



CORPORATE PLAN FY2022-2023

January 31, 2022

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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 2022-2023 Corporate Plan. It is an accountability document that describes our activities and achievements for the first three quarters of the 2021-2022 Fiscal Year, and of the status of the funds received under the agreement beginning in April 2020. This document also provides an overview of the CCA's direction and expected activities for FY2022-2023, contingent upon the approval of an operational budget by the Board of Directors by March 31, 2022. In addition, CCA was pleased to submit a letter of intent to the Strategic Science Fund for funding from FY2024-2025 to FY2028-2029 and looks forward to submitting a comprehensive and compelling full proposal in the months to come.

The CCA was first funded in 2005 by the Government of Canada to provide a standing capacity to obtain independent, authoritative, and evidence-based assessments of a broad range of policy-relevant and complex issues. Since that time, it has completed almost sixty assessments for the Government of Canada, as well as provincial governments, and other non-governmental sponsors.

By the end of the 2021-2022 fiscal year, the CCA will have released three assessments on priority-driven topics referred by ISED: *Turning Point* (Expert Panel on the Circular Economy in Canada); *Building a Resilient Canada* (Expert Panel on Disaster Resilience in a Changing Climate); and *Cultivating Diversity* (Expert Panel on Plant Health Risks in Canada). In May 2021, CCA released *Powering Discovery* (Expert Panel on International Practices for Funding Natural Sciences and Engineering Research), sponsored by the Natural Sciences and Engineering Council. In September 2021 CCA released *Waiting to Connect* (Expert Panel on High-Throughput Networks for Rural and Remote Communities in Canada) sponsored by the National Research Council of Canada.

Separately, CCA made considerable progress on internal policies and practices to embed Equity, Diversity, and Inclusion considerations in all areas of CCA operations, from governance to staffing. We will continue to review and update all policies and practices to meet or exceed accepted standards and will continue to adapt and respond to the challenges presented by COVID19.

As for the year ahead, 2022-2023 promises to be an active one for CCA. Expert panels will complete assessments on three topics referred by ISED: Public Safety in the Digital Age, Canada's Carbon Sink Potential, and The Socio-Economic Impacts of Science and Health Misinformation. In addition, substantial progress will be made on two new ISED-referred assessments: Impacts, Opportunities and Challenges of Quantum Technology Adoption, A Data Enabled Evaluation of International Science and Technology Partnership Opportunities, and Gene Edited Organisms funded through ISED via Health Canada. We also anticipate making significant progress on two approved PHAC projects, once funded.

In addition, following the Spring 2022 ISED Call for Proposals, CCA staff will commence the preparatory research phase for the launch of new ISED-referred assessments in FY2023-2024.

Consistent with the CCA contribution agreement, an Expert Panel will complete another assessment in FY2022-2023 that was referred by a sponsor other than ISED: Artificial Intelligence for Design (National Research Council).

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



Eric M. Meslin, PhD, FRSC, 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 knowledge underlying current and future issues of public interest. The CCA received an additional \$15M over five years beginning in 2015, and in Budget 2018 received a further \$9M over three years to support the organization through to FY2022-2023.

Defining Attributes of the CCA

Power to Convene Experts: The CCA can call on Canada's (and the world's) experts in health sciences, natural sciences, engineering, arts, humanities, and social sciences to join its expert panels. To date, more than 1,000 experts from academia, industry, and the public and non-profit sectors have joined the CCA to contribute their time and expertise, conservatively valued at over \$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 over 15 years of continuous improvement, is the principal reason that assessment questions are referred to the CCA. This rigorous research 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. All reports are made available to the public free of charge in both of Canada's official languages. 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.

Emphasis on Evidence: The goal of every CCA assessment is to synthesize the best available knowledge on complex issues where the evidence 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 policy and practice.

THE LEADERSHIP OF THE ACADEMIES

The CCA's founding Academies -- the Royal Society of Canada, the Canadian Academy of Engineering, and the Canadian Academy of Health Sciences, are independent organizations that are the corporate Members of CCA. 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:

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 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 FY2021-2022

Fiscal year 2021-2022 was one of intense activity for the CCA.

Assessments

Thirteen (13) assessments were in various stages of management, from planning to release.

1. **Six** Government of Canada-referred assessments funded through the ISED Contribution Agreement were under management:

CCA released **three** assessments:

- *Turning Point* (Expert Panel on the Circular Economy in Canada) [released November 2021]
- *Building a Resilient Canada* (Expert Panel on Disaster Resilience in a Changing Climate) [released January 2022]
- *Cultivating Diversity* (Expert Panel on Plant Health Risks in Canada) [released January 2022]

In addition, CCA Expert panels made substantial progress on **three** assessments referred by ISED with report releases scheduled for FY2022-2023

- Canada's Carbon Sink Potential
- Socio-Economic Impacts of Science and Health Misinformation
- Public Safety in the Digital Age

2. **Seven** assessments referred from sponsors outside the ISED Contribution Agreement were under management:

CCA released two assessments:

- *Powering Discovery* (Expert Panel on International Practices for Funding Natural Sciences and Engineering Research); NSERC; released May 2021]
- *Waiting to Connect* (Expert Panel on High-Throughput Networks for Rural and Remote Communities in Canada) National Research Council; released October 2021]

In addition, CCA Expert panels made progress on **three** assessments:

- Artificial Intelligence for Design, sponsored by the National Research Council of Canada
- Gene Edited Organisms, sponsored by Health Canada
- The Future of Arctic and Northern Research in Canada, sponsored by ArcticNet Inc. with a consortium of sponsors.

Another **two** assessments were in the *planning or initiation phase*:

- Economic Incentives for AMR: sponsored by Public Health Agency of Canada
- Impacts of Health Data Barriers: sponsored by Public Health Agency of Canada

Equity, Diversity, and Inclusion

The CCA Board of Directors accepted the ISED 50-30 Challenge and endorsed a workplan that includes a review of CCA policies, practices and products using an EDI lens. The CCA has laid the groundwork for enhancing EDI and is taking concrete steps to commit to measurable goals, act to embed that commitment across our policies and processes and measure our progress.

