



Council of Canadian Academies
Conseil des académies canadiennes

CORPORATE PLAN FY2018/19
To be submitted on or before January 31, 2018

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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 2018/19 Corporate Plan. This compliance document provides details of our activities and achievements for the first three quarters of the 2017/2018 Fiscal Year and of the status of the funds received under the funding agreement. This document also provides an overview of the CCA's strategic direction and expected activities for FY2018/19, contingent upon an operational budget being approved by the Board of Directors by March 31, 2018.

Experience over the last decade 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.

Over the last Fiscal Year, the CCA responded to a growing number of requests for assessments by federal sponsors, further developed our relationships with potential sponsors, and enhanced our relationship with our Member Academies: The Royal Society of Canada, and the Canadian Academy of Engineering, and the Canadian Academy of Health Sciences. The CCA is now entering the fourth year of our current funding agreement as a trusted resource to inform policy decisions in Canada, and we are committed to being even more responsive.

As for our activity, two assessments were released in FY2017/18 under our Contribution Agreement with ISED: *Older Canadians on the Move* (December 2017); and *The State of Science and Technology and Industrial Research and Development in Canada* (March 2018).

Four assessments were initiated in FY 2017/18 or are under management:

- *Policing in Indigenous Communities*
- *The State of Knowledge and Practice of Integrated Approaches to Natural Resource Management in Canada*
- *Learning Experiences Offered by Business Schools in Canada*
- *The Potential Impacts of Antimicrobial Resistance in Canada*

Two other assessments undertaken outside the Contribution Agreement were released: *The Value of Commercial Marine Shipping to Canada* (May 2017); *Science Policy: Considerations for Subnational Governments* (April 2017). Significantly, CCA began an assessment at the request of Health Canada and Justice Canada on three types of requests for Medical Assistance in Dying (MAID): requests by mature minors, advance requests, and requests where mental illness is the sole underlying medical condition. This assessment is being undertaken with a separate Contribution Agreement with Health Canada and Justice Canada.

In view of the increasing demand for its assessments, and the need for greater access to information and knowledge mobilization capacity, the CCA has requested a 5-year extension of the existing ISED Contribution Agreement, and up to \$43M in new funding over 7 years to ensure its standing capacity to help the Government of Canada deliver on its commitment to use evidence to inform policy decisions.



Eric M. Meslin, PhD, FCAHS
President and CEO

ABOUT THE COUNCIL OF CANADIAN ACADEMIES

The Federal government began funding the CCA in 2005 with a \$30M commitment over 10 years to provide independent, authoritative, evidence-based assessments of the science underlying current and future issues of public interest.

In 2015, the CCA was re-funded for an additional \$15M over five years, suggesting that CCA's record of responsible stewardship of the Government of Canada's investment warranted continued support through its Contribution Agreement with ISED.

The text below was included in CCA's 2018 budget request to the government. It reflects an updated vision to make the case for CCA's funding. It will serve to guide current and future thinking.

Convening Experts. CCA can call on Canada's (and the world's) expertise in health sciences, natural sciences, engineering, arts, humanities and social sciences to join its expert panels. To date CCA has been assisted by 1000+ experts from academia, industry, and the public and non-profit sector who volunteer their time, which has been conservatively valued at more than \$17M. Few organizations have such convening power to attract such expertise on a *pro bono* basis. In achieving this, the CCA has benefited from the breadth of accumulated knowledge and experience in its founding member academies: The Royal Society of Canada, the Canadian Academy of Engineering, and the Canadian Academy of Health Sciences.

Rigorous Process. The CCA's assessment process, shaped by 10 years of continuous improvement, is the principal reason that Ministers, Deputy Ministers and other senior leaders refer assessment questions to us. This process requires high levels of scrutiny for recruitment of members and chairs, effective logistics for expert panel meetings, peer review, publication, translation, and dissemination practices provided by a staff of highly skilled researchers, administrators, and communications professionals. The overall assessment process is overseen by a Board of Directors relying on the advice of a respected and authoritative Scientific Advisory Committee, and managed by a senior Management team led by a President/CEO.

Leveraging Expertise. As a stand-alone organization, CCA provides sponsors with high quality assessments. But when linked with and organized around other components of Canada's science and research ecosystem, it can play a key leveraging role involving the Chief Science Advisor (and other departmental chief science officers), the Science Technology and Innovation Council (or its next iteration), Deputy Minister Champions, Member Academies, granting councils, Sectoral Economic Strategy Roundtables, and others.

Member Academies

The founding members of the Council of Canadian Academies appoint members to the CCA Board of Directors, sit on its Scientific Advisory Committee and recommend expert panel members, chairs and peer reviewers:

The Royal Society of Canada (RSC) Founded in 1882, the Royal Society of Canada (RSC) comprises the Academies of Arts, Humanities and Sciences; and 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. It's current President, Chad Gaffield and past President Maryse Lassonde are members of the CCA Board of Directors.

The Canadian Academy of Engineering (CAE) The CAE is the national institution through which Canada's most distinguished and experienced engineers provide strategic advice on matters of critical importance to Canada. The Academy is an independent, self-governing, 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, who number approximately 600, are committed to ensuring that Canada's engineering expertise is applied to the benefit of all Canadians. It's current President, Douglas Ruth and past President Pierre Lortie are members of the CCA Board of Directors.

