



CORPORATE PLAN FY2023-2024

January 31, 2023

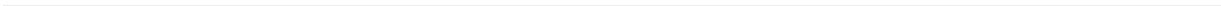


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MESSAGE FROM THE PRESIDENT

CCA is pleased to present our 2023-2024 Corporate Plan. This document provides an overview of the CCA's direction and expected activities for FY2023-2024, contingent upon the approval of an operational budget by the Board of Directors by March 31, 2023. In addition, CCA submitted a comprehensive and compelling full proposal to the Strategic Science Fund for funding from FY2024-2025 to FY2028-2029 and looks forward to a positive response.

Since CCA was first funded in 2005, it has completed more than sixty assessments for the Government of Canada, as well as provincial governments, and other non-governmental sponsors.

By the end of the 2022-2023 fiscal year, the CCA will have released three assessments on priority-driven topics referred by ISED:

- Nature-Based Climate Solutions, The Expert Panel on Canada's Carbon Sink Potential - December 6, 2022
- Socioeconomic Impacts of Science and Health Misinformation – January 26, 2023
- Public Safety in the Digital Age; to be released prior to March 31, 2023

In addition, in May 2022, the CCA released *Leaps and Boundaries* by the Expert Panel on Artificial Intelligence for Science and Engineering which explores the opportunities, challenges, and implications of deploying AI technologies to enable scientific and engineering research design and discovery in Canada. This assessment was sponsored by the National Research Council of Canada (NRC), with support from the Canadian Institute for Advanced Research (CIFAR), Canadian Institutes of Health Research (CIHR), Natural Sciences and Engineering Research Council (NSERC), and Social Sciences and Humanities Research Council (SSHRC).

As for the year ahead, FY2023-2024 promises to be active for CCA. Expert panels will complete assessments on three topics referred by ISED:

- International Science and Technology Partnerships
- Quantum Technologies
- Gene-Edited Organisms for Pest Control (fully funded by Health Canada through the ISED contribution agreement).

CCA will also make substantial progress on two further ISED referred assessments:

- Equity, Diversity, and Inclusion Practices in the Postsecondary Research System
- Technologies for Canadian Food Security

Further, as encouraged by the current ISED-CCA Contribution Agreement, the CCA will complete another three assessments funded by a sponsor other than ISED:

- Pull Incentives for High-Value Antimicrobials (fully funded by PHAC),
- Health Data Sharing (fully funded by PHAC)
- The Future of Arctic and Northern Research in Canada (funded by a consortium of Arctic and northern research and science organizations from across Canada, led by ArcticNet).

Separately, the CCA continues to make considerable progress on its operational and governance capacity. During 2022-2023 CCA undertook the following external advice:

- Review of financial services practices and policies by Welch LLP
- Review of governance practices and policies by Governance Solutions, Inc.
- Staff engagement survey by TalentMap Inc.
- EDI audit by the Diversity Institute, Toronto Metropolitan University

Each of these reviews provided actionable advice and recommendations for CCA.

Looking ahead, we are delighted that ISED is planning to launch in Spring 2023 the Call for Proposals for assessments to be undertaken by the CCA.

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

A handwritten signature in blue ink, appearing to read 'Eric M. Meslin'.

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. For FY2023-2024, CCA will receive a further \$3M of bridge funding, as it awaits the results of the Strategic Science Fund competition.

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 assessment process, shaped by over 15 years of continuous improvement, is the principal reason that assessment questions are referred to the CCA. This rigorous process includes high levels of scrutiny for recruitment of panel members and chairs, effective logistics and facilitation for expert panel deliberation, efficient management of external report review of all assessments, as well as use of leading 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 the Board of Directors relying on the advice of a respected and authoritative Scientific Advisory Committee (SAC) 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 other stakeholders with high-quality evidence to inform policy and practice.

CORPORATE GOVERNANCE STRUCTURE

Several key governance matters arose during the past fiscal year which are noted below, given their importance for the organization in the future.

On August 15, 2022, a joint meeting of the Board & Corporate Members was held to review the External Corporate Governance Report prepared by Governance Solutions Inc. (GSI) and to receive a further briefing from the CCA corporate counsel on the roles and responsibilities of Directors and the Corporate Member(s).

On September 21, 2022, the CCA AGM was held which included the following appointments to the Board of Directors by the Corporate Member(s) for initial three-year terms:

- Catherine Karakatsanis, ICD.D (nominated by CAE)
- Dr. Judy Illes (nominated by CAHS).

On September 22, 2022, CCA received correspondence from ISED Minister Champagne with the government's two nominees to the CCA Board:

- Mr. Pascal Grenier
- Dr. Gisèle Yasmeen

A Written Resolution was distributed on September 29, 2022 to the Corporate Members for the approval of the appointments of the two Minister Nominees Mr. Grenier and Dr. Yasmeen, and the fully executed document was received by the CCA on October 3, 2022.

On December 7-8, 2022, the CCA held its 62nd Board meeting in Montreal, during which a motion was passed recommending to the Corporate Members that Officers of the Corporate Members should not be appointed to the CCA Board of Directors, and that this recommendation was intended to take effect for future nominees.

On December 21, 2022, the CCA was informed by the Canadian Academy of Health Sciences (CAHS) and the Royal Society of Canada (RSC) of their intention to no longer be corporate members of the CCA, and that their corporate membership would end on March 21, 2023.

On December 23, 2022, the Canadian Academy of Engineering (CAE) wrote to the Board of Directors and President re-affirming their role as a Corporate Member of the CCA, their strong commitment to the success of the CCA, participation on the Scientific Advisory Committee, and support for the recent submission to the Strategic Science Fund for its expanded program of assessments and commitment to knowledge mobilization.

Overview of the CCA Planned Corporate Governance Activities for 2023-2024

Over the course of 2023-2024, the CCA plans on taking the following actions:

- Make transformational progress on implementing an enhanced corporate governance structure based on the recommendations of the external governance review and as directed by the Board.
- Reviewing the Corporate membership framework
- Undertake a Strategic Planning exercise.
- Make continued progress on implementing EDI strategies and initiatives.

Those actions have the following expected outcomes: updated processes, practices, policies to better equip the CCA with the governance structure and capacity to meet SSF needs and position CCA as a leading organization in corporate governance.

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, Board and SAC members, and world class panel experts & report reviewers.
- *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 – panel selection, report completion, production, 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 FY2022-2023

Fiscal year 2022-2023 was one of intense activity for the CCA.

