



## CORPORATE PLAN FY2019/20

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## Message from the President and CEO

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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 2019/20 Corporate Plan. It is an accountability document that provides details of our activities and achievements for the first three quarters of the 2018/19 Fiscal Year, and of the status of the funds received under the funding agreement. This document also provides an overview of the CCA's strategic direction and expected activities for FY2019/20, contingent upon the approval of an operational budget by the Board of Directors by March 31, 2019.

Over the last Fiscal Year, the CCA released several informative assessments, responded to a growing number of requests to undertake work on behalf of federal sponsors, updated internal policies and practices to remain a trusted source of assessments of evidence for Canada, further developed our relationships with potential sponsors, and enhanced by our existing relationships with the Royal Society of Canada (RSC), the Canadian Academy of Engineering (CAE), and the Canadian Academy of Health Sciences (CAHS).

As for the year ahead, 2019/20 promises to be an active one for CCA. Expert panels will complete assessments on diverse, priority-driven topics referred by ISED: integrated natural resource management, policing in Indigenous communities, and the socio-economic impact of antimicrobial resistance. Substantial progress will be made on two other ISED-referred assessments: the labour market transition of PhDs graduates, and autonomous vehicles, with releases scheduled for 2020. Consistent with the CCA contribution agreement, other assessments referred by sponsors other than ISED are also underway on climate change, and the federal science and technology infrastructure initiative.

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



Eric M. Meslin, PhD, FCAHS  
President and CEO

## About the Council of Canadian Academies

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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 was re-funded with an additional \$15M over five years in 2015 and in Budget 2018, received a further \$9M over three years to carry the organization through to FY2022/23.

### Defining Attributes of the CCA

**Power to Convene Experts.** 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 14 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 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 protect 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. This process ensures the highest integrity and objectivity of the work. All reports undergo formal peer review and are made available to the public free of charge in both 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.

## The Academies

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### The Royal Society of Canada (RSC)

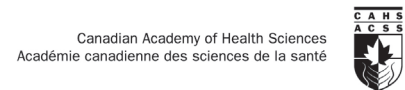
Founded in 1882, the RSC comprises the Academies of Arts, Humanities and Sciences, as well as Canada's first national system of multidisciplinary recognition for the emerging generation of Canadian intellectual leadership: the College of New Scholars, Artists and Scientists. Its mission is to recognize 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)

The 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, 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, who number approximately 740, are committed to ensuring that Canada's engineering expertise is applied to the benefit of all Canadians.

### Canadian Academy of Health Sciences (CAHS)

The 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 now has 670 Fellows and appoints new Fellows on an annual basis. The organization is managed by a voluntary Board of Directors and a Board Executive.



## Operating Principles

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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 for the purpose of informing 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:** The quality of our assessments directly reflects the quality of the people involved. 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 activities must recognize the importance of excellence in process as well as in content, with respect to our assessments.
- **Performance Measurement:** The CCA continues to evolve to respond to demands and the changing needs of those seeking our expertise. To maintain momentum and to continue to capture best practices and ensure excellence in future performance, 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 2018/19

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Fiscal year 2018/19 was one of intensive activity for the CCA. Six Government of Canada assessments funded through the ISED Contribution Agreement were under management by CCA on topics including: the future of policing in Indigenous communities; the state of S&T and R&D in Canada; innovation management; and integrated natural resources management.

In addition, two other assessments were undertaken outside of the ISED Contribution Agreement: a major assessment on medical assistance in dying (MAID) jointly requested by Health Canada and the Department of Justice Canada; and an assessment on climate change risks, requested by the Treasury Board Secretariat. For MAID, CCA examined three particularly complex types of requests for medical assistance in dying that were identified for further review and study in the legislation passed by Parliament in 2016: requests by mature minors, advance requests, and requests where mental illness is the sole underlying medical condition. The three reports were tabled in Parliament in December 2018. The climate change risk assessment is underway and will be completed in 2019.

The 2018/19 Corporate Plan included six key foundational goals, which continue to apply to our 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 continued 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.

