



WORKING TOGETHER TO ENHANCE
ANIMAL ETHICS AND CARE IN SCIENCE

Canadian Council on Animal Care
Strategic Plan 2015-2020



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Member Organizations

Agriculture and Agri-Food Canada (AAFC)
Association of Canadian Faculties of Dentistry (ACFD)
Association of Faculties of Medicine of Canada (AFMC)
Canada's Research-Based Pharmaceutical Companies (Rx&D)
Canadian Association for Laboratory Animal Medicine (CALAM)
Canadian Association for Laboratory Animal Science (CALAS)
Canadian Bioethics Society (CBS)
Canadian Cancer Society Research Institute (CCSRI)
Canadian Council of Departments of Psychology (CCDP)
Canadian Faculties of Agriculture and Veterinary Medicine (CFAVM)
Canadian Federation of Humane Societies (CFHS)
Canadian Food Inspection Agency (CFIA)
Canadian Society for Ecology and Evolution (CSEE)
Canadian Society of Zoologists (CSZ)
Canadian Veterinary Medical Association (CVMA)
Department of National Defence (DND)
Fisheries and Oceans Canada (DFO)
Environment Canada (EC)
Health Canada (HCan)
Heart and Stroke Foundation of Canada (HSFC)
National Research Council of Canada (NRC)
Universities Canada (formerly Association of Universities and Colleges of Canada) (Univcan)

Affiliates

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

Stakeholder Groups

We would like to thank all of the stakeholder groups that provided feedback throughout the consultation process.

We are grateful to our funders, the Canadian Institutes of Health Research (CIHR) and the Natural Sciences and Engineering Research Council of Canada (NSERC) for their generous support.



MESSAGE FROM THE CHAIR

Over the last three years, the CCAC has undergone a process of renewal and growth, evolving to meet the challenges and opportunities of the 21st century. Faced with funding reductions, the CCAC was required to rethink how it could deliver its programs sustainably and effectively. Though this was an intense period of transition and change, the CCAC has emerged stronger and more determined, ready to move forward.

After widespread consultations with key stakeholders in 2013-2014, the CCAC Board of Directors developed the CCAC's strategic plan for 2015-2020 – our roadmap for the next five years.

In collaboration with CCAC member organizations and other stakeholder groups, the Board of Directors identified five goals that will guide our organization over the coming years:

- 1) Raising the bar for our standards development process
- 2) Better reflecting Canadian society in our membership
- 3) Growing our community of CCAC-certified institutions
- 4) Increasing awareness of CCAC's mandate amongst stakeholders, including the public
- 5) Strengthening our financial viability and stability

Continuous collaboration is fundamental to this strategic plan. These goals will not be achieved by the CCAC alone, but rather by working together with our diverse group of stakeholders and community members. Our organization has always been built upon strong, active partnerships with Canada's scientists, institutions, animal welfare professionals, educators, and animal care providers, and we will continue to build upon these partnerships in the years to come.

This strategic plan sets the CCAC's trajectory for the next five years and we invite you to work alongside us as we forge a new way forward for our organization. Together, we will work to enhance animal ethics and care in Canadian science.



Dr. Mark Torchia
Chair, Board of Directors
Canadian Council on Animal Care



CONTENTS

EXECUTIVE SUMMARY 1

INTRODUCTION..... 3

VISION, MISSION, MANDATE AND PRINCIPLES..... 4

GOALS..... 6

IMPLEMENTATION PLAN 12

WORKING TOGETHER..... 16

GOVERNANCE 2014-2015..... 19

CCAC SECRETARIAT 20





EXECUTIVE SUMMARY

This strategic plan is the first step along the CCAC's new path forward. As part of this plan, the CCAC has identified five goals that will guide its activities over the coming five years, along with clear objectives for each of the goals:

Goal 1 – Raising the Bar for Our Standards Development Process

1. Optimizing guidelines development
2. Developing further Three Rs initiatives to enhance animal ethics in science

Goal 2 – Better Reflecting Canadian Society in Our Membership

1. Clarifying and communicating the benefits of membership
2. Expanding the scope of membership
3. Engaging members on a continuous basis