Assessments

Twelve (12) assessments were in various stages of management, from planning to post-release mobilization.

1. Eight (8) Government of Canada-referred assessments funded through the ISED Contribution Agreement were underway:

CCA planned the release of three (3) ISED referred assessments:

- *Nature-Based Climate Solutions* (released December 6, 2022)
- *Socio-Economic Impacts of Science and Health Misinformation* (planned release by January 31, 2023)
- *Public Safety in the Digital Age* (planned release by March 31, 2023)

In addition, CCA expert panels made substantial progress on three (3) assessments referred by ISED which will be underway during this FY, and scheduled for release in FY2023-2024:

- Quantum Technologies
- International Science and Technology Partnerships
- Gene-edited Organisms for Pest Control (fully funded by Health Canada)

Two (2) assessments referred by ISED in the 2022-23 Call for Proposals process were in the planning or initiation phase:

- Evidence-Based Equity, Diversity, and Inclusion Practices for Impactful Change in the Post-Secondary Research Ecosystem
- Technologies for Canadian Food Security

2. Four (4) assessments referred from sponsors outside the ISED Contribution Agreement were under management:

CCA released one (1) assessment:

- *Leaps and Boundaries*, The Expert Panel on Artificial Intelligence for Science and Engineering - May 10, 2022.

(Fully funded by the National Research Council of Canada, with the support from the Canadian Institute for Advanced Research, Canadian Institutes of Health Research, Natural Sciences and Engineering Research Council, and Social Sciences and Humanities Research Council.

In addition, CCA Expert panels made substantial progress on three (3) non-ISED referred assessments:

- The Future of Arctic and Northern Research in Canada (sponsored by ArcticNet Inc. with a consortium of 26 co-sponsors).
- Pull Incentives for High-Value Antimicrobials (sponsored by Public Health Agency of Canada).
- Health Data Sharing (sponsored by Public Health Agency of Canada).

CORPORATE REVIEWS

CCA undertook four external reviews in FY2022-2023 each designed to assess key components of CCA governance to ensure it was operating at accepted levels of competency:

- Review of financial services practices and policies by Welch LLP
- Review of governance practices and policies by Governance Solutions, Inc.
- Staff engagement survey by TalentMap Inc.
- EDI audit by the Diversity Institute, Toronto Metropolitan University

1. Financial Practices

A review of internal controls, policies and practices related to CCA financial management was undertaken by Welch LLP.

The review concluded that CCA's financial processes and practiced are at, and in many instances exceeding accepted standards for benchmark organizations of this type, with several areas where CCA has adopted best practices.

CCA welcomed the suggestions to improve or enhance existing processes and policies. CCA is committed to ongoing sound financial operations and responding to opportunities for continuous improvement.

Selected Findings

I. Corporate-level indicators

Welch found that the CCA had clear budget and forecasting processes, had identified financial risks inherent to the organization and taken specific, transparent, and measurable action to mitigate against those risks. In addition, the overall financial position of the organization was strong and largely aligned to peer organizations.

Opportunities for Improvement

- Improve the linkages between organizational objectives and other financial risks beyond those related to severance costs (reserves on hand).

Steps Taken:

- CCA Management has taken steps to articulate the linkages more clearly between financial reserves held and connection to corporate risks.
- The Audit, Finance, Risk and Human Resources Committee (AFR-HRC) continues to oversee the Risk Identification and Mitigation Strategy.

II. Controls, policies, and procedures

Welch noted that a commitment to controls and evidence were being applied on a regular basis. However, the CCA needs to invest in stronger process documentation, and there is a significant amount of responsibility vested in one individual in the organization which poses real risks in the case of a departure.

Opportunities for Improvement:

- Adopting a proposed Process Matrix recommended by Welch.
- The accounting system currently used by the CCA may have reached the end of its life cycle and investments should be made in modern software packages consistent with CCA needs.

- Welch made several process-level recommendations, including automating many of the existing processes, delegating certain duties, improving processes for attestations for credit card, travel, and payroll.

Steps Taken:

Management has already actioned several process-level recommendations such as the electronic funds transfer approvals with digital links to backup documents. During the upcoming fiscal year CCA Management will:

- Continue to implement and utilize the Process Matrix recommended by Welch.
- Action all other process-levels recommendations.
- Carry out research into modern software packages consistent with CCA long term needs.
- Pending approval of FY2023-2024 operational budget CCA will recruit a new support staff member (e.g., a corporate services coordinator) to join the administrative team to enhance backup capacity and ensure knowledge transfer.

III. Data / transaction analysis

Welch did not note any departures from key controls, policies, and procedures in transactions.

Opportunities for Improvement:

- Updating certain approaches to documentation.

Step Taken:

- CCA Management has taken steps to provide additional documentation.

IV. Briefing material supporting governance

Welch found internal reporting from management to the Board to be "wholesome and consistent with best practices in other organizations."

Steps Taken:

CCA Management continues to maintain current standards and respond to opportunities for continuous improvement, such as potential recommendations from the External Review of Corporate Governance Structure.

2. Governance Structure and Practices

The CCA Board of Directors unanimously approved a motion at the August 4, 2021, meeting:

"That the CCA Board of Directors directs the Nominating and Governance Committee to develop a plan to undertake a full review of the governance structure of CCA, including but not limited to the handling of minutes, opportunities for in-camera sessions at committee and board meetings, chair succession and continuity, and corporate governance (especially policies, such as conflict of interest)."

The review was requested to ensure that the CCA's governance structure meets current practices, as well as the requirements of the Strategic Science Fund (SSF) to which CCA was submitting a full proposal and would further position the CCA for the longer term.

Following a competitive procurement process, CCA engaged Governance Solutions Inc. (GSI) to work collaboratively with the Board, the Nominating and Governance Committee and the executive team in undertaking a governance review to benchmark CCA against best practices for organizations of similar

scope and size, identify areas for improvement, and offer recommendations necessary to update and strengthen the governance framework.

Findings

Governance areas that are working well: committee structure, functioning and reporting; financial oversight; and the accomplishment of CCA's mandate are all highly positive.

The CCA itself has been a success. There is broad consensus on this. The government is delighted at the quality of assessments. The public interest is being well served. The Scientific Advisory Committee is fundamental to CCA's success and is working well. Yet governance effectiveness is weak.