## A 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 sponsored under the ISED contribution agreement (Policing, INRM, Innovation Management).	MOSTLY ACHIEVED	<p>The Expert Panel on the State of Science and Technology and Industrial Research and Development in Canada released <i>Competing in a Global Innovation Economy: The Current State of R&amp;D in Canada</i> in April 2018.</p> <p>The Expert Panel on Innovation Management Education and Training released <i>Improving Innovation Through Better Management</i> in October 2018.</p> <p>Substantial progress has been made on the State of Knowledge and Practice of Integrated Approaches to Natural Resource Management (INRM) in Canada (to be released spring 2019).</p> <p>Substantial progress has been made on Policing in Indigenous Communities (to be released spring 2019).</p>
Complete three (3) assessments sponsored by Health Canada related to Medical Assistance in Dying (outside the ISED funding agreement).	ACHIEVED	The Expert Panel on MAID completed 3 reports on three types of requests for MAID: requests by mature minors, advance requests for MAID, and requests where mental illness is the sole underlying medical condition. These were released (tabled in Parliament) in December 2018.
Substantial progress on one (1) assessment sponsored under the ISED contribution agreement (AMR).	ACHIEVED	Substantial progress has been made on the Potential Socio-economic Impacts of Antimicrobial Resistance in Canada (to be released summer 2019)
Initiate a further two (2) assessments under the ISED contribution agreement (PhD Labour Markets; Autonomous Vehicles).	ACHIEVED	Two (2) assessments under the ISED contribution agreement (PhD Labour Markets; Autonomous Vehicles) were initiated and are progressing.

#### Highlights:

- Completing and publicly releasing *Competing in a Global Innovation Economy: The Current State of R&D in Canada* in April 2018 via a VIP release, followed by public release at Research Money Conference allowed CCA to brief the broader S&T community, DM champion tables, granting councils and others on this important topic.
- Completing reports on *Medical Assistance in Dying* to permit tabling in Parliament on December 12, 2018 demonstrated CCA's capacity to respond to a sensitive topic on a timetable established in legislation. This was CCA's largest and most complex assessment undertaken.



**GOAL #2: ACHIEVE POTENTIAL**

Key Planned Activities	Progress	Key Outcomes Achieved
Broaden and deepen interactions with senior federal leaders who work in departments unfamiliar with CCA to build awareness of our work and support informed policy- and decision-making.	ACHIEVED	The President's networking activities – particularly meetings following the 2018 budget announcement – and interactions with the DM Champion for Science, the Chief Science Advisor, and other government agencies, departments, and external stakeholders have led to an uptick in unsolicited inquiries for CCA to undertake assessments..
Initiate two (2) assessments of importance to Canada through existing funding agreements with the federal government.	ACHIEVED	Two (2) assessments under the ISED contribution agreement (PhD Labour Markets; Autonomous Vehicles) were initiated and are progressing.
Initiate new assessments of importance to Canada through new funding agreement(s) with the federal government.	ACHIEVED	An assessment on prioritizing climate change risks was initiated under the contribution agreement with Treasury Board Secretariat (TBS). An assessment on federal science and technology infrastructure criteria, was initiated under an agreement with Public Services and Procurement Canada.

**Highlights:**

- The CCA continued to build its reputation across government.
- Demonstrable increase in inquiries from federal departments seeking CCA assessments.

**GOAL #3: MAINTAIN EXCELLENCE**

Key Planned Activities	Progress	Key Outcomes Achieved
Launch initiatives to review the impact of CCA's work, and to better understand how evidence can be assessed.	ONGOING	The impact of assessments is monitored by CCA staff through an impact framework that has identified specific examples of impact for over 40 completed assessments to date. The Scientific Advisory Committee has added this topic to its agenda for future discussion.
Continue to document assessment methodologies and lessons learned and apply to all work.	ONGOING	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. This year saw updates to the processes regarding peer review and panel member/chair vetting. The methodology is a document in which all staff are trained to use and apply to CCA project. The Scientific Advisory Committee has established a subcommittee to further refine methodologies for the future.
Provide support and opportunities for staff to develop and enhance skills.	ONGOING	Opportunities for increased learning and professional development are communicated to staff regularly, and are considered part of the performance management process. Two staff policies were updated for implementation in 2019: (i) CCA's Leave Policy was updated to include assistance in furthering professional growth and career development (November 2018); (ii) An External Training and Development Policy was created to provide staff with opportunities to learn new skills and further develop as professionals (January 2019).
Conduct annual performance reviews for staff according to the performance management system, and encourage team and individual professional development and career opportunities.	ONGOING	Direct supervisors maintain records of staff achievements and performance throughout the year.
Continue to monitor performance indicators and accompanying measures of the quality and impact of the 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.

**Highlights:**

- The ISED evaluation of CCA found that the CCA has produced credible, independent and evidence-based assessments for the federal government. Overall, the evaluation found that CCA program delivery is efficient and effective.
- Feedback from sponsors has demonstrated the value of CCA to government policy development.

**GOAL #4: BECOME SUSTAINABLE**

Key Planned Activities	Progress	Key Outcomes Achieved
The CCA Board will develop a Strategic Plan.	MOSTLY ACHIEVED	In light of its decision to defer developing a Strategic Plan, the CCAs' Board approved a corporate strategy for renewed and additional funding in the Government of Canada's 2018 Budget. CCA anticipates that key strategies outlined in the Budget submission will be incorporated in the Contribution Agreement for FY2020/21 to FY2022/23.
Continue to present CCA's value proposition across the federal government and elsewhere as needed.	ONGOING	Recognition by key federal science department leaders, including DM champions; ISED evaluation recognizes CCA's value proposition.

