



CORPORATE PLAN FY2021-2022

January 28, 2021

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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 2021-2022 Corporate Plan. It is an accountability document that provides details of our activities and achievements for the first three quarters of the 2020-2021 Fiscal Year, and of the status of the funds received under the funding agreement beginning in April 2020. This document also provides an overview of the CCA's direction and expected activities for FY2021-22, contingent upon the approval of an operational budget by the Board of Directors by March 31, 2021.

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 over 50 reports for the Government of Canada, provincial governments, and other non-governmental sponsors.

By the end of the 2020-2021 fiscal year, the CCA will have released two assessments on priority-driven topics referred by ISED: Labour Market Transitions of PhD Graduates, and Connected and Autonomous Vehicles and Shared Mobility. Another assessment was released sponsored by the National Research Council of Canada: Legal, Ethical, Social and Policy Dimensions of Somatic Gene and Engineered Cell Therapies. In addition, the CCA initiated an update of internal policies and practices to embed EDI considerations in all areas of CCA operations.

As for the year ahead, 2021-2022 promises to be an active one for CCA. Expert panels will complete assessments on three topics referred by ISED: Disaster Resilience in Canada; the Circular Economy; and Plant Health, with all report releases planned by the end of FY 2021-2022. In addition, substantial progress will be made on three new ISED-referred assessments: Understanding and Leveraging Canadian Carbon Sink Potential in Achieving Net-Zero by 2050, Socio-Economic Impacts of Science and Health Misinformation, and Public Safety in the Digital Age. In addition, following the Spring 2021 ISED Call for Proposals CCA staff will commence the preparatory research phase for the launch of new ISED-referred assessments in FY2022-2023.

Consistent with the CCA contribution agreement, Expert Panels will complete another two assessments in FY 2021-2022 that were referred by a sponsor other than ISED: International Trends for Funding Natural Science and Engineering Research (sponsor NSERC) and High-Throughput and Secure Networks (HTSN) in Rural and Remote Regions (Sponsor NRC). In addition, substantial progress will be made on Artificial Intelligence (AI) for Design (Sponsor NRC).

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 in 2015 and in Budget 2018, received a further \$9M over three years to sustain the organization through to FY2022-2023. In addition, CCA anticipates receiving at least a one year \$3M extension to the existing contribution agreement through to FY2023-2024, ensuring that the CCA has the time and funding to complete new assessment(s) from the 2021 ISED Call for Proposals.

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 ACADEMIES

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

The Royal Society of Canada (RSC)

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

Canadian Academy of Engineering (CAE)

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

Canadian Academy of Health Sciences (CAHS)

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



OPERATING PRINCIPLES

In fulfilling our mandate, the CCA's 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 FY2020-2021

Fiscal year 2020-2021 was one of intense activity for the CCA.

Five Government of Canada assessments funded through the ISED Contribution Agreement were under management. CCA released **two** assessments on two diverse, priority-driven topics referred by ISED:

- Labour Market Transitions of PhD Graduates
- Connected and Autonomous Vehicles and Shared Mobility

In addition, CCA Expert panels made substantial progress on assessments on **three** diverse, priority-driven topics referred by ISED with report releases scheduled for FY2021-2022:

- Disaster Resilience
- Circular Economy
- Plant Health Risks

CCA also released an assessment outside the ISED funding agreement:

- *From Research to Reality: The Expert Panel on the Approval and Use of Somatic Gene Therapies in Canada* sponsored by the National Research Council of Canada.

In addition, another three third party assessments were undertaken outside of the ISED Contribution Agreement:

- Natural Science and Engineering Funding Models, sponsored by the Natural Sciences and Engineering Research Council of Canada
- High-Throughput and Secure Network (HTSN) in Rural and Remote Regions, sponsored by the National Research Council of Canada
- Artificial Intelligence (AI) for Design, sponsored by the National Research Council of Canada

Also notable was a significant focus on equity, diversity and inclusion at the CCA. We have laid the foundation for a long-term effort to enhance EDI at all levels of the organization and begun to revise policies and practices to embed EDI considerations in all areas of CCA operations.

The FY2020-2021 Corporate Plan included six key foundational goals, which continue to apply to our ongoing work:

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

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

STATEMENT OF ACCOUNTABILITY: PLANNED ACTIVITIES VERSUS OUTCOMES

The following tables present the status of the planned activities for each of the CCA’s six ongoing goals described in the FY2020-2021 Corporate Plan, progress made, and outcomes achieved to date.

