. Teresa McKernan | Animal Care Systems, Inc.
- Mr. Owen Roberts | University of Guelph
- Dr. Craig Wilkinson | University of Alberta

Standards Committee

- Dr. Philip Byrne, Chair | Fisheries and Oceans Canada
- Dr. Stan Boutin | Canadian Society for Ecology and Evolution
- Dr. Nicolas Devillers | Agriculture and Agri-Food Canada
- Dr. Christopher Kennedy | University of Ottawa
- Dr. Lyne Létourneau | Université Laval
- Dr. Joanna Makowska | University of British Columbia
- Dr. Gordon Mitchell | Canadian Food Inspection Agency
- Dr. Toolika Rastogi | Canadian Federation of Humane Societies
- Dr. James Sherry | Environment and Climate Change Canada
- Dr. Andrew Winterborn | Queen's University

MEMBER ORGANIZATIONS

The CCAC is comprised of twenty-two member organizations, each of whom appoints one representative to attend the Annual General Meeting with the authority to vote on the member organization's behalf.

Member Representatives for 2016-2017



Front Row, Seated (left to right):

Dr. Francesco Leri | Canadian Council of Departments of Psychology
Dr. James Gilchrist | Association of Canadian Faculties of Dentistry
Dr. Nicolas Devillers | Agriculture and Agri-Food Canada
Dr. Philip Byrne | Fisheries and Oceans Canada
Dr. Christopher Kennedy | Association of Faculties of Medicine of Canada

Back Row, Standing (left to right):

Ms. Teresa McKernan | Canadian Association for Laboratory Animal Science
Dr. Craig Wilkinson | Association of Canadian Faculties of Agriculture and Veterinary Medicine
Dr. Shawn Petrik | Canadian Association for Laboratory Animal Medicine
Dr. Hugh Semple | Defence Research and Development Canada
Dr. Andrew Winterborn | Canadian Veterinary Medical Association
Mr. Dick Bourgeois-Doyle | National Research Council Canada
Ms. Lesley Howes | Environment and Climate Change Canada
Dr. Christopher Guglielmo | Canadian Society of Zoologists
Dr. Martha J. Navarro | Health Canada

Missing:

Dr. Peter Backx | Heart and Stroke Foundation of Canada
Dr. Stan Boutin | Canadian Society for Ecology and Evolution
Dr. Gordon Mitchell | Canadian Food Inspection Agency
Dr. Toolika Rastogi | Canadian Federation of Humane Societies
Representative from Canadian Cancer Society Research Institute
Representative from Canadian Bioethics Society
Representative from Innovative Medicines Canada
Representative from Universities Canada

SECRETARIAT

The CCAC's Ottawa-based Secretariat is comprised of a group of dedicated professionals who work with the Board of Directors and various committees to conduct the daily activities of the CCAC related to certification, guidelines development, training, public relations, and the overall administration of the organization.

Dr. Louise Desjardins | 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. Malgosia Mosielski | Associate Director of Assessment
Ms. Monica Séguin | Associate Director of Assessment

Operations

Ms. Deborah Biehler | Director of Operations
Ms. Barbara Couto | Administrative Assistant
Ms. Jumoke Fasoyinu | Certification Officer
Ms. Michelle Lavoie | Administrative Assistant

Public Affairs and Communications

Ms. Sandra MacInnis | Director of Public Affairs and Communications
Ms. Charlotte Tellier | Scientific Translator
Ms. Emily Verlinden | Graphic Design and Editing Coordinator

Standards

Dr. Gilly Griffin | Director of Standards
Ms. Wendy Clarence | Research Analyst
Ms. Julie Dale | Guidelines Development Director
Dr. Michael Walker | Senior Research Analyst

Training and Networking

Ms. Felicetta Celenza | Project Manager and Events Coordinator



CCAC VOLUNTEERS

Volunteers are essential to the CCAC's success. Every year, thousands of scientists, instructors, veterinarians, animal health and welfare experts, and members of the Canadian public contribute their knowledge and skills to our mission. Their hard work enables us to carry out our mandate of guidelines setting and maintenance, assessment and certification, and training and networking. The CCAC would like to thank all of our volunteers for their dedication to animal ethics and care in science.

NATIONAL WORKSHOP CONTRIBUTORS

The CCAC National Workshop 2016 centered on the theme of *Building on an Inclusive Culture of Animal Care in Science*, and attracted a number of participants from across North America. This event would not have been possible without the dedication of the following community representatives, researchers, animal care committee members and coordinators, and animal health professionals, who all contributed greatly to this event.