Goal 3 – Growing the Community of CCAC-Certified Institutions

1. Demonstrating the value of program participation
2. Growing the number of program participants
3. Providing participants with training and tools, empowering them to ensure high standards of ethics and animal welfare

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

1. Speaking with a clear and unified voice to stakeholders
2. Increasing our visibility

Goal 5 – Strengthening Our Financial Viability and Stability

1. Meeting the needs of our program participants
2. Diversifying funding sources
3. Enhancing the CCAC's financial expertise

We have not only set our trajectory for the next five years, but have also developed a practical roadmap, empowering us to set our plan into action. This strategic plan is accompanied by an implementation plan (page 12), which establishes practical actions for achieving our objectives, and ultimately our five, overarching goals.

Over the next five years we will collaborate with our member organizations, partners, and participants, continually working toward fulfilling our vision: that the highest standards of animal ethics and care are valued and assured in all animal-based science conducted throughout Canada.



CANADIAN COUNCIL ON ANIMAL CARE STRATEGIC PLAN 2015-2020

INTRODUCTION

The Canadian Council on Animal Care (CCAC) is the national organization responsible for setting, maintaining, and overseeing the implementation of high standards for animal ethics and care in science throughout Canada.

Created in 1968, the CCAC is an independent, non-profit organization, acting in the interests of the Canadian people. Since its inception, the CCAC has continually advanced high standards of animal ethics and care in Canadian science through its one-of-a-kind system.

The CCAC develops evidence-based standards, incorporating expert opinion, the values of Canadians, and the principles of the Three Rs (replacement, reduction, and refinement). It also assesses and certifies institutions working with animals for scientific purposes, ensuring they meet CCAC's high standards. Distinctly unique, the CCAC is the only system in the world that delivers standards development, assessment, and certification through one integrated and interdependent structure.

More than 2,000 volunteer experts serving on 225 local animal care committees (ACCs) help fulfill CCAC's mandate and deliver its programs in institutions across Canada. Also comprised of volunteer experts, the CCAC's governing Board of Directors is nominated and elected by CCAC's 22 member organizations, which reflect a wide range of interests, concerns and objectives surrounding animal-based science in Canada.

In CCAC-certified institutions, animal-based science falls into the five following categories:



Fundamental research

To broaden our knowledge of essential physiological structure and functions of life and to understand animals' function in the natural world



Medical or clinical studies

To better understand and treat human or animal diseases and disorders



Development of products or devices

To study potential treatments



Regulatory testing

To ensure the safety of pharmaceuticals, biological products, chemicals and medical devices



Educational purposes

To learn scientific concepts and develop practical skills and expertise in specific techniques



VISION, MISSION, MANDATE AND PRINCIPLES

VISION

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

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.

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.

PRINCIPLES

The CCAC adheres to the following 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 scientific evidence.