The Canadian Academy of Health Sciences (CAHS) The Canadian Academy of Health Sciences (CAHS) recognizes Canadians of great achievement in the academic health sciences. Founded in 2004, CAHS now has over 600 Fellows and appoints new Fellows on an annual basis. The Academy brings together Canada's top-ranked health and biomedical scientists and scholars from all disciplines across our nation's universities and its healthcare and research institutes to make a positive impact on the urgent health concerns of Canadians. These Fellows evaluate Canada's most complex health challenges and recommend strategic, actionable solutions. Its current President Linda Rabeneck and President-Elect Paul Allison are members of the CCA Board of Directors.

OPERATING PRINCIPLES

In fulfilling our mandate, the CCA's overarching strategic intent is to facilitate access to the best available scientific knowledge to inform decision-making in Canada. We do this by conducting independent, expert assessments of 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 Member Academies and their Fellows.
- **Assessment Quality:** The quality of our assessments directly reflects the quality of the people involved. The potential impact of assessments depends jointly on the quality of the reports and on our opportunity for influence. Therefore, we position ourselves and our work to achieve both the highest standards of quality and the maximum potential for impact.
- **Process Excellence:** Our value proposition is founded upon our ability to deliver independent, authoritative assessments. A transparent, consistent, and rigorous process is paramount to maintaining a reputation for being independent and unbiased. Therefore, our activities must recognize the importance of excellence in process as well as in content, with respect to our assessments.
- **Performance Measurement:** The CCA is a relatively young organization that continues to evolve to respond to demands and the changing needs of those seeking our expertise. To maintain momentum and to continue to capture best practices and ensure excellence in future performance, we have developed a performance measurement strategy to guide and evaluate ongoing activities, and to ensure that the CCA has the data necessary for ongoing evaluations.

ACHIEVING RESULTS: REPORTING ON THE WORK OF THE CCA IN 2017/18

Fiscal year 2017/2018 was one of intensive activity for the CCA. Six Government of Canada assessments under the ISED Contribution Agreement were under management by CCA. In addition, the CCA initiated and made substantial progress on a major assessment on Medical Assistance in Dying (MAID) requested by Health Canada/Justice Canada. Specifically, the CCA was tasked with examining three particularly complex types of requests for medical assistance in dying that were identified for further review and study in the legislation passed by Parliament in 2016: requests by mature minors, advance requests, and requests where mental illness is the sole underlying medical condition.

2017/18 also brought a number of new staff members to CCA to undertake the increase in assessment activity.

The 2017 Corporate Plan included six key foundational goals, which the CCA continued to work toward:

1. **Improve Responsiveness:** Develop and provide, on a timely basis, a line of services that responds to the needs of sponsors.
2. **Achieve Potential:** Attract questions of the highest importance and relevance to Canadian well-being.
3. **Maintain Excellence:** Maintain and enhance standards for scientific excellence and high-quality services.
4. **Become Sustainable:** Establish a long-term, sustainable, and dependable funding stream.
5. **Foster Collaboration:** Strengthen the relationship among Member Academies and the CCA to achieve its goals.
6. **Increase Visibility:** Increase visibility and awareness of the CCA's work to further the organization's impact.

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

A STATEMENT OF ACCOUNTABILITY: PLANNED ACTIVITIES VERSUS OUTCOMES

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

Goal 1: Improve Responsiveness

| Key Planned Activities | Progress | Key Outcomes Achieved |
|---|-----------------|--|
| Undertake a needs assessment to ensure that the CCA is fully aware of the nature of expected government requests for assessments. | ACHIEVED | <ul style="list-style-type: none"> • President and CEO undertook informal needs assessment through networking activities, meeting with officials from government departments and agencies, with Deputy and Assistant Deputy Ministers, to ensure that the CCA is fully aware of the nature of expected government requests. Identified needs arising from this process: <ul style="list-style-type: none"> ○ Responsive to government requests for shorter assessments where appropriate ○ Adapting to timely requests |
| Define with sufficient detail a range of assessment types and the criteria and factors most appropriate for using each type to enable sponsors to better match their needs to the assessment services the CCA provides. | ACHIEVED | <ul style="list-style-type: none"> • Gained experience with refining two categories of assessment activities: <ul style="list-style-type: none"> ○ Traditional (5-meeting) expert panel assessments ○ “Workshop” (2-meeting) assessments • Proposed a three-part portfolio, as defined in the 2018 Budget submission to describe priorities: <ul style="list-style-type: none"> ○ Regular benchmarking assessments that update state of knowledge support ongoing priorities ○ Assessments that support annual priorities ○ Assessments that respond to unexpected or urgent priorities |
| Develop criteria assessing responsiveness and value to sponsors. | ONGOING | <p>As defined in the CCA 2018 Budget submission, by “responsive” we mean two things:</p> <ul style="list-style-type: none"> • Addressing thoroughly the charge given to us by assessment sponsors; and • Completing the assessment in a timely way, consistent with rigorous research methodology. |