In general, CCA's governance structure is sound – but it is not being applied in practice well, resulting in a lack of governance effectiveness. The board's actual functioning often gets in the way of CCA effectiveness, rather than facilitating this.

Recommendations

1. “All three Corporate Members need to affirm their alignment with the CCA's purpose and identity. This may call for an informed facilitated dialogue to build consensus on the CCA's purpose and interests or it may just involve an explicit commitment. This has to happen first.”
2. Agree on the chosen governance model for CCA: The board seeks to be a governing-type board (providing strategic direction and control – monitoring and evaluation), delegating operational and technical matters to CCA staff, the Scientific Advisory Committee, and panels.
3. Board members aren't there as delegates or representatives of whomever put them there, but to act as independent fiduciaries acting in the best interests of the CCA and of all its stakeholders.
4. Adopt a more competencies-based board.
5. CCA Board members should not be Officers of the Academies, but independent individuals (neither paid staff nor elected officials of the Academies).
6. Adopt a multi-year Strategic Plan.
7. CCA's refreshed governance system and culture should be bolstered with more robust orientation, ongoing education, and formal annual evaluations.
8. Last Resort Options:
 - Change CCA's board composition and mix, by drawing on a broader pool of candidates.
 - Open the CCA board to open elections, without the Academies having direct representatives.
 - Expand by adding more corporate members beyond the 3 Academies.

3. Employee Engagement Survey

The CCA engaged TalentMap Inc. in 2022 to undertake a staff engagement survey.

Findings:

- Response rate was 93% (a plus 8 over the benchmark)
- Overall organizational engagement was 81% (a plus 9 over the benchmark)
- 86% had favorable views of diversity and inclusion.
- 90% of staff had a favorable assessment of the statement: "people in my team work effectively with each other regardless of our differences (in age, gender, race, ethnic origin, nationality, religion, sexual orientation, disability, values, etc.)."
- The three areas that scored lowest:
 - Information & Communications at 57% favorable and at par with the benchmark;
 - Growth & Development at 55% favorable and at 19% below the benchmark; and
 - Innovation at 48% favorable and at 17% below the benchmark

4. Equity, Diversity, and Inclusion Review

The CCA is committed to EDI in all its work and processes. The CCA Board of Directors accepted ISED's 50–30 Challenge in June 2021, endorsing the CCA plan to set expectations for gender parity and significant representation of equity-deserving groups among the Board of Directors and senior management. The CCA has also expanded its approach to EDI beyond the 50–30 Challenge expectations to include CCA's SAC and expert panel members.

To aid in achieving EDI goals, the CCA has contracted with the Diversity Institute (DI) at Toronto Metropolitan University to undertake a structured review of CCA policies and practices for the purpose of enhancing EDI across the organization. Recommendations from the review are expected in early 2023 and will be considered and incorporated into the CCA EDI action plan for implementation.

Other specific actions underway or completed regarding EDI:

Governance. The Board directed its Nominating and Governance Committee to provide oversight of implementing a CCA EDI strategy, including the 50–30 Challenge.

Staff engagement. The CCA President has appointed a senior management lead and struck a staff EDI Working Group representing all job classifications within the organization to provide input and advice.

Training. CCA staff have completed Indigenous cultural awareness training with NVision Insight. Research staff have integrated Indigenous land acknowledgements in the Expert Panel process and are deliberately and appropriately integrating Indigenous knowledge in CCA assessments.

Process improvement

- Recruitment practices have been adapted to attract candidates from a wider pool of equity-deserving groups and reduce barriers to their inclusion in the hiring process. Actions include expanded outreach, revising job postings to enhance inclusive language, increasing transparency with respect to salary information, blinding of candidate applications, and the introduction of EDI-focused questions in the hiring process.
- Meeting practices have been modified to support inclusion of all expertise, most notably Indigenous and local knowledge.

Data collection. The CCA collects self-identification EDI data aligned with 50–30 Challenge measurement from senior management, Board, SAC and recruited expert panel members. In addition, questions related to EDI were introduced in the 2022 Staff Engagement Survey and will be maintained in future surveys to inform the CCA's ongoing actions related to EDI and track progress over time.

Reporting and accountability. The CCA reports progress in its annual Corporate Plan and Annual Report to government and the public.

FY2022-23 EDI Workplan Progress

Learning and Development

Activity	Outcome/ deliverable
Completed a series of intercultural capacity training for all staff	Enhanced organizational capacity to incorporate Indigenous and Local Knowledge in CCA assessments
Provide unconscious bias training for all staff	Enhanced awareness of unconscious bias and its implications in CCA work

Policy and Practice Enhancement

Activity	Outcome/deliverable
Developing recruitment policies and practices for Board, SAC	EDI policy for Board and SAC
Continue to review and enhance recruitment policies and practices for staff	Revised recruitment policies and practices (e.g., job posting, candidate review, interviewing, onboarding)
Continue to enhance policies and practices for expert panel recruitment	Revised recruitment policies and practices (e.g., compositional guidelines, outreach processes)
Examine assessment policies and practices	Potential barriers to EDI identified and minimized.

Data Collection, Management and Reporting

Activity	Outcome/deliverable
Continue to collect self-reported EDI data from staff, Board, Scientific Advisory Committee, and expert panels	Increased data to inform ongoing strategies to enhance EDI
Enhance EDI data collection, management and storage policies and practices.	Enhanced EDI data collection and storage policies and practices
Publicly report on EDI activities and performance	Inclusion of EDI progress report in 2021-2022 annual report and FY2023-2024 Corporate Plan. Progress towards 50-30 Challenge targets
Review progress and establish priorities for 2023-2024 workplan	Finalized 2023-2024 EDI workplan

FY2023-2024 EDI Workplan

The CCA's organizational plan for EDI will be guided and informed by its commitment to the ISED 50-30 Challenge and the organizational EDI review currently being conducted by the Diversity Institute at Toronto Metropolitan University.

The CCA's current engagement with the Diversity Institute (DI) will:

- Systematically assess current policies, processes, and culture using a Diversity Assessment Tool (DAT). DI will provide a customized DAT analysis along specific areas of focus to support the CCA's EDI goals. The tool will identify strengths, gaps, and opportunities to enhance and advance the CCA's efforts for EDI within its organizational structure and culture;
- Provide recommendations for the CCA to help ensure it is a diverse, equitable, and inclusive organization.
- Ensure CCA has a robust roadmap and ongoing workplan

The findings from the DAT analysis are expected in Q4 of FY 2022-23 and will be used to develop a summary report of recommendations and best practices tailored to the CCA and will serve as the basis of a 5-year organizational EDI action plan. This plan will be made publicly available and reported on annually.

