



CORPORATE PLAN FY2020/21
To be submitted on or before January 31, 2020

Table Of Contents

MESSAGE FROM THE PRESIDENT 3

ABOUT THE CCA 4

THE ACADEMIES 5

OPERATING PRINCIPLES 6

ACHIEVING RESULTS: REPORTING ON THE WORK OF THE CCA IN 2019/20 7

STATEMENT OF ACCOUNTABILITY: PLANNED ACTIVITIES VERSUS OUTCOMES 8

CCA RISK IDENTIFICATION AND MITIGATION 13

FORWARD PLANNING 2020/21 20

FINANCIAL COMMENTARY 2019/20 23

FINANCIAL COMMENTARY 2020/21 24

CONCLUDING STATEMENT 25

ANNEX A: CORPORATE PLAN REQUIREMENTS 26

ANNEX B: BOARD OF DIRECTORS 27

ANNEX C: SCIENTIFIC ADVISORY COMMITTEE 29

ANNEX D: CCA STAFF 30

ANNEX E: FINANCIAL SCHEDULES 31

MESSAGE FROM THE PRESIDENT

In fulfillment of the requirement set out in our funding agreement with the Government of Canada, the Council of Canadian Academies (CCA) is pleased to present our 2020/21 Corporate Plan. It is an accountability document that provides details of our activities and achievements for the first three quarters of the 2019/20 Fiscal Year, and of the status of the funds received under the funding agreement beginning in April 2020. This document also provides an overview of the CCA's strategic direction and expected activities for FY2020/21, contingent upon the approval of an operational budget by the Board of Directors by March 31, 2020.

The CCA was funded fifteen years ago by the Government of Canada to provide a standing capacity to obtain independent, authoritative, and evidence-based science assessments on a broad range of policy-relevant and complex issues. Since that time, it has completed over 50 assessments for the Government of Canada, provincial governments, and other non-governmental sponsors.

Over the last fiscal year, the CCA released five assessments, updated internal policies and practices to remain a trusted source of assessments of evidence for Canada, established a new process for receiving proposals from potential sponsors, and continued to enhance relationships with the Royal Society of Canada (RSC), the Canadian Academy of Engineering (CAE), and the Canadian Academy of Health Sciences (CAHS) in the areas of dissemination and knowledge mobilization.

As for the year ahead, 2020/21 promises to be an active one for CCA. Expert panels will complete assessments on two diverse, priority-driven topics referred by ISED: the Labour Market Transition of PhD graduates, and Autonomous vehicles. In addition, substantial progress will be made on three new ISED-referred assessments: the Integration of Disaster Risk Reduction and Climate Adaptation in Canada; Circular Economy Opportunities in Canada; and Managing Plant Health Risks in the Canadian Context, with report releases scheduled for 2021. Consistent with the CCA contribution agreement, an assessment referred by a sponsor other than ISED is also underway on the Legal, Ethical, Social, and Policy Dimensions of Somatic Gene and Engineered Cell Therapies.

We are pleased with what we accomplished and look forward to the coming year.



Eric M. Meslin, PhD, FCAHS

President and CEO

ABOUT THE CCA

The Federal government began funding the CCA in 2005 with a \$30M commitment over 10 years to provide independent, authoritative, evidence-based assessments of the science underlying current and future issues of public interest. The CCA received an additional \$15M over five years in 2015 and in Budget 2018, received a further \$9M over three years to sustain the organization through to FY2022/23.

Defining Attributes of the CCA

Power to Convene Experts: The CCA can call on Canada's (and the world's) expertise in health sciences, natural sciences, engineering, arts, humanities and social sciences to join its expert panels. To date, CCA has been assisted by more than 1,000 experts from academia, industry, and the public and non-profit sectors who volunteer their time and expertise, conservatively valued at about \$20M. Few organizations have the convening power to attract such expertise on a *pro bono* basis.

Rigorous, Independent Process: The CCA's assessment process, shaped by 15 years of continuous improvement, is the principal reason that assessment questions are referred to the CCA. This process requires high levels of scrutiny for recruitment of panel members and chairs; effective logistics for expert panel meetings; and efficient management of external peer review of all assessments, as well as publication, translation, and dissemination practices. All are provided by a staff of highly skilled researchers, administrators, and communications professionals. The overall assessment process is overseen by a Board of Directors relying on the advice of a respected and authoritative Scientific Advisory Committee, and managed by a senior management team led by a President/CEO.

To further ensure the independence of the assessment process, sponsors do not participate in the production of assessments, review drafts of reports, or propose any changes to reports before their release. All reports undergo formal peer review and are made available to the public free of charge in both of Canada's official languages.

Emphasis on Evidence: The overarching goal of every CCA assessment is to evaluate the best available evidence on complex issues where the science may be challenging to understand, contradictory, or difficult to assemble. This often means identifying emerging issues, gaps in knowledge and research, Canadian strengths, and international trends and practices. It also means identifying different forms of data, information and knowledge. CCA assessments do not advocate for policy change or make formal recommendations to Sponsors. Upon completion, assessments provide government decision-makers as well as researchers and stakeholders with high-quality information and evidence to inform public policy. We also intend that assessments will be of interest to the broader public.

THE ACADEMIES

The CCA's founding Academies are independent organizations that represent the finest minds in Canada. Their Fellows and senior decision-makers sit on the CCA's Board of Directors and Scientific Advisory Committee, and they are a key source of membership for expert panels. The Academies provide guidance and input throughout the CCA's assessment process, including the planning process, study designs, expert panel nominations, and dissemination processes. The founding Academies of the CCA are the Royal Society of Canada, the Canadian Academy of Engineering, and the Canadian Academy of Health Sciences.

The Royal Society of Canada (RSC)

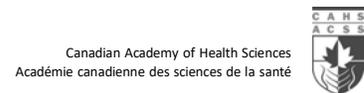
Founded in 1882, the RSC comprises the Academies of Arts, Humanities and Sciences, as well as Canada's first national system of multidisciplinary recognition for the emerging generation of Canadian intellectual leadership: The College of New Scholars, Artists and Scientists. Its mission is to recognize scholarly, research, and artistic excellence, to advise governments and organizations, and to promote a culture of knowledge and innovation in Canada and with other national academies around the world.