**Highlights:**

- Presented suite of possible business models, assessment “buckets” to ISED for use in developing updated corporate strategy
- ISED evaluation of CCA, concluded the program delivery model and CCA governance/operations are effective and efficient.
- Budget 2018 included \$9M of additional funding to FY2022-23

**GOAL #5: FOSTER COLLABORATION**

Key Planned Activities	Progress	Key Outcomes Achieved
Active engagement with the Academies through the CCA Board on upcoming strategic planning.	ONGOING	The 2018 budget request was submitted with full support of Member Academies. Furthermore, joint goals will be identified following the signing of a new Contribution Agreement for FY2020/21 to FY2022/23.
Identify a common approach to collaborations and partnerships between CCA and academies including but not limited to assessments, knowledge mobilization activity, joint communications strategies, regional and annual general meetings, and other joint endeavors.	MOSTLY ACHIEVED	The CCA President engages with Academy Presidents on a regular basis, and has been invited to the AGMs of all three academies.
Continue to engage Academies in identifying panel members.	ACHIEVED	There has been significant improvement in establishing effective procedures for engaging with Academies and CCA staff for identification of potential panel members and chairs.

**Highlights**

- The CCA President engages with Academy Presidents on a regular basis, and has been invited to the AGMs.
- The CCA President's networking activities and extended interactions to DM Champion for Science, the Chief Science Advisor, other government agencies, departments, and external stakeholders had led to an uptick in unsolicited inquiries to CCA to undertake assessments.
- CCA assessment on *Technology and Policy Options for a Low-Emission Energy System in Canada*, was the subject of the Romanowski Lecture, given by Keith Hipel, at Royal Society of Canada, Annual General meeting, November 2018.
- CCA assessment *Leading in the Digital World: Opportunities for Canada's Memory Institutions* was featured at G7 Summit Memory Institutions in The Digital Age, co-sponsored with Royal Society of Canada, SSHRC, Library and Archives Canada, December 2018.

**GOAL #6: INCREASE VISIBILITY**

Key Planned Activities	Progress	Key Outcomes Achieved
Develop a Knowledge Mobilization strategy to increase visibility and awareness of our work to further our impact.	ONGOING	<p>CCA Board has supported the development of an overarching KM strategy for the organization, as has ISED and other Government of Canada departments.</p> <p>Recruitment for new CCA Director of Communications emphasizes the development of an overarching KM strategy as a key objective.</p> <p>KM plans have been created and executed for individual CCA assessments, which has resulted in assessments being presented in different venues throughout FY2019/20, the creation of data visualizations on the CCA website, and an increase in media reporting.</p>
Communicate, through all possible means and media avenues, the value of the CCA, its independence, excellence, and integrity.	ACHIEVED	<p>The public release of assessment reports and the announcement of new assessment projects continue to result in increased awareness of CCA's independence, excellence, and integrity.</p> <p>CCA's standard metrics measuring traffic to its website and social media engagement (e.g., open rates, engagement rates, number of followers, page views, and downloads) has shown increases across all platforms.</p>
Continue to enhance the CCA's online presence, brand, materials, and strategies.	ACHIEVED	<p>CCA has developed a new mobile-friendly website to ensure better access to reports and facilitate increased dissemination of its work.</p> <p>CCA undertook a complete rebrand and updated its look and feel, logo, colours, and reworked its general description and tagline to better reflects its work.</p> <p>The communications team redeveloped the CCA's content strategy to better focus on disseminating the work of the CCA expert panels. Examples include short videos on AMR and MAID, blog posts on science culture and peer review, and data visualizations on science and technology.</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 2018, the CCA hosted a Panel at CSPC discussing Canada's problem with scaling up tech companies. This session was a direct result of the CCA's reports on R&amp;D and innovation management.</p>

**Highlights**

- CCA assessment *Competing in a Global Innovation Economy* was the focus of a VIP briefing, Rideau Club, and was publicly released at the 2018 Research Money Conference in April.
- CCA undertook a complete rebrand and updated its look and feel, logo, colours, and reworked its general description and tagline to better reflects its work.
- CCA has developed a new mobile-friendly website to ensure better access to reports and facilitate increased dissemination of its work.