GOAL #1: IMPROVE RESPONSIVENESS

Planned Activities	Progress	Outcomes Achieved
Complete two (2) ISED assessments	ACHIEVED	<p><i>Degrees of Success: The Expert Panel on Labour Market Transitions of PhD Graduates</i> (released January 26, 2021).</p> <p><i>Choosing Canada’s Automotive Future: The Expert Panel on Connected and Autonomous Vehicles and Shared Mobility</i> (to be released early March 2021).</p>
Complete one (1) assessment sponsored outside the ISED agreement	ACHIEVED	<p><i>From Research to reality: The Expert Panel on the Approval and Use of Somatic Gene Therapies</i>, sponsored by the NRC (released November 3, 2020).</p>
Substantial progress on three (3) ISED assessments	ACHIEVED	<p>Substantial progress has made on:</p> <ul style="list-style-type: none"> • Integration of Disaster Risk Reduction and Climate Adaptation in Canada • Circular Economy Opportunities in Canada • Managing Plant Health Risks in the Canadian Context <p>All three report releases are scheduled for completion in fall/winter FY2021-2022.</p>
Substantial progress on two (2) assessment sponsored outside the ISED agreement	ACHIEVED	<p>Substantial progress has been made on:</p> <ul style="list-style-type: none"> • Funding Models (sponsor NSERC) and High-throughput and Secure Network (HTSN) in Rural and Remote Regions (Sponsor NRC). <p>Some progress has been made on:</p> <ul style="list-style-type: none"> • Artificial Intelligence (AI) for Design (Sponsor NRC).

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 and the heads of other government agencies, and external stakeholders have led to increase demand for CCA to undertake assessments.
Launch initiatives to implement relevant recommendations in ISED’s evaluation of CCA.	ACHIEVED	Ongoing engagement with ISED to implement recommendations.
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	<p>Three new assessment agreements were completed:</p> <ul style="list-style-type: none"> • Natural Science and Engineering Funding Models (NSERC Sponsor) • High-throughput and Secure Network (HTSN) in Rural and Remote Regions (Sponsor NRC) • Artificial Intelligence (AI) for Design (Sponsor NRC)

GOAL #3: MAINTAIN EXCELLENCE

Planned Activities	Progress	Outcomes Achieved
Launch initiatives to implement relevant recommendations in ISED’s evaluation of CCA.	ONGOING	<ul style="list-style-type: none"> Enhanced approaches for wide and deep dissemination across federal government for dissemination of CCA assessments. Enhanced strategy for tracking impact of ISED-funded CCA assessments.
Update, and revise as appropriate, assessment methodologies and lessons learned and apply to all future work.	ACHIEVED	<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 two activities:</p> <ul style="list-style-type: none"> a detailed internal review of research practices associated with identification and use of diverse types of evidence that is increasingly required to respond to the new questions; and 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.
Update internal communication and publication processes.	ONGOING	<p>The CCA continuously examines and refines internal 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"> regularizing the physical look and feel of reports by adopting a common template size and cover appearance; and evaluating and adopting leading practices in translation& editing.
Provide support and opportunities for CCA staff professional development and career opportunities.	ACHIEVED	<p>Specific actions taken:</p> <ul style="list-style-type: none"> Promoting staff from within to positions of greater responsibility including two CCA staff promoted from Research Associate to Project Director; one staff promoted from Researcher to Research Associate; one Project Coordinator provided with a one-year developmental opportunity to work as a Researcher. The CCA Internship program is proving a valuable resource for identifying high performing staff; all three interns from recent group were offered term developmental positions as Researchers.
Continue to monitor performance indicators and accompanying measures of the quality and impact of CCA’s assessments.	ONGOING	<p>CCA’s internal “impact framework” has been updated and is being used to identify specific examples of impact for all assessments to date. Every assessment has been assessed for its impact.</p>

GOAL #4: BECOME SUSTAINABLE

Planned Activities	Progress	Outcomes Achieved
Co-develop with the Board of Directors a bold proposal for CCA funding as part of the Strategic Science Fund (SSF).	ONGOING	Developed an innovative stand alone funding proposal, <i>Evidence for Recovery, Resilience, Rebuilding (E4R3)</i> for consideration by government to enhance Canadian policy-makers' ability to effectively respond to complex challenges.