Canadian Academy of Engineering (CAE)

CAE is the national institution through which Canada's most distinguished and experienced engineers provide strategic advice on matters of critical importance to Canada. The Academy is an independent, self-governing, and non-profit organization established in 1987. Fellows are nominated and elected by their peers in recognition of their distinguished achievements and career-long service to the engineering profession. Fellows of the Academy are committed to ensuring that Canada's engineering expertise is applied to the benefit of all Canadians.

Canadian Academy of Health Sciences (CAHS)

CAHS recognizes excellence in the health sciences by appointing Fellows based on their outstanding achievements in the academic health sciences in Canada and on their willingness to serve the Canadian public. The Academy provides timely, informed, and unbiased assessments of issues affecting the health of Canadians and recommends strategic, actionable solutions. Founded in 2004, CAHS appoints new Fellows on an annual basis. The organization is managed by a voluntary Board of Directors and a Board Executive.



OPERATING PRINCIPLES

In fulfilling our mandate, the CCA's overarching strategic intent is to identify, analyze, and interpret the best available knowledge on issues of importance to Canadians to inform decision making. We do this by establishing and supporting independent, expert panels tasked with assessing the evidence relevant to matters of significant public interest.

We will continue to employ operating principles founded upon:

- *People*: We are a knowledge-based enterprise that relies on the intellectual and professional contributions of individuals. Therefore, our strategy and actions must fully support and recognize, in meaningful ways, the contributions of staff, expert panel members, reviewers, volunteer Board and SAC members, and the Academies and their Fellows.
- *Assessment Quality and Impact*: The potential impact of assessments depends jointly on the quality of the reports and on our opportunity for influence. Therefore, we position ourselves and our work to achieve both the highest standards of quality and the maximum potential for impact.
- *Process Excellence*: Our value proposition is founded upon our ability to deliver independent, evidence-based assessments. A transparent, consistent, and rigorous process is paramount to maintaining a reputation for being independent and unbiased. Therefore, our assessment activities – from panel selection, to report completion, to production, to dissemination and knowledge mobilization – recognize the importance of excellence in process as well as in content.
- *Performance Measurement*: The CCA continues to respond to demands and the changing needs of those seeking our expertise. To maintain momentum and to continue to capture best practices, we have developed a performance measurement strategy to guide and evaluate ongoing activities, and to ensure that the CCA has the data necessary for ongoing evaluations.

ACHIEVING RESULTS: REPORTING ON THE WORK OF THE CCA IN 2019/20

Fiscal year 2019/20 was one of intense activity for the CCA. Five Government of Canada assessments funded through the ISED Contribution Agreement were under management: Integrated Natural Resources Management, Policing in Indigenous Communities, Antimicrobial Resistance, Labour Market Transitions for PhD Graduates, and Autonomous Vehicles. In addition, three assessments were undertaken outside of the ISED Contribution Agreement: an assessment on climate change risks requested by the Treasury Board Secretariat; an assessment on federal science and technology infrastructure funding sponsored by Public Services and Procurement Canada; and an assessment on somatic gene and engineered cell therapies sponsored by the National Research Council, the latter of which is ongoing. Also notable was the establishment of a new system for receiving priority questions in a more predictable manner that was launched in preparation of the funding agreement commencing in FY2020/21. This new process identified three referred topics to be initiated in the coming fiscal year.

The 2019/20 Corporate Plan included six key foundational goals, which continue to apply to our ongoing work:

1. *Improve Responsiveness*: Develop and provide a line of services that responds to the needs of sponsors.
2. *Achieve Potential*: Attract priority questions of the highest importance and relevance to Canada and Canadians.
3. *Maintain Excellence*: Continue to enhance standards for scientific excellence and high-quality services.
4. *Become Sustainable*: Establish a long-term funding stream by developing a compelling case for a transformational funding.
5. *Foster Collaboration*: Strengthening relationships with all contributors to the science advisory ecosystem and the CCA to achieve its goals.
6. *Increase Visibility*: Increase visibility and awareness of the CCA's work to further the organization's impact.

In the Statement of Accountability below, we report on the planned activities and outcomes as they relate to each of these six goals.

STATEMENT OF ACCOUNTABILITY: PLANNED ACTIVITIES VERSUS OUTCOMES

The following tables present the status of the planned activities for each of the CCA’s six ongoing goals, followed by an overview of the results to date.

GOAL #1: IMPROVE RESPONSIVENESS

Key Planned Activities	Progress	Key Outcomes Achieved
Complete three (3) assessments	ACHIEVED	<p>The Expert Panel on Policing in Indigenous Communities report: Toward Peace, Harmony, and Well-Being: Policing in Indigenous Communities (released Spring 2019).</p> <p>The Expert Panel on Integrated Natural Resources Management report: Greater Than the Sum of Its Parts: Toward Integrated Natural Resource Management in Canada (released Spring 2019).</p> <p>The Expert Panel on Potential Socio- economic Impacts of Antimicrobial Resistance in Canada report: When Antibiotics Fail (released Fall 2019).</p>
Complete two (2) assessments sponsored outside the ISED agreement	ACHIEVED	<p>Treasury Board of Canada Secretariat asked the CCA to examine the top climate change risks for Canada and their relative significance. The Expert Panel on Climate Risks report: Canada’s Top Climate Change Risks (released Summer 2019).</p> <p>Public Services and Procurement Canada asked the CCA to assess the evidence on leading practices for federal S&T infrastructure investment decisions. The Expert Panel on Building the Future of Federal Science: Building Excellence (released Summer 2019).</p>
Substantial progress on two (2) assessments 2020).	ACHIEVED	<p>Substantial progress has been made on The Labour Market Transition of PhD Graduates report (to be released Fall 2020).</p> <p>Substantial progress has been made on Connected and Autonomous Vehicles and Shared Mobility report (to be released Winter 2020/21).</p>
Substantial progress on one (1) assessment sponsored outside the ISED agreement	ACHIEVED	<p>National Research Council asked the CCA to assess what are the key legal/regulatory, ethical, social, and policy challenges specific to the approval and use of somatic gene and engineered cell therapies in Canada?</p> <p>Substantial progress has been made on Somatic Gene and Engineered Cell Therapies (to be released Fall 2020).</p>

Additional Highlights:

- Launched initiatives to implement recommendations in ISED’s Evaluation of CCA.
- Engaged with ISED to update and develop the processes for receiving priority questions in a more predictable manner. New process was initiated for FY2020-21.
- Finalized a new Contribution Agreement with ISED for FY2020-2023.