## 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, Credibility) and 10 specific risks that are monitored over time. Judgments about the events and mitigation strategies, and their applicability for FY2019/20) were made by CCA management and confirmed by the Audit, Finance & Risk Committee (AFRC) 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 ease with 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 Mitigation Practices	Applicability for FY2019/20
<b>Adaptability</b> Adaptability refers to the risks associated with the inability of the CCA to adjust effectively to changes in the internal and external environments.	<b>1. Loss of Governance Expertise Within the Board of Directors and Scientific Advisory Committee (SAC)</b> There is a <b>minimal</b> risk in failing to identify the replacements for departing members of the current Board and SAC.  <i>Mitigation:</i> <ul style="list-style-type: none"> <li>The Nominating &amp; Governance Committee has a Board-approved process in place for replacing Board and SAC members.</li> <li>There is a minimal risk of loss of memory on the Board and SAC regarding past practices, proposals, and input if pending vacancies are filled quickly and if the recruitment new members are staggered.</li> <li>New Board Chair, David Dodge, has considerable experience.</li> <li>SAC Chair, Eliot Phillipson, has considerable experience.</li> <li>FY2018/19 also brought a significant renewal in membership to the Scientific Advisory Committee.</li> </ul>	<b>ONGOING</b> Mitigation measures remain appropriate
	<b>2. Inability to Achieve Sustainable Funding</b> Based on current and projected workflow and cash flow requirements there is a <b>moderate</b> risk that the CCA will not be fully successful in securing sufficient funding outside the ISED funding agreement (revenue from other sources).  <i>Mitigation:</i> <ul style="list-style-type: none"> <li>Management has numerous assessment projects under discussion with sponsors outside of the ISED funding agreement.</li> <li>Management anticipates having 60% to 75% of revenue in place by April 1, 2019.</li> <li>Management has developed a plan that will accommodate different funding scenarios.</li> </ul>	<b>ONGOING</b> Mitigation measures remain appropriate
<b>Dependency</b> Dependency refers to the risks associated with the CCA's reliance on other parties to meet strategic and operational objectives.	<b>3. Decrease in Quality of Expert Panels – Chairs, Panel Members and Peer Reviewers</b> There is a <b>minimal</b> risk that expert panels will be ineffective and will not produce high-quality assessment reports, or that panel member reputations will adversely reflect on the CCA's reputation.  <i>Mitigation:</i> <ul style="list-style-type: none"> <li>Continue to enhance the engagement with the Academies to provide input on panel chairs and panel members.</li> <li>Continue to ensure that the Board of Directors and the SAC operate as dependable mechanisms for providing credible input into the panel selection process.</li> <li>Maintain a structured process to assist panels and their chairs in the management of the assessment process.</li> <li>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.</li> <li>Maintain a comprehensive vetting process for panel chairs and members.</li> <li>Management is reviewing its policies and guidelines for panel conduct, confidentiality, conflict of interest.</li> </ul>	<b>ONGOING</b> Mitigation measures remain appropriate

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Risk Category	Risk Mitigation Practices	Applicability for FY2019/20
	<p><b>4. Poor Relationships with the Community of Expert Panel Members</b> There is a <b>minimal</b> risk that the CCA will not be able to effectively manage or maintain relationships with the expert community.</p> <p><i>Mitigation:</i></p> <ul style="list-style-type: none"> <li>• Continue to enhance current practices to engage with former expert panel members.</li> <li>• Explore opportunities for additional recognition of current and former panel members.</li> <li>• Continue to enhance relationships with the Academies, whose Fellows chair and sit on CCA panels, provide external peer review, and sit on the CCA Board and SAC.</li> <li>• Continue to engage SAC whose members interact regularly with a broader community of experts.</li> <li>• Continue to have CCA President undertake more outward-facing activities on behalf of CCA.</li> </ul> <hr/> <p><b>5. Poor Relationship with the Government of Canada</b> There is a <b>minimal</b> risk that 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"> <li>• The CCA President continues to engage and interact with the ADM and DG identified by ISED on behalf of Minister to ensure positive, transparent communication.</li> <li>• Continue to have the CCA President and Board Chair work to increase engagement with senior federal leaders to ensure awareness of CCA activities.</li> <li>• Maintain the governance mechanisms in place to ensure full compliance with the funding agreement.</li> <li>• Continue to submit Annual Reports and Corporate Plans.</li> <li>• Continue to maintain open communication channels with ISED and Minister of Science on all aspects of CCA activity.</li> </ul> <hr/> <p><b>6. Poor Relationship with Academies</b> There is a <b>minimal-moderate</b> 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"> <li>• Identify and work towards joint actions arising from the collaboration agreement among the four organizations, including in areas of knowledge mobilization.</li> <li>• Continuously monitor and update where needed the policies and practices for engagement with the Academies on panel/chair identification.</li> <li>• Continue to identify opportunities for regular interaction between Academy Presidents and the CCA President and Board Chair.</li> </ul>	<p><b>ONGOING</b> Mitigation measures remain appropriate.</p> <hr/> <p><b>ONGOING</b> Mitigation measures remain appropriate.</p> <hr/> <p><b>ONGOING</b> Mitigation measures remain appropriate.</p>
<p><b>Capacity</b> Capacity refers to the risks associated with a lack of internal capability.</p>	<p><b>7. Loss of Assessment Continuity</b> There is a <b>moderate</b> risk that CCA staff turnover in important roles will lead to material disruptions in assessment activity and quality (e.g., delays, loss of corporate knowledge).</p> <p><i>Mitigation:</i></p> <ul style="list-style-type: none"> <li>• CCA management will proceed with a Talent Management Initiative providing opportunities for Research Associates to become Project Managers/Research Associates.</li> <li>• CCA management will develop a robust retention strategy for staff with special attention on assessment staff.</li> <li>• Incoming Director of Communications will be fully briefed and oriented within the portfolio, aided with transition by departing Communications and Publishing Director.</li> <li>• Continue to incorporate lessons learned from every assessment as part of a virtuous cycle of continuous quality improvement.</li> <li>• Continue to update the CCA Assessment Lifecycle Methodology – the documented protocol that provides concrete guidance for the entire process of assessment development.</li> <li>• Maintain a robust candidate pool of high-quality potential assessment staff.</li> <li>• Relaunch the internship program with a view to developing talent and providing additional capacity for assessment work.</li> </ul>	<p><b>ONGOING</b> Mitigation measures remain appropriate.</p>