Transparency

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

Partnership

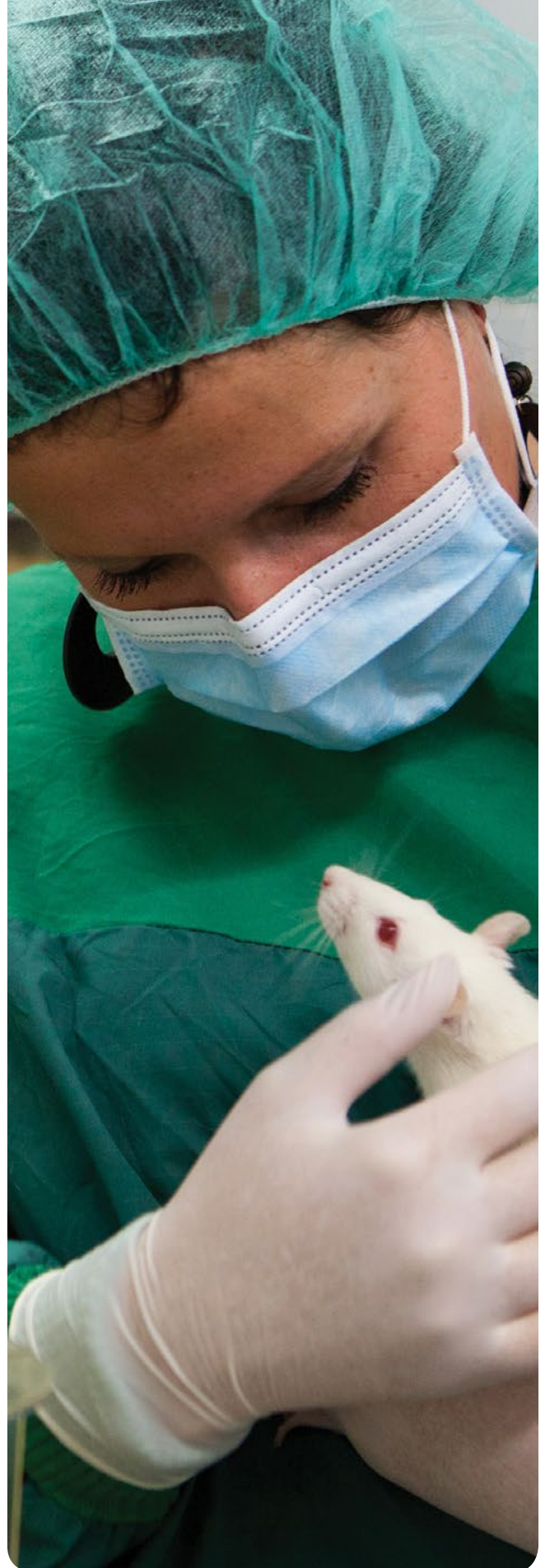
The CCAC works in partnership with its member organizations, program participants and stakeholders to advance animal ethics and care in science.

Inclusiveness

The CCAC works with all stakeholders, seeking advice and perspectives from 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.



GOAL ONE

Raising the Bar for Our Standards Development Process

The CCAC already sets the bar high for its standards. A leader in the international harmonization of standards, the CCAC develops peer reviewed guidelines which strictly adhere to scientific evidence. We also continually encourage Canadian institutions to embrace and employ the tenet of the Three Rs (Replacement, Reduction, and Refinement).

CCAC's guidelines and policies are the foundation of its work. They therefore must be timely, relevant, and most of all, informed by evidence. Guidelines must be regularly reviewed, ensuring they reflect current realities and respond to the needs of stakeholders.

We are committed to maintaining and strengthening our reputation for excellence in our standards.

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



Our objectives are to:

1 Optimize guidelines development

The CCAC will ensure that its process for developing guidelines meets the criteria of timeliness, relevance and evidence, in order for its standards to continue to set the bar for animal ethics and care throughout the world. We will consult with stakeholders and other experts to determine how to optimize processes for reviewing and revising guidelines, responding to the needs of our program participants and reflecting the most recent scientific evidence.

2 Develop further Three Rs initiatives to enhance animal ethics in science

The CCAC is committed to reducing, replacing and refining the involvement of animals in science in Canada and will continue to work with Canadian scientists and other stakeholders to further develop and implement initiatives that improve animal welfare.

GOAL TWO

Better Reflecting Canadian Society in Our Membership

Currently comprised of 22 organizations, CCAC's membership includes a broad range of organizations with an interest in science, education, animal ethics and care.

As part of its mandate, the CCAC is charged with the responsibility to “act in the interests of the people of Canada.” To fulfill this important role, CCAC's membership must represent these interests, by reflecting Canadian society as it exists today. As our society continues to evolve, our membership must evolve with it.

The CCAC must strive to bring in new organizations which support our mandate and are equipped with the right expertise and experience. Over the coming five years, we will endeavor to identify these organizations and work with them to bring their voices, views and perspectives to the CCAC table.

Our objectives are to:

1

Clarify and communicate the benefits of membership

Attracting new members will be made easier by clearly and effectively communicating the benefits of membership through multiple channels.

2

Expand the scope of membership

New member organizations must reflect the diversity of Canadian society, be supportive of CCAC's mandate, and bring a range of perspectives to the table.

3

Engage members on a continuous basis

Members and their representatives contribute enormously to CCAC's success – but only if they are *active*. We will develop strategies to keep members engaged in our work, and solicit their valuable feedback so that all parties mutually benefit from the collective pool of experience and expertise.