GOAL #5: FOSTER COLLABORATION

Planned Activities	Progress	Outcomes Achieved
Strategy to support collaborative knowledge mobilization (Kmb) activities involving Member Academies in relation to CCA assessments.	ONGOING	Maintained connections among all organizations to increase the awareness of CCA assessments and the opportunities for Kmb that exist. Detailed conversations are underway between the CCA and CAE regarding Kmb activities arising from planned release of the assessment on Autonomous Vehicles and Shared Mobility. CCA and member academies identifying opportunities for collaborative Kmb initiatives.
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, Institute on Governance. The CCA President is a member of advisory committees to several of these organizations, enhancing reciprocal collaboration opportunities including CSPC, IOG, Pierre Elliott Trudeau Foundation, Genome Canada CanCOGen.
Co-host the 2020 Gairdner Ontario International Symposium on Somatic Cell Gene Therapy in Fall 2020.	ACHIEVED	The Symposium was successfully held virtually on December 2-3, 2020 with close to 300 participants. As noted above, sponsorship by the Gairdner Foundation, the NRC, Genome Canada, Stem Cell Network, BioCanRx and the University Ottawa Research Institute proved the principle that CCA could raise external funding for Kmb; but also noteworthy that these organizations were important partners in content development, logistics, and recruitment of world experts.

GOAL #6: INCREASE VISIBILITY

Planned Activities	Progress	Outcomes Achieved
Develop overarching knowledge mobilization strategy (KMb)	SUBSTANTIAL PROGRESS	<p>The CCA continued to enhance KMb processes, products and partnerships, including:</p> <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 (e.g. Canadian Academy of Engineering on Autonomous Vehicles assessment).
Communicate CCA's value	ONGOING	<p>CCA leadership and senior management (President, Director of Assessments, Director of Communications) have expanded their outreach with relevant peer groups including senior civil servants, ADMs, DM, DGs, media.</p> <p>The CCA demonstrated capacity to expand reach and visibility assessments through social media.</p> <ul style="list-style-type: none"> • The release of <i>Degrees of Success</i> generated 100,000+ impressions on Twitter, sustained for multiple days, representing a new high for online visibility for a CCA assessment by several orders of magnitude. <p>Information generated from impact monitoring will contribute to our ability to communicate about the value of CCA assessments.</p>
Enhance the CCA's online presence and brand	ONGOING	Continued to enhance the CCA's online presence and brand through deployment of accessible content, and increased use of data visualization.
CCA's 15th anniversary and 50th assessment	ACHIEVED	Celebrated the CCA's 15th anniversary and 50th assessment with a four-month social media campaign that engaged more than 50 diverse Canadian leaders to pose pressing questions for Canada. Their responses were highlighted on the CCA website and distributed via social media.

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 10 specific risks that are monitored over time. An initial assessment about the risks and proposed mitigation strategies, and their applicability for FY2021-2022 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 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.

It is noted that for every risk identified below its assessment level attempts to account for CCA operating under COVID-19 working conditions for the near term. However, given the lack of certainty about the extent to which these conditions will prevail (including increasing or decreasing over the 2021-22 period) each identified risk will need to be considered in this context.