Dr. Mejid Ayroud | University of Calgary
Dr. Kate Banks | University of Toronto
Dr. Chereen Collymore | University of Toronto
Dr. Tyrrel de Langley | Western University
Mr. Christian Demers | Centre hospitalier de l'Université de Montréal
Dr. Eileen Denovan-Wright | Dalhousie University
Ms. Sophie Dubuisson | Université de Montréal
Dr. Lorraine Ferris | University of Toronto
Dr. David Hanwell | University of Toronto
Dr. Hélène Héon | Centre hospitalier de l'Université de Montréal
Dr. Stéphane Lair | Université de Montréal
Dr. Lyne Létourneau | Université Laval

Mr. Rhain Louis | University of Toronto
Dr. Stéphane Ménard | Université de Montréal
Ms. Angela Morley | The Hospital for Sick Children
Dr. Martha J. Navarro | Health Canada
Dr. Lee Niel | University of Guelph
Dr. Steven Niemi | Harvard University
Dr. Martin Paré | Queen's University
Dr. Albrecht Schulte-Hostedde | Laurentian University
Dr. René St-Arnaud | Shriners Hospitals for Children
Dr. Patricia Turner | University of Guelph
Dr. Andrew Winterborn | Queen's University





“

All in all the planning was excellent, pertinent topics that are current to our needs, keep up the good work.

I found it interesting to network with others facing similar problems.

Thank you for your effort to organize and support quality animal care programs and training.

We should definitely have this every year and require senior admin to go with their own specialized session.

The lectures were topical and the speakers were great.

”



CONTRIBUTORS TO GUIDELINES DEVELOPMENT

Subcommittee members are selected for their expertise on a specific animal, topic, or practice. These volunteer experts are drawn from both the scientific and animal welfare communities, and represent a wide array of knowledge and skills.



Air Quality in Animal Facilities

Dr. Donald McKay, Chair | University of Alberta
Mr. Christopher Cosgrove | The ElmCos Group Ltd.
Ms. Wilma Lagerwerf | Memorial University of Newfoundland
Mr. Gordon Sharp | Aircuity, Inc.
Dr. Ken Ugwa | Public Health Agency of Canada



Husbandry

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



Mice

Dr. Tamara Godbey, Chair | University of British Columbia
Dr. Robert Gendron | Memorial University of Newfoundland
Dr. Hélène Héon | Centre hospitalier de l'Université de Montréal
Dr. René St-Arnaud | Shriners Hospitals for Children
Dr. Patricia Turner | University of Guelph



Nonhuman Primates

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



Rats

Dr. Toni Bayans, Chair | University of Alberta
Dr. Lee Niel | University of Guelph
Dr. René St-Arnaud | Shriners Hospitals for Children
Dr. Patricia Turner | University of Guelph
Dr. Chaowu Xiao | Health Canada

CONTRIBUTORS TO OTHER PROJECTS

Subject matter experts are appointed to focus on specific issues and provide guidance to the Board of Directors.



Animal Data Working Group

Dr. Michael McDonald, Chair | University of British Columbia (Emeritus)

Dr. Philip Byrne | Fisheries and Oceans Canada

Dr. Gillian Crozier | Laurentian University

Dr. Sara Dubois | British Columbia Society for the Prevention of Cruelty to Animals

Mr. Terry Germscheid | University of Manitoba

Mr. Claude Lalande | McGill University

Mr. Rhain Louis | University of Toronto

Dr. Toolika Rastogi | Canadian Federation of Humane Societies

Dr. Guy Rousseau | Université de Montréal



Subcommittee on Teaching Program Certification

Ms. Paulette Bonin, Chair | Collège Boréal

Mr. Martin Cole | Ontario Society for the Prevention of Cruelty to Animals

Dr. Jocelyn Forseille | Alberta Veterinary Medical Association

Mr. Philippe Nasr | Collège Lionel-Groulx

Ms. Debbie Claassen | Northern Alberta Institute of Technology

Dr. Debra Wright | Georgian College



Task Force on Performance Measures and Impact Assessment

Dr. Mark Torchia, Chair | University of Manitoba

Mr. Robert Madziak | University of Manitoba

Ms. Laurie Mitchell | Independent consultant

Dr. Stuart Nicholls | Children's Hospital of Eastern Ontario

Dr. Penny Moody-Corbett | Northern Ontario School of Medicine

Mrs. Joyce Blond | Community representative



Subcommittee on Zoos and Aquariums Certification

Dr. Albrecht Schulte-Hostedde, Chair | Laurentian University

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

Dr. David Rosen | Vancouver Aquarium

Dr. Barbara Hildebrand | Dalhousie University

Dr. Martin Haulena | Vancouver Aquarium

MEMBERS OF CCAC ASSESSMENT PANELS

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



Community Representatives

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

Mr. Anastasios Anastasopoulos | Montréal, QC
Ms. Diana Cline | Québec, QC
Mr. Martin Cole | Beaverton, ON
Dr. Sara Dubois | Vancouver, BC
Mr. Dan Fryer | Winnipeg, MB
Ms. Patricia Gibbings | London, ON
Mr. Brian K Godfrey | Nanaimo, BC
Mr. Arthur Goldsmith | Arnprior, ON
Mr. Andrew Hebda | Halifax, NS
Ms. Melissa Logan | Edmonton, AB
Mr. Serge Marquis | Mauricie, QC
Dr. Sue McKenzie | Montréal, QC
Mrs. Evelina Smith | Sherbrooke, QC
Mr. Robert van Tongerlo | Manotick, ON
Ms. Patricia Verret | LaSalle, QC