GOAL #2: ACHIEVE POTENTIAL

Key Planned Activities	Progress	Key Outcomes Achieved
Expand outreach and engagement with relevant stakeholders, champions, federal officials including (as appropriate) the Office of the Chief Science Advisor to build awareness of our work and support of science for informed policy and decision making.	ONGOING	The President’s networking activities – particularly meetings and interactions with the DM Champion for Science, the Chief Science Advisor, and other government agencies, departments, and external stakeholders have led to an increase in unsolicited inquiries for CCA to undertake assessments.
Launch initiatives to implement relevant recommendations in ISED’s evaluation of CCA.	PARTIALLY ACHIEVED	Engaged with ISED to update current processes for receiving priority questions in a more predictable manner. Developed a new transformative system for receiving priority questions. DMs and the CSA are now engaged in the process, and the Minister sends a finalized list of priority questions after the federal budget.
Initiate new assessments of importance to Canada through new funding agreements with the federal government.	PARTIALLY ACHIEVED	An assessment on Gene Therapies was initiated under an agreement with the National Research Council (NRC). Discussions about an NRC contribution agreement are ongoing.

Additional Highlights:

- The CCA continued to build its reputation across a variety of government departments.
- Demonstrable increase in inquiries from federal departments seeking CCA assessments.
- Continued to attract questions of high priority (importance and relevance) to Canada and Canadians that would benefit from CCA’s strengths in conducting assessments.

GOAL #3: MAINTAIN EXCELLENCE

Key Planned Activities	Progress	Key Outcomes Achieved
Launch initiatives to implement relevant recommendations in ISED's evaluation of CCA.	PARTIALLY ACHIEVED	In collaboration with ISED, the CCA assisted in the review of the assessment submission and approval process to simplify and better respond to the timelines and needs for scientific knowledge by the federal government. The result established a more regular process, which increased predictability for both the CCA and the federal government. The CCA also collaborated in the development of service standards for key steps in the proposal submission and approval process.
Update, and revise appropriate, assessment methodologies and lessons learned and apply to all future work.	ONGOING	<p>The processes and mechanisms underlying CCA's high-quality services continue to be enhanced and applied to future work through regular updates to the CCA Assessment Lifecycle Methodology. Key updates include an inclusive approach to incorporating French input from panelists and peer reviewers and a new code of conduct for panel members.</p> <p>A focal point for this past year has been a detailed review of research practices associated with identification and use of diverse types of evidence that is increasing required to respond to the new questions.</p>
Update internal communication and publication processes.	ONGOING	The CCA continuously examines and refines internal communications and publication processes to ensure they effectively and efficiently support ongoing excellence. In 2019/20 we conducted an in-depth review of our production process and practices to support a more efficient and sustainable approach that can be scaled to accommodate growing demand.
Provide support and opportunities for CCA staff professional development and career opportunities.	ACHIEVED	Opportunities for increased learning and professional development are communicated to staff regularly, and are considered part of the performance management process. Two CCA staff were promoted to Project Director role, and another was promoted to a new created position in communications as Manager of Planning and Production. The CCA Internship program was relaunched and CCA promoted one intern to the position of Researcher.
Continue to monitor performance Indicators and accompanying measures of the quality and impact of CCA's assessments.	ONGOING	The impact of assessments is monitored through an impact framework. This framework has been used with success to identify specific examples of impact for all assessments to date.

Additional Highlights:

- Feedback from sponsors has demonstrated the value of CCA to government policy development.
- CCA continued to attract the best minds to chair and participate on CCA expert panels.

GOAL #4: BECOME SUSTAINABLE

Key Planned Activities	Progress	Key Outcomes Achieved
Co-develop with ISED an updated business model for CCA.	MOSTLY ACHIEVED	Some key strategies outlined in the 2018 Budget submission were incorporated in the Contribution Agreement for FY2020/21 to FY2022/23. Among the most important: <ul style="list-style-type: none"> Validating the expectation of non-ISED assessment sponsorship, including a target of 23%. Acknowledging the value of seeking funding for knowledge mobilization activities.
Continue to present CCA's value proposition across the federal government and elsewhere as needed.	PARTIALLY ACHIEVED	Recognition by key federal science department leaders, including DM champions; ISED evaluation recognizes CCA's value proposition.
Engage CCA Board of Directors in discussions about next budget request.	ONGOING	In addition to the remaining key strategies outlined in the 2018 Budget submission, CCAs' Board anticipates considering the following three areas: knowledge mobilization; improving collaboration; and diversity.

Additional Highlights:

- Finalized updated Collaboration Agreement FY2020-21 to FY2022-23.
- The CCA and its work has a higher profile among decision-makers, across governments, and with senior leaders in academia.
- Established a mid-term strategy to enable predictable funding and assessment referrals.

GOAL #5: FOSTER COLLABORATION

Key Planned Activities	Progress	Key Outcomes Achieved
Continue supporting AGMs of Academies and evaluate other knowledge mobilization opportunities.	ONGOING	Provided financial support to AGMs. Identified collaboration opportunities including, but not limited to, communications strategies.
Develop opportunities for governmental and non-governmental organizations to collaborate with CCA to further goals of disseminating and using assessments.	ONGOING	Collaborated with Gairdner Foundation and McMaster University in releasing the When Antibiotics Fail report at a Gairdner Symposium on antimicrobial resistance. Organized over 30 in-person and on-line briefings with associations and groups for: reports on Climate Change, Indigenous Policing, Integrated Natural Resource Management, and AMR. Continued to strengthen relations with the broader science advisory ecosystem to improve demand for, and impact of, CCA assessments including Canadian Science Policy Centre, Institute on Governance, and others.