CCAC
members comprise
organizations with an
interest in animal care,
science, education,
and ethics.

GOAL THREE

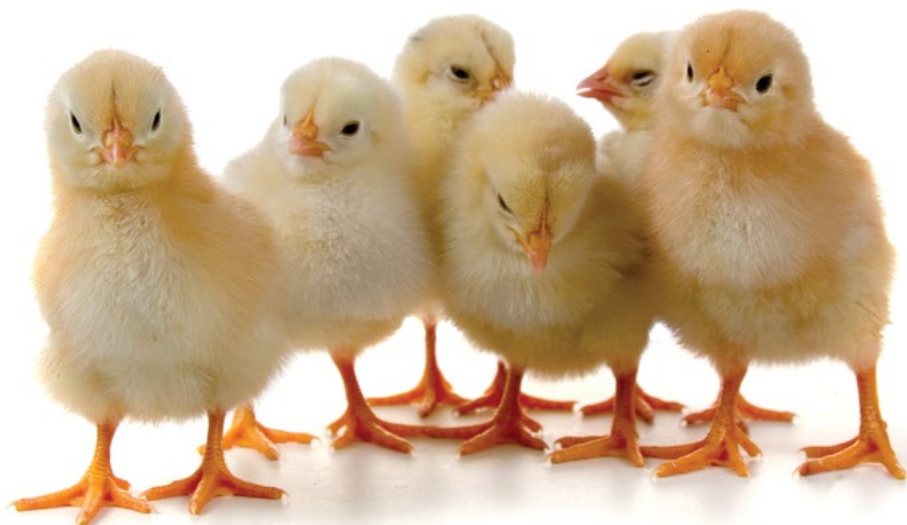
Growing the Community of CCAC-Certified Institutions

Institutions involved with animal-based science participate in the CCAC programs for a variety of important reasons. Paramount among them is the knowledge that, by participating, they are adhering to high standards of animal ethics and care in science.

Participating in the CCAC programs and maintaining a CCAC Certificate of GAP–Good Animal Practice® is mandatory for all Canadian institutions conducting research with animals that receive funding from either the Canadian Institute of Health Research (CIHR) or the Natural Sciences and Engineering Research Council of Canada (NSERC). Regulations in some provinces also require institutions to adhere to CCAC guidelines.

Although these incentives do not cover all Canadian institutions working with animals, other institutions choose to participate in the program because they value ethics and animal welfare, and the assurance that they are adhering to Canada’s high standards. Encouraging the participation of these institutions will be central to achieving CCAC’s vision that *‘the highest standards of animal ethics and care are valued and assured in all animal-based science conducted throughout Canada’*.

**167 organizations
currently hold CCAC
Certificates of GAP–Good
Animal Practice®.**



Our objectives are to:

- 1 Demonstrate the value of program participation**

The CCAC strongly believes in its national peer review system, and will actively communicate the value of its program through multiple communications channels, to both existing and future participants.
- 2 Grow the number of program participants**

The CCAC will work with its members and current program participants to identify new potential participants, reaching out to them with evidence of our program's value. We will also increase provincial governments' awareness of the organization and encourage these governments to make CCAC certification a requirement for their animal-based science programs where not already the case.
- 3 Provide participants with training and tools, empowering them to ensure high standards of animal ethics and care**

The CCAC will provide program participants with the training and tools they need to succeed, through informational and educational activities such as webinars and workshops. These will help institutions ensure high standards of ethical oversight of animals in research, teaching, and testing.



GOAL FOUR

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

Canadians are generally in support of animal-based science, recognizing its contribution to our health, well-being and quality of life. However, they want to be assured that there is a credible system in place to oversee animal ethics and care in Canadian science.

Accountable to Canadians, the CCAC is responsible for sharing information about animals in science with the public. To date, this has been done largely through the compilation and dissemination of statistics on animals in science and the publication of annual reports.

New technologies, particularly social media, now make possible a broader conversation about animal ethics and care in Canadian science. These technologies provide the CCAC with an opportunity to engage in such conversations and to support members and participants in their activities.

Canadians are generally in support of animal-based science, but want a credible system in place to oversee the welfare of these animals.