| Key Planned Activities | Progress | Key Outcomes Achieved |
|--|----------|---|
| Complete two assessments sponsored under the ISED contribution agreement. | ACHIEVED | <ul style="list-style-type: none"> • <i>Older Canadians on the Move: Transportation Needs of an Aging Population</i> (released in December 2017) <p>In addition:</p> <ul style="list-style-type: none"> • <i>State of Science & Technology and Industrial Research & Development</i> (to be released in Q4) |
| Complete two assessments currently underway sponsored by organizations outside the funding agreement. | ACHIEVED | <ul style="list-style-type: none"> • <i>Science Policy: Considerations for Subnational Governments</i> (Referred by Government of Alberta; released April 2017) • <i>The Value of Commercial Marine Shipping to Canada</i> (Referred by Clear Seas; released May 2017) |
| Substantial progress on two assessments sponsored under the ISED contribution agreement. | ONGOING | <ul style="list-style-type: none"> • <i>Integrated Natural Resources Management</i>; substantial progress in FY2017/18 • <i>Policing in Indigenous Communities</i>; substantial progress in FY2017/18 |
| Initiate a further two assessments under the ISED contribution agreement. | ACHIEVED | <ul style="list-style-type: none"> • <i>Business Schools and Management of Innovation</i>; initiated and progressing in FY2017/18 • <i>Antimicrobial Resistance</i>; initiated and progressing in FY2017/18. |
| Make substantial progress on three assessments sponsored under the Health Canada contribution agreement. | ACHIEVED | <ul style="list-style-type: none"> • <i>Expert Panel on Medical Assistance in Dying</i>, including three working group reports: <ul style="list-style-type: none"> ○ Mature Minors; initiated and progressing in FY2017/18 ○ Advance Requests; initiated and progressing in FY2017/18 ○ Requests where mental illness is the sole underlying medical condition; initiated and progressing in FY2017/18 |

Key Outcomes:

- Appropriate dissemination and relevant activities following the release of an assessment designed and supported.
- Resources organized efficiently and effectively to manage all government requests in a timely manner.
- Ongoing needs assessment provided information on the type of assessment products required.

- Metrics developed for monitoring impact provided data to inform continued improvement in the provision of services. Completed assessments continued to be monitored for impact.

Goal #2: Achieve Potential

| Key Planned Activities | Progress | Key Outcomes Achieved |
|---|-----------------|--|
| Broaden and deepen interactions with senior federal leaders who work in departments unfamiliar with us to build awareness of the CCA and support of science for informed policy- and decision-making. | ONGOING | President’s networking activities, particularly in context of Budget Ask, extended interactions to PCO, PMO, DM Champion, Chief Science Advisor |
| Initiate new assessments of importance to Canada through existing and new funding agreements with the federal government. | ACHIEVED | Two assessments were initiated under the contribution agreement with ISED. Major assessment on MAID (organized as three assessments) was initiated under the contribution agreement with Health Canada. |

Key Outcomes:

- President’s networking activities, particularly in context of Budget Ask, extended interactions to PCO, PMO, DM Champion, Chief Science Advisor and others.
- Arguably, all questions referred to CCA are of importance to Canada and Canadians. Four are noteworthy because they arise from legislation, in response to a specific request to inform funding, or are reflective of the government’s commitment to a broader policy objective. These are:
 - Medical Assistance in Dying
 - Regenerative Medicine
 - Indigenous Policing
 - Update S&T / IR&D
- Demonstrable increase in inquiries from federal departments seeking CCA assessment.

Goal #3: Maintain and Enhance Standards of Excellence

| Key Planned Activities | Progress | Key Outcomes Achieved |
|--|----------|---|
| Continue to document assessment methodologies and lessons learned. | ONGOING | <ul style="list-style-type: none"> The processes and mechanisms that underlie the CCA's high-quality services continue to be enhanced and applied to future work through regular updates to the CCA Assessment Lifecycle Methodology that all staff are trained to apply; CCA's peer review system. |
| Provide support and opportunities for staff to develop and enhance skills. | ONGOING | <ul style="list-style-type: none"> Opportunities for increased learning and professional development are communicated to staff regularly, and are regularly considered as part of the performance management process. Staff recognition activities are a feature of the workplace. Direct supervisors have maintained records of staff achievements and performance throughout the year. |
| Communicate regularly with former expert panel members, informing them about the impact of relevant assessments. | ONGOING | <ul style="list-style-type: none"> CCA volunteers database include 1000+ members. CCA Office of the President and Communications/Publishing staff communicate regularly with former panel members through direct mail, holiday cards, email, social media, and e-newsletter. |
| Continue to monitor performance indicators and accompanying measures of the quality and impact of the CCA's assessments. | ONGOING | <ul style="list-style-type: none"> The impact of assessments is monitored through an impact framework; this framework has been used with success to identify specific examples for all 43 assessments to date. |

Key Outcomes:

- The processes and mechanisms that underlie our high-quality services were enhanced and sustained.
- The quality of future CCA assessments improved through lessons learned from past experiences.
- High-quality employees, able to work to their full potential, were recruited and retained through concrete steps to enhance their skills and engagement activity.