Actions taken to date include:

The Board directed its Nominating and Governance Committee to provide oversight of implementing the 50-30 Challenge. This has already resulted in changes to the process that academy-nominated directors undertake:

- The CCA President has struck a staff EDI Working Group representing all job classes within the organization to provide input and advice.
- Senior management, Board, SAC and recruited expert panel members are asked to self-identify for purposes of EDI.
- CCA reports progress in its annual Corporate Plan to government.
- Staff recruitment practices now include sensitivity to EDI.

The CCA has identified four (4) functional groups: Board, SAC, Senior Management and Expert Panels. Each group plays a distinct role in shaping the quality and relevance of the CCA's work, requiring a tailored approach to enhancing EDI.

Current commitments are to examine and revise relevant policies and practices to enhance diversity at the CCA, including recruitment and training.

STATEMENT OF ACCOUNTABILITY: PLANNED ACTIVITIES VERSUS OUTCOMES

The FY2021-2022 Corporate Plan included six key foundational goals:

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 Strategic Science Fund, funding.
5. *Foster Collaboration*: Strengthening relationships between 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.

The following tables present the status of the planned activities for each of the CCA’s six ongoing goals described in the FY2021-2022 Corporate Plan, progress made, and outcomes achieved to date.

GOAL #1: IMPROVE RESPONSIVENESS

Planned Activities	Progress	Outcomes Achieved
<u>ISED-Supported Assessments</u>		
Complete three (3) ISED assessments	ACHIEVED	<p><i>Turning Point</i> (Expert Panel on the Circular Economy in Canada) Released November 25, 2021.</p> <p><i>Building a Resilient Canada</i> (Expert Panel on Disaster Resilience in a Changing Climate) Released January 13, 2022.</p> <p><i>Cultivating Diversity</i> (Expert Panel on Plant Health Risks in Canada) Released January 27, 2022.</p>
Substantial progress on three (3) ISED assessments	ACHIEVED	<p>Substantial progress has been made on:</p> <ul style="list-style-type: none"> • Canada’s Carbon Sink Potential • Socio-Economic Impacts of Science and Health Misinformation • Public Safety in the Digital Age. <p>All three report releases are scheduled for completion in fall/winter FY2022-2023.</p> <p>Following the Spring 2021 ISED Call for Proposals CCA staff commenced the preparatory research phase for the launch of new ISED referred assessment in FY2022-2023.</p>

<u>Non-ISED Assessments</u>		
Complete two (2) assessment sponsored outside the ISED agreement	ACHIEVED	FOR NSERC: <i>Powering Discovery</i> (Expert Panel on International Practices for Funding Natural Sciences and Engineering Research) Released May 4, 2021
		FOR NRC: <i>Waiting to Connect</i> (Expert Panel on Highthroughput and Secure Networks in Rural and Remote Regions) Released October 28, 2021
Progress on three (3) assessment sponsored outside the ISED agreement	ACHIEVED	Substantial progress has been made on: <ul style="list-style-type: none"> Artificial Intelligence for Design, sponsored by the National Research Council of Canada Gene Edited Organisms, sponsored by Health Canada The Future of Arctic and Northern Research in Canada, sponsored by ArcticNet Inc. with a consortium of sponsors.
Another two assessments were in the planning or initiation phase:	ACHIEVED	<ul style="list-style-type: none"> Economic Incentives for AMR: sponsored by Public Health Agency of Canada Impacts of Health Data Barriers: sponsored by Public Health Agency of Canada

GOAL #2: ACHIEVE POTENTIAL

Planned Activities	Progress	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 DMs, ADMS, and the heads of other government agencies, and external stakeholders have led to increased demand for CCA assessments. CCA has substantially expanded outreach for assessments this year.
In collaboration with ISED, support any improvements to the new proposal process as needed.	ACHIEVED	Ongoing engagement with ISED to expand demand in range, scope, and quality of questions submitted across whole of government through Call for Proposals process.
Initiate new assessments of importance to Canada through the ISED funding agreement(s) and with federal government sponsors outside of the ISED contribution agreement.	ACHIEVED	Individual multi-assessment multi-year funding agreements were completed with Health Canada and PHAC. <ol style="list-style-type: none"> Health Canada: Gene Edited Organisms PHAC: Economic Incentives for AMR PHAC: Impacts of Health Data Barriers
Prepare for a 2023 Budget request that expands CCA's capacity.	ONGOING	Given the requirements of the SSF, CCA has been informed that it will be eligible for bridge funding between FY2022-2023 and FY2023-2024.

GOAL #3: MAINTAIN EXCELLENCE

Planned Activities	Progress	Outcomes Achieved
<p>Enhancing Assessment Methodologies</p> <p>Update, and revise as appropriate, assessment methodologies and lessons learned and apply to all future work, drawing on work from a review of how CCA uses evidence.</p>	<p>ACHIEVED</p>	<p>Updates to entire lifecycle of CCA methods based on regularizing a “lessons learned” approach to supplement its Milestones model of the CCA Assessment Lifecycle Methodology.</p> <p>This past year CCA has focused on:</p> <ul style="list-style-type: none"> • A review on challenges and limitations of current methods used to assess Canada’s strengths in S&T and R&D conducted by CCA’s Scientific Advisory Committee’s S&T Methods Subcommittee.
		<ul style="list-style-type: none"> • Formalize new approaches for gathering evidence and the metrics for assessing impact CCA’s work • Implement recommendations of SAC’s S&T Methodologies Subcommittee. Work is complete. Board of Directors has been briefed. Implementation is pending next assessment on S&T or as needed • A review of options for improving engagement with Indigenous participants and use of Indigenous knowledge • Enhancing the breadth of expertise on our Scientific Advisory Committee • EDI considerations as applied to panel composition
<p>Update and improve performance indicators, accompanying measures of the quality and impact of the CCA’s assessments.</p>	<p>ONGOING</p>	<ul style="list-style-type: none"> • Progress has been made on metrics and processes for enhancing assessment methods. Internal CALM procedures have been updated. • Substantial progress has been made on assessing impact of CCA’s work. Internal tracking metrics have been developed and piloted. All assessments to date have been at least minimally assessed
<p>Continue to strengthen publications and report release practices, including accessibility, translation, communications, and sustainability.</p>	<p>ACHIEVED</p>	<p>The CCA continuously examines and refines communications and publication processes to ensure they effectively and efficiently support ongoing excellence. Overall efforts focused on improving the accessibility of reports and enhancing the flexibility of the process to efficiently manage increasing demand.</p> <p>This past year the CCA focused on:</p> <ul style="list-style-type: none"> • Adapting CCA publishing practices to provide sufficient redundancy and build capacity to respond to increasing demand in a timely way. • Substantially enhancing outreach and collaboration with sponsors and other stakeholders on report dissemination and mobilization • Recruiting staff with French translation expertise.

