



Canadian Council on Animal Care Conseil canadien de protection des animaux

CCAC MID-YEAR PERFORMANCE REPORT 2012-2013

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CCAC MID-YEAR PERFORMANCE REPORT 2011–2012

In compliance with the planning and reporting framework required by the Canadian Council on Animal Care (CCAC), the *CCAC Mid-Year Performance Report 2012-2013* provides Council members with a public report on CCAC activities. This report is intended to be used by Council members to help inform their home agencies/organizations about the activities and programs of the CCAC.

A. INTRODUCTION

After 13 years of loyal service, Dr. Clément Gauthier retired on March 31, 2012. CCAC would like to take this opportunity to thank him for his many accomplishments during the 13 years tenure as Executive Director. CCAC is now under the leadership of Dr. Norman Willis.

Dr. Willis is a Doctor of Veterinary Medicine and holds a PhD (Virology) from the University of Toronto. He is an internationally recognized professional with significant experience, both with Agriculture and Agri-Food Canada and the Canadian Food Inspection Agency. His areas of specialty include foreign animal diseases, and virological diagnostics and research. As Director General he managed Canada's animal and plant health programs, and the national chain of eight animal and plant health laboratories. He served as Canada's Chief Veterinary Officer for nine years.

Dr. Willis joined CCAC at a crucial moment in its history as a new business model is being developed in relation with a grant proposal that must be submitted to the granting Agencies by October 31, 2012. His expertise and experience are greatly appreciated in these transformation years.

B. RESULTS BY BUSINESS LINE

1. Planning and Finance

1.1 Staff

All CCAC staff have done an excellent job and have been totally dedicated. The uncertainty of the current situation is extremely stressful to staff but nevertheless they have provided everything that was asked of them, changes and all. The staff is working together as a coordinated team.

There have been two resignations and there remains one vacancy which is not being pursued at this time.

1.2 Finances

The budget that was available for fiscal year 2011-2012 and for this year was inadequate to support full program delivery. This year began with a deficit which was not made clear for two months because financial data was not available. This has necessitated significant program delivery reductions and the program will not be sustainable with the present level of funding.

The financial data management system is supplied by the Association of Universities and Colleges of Canada (AUCC). They were unable to provide us with year-end data (end of March 2012) until the end of May 2012. They are in the process of changing their system which has been delayed in its implementation so once again we are not getting our financial data and will not have it until the end of September 2012.

The AUCC is requiring us to establish our own bank account which we are in the process of accomplishing. In reviewing the documents on which the bank requires signatures, we have decided to have a legal opinion as to whether there is any potential liability for the organization. That is still under evaluation. Legal evaluation is also being applied to the establishment of corporate credit cards.

An audit of the 2011-2012 financial records was conducted, and although no irregularities were detected, the auditors failed to notify us of the deficit.

1.3 Program

In order to address the budget deficit, not only were the program reductions of the 2011-2012 fiscal year maintained, but additional program reductions were implemented to balance the budget. Most travel was cancelled, the resignation was not staffed, there were no face-to-face meetings for subcommittees, and translation of documents has been significantly delayed. No conferences or training have been undertaken with the exception of the CALAS/CALAM annual meeting.

The predominant area of work involvement for most staff for the last four months has been the development and preparation of the Funding Opportunity proposal for CIHR/NSERC. It has dominated all activities over this period of time.

The new *Canada Not-for-Profit Corporations Act* requires the CCAC to amend its articles and documentation to bring them into conformity with this Act by October 17, 2014. This is timely to our present structural design evaluation.

2. Assessment

2.1 Assessment Visits

Of the 24 assessment visits conducted between April 1, 2012 and September 27, 2012, there were 19 regular, 1 interim, 3 special, and 1 orientation visits. In total, 184 institutions of all sizes and representing the academic, government, and private sectors, currently participate in the program.

2.2 Assessment and Implementation Reports: the Certification Process

Following assessment visits, detailed reports are prepared in collaboration with the CCAC assessment directors, scientific writers, assessment panel members, and the Assessment and Certification Committee (AACC). Assessment reports support institutions in achieving best practices in animal care and use, identify deficiencies, and, in most cases, include recommendations to help institutions improve their animal care and use program and meet CCAC standards. Between February 8, 2012 (end of the last reporting period) and September 7, 2012 (date of production of this report),

30 assessment reports, covering 26 regular, 2 special, 1 interim, and 1 orientation visits, have been completed. The average time required to produce an assessment report, from the day of the visit to the day the report is sent to the institution, was 9.7 weeks (range: 4–12 weeks). Twenty-two of the thirty reports were sent within the established timelines (10 weeks or less for small and medium size institutions, 15 weeks or less for large institutions).