GOAL #6: INCREASE VISIBILITY

Key Planned Activities	Progress	Key Outcomes Achieved
<p>Develop, under the leadership of CCA’s Director of Communications, an overarching knowledge mobilization (KMb) strategy to increase visibility, awareness, and use of CCA assessments.</p>	<p>ONGOING</p>	<p>CCA Board has supported the development of a KMb strategy for the organization, as has ISED and other Government of Canada departments.</p> <p>KMb plans have been created and executed for individual CCA assessments, which has resulted in assessments being presented in different venues throughout FY2019/20.</p>
<p>Communicate, through all possible means and media avenues, the value of the CCA, its independence, excellence, and integrity.</p>	<p>ONGOING</p>	<p>Revised public release strategy for assessment reports under leadership of new Director of Communications, which resulted in increased awareness of CCA work. Examples include featured articles in <i>University Affairs</i>, <i>Maclean’s</i>, <i>Globe & Mail</i>.</p> <p>Created the first in a series of corporate explainer videos on our peer review process, with others to follow in 2020-21.</p>
<p>Continue to enhance the CCA’s online presence and brand through deployment of content strategy, use of data visualization, and materials that are more accessible.</p>	<p>ONGOING</p>	<p>Created data visualizations for selected reports to expand use and relevance.</p> <p>Ongoing enhancement of content strategy to better focus on disseminating the work of the CCA expert panels. Examples include short videos, one-pagers, blog posts, infographics, and data visualizations.</p> <p>The CCA continues to participate in events where it can add value by promoting and disseminating the results of assessments. For example, in November 2019, the CCA co-hosted a practical policy workshop at CSPC using the CCA antimicrobial resistance report as a case study.</p>

CCA RISK IDENTIFICATION AND MITIGATION

The CCA Board of Directors has adopted a risk identification and mitigation framework, consistent with industry standards, which includes four broad strategic risk categories: Adaptability, Dependency, Capacity and Credibility, as well as 10 specific risks that are monitored over time. Judgments about the events and mitigation strategies, and their applicability for FY2020/21 were made by CCA management and confirmed by the Executive Committee of the Board.

In general, risk identification is based on informed, subjective assessments by management of the probability/likelihood of a harm occurring, the impact/degree of harm, and the degree to which risks can be mitigated. In general, a risk is identified as minimal if the harm is unlikely to occur, and were it to occur its impact would be small and easily mitigated. A risk is identified as moderate if the harm is likely to occur, and were it to occur its impact would be moderate and require somewhat more management; and a risk is identified as high if the identified harm is very likely to occur, and were it to occur its impact on the organization would be significant requiring considerable management.

Risk Category	Risk and Mitigation Practices	Applicability for FY2020/21
<p><i>Adaptability</i></p> <p><i>Adaptability</i> refers to the risk associated with the changes in the internal and external environments.</p>	<p>1. <i>Loss of governance expertise within the Board of Directors and Scientific Advisory Committee leading to suboptimal governance for the organization.</i></p> <p>There is a moderate risk in failing to identify replacements for departing members and filling existing gaps on the current Board and SAC in a timely fashion, including Minister-nominated members and Academy-identified members.</p> <p>There is a minimal risk of loss of memory on the Board and SAC relating to past practices, proposals and input if pending vacancies are filled quickly and the recruitment of new members is staggered.</p> <p><i>Mitigation:</i></p> <ul style="list-style-type: none"> • The Nominating & Governance Committee has a Board-approved process in place for replacing Board and SAC members. • There is good communication between CCA management and ISED to ensure timely response from Minister for nominees. • Board Chair, David Dodge, has considerable governance experience. • SAC Chair, Eliot Phillipson, has considerable governance experience. 	<p><i>ONGOING</i></p> <p>Mitigation measures remain appropriate</p>

	<p>2. <i>Inability to fully respond to increased assessment requests.</i></p> <p>Based on current and projected workflow and cash flow requirements, there is a moderate risk that the CCA will not be fully successful in securing sufficient funding from outside the ISED funding agreement (revenue from other sources) to be able to respond to requests from potential sponsors in the short term (e.g., next 1-2 years).</p> <p>There is a moderate risk that CCA will not achieve longer term financial stability (e.g., next 5-7 years) under current funding model – ISED providing \$3M/year for next 2 years – and without new plans for growth.</p> <p><i>Mitigation:</i></p> <p>Short term:</p> <ul style="list-style-type: none"> • Management has numerous assessment projects under discussion with sponsors outside the ISED funding agreement. • Management anticipates having 65% to 80% of revenue in place by April 1, 2020. • Management has developed a plan that will accommodate different funding scenarios. <p>Longer Term:</p> <ul style="list-style-type: none"> • Pursue individual contribution agreements with federal departments/agencies for multiple projects over several years. 	<p><i>ONGOING</i></p> <p>Mitigation measures remain appropriate for short term</p> <p>Mitigation measures for longer term to be developed</p>
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<p>Dependency</p> <p><i>Dependency</i> refers to the risks associated with the reliance on other parties to meet strategic and operational objectives.</p>	<p>3. <i>Decrease in quality of assessments by inability to attract high-quality chairs, panel members and reviewers.</i></p> <p>There is a minimal risk that expert panels will be ineffective and will not produce high-quality assessment reports because they lack knowledge, experience or other expertise to undertake CCA-quality assessment functions.</p> <p><i>Mitigation:</i></p> <ul style="list-style-type: none"> • Continue to enhance engagement with broader stakeholder communities to provide input on panel chairs and panel members. • Continue to ensure that the Board of Directors and SAC operate as dependable mechanisms for providing credible input into the panel selection process. • Maintain a structured process to assist panels and their chairs in the management of the assessment process. • Maintain a rigorous and robust report review process as part of overall quality assurance that ensures balanced, high-quality assessments reflect the work of the panels. • Maintain a comprehensive vetting process for panel chairs and members. • Continue to implement policies and procedures to ensure proper vetting of chairs, members, and peer reviewers to avoid conflicts or related factors that may reflect poorly on CCA; implement guidelines for panel conduct, confidentiality and conflict of interest. 	<p>ONGOING</p> <p>Mitigation measures remain appropriate</p>
	<p>4. <i>Poor relationships with the community of expert panel members.</i></p> <p>There is a minimal risk that the CCA will not be able to effectively manage or maintain relationships with the expert community leading to suboptimal engagement, loss of CCA credibility, and/or decreased access to expertise.</p> <p><i>Mitigation:</i></p> <ul style="list-style-type: none"> • Continue to enhance current practices to engage with former expert panel members. • Explore opportunities for additional recognition of current and former panel members. • Continue to foster relationships with the Academies whose Fellows may chair and sit on CCA panels, provide external peer review and sit on the CCA Board and SAC, and who are well positioned to advance knowledge mobilization activities. • Continue to engage SAC whose members interact regularly with a broader community of experts. • Continue to have the CCA President undertake outward- 	<p>ONGOING</p> <p>Mitigation measures remain appropriate</p>