Our objectives are to:

1

Speak with a clear and unified voice to stakeholders

The CCAC will develop and implement a new communications strategy that identifies its objectives, target audiences, key messages, and activities to achieve its objectives. We will work with our members and collaborators to generate a nation-wide conversation and enhance the general consciousness of Canadians surrounding ethics and care in animal-based science.

2

Increase our visibility

The CCAC does important work to ensure the welfare of animals in science, yet most individuals not directly involved with animal ethics and care in science remain unfamiliar with the organization. We will undertake, as part of our communications, an outreach strategy to ensure that all our stakeholders, including the public, are aware of our important role in Canadian society.

GOAL FIVE

Strengthening Our Financial Viability and Stability

The CCAC is committed to examining new ideas and options for funding its programs.



Traditionally, the CCAC's funding came primarily from the CIHR and NSERC. However, the granting Agencies began reducing their funding contributions in 2013.

In light of this change, we conducted a nation-wide stakeholder engagement process that specifically addressed the question of the CCAC's financial sustainability. This exercise affirmed the need for the organization to increase efficiencies, cut costs and explore new opportunities to sustain its activities. We have since addressed the issue through implementing several cost efficiencies. Going forward, we are equally committed to examining new ideas and options for funding our programs.

Our objectives are to:

1 Meet the needs of our program participants

Program participants pay a fee to access the full range of CCAC activities and resources, including guidelines, assessment, certification, training, and the tools to achieve high levels of animal ethics and care in science. We will review these fees on a regular basis, ensuring they are appropriate and are not a barrier to participation.

2 Diversify our funding sources

The CCAC will explore other sources of support and funding such as other levels of government and research funders, and examine how this could be implemented.

3 Enhance our financial expertise

The CCAC will seek to strengthen its financial expertise by recruiting additional board members with financial knowledge and skills.

IMPLEMENTATION PLAN

In order to fulfill these five goals, the CCAC must set forth clear and thoughtful actions. Defining and prioritizing specific actions for each of the five goals is pivotal to successfully implementing our strategic plan over the next five years. We will carry out these actions by harnessing our teams of volunteer experts' wide breadth of knowledge and experience.

Out of this implementation plan will stem operational plans, which will be optimized on a regular basis over the next five years to adapt to changes, challenges or opportunities as they arise. Throughout this process we will continually engage our partners, experts, volunteers and stakeholders on any key initiatives or developments. To ensure further accountability as well as successful outcomes, the CCAC will measure its progress toward achieving its goals every step of the way by developing and implementing a performance measure framework.

The actions set forth in this implementation plan deliver a tangible and practical structure for success, within which the CCAC will endeavor to reach its vision for 2020.



GOAL 1	OBJECTIVES	ACTIONS
Raising the Bar for Our Standards Development Process	<p>1 Optimize guidelines development</p>	<ul style="list-style-type: none"> • Devise a mechanism for prioritizing guideline development • Develop and implement a work plan for guideline development • Optimize processes for reviewing and amending guidelines • Develop a process for timely integration of new information and scientific evidence into existing guidelines
	<p>2 Develop further Three Rs initiatives to enhance animal ethics in science</p>	<ul style="list-style-type: none"> • Identify and prioritize a list of initiatives related to the Three Rs • Implement a work plan for furthering the Three Rs initiatives

GOAL 2	OBJECTIVES	ACTIONS
Better Reflecting Canadian Society in Our Membership	<p>1 Clarify and communicate the benefits of membership</p>	<ul style="list-style-type: none"> • Develop communication tools and mechanisms for delivering messaging • Recruit and train ‘ambassadors’ to speak on behalf of the CCAC • Reach out to potential new and current member organizations
	<p>2 Expand the scope of membership</p>	<ul style="list-style-type: none"> • Identify potential new member organizations • Target organizations that represent segments of society that are currently underrepresented • Develop rigorous criteria for selecting member organizations
	<p>3 Engage member organizations on a continuous basis</p>	<ul style="list-style-type: none"> • Communicate regularly with member organizations • Receive feedback from member organizations regarding CCAC initiatives • Engage member organizations in various areas of CCAC activities