STATEMENT OF ACCOUNTABILITY: PLANNED ACTIVITIES VERSUS OUTCOMES

The FY2022-2023 Corporate Plan included six ongoing 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 people in Canada.
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 support.
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 goals described in the FY2022-2023 Corporate Plan, progress made, and outcomes achieved to date.

GOAL #1: IMPROVE RESPONSIVENESS

Planned Activities	Progress	Outcomes Achieved
<i>ISED-Supported Assessments</i>		
Complete three (3) ISED referred assessments	ACHIEVED	<p><i>Nature-Based Climate Solutions</i> (Released: December 6, 2022)</p> <p><i>Socioeconomic Impacts of Science and Health Misinformation</i> (Planned release: by January 31, 2023)</p> <p><i>Public Safety in the Digital Age</i> (Planned release: by March 31, 2023)</p>
Substantial progress on three (3) ISED-referred assessments	ACHIEVED	<p>Substantial progress has been made on: <i>Quantum Technologies</i></p> <p><i>International Science and Technology Partnerships</i></p> <p><i>Gene Edited Organisms for Pest Control</i> (Funded by Health Canada, referred by ISED)</p> <p>All three assessments are scheduled for completion in FY2023-2024.</p> <p>Two (2) ISED-referred assessments from the Spring 2022 ISED Call for Proposals to start April 1, 2023.</p> <p><i>Evidence-Based Equity, Diversity, and Inclusion Practices for Impactful Change in the Post-Secondary Research Ecosystem</i></p> <p><i>Technologies for Canadian Food Security</i></p>

<i>Non-ISED Assessments</i>		
Complete one (1) assessment sponsored outside the ISED agreement	ACHIEVED	<p><i>Leaps and Boundaries - Artificial Intelligence for Science and Engineering</i> (NRC ands other sponsors) (Released May 10, 2022)</p> <p>* With consortium of sponsors.</p>
Progress on three (3) assessments sponsored outside of the ISED agreement	ACHIEVED	<p>Substantial progress has been made on:</p> <ul style="list-style-type: none"> • <i>Future of Arctic and Northern Research in Canada (ArcticNet and consortium of sponsors)</i> • <i>Pull Incentives for High-Value Antimicrobials (PHAC)</i> • <i>Health Data Sharing (PHAC)</i>
One (1) assessment was in initiation phase by Health Canada	ACHIEVED	<p>Anticipated the second of two assessments from Health Canada's original multi-year multi-assessment commitment to CCA.</p> <ul style="list-style-type: none"> • <i>Non-pharmaceutical Pain Management</i> <p>Expected to be fully funded by Health Canada via ISED contribution agreement, similar to Gene Editing.</p>

GOAL #2: ACHIEVE POTENTIAL

Planned Activities	Progress	Outcomes Achieved
<p>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.</p>	<p>ONGOING</p>	<p>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.</p> <p>CCA has expanded outreach for assessments this year.</p>
<p>In collaboration with ISED, support any improvements to the Call for Proposal process as needed.</p>	<p>ACHIEVED</p>	<p>Ongoing engagement with ISED to expand demand in range, scope, and quality of questions submitted across whole of government through Call for Proposals process.</p> <p>Improved sponsor feedback on value of assessments achieved via ISED-led sponsor survey of assessments completed in 2021.</p>
<p>Initiate new assessments of importance to Canada through the ISED funding agreement(s) and with federal government sponsors outside of the ISED contribution agreement.</p>	<p>ONGOING</p>	<p>Another assessment was in the initiation phase: The second of two from Health Canada’s original multi-year multi-assessment commitment to CCA. Topic: <i>non-pharmaceutical pain management</i>, which was identified through an internal Health Canada call for proposals.</p> <p>(Expected funding support from Health Canada via ISED contribution agreement, similar to Gene Editing).</p>
<p>Prepare for a SSF submission that aligns CCA’s capacity with Government of Canada priority needs.</p>	<p>ACHIEVED</p>	<p>CCA submitted a comprehensive and compelling full proposal to the Strategic Science Fund for funding from FY2024-2025 to FY2028-2029 and looks forward to a positive response.</p>
<p>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.</p>	<p>ACHIEVED IN PART</p>	<p>Comprehensive External Review of Corporate Governance Structure completed, and results reported to the Board and Corporate Members, Summer 2022.</p> <p>Ongoing update of processes, practices, policies to better equip CCA with the governance structure and capacity to meet future needs and truly fulfill the potential of CCA.</p>

GOAL #3: MAINTAIN EXCELLENCE

Planned Activities	Progress	Outcomes Achieved
Continue to update and revise as appropriate, assessment methodologies and lessons learned and apply to all future work, drawing on work from SAC's review of how CCA uses evidence.	ACHIEVED	<p>Updates to CCA assessment practices and policies as a result of a continued "lessons learned" approach to conducting assessments. This past year CCA has focused on:</p> <ul style="list-style-type: none"> • Revamping CCA's Assessment Lifecycle Methodology to make it more adaptable to different types of assessments and current practices. • EDI considerations as applied to panel composition. • Improving engagement with Indigenous participants and use of Indigenous knowledge, aided by assessment of Arctic Research, where half the panel is Indigenous.
Continue to strengthen publications and report release practices, including accessibility, translation, communication, and sustainability.	ACHIEVED	<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"> • Substantially enhancing outreach and collaboration with sponsors and other stakeholders on report dissemination and mobilization, including at sponsor briefings. • Revising publication processes to allow for multiple reports running in parallel. • Revising printing process to reflect reality of post covid demand.
Actively encourage CCA staff to focus on mental health and overall well being.	ONGOING	<ul style="list-style-type: none"> • Management continuously monitoring the wellbeing of staff (2022 Employee Engagement Survey) and to be open about the Mental Health challenges that staff face. CCA has refined the terminology of Sick Day leave to Health Day leave. • CCA has identified gaps in its traditional group insurance plan for mental health coverage and will be address the gap in the upcoming renewal to ensure staff and their family have the support they need.
Update and improve performance indicators, accompanying measures of the quality and impact of the CCA's assessments.	ONGOING	<ul style="list-style-type: none"> • Ongoing progress has been made on metrics and processes for enhancing assessment methods. Internal CALM procedures have been updated. • Ongoing progress has been made on assessing the impact of CCA's work. New impact metrics have been developed and piloted in SSF application. • Adoption of new google analytics tools to track website usage and report downloads • Adoption of new social media tracking tools for capturing report dissemination impacts