<p>Adaptability</p> <p><i>Adaptability refers to the risk associated with the changes in the internal and external environments.</i></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>There is a moderate risk in failing to identify replacements for departing members and filling existing gaps on the Board and Scientific Advisory Committee (SAC) in a timely fashion, specifically Minister-nominated members. A loss of governance expertise due to the delay in receiving the Ministers 4th Nominee.</p> <p>There is a minimal risk of loss of memory on the Board and SAC relating to past practices, proposals and input if pending vacancies are filled quickly and the recruitment of new members is staggered.</p> <p>There is a minimal risk of lack or loss of governance principles and practices knowledge by Board and SAC members with delayed onboarding, complicated by only meeting virtually due to ongoing pandemic.</p> <p>There is a moderate 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.</p> <p><i>Mitigation:</i></p> <ul style="list-style-type: none"> • The NGC has a Board-approved process in place for replacing Board and SAC members. • Board Chair, David Dodge and newly appointed Board Vice Chair, Chantal Guay have considerable governance experience. • SAC Chair, Eliot Phillipson, has considerable governance experience. 	<p>ONGOING</p> <p>Mitigation measures remain appropriate</p>
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	<ul style="list-style-type: none"> • The NGC has been designated as the Board committee with responsibility for ensuring that the CCA undertakes its responsibilities for developing and implementing an enhanced corporate governance structure, as well as monitoring progress on the development and implementation of an EDI strategy and action plan. • CCA Management is planning a series of education and training sessions for Board and SAC members. • A CCA internal staff working group has been established. 	
	<p><i>2. Inability to fully respond to increased assessment requests from non-ISED sponsors.</i></p> <p>Based on current and projected workflow and cash flow requirements, there is a moderate risk that the CCA will not be fully successful in securing sufficient funding from outside the ISED funding agreement (revenue from other sources) to respond to requests from potential sponsors in the short term (e.g., next 1-2 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 4-7 years) under current funding model – ISED providing \$3M/year and encouraging 23% additional revenue for non-ISED funds.</p> <p><i>Mitigation:</i></p> <p><u>Short term:</u></p> <ul style="list-style-type: none"> • The CCA has communicated to ISED that the working assumptions for the FY2021-2022 Corporate Plan is that there will be a Spring 2021 ISED call for proposals and a one-year extension (FY2023-2024) to the current contribution agreement. • The CCA continues to pursue individual contribution agreements with federal departments and agencies for multiple projects over several years (e.g. Health Canada), with a particular focus on multi-assessment agreements. <p><u>Longer Term:</u></p> <ul style="list-style-type: none"> • Management is developing a plan that will accommodate different funding scenarios. 	<p><i>ONGOING</i></p> <p>Mitigation measures remain appropriate for short term</p> <p>Management is considering possible future scenarios for the longer term</p>
<p>Dependency</p> <p><i>Dependency refers to the risks associated with the reliance on other parties to meet strategic and operational objectives.</i></p>	<p><i>3. Decrease in quality of assessments by inability to attract high-quality chairs, panel members and reviewers.</i></p> <p>There is a minimal risk that expert panels will be ineffective and will not produce high-quality assessment reports because they lack knowledge, experience or other expertise to undertake CCA-quality assessment functions. This risk may increase to moderate if CCA continues for an extended period under COVID-19 working conditions.</p> <p><i>Mitigation:</i></p> <ul style="list-style-type: none"> • Continue to enhance engagement with broader stakeholder communities to provide input on panel chairs and panel members. • Continue to ensure that the Board of Directors and SAC operate as dependable mechanisms for providing credible input into the panel 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. 	<p><i>ONGOING</i></p> <p>Mitigation measures remain appropriate</p>

	<ul style="list-style-type: none"> • Maintain a comprehensive vetting process of chairs, panels, and peer reviewers. • Follow through with new and/or revised EDI guidelines and practices. • Continue to adapt processes to accommodate challenges raised by COVID-19. 	
	<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>There is a minimal 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"> • 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. • CCA President to continue active and visible relationships within the science policy ecosystem in Ottawa, Canada, and internationally. • Continue to foster productive relationships with the Academies whose Fellows may chair and sit on CCA panels, provide external peer review and sit on the CCA Board and SAC, and who are well-positioned to advance knowledge mobilization activities. • Continue to engage with SAC whose members interact regularly with a broader community of experts. 	<p><i>ONGOING</i></p> <p>Mitigation measures remain appropriate</p>
	<p>5. <i>Poor relationships with the Government of Canada.</i></p> <p>There is a minimal risk that the CCA's capacity to be responsive to the needs of government will be inhibited by ineffective communication strategies or other impediments to good working relationships across the government.</p> <p><i>Mitigation:</i></p> <ul style="list-style-type: none"> • Continue enhanced interactions between the CCA President and Deputy Ministers, department/agency/granting council heads, Chief Science Advisor, and continue to engage with the ADM and DG identified by ISED. • Increase opportunities for the CCA President, Board Chair and Vice Chair to engage with the broader community of stakeholders to ensure awareness of CCA activities. • Maintain the governance 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><i>ONGOING</i></p> <p>Mitigation measures remain appropriate</p>
	<p>6. <i>Poor relationship with Member Academies.</i></p> <p>There is a minimal risk that the CCA and the Academies will not be able to work together toward common goals, making it more difficult for CCA to fulfill its mandate.</p> <p><i>Mitigation:</i></p> <ul style="list-style-type: none"> • Identify and work towards joint actions including in areas of knowledge mobilization. • Continuously monitor and update, where needed, the policies and practices for engagement with the Academies. 	<p><i>ONGOING</i></p> <p>Mitigation measures remain appropriate</p>