GOAL 3	OBJECTIVES	ACTIONS
Growing the Community of CCAC-Certified Institutions	<p>1 Demonstrate the value of program participation</p>	<ul style="list-style-type: none"> • Develop an impact framework to measure the value of CCAC's programs • Develop case studies that demonstrate the impact of participating in CCAC programs • Develop standardized messaging and tools to communicate the value of CCAC programs • Develop an e-portal for program participants, making unique tools and resources available to them
	<p>2 Grow the number of program participants</p>	<ul style="list-style-type: none"> • Conduct an environmental scan of potential new program participants • Prepare and implement a marketing strategy
	<p>3 Provide participants with training and tools, empowering them to ensure high standards of animal ethics and care</p>	<ul style="list-style-type: none"> • Develop on-line training tools/platforms • Engage partners in developing and/or sharing teaching materials • Organize workshops that deal with themes of interest in partnership with other organizations • Identify mechanism(s) for feedback related to training and tools

GOAL 4	OBJECTIVES	ACTIONS
Increasing Awareness of CCAC's Mandate Amongst Stakeholders Including the Public	<p>1 Speak clearly and with a unified voice to stakeholders</p>	<ul style="list-style-type: none"> • Develop and implement a new multi-year and multi-platform communication strategy for the organization with clear and impactful messages • Provide media training to CCAC spokespersons and leadership
	<p>2 Increase our visibility</p>	<ul style="list-style-type: none"> • Develop social media tools to especially reach younger audiences including the new generation of researchers • Develop and implement an outreach strategy to educate the general public about animal ethics and care in Canadian science • Develop and implement new online tools for communicating regularly and efficiently with members of the CCAC community

GOAL 5	OBJECTIVES	ACTIONS
Strengthening Our Financial Viability and Stability	1 Meeting the needs of our program participants	<ul style="list-style-type: none"> • Develop tools for receiving feedback from program participants • Implement feedback received from program participants, when feasible
	2 Diversify funding sources	<ul style="list-style-type: none"> • Conduct an environment scan of potential additional sources of support from public and private sectors • Develop and implement a partnership strategy to engage CCAC traditional and non-traditional partners in collaborative activities and initiatives
	3 Enhance CCAC's financial expertise	<ul style="list-style-type: none"> • Recruit additional board member(s) with financial expertise • Appoint a treasurer to the board • Implement continued training and education in finance and administration for relevant CCAC staff





WORKING TOGETHER TO ENHANCE ANIMAL ETHICS AND CARE IN SCIENCE

The CCAC's ongoing partnerships and vast networks of volunteer experts are integral to achieving the five goals set out in this strategic plan. Our successes remain rooted in our collaborative and formative approach to ensuring animal ethics and care in science; therefore we cannot accomplish these goals alone.

Raising the bar for our standards development process, better reflecting Canadian society in our membership, growing the community of certified institutions, increasing awareness and further strengthening our financial stability will require continuous engagement with all our current and future stakeholders.

The successful implementation of this strategic plan, like the CCAC itself, relies on collaboration and cooperation. It is only by working together that animal ethics and care in Canadian science can continue to advance. We look forward to working alongside all of our many stakeholders in the next five years to achieve our vision for 2020.





GOVERNANCE 2014-2015

CCAC BOARD OF DIRECTORS

Dr. Mark Torchia (Chair)

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Dr. Edwin Kroeger (Past Chair)

Dr. Denna Benn

Dr. Craig Bihun

Dr. Eileen Denovan-Wright

Mr. Shawn Eccles

Dr. Douglas Morck

Dr. Albrecht Schulte-Hostedde

Dr. Louise Desjardins (Secretary, non-voting)

CCAC STANDING COMMITTEE MEMBERS

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Dr. Julie Chevrette

Mr. Shawn Eccles

Mr. Darren Grandel

Dr. Sylvie Marleau

Dr. Tom Moon

Dr. Martha Navarro

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Dr. Éric Thorin

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Assessment and Certification

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Dr. Denis Rainville, Assessment Director

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Dr. Malgosia Mosielski, Associate Director of Assessment

Ms. Jumoke Fasoyinu, Certification Officer

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Ms. Barbara Couto, Administrative Assistant

Ms. Michelle Lavoie, Administrative Assistant

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