Goal #4: Develop a Sustainable Funding Stream

| Key Planned Activities | Progress | Key Outcomes Achieved |
|---|-----------------|---|
| The CCA's Board to consider for approval a strategic plan that will provide a compelling case for a funding request timed for the Government of Canada's 2018 Budget. | ACHIEVED | <ul style="list-style-type: none"> The CCA Board approved the submission of a 2018 budget request to the Government that would extend the CCA for five further years beyond FY2019/2020, and increase its funding by up to \$43M over the next seven years. |
| Meet with key federal science advisory bodies to build awareness of the CCA and identify new ways the CCA could add value. | ONGOING | <ul style="list-style-type: none"> Meetings have been held by CCA Senior Management with the Chief Science Advisor, DMs, ADMs, and political staff to further explain the CCA value proposition and its 2018 budget submission. |

Key Outcomes:

- CCA budget request to extend CCA by five years, and to increase overall funding by up to \$43M over seven years was submitted in October 2017 with the goal of solidifying the medium-term financial stability of the CCA.
- There is growing awareness within the Government of what CCA is and how its work can be helpful.

Goal #5: Strengthen Collaboration among Member Academies

| Key Planned Activities | Progress | Key Outcomes Achieved |
|--|----------------|--|
| Strengthen the relationship among Member Academies and the CCA to achieve our joint goals through a comprehensive strategic planning activity. | ONGOING | <ul style="list-style-type: none"> Efforts to strengthen the relationship between Member Academies and the CCA have been successfully undertaken to develop greater transparency in governance, improved collaboration, and partnerships. The 2018 budget request was submitted with full support of Member Academies. Further joint goals will be identified following the development of a new CCA Strategic Plan in 2018/19. The CCA President engages with Member Academy Presidents on a regular basis, and has been invited to the AGMs of all three academies; MA Presidents meet with CCA President and Board Chair |

| Key Planned Activities | Progress | Key Outcomes Achieved |
|---|---------------------------|---|
| Pursue more collaborative efforts to enhance strengths including communications, annual general meetings. | PARTIALLY ACHIEVED | <ul style="list-style-type: none"> • All Member Academies signed a Collaboration Agreement with CCA. • Commitment to plan a common AGM. • Actions commencing to update CCA website and other communications tools will be undertaken in consultation with Member Academies have been identified as a priority and are now being implemented. • Appointment of new CAHS Executive Director enhances capacity for all three academies to interact with CCA more effectively. |
| Develop policies and practices to actively engage Member Academies in identifying topics for potential assessments and potential panel members. | ONGOING | <ul style="list-style-type: none"> • Significant improvement in establishing effective procedures for engaging with Member Academies and CCA staff for identification of potential panel members, chairs. • Adopted the practice of a “planning meeting” for assessment on Medical Assistance in Dying (MAID) that included all Member Academies, aiding in proactive collaboration. • Governance policy for CCA Board updated to now include President and President Elect/past President for each academy. |

Key Outcomes:

- Improved relationship between CCA and Member Academies.
- The quality of CCA assessments is further strengthened through Member Academy input.

Goal #6: Increase Visibility and Awareness of Our Work

| Key Planned Activities | Progress | Key Outcomes Achieved |
|---|-----------------------|---|
| <p>Communicate with and engage a broader range of stakeholders about the CCA's work.</p> | <p>ONGOING</p> | <ul style="list-style-type: none"> • CCA findings and assessments have been presented or discussed in different venues throughout 2017: <ul style="list-style-type: none"> ○ CSPC 2017 highlighted two CCA assessments (Science Culture & Sub-National Science Policy). ○ A CCA Scientific Advisory Committee Member and CCA's President/CEO were invited to give testimony before the House of Commons Committee on Energy (discussing Energy & Climate Change). Two additional requests are in progress on the topics of groundwater and transportation. • The President/CEO regularly engages with the CCA's wider audience through thought pieces in the CCA's electronic newsletter and through Twitter. • Several meetings were held throughout 2017 to discuss and promote the CCA's work (e.g., CSPC Executive Director, ACFAS Executive Director, SMCC, and several federal government officials). |
| <p>Increase our visibility by launching new assessments and strategic participation in relevant expert and science policy forums.</p> | <p>ONGOING</p> | <ul style="list-style-type: none"> • The public release of assessment reports and the announcement of new assessment projects continue to result in increased awareness of the CCA. For example: <ul style="list-style-type: none"> ○ <i>Regenerative Medicine</i> was released at a national conference by Panel Chair Janet Rossant. ○ <i>The Preliminary Data Report</i> was released online to increase visibility of the ongoing S&T/IR&D report and support of Fundamental Science Review. ○ <i>Older Canadians on the Move</i> is scheduled to be presented at two conferences in 2018. |

| Key Planned Activities | Progress | Key Outcomes Achieved |
|--|-----------------------|---|
| <p>Communicate, through all possible external means and media, the value of the CCA, its independence, excellence, and integrity. Continue to enhance the CCA's online presence.</p> | <p>ONGOING</p> | <ul style="list-style-type: none"> • CCA employs standard metrics to measure traffic to its website and social media engagement (e.g., open rates, engagement rates, number of followers, bounce rates, page views, and downloads). For example, CCA obtains approximately 30 new Twitter followers a month. CCA also has above average open rates on its announcements and newsletters averaging 35% (industry average is 21%). • Based on feedback from users, industry trends, and statistics such as high bounce rates, the CCA has undertaken an effort to refresh its website to ensure its continued accessibility (through mobile devices) and general operability. This effort will be complete in early 2018. • Also based on industry trends, 2017 saw the creation of short video clips to promote the work of CCA Panels. |

Key Outcomes:

- Our capacity and processes for regularly communicating with former expert panel members has increased.
- Greater participation by the CCA on social media platforms has built awareness of the organization and has increased our audience for future assessments.
- Experiments with public release of new assessment reports have been well-received.
- Greater CCA engagement using social media according to accepted metrics.