	<ul style="list-style-type: none"> Continue to identify opportunities for regular interaction between Academy Presidents, representatives on CCA Board, and executive leadership with the CCA President and Board Chair. Ensure that all governance policies and practices are in place and implemented to ensure optimal functioning. 	
<p>Capacity</p> <p><i>Capacity</i> refers to the risks associated with a lack of internal capacity.</p>	<p>7. <i>Loss of assessment process continuity.</i></p> <p>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><i>Mitigation:</i></p> <ul style="list-style-type: none"> CCA Management continues to place an emphasis on staff well-being during the extended work-while-home period of the current pandemic, including regular updates on status of return to work, and available employee assistance resources for physical and mental health. CCA Management continues to review existing leave, personal, time, and sick leave policies to ensure staff are kept informed of available leave resources. CCA will continue to provide opportunities for growth within the organization. CCA 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. Management is developing new models for division of work, program expansion, HR, in the event that significant assessment demand arises. 	<p><i>ONGOING</i></p> <p>Mitigation measures remain appropriate</p>
	<p>8. <i>Reduction in aptitude, skill, knowledge, and productivity due to COVID-19.</i></p> <p>There is a moderate risk that the CCA will not be able to attract or retain employees with the high level of competence and skills required to undertake assessment activities or manage corporate affairs – including maintaining an adequate breadth and depth of knowledge to support the assessment programs. This risk increases commensurate with CCA’s financial situation and is potentially affected by the ongoing pandemic.</p> <p><i>Mitigation:</i></p> <ul style="list-style-type: none"> Continue with a biannual external Engagement Survey in FY2021-2022 to ensure CCA Management has a solid understanding of the key drivers of employee engagement. CCA will supplement its policy on professional development, with additional guidance on professional ‘outside activities’ to ensure staff can pursue activities that enhance their professional growth and development. As the pandemic persists, CCA Management continues to monitor all applicable public health policies as well as leading practices from other organizations. 	<p><i>ONGOING</i></p> <p>Mitigation measures remain appropriate</p>
<p>Credibility</p> <p><i>Credibility</i> refers to the risks associated with the reputation and relevance of the CCA.</p>	<p>9. <i>Reputational risk on quality and release of assessments</i></p> <p>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><i>ONGOING</i></p> <p>Mitigation measures remain appropriate</p>

	<p><i>Mitigation:</i></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>In addition to the above risks, the Board through the Executive Committee asked Management to consider including the specific risks associated with a potential cyber security breach. CCA Management will update this risk profile and share with the Executive Committee for further discussion in FY2021-2022.</p>	
	<p>10. <i>Negative perception of objectivity and intellectual Independence.</i></p> <p>There is a minimal risk the CCA will be seen to lack objectivity and independence in its assessments, limiting the impact of CCA’s assessments.</p> <p><i>Mitigation:</i></p> <ul style="list-style-type: none"> • Continue to emphasize for panel members and sponsors 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. • Maintain an up-to-date, cumulative summary of published assessments, and promote it regularly to audiences in the Government and the public as a growing body of work available for use in evidence-based public policy. 	<p><i>ONGOING</i></p> <p>Mitigation measures remain appropriate</p>

Overall Risk Profile Summary

In light of the above assessment, the overall risk profile of CCA for FY2021-2022, particularly given COVID-19 conditions, is Minimal to Moderate, and overall current mitigation measures are appropriate

FORWARD PLANNING FY2021-2022

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

In light of COVID-19, the CCA will continue to operate under work conditions established at the outset of the pandemic in March 2020, including:

- **Expert panels will continue to be held virtually, with no in-person meetings scheduled for the duration of 2021; and**
- **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.**

At the end of FY2020-2021, CCA will have drawn down \$3.3M of the \$9M fund, leaving a balance of \$5.7M for the remaining two years of the ISED funding agreement. **With the addition of a one-year (\$3M) extension to the existing contribution agreement the balance for the remaining three years to FY2023-2024 will be \$8.7M.**

CCA is committed to the following plans for FY2021-2022:

- Maintaining 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 pandemic context;
- Maintaining high standards of performance for scientific excellence in the conduct of assessments in the face of current workload intensity and likely new demands;
- Public release of at least five assessments, including three ISED-sponsored assessments and two assessments from third-party sponsors (i.e. outside the ISED funding agreement);
- Completing a new multi-year, multi-assessment Contribution Agreement with Health Canada and PHAC;
- In ongoing collaboration with ISED, fully implement the remaining recommendations of its 2018 evaluation;
- Implement comprehensive knowledge mobilization activities for newly released assessments, funded outside the Contribution Agreement, by third party sponsors;
- Continue to strengthen relationships with all contributors to the science advisory ecosystem, with a particular focus on the Office of the Chief Science Advisor;
- Continue the implementation of CCA's overarching equity, diversity and inclusion (EDI) strategy for the entire organization, including Board, SAC, expert panels, and staff; and
- Make considerable progress on developing and implementing an enhance corporate governance structure.