	<p>5. <i>Poor relationships with the Government of Canada.</i></p> <p>There is a minimal risk that the CCA’s capacity to be responsive to the needs of government will be inhibited by ineffective communication strategies or other impediments to good working relationships across the government.</p> <p><i>Mitigation:</i></p> <ul style="list-style-type: none"> • Continue enhanced interactions between the CCA President and Deputy Ministers, department/agency/granting council heads, Chief Science Advisor, and continue to engage with the ADM and DG identified by ISED. • Increase opportunities for the CCA President and Board Chair engage with broader community of stakeholders to ensure awareness of CCA activities. • Maintain the governance mechanisms in place to ensure full compliance with the Funding Agreement. • Continue to submit Annual Reports and Corporate Plans. • Continue to maintain open communication channels with ISED on all aspects of CCA activity. 	<p><i>ONGOING</i></p> <p>Mitigation measures remain appropriate</p>
	<ul style="list-style-type: none"> • <i>Poor relationship with Member Academies.</i> <p>There is a moderate risk that the CCA and the Academies will not be able to work together toward common goals, making it more difficult for CCA to fulfill its mandate.</p> <p><i>Mitigation:</i></p> <ul style="list-style-type: none"> • Identify and work towards joint actions including in areas of knowledge mobilization. • Continuously monitor and update where needed the policies and practices for engagement with the Academies. • Continue to identify opportunities for regular interaction between Academy Presidents and Board Chair. • Ensure that all governance policies and practices are in place and implemented to ensure optimal functioning. • Identify opportunities for Academy presidents to gain more visibility. 	<p><i>ONGOING</i></p> <p>Mitigation measures need action</p>

<p>Capacity</p> <p><i>Capacity</i> refers to the risks associated with a lack of internal capacity.</p>	<p>6. <i>Loss of assessment process continuity.</i></p> <p>There is a moderate risk that CCA staff turnover in important roles will lead to material disruption in assessment activity and quality (e.g., delays, loss of corporate knowledge).</p> <p><i>Mitigation:</i></p> <ul style="list-style-type: none"> • CCA management will continue with a Talent Management Initiative providing opportunities for Research Associates to become Project Managers/Research Associates. • CCA management will maintain and enhance elements of its retention strategy for staff. • Continue to incorporate lessons learned from every assessment as part of a cycle of continuous quality improvement. • Continue to update the CCA Assessment Lifecycle Methodology (CALM), the documented protocol that provides concrete guidance for the entire process of assessment development. • Create a robust candidate pool of high-quality potential assessment staff. 	<p>ONGOING</p> <p>Mitigation measures remain appropriate</p>
	<p>7. <i>Reduction in aptitude, skill, and knowledge.</i></p> <p>There is a moderate risk that the CCA will not be able to attract or retain employees with the high level of competence and skills required to undertake assessment activities or manage corporate affairs – including maintaining an adequate breadth and depth of knowledge to support the assessment programs. This risk increases commensurate with CCA’s financial situation.</p> <p><i>Mitigation:</i></p> <ul style="list-style-type: none"> • Continue with a biannual external Engagement Survey in FY2020-21 to ensure CCA management has a solid understanding of the drivers of CCA’s organizational culture (action planning on top drivers of engagement). • Continue to ensure that mentoring and skill development are a component of CCA’s HR culture. CCA management will encourage staff to initiate training and development. <p>Finalize succession plan in development for the President/CEO.</p>	<p>ONGOING</p> <p>Mitigation measures remain appropriate</p>

<p>Credibility</p> <p><i>Credibility</i> refers to the risks associated with the reputation and relevance of the CCA.</p>	<p>8. <i>Inhibited strategic communications capacity.</i></p> <p>There is a moderate risk the CCA will be unable to increase visibility and awareness of the organization or effectively communicate assessment results, negatively affecting the CCA's impact and relevance.</p> <p><i>Mitigation:</i></p> <ul style="list-style-type: none"> • Overarching Knowledge Mobilization Strategy that emphasizes a comprehensive approach to dissemination for impact. • Provide the Board and SAC with regular updates on strategic communications initiatives. • Ensure that all Expert Panels are provided the opportunity to understand CCA's dissemination and outreach plans. • Enhance methods and approaches to target science policy audiences via website, e-news, social media, conference participation, and related assessment-based communication activities. • Enhance outreach to targeted decision-makers. • Enhance training of CCA Communications and Research staff to ensure all messaging emphasizes independence and objectivity, and that assessments avoid prescriptive recommendations. • Enhance training of panel members and chairs to ensure consistent messaging. 	<p><i>ONGOING</i></p> <p>Mitigation measures remain appropriate</p>
	<p>9. <i>Negative perception of objectivity and intellectual Independence.</i></p> <p>There is a minimal risk the CCA will be seen to lack objectivity and independence in its assessments, limiting the impact of CCA's assessments.</p> <p><i>Mitigation:</i></p> <ul style="list-style-type: none"> • Continue to emphasize for panel members and sponsors CCA process and procedures that ensure objectivity and non-partisan approaches to assessing evidence. • Continue to utilize SAC as an objective advisory resource to the Board on assessment questions, expert panel members, and peer reviewers. • Ensure the report review process, involving peer reviewer and peer review monitors, preserves the integrity and evidence-informed nature of the assessment reports. • Maintain an up-to-date, cumulative summary of published assessments, and promote it regularly to audiences in the Government and the public as a growing body of work available for use in evidence-based public policy. 	<p><i>ONGOING</i></p> <p>Mitigation measures remain appropriate</p>

Risk Profile

In addition to the above-identified risks, the Board through the Executive Committee have asked Management to consider including the specific risks associated with a potential cyber security breach. CCA Management will update this risk profile and share with the Executive Committee for further discussion in FY2020/21.

In light of the above assessment, the overall risk profile of CCA for FY2020/21 is Minimal to Moderate, and overall current mitigation measures are appropriate.