CCA RISK IDENTIFICATION AND MITIGATION

The CCA Board of Directors has adopted a risk identification and mitigation framework, consistent with industry standards, which includes four broad strategic risk categories (Adaptability, Dependency, Capacity, Credibility) and 10 specific risks that are monitored over time. Judgments about the events and mitigation strategies, and their applicability for 2018/2019) were made by CCA management and confirmed by the Board.

In general, risk identification is based on informed subjective assessments of the probability/likelihood of a harm occurring, the impact/degree of harm, and the ease with which risks can be mitigated. In general, a risk is identified as **minimal** if the harm is unlikely to occur, and were it to occur its impact would be **small** and easily 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.

| Risk Category | Risk Event and Mitigation Practices | Applicability for 2018/19 |
|---|--|--|
| <p>Adaptability</p> <p>Adaptability refers to the risks associated with the inability of the CCA to adjust effectively to changes in the internal and external environments.</p> | <p>1. Transition within the Board of Directors and Scientific Advisory Committee(SAC)</p> <p>There is a moderate risk in failing to identify the replacement of the current Board Chair to fill the next open “public” position, and the one open minister’s nominee (both of which come open at the June 2018 AGM).</p> <p><i>Mitigation:</i></p> <ul style="list-style-type: none"> • Nominating & Governance Committee has a Board -approved process in place for replacing Board Chair and identifying the ‘public’ member. The government is responsible for its nomination. • There is a minimal risk of loss of memory on the SAC regarding past practices, proposals, and input if vacancies are not filled quickly, new members are not staggered for replacement, and a new chair to replace longstanding current chair is not undertaken quickly. | <p>ONGOING</p> <p>Mitigation measures remain appropriate.</p> |

| Risk Category | Risk Event and Mitigation Practices | Applicability for 2018/19 |
|--|---|--|
| | <p>2. Sustainable Funding</p> <p>Based on current and projected workflow the cash flow requirements under the Government of Canada contribution agreement with ISED will be exhausted by March 2020; without, the CCA has sought additional funding in the 2018 Budget (or as of April 2018, will begin winding down operations). There is a moderate risk that the CCA will not be extended and refunded at its requested level in its Budget 2018 request leaving it unable to be fully responsive to requests for assessments.</p> <p><i>Mitigation:</i></p> <ul style="list-style-type: none"> • CCA has requested a 5-year extension to the existing ISED Contribution Agreement, and up to \$43M in new funding over 7 years to ensure and enhance its standing capacity to help the Government of Canada deliver on its commitment to make evidence-based policy decisions. • Management has developed a plan that will accommodate different funding scenarios. | <p>ONGOING –</p> <p>Mitigation measures appropriate</p> |
| <p>Dependency</p> <p>Dependency refers to the risks associated with the CCA’s reliance on other parties to meet strategic and operational objectives.</p> | <p>3. Expert Panels – Panel Chairs and Panel Members</p> <p>There is a minimal risk that expert panels will be ineffective and will not produce high-quality assessment reports.</p> <p><i>Mitigation:</i></p> <ul style="list-style-type: none"> • Continue to enhance the engagement with Member Academies to provide input on panel chairs and panel members. • Continue to ensure that the Board of Directors and the SAC operate as dependable mechanisms for providing credible input into the panel selection process. • The annual renewal of SAC members will create a rotating slate of experts. • Maintain a structured process to assist panels and their chairs in the management of the assessment process. • Maintain a rigorous and robust report review process as part of overall quality assurance that ensures balanced, high-quality assessments reflect the work of the panels. | <p>ONGOING –</p> <p>Mitigation measures remain appropriate.</p> |

| Risk Category | Risk Event and Mitigation Practices | Applicability for 2018/19 |
|---------------|--|--|
| | <p>4. Relationships with the Community of Expert Panel Members</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 practices to engage with former expert panel members • Explore opportunities for additional recognition of former panel members • Continue to enhance relationships with the Member Academies, whose Fellows chair and sit on CCA panels, and sit on the CCA Board and SAC • Continue to engage SAC, whose members interact regularly with a broader community of experts. | <p>ONGOING –</p> <p>Mitigation measures remain appropriate.</p> |
| | <p>5. Relationship with the Government of Canada.</p> <p>There is a minimal risk that CCA’s capacity to be responsive to the 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"> • Joint attention to reducing time and process to receive assessment questions through the funding agreement with ISED • CCA President to continue to engage and interact with senior level the ADM and DG identified by ISED on behalf of Minister of senior federal leaders to ensure awareness of CCA activities. • Maintain the governance mechanisms in place to ensure full compliance with the funding agreement. • Continue to submit Annual Reports and Corporate Plans. • Continue to maintain open communication channels with ISED and Minister of Science on all aspects of CCA activity • Continue to maintain operational liaison with senior leadership and working other staff at ISED and Ministry of Sciences, with respects to budget, management, Calls for Proposals process and the submission of potential questions for assessment. | <p>ONGOING –</p> <p>Mitigation measures remain appropriate.</p> |