Between February 8, 2012 and September 7, 2012, the CCAC Certificate of GAP – Good Animal Practice[®] was issued to 43 institutions. Fourteen institutions were assigned a status of Compliance (one institution received a Certificate following an interim visit) and 29 institutions were assigned a status of Conditional Compliance. The average length of time to process implementation reports and other institutional responses received in this period was 8.5 weeks (range: 0-15 weeks, where 0 denotes the receipt of a Certificate immediately following an interim visit). Of the 56 institutional responses received between February 8, 2012 and September 7, 2012, 43 have been processed. Seventeen of the 43 responses were processed within the eight-week target.

2.3 Financial Restraint Measures

Given the limited budget within which the CCAC must work for the time being, the Assessment and Certification Committee and Sector continue to minimize costs and maximize efficiencies while working to avoid negative impacts on the quality of services.

The following financial restraint measures are still in place:

Numbers of panel members and their travel costs are carefully considered for each regular assessment visit. A risk management strategy is applied to use smaller numbers of panel members for small programs that appear to be functioning well, while keeping larger panels only for more complex programs with more challenges.

In cases where special or orientation visits may be called for, efficiencies have been realized through the use of electronic and phone communications, as well as encouragement for institutions to work with consultants in relevant fields, to minimize the number of CCAC visits and maximize the impact of these visits when they are conducted.

Postage costs for assessment documentation are being minimized through greater use of electronic communications.

The zero budget for continuing education and professional development of Assessment and Certification Sector personnel remains in place.

Assessment Sector director presentations at regional and national animal care and welfare meetings remain mostly curtailed.

Additional measures were adopted during the summer:

The Assessment and Certification Sector did not hire a summer student to enter animal use data.

The Sector has been working with one scientific writer since July 30, 2012. [Standardized paragraphs have been developed for use in assessment reports, with tailored paragraphs as necessary to assist institutions in addressing concerns.](#)

2.4 Additional Assessment and Certification Program Activities

CCAC Survey of Animal Use

Entry of the 2011 animal use data should begin in October, with the help of the Administration Sector. The Education, Training and Communication Sector will contribute to the data validation and analysis. It is difficult to predict when the 2011 survey of animal use will be posted on the CCAC website.

Review and development of CCAC Policy Statements, Interpretation Bulletins and Frequently asked Questions documents

Recommendations – The *CCAC policy statement on: recommendations made in CCAC assessment reports* was approved by Council at its February 25, 2012 meeting. The policy and accompanying Frequently Asked Questions (FAQs) document were posted on the CCAC website on May 14, 2012.

Scientific Merit –The CCAC Council has commented on the draft *CCAC policy statement on: scientific merit review of research programs and animal care committee review of related animal use protocols*, as approved by the AACC on January 25, 2012. The comments will be discussed at the September 27, 2012 AACC meeting. It is hoped that this policy will be approved at all levels later in 2012. FAQs are also being produced in parallel.

Collaboration – The AACC discussed the first draft of the revision of the 2003 *CCAC policy statement on: animal-based projects involving two or more institutions* at its February 23-24, 2012 meeting. The Assessment and Certification Sector is working on a second draft, and key elements of this draft will be discussed at the September 27, 2012 AACC meeting. FAQs will be developed to accompany this policy.

Terms of reference – The Assessment and Certification Sector is reviewing the 2006 *CCAC policy statement on: terms of reference for animal care committees*. Changes to this policy have been discussed at the 2012 National Workshop (Ottawa, April 26, 27) and CALAS Symposium (Vancouver, June 2-6). Important elements and suggested modifications will be discussed at the September 27, 2012 AACC meeting. FAQs will be developed to accompany this policy.

Post-approval monitoring – The Assessment and Certification Sector has drafted an interpretation bulletin on post-approval monitoring to provide additional, practical information on the elements of post-approval monitoring and the ways in which they can be applied. The document will be formatted into FAQs.

Other policies – Other policies slated for review and revision are the *CCAC policy statement on: assessment panels* (1999) and the *CCAC policy statement on: the assessment program of the CCAC* (2000). The AACC work plan outlines the upcoming work on policies and is regularly updated and approved by the Board of Directors.