Enhance the onboarding, education, and training opportunities for staff	ACHIEVED	<p>Specific actions taken:</p> <ul style="list-style-type: none"> Promoting staff from within to positions of greater responsibility including one CCA staff promoted to a newly established assessment managerial position and two staff promoted from Intern to Researcher. The CCA performance management program is proving a valuable insight for identifying high-performing staff.
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GOAL #4: UPDATE FUNDING MODELS

Planned Activities	Progress	Outcomes Achieved
Develop CCA's Full proposal for SSF to ensure operational continuity at expiration of current ISED contribution agreement.	ACHIEVED	CCA submitted a comprehensive and compelling full proposal to the Strategic Science Fund for funding from FY2024-2025 to FY2028-2029 and looks forward to a positive response.
Receive and act on results of the Independent Financial Review requested by the Corporate Members.	ACHIEVED	The review confirms that CCA finances are being handled well, often using the best (or leading) practices in the field. Management continues to inform the AFR-HRC on the progress on continuous improvement opportunities identified in the review.

GOAL #5: FOSTER COLLABORATION

Planned Activities	Progress	Outcomes Achieved
Continue to expand opportunities to support collaborative knowledge mobilization activities involving the wider science advice ecosystem in relation to CCA assessments.	ONGOING	Maintained connections among all organizations to increase the awareness of CCA assessments and the opportunities for Knowledge Mobilization (KMB) that exist.
Continue to develop opportunities for governmental and non-governmental organizations to collaborate with CCA to further goals of disseminating and using assessments.	ONGOING	Strengthen relations with the broader science advisory ecosystem to improve demand for, use and impact of CCA assessments.

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.	ONGOING	The CCA continued to enhance KMB processes, products, and partnerships.
Communicate CCA's value through all appropriate means and social media platforms.	ONGOING	<p>Information generated from impact monitoring will contribute to our ability to communicate the value of CCA assessments.</p> <p>Assessments will generate further awareness about the CCA leading to increased demand for CCA assessments across federal government and by other sponsors</p>
Continue to enhance the CCA's online presence and brand through deployment of accessible content.	ONGOING	CCA's active engagement on various social media platforms illustrate growth in this newer form of engagement, in addition to Traditional Media Mentions.

CCA RISK IDENTIFICATION AND MITIGATION

Managing risk is an integral part of good governance. It is a consideration in everything the Board, staff and volunteers do, and the reason for establishing a risk-aware culture in an organization.

Risk management does not necessarily imply risk aversion. Instead, organizations should balance opportunities and threats to achieve objectives in a way compatible with their values and tolerance for risk. Successful risk management requires following good practices and procedures, while failures in risk management can be painful and expensive.

The CCA Board of Directors uses a risk identification and mitigation framework 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. The Board and Management have assessed the risks and proposed mitigation strategies for FY2023-2024.

Risk identification is generally based on informed subjective assessments of the probability or likelihood of 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 has been presented consistent with prior years. The individual *assessment* and *mitigation* proposals have been modified for FY2023-2024.

It is noted that with 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 FY2023-2024 period, each identified risk must be considered in this context.

It is further noted that given the December 21, 2022, notification by the RSC and CAHS of their intention to discontinue their corporate membership in CCA as of March 21, 2023, a new risk has been identified and discussed. It is included in the table below as the #1 item.

Category	Description of Risk, Assessment, Mitigation
<p>Adaptability</p> <p><i>Adaptability</i> refers to the risk associated with changes in the internal and external environments.</p>	<p>NEW</p> <p>1. <i>The notification by RSC and CAHS of their intention to leave CCA as Corporate Members may lead to suboptimal governance in the short term, and to reputational risk to CCA in the long-term impairing CCA's ability to meet the needs of the government.</i></p> <p>Assessment</p> <p>There is a minimal risk in the short term that CCA operations (i.e., assessment activity) will be negatively affected by the notification of departure, as assessments already underway are unaffected by Members, and all oversight is provided by the Board and Management.</p> <p>There is a moderate-high risk in the long run that CCA operations will be negatively affected by the notifications of departure, if the government and assessment sponsors believe that CCA's value proposition is tarnished by the decision. In particular that a CCA without the RSC and CAHS will not have the perceived unique value and reputation it has enjoyed for more than 15 years.</p> <p>Mitigation</p> <ul style="list-style-type: none"> • Reviewing the Corporate membership framework. • Current (and proposed new) Directors on the CCA Board will be sufficiently trained and onboarded to take on greater responsibility as CCA ambassadors to the broader science policy ecosystem, ensuring confidence in the CCA brand and products. • Brief all current and prospective sponsors of CCA's continuing value and of mitigation actions. • Review and adopt recommendations from the external corporate governance review including undertaking a comprehensive Strategic Planning exercise to be completed in 2023. • Ensure adherence to the Canada Not-for-Profit Corporations Act, By-Laws, funding agreements and any other guiding documents (such as conflict of interest policy, etc.) and use them as opportunities for education and training. • View it as an opportunity to revitalize the board and fix some of the longstanding governance challenges.