| Risk Category | Risk Event and Mitigation Practices | Applicability for 2018/19 |
|---|---|--|
| | <p>6. Member Academy Relations</p> <p>There is a minimal-moderate risk that the CCA and its Member 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 arising from the collaboration agreement among the four organizations, including in areas of knowledge mobilization. Communication. • Continuously monitor and update where needed policies and practices for engagement with academies on panel/chair identification • Continue to identify opportunities for regular interaction between Member Academy Presidents and with CCA President and Board Chair. | <p>ONGOING –</p> <p>Mitigation measures remain appropriate.</p> |
| <p>Capacity</p> <p>Capacity refers to the risks associated with a lack of internal capability.</p> | <p>7. Assessment Continuity</p> <p>There is a moderate risk that CCA staff turnover in important roles will lead to material disruptions in assessment activity (e.g., delays, loss of corporate knowledge).</p> <p><i>Mitigation:</i></p> <ul style="list-style-type: none"> • CCA Management has undertaken an external Engagement Survey to ensure it has a good understanding of the organization’s culture • CCA Management will proceed with a Talent Management initiative that delivers on the opportunity to re-engage all staff through personal and interpersonal soft-skill development, both at the individual and team level. • Ensure that mentoring and skill development are a component of our HR culture to ensure a thorough understanding of the various areas of responsibility • Continue to incorporate lessons learned from every assessment as part of a virtuous cycle of continuous quality improvement. • Continue to update the CCA Assessment Lifecycle Methodology – the documented protocol that provides concrete guidance for the entire process of assessment development. | <p>ONGOING –</p> <p>Mitigation measures remain appropriate.</p> |

| Risk Category | Risk Event and Mitigation Practices | Applicability for 2018/19 |
|---|--|--|
| | <p>8. Aptitude, Skill, and Knowledge Requirements</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 as CCA’s commensurate with CCA’s budget status.</p> <p><i>Mitigation:</i></p> <ul style="list-style-type: none"> • Continue to foster a set of corporate values and employee attributes to guide actions from recruitment through to performance reviews; • Continue to foster a team-based, respectful work environment focused on excellence and ethical integrity; • Continue to ensure competitive compensation, benefits, and professional development; • Maintain a diverse assessment staff and temporary staff base; • Budget permitting, re-launch the internship program with a view to developing talent and providing additional capacity for assessment work. | <p>ONGOING –</p> <p>Mitigation measures remain appropriate.</p> |
| <p>Credibility</p> <p>Credibility refers to the risks associated with the reputation and relevance of the CCA.</p> | <p>9. Strategic Communications Capacity</p> <p>There is a moderate risk the CCA will be unable to increase visibility and awareness of the organization or effectively communicate assessment results, negatively affecting impact and relevance.</p> <p><i>Mitigation:</i></p> <ul style="list-style-type: none"> • Provide the Board and SAC with regular updates on strategic communications initiatives • Ensure that all Expert Panels are provided the opportunity to understand the role of CCA’s communications/publications office in dissemination and outreach • Enhance methods and approaches to target science policy audiences via website, e-news, social media, conference participation, and related assessment-based communication activities, • Enhance outreach to targeted decision-makers. • Fully integrate dissemination activities into assessment project planning. • Adopt a Knowledge Mobilization strategy that emphasizes a comprehensive approach to dissemination for impact. | <p>ONGOING –</p> <p>Mitigation measures remain appropriate.</p> |

| Risk Category | Risk Event and Mitigation Practices | Applicability for 2018/19 |
|---------------|---|--|
| | <p>10. Perceptions of Objectivity and Intellectual Independence</p> <p>There is a moderate risk the CCA will be seen to lack objectivity and independence from its political and bureaucratic supporters.</p> <p><i>Mitigation:</i></p> <ul style="list-style-type: none"> • Continue to emphasize CCA process and procedures that ensure objectivity and non-partisan approaches to assessing evidence: expert panels (non-compensated), peer review; presentation of findings based on expert judgement. • Continue to make CCA all reports available in the public domain, in hard copy and electronically, free of charge, in both official languages. • Continue to utilize SAC as an objective advisory resource to the Board. • Continue to maintain ethical integrity in the process of appointing panel members and chairs using conflict of interest and supplemental disclosures. • 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 communicate it regularly to audiences in the Government and the public as a growing body of work available for use in evidence-based public policy. | <p>ONGOING –</p> <p>Mitigation measures remain appropriate.</p> |

Risk Profile

In light of the above, we assess the overall risk profile of CCA for 2018-2019 as **Minimal to Moderate**, but that current mitigation measures are appropriate.

FORWARD PLANNING 2018/19

The CCA is focused on continuing to provide high-quality evidence-based assessments for the whole of government and to developing ways to be more responsive to requests for assessments. The CCA staff will work with the Board, the SAC, and the Member Academies to continue to improve the quality of the CCA’s work, and enhance the CCA’s profile as a trusted source of state-of-the-science information.