FORWARD PLANNING 2020/21

The CCA is committed to providing high-quality evidence-based assessments on topics of importance for the whole of government.

At the end of FY2020/21, CCA will have drawn down \$3M of the \$9M fund, leaving a balance of \$6M for the remaining two years of the ISED funding agreement. The organization is committed to the following plans for FY2020/21:

- Maintaining a healthy workplace that balances the intensity of workloads and the individual capacity to respond, through policy initiatives, performance measurement and feedback;
- Maintaining high standards of performance for scientific excellence in the conduct of assessments in the face of current workload intensity and likely new demands;
- Public release of at least three assessments, including two ISED assessments and at least one assessment from a third party (i.e. outside the ISED funding agreement);
- Completing a new multiyear, multi-assessment Contribution Agreement with NRC;
- In ongoing collaboration with ISED, implement the remaining recommendations of its evaluation of CCA;
- Implement a comprehensive knowledge mobilization strategy in the FY2020/21 Corporate Plan by allocating 5% of the annual ISED funding for three assessments (\$150K) to fund approved KM proposals received from the member academies that promote the ISED-sponsored CCA assessments;
- Continue to strengthen relationships with all contributors to the science advisory ecosystem, with a particular focus on the Office of the Chief Science Advisor;
- Develop an overarching equity, diversity and inclusion strategy (EDI) for the entire organization, including staff, expert panels, SAC, and Board.

KEY GOALS, ACTIVITIES, AND EXPECTED OUTCOMES IN 2020/21

The CCA will continue to work to achieve its ongoing six foundational goals:

- Improve Responsiveness
- Achieve Potential
- Maintain Excellence
- Become Sustainable
- Foster Collaboration
- Increase Visibility

The CCA recognizes the importance of continuing to develop relevant performance and impact indicators to improve its capacity to report on how well it achieves expected outcomes. Identifying relevant indicators for each of its goals is an important building block in performance management capacity. Below are the main activities planned for FY2020/21 along with the expected outcomes relating to the six key goals.

GOAL #1: IMPROVE RESPONSIVENESS

Develop and provide, on a timely basis, assessments that respond to the needs of sponsors.

Key Planned Activities:

- Launch initiatives to implement the remaining recommendations in ISED's evaluation of the CCA.
 - Refine and update as appropriate the annual ISED/CCA Call for Proposals.
 - Develop a coordinated approach to improve the dissemination of CCA assessments.
 - In collaboration with sponsoring departments/agencies, strengthen the tracking of results and impact.

- Continue to update metrics and processes for monitoring impact to inform continued improvement in the provision of services.

Key Expected Outcomes (Short- and Medium-Term):

- Complete two assessments currently underway sponsored under the ISED contribution agreement; Labour Market Transition of PhD Graduates and Autonomous Vehicles.
- Make substantial progress on three assessments sponsored under the ISED contribution agreement: The Integration of Disaster Risk Reduction and Climate Adaptation in Canada; Circular Economy Opportunities in Canada; and Managing Plant Health Risks in the Canadian Context.
- Complete at least one assessment for NRC outside the ISED funding agreement consistent with requested timelines: Legal, Ethical, Social and Policy Dimensions of Somatic Gene and Engineered Cell Therapies.
- Make substantial progress on two additional assessments sponsored outside the ISED contribution agreement.

GOAL #2: ACHIEVE POTENTIAL

Continue to attract questions of high priority (importance and relevance) to Canada and Canadians that would benefit from CCA's strengths in conducting assessments.

Key Planned Activities:

- Launch initiatives to implement the remaining recommendations in ISED's evaluation of CCA.
- Expand outreach and engagement with relevant stakeholders, champions and federal officials including (as appropriate) the Office of the Chief Science Advisor, to build awareness of our work and support of science for informed policy and decision-making.
- In collaboration with ISED, support any improvements to the new proposal process as needed.
- Initiate new assessments of importance to Canada through the ISED funding agreement(s) and with Federal Government sponsors outside of the ISED contribution agreement.
- Develop an overarching equity, diversity and inclusion (EDI) strategy.

Key Expected Outcomes (Short- and Medium-Term):

- Greater awareness of the CCA across the whole of government.
- Expansion of demand in range, scope, and quality of questions submitted across whole of government.
- Progress towards implementing new approach to EDI.

GOAL #3: MAINTAIN EXCELLENCE

Continually improve all assessment-related processes to ensure that CCA continues to meet or exceed CCA standards of excellence in the conduct of assessments.

Key Planned Activities:

- Launch initiatives to implement the remaining recommendations in ISED's evaluation of CCA.
- Continue to update and revise as appropriate, assessment methodologies and lessons learned and apply to all future work, using results from the SAC Subcommittee on Methodology.
- Continue to update communications and publications practices.
- Actively encourage CCA staff professional development and career advancement.
- Continue to monitor performance indicators and accompanying measures of the quality and impact of the CCA's assessments.

Key Expected Outcomes (Short- and Medium-Term):

- Feedback from sponsors will continue to demonstrate the value of CCA to government policy development.
- Exceptionally high-quality employees will be retained and recruited.
- CCA will continue to attract the best minds to chair and participate on CCA expert panels.

GOAL #4: BECOME SUSTAINABLE

Establish a long-term strategy to become sustainable.

Key Planned Activities:

- Co-develop with the Board a bold proposal for CCA funding as part of the Strategic Science Fund beginning in FY2023-24 to FY2028-29. Such a proposal would consider both new programmatic approaches, new sources of funding, and seek to transform the CCA's capacity to be responsive.

Key Expected Outcomes (Short- and Medium-Term):

- Finalize long-term funding model for CCA.

GOAL #5: FOSTER COLLABORATION

Continue to foster a more productive collaboration with Academies and wider science advice ecosystem to aid in achieving mutual goals.

Key Planned Activities:

- Initiate a strategy to support collaborative knowledge mobilization activities involving Member Academies in relation to CCA assessments.
- Develop opportunities for governmental and non-governmental organizations to collaborate with CCA to further goals of disseminating and using assessments.
- Co-host the 2020 Gairdner Ontario International Symposium on Somatic Cell Gene Therapy in Fall 2020.

Key Expected Outcomes (Short- and Medium-Term):

- Strengthen relations with the broader science advisory ecosystem to improve demand for, use, and impact of CCA assessments.