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Risk Category	Risk Mitigation Practices	Applicability for FY2019/20
	<p><b>8. Reduction in Aptitude, Skill, and Knowledge</b> There is a <b>moderate</b> 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. <b>This risk increases commensurate with CCA's financial situation.</b></p> <p><i>Mitigation:</i></p> <ul style="list-style-type: none"> <li>Continue to use the results from the external Engagement Survey to ensure CCA Management has a good understanding of the organization's culture (action planning is ongoing).</li> <li>Continue to ensure that mentoring and skill development are a component of CCA's HR culture. CCA Management will introduce a Training &amp; Development Policy, and has updated its Leave policy.</li> <li>Continue to foster a set of corporate values and employee attributes to guide actions from recruitment through to performance reviews.</li> <li>Continue to ensure competitive compensation, benefits, and professional development.</li> </ul>	<p><b>ONGOING</b> Mitigation measures remain appropriate.</p>
<p><b>Credibility</b> Credibility refers to the risks associated with the reputation and relevance of the CCA.</p>	<p><b>9. Inhibited Strategic Communications Capacity</b> There is a <b>moderate</b> risk the CCA will be unable to increase visibility and awareness of the organization or effectively communicate assessment results, negatively affecting impact and relevance.</p> <p><i>Mitigation:</i></p> <ul style="list-style-type: none"> <li>Adopt an overarching Knowledge Mobilization Strategy that emphasizes a comprehensive approach to dissemination for impact.</li> <li>Provide the Board and SAC with regular updates on strategic communications initiatives.</li> <li>Incoming Director of Communications will be comprehensively onboarded.</li> <li>Ensure that all Expert Panels are provided the opportunity to understand CCA's dissemination and outreach plans.</li> <li>Enhance methods and approaches to target science policy audiences via website, e-news, social media, conference participation, and related assessment-based communication activities.</li> <li>Enhance outreach to targeted decision-makers.</li> <li>Enhance training of CCA Communications and Research staff to ensure all messaging emphasizes independence and objectivity, and that assessments avoid prescriptive recommendations.</li> <li>Enhance training of panel members and chairs to ensure consistent messaging.</li> </ul>	<p><b>ONGOING</b> Mitigation measures remain appropriate.</p>
	<p><b>10. Negative Perception of Objectivity and Intellectual Independence</b> There is a <b>minimal</b> risk the CCA will be seen to lack objectivity and independence in its assessments, limiting impact of CCA's assessments.</p> <p><i>Mitigation:</i></p> <ul style="list-style-type: none"> <li>Continue to emphasize for panel members and sponsors CCA process and procedures that ensure objectivity and non-partisan approaches to assessing evidence.</li> <li>Continue to make CCA reports available in the public domain, in hard copy and electronically, free of charge, in both official languages.</li> <li>Continue to utilize SAC as an objective advisory resource to the Board on assessment questions, expert panel members, and peer reviewers.</li> <li>Ensure the report review process, involving peer reviewer and peer review monitors, preserves the integrity and evidence-informed nature of the assessment reports.</li> <li>Maintain an up-to-date, cumulative summary of published assessments, and communicate it regularly to audiences in the Government and the public as a growing body of work available for use in evidence-based public policy.</li> </ul>	<p><b>ONGOING</b> Mitigation measures remain appropriate.</p>

### Risk Profile

In addition to the above identified risks, the Board through the AFRC have asked Management to consider including the specific risks associated with a potential security breach or unexpected leak of CCA assessment deliberations. CCA Management will update this risk profile and share with the AFRC for further discussion in FY2019/20.