Actively encourage CCA staff professional development and career advancement.	ACHIEVED	<p>Specific actions taken:</p> <ul style="list-style-type: none"> Promoting staff from within to positions of greater responsibility including three CCA staff promoted from Researcher to Research Associate; and two staff promoted from Intern to Researcher. The CCA Internship program is proving a valuable resource for identifying high-performing staff; for the first time we have recruited a Communications Intern in addition to our cadre of Assessment Interns.
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GOAL #4: BECOME SUSTAINABLE

Planned Activities	Progress	Outcomes Achieved
Develop CCA's proposal for a new ISED-CCA funding agreement to ensure continuity at expiration of current agreement.	ONGOING	A Letter of Intent Was been submitted to the Strategic Science Fund on January 14, 2022.
Establish viability of seeking separate (multi-assessment) funding agreements with other agencies and departments.	ACHIEVED IN PART	<p>Amended and restated contribution agreement resulting from the Health Canada transfer signed on September 22, 2021.</p> <p>A multi-assessment agreement with PHAC for two assessments is in development as of January 31, 2022 and expected to be finalized prior to March 31, 2022.</p>

GOAL #5: FOSTER COLLABORATION

Planned Activities	Progress	Outcomes Achieved
Continue to expand opportunities to support collaborative knowledge mobilization (KMb) activities involving the wider science advice ecosystem in relation to CCA assessments.	ONGOING	<p>Maintained connections among all organizations to increase the awareness of CCA assessments and the opportunities for KmB that exist.</p> <ul style="list-style-type: none"> Co-organized assessment events with NSERC, ECCC, Canada's Rural and Remote Broadband Initiative and the Canadian Science Policy Conference Substantially expanded assessment outreach and collaborations activities to enhance awareness and uptake of CCA assessments among a range of user groups.
Continue to develop opportunities for governmental and non- governmental organizations to collaborate with CCA to further goals of disseminating and using assessments.	ONGOING	Continued to strengthen relations with the broader science advisory ecosystem to improve demand for, and impact of, CCA assessments including Canadian Science Policy Centre

GOAL #6: INCREASE VISIBILITY

Planned Activities	Progress	Outcomes Achieved
Advance CCA’s overarching knowledge mobilization strategy by forming mobilization partnerships, expanding our suite of communication and knowledge mobilization strategies, and continuously improving our assessment practices to incorporate knowledge mobilization.	ACHIEVED IN PART	The CCA continued to enhance KMb processes, products, and partnerships, including: <ul style="list-style-type: none"> Expanding CCA release products to include summaries, videos, webinars, and data visualization as appropriate. Embedding knowledge mobilization principles and practices in the CCA assessment methodology. Forming assessment specific KMb partnerships, resulting in knowledge mobilization events attended by more than 1,000 participants.
Communicate CCA’s value through all appropriate means and social media platforms.	ONGOING	<ul style="list-style-type: none"> In 2021-22, the CCA was assigned <i>verified</i> status on Twitter, endorsing our account as authentic, notable, and active. The CCA is on track to meet or exceed all communications metrics identified in its performance measurement framework.
Continue to enhance the CCA’s online presence and brand through deployment of accessible content, and increased use of data visualization.	ONGOING	CCA’s active engagement on various social media platforms illustrate growth in this newer form of Twitter engagement, in addition to Traditional Media Mentions.
Conduct a review of the CCA corporate and assessment communication strategies	ACHIEVED IN PART	Real-time evaluation and adaptation of specific activities has been achieved. <ul style="list-style-type: none"> Increased French-language capacity among CCA staff to improve the quality of French reports and enhance communication and KMb among Francophone audiences Moved to sustainable FSC-certified paper and printing processes for all CCA reports Significantly expanded consistent assessment-related outreach activities, driving increased awareness of CCA reports Further evaluation and improvements are scheduled for 2022-23.

<p>Making assessments accessible.</p>	<p>ACHIEVED IN PART</p>	<p>All CCA assessments and associated materials are publicly available at no charge on the CCA website, on Google Play, and on Scribd in both of Canada’s official languages.</p> <p>Accessibility is supported by tailored outreach, dissemination, communication, and knowledge mobilization efforts for each assessment which are designed to build awareness, understanding and application of evidence among key audiences and user groups. Each assessment report is accompanied by supporting summaries, infographics, videos, events, and media coverage, and the CCA continually engages Canadians via social media, webinars, and other special events.</p> <p>Will continue to review practices to ensure accessibility by revising policy and practice as appropriate</p>
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CCA RISK IDENTIFICATION AND MITIGATION

The CCA Board of Directors has used a risk identification and mitigation framework for many years, consistent with other Not-for-Profits. The framework includes four broad strategic risk categories: (i) Adaptability, (ii) Dependency, (iii) Capacity, and (iv) Credibility subdivided into eleven specific risks that are monitored over time. An initial assessment about the risks and proposed mitigation strategies, and their applicability for FY2022-2023 have been made by Management.

In general, risk identification is based on informed subjective assessments of the probability or likelihood of a harm occurring, the impact or degree of harm, and the degree to which these 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 managed.
- A risk is identified as **moderate** if the harm is likely to occur, and were it to occur its impact would be modest and require more ongoing management and continued monitoring; 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 ongoing management, review, assessment, and response.

The order of each *category* and *description* of each risk have been presented in the same way as in previous years. The individual *assessment* and *mitigation* proposals have been modified as appropriate for the present 2022-2023 strategy.

It is noted that for every risk identified below its assessment level attempts to account for ongoing CCA operations under COVID-19 working conditions for the near term. However, given the lack of certainty about the extent to which these conditions will prevail over the 2022-2023 period, each identified risk will need to be considered in this context.