Other FAQs - FAQs on human resources are in development, and will provide examples of possible animal care and use program structures for various categories of institutions and examples of the human resources needed to effectively support these structures.

The Assessment and Certification Sector also plans to develop FAQs on ACC community representatives, on laboratory animal facilities and on counting and reporting animals; these projects are presently on hold.

Scope of the CCAC Program

The AACC and Assessment and Certification Sector continue to contribute actively to the task of defining the scope of the CCAC Program through participation on the Working Group and provision of relevant information.

Definition of Animal Use

The Assessment and Certification Sector drafted a document with the objective of clarifying the CCAC's definition of animal use. The AACC discussed the first draft definition of animal use at its February 23, 2012 meeting. The document was modified to include comments resulting from the discussion, and a second draft will be presented at the September 27, 2012 meeting.

Program Review Form

The content of the *Animal Care and Use Program Review Form* (PRF) was completely reviewed and updated. The production of a new format for the PRF is in progress. This enhanced format will be more user-friendly, and allow functions such as pasting text from a MS Word document, and tracking changes.

Revision and development of Standard Operating Procedures

The revision and development of assessment sector standard operating procedures are presently on hold.

SharePoint

The Assessment and Certification Sector continues to participate in the development of SharePoint, an information management system for the CCAC, including Assessment and Certification Program operations.

3. Guidelines Program

3.1 Guidelines Development

CCAC guidelines on: genetically engineered animals used in science

A subcommittee meeting was held on March 7-8, 2012 to review feedback from the fourth and final review of the draft *guidelines on: genetically engineered animals used in science*. The subcommittee on biotechnology is currently in the process of finalizing this document for publication.

CCAC guidelines on: the care and maintenance of marine mammals

The marine mammals subcommittee is revising the final draft of the *CCAC guidelines on: the care and maintenance of marine mammals* to prepare it for publication.

CCAC guidelines on: air quality of laboratory animal facilities

A draft guidelines document is under development by the air quality subcommittee to address the air quality parameters required at the cage level and at the room level, as well as factors that might influence air quality. To address the lack of published scientific evidence in this area, a research project is being undertaken to gather information and engage those working in laboratory animal facilities and other experts in an analysis of this information to reach consensus on performance standards.

CCAC guidelines on: the care and maintenance of rats

The subcommittee is currently drafting a guidelines document for the care and maintenance of rats through consultation with guidance documents from other jurisdictions and a review of the scientific literature. This document will replace Chapter XXI Laboratory Rats of the *CCAC Guide to the Care and Use of Experimental Animals*, volume 2 (1984).

CCAC guidelines on: the care and maintenance of nonhuman primates

The subcommittee is currently preparing a preliminary draft guidelines document on the care and maintenance of nonhuman primates through consultation with guidance documents from other jurisdictions and a review of the scientific literature. This document will replace Chapter XX Non-Human Primates of the *CCAC Guide to the Care and Use of Experimental Animals*, volume 2 (1984).

CCAC guidelines on: the care and maintenance of mice

A subcommittee has been initiated for development of a guidelines document to update Chapter XIX Laboratory Mice of the *CCAC Guide to the Care and Use of Experimental Animals*, volume 2 (1984).

Revision of the CCAC guidelines on: institutional animal user training

A draft of the revised *CCAC guidelines on: institutional animal user training* was posted on the CCAC website for widespread review from June 7 to August 10, 2012. The draft is currently undergoing further revision based on the 18 sets of comments received.

3.2 Guidelines Implementation

A number of implementation pieces are under development to support the *CCAC guidelines on: genetically-engineered animals used in science*. These include information on data and animal sharing, genetically engineered animal passports, and refinements to commonly used methods for generation and genotyping.

3.3 Interdisciplinary Collaborations

The Guidelines and Three Rs Programs Director attended the ACC Coordinators meeting in Ottawa on April 25, 2012 to present updates from the Guidelines and Three Rs Programs. She also attended the Canadian Association for Laboratory Animal Science (CALAS) Symposium in Vancouver on June 3-6, 2012 and presented updates during the ACC workshop.

3.4 International Harmonization

The Guidelines and Three Rs Programs Director gave a presentation entitled *CCAC responsibilities for research animals* for the World Courier webinar on transportation of rodents on August 16, 2012. The presentation highlighted the transportation section of the *CCAC guidelines on: procurement of animals used in science*.