In light of the above assessment, the overall risk profile of CCA for FY2019/20 is **Minimal to Moderate**, and current mitigation measures are appropriate.

## Forward Planning 2019/20

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

At the end of FY2018/19, CCA will have drawn down \$12.55M of the \$15M fund, leaving a balance of \$2.45M for the remaining year of the current ISED funding agreement.

The organization is committed to the following plans for FY2019/20:

- 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 five assessments, including three arising from the Contribution Agreement;
- Signing a new Contribution Agreement with ISED for FY2020/21 to FY2022/23;
- In collaboration with ISED, action the recommendations of its Evaluation of CCA;
- Emphasize knowledge mobilization by developing a comprehensive strategy to be included in the FY2020/21 Corporate Plan, reflecting funding priorities and constraints.
- Strengthening relationships with the office of the Chief Science Advisor, and other all contributors to the science advisory ecosystem.

### KEY GOALS, ACTIVITIES, AND EXPECTED OUTCOMES IN 2019/20

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 FY2019/20 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 action the relevant recommendations in ISED's Evaluation of CCA.
- Engage with ISED to update current processes for receiving priority questions in a more predictable manner.
- Update metrics and processes for monitoring impact to inform continued improvement in the provision of services.

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

- Complete three (3) assessments currently underway sponsored under the ISED contribution agreement: Integrated Natural Resources Management, Policing in Indigenous Communities, Antimicrobial Resistance.
- Make substantial progress on two (2) assessments sponsored under the ISED contribution agreement: PhD Labour Markets, Autonomous Vehicles.
- Complete at least two (2) assessments outside the ISED funding agreement consistent with requested timetables: climate change risks, sponsored by the Treasury Board Secretariat; federal science and technology infrastructure criteria, sponsored by Public Services and Procurement Canada.
- Outlining of a new system for receiving priority questions in a more predictable manner to be made operational for the new funding agreement.

**GOAL #2: ACHIEVE POTENTIAL**

*Continue to attract questions of the 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 action the relevant recommendations in ISED's Evaluation of CCA.
- 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.
- Initiate new assessments of importance to Canada through new funding agreement(s) with the federal government sponsors outside of the ISED contribution agreement.

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

- Greater awareness of CCA across the whole of government.
- Ongoing demand in range, scope, and quality of questions submitted will continue to expand.

**GOAL #3: MAINTAIN EXCELLENCE**

*Continually improve all assessment-related processes to ensure that CCA meets or exceeds accepted standards of excellence.*

**Key Planned Activities:**

- Launch initiatives to action the relevant recommendations in ISED's Evaluation of CCA.
- Update, and revise as appropriate, assessment methodologies and lessons learned and apply to all future work.
- Update internal communications and publications practices.
- Provide support and opportunities for CCA staff professional development and career opportunities.
- 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):**

- The processes that underlie our high-quality services will be enhanced and sustainable.
- Feedback from sponsors will continue to demonstrate the value of CCA to government policy development.
- High-quality employees will be retained and recruited.
- We will continue to attract the best minds to chair and participate on CCA expert panels.



**GOAL #4: BECOME SUSTAINABLE**

*Establish a mid and long-term strategy to enable predictable funding and assessment referrals.*

**Key Planned Activities:**

- Co-develop with ISED an updated business model for CCA.
- Continue to present CCA's value proposition across government and elsewhere as needed.
- Engage CCA Board in discussions about next budget request.

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

- Finalize updated business model for CCA.
- The CCA and its work will have a higher profile among decision-makers, across governments, and with senior leaders in academia.

**GOAL #5: FOSTER COLLABORATION**

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

**Key Planned Activities:**

- Continue supporting AGM of Academies and evaluate other knowledge mobilization opportunities.
- Develop opportunities for governmental and non-governmental organizations to partner with CCA to further goals of disseminating and using assessments.

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

- Strengthen relations with the broader science advisory ecosystem to improve demand for, 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:**

- Develop, under the leadership of CCA's new Director of Communications, an overarching Knowledge Mobilization Strategy to increase visibility, awareness, and use of CCA assessments.
- Communicate, through all appropriate means and social media platforms, CCA's overall value.
- Continue to enhance the CCA's online presence and brand through deployment of new content strategy, use of data visualization, and more accessible materials.