Category	Description of Risk, Assessment, Mitigation	Status of Strategy
<p>Adaptability</p> <p><i>Adaptability</i> refers to the risk associated with the changes in the internal and external environments.</p>	<p>1. <i>Loss (including lack) of governance expertise within the Board of Directors and Scientific Advisory Committee (SAC) leading to suboptimal governance for the organization.</i></p> <p>Assessment:</p> <p>There is a moderate risk in failing to identify replacements for departing members and filling existing gaps in a timely fashion, specifically Minister-nominated members. A delay in receiving the Ministerial nominees may result in a loss of governance expertise.</p> <p>There is a moderate risk of lack or loss of corporate governance principles and practices knowledge by Board with delayed onboarding, complicated by the requirement to meet virtually due to the ongoing pandemic.</p> <p>There is a minimal risk of loss of corporate memory on SAC relating to past practices, proposals, and input because vacancies have been filled and the terms of new members are staggered.</p> <p>There is a minimal risk of failing to anticipate and address the importance of adopting a strategy and implementing approaches to Equity, Diversity, and Inclusion (EDI) throughout the organization including in Board and Senior Management.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> • The Nominating and Governance Committee (NGC) Board-approved process for replacing Board and SAC members will be enhanced to include a skills matrix and inventory for Directors. • It is hoped that the two new Ministerial nominees will have considerable governance experience (certified member of the Institute of Corporate Directors and a holder of either the ICD.D designation or Chartered Director’s C.Dir. designation). • SAC Vice Chair (and SAC Chair Elect), David Castle, has considerable leadership and science advisory experience. • The Executive Committee (EC) is the Board committee with the overall responsibility for ensuring that the CCA undertakes its responsibilities for developing and implementing an enhanced corporate governance structure, including an external governance review. • The NGC is the Board committee with responsibility for ensuring that the CCA undertakes its responsibilities for monitoring progress on implementation of an EDI action plan. 	<p>ONGOING</p> <p>Mitigation measures remain appropriate</p>

	<p>2. <i>Inability to fully respond to increased assessment requests from non-ISED sponsors.</i></p> <p>Assessment: Based on current and projected workflow and cash flow requirements, there is a minimal risk that the CCA will not be fully successful in securing sufficient funding from outside the ISED funding agreement (revenue from other sources) to respond to requests from potential sponsors in the short term (e.g., next 2 years).</p> <p>There is a moderate risk that the CCA will have difficulty completing referred assessments beyond the completion of the current funding agreement (e.g., next 3-</p>	<p>ONGOING</p>
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	<p>8 years) under the current funding model – ISED providing \$3M/year and encouraging 23% additional revenue for non-ISED funds.</p> <p>Mitigation: <u>Short term:</u></p> <ul style="list-style-type: none"> • ISED has committed to a one-year extension (FY2023-2024) to the current contribution agreement and an additional \$3M of bridge funding prior to the start of funding from the Strategic Science Fund in FY2024-2025. • The CCA has communicated to ISED that the working assumptions for the FY2022-2023 Corporate Plan is that there will need to backward profile \$1M from the bridge funding year to FY2022-2023 to match ISED assessment workload. • ISED has provided written assure that bridge funding for the 2023-2024 fiscal year will allow for assurance of sustainable funding from the present funding agreement to the Strategic Science Fund • The Spring 2022 ISED Call for Proposals will be released post-budget (e.g., March 2022) and that ISED will launch the 2022 Call anticipating with a successful SSF submission CCA will have the time and funding to complete the assessments. Work on the assessments from the 2022 Call will begin following a government decision from SSF process and no earlier than April 1, 2023. • The CCA continues to pursue individual contribution agreements with federal departments and agencies for multiple projects over the next two years (e.g., Health Canada, PHAC). <p><u>Longer Term:</u></p> <ul style="list-style-type: none"> • The Strategic Science Fund LOI and application is designed to make a compelling case for five-year SSF funding beginning in FY2024-2025 through FY2029-2030 that will accommodate the increased assessment demand coming from federal departments, agencies & crowns. 	<p>Mitigation measures remain appropriate for short term</p> <p>Management is considering potential future scenarios for the longer term</p>
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<p>Dependency</p> <p>Dependency 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>Assessment: 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>Mitigation:</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 and chair 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 reflecting the work of the panels. • Maintain a comprehensive vetting process of chairs, panels, and peer reviewers. • Follow through with EDI guidelines and practices. • Continue to adapt processes to accommodate challenges raised by COVID-19. 	<p>ONGOING</p> <p>Mitigation measures remain appropriate</p>
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	<p>4. <i>Poor relationships with the community of expert panel members leading to suboptimal engagement, loss of CCA credibility, and/or decreased access to expertise.</i></p> <p>Assessment: There is a minimal risk that the CCA will not be able to effectively manage or maintain relationships with the expert community.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> • Continue to enhance current CCA practice of engaging with former expert panel members. • Continue to engage with the broad science and policy ecosystem from whom potential panel members will be identified. • Improve breadth and diversity of experts on SAC • CCA President to continue active and visible relationships within the science policy ecosystem in Ottawa, Canada, and internationally. • Continue to engage with SAC whose members interact regularly with a broader community of experts. • Continue to foster productive relationships with the Academies whose Fellows serve as a respected resource for appointment to chair and/or sit on CCA expert panels, provide external peer review, sit on the CCA Board and SAC, and who are well-positioned to advance knowledge mobilization activities. 	<p>ONGOING</p> <p>Mitigation measures remain appropriate</p>
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	<p>5. <i>Poor relationships with the Government of Canada.</i></p> <p>Assessment: 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>Mitigation:</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, Board Chair and Vice Chair to engage with the broader community of stakeholders to ensure awareness of CCA activities. • Maintain mechanisms in place to ensure full compliance with the ISED 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>ONGOING</p> <p>Mitigation measures remain appropriate</p>
	<p>6. <i>Poor relationship with Member Academies.</i></p> <p>Assessment: There is a moderate-high risk that the founding corporate members (Academies) and CCA will not be able to work together toward common goals, making it more difficult for CCA to fulfill its mandate.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> • Support the ongoing external financial processes review and adopt any measures. 	<p>ONGOING</p> <p>Mitigation measures will require</p>
	<ul style="list-style-type: none"> • Undertake an external governance review to enable implementation of new or enhanced governance structure including to review, update, add, or remove policies and guidance, as necessary. • Continue to monitor and update, where needed, the policies and practices for engagement with the Academies. • Continue to identify opportunities for good communication and regular interaction between Academy Presidents and CCA, including those initiated by the Interim Chair. • Ensure adherence to Canada Not-for-Profit Act, By-Laws, funding agreement and any other guiding documents (such as, conflict of interest policy, etc.) and use as opportunities for education and training. • Use the CCA application to the Strategic Science Fund as a further opportunity to enhance the relationship. 	<p>continued attention</p>