GOAL #6: INCREASE VISIBILITY

Increase visibility and awareness of the CCA's work to further the organization's impact.

Key Planned Activities:

- Implement CCA's overarching knowledge mobilization strategy to increase visibility, awareness, and use of CCA assessments.
- Communicate, through all appropriate means and social media platforms, CCA's value.
- Continue to enhance the CCA's online presence and brand through deployment of accessible content, and more use of data visualization.
- Celebrate the CCA's 15th anniversary and 50th assessment with a series of content initiatives.

Key Expected Outcomes (Short- and Medium-Term):

- Assessments will generate further awareness about the CCA.
- Information generated from impact monitoring will contribute to our ability to communicate about the value of CCA assessments.

UPCOMING ASSESSMENT PUBLIC RELEASE SCHEDULE FOR 2020 AND BEYOND

Working Assessment Name	Public Release
Labour Market Transition of PhD Graduates	Fall 2020
Autonomous Vehicles	Winter 2020/21
Legal, Ethical, Social, and Policy Dimensions of Somatic Gene and Engineered Cell Therapies. * *Federally sponsored, outside of the ISED funding/ contribution agreement.	Fall 2020

FINANCIAL COMMENTARY 2019/20

The Board and Members approved the Audited Financial Statements for FY2018/19, which were included in the 2019 CCA *Annual Report*. This financial commentary is provided as per the requirements of the Contribution Agreement between the CCA and ISED.

As part of its mandate, the Audit, Finance & Risk Committee (AFRC) of the Board met on a regular basis throughout the year to review CCA's financial position.

As of December 31, 2019, the available financial assets of the CCA are \$624K. This includes \$243K in recoveries (accounts receivable). It excludes \$33K in a restricted fund for assessment work outside the ISED funding agreement and \$600K of deferred compensation (severance liability). At the end of calendar year 2019, the total financial assets of the CCA were \$1.26M.

Change in Financial Position

Financial Assets: Dec 31, 2019

o Current Operating account	\$381K
o Premium Business Savings account	\$1K
o Recoveries (accounts receivable.)	<u>\$243K</u>
o Subtotal	\$625K
o ISED Expenditures YTD	\$1.84M
o ISED Expenditures forecast Q4	<u>\$0.61M</u>
o Subtotal	\$2.45M

Actual versus Plan

The financial projection included in the Corporate Plan from the previous year (January 31, 2019) anticipated a total expenditure of \$2.45M.

Revenue from Other Sources

By the end of FY2019/20, the CCA anticipates contracted revenue from other sources in the range of \$1M to \$1.3M.

FINANCIAL COMMENTARY 2020/21

CCA's planned expenditures for FY2020/21 will be \$3.0M. During this period, the CCA will have five ISED assessments underway. As outlined below, two assessments will be released in FY2020/21 and three will have had substantial progress. The Board of Directors, on the recommendation of the Audit, Finance and Risk Committee (AFRC), will be asked to approve the CCA's FY2020-21 budget on March 12, 2020.

In FY2020/21, the CCA will have these five ISED assessments under management:

1. Labour Market Transition of PhDs; to be released in Fall 2020
2. Autonomous Vehicles; to be released in Winter 2020
3. Disaster Risk and Climate Adaptation substantial progress in FY2020/21
4. Circular Economy, substantial progress in FY2020/21
5. Plant Health Risks, substantial progress in FY2020/21

Revenue from Other Sources

At this time, CCA expects additional contracted revenue from other sources in the range of \$1M to \$1.5M in FY2020/21 sourced primarily from agreements with various federal government departments, agencies and crown corporations.

CONCLUDING STATEMENT

The CCA was first funded in 2005 by the Government of Canada to provide a standing capacity to obtain independent, authoritative, and evidence-based science assessments on a broad range of policy-relevant and complex issues. Since that time, it has convened expert panels to assess a diverse set of public policy questions, and completed over 50 assessments for the federal government, provincial governments, and non-governmental sponsors. It has undertaken this work through the efforts of a professional staff, an experienced Board of Directors, an internationally respected Scientific Advisory Committee, the engagement and contributions of its Member Academies, and more than 1,000 dedicated individuals who have volunteered their time to participate in the expert panel process to assure the quality of the reports. The value of the CCA's assessments to the government and to the Canadian public is derived from the unique combination of *authority*, *credibility*, and *cost efficiency* that is inherent in the CCA's methodology.

Experience over the last decade and a half confirms that the CCA provides the Government of Canada with high quality, credible, independent, evidence-based assessments that achieve impact by informing policy in many areas of the Government's responsibility. The Government of Canada is delivering on its commitment to make evidence-based policy decisions by recognizing the need for assessments, and has entered into three-year contribution agreement with CCA beginning in FY2020-21.

CCA's Board of Directors, Scientific Advisory Committee, and staff look forward to continuing to work with ISED to enhance the CCA's capacity to inform policy in Canada.

ANNEX A: CORPORATE PLAN REQUIREMENTS

Requirements of the Funding Agreement for the Corporate Plan

- 6.1** Corporate Plan. The Recipient shall provide an annual Corporate Plan to the satisfaction of the Minister no later than two (2) months before the commencement of each Fiscal Year. Annual Corporate Plans shall be in both official languages and must be approved by the Board.
- 6.2** Contents of the Corporate Plan. The Corporate Plan shall include:
- (a) A statement of the Recipient's objectives for the upcoming year;
 - (b) A description of the proposed Activities to be undertaken in the upcoming year, along with a proposed schedule for their implementation;
 - (c) The anticipated results of those Activities;
 - (d) Reference to the Recipient's previous Corporate Plan, specifically its successes and remaining challenges;
 - (e) The planned expenditures for the Activities in the upcoming year by source of funding;
 - (f) The anticipated revenues from other sources in the upcoming year;
 - (g) Annual cash flow requirements for proposed expenditures including, but not limited to, the amount requested for disbursement in the upcoming year;
 - (h) Risk assessments and mitigation strategies and ongoing performance monitoring strategies;
 - (i) Amounts owing to the Federal Government under legislation, under this Agreement or any other Agreement; and
 - (j) Planned activities with measurable goals and outcomes for the coming Fiscal Year designed to advance equity, diversity and inclusion.