**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 2019 AND BEYOND**

<b>Working Assessment Name</b>	<b>Public Release</b>
Integrated Knowledge Resource Management	Spring 2019
Policing in Indigenous Communities	Spring 2019
The Federal Science and Technology Infrastructure Initiative (FSTII)*	Spring 2019
Prioritizing Climate Change Risks*	Summer 2019
Socio-economic Impact of Antimicrobial Resistance	Summer 2019
Autonomous Vehicles	FY2020/21
Labour Market Transition of PhD Graduates	FY2020/21

\*Federally sponsored, outside of the ISED funding/ contribution agreement

## Financial Commentary 2018/19

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The Board and Member approved the Audited Financial Statements for FY2017/18, which were included in the 2018 CCA *Annual Report*. This financial commentary is provided as per the Corporate Plan 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 the CCA's financial position.

As of December 31, 2018, the available financial assets of the CCA are \$0.65M. This amount excludes \$0.27M in a restricted fund for assessment work outside the ISED funding agreement and \$1.43M of deferred compensation (severance liability). At the end of calendar year 2018, the total financial assets of the CCA were \$2.35M.

### Change in Financial Position

Financial Assets: Dec 31, 2018

- Current Operating account .....\$0.32M
- Premium Business Savings account .....\$0.33M
- Subtotal.....\$0.65M
  
- ISED Expenditures YTD.....\$2.90M
- ISED Expenditures forecast Q4.....\$0.65M
- Subtotal.....**\$3.55M**

### Actual versus Plan

The financial projection included in the Corporate Plan from the previous year (January 31, 2018) anticipated a total expenditure of \$3.55M.

### Revenue from Other Sources

By the end of FY2018/19, the CCA anticipates contracted revenue from other sources in the range of \$1.4M to \$1.6M.

## Financial Commentary 2019/20

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CCA's planned expenditures for FY2019/20 will be reduced to \$2.45M. During this period the CCA will have five assessments underway. As outlined below, three assessments will be released in FY2019/20; two will have had substantial progress. The Board of Directors on the recommendation of the Audit, Finance and Risk Committee (AFRC) will be ask to approve CCA's FY2019-20 budget on March 7, 2019.

In FY2019/20, the CCA will have these five ISED assessments under management:

1. Integrated Natural Resources Management; to be released in Spring 2019
2. Policing in Indigenous Communities; to be released in Spring 2019
3. Socio-economic Impact of Antimicrobial Resistance; to be released in Summer 2019
4. Autonomous Vehicles substantial progress in FY2019/20
5. Labour Market Transition of PhDs substantial progressing in FY2018/19

### Revenue from Other Sources

At this time, CCA expects additional contracted revenue from other sources in the range of \$1.5M to \$2M in FY2019/20 (primarily from agreements with various federal government departments, agencies and crown corporations).

## Concluding Statement

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The CCA was 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, completing almost 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 will enter into a new three-year contribution agreement with CCA early in 2019.

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

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### 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; and
  - (i) Amounts owing to the Federal Government under legislation, under this Agreement or any other agreement.

## Annex B: Board of Directors

### Board of Directors of the Council of Canadian Academies as of January 31, 2019

Name	Position	Location
David A. Dodge, O.C., FRSC Chair	Senior Advisor, Bennett Jones LLP	Ottawa, Ontario
Paul Allison, FCAHS	Dean, Faculty of Dentistry, McGill University, President, Elect of the Canadian Academy of Health Sciences	Montréal, Quebec
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, Ontario
Chad Gaffield, O.C., FRSC	Professor of History and University Research Chair in Digital Scholarship, University of Ottawa; President, Royal Society of Canada	Ottawa, Ontario
Chantal Guay	Chief Executive Officer, Standards Council of Canada	Ottawa, Ontario
Eddy Isaacs, FCAE	President, Eddy Isaacs Inc.; President of the Canadian Academy of Engineering	Edmonton, Alberta
Jawahar (Jay) Kalra, MD, FCAHS	Professor, Department of Pathology and Laboratory Medicine and Member, Board of Governors, University of Saskatchewan	Saskatoon, Saskatchewan
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, Quebec
Lydia Miljan	Associate Professor of Political Science and Chair of the Arts and Science Program, University of Windsor	Windsor, Ontario
Linda Rabeneck, FCAHS	Vice President, Prevention and Cancer Control, Cancer Care Ontario President, Canadian Academy of Health Sciences	Toronto, Ontario
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, President of the Canadian Academy of Engineering	Winnipeg, Manitoba
Nipun Vats (Observer)	Assistant Deputy Minister, Innovation, Science and Economic Development Canada	Government of Canada

### Departures from the Board of Directors, FY2018/19

#### Margaret Bloodworth, C.M

Former Federal Deputy Minister and National Security Advisor  
Ottawa, Ontario

#### Maryse Lassonde, O.C., O.Q., FRSC, FCAHS

Scientific Director, Quebec Natural Sciences and Technology Granting Agency  
Past-President, Royal Society of Canada  
Montréal, Quebec