<p>Capacity</p> <p>Capacity refers to the risks associated with a lack of internal capacity.</p>	<p>7. <i>Loss of assessment process continuity.</i></p> <p>Assessment: There is a moderate risk that CCA staff turnover will lead to material disruption in assessment activity and quality (e.g., delays, loss of corporate knowledge).</p> <p>Mitigation:</p> <ul style="list-style-type: none"> • Continue to provide opportunities for growth within the organization. • Management will maintain its recognition & retention strategy for staff. • Continue to update the CCA Assessment Lifecycle Methodology (CALM), the documented protocol that provides concrete guidance for the entire process of assessment development. • CCA will identify innovative approaches to building capacity through its internship program, with the pilot addition of a communications intern. • Management will continue to implement an enhance model of performance management using key performance milestone set/control points for each position to recognize increased competency, capacity & productivity. 	<p>ONGOING</p> <p>Mitigation measures remain appropriate</p>
	<p>8. <i>Reduction in aptitude, skill, knowledge, and productivity due to ongoing COVID19 pandemic.</i></p> <p>Assessment: 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 any perceived uncertainty associated with continuation of funding from the SSF. Also, for CCA to succeed in hybrid work world, it will be key to continue to facilitate flexibility and enabling employee autonomy.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> • CCA Management continues to place an increased emphasis on staff well-being during the extended work-while-home period of the current pandemic, including regular updates on status of return to 180 Elgin (Hybrid Work Policy) as well as CCA’s Vaccination Policy (mandatory fully vaccinated). • Continue with a biannual external Engagement Survey in FY2022-2023 to ensure CCA Management has a solid understanding of the key drivers of employee engagement. 	<p>ONGOING</p> <p>Mitigation measures remain appropriate</p>
	<ul style="list-style-type: none"> • CCA will show flexibility in its policy on professional development to enable more staff to pursue activities that enhance their professional growth and development. • CCA Management continues to monitor all applicable public health policies as well as leading practices from other organizations. 	

<p>Credibility</p> <p><i>Credibility</i> refers to the risks associated with the reputation and relevance of the CCA.</p>	<p>9. <i>Reputational risk on quality and release of assessments</i></p> <p>Assessment: There is a minimal reputational risk to CCA by permitting or allowing poor quality assessments to be disseminated, or for leaked, embargoed or otherwise confidential assessment-related information to be publicly released. Actions that result in lowered perception of CCA’s reputation as an independent objective organization with policies to protect the integrity of its processes.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> • Continue to enforce embargo policy on all CCA reports prior to public release. • Continue to require panel members, chairs, peer reviewers to comply with confidentiality and conflict of interest policy as a condition of agreeing to join a panel or review an assessment as applied to statements or presentations about reports or reviews of them. • Update as appropriate policies and practices for sponsor briefings to accommodate their needs. • Continue to enforce CCA’s policy regarding report release during elections • Maintain corporate communication policies and practices that are consistent with and reinforce CCA commitments to independence, confidentiality, and excellence. 	<p>ONGOING</p> <p>Mitigation measures remain appropriate</p>
	<p>10. <i>Negative perception of objectivity and intellectual Independence.</i></p> <p>Assessment: 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>Mitigation:</p> <ul style="list-style-type: none"> • Continue to emphasize for panel members and sponsors the CCA processes 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. 	<p>ONGOING</p> <p>Mitigation measures remain appropriate</p>
	<p>11. <i>Reputational risk because of a cyber security breach. [NEW]</i></p> <p>Background: CCA has preferred supplier arrangement with KCI Networks for comprehensive IT support. KCI monitors CCA’s entire network internally and on the perimeter. KCI has verified all internal user accounts are accurate and verified all Virtual Private Network (VPN) user accounts are accurate.</p> <p>All CCA security equipment & products that are in place have been and are functioning properly. CCA email services were all moved to the Microsoft Cloud; and CCA added a second email filtration service from Microsoft called Barracuda</p>	<p>ONGOING</p>

	<p>Essentials and now currently runs both Cumulus email security service and Barracuda. The software programs CCA uses to manage its significant processes are up to date and includes Windows 10 Pro, AccPac, End Note, Office 365 Hosting and Suite of products, Cisco L2TP VPN, Adobe Creative Cloud, Antidote, FileMaker, Adobe Reader, WebRoot End Point Protection.</p> <p>Software/hardware is password protected, and staff have varying levels of system access based on their position and there are varying levels of security using GPO, Windows Security, VPN encryption. CCA process of data storage and system backups is done on premise using an Infracscale Appliance and replicated to the cloud. Retention of backups is infinite. CCA has a disaster recovery feature in the Infracscale Appliance and in the cloud called DRaaS Replication that allows us operational continuity should a catastrophic failure occur. This feature would only take minutes to engage. It is tested on a quarterly basis on a separate Virtual Local Area Network (VLAN). There is no indication of any IT security breach.</p> <p>Assessment:</p> <p>There is a minimum risk the CCA operation will be disrupted because of a security breach caused by human error. Cybercrime is getting more serious by the month. The perpetrators are getting quite smart about tricking people into clicking on fraudulent links or opening malicious attachments in emails. CCA Management is aware that cybersecurity is a particularly important consideration and have worked to ensure that investments are being made in protecting CCA from threats. However, cybersecurity initiatives are not a one-time activity that can create perpetual protection. Cybersecurity shifts and evolves constantly as new threats, changes in technology, and human error events create new vulnerabilities. These vulnerabilities can contribute to an ever-attractive attack surface for persistent perpetrators if not managed.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> • Continue to make Cyber security improvements. For example, <ul style="list-style-type: none"> ○ CCA data storage (servers) and system back-ups currently done on premise, will be migrated to the cloud via KCI Networks high security Next Gen Tier 3 data centre. ○ CCA to introduce second factor authentication (2FA). • Continue with the staff program for <u>mandatory</u> online cyber security training and for ongoing security phishing testing with Knowbe4 (the world’s largest security awareness training and simulated phishing platform). • Continue with Cyber Insurance so that CCA is fully covered in the event of a Cyberattack. • Continue with KCI’s ongoing comprehensive end-to-end cyber security threat and risk assessment to know what new areas of weakness might be emerging and take immediate action close any gap. 	<p>Mitigation measures remain appropriate</p>
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Overall Risk Profile Summary

Considering the above assessment, Management has assessed the overall risk profile of CCA for FY2022-2023, particularly given COVID-19 conditions, as Minimal to Moderate, and overall current mitigation measures for all risks are appropriate. None of the identified risks are assessed as High. Continued vigilance is, however, required for identifying new risks, and changes in the assessment of known risks.