The organization is committed to the following plans for 2018/19:

- Responding to a range of CCA assessment capacity scenarios pending the 2018 Federal Budget;
- Maintaining high standards of performance for scientific excellence and high-quality services in the face of current workload intensity and likely new demands;

- Public release of 7 assessments for Minister of Science, including the three MAID reviews/assessments for Health Canada/Justice Canada;
- Strengthening relationships with Member Academies;
- Increasing visibility and awareness of the CCA's work;
- Identifying all opportunities to document and describe impact and value;
- Developing and approving a Strategic Plan that will provide a compelling case for a future transformational funding request; and
- Maintaining a healthy workplace that balances the intensity of workloads and the individual capacity to respond, for all staff.

KEY GOALS, ACTIVITIES, AND EXPECTED OUTCOMES IN 2018/19

The CCA will continue to work to achieve its ongoing key goals:

- Provide assessment services that responds to the diverse needs of multiple sponsors.
- Pending 2018 Federal Budget, attract questions of the highest importance and relevance to Canada.
- Maintain and enhance standards for scientific excellence and high-quality services.
- Establish a long-term, sustainable, and dependable funding stream, by developing and approving a Strategic Plan that will provide a compelling case for a transformational funding request;
- Strengthen the relationship among Member Academies and the CCA to achieve strategic goals.
- Increase visibility and impact of our work to further our impact.

Pending 2018 Federal Budget, and with an updated Strategic Plan, the CCA anticipates further refinements to these goals throughout the year.

The CCA recognizes the importance of continuing to develop relevant performance and impact indicators to improve our capacity to report on how well we achieve expected outcomes.

Identifying relevant indicators for each of our goals is an important building block as we continue to develop performance management capacity.

Below are the main activities planned for FY2018/19 along with the expected outcomes relating to our six major goals as described in our current Contribution Agreement.

Goal #1: Improve Responsiveness

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

Key Planned Activities:

- Complete **three (3)** assessments currently underway sponsored under the ISED contribution agreement (Policing, INRM, Business Schools).
- Complete **three (3)** assessments currently underway sponsored by Health Canada related to Medical Assistance in Dying (outside the ISED funding agreement).

- Substantial progress on **one (1)** assessment sponsored under the ISED contribution agreement (AMR).
- Initiate a further **two (2)** assessments under the ISED contribution agreement (PhD Labour Markets; Autonomous Vehicles).

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

- Resources effectively managed for all assessments.
- Updated metrics and processes developed for monitoring impact will provide data to inform continued improvement in the provision of services.

Goal #2: Achieve Potential

Continue to attract questions of the highest importance and relevance to Canada and Canadians that would benefit from CCA's strengths in conducting assessments.

Key Planned Activities:

- Broaden and deepen interactions with senior federal leaders who work in departments unfamiliar with CCA to build awareness of our work and support of science for informed policy- and decision-making.
- Initiate **two (2)** assessments of importance to Canada through existing funding agreements with the federal government (**PhD Labour Markets; Autonomous Vehicles**).
- Initiate new assessments of importance to Canada through new funding agreement(s) with the federal government.
- Continue outreach and engagement by President and CEO with relevant stakeholders, champions, and federal officials to ensure that the CCA is seen as a responsive, authoritative organization, including (as appropriate) the Chief Science Advisor.

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

- The CCA will continue to build its reputation and enhance its value.
- The demand and range, scope, and quality of questions submitted with new funding agreement(s) will continue to expand.
- The CCA will provide quality science advice to the federal government and other sponsors.

Goal #3: Maintain Excellence

Continually improve all undertaking assessments to ensure that CCA meets or exceeds accepted standards of excellence.

Key Planned Activities:

- Launch initiatives to review how the impact of CCA's work, and how to better understand how evidence can be assessed.
- Continue to document assessment methodologies and lessons learned and apply to all work.

- Report on our quality improvement strategies to the broader community
- Provide support and opportunities for staff to develop and enhance skills.
- Conduct annual performance reviews for staff according to the performance management system, and encourage team and individual professional development and career opportunities.
- Continue to monitor performance indicators and accompanying measures of the quality and impact of the CCA's assessments.

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

- The processes and mechanisms that underlie our high-quality services will be enhanced and sustainable.
- Feedback from sponsors demonstrates value of CCA to government policy development
- High-quality employees, able to work to their full potential, will be retained and recruited as needed.
- We will continue to attract the 'best minds' to chair and participate on CCA expert panels.

Goal #4: Become Sustainable

Establish a long-term, sustainable, and dependable funding stream by developing and approving a Strategic Plan that will provide a compelling case for a transformational funding request.

Key Planned Activities:

- The CCA Board will develop a Strategic Plan.
- Continue to present CCA's value proposition across the federal government and elsewhere as needed.

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

- Our understanding of the future needs of the federal government as a sponsor will increase.
- The CCA and its work will have a higher profile among decision-makers, across governments, and with senior leaders in academia.

Goal #5: Foster Collaboration

Continue to strengthen collaboration with Member Academies to aid in achieving strategic goals.

Key Planned Activities:

- Active engagement with Member Academies through the CCA Board on upcoming strategic planning.
- Identify a common approach to collaborations/partnerships between CCA and member academies including but not limited to assessments, knowledge mobilization activity, joint communications strategies, regional and annual general meetings, and other joint endeavors.
- Continue to engage Member Academies in identifying panel members.