GOALS, ACTIVITIES, AND EXPECTED OUTCOMES IN FY2021-2022

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 FY2021-2022 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:

- Launch initiatives to implement the remaining recommendations in ISED's evaluation of the CCA.
 - Refine and update as appropriate the annual ISED/CCA Call for Proposals.
 - Develop a coordinated approach to improve the dissemination of CCA assessments.
 - In collaboration with sponsoring departments/agencies, strengthen the tracking of results and impact.
- Continue to update metrics and processes for monitoring impact to inform continued improvement in the provision of services.
- Formalize new approaches for gathering evidence and the metrics for assessing impact CCA's work
- Implement recommendations of SAC's S & T Methodologies Subcommittee
- Position CCA to respond to requests for COVID-19 related assessments

Expected Outcomes (Short- and Medium-Term):

ISED-Supported Assessments

- Complete three (3) assessments currently underway sponsored under the ISED contribution agreement:
 - Integration of Disaster Risk Reduction and Climate Adaptation in Canada
 - Circular Economy Opportunities in Canada
 - Managing Plant Health Risks in the Canadian Context
- Make substantial progress on three assessments referred by ISED from the 2020 Call for Proposals:
 - Understanding and Leveraging Canadian Carbon Sink Potential in Achieving Net-Zero by 2050
 - Socio-Economic Impacts of Science
 - Health Misinformation Public Safety in the Digital Age.
- Following the Spring 2021 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 two (2) assessments from Third-Party sponsors:
 - Funding Models for Natural Sciences and Engineering (NSERC)
 - High-throughput and Secure Networks in Rural and Remote Regions (NRC)
- Make substantial progress on one (1) assessment:
 - Artificial Intelligence (AI) for Design (NRC)

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:

- Expand outreach and engagement with relevant stakeholders, champions and federal officials including (as appropriate) the Office of the Chief Science Advisor, to build awareness of our work and support of science for informed policy and decision-making.
- In collaboration with ISED, support any improvements to the new proposal process as needed.
- Initiate new assessments of importance to Canada through the ISED funding agreement(s) and with Federal Government sponsors outside of the ISED contribution agreement.
- Prepare for a 2023 Budget request that expands CCA's capacity.

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.
- Individual contribution agreements with federal departments and agencies with a particular focus on multi-assessment multi-year agreements (e.g. Health Canada).

GOAL #3: MAINTAIN EXCELLENCE

Continually improve all assessment related processes to ensure that the CCA continues to meet or exceed CCA 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, communications and sustainability.
- Actively encourage CCA staff professional development and career advancement.
- Update and improve performance indicators, accompanying measures of the quality and impact of the CCA's assessments.

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.

GOAL #4: UPDATE FUNDING MODELS

Establish a strategy to become sustainable.

Planned Activities:

- Develop CCA's proposal for a new ISED- CCA funding agreement to ensure continuity at expiration of current agreement.
- Establish viability of seeking separate (multi-assessment) funding agreements with other agencies and departments.
- Determine viability of new programmatic approaches (such as E4R3).

Expected Outcomes (Short- Term):

- Revised funding strategy approved by Board by end of 2021-2022

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 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, and increased use of data visualization.
- Conduct a review of the CCA corporate and assessment communication strategies

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 the value of CCA assessments.

ASSESSMENT PUBLIC RELEASE SCHEDULE FOR FY2021-2022

Working Assessment Name	Public Release
NSE Funding Models*	Winter 2021
Circular Economy Opportunities in Canada	Fall/Winter FY2021-2022
Integration of Disaster Risk Reduction and Climate Adaptation in Canada	Fall/Winter FY2021-2022
Managing Plant Health Risks in the Canadian Context	Fall/Winter FY2021-2022
High-throughput and Secure Network (HTSN) in Rural & Remote Regions*	Fall/Winter FY2021-2022

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

FINANCIAL COMMENTARY FY2020-2021

The Board and Members approved the Audited Financial Statements for FY2019-2020, which were included in the 2020 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, 2020, the available financial assets of the CCA are \$834K. This includes \$134K in recoveries (accounts receivable). It excludes \$200K in restricted funds for work outside the ISED funding agreement and \$820K of deferred compensation (severance liability). At the end of calendar year 2020, the total financial assets of the CCA were \$1.85M.