FORWARD PLANNING FY2022-2023

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

1. COVID-19 Operations.

In light of COVID-19, the CCA will continue to operate under uncertain work conditions including:

- Staff will continue to work while at home until it is determined that it is safe and appropriate for CCA to consider permitting staff to return to work in the offices at 180 Elgin.
- CCA has established a Hybrid Work Policy that will be implemented when it is safe to do so and will be closely monitored through out year. CCA has adopted a Vaccination Policy for all staff, which has also been adopted by the Board of Directors.
- Expert panels will continue to function remotely until it is safe to return to in person meetings.
- The Board and SAC will continue to function remotely until it is safe to return to in person meetings.

2. Financial Status.

At the end of FY2021-2022, CCA will have drawn down \$7M of the \$9M fund, leaving a balance of \$2M for the remaining year of the original ISED funding agreement. With the addition of a one-year (\$3M) bridge extension to the existing contribution agreement, the balance for the remaining two years to FY20232024 will be \$5M, excluding Health Canada's flowthrough funding.

3. Goals for FY2022-2023.

- Maintain a healthy workplace that balances the intensity of workloads and the individual capacity to respond, through policy initiatives, performance measurement and feedback and which are sensitive to the current societal issues;
- Maintain high standards of performance in the conduct of assessments in the face of current workload intensity and ongoing demands;
- Public release of at least four assessments, including three ISED-sponsored assessments and one assessment from outside the ISED funding agreement;
- Submit a Full SSF proposal;
- Expand collaborative knowledge mobilization activities for existing and newly released 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;
- Implement all appropriate steps to ensure the continued financial health of CCA including adopting value-based policies for financial management;

- Continue the implementation of CCA’s overarching equity, diversity, and inclusion (EDI) strategy for the entire organization, including Board, SAC, expert panels, and management;
- Make considerable progress on developing and implementing an enhanced corporate governance structure including the use of an external governance review.

GOALS, ACTIVITIES, AND EXPECTED OUTCOMES IN FY2022-2023

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 evolve relevant performance and impact indicators to improve its capacity to report on how well it achieves expected outcomes. Relevant indicators for each of our goals is an important building block in performance management capacity. Below are the main activities planned for FY2022-2023 along with the expected outcomes relating to the six foundational goals.

GOAL #1: IMPROVE RESPONSIVENESS

*Develop and provide, on a timely basis, assessments that respond to the needs of sponsors.
Planned Activities and Expected Outcomes (Short- and Medium-Term):*

ISED-Supported Assessments

- Complete three (3) assessments currently underway sponsored under the ISED contribution agreement:
 - Canada’s Carbon Sink Potential
 - Socio-Economic Impacts of Science and Health Misinformation
 - Public Safety in the Digital Age.
- Make substantial progress on two assessments referred by ISED from the 2021 Call for Proposals:
 - Impacts, Opportunities and Challenges of Quantum Technology Adoption
 - A Data-Enabled Evaluation of International Science and Technology Partnership Opportunities
- Following the Spring 2022 ISED Call for Proposals CCA staff will commence the preparatory research phase for the launch of new ISED referred assessment in FY2022-2023.

Non-ISED Assessments

- Complete at least one (1) assessment from Third-Party sponsors:
 - Artificial Intelligence (AI) for Design (NRC)
- Make substantial progress on two (2) assessment:
 - Health Canada: Gene Edited Organisms
 - ArcticNet: Future of Arctic and Northern Research in Canada

CCA is planning to make substantial progress on two more non-ISED assessments, consistent with its current ISED funding agreement goal for CCA to do additional assessments for third party organizations:

- PHAC: Economic Incentives for AMR
- PHAC: Impacts of Health Data Barriers

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.

Planned Activities:

- Continue to 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 annual Call for Proposals 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.
- Prepare for a SSF submission that aligns CCA's capacity with Government of Canada priority needs, including but not limited to:
 - Undertaking human resources review to ensure that CCA has sufficient capacity to meet needs
 - Undertaking an internal programmatic review to determine whether current structure best meets needs
 - Undertake a communications review
- Undertake a governance review, the results of which will be used to enhance the quality and contributions of Board and its committee to support the mission of CCA
 - Enhance the onboarding, education and training opportunities for the Board and SAC
 - Identify specific opportunities for capturing the overall value of the CCA and the Member academies
- Identify opportunities to improve relationships with Corporate Members (Academies)

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.
- Updated processes, practices, policies to better equip CCA with the governance structure and capacity to meet future needs and truly fulfill the potential of CCA as a Council of Canadian Academies.
- CCA's governance structure will be recognized as among the organization's greatest strengths and in so doing support the continued excellence of its work.

GOAL #3: MAINTAIN EXCELLENCE

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

Planned Activities:

- Continue to update and revise as appropriate, assessment methodologies and lessons learned and apply to all future work, drawing on work from a review of how CCA uses evidence.
- Continue to strengthen publications and report release practices, including accessibility, translation, communication, and sustainability.
- Actively encourage CCA staff to focus on mental health and overall well being.
- Update and improve performance indicators and measures of the quality and impact of the CCA's assessments.
- Enhance the onboarding, education, and training opportunities for staff

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 leading experts to chair and participate on CCA expert panels.
- Assessment impact metrics will demonstrate value of CCA to sponsors and to Canada.

GOAL #4: UPDATE FUNDING MODELS

Establish a strategy to become sustainable.

Planned Activities:

- Develop CCA's Full proposal for SSF to ensure operational continuity at expiration of current agreement.
- Receive and act on results of the Financial Review requested by the Members.