Scientists

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

Dr. Marcel B. Bally | BC Cancer Agency*
Dr. Catherine B. Chan | University of Alberta*
Dr. Charles Doillon | Université Laval
Dr. Marc Ekker | University of Ottawa*
Dr. Jean-François Giroux | Université du Québec à Montréal*
Dr. Martin Guimond | Hôpital Maisonneuve-Rosemont*
Dr. Edwin A. Kroeger | University of Manitoba*
Dr. David A. Lovejoy | University of Toronto*
Dr. Pierre Moffatt | Shriners Hospitals for Children*
Dr. Timothy Regnault | Western University*
Dr. Dan W. Rurak | University of British Columbia*
Dr. Don Stewart | Acadia University*
Dr. Mark Torchia | University of Manitoba*
Dr. Christopher Ward | Queen's University*

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



Animal Health Professionals

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

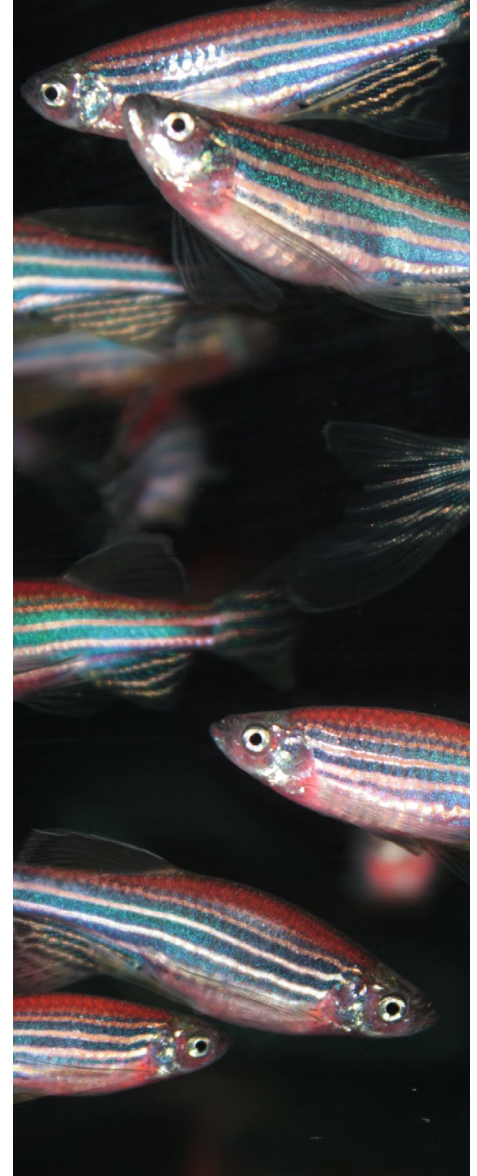
Veterinarians

- Dr. Craig Bihun | National Research Council Canada
Dr. Catherine Breault | Charles River
Laboratories Sherbrooke
Dr. Melanie Buote | University of Prince Edward Island*
Dr. Julie Chevrette | McGill University
Dr. Chereen Collymore | University of Toronto
Dr. Lucie Côté | The Research Institute of the McGill
University Health Centre*
Dr. Kathleen Delaney | McMaster University*
Dr. Aurore Dodelet-Devillers | McGill University*
Dr. Hélène Héon | Centre hospitalier de l'Université
de Montréal
Dr. Barbara Hildebrand | Dalhousie University
Dr. Ovidiu I. Jumanca | Institut de recherches cliniques
de Montréal
Dr. Jean Lavallée | Aquatic Science & Health Services
Dr. Michele Martin | University of Victoria
Dr. Shelly Ann McErlane | University of British Columbia
Dr. Douglas W. Morck | University of Calgary
Dr. Gregory P. Muench | University of Calgary
Dr. Martha J. Navarro | Health Canada*
Dr. Kerri Nielsen | Carleton University
Dr. Norah Nixon | Algonquin College
Dr. Holly M. Orlando | University of Ottawa*
Dr. Sharon Prus | Simon Fraser University
Dr. Jonathan Spears | University of Prince Edward Island*
Dr. Mary VanderKop | Government of Yukon
Dr. Ian D. Welch | University of British Columbia*
Dr. Craig Wilkinson | University of Alberta*

Technicians

- Mr. John Batt | Dalhousie University
Ms. Monique Burmester | University of Saskatchewan
Mr. John A. Derksen | Lethbridge College*
Ms. Nadia Desnoyers | Université du Québec à Trois-Rivières
Ms. Fanny Longpré | Université du Québec à Trois-Rivières
Ms. Christine Quarrington | University Health Network
Mr. Martin Ryan | University of Waterloo*

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



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How to Reach Us

Canadian Council on Animal Care
190 O'Connor St., Suite 800, Ottawa, ON K2P 2R3
613-238-4031 | ccac@ccac.ca | www.ccac.ca