Change in Financial Position

Financial Assets: Dec 31, 2020

○ Current Operating account	\$375K
○ Premium Business Savings account	\$325K
○ Recoveries (accounts receivable)	<u>\$134K</u>
○ Subtotal	\$834K
○ ISED Expenditures YTD	\$2.47M
○ ISED Expenditures forecast Q4	<u>\$0.83M</u>
○ Subtotal	\$3.30M

Actual versus Plan

The financial projection included in the Corporate Plan from the previous year (January 31, 2020) anticipated a total expenditure of \$3.0M. Following CCA's Board meeting in June 2020, the forecasted expenditure was revised to \$3.3M. Progress on all five (5) assessments under project management was more challenging due to COVID-19.

Revenue from Other Sources

By the end of FY2020-2021, the CCA anticipates contracted revenue from other sources in the range of \$500K to \$700K.

FINANCIAL COMMENTARY FY2021-2022

CCA's planned expenditures for FY2021-2022 is forecast to be \$3.7 M. During this period, the CCA will have six ISED assessments underway. As outlined below, three assessments will be released in FY2020-2021 and three will have had substantial progress. 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 FY2021-2022 budget by March 31, 2021.

In FY2021-2022, the CCA will have these six ISED assessments under management:

1. Circular Economy, to be released in early fall 2021
2. Disaster Risk and Climate Adaptation, to be released late in FY2021-2022
3. Plant Health Risks, to be released late in FY2021-2022
4. Understanding and Leveraging Canadian Carbon Sink Potential in Achieving Net-Zero by 2050, substantial progress in FY2021-2022
5. Public Safety in the Digital Age, substantial progress in FY2021-2022
6. Socio-Economic Impacts of Science and Health Misinformation in Canada, substantial progress in FY2021-2022

Revenue from Other Sources

At this time, the CCA expects additional contracted revenue from other sources in the range of \$500K to \$700K in FY2021-2022 sourced primarily from agreements with various federal government departments, agencies and crown corporations. This does not include potential revenue from a Health Canada and the Public Health Agency of Canada multi project, multi year contribution agreement.

In December 2020 Health Canada and the Public Health Agency of Canada confirmed their intent to enter into an agreement to undertake a number of assessments for the Department and the Agency over the next few years. In the meantime, they have instructed their officials to work with the CCA to put an agreement in place so that a first assessment could be undertaken as early as spring 2021.

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 over 60 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 founding Academies, and more than 1,000 dedicated individuals who have volunteered their time to participate in the expert panel process to ensure the Government of Canada has access to the highest-quality knowledge as they develop important policies for the Canadians. 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 had entered into and has 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, 2021

Name	Position	Location
David A. Dodge, O.C., FRSC (Chair)	Senior Advisor, Bennett Jones LLP	Ottawa (ON)
Yves Beauchamp O.C. C.Q., FCAE	Vice-Principal, Administration and Finance, McGill University; President, the Canadian Academy of Engineering	Montréal (QC)
Chantal Guay, ing., P. Eng., FCAE (Vice Chair)	Chief Executive Officer, Standards Council of Canada	Ottawa (ON)
Eddy Isaacs, FCAE	President, Eddy Isaacs Inc.; President, Canadian Academy of Engineering	Edmonton (AB)
Jawahar (Jay) Kalra, MD, FCAHS	Professor, Department of Pathology and Laboratory Medicine and Member, Board of Governors, University of Saskatchewan	Saskatoon (SK)
Bartha Maria Knoppers. O.C., O.Q., FRSC, FCAHS	Full Professor and Director, Centre of Genomics and Policy, Faculty of Medicine, Human Genetics, McGill University	Montréal (QC)
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)
Sioban Nelson, RN, PhD, FCAHS, FAAN	Professor, Lawrence S. Bloomberg Faculty of Nursing University of Toronto; President-Elect Canadian Academy of Health Sciences	Toronto (ON)
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., 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 (Observer)	Assistant Deputy Minister, Innovation, Science and Economic Development Canada	Government of Canada