Expected Outcomes (Short-Term):

- SSF LOI is accepted and an invitation for a Full proposal is extended to CCA for submission in 2022/2023
- SSF Full application submitted
- Funding strategies for simplifying transfers to CCA are adopted
- Adoption of recommendations by external financial audit will provide necessary assurance to Board and Members of the quality and sufficiency of financial processes.

GOAL #5: FOSTER COLLABORATION

Continue to foster a more productive collaboration with the wider science advice ecosystem to achieve shared goals.

Planned Activities:

- Continue to expand opportunities to support collaborative knowledge mobilization activities involving the wider science advice ecosystem in relation to CCA assessments.
- Continue to develop opportunities to collaborate and partner with academies on projects of joint interest.
- Continue to develop opportunities for governmental and non-governmental organizations to collaborate with CCA to further goals of disseminating and using assessments.

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.

Planned Activities:

- Advance CCA's overarching knowledge mobilization strategy by forming mobilization partnerships, expanding our suite of communication and knowledge mobilization strategies, and continuously improving our assessment practices to incorporate knowledge mobilization.
- Communicate CCA's value through all appropriate means and social media platforms.
- Continue to enhance the CCA's online presence and brand through deployment of accessible content.

Expected Outcomes (Short- and Medium-Term):

- Assessments will generate further awareness about the CCA leading to increased demand for CCA assessments across federal government and by other sponsors
- Information generated from impact monitoring will contribute to our ability to communicate the value of CCA assessments.

ASSESSMENT PUBLIC RELEASE SCHEDULE FOR FY2022-2023

Working Assessment Name	Public Release
* Artificial Intelligence for Science and Engineering (NRC)	Winter/Spring 2022
Canada’s Carbon Sink Potential	Fall/Winter 2022-2023
Socio-Economic Impacts of Science and Health Misinformation	Fall/Winter 2022-2023
Public Safety in the Digital Age	Winter 2022-2023
* Future of Arctic and Northern Research in Canada (ArticNet)	Winter/Spring 2023

*Sponsored outside of the ISED funding/contribution agreement.

FINANCIAL COMMENTARY FY2021-2022

The Board of Directors and Corporate Members approved the Audited Financial Statements for FY2020-2021, which were included in the 2021 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 & Human Resources Committee (AFR-HRC) of the Board met on a regular basis throughout the year to review CCA's financial position.

As of December 31, 2021, the available financial assets of the CCA are \$1,082K, excluding:

- \$345K in restricted funds for work on an assessment (*Arctic Research*) from outside the ISED funding agreement
- \$480K in recoveries (accounts receivable) for work on an assessment on *AI* outside the ISED funding agreement
- \$587K of deferred compensation (severance liability)
- \$375K in recoveries (accounts receivable) of flow through funding for a Health Canada funded assessment on *Gene Edited Organisms*.

At the end of calendar year 2021, the total financial assets of the CCA were \$2.87M.

Change in Financial Position

Financial Assets: Dec 31, 2021

o Current Operating account	\$78K
o Premium Business Savings account	<u>\$1,004K</u>
o Subtotal	\$1,082K
o ISED Expenditures YTD	\$2.7M
o ISED Expenditures forecast Q4	<u>\$1.0M</u>
o Subtotal	\$3.7M

Actual versus Plan

The financial projection included in the Corporate Plan from the previous year (January 31, 2021) anticipated a total expenditure of \$3.7M.

An updated financial projection of the Corporate Plan now including the Health Canada funded assessment on *Gene Edited Organisms* is \$4.075M (\$3.7M plus \$375K)

Revenue from Other Sources

By the end of FY2021-2022, the CCA anticipates contracted revenue from other sources in the range of \$500K to \$750K.

FINANCIAL COMMENTARY FY2022-2023

CCA's planned expenditures for FY2022-2023 is forecast to be \$3.0M. During this period, the CCA will have five ISED assessments underway. As outlined below, three assessments will be released in FY2022-2023 and two will have had substantial progress. This would require the backward reprofiling of \$1M from the FY2023-2024 bridge funding year.

The Board of Directors, on the recommendation of the Audit, Finance, Risk & Human Resources Committee (AFR-HRC), will be asked to approve the CCA's FY2022-2023 budget by March 31, 2022.

In FY2022-2023, the CCA will have these five ISED assessments under management:

1. Canada's Carbon Sink Potential (To be released in FY2022-2023)
2. Socio-Economic Impacts of Science and Health Misinformation (To be released in FY2022-2023)
3. Public Safety in the Digital Age (To be released in FY2022-2023)
4. Impacts, Opportunities and Challenges of Quantum Technology Adoption (Substantial progress in FY2022-2023)
5. A Data-Enabled Evaluation of International Science and Technology Partnership Opportunities (Substantial progress in FY2022-2023)

This excludes \$750K in recoveries of flow-through funding for a Health Canada funded assessment on *Gene Edited Organisms*. (Substantial progress in FY2022-2023)

Revenue from Other Sources

At this time, the CCA expects additional contracted revenue from other sources in the range of \$1.5M to \$2M in FY2022-2023 sourced primarily from funding with Public Health Agency of Canada for a multi project, multi year agreement. CCA will also continue its work on the Future of Arctic and Northern Research in Canada

CCA is planning to undertake an additional three non-ISED assessments, consistent with its current ISED funding agreement goal for CCA to do additional assessments for third party organizations:

1. ArcticNet: Future of Arctic and Northern Research in Canada
2. PHAC: Economic Incentives for AMR
3. PHAC: Impacts of Health Data Barriers

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 assessments of 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 about sixty 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, its founding Academies, and more than 1,000 dedicated individuals who have volunteered their time to give the Government of Canada high-quality evidence for policy development. The value of the CCA's assessments to the government and to the Canadian public is derived from the unique combination of independence, authority, credibility, and 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 and extended by a year the contribution agreement with CCA to FY2023-2024.