ANNEX B: BOARD OF DIRECTORS

As of January 31, 2020

Name	Position	Location
David A. Dodge, O.C., FRSC, Chair	Senior Advisor, Bennett Jones LLP	Ottawa (ON)
Paul Allison, FCAHS	Dean, Faculty of Dentistry, McGill University; President, Canadian Academy of Health Sciences	Montréal (QC)
Chantal Guay, ing., P.Eng,	Chief Executive Officer, Standards Council of Canada	Ottawa (ON)
Eddy Isaacs, FCAE	President, Eddy Isaacs Inc.; President, Canadian Academy of Engineering	Edmonton (AB)
Jawahar (Jay) Kalra, MD, FCAHS	Professor, Department of Pathology and Laboratory Medicine and Member, Board of Governors, University of Saskatchewan	Saskatoon (SK)
Bartha Maria Knoppers, O.C., O.Q., FRSC, FCAHS	Full Professor and Director, Centre of Genomics and Policy, Faculty of Medicine, Human Genetics, McGill University	Montréal (QC)
Jeremy N. McNeil, C.M., FRSC	Distinguished University Professor and Helen Battle Professor of Chemical Ecology, Department of Biology, Western University; President, Royal Society of Canada	London (ON)
Douglas Ruth, FCAE	Professor and Dean Emeritus, Associate Dean (Design Education), NSERC Chair in Design Engineering, and Director of the Centre for Engineering Professional Practice and Engineering Education, University of Manitoba; Past President, Canadian Academy of Engineering	Winnipeg (MB)
Christopher S. Simpson, MD, FCAHS	Vice-Dean (Clinical) of the Faculty of Health Sciences, Queen's University and Medical Director of the Southeastern Ontario Academic Medical Organization; President Elect, Canadian Academy of Health Sciences.	Kingston (ON)
Julia M. Wright, FRSC	Professor of English and University Research Professor, Dalhousie University, President of the Academy of the Arts and Humanities, Royal Society of Canada	Halifax (NS)
Nipun Vats (Observer)	Assistant Deputy Minister, Innovation, Science and Economic Development Canada	Government of Canada

Departures from the Board of Directors, FY2019/20

Name	Position	Location
Tom Brzustowski, O.C., FRSC, FCAE	Member of the Board of the Institute for Quantum Computing, University of Waterloo; Member of the Board, Waterloo Global Science Initiative	Waterloo (ON)
Chad Gaffield, O.C., FRSC	Professor of History and University of Ottawa Research Chair in Digital Scholarship, University of Ottawa; Past President, Royal Society of Canada	Ottawa (ON)
Lydia Miljan	Associate Professor of Political Science and Chair of the Arts and Science Program, University of Windsor Vice-President, Prevention and Cancer Control, Cancer Care	Windsor (ON)
Linda Rabeneck, FCAHS	Ontario; Past President, Canadian Academy of Health Sciences	Toronto (ON)

ANNEX C: SCIENTIFIC ADVISORY COMMITTEE

Name	Position	Location
Eliot A. Phillipson, O.C., FCAHS, Chair	Sir John and Lady Eaton Professor of Medicine Emeritus, University of Toronto; Former President and CEO, Canada Foundation for Innovation	Toronto (ON)
Karen Bakker	Professor, Canada Research Chair, and Director (Program on Water Governance), University of British Columbia	Vancouver (BC)
David Castle	Vice-President Research, University of Victoria	Victoria (BC)
Sophie D'Amours, O.C., FCAE	Rector, Université de Laval	Québec (QC)
Jackie Dawson	Canada Research Chair in Environment, Society and Policy and Associate Professor, Department of Geography, University of Ottawa	Ottawa (ON)
Jeffrey A. Hutchings, FRSC	Killam Memorial Chair and Professor of Biology, Dalhousie University	Halifax (NS)
Malcolm King, FCAHS	Scientific Director, Institute of Aboriginal Peoples' Health, Canadian Institutes of Health Research.	Saskatoon (SK)
Chris MacDonald	Associate Professor; Director, Ted Rogers Leadership Centre; Chair, Law and Business Department; Ted Rogers School of Management, Ryerson University	Toronto (ON)
Stuart MacLeod, FCAHS	Professor of Pediatrics (Emeritus), University of British Columbia, Adjunct Professor, Community Health and Epidemiology, Dalhousie University	Vancouver (BC)
Barbara Neis, C.M., FRSC	John Paton Lewis Distinguished University Professor, Memorial University of Newfoundland	St. John's (NL)
Gilles G. Patry, C.M., O. Ont, FCAE	Executive Director, The U-15 Group of Canadian Research Universities	Ottawa (ON)
Nicole A. Poirier, FCAE	President, KoanTeknico Solutions Inc.	Beaconsfield (QC)

No departures from SAC, FY2019/20

ANNEX D: CCA STAFF

Staff of the Council of Canadian Academies as of January 31, 2020

Name	Position
Eric M. Meslin, FCAHS	President and CEO
Amanda Bennett	Research Associate
Dane Berry	Research Associate
Anna Buczek	Outreach and Communications Specialist
Tom Bursey, ICD.D., FCPA	Vice-President and CFO
Rebecca Chapman	Research Associate
Tijs Creutzberg	Director of Assessments
Hilary Davies	Research Associate
Madison Downe	Project Coordinator
Heather Ennis	Director of Communications
Alexei Halpin	Researcher
Andrea Hopkins	Manager of Planning and Production
Teresa Iacobelli	Research Associate
Matt Ivanowich	Research Associate
Suzanne Loney	Research Associate
Kelly Loverock	Website and Communications Specialist
Jérôme Marty	Project Director
Anita Melnyk	Project Director
Nancy Neil	Executive Assistant to the President
Joe Rowsell	Project Director
Alexandra Sebben	Communications and Outreach Coordinator
Jill Watkins	Project Director
Weronika Zych	Senior Project Coordinator

Departures from the CCA Staff in FY2019-20

- Marc M. Dufresne, Senior Bilingual Publications Specialist (Summer 2019)
- Emmanuel Mongin, Project Director (Fall 2019)
- Camilla Sevigny (Mällberg), Project Coordinator (Fall 2019)

ANNEX E: FINANCIAL SCHEDULES

Financial Schedules:

1. Statement of Account (TD Bank)
2. Statement of Investment Policy
3. Investment Strategy