Departures from the Board of Directors, FY2020-21

Name	Position	Location
Paul Allison, PhD, FCAHS	Dean, Faculty of Dentistry, McGill University; President, Canadian Academy of Health Sciences	Montréal (QC)
Jeremy N. McNeil, PhD, C.M., FRSC	Distinguished University Professor and Helen Battle Professor of Chemical Ecology, Department of Biology, Western University; President, Royal Society of Canada	London (ON)
Douglas Ruth, PhD, FCAE*	Professor and Dean Emeritus, Associate Dean (Design Education), NSERC Chair in Design Engineering, and Director of the Centre for Engineering Professional Practice and Engineering Education, University of Manitoba; Past President, Canadian Academy of Engineering	Winnipeg (MB)
Christopher S. Simpson, MD, FCAHS	Vice-Dean (Clinical) of the Faculty of Health Sciences, Queen’s University and Medical Director of the Southeastern Ontario Academic Medical Organization; President Elect, Canadian Academy of Health Sciences.	Kingston (ON)

**Our friend and colleague Doug Ruth passed away from cancer on January 11, 2021. Doug was a member of the CCA Board of Directors for several years in his capacity as President and Past President of the Canadian Academy of Engineering.*

In the thank you letter to Doug as he completed his term on the Board in 2020:

“It would be easy to just total up the number of meetings and teleconferences you attended as ‘evidence’ of your contribution, but that would not fully capture it. You played a consequential role both in representing the Canadian Academy of Engineering on the Board as President, then Past President, helping the organization to become stronger.

It is noteworthy that during your tenure, you not only gave your time to scheduled meetings, but made special trips to Pearson Airport to attend dinner meetings with the former Board Chair Margaret Bloodworth and your fellow academy presidents as a way to work on key issues. You also attended a “planning meeting” (the first of its kind) as part of the MAID assessment, and were an outspoken supporter of CCA’s work on this assessment, mentioning that the organization “came of age”.

ANNEX C: SCIENTIFIC ADVISORY COMMITTEE

As of January 31, 2021

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)
David Castle, PhD	Past Vice-President Research, University of Victoria	Victoria (BC)
Jackie Dawson, PhD	Canada Research Chair in Environment, Society and Policy and Associate Professor, Department of Geography, University of Ottawa	Ottawa (ON)
Jeffrey A. Hutchings, PhD, FRSC	Killam Memorial Chair and Professor of Biology, Dalhousie University	Halifax (NS)
Malcolm King, FCAHS	Scientific Director, Institute of Aboriginal Peoples' Health, Canadian Institutes of Health Research	Saskatoon (SK)
Chris MacDonald, 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., FRSC	John Paton Distinguished University Professor, Memorial University of Newfoundland	St. John's (NL)
Gilles G. Patry, C.M., O. Ont, FRSC, FCAE	Executive Director, The U-15 Group of Canadian Research Universities	Ottawa (ON)
Nicole A. Poirier, FCAE	President, KoanTeknico Solutions Inc.	Beaconsfield (QC)

Departures from SAC, FY2020-2021

Name	Position	Location
Stuart M. MacLeod, FCAHS	Professor of Pediatrics (Emeritus), University of British Columbia, Adjunct Professor, Community Health and Epidemiology, Dalhousie University	Vancouver (BC)
Sophie D'Amours, O.C., FCAE	Rector, Université de Laval	Québec City (QC)

ANNEX D: CCA STAFF

Staff of the Council of Canadian Academies as of January 31, 2021

Name	Position
Eric M. Meslin, FRSC, FCAHS	President & CEO
Amanda Bennett	Research Associate
Dane Berry	Research Associate
Anna Buczek	Outreach & Communications Specialist
Tom Bursey, FCPA	Vice-President & CFO
Becky Chapman	Project Director
Tijs Creutzberg	Director of Assessments
Madison Downe	Researcher
Heather Ennis	Director of Communications
Alexei Halpin	Research Associate
Andrea Hopkins	Manager of Planning & Production
Teresa Iacobelli	Research Associate
Matthew Ivanowich	Research Associate
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 *	Researcher
Katharine Sedivy-Haley *	Researcher
Kundai Sibanda	Project Coordinator
Agnes Sternadel	Project Coordinator
Jean Woo *	Project Director
Weronika Zych	Senior Project Coordinator

* Recruited to the CCA in FY2020-2021

Departures from the CCA Staff in FY2020-2021

- Hilary Davies, Research Associate (Summer 2020)
- Joe Rowsell, Project Director (Spring 2020)
- Alexandra Sebben, Communications and Outreach Coordinator (Summer 2020)
- Jill Watkins, Project Director (Summer 2020)

ANNEX E: FINANCIAL SCHEDULES

Financial Schedules:

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