3.5 Fellowship in Animal Policy Development

Dr. Marc Avey continues to work on the feasibility study of pedagogical merit review. After receiving ethical approval, Dr. Avey began the interview phase of the research project. This phase is expected to be completed in September, and the second phase, an online survey, will be launched in the fall. In August, Dr. Avey attended the INVEST 2012 Conference in Calgary, Alberta, which focused on the use of simulation in veterinary education and provided opportunity to learn more

about the use of alternatives to animals and discuss his research project with experts in veterinary education.

Dr. Avey has also been collaborating with researchers at the Ottawa Hospital Research Institute (OHRI) to investigate reporting biases in animal research, as part of the CCAC's effort to implement the Montréal Declaration which was adopted by participants of the 8th World Congress. Jointly with Dr. Gilly Griffin and researchers at OHRI, Dr. Avey will apply for a Canadian Institute of Health Research (CIHR) post-doctoral fellowship in the fall competition, as well as a CIHR operating grant for an expanded series of projects on reporting biases.

4. Three Rs

4.1 Development of the Theoretical Basis of the Three Rs Program

A brief study has been conducted to ascertain how other international organizations responsible for the ethical use of animals in science include the requirement for Three Rs review in their oversight systems.

4.2 Prioritization of Three Rs Program Projects

The scientific literature continued to be reviewed regularly, with best practice information captured into a CCAC reference database made available on the Three Rs Microsite. Analysis of animal use data (AUD) was initiated and future data needs identified.

4.3 Promotion of the Three Rs

CCAC Three Rs microsite

The new Three Rs Microsite was launched at the National Workshop held April 26-27, 2012. On May 3, 2012 an electronic capsule announcing the new site was sent to the ACC distribution list. Two weeks later ACC coordinators from Canadian universities were individually contacted to request that they host a link to the Microsite on their ACC-related webpages (approximately 14 institutions now host the link). The Three Rs Program promotional slide package was updated to reflect the new microsite design. The new Microsite was further promoted at the ACC 101 workshop held as part of the 51st CALAS Symposium June 3, 2012. Also in June, the Interagency Coordinating Committee on the Validation of Alternative Methods and the AltWeb webmasters were contacted and responded by adding a link to the microsite from their respective websites.

Weekly updates are now added to the "news & publications" of Microsite homepage, to keep the Microsite in the top category for web browser searches. Updating of information on Alternative Test Methods table was completed in June 2012.

CCAC as Canada's Three Rs Centre

The Proceedings of the Eighth World Congress on Alternatives and Animal Use in the Life Sciences was published on April 10, 2012, as a special issue of the journal ALTEX. The Proceedings are available online at: <http://www.altex.ch/en/index.html?id=90> and comprise 82 manuscripts plus individual session summaries; 575 pages in total.

4.4 Supporting the Implementation of the Three Rs

Implementation of the Three Rs in Research

To further encourage the implementation of the Three Rs, the program director gave a presentation on “transparency through synthesis of evidence, an update to the Montréal Declaration” at the CCAC sponsored session “Engaging the public in animal-based research” held during the 51st CALAS Symposium June 3-5, 2012, in Vancouver. An invited article “Evaluating Environmental Enrichment is Essential” was published in the summer 2012 issue of the *Enrichment Record* http://gr8tt.com/flipbooks/uniflip_ER_0712%20Folder/uniflip.swf

A Tissue Sharing Best practices project was initiated: three members for the working group were recruited, informal interviews were conducted with four individuals involved in managing animal tissue sharing and with the Assessment Directors.

Implementation of the Three Rs in Teaching/Training

The program director gave an invited presentation entitled “Introducing the Three Rs in Life Science Teaching” at the Brazilian Society for Laboratory Animal Science meeting held March 14-16, in Iguassu, Brazil.

Implementation of the Three Rs in Testing

The results of the study carried out by the third CCAC research fellow was published: Long M & Griffin G (2012) Challenges and opportunities for the implementation of the Three Rs in Canadian vaccine quality control. *Regulatory Toxicology and Pharmacology* 63:418–425.