	<p>2 Loss (including lack) of governance expertise within the Board of Directors and Scientific Advisory Committee (SAC), leading to suboptimal governance for the organization.</p> <p>Assessment</p> <p>There is a moderate risk of lack or loss of corporate governance expertise by the Board, complicated by the challenges raised by the transition in corporate governance structure.</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 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 the Board and Management.</p> <p>Mitigation</p> <ul style="list-style-type: none"> • Adoption of a skills matrix inventory for Directors, and appropriate assignment of Directors to Board committees (NGC and AFR-HRC). • Adoption of leading practices in Board governance, including updating relevant policies and procedures for non-for-profit organizations, and compliance with SSF governance criteria, including adopting relevant recommendations proposed in CCA's external governance review. • The NGC remains committed to ensuring that the CCA undertakes its responsibilities for monitoring progress on implementing an EDI action plan.
	<p>3. Inability to fully respond to increased assessment requests from non-ISED sponsors.</p> <p>Assessment</p> <p>Based on current and projected workflow and cash flow requirements, there is a minimal risk that the CCA will not be entirely successful in securing sufficient short-term funding from outside the ISED funding agreement.</p> <p>Mitigation</p> <p><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 bridge funding before implementation of the Strategic Science Fund in FY2024-2025. • The anticipated Spring 2023 ISED Call for Proposals will be released. Launch of the SSF funded assessments from the 2023 Call would begin April 1, 2024. • The CCA continues to pursue another fully funded Health Canada assessment to start on April 1, 2023. <p><u>Mid Term:</u></p> <ul style="list-style-type: none"> • Positive review and awarding of SSF funding to CCA beginning in FY2024-2025 will accommodate the increased assessment demand from federal departments, agencies, and crown corporations.
<p>Dependency</p> <p><i>Dependency refers to the risks associated with the reliance on other parties to meet</i></p>	<p>4. Decrease in the quality of assessments by an inability to attract high-quality chairs, panel members, and reviewers will lead to the defunding of the CCA.</p> <p>Assessment</p> <p>There is a minimal risk that expert panels cannot be convened, resulting in sub-optimal assessments. There is a minimal risk that chairs cannot be recruited, resulting in poorly run meetings. Finally, there is a minimal risk of not attracting peer reviewers, reducing the overall quality of assessment reports.</p>

<p>strategic and operational objectives.</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 members. • Consider providing minimal honorarium/recognition for panel members and chairs (consistent with evidence supporting enhanced equity, diversity, and inclusion). • Review current approval and advice processes by the Board and SAC to ensure expertise and authority are deployed optimally. • Implement enhanced EDI guidelines and practices as identified through external review by the Diversity Institute. • Continue to adapt processes to accommodate challenges raised by COVID-19.
	<p>5. Poor relationships with the community of expert panel members will lead to suboptimal engagement, loss of CCA credibility, and/or decreased access to expertise.</p> <p>Assessment</p> <p>There is a minimal risk that the CCA will be unable to manage or maintain relationships with the expert community effectively.</p> <p>Mitigation</p> <ul style="list-style-type: none"> • Continue to enhance the 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. • Continue to 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 regularly interact with a broader community of experts. • Continue to foster productive relationships with leading academics across Canada and globally 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>6. Poor relationships with the Government of Canada will lead to a loss of trust and confidence.</p> <p>Assessment</p> <p>There is a minimal risk that the CCA's capacity to be responsive to government needs 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"> • CCA President to continue regular external engagement with Deputy Ministers, department/agency/granting council heads, and Chief Science Advisor, and engage with the ADM and Director General identified by ISED. • CCA Director of Assessments and Director of Communications to continue regular interactions with their counterparts in agencies and departments. • Internal reorganization to focus on larger program areas will increase the visibility of CCA for government sponsors • Increase opportunities for the Board (especially the Chair and Vice-Chair) to engage with the broader community of stakeholders to ensure awareness of CCA activities.

	<ul style="list-style-type: none"> • Maintain mechanisms in place to ensure full compliance with the ISED Funding Agreement. • Continue to submit Annual Report and Corporate Plan.
	<p>7. <i>Loss of assessment process continuity will lead to material disruption in assessment activity and quality (e.g., delays and loss of corporate knowledge).</i></p> <p>Assessment</p> <p>There is a moderate risk that CCA staff turnover will lead to material disruption in assessment activity and quality (e.g., delays and loss of corporate knowledge).</p> <p>Mitigation</p> <ul style="list-style-type: none"> • Management is adopting a proactive policy on professional growth and development in response to the external Staff Engagement Survey. • Management will enhance its recognition and retention strategy for staff. • Continue to update the CCA Assessment Lifecycle Methodology (CALM), the documented protocol that provides concrete guidance for the entire assessment development process. • Management will continue implementing an enhanced performance management model using key performance milestone set/control points for each position to recognize increased competency, capacity & productivity. <p>8. <i>Reduction in aptitude, skill, knowledge, and productivity due to the COVID-19 pandemic's impact on the working environment.</i></p> <p>Assessment</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. Also, for CCA to succeed in the hybrid work world, it will be essential to facilitate flexibility and employee autonomy.</p> <p>Mitigation</p> <ul style="list-style-type: none"> • CCA Management emphasizes staff well-being and implements a return to 180 Elgin Hybrid Work Policy. • Action outcomes from the External Engagement Survey from the Summer of 2022 to ensure CCA Management supports the critical drivers of employee engagement. • CCA will promote and 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 and leading practices from other organizations.
<p>Credibility</p> <p><i>Credibility refers to the risks associated with the reputation and relevance of the CCA.</i></p>	<p>9. <i>Reputational risk on quality and release of assessments</i></p> <p>Assessment</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 a 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 the embargo policy on all CCA reports before public release.

	<ul style="list-style-type: none"> • Continue to require panel members, chairs, and 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 appropriate policies and practices for sponsor briefings to accommodate changing needs. • Continue to enforce CCA's policy regarding report release during elections • Maintain corporate communication policies and practices consistent with CCA's commitments to independence, confidentiality, and excellence.
	<p>10. <i>Negative perception of objectivity and intellectual independence.</i></p> <p>Assessment</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>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 reviewers and monitors, preserves the integrity and evidence-informed nature of the assessment reports.
	<p>11. <i>Reputational risk because of a cybersecurity breach.</i></p> <p>Assessment</p> <p>There is a minimal risk CCA operations will be disrupted because of a security breach caused by human error.</p> <p>Mitigation</p> <ul style="list-style-type: none"> • Continue to prioritize data breaches and cyber risks in staff and panel training materials. • Maintain leading-edge software and hardware security improvements. For example, (1) CCA data storage (servers) and system back-ups are currently on premise and will be migrated to the cloud via high security Next Gen Tier 3 data center. (2) CCA to introduce second-factor authentication (2FA). • Continue with the staff program for mandatory online cyber security training and ongoing security phishing testing with <i>Knowbe4</i> (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 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 to close any gap. • Management shall develop a cyber security plan, to be shared with the Minister by March 31, 2023, which outlines how it intends to ensure cyber resilience, including strategies to identify, protect, detect, respond, and recover from potential cyber security incidents.

Overall Risk Profile Summary

The current risk identified in #1 is the most significant CCA has faced in many years and warrants the greatest scrutiny and attention in the coming year.

The other risks are assessed as minimal to moderate, and comprehensive current mitigation measures for all risks are appropriate. Accordingly, 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 threats.