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, 2022

Name	Position	Location
Sioban Nelson, RN, PhD, FCAHS, FAAN (Interim Chair)	Professor, Lawrence S. Bloomberg Faculty of Nursing University of Toronto; President-Elect Canadian Academy of Health Sciences	Toronto (ON)
Chantal Guay, ing., P. Eng., FCAE (Vice Chair)	Chief Executive Officer, Standards Council of Canada	Ottawa (ON)
Soheil Asgarpour, PhD, FCAE	President, Petroleum Technology Alliance Canada; President-Elect, Canadian Academy of Engineering	(Calgary, Alberta)
Yves Beauchamp O.C. C.Q., PhD, FCAE	Vice-Principal, Administration and Finance, McGill University; President, the Canadian Academy of Engineering	Montréal (QC)
Jawahar (Jay) Kalra, MD, FCAHS	Professor, Department of Pathology and Laboratory Medicine and Member, Board of Governors, University of Saskatchewan	Saskatoon (SK)
Cynthia E. Milton, PhD	Associate Vice-President Research, University of Victoria; Past President of the College of New Scholars of the Royal Society of Canada	Victoria (BC)
Sue Molloy, PhD	President, Glas Ocean Electric; Adjunct Professor, Dalhousie University	(Halifax, NS)
Proton Rahman, MD, FRCPC, FCAHS	Associate Dean, Clinical Research, Professor of Medicine (Rheumatology), Craig L. Dobbin Genetics Research Center, Memorial University	St. John's (NL)
Donna Strickland, C.C., PhD, FRSC, FCAE	Professor, Department of Physics and Astronomy, University of Waterloo; Nobel Prize in Physics in 2018.	Waterloo (ON)
Julia M. Wright, PhD, 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, PhD (Observer)	Assistant Deputy Minister, Innovation, Science and Economic Development Canada	Government of Canada

Departures from Board of Directors, FY2021-2022

Name	Position	Location
David A. Dodge, O.C., PhD, FRSC	Senior Advisor, Bennett Jones LLP	Ottawa (ON)
Bartha Maria Knoppers, O.C., O.Q., PhD, FRSC, FCAHS	Full Professor and Director, Centre of Genomics and Policy, Faculty of Medicine, Human Genetics, McGill University	Montréal (QC)
Eddy Isaacs, PhD, FCAE	President, Eddy Isaacs Inc.; President, Canadian Academy of Engineering	Edmonton (AB)

ANNEX C: SCIENTIFIC ADVISORY COMMITTEE

As of January 31, 2022

Name	Position	Location
David Castle, PhD Chair	Past Vice-President Research, University of Victoria	Victoria (BC)
Maydianne Andrade, PhD	Professor of Biological Sciences, Canada Research Chair, Vice-Dean Faculty Affairs and Equity University of Toronto	Toronto (ON)
Peter Backx, PhD (FRSC)	Canada Research Chair in Cardiovascular Biology York University, UHN	Toronto (ON)
Neena Chappell, PhD (FRSC, FCAHS)	Professor Emeritus, Institute on Aging & Lifelong Health and Department of Sociology University of Victoria	Victoria (BC)
Stephanie Chang, PhD	Professor Co-Director, MEL Urban Systems University of British Columbia	Vancouver (BC)
Jackie Dawson, PhD	Canada Research Chair in Environment, Society and Policy and Associate Professor, Department of Geography, University of Ottawa	Ottawa (ON)
Flood, Colleen, PhD (FRSC FCAHS)	Director, Centre for Health Law Policy and Ethics; Professor and Research Chair in Health Law, University of Ottawa	Ottawa (ON)
Jeffrey A. Hutchings, PhD (FRSC)	Killam Memorial Chair and Professor of Biology, Dalhousie University	Halifax (NS)
Jayas, Digvir, PhD (FCAE)	Vice-President (Research and International) University of Manitoba	Winnipeg (MB)
Malcolm King, (FCAHS)	Scientific Director, Institute of Aboriginal Peoples' Health, Canadian Institutes of Health Research	Saskatoon (SK)
Chris MacDonald, PhD	Associate Professor; Director, Ted Rogers Leadership Centre; Chair, Law and Business Department; Ted Rogers School of Management, Ryerson University	Toronto (ON)
Barbara Neis, C.M., PhD (FRSC)	John Paton Distinguished University Professor, Memorial University of Newfoundland	St. John's (NL)
Nicole A. Poirier, PhD (FCAE)	President, KoanTeknico Solutions Inc.	Beaconsfield (QC)
Jamie Snook, PhD	Executive Director, Torngat Wildlife, Plants and Fisheries Secretariat, Labrador	Happy Valley-Goose Bay (NL)
Wolfe, David, PhD	Co-Director, Innovation and Policy Lab, Munk School of Global Affairs and Public Policy, University of Toronto	Toronto (ON)

Departures from SAC, FY2021-2022

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, PhD	Professor, Canada Research Chair and Director, Program on Water Governance, University of British Columbia	Vancouver (BC)
Gilles G. Patry, C.M., O. Ont, PhD, FRSC, FCAE	Executive Director, The U-15 Group of Canadian Research Universities	Ottawa (ON)

ANNEX D: CCA STAFF

Staff of the Council of Canadian Academies as of January 31, 2022

Name	Position
Eric M. Meslin, FRSC, FCAHS	President & CEO
Amanda Bennett	Research Associate
Dane Berry	Project Director
Tom Bursey, FCPA, FCMA	Vice-President & CFO
Mirna Cande*	Bilingual Communication/Translation Specialist
Becky Chapman	Project Director
Tijs Creutzberg	Director of Assessments
Madison Downe	Researcher
Heather Ennis	Director of Communications
Alexei Halpin	Research Associate
Kate Hemstreet*	Project Coordinator
Andrea Hopkins	Manager of Planning & Production
Matthew Ivanowich	Research Associate
Michael Jewer*	Researcher
Suzanne Loney	Senior Research Associate
Kelly Loverock	Website & Communications Specialist
Vasa Lukich	Researcher
Jérôme Marty	Project Director
Anita Melnyk	Project Director
Nancy Neil	Executive Assistant to the President
Ricardo Pelai	Research Associate
Kate Sedivy-Haley	Research Associate
Kundai Sibanda	Project Coordinator
Meagan Siemaszkiewicz*	Researcher
Agnes Sternadel	Project Coordinator
Jean Woo	Project Director
Weronika Zych	Senior Project Coordinator

* Recruited to the CCA in FY2021-2022

Departures from the CCA Staff in FY2021-2022

Name	Position
Anna Buczek	Outreach & Communications Specialist
Kate Sedivy-Haley	Research Associate
Teresa Iacobelli	Research Associate

ANNEX E: FINANCIAL SCHEDULES

Financial Schedules:

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