4.5 Fellowship in Animal Policy Development

The 5th CCAC fellow, Ms. Shannon Duffus’ research focuses on pain and analgesia in laboratory animals. She is currently involved in two research projects. The first is a web-based study to examine public attitudes toward the use of animals in research, conducted in collaboration with Dr. Daniel Weary from the University of British Columbia (UBC). This includes questions to explore public attitudes toward animal use in pain research. Data collection for the first phase of the study is complete and a preliminary analysis has been conducted and presented at the 14th World Congress on Pain held in Milan, Italy August 27-31, 2012.

The second project is an interview-based study to investigate analgesic practices in laboratory animals and obstacles to the refinement of painful protocols where analgesia is withheld. Ms. Duffus has completed the interview portion of her study has begun the data analysis.

Ms. Duffus attended the 51st CALAS Symposium where she gave a presentation on “Public Views on Animal Research – A Question of Pain?” in the CCAC sponsored session “Engaging the Public in Animal-based Research.” Following the conference she completed a research stage in Vancouver to meet with collaborators regarding the Lab Views analysis.

5. Education, Training and Communications

5.1 Training and Education

National Institutional Animal User Training (NIAUT) Program

Development of New Training Modules

Two training modules in the farm animal stream focusing on beef and dairy cattle have undergone final revision and formatting. Publication of these two training modules will be delayed until the new CCAC online training platform has been developed. The second draft of the *CCAC training module on: poultry* was reviewed internally and will be sent out for beta-testing in the fall of 2012.

Another new training module under development focuses on fish. This training module will be based on the *CCAC guidelines on: the care and use of fish in research, teaching and testing* and will enhance the fish resources and materials currently available on the CCAC website. A preliminary draft was completed in June and a first draft of the training module has been initiated.

Revision of Existing Training Modules

The revision of the training modules on *occupational health and safety* and *analgesia* has been put on hold due to lack of staff resources during the summer months in order to prepare for the CCAC business plan.

Moodle Platform

In summer of 2012, the ETC sector has looked into the feasibility of creating an online training platform which would include the training modules, resource materials, quizzes and certificates of completion to facilitate the evaluation of animal users and better assist institutions in maintaining an accurate training program.

Preliminary work has begun on creating the online platform in “Moodle” (Modular Object-Oriented Dynamic Learning Environment) and populating the platform with all of CCACs training modules. The platform would include features allowing training coordinators to track personnel/student training, test knowledge, and issue certificates upon course completion. This new service would significantly decrease the workload of those responsible for training at participating institutions and would remove the administrative burden of evaluation. The platform will be available to all Canadian and internal institutional training coordinators. A pilot version, which will be beta-tested by a number of institutions, is expected by spring 2013.

CCAC National Workshop 2012

The CCAC 2012 National Workshop took place on April 26 and 27 in Ottawa at the Delta Ottawa City Centre Hotel. Over 185 participants from 88 institutions/federal departments were in attendance for a total of 20 presentations, including 2 plenary, 14 parallel and 22 breakout sessions. There were 22 speakers and 34 facilitators who presented and shared their expertise. The two day forum allowed for the exchange of information on challenges and best practices, and attracted a broad audience, including technicians, scientists, community and student representatives, researchers, veterinarians, and administrators of institutional animal care programs.

The delivery of the National Workshop this year differed from previous workshops in that it featured bilingual offerings of the plenary sessions in a larger meeting space. It also included microphones and speakers for breakout sessions, a separate dining area for networking, as well as a cocktail

reception. Feedback was received from 59 participants and responses were highly favorable as shown below:

“This was the first time I have attended a CCAC workshop, and I found it very informative, well organized, and definitely worth attending”.

“The information provided was extremely helpful and I have been able to discuss some of it with other members of our institution to implement changes to our system”.

“I really hope that CCAC will continue to offer this workshop on an annual basis in light of their current budget issues. I appreciate all of the effort/work that CCAC puts into this workshop and find it very valuable”.

5.2 Communications

Websites

CCAC Website

The CCAC website was visited a total of 22,844 times between March 1, 2012 and September 9, 2012. The ETC Sector ensured the maintenance and regular content update of this website during this period.

CCAC Three Rs Microsite

Members of the ETC Sector, in collaboration with members of the Three Rs Sector, have reorganized and structured the CCAC Three Rs Microsite so that information is more readily accessible, engaging and visually appealing. Launched on May 3, 2012, the Microsite included colour schemes with a consistent look and feel to other CCAC communication tools. It now provides enhanced navigation and functionality for existing users and easier access to information for new users.