FORWARD PLANNING FY2023-2024

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

COVID-19 Operations

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

- CCA Hybrid Work Policy that will be monitored and reviewed throughout the year. CCA has maintained a Vaccination Policy for all staff, which has also been adopted by the Board of Directors.
- Expert panels will function both remotely and through in-person meetings.
- The Board and SAC will continue to function both remotely and through in-person meetings.

Financial Status

At the end of FY2022-2023, CCA will have drawn down \$11.125M of the \$13.5M fund, leaving a balance of \$2.375M for the remaining year of the ISED funding agreement. The balance for the remaining bridge year FY2023-2024 will be \$2.375M, pending the addition of a second priority-driven assessment fully funded from Health Canada, with an anticipated April 1, 2023 start.

GOALS, ACTIVITIES, AND EXPECTED OUTCOMES IN FY2023-2024

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 FY2023-2024 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-Referred Assessments

- Complete three (3) assessments currently underway referred under the ISED contribution agreement:

- Quantum Technologies
 - International Science and Technology Partnerships
 - Gene-Edited Organisms for Pest Control (fully funded by Health Canada)
- Make substantial progress on two (2) assessments referred by ISED from the 2022 Call for Proposals:
 - Evidence-Based Equity, Diversity, and Inclusion Practices for Impactful Change in the Post-Secondary Research Ecosystem
 - Technologies for Canadian Food Security
 - Following the Spring 2023 ISED Call for Proposals CCA staff will commence the preparatory research phase for the launch of new ISED-referred SSF-funded assessments in FY2024-2025.

Non-ISED Referred Assessments

- Complete three (3) assessments currently underway from Third-Party sponsors:
 - ArcticNet: Future of Arctic and Northern Research in Canada
 - PHAC: Pull Incentives for High-Value Antimicrobials
 - PHAC: Health Data Sharing

CCA is planning to receive and make substantial progress on one more non-ISED sponsored assessment, fully funded by Health Canada (through an amended ISED contribution agreement) consistent with its current ISED funding agreement goal for CCA to do additional assessments.

GOAL #2: ACHIEVE POTENTIAL

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

Planned Activities:

- Undertake a comprehensive strategic planning exercise.
- Make transformational progress on implementing an enhanced corporate governance structure based on the recommendations of the external governance review as directed by the Board.
- 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 the launch of the 2023 (SSF-funded) annual Call for Proposals process.
- Start another anticipated new assessment of importance to Canada through the ISED funding agreement fully funded by Health Canada.
- Prepare for a SSF implementation that aligns CCA's capacity with Government of Canada priority needs, including but not limited to:
 - Complete human resources review to ensure that CCA has sufficient capacity to meet needs.
 - Complete an operational review to identify a revised structure that best meets the needs.
 - Complete a communications review to optimize mobilization and uptake of CCA assessments.

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 SSF needs and truly fulfill the potential of CCA to support the Canadian government's commitment to evidence-based policymaking.
- A review of the Corporate membership framework.
- 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 them to all future work, drawing on work from a SAC review of how CCA uses evidence.
- Continue to strengthen publishing and report release practices, including accessibility, translation, communication, and sustainability.
- Actively encourage and support 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.
- Focus on identified drivers of organizational engagement: Growth and Development; Diversity and Inclusion; and Mental Health.
- Codify processes and continue the implementation of CCA's equity, diversity, and inclusion (EDI) strategy for the entire organization, including Board, SAC, expert panels, and management.

Expected Outcomes (Short- and Medium-Term):

- Feedback from sponsors, including from Sponsor Surveys run by ISED, will continue to demonstrate the value of CCA to 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 during the SSF funding period

Planned Activities:

- Prepare for an anticipated SSF-funded era, with implementation of an internal reorganization.
- Based on the solid foundation of the SSF contribution agreement, develop CCA's new strategic plan.

Expected Outcomes (Short-Term):

- Work collaboratively with ISED to sign a new contribution agreement in FY2023-2024.
- Initiate a Board-approved strategic planning process in FY2023-2024.
- Work collaboratively with ISED to launch the anticipated SSF's first national call for co-sponsored (co-funded) assessment proposals.

GOAL #5: FOSTER COLLABORATION

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

Planned Activities:

- 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 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 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.
- Initiate planning for the implementation of the anticipated SSF Impact Fund.

Expected Outcomes (Short- and Medium-Term):

- Strengthen relationships 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.
- Develop and implement a digital impact strategy

Expected Outcomes (Short- and Medium-Term):

- Assessments will generate further awareness about the CCA leading to increased demand for CCA assessments across the 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 FY2023-2024

Working Assessment Name	Anticipated Public Release
*Pull Incentives for High-Value Antimicrobials	Summer/Fall FY2023-2024
International Science and Technology Partnerships	Fall FY2023-2024
Gene-Edited Organisms for Pest Control (Health Canada)	Fall FY2023-2024
*Health Data Sharing	Fall FY2023-2024
Quantum Technologies	Fall/Winter FY2023-2024
*Future of Arctic and Northern Research in Canada (ArticNet consortium)	Fall/Winter FY2023-2024

*Funded outside of the ISED contribution agreement.

FINANCIAL COMMENTARY FY2022-2023

The Board of Directors approved the Audited Financial Statements for FY2021-2022, which were included in the 2022 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, 2022, the available financial assets of the CCA are \$459K excluding:

- \$1M of the remainder contribution for FY2022-23 from the ISED funding agreement
- \$506K in recoveries (accounts receivable) for work on the assessments for PHAC outside the ISED funding agreement
- \$408K of deferred compensation (severance liability) *

At the end of calendar year 2022, the total financial assets of the CCA were \$2.37M.

Change in Financial Position

Financial Assets: December 31, 2022

o Current Operating accounts	\$50K
o Premium Business Savings accounts	<u>\$409K</u>
	\$459K

o ISED Expenditures YTD	\$2.70M
o ISED Expenditures forecast Q4	<u>\$1.05M</u>
o Subtotal	\$3.75M

*CCA recoveries (accounts receivable) for work on assessments outside the ISED funding agreement (PHAC) will replenish the deferred compensation account. CCA's practice is to draw down on deferred compensation (severance liability) funds to cashflow assessments.

Actual versus Plan

The financial projection in this Corporate Plan from the previous year (January 31, 2022) anticipated a total expenditure of \$3.75M.