#### Pierre Lortie, C.M., FCAE

Senior Business Advisor, Dentons LLP  
Past-President, Canadian Academy of Engineering  
Ottawa, Ontario

## Annex C: Scientific Advisory Committee

### Scientific Advisory Committee of the Council of Canadian Academies as of January 31, 2019

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	Ottawa, Ontario
Karen Bakker	Professor, Canada Research Chair, and Director (Program on Water Governance), University of British Columbia (Vancouver, BC)	Vancouver, British Columbia
David Castle	Vice President Research, University of Victoria	Vancouver, British Columbia
Sophie D'Amours, O.C., FCAE	Rector, Université Laval	Québec, Quebec
Jackie Dawson	Canada Research Chair in Environment, Society and Policy, and Associate Professor, Department of Geography, University of Ottawa	Ottawa, Ontario
Jeffrey A. Hutchings, FRSC	Killam Memorial Chair and Professor of Biology, Dalhousie University	Halifax, Nova Scotia
Malcolm King, FCAHS	Professor, Department of Community Health & Epidemiology, University of Saskatchewan, Scientific Director, Saskatchewan Centre for Patient-Oriented Research (SCPOR)	Saskatoon, Saskatchewan
Chris MacDonald	Associate Professor; Director, Ted Rogers Leadership Centre; Chair, Law and Business Department; Ted Rogers School of Management, Ryerson University	Toronto, Ontario
Steward MacLeod, FCAHS	Professor of Pediatrics (Emeritus), University of British Columbia Vancouver, British Columbia, Adjunct Professor, Community Health and Epidemiology, Dalhousie University	Halifax, Nova Scotia
Barbara Neis, O.C., FRSC	University Research Professor, Department of Sociology and Senior Research Associate in the SafetyNet Centre for Occupational Health and Safety Research, Memorial University	St. John's, Newfoundland and Labrador
Gilles G. Patry, C.M., O. Ont., FCAE	Executive Director, The U15 – Group of Canadian Research Universities	Ottawa, Ontario
Nicole A. Poirier, FCAE	President, KoanTeknico Solutions Inc.	Beaconsfield, Quebec

### Departures from Scientific Advisory Committee, FY2018/19

#### Jean Gray, C.M., FCAHS

Professor of Medicine (Emeritus), Medical Education, Medicine, Pharmacology, Dalhousie University  
Halifax, Nova Scotia  
(term expired)

#### John Hepburn, FRSC

Vice-President, Research, CIFAR  
Toronto, Ontario  
(term expired)

#### Eddy Isaacs, FCAE

President, Eddy Isaacs Inc.; President-Elect of the Canadian Academy of Engineering  
Edmonton, Alberta  
(becomes member of CCA Board of Directors)

#### Greg Kealey, O.C., FRSC

Professor Emeritus, Department of History, University of New Brunswick  
Fredericton, New Brunswick  
(term expired)



## Annex D: Staff

### Staff of the Council of Canadian Academies as of January 31, 2019

Name	Position
Eric M. Meslin, FCAHS	President and CEO
Amanda Bennett	Research Associate
Dane Berry	Research Associate
Anna Buczek (On Leave)	Outreach and Communications Specialist
Tom Bursey, FCPA	Vice President and CFO
Rebecca Chapman	Research Associate
Tijs Creutzberg	Director of Assessments
Hilary Davies (On Leave)	Research Associate
Madison Downe	Project Coordinator
Marc Dufresne	Senior Bilingual Publications Specialist
Andrea Hopkins	Lead, Assessment Coordination and Planning
Teresa Iacobelli	Research Associate
Matt Ivanowich	Researcher

Name	Position
Suzanne Loney	Research Associate
Kelly Loverock	Website and Communications Specialist
Camilla Mällberg	Project Coordinator
Jérôme Marty	Project Director
Anita Melnyk	Project Manager
Emmanuel Mongin (On Executive Interchange)	Project Director
Nancy Neil	Executive Assistant to the President
Joe Rowsell	Project Manager
Alexandra Sebben	Communications and Outreach Coordinator
Jill Watkins	Project Director
Weronika Zych	Senior, Project Coordinator

### Departures from the CCA Staff, FY2018/19

**Samantha Rae Ayoub**, Communications and Publishing Director (January 2019)

**Erin Bassett**, Research Associate (December 2018)

**Jennifer Bassett**, Research Associate (December 2018)

**Janet Bax**, Project Director (December 2018)

**Joanne Linnay**, Project Coordinator (August 2018)

**Frédérique Mantha**, Communications and Publishing Coordinator (June 2018)

**Lennart Trouborst**, Researcher (June 2018)

## **Annex E: Financial Schedules**

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### **Financial Schedules**

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





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