Media Relations

In 2012, the ETC Sector coordinated several interviews with the media. These interviews included:

Bloody Demonstration Protests Animal Testing, which aired on CTV on June 3, 2012

Regulating Animal Testing, which aired on June 8, 2012 on CBC Radio’s *The Current*.

UBC Defends Care of Research Animals: Releases 2010 Report Citing Deficiencies, Says Things Have Improved, published in the *Vancouver Sun* on August 31, 2012.

The ETC Sector also provided clarifications on some of the information published in a previous article from the *Vancouver Sun* on March 6, 2012.

Information Capsules

The following 26 email information capsules were sent to constituents between March 1, 2012 and August 31, 2012:

March 6, 2012: CCAC webinar: final list of questions and answers / Webinaire du CCPA : liste définitive des questions et réponses

March 15, 2012: There is Still Time to Register to the CCAC National Workshop 2012!

March 15, 2012: Vous pouvez encore vous inscrire à l’atelier national 2012 du CCPA

March 23, 2012: CCAC National Workshop 2012: Only One Week Left to Register and Take Advantage of our \$159.00 Room Rate!

March 23, 2012: Atelier national 2012 du CCPA : Il vous reste seulement 7 jours pour vous inscrire et profiter du tarif spécial de 159\$ par chambre

March 26, 2012: Announcement of the new CCAC Executive Director – Nomination du nouveau directeur general du CCPA

March 29, 2012: CCAC National Workshop 2012: Deadlines Have Been Extended to April 5, 2012!

March 29, 2012: Atelier national 2012 du CCPA : le 5 avril 2012 est la nouvelle date limite

April 2, 2012: Announcement of the new CCAC Executive Director

April 2, 2012: Nomination du nouveau directeur général du CCPA

April 23, 2012: Analgesia-data interactions – Have your say

April 23, 2012: Interactions entre analgésie et données expérimentales – à vous la parole

May 3, 2012: Newly Redesigned CCAC Three Rs Microsite

May 3, 2012: Le nouveau microsite du CCPA sur les Trois R

May 11, 2012: CCAC at CALAS 51st Annual Symposium

May 11, 2012: Participation du CCPA au 51^e symposium annuel de l'ACSAL

May 14, 2012: The *CCAC policy statement on: recommendations made in CCAC assessment reports*

May 14, 2012: La *Politique du CCPA sur : les recommandations formulées dans les rapports d'évaluation*

June 7, 2012: Draft revision of the *CCAC guidelines on: institutional animal user training*

June 7, 2012: Projet de révision *Lignes directrices du CCPA sur : la formation des utilisateurs d'animaux dans les établissements*

July 18, 2012: Letter to Academic Institutions

July 18, 2012: Lettre aux établissements académiques

August 14, 2012: REMINDER: Review of the revised *CCAC guidelines on: institutional animal user training*

August 14, 2012: RAPPEL Révision des *Lignes directrices du CCPA sur : la formation des utilisateurs d'animaux dans les établissements*

August 28, 2012: Letter to governmental and private institutions

August 28, 2012: Lettre aux établissements privés et gouvernementaux

In addition, 12 capsules were sent to participants, plenary and parallel session speakers, as well as facilitators of the 2012 National Workshop:

April 17, 2012: CCAC 2012 National Workshop: Plenary Session Speakers

April 17, 2012: Atelier national 2012 du CCPA: Présentateurs des séances plénières

April 17, 2012: CCAC 2012 National Workshop: Parallel Session Speakers

April 17, 2012: Atelier national 2012 du CCPA: Présentateurs des séances parallèles

April 17, 2012: CCAC 2012 National Workshop: Breakout Session Facilitators

April 17, 2012 : Atelier national 2012 du CCPA: animateurs de groupes de discussion

April 17, 2012: CCAC 2012 National Workshop: What you need to know before you arrive in Ottawa

April 17, 2012: Ce que vous devez savoir en vue de votre participation à l'atelier national 2012 du CCPA

May 2, 2012: CCAC 2012 National Workshop: Thank you for your participation

May 2, 2012: Atelier national 2012 du CCPA : merci pour votre participation

May 10, 2012: CCAC 2012 National Workshop: Your Feedback is Appreciated

May 10, 2012: Atelier national 2012 du CCPA : Vos commentaires sont grandement appréciés

Respectfully submitted by:

Martin Paré

Chair of Council, CCAC

September 24, 2012