Revenue from Other Sources

By the end of FY2022-2023, CCA anticipates revenue from other sources in the range of \$1.25M to \$1.5M.

FINANCIAL COMMENTARY FY2023-2024

CCA's planned expenditures for FY2023-2024 is forecast to be \$2,835,810 and includes \$460,810 of booked or available (unrestricted) ISED deferred contributions.

During this period, the CCA will have five ISED assessments underway. As outlined below, three assessments will be released in FY2023-2024 and two 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 FY2023-2024 budget by March 31, 2023.

In FY2023-2024, the CCA will have these five ISED assessments:

1. International Science and Technology Partnerships (to be released in FY2023-2024)
2. Gene-edited Organisms for Pest Control (to be released in FY2023-2024)
3. Quantum Technologies (to be released in FY2023-2024)
4. Evidence-Based Equity, Diversity, and Inclusion Practices for Impactful Change in the Post-Secondary Research Ecosystem (Substantial progress in FY2023-2024)
5. Technologies for Canadian Food Security (Substantial progress in FY2023-2024)

Revenue from Other Sources

At this time, the CCA expects additional contracted revenue from other sources in the range of \$2M to \$2.5M in FY2023-2024 sourced primarily from funding with Public Health Agency of Canada from a multi project, multi year agreement. CCA will also continue its work on the Future of Arctic and Northern Research in Canada project.

This includes a second assessment from Health Canada's original multi-year multi-assessment commitment to CCA. The topic is non-pharmaceutical pain management and was identified through an internal Health Canada call for proposals and was in its initiation phase.

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 more than 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, and more than 1,200 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.

Seventeen years of experience 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 the CCA funding decision associated with the SSF.

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, 2023

Name	Position	Location
Chantal Guay, ing., P. Eng., FCAE (Acting Board Chair)	Chief Executive Officer, Standards Council of Canada	Ottawa (ON)
Soheil Asgarpour, PhD, FCAE (Chair of NGC)	President, Petroleum Technology Alliance Canada; President, Canadian Academy of Engineering	Calgary (AB)
Pascal Grenier, ing.	Senior Vice President, Flight Services and Global Operations, CAE	Montréal (QC)
Judy Illes, C.M., PhD, FRSC, FCAHS	Professor and Distinguished University Scholar, Department of Medicine, University of British Columbia	Vancouver (BC)
Jawahar (Jay) Kalra, MD, FCAHS (Chair of AFR-HRC)	Professor, Department of Pathology and Laboratory Medicine and Member, Board of Governors, University of Saskatchewan	Saskatoon (SK)
Catherine Karakatsanis, O.C., FCAE	Chief Operating Officer, Morrison Hershfield Group Inc.; President-elect, Canadian Academy of Engineering	Toronto (ON)
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)
Donna Strickland, C.C., PhD, FRSC, FCAE	Professor, Department of Physics and Astronomy, University of Waterloo; Nobel Prize in Physics in 2018.	Waterloo (ON)
Gisèle Yasmeen, PhD	Associate Vice-President, International University of Ottawa	Ottawa (ON)
Nipun Vats, PhD (Observer)	Assistant Deputy Minister, Innovation, Science and Economic Development Canada	Government of Canada

Departures from Board of Directors, FY2022-2023

Name	Position	Location
Yves Beauchamp O.C. C.Q., PhD, FCAE	Vice-Principal, Administration and Finance, McGill University; President, the Canadian Academy of Engineering	Montréal (QC)
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)
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)

ANNEX C: SCIENTIFIC ADVISORY COMMITTEE

As of January 31, 2023

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)
Kyle Bobiwash	Assistant Professor and Indigenous Scholar, Department of Entomology, University of Manitoba	Winnipeg (MB)
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)
Colleen Flood, PhD, FRSC, FCAHS	Director, Centre for Health Law Policy, and Ethics; Professor and Research Chair in Health Law, University of Ottawa	Ottawa (ON)
Digvir Jayas, 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, Toronto Metropolitan University	Toronto (ON)
Louise Poissant	Scientific Director of Fonds de recherche du Québec – Société et culture	Montréal (QC)
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)
David Wolfe, PhD	Co-Director, Innovation and Policy Lab, Munk School of Global Affairs and Public Policy, University of Toronto	Toronto (ON)

Departures from SAC, FY2022-2023

Name	Position	Location
Barbara Neis, C.M., PhD, FRSC	John Paton Distinguished University Professor, Memorial University of Newfoundland	St. John's (NL)

ANNEX D: CCA STAFF

Staff of the CCA as of January 31, 2023

Name	Position
Eric M. Meslin	President & CEO
Lida Anestidou*	Project Director
Amanda Bennett	Research Associate
Tom Bursey	Vice-President & CFO
Becky Chapman	Project Director
Tijs Creutzberg	Director of Assessments
Jenn Snider Cruise*	Project Coordinator
Madison Downe	Researcher
Heather Ennis	Director of Communications
Ananda Fadila*	Project Coordinator
Brendan Fitzgerald*	Communications Specialist
Adam Fortais*	Researcher
Alexei Halpin	Research Associate
Andrea Hopkins	Manager of Planning & Production
Matthew Ivanowich	Research Associate
Michael Jewer	Research Associate
Jeff Kinder*	Project Director
Anastasia Konina	Research Associate
Suzanne Loney	Senior Research Associate
Kelly Loverock	Website & Communications Specialist
Vasa Lukich	Research Associate
Alessandro Marcon	Research Associate
Anita Melnyk	Project Director
Nancy Neil	Executive Assistant to the President
Atinuke Olajide*	Researcher
Kundai Sibanda	Project Coordinator
Meagan Siemaszkiewicz	Research Associate
Agnes Sternadel	Project Coordinator
Jean Woo	Project Director
Weronika Zych	Manager of Assessment Support

* Recruited to the CCA in FY2022-2023

Departures from the CCA Staff in FY2022-2023

Name	Position
Dane Berry	Project Director
Mirna Cande	Bilingual Communication/Translation Specialist
Kate Hemstreet	Project Coordinator
Jérôme Marty	Project Director
Ricardo Pelai	Research Associate
Kate Sedivy-Haley	Research Associate

ANNEX E: FINANCIAL SCHEDULES

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

ANNEX F: ADDITIONAL INFORMATION

1. Timelines for the key planned activities
2. Planned expenditures & cash flow requirements
3. Anticipated contracted revenues by source
4. CEO & CFO Certification