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

- The value of the CCA and its Member Academies will be seen through more active engagement in assessments.
- The quality of CCA assessments will be strengthened through Member Academy input.

Goal #6: Increase Visibility

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

Key Planned Activities:

- Develop a Knowledge Mobilization strategy to increase visibility and awareness of our work to further our impact.
- Communicate, through all possible means and media avenues, the value of the CCA, its independence, excellence, and integrity.
- Continue to enhance the CCA's online presence, brand, materials, and strategies.

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

- Our capacity and processes for regularly communicating with the CCA's expert volunteers (current and former) will be improved.
- The release of assessment reports will generate further awareness about the CCA.
- Information generated from impact monitoring will contribute to our ability to communicate about the value of CCA assessments.
- Greater CCA participation on social media platforms will build awareness of the organization and an audience for future assessments.

Upcoming Assessment Public Release Schedule for 2018 and Beyond

| Working Assessment Name | Public Release |
|---|----------------|
| Integrated Knowledge Resource Management | September 2018 |
| Policing in Indigenous Communities | September 2018 |
| Business Schools & Innovation in Canada | September 2018 |
| Medical Assistance in Dying *: Mature Minors | December 2018 |
| Medical Assistance in Dying *: Advance requests | December 2018 |
| Medical Assistance in Dying*: Requests Where Mental Illness is the Sole Underlying Medical Condition | December 2018 |

| | |
|---|------------|
| Autonomous Vehicles (workshop 1) | March 2019 |
| Autonomous Vehicles (workshop 2) | FY2019/20 |
| Autonomous Vehicles (workshop 3) | FY2019/20 |
| Socio-economic Impact of Antimicrobial Resistance | FY2019/20 |
| Labour Market Transition of PhD Graduates | FY2019/20 |

* Federally sponsored, outside of the ISED funding agreement.

THE CCA'S NEXT STRATEGIC PLAN

The CCA's 2011 Strategic Plan, entitled *Insight and Impact*, provided the foundation for the CCA to be a relevant resource for evidence that helps inform policy in Canada. The strategic plan also highlighted our values and the six key foundational goals we sought to achieve:

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

These goals remain important, but new and important developments in the external and internal environments now call for the CCA to refresh and update our strategic plan. These developments include the government's expressed commitment to incorporate evidence into decision-making, as well as the Minister of Science establishment of a Chief Science Advisor. Internally, the CCA and its Member Academies have identified key opportunities for enhancing collaboration.

The CCA's Board will undertake its next strategic planning exercise in 2018, providing a sound basis for assessment of strategic priorities, operational planning, and budgeting – including a future request for transformational federal funding. Planning will continue to be informed by all available performance measurement, evaluation, and risk information tools.

FINANCIAL COMMENTARY 2017/18

The Board and Members-approved Audited Financial Statements for FY2016/17 were included in the 2017 CCA Annual Report. This financial commentary is provided as per the Corporate Plan requirements of the contribution agreement between the CCA and ISED.

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

As of December 31, 2017, the available financial assets of the CCA are \$0.816M. This amount excludes

\$0.533M in a restricted fund for assessment work outside the ISED funding agreement and \$1.220M of deferred compensation (severance liability). At the end of calendar year 2017, the total financial assets of the CCA were \$2.57M.

Change in Financial Position

Financial Assets: Dec 31, 2017

| | |
|------------------------------------|-----------------|
| o Current Operating account | \$0.226M |
| o Premium Business Savings account | <u>\$0.589M</u> |
| o Subtotal | \$0.816M |
| o ISED Expenditures YTD | \$2.734M |
| o ISED Expenditures forecast Q4 | <u>\$0.816M</u> |
| o Subtotal | \$3.55M |

Actual versus Plan

The financial projection included in the Corporate Plan from the previous year (January 31, 2017) anticipated a total expenditure of \$3.55M.

Revenue from Other Sources

By the end of FY2017/18, the CCA anticipates contracted revenue from other sources in the range of \$1.6M to \$1.7M.

FINANCIAL COMMENTARY 2018/19

CCA’s planned expenditures for FY2018/19 will remain the same as the prior year at **\$3.55M**. The Contribution Agreement anticipated the CCA undertaking approximately four (4) independent, authoritative, and evidence-informed expert assessments per year. However, during this period the CCA will have six (6) assessments underway. As outlined below, four assessments will be released in FY2018/19; two will have had substantial progress. The Board of Directors on the recommendation of the Audit, Finance and Risk Committee (AFRC) will approve the FY2018/19 operating budget on March 13, 2018.

In FY2018/19, the CCA will have these ISED assessments under management:

1. Integrated Natural Resources Management (expert panel assessment); to be released in June 2018
2. Policing in Indigenous Communities (expert panel assessment); to be released in September 2018
3. Business Schools & Innovation in Canada (workshop assessment); to be released in September 2018
4. Socio-economic Impact of Antimicrobial Resistance (expert panel assessment); substantial progress in FY2018/19
5. Autonomous Vehicles* (workshop assessment); initiated mid-year and planned released March 2019
6. Labour Market Transition of PhDs initiated and progressing in FY2018/19

(*First of three workshops)

Revenue from Other Sources

At this time, CCA expects additional contracted revenue from other sources in the range of \$1.3M to \$1.4M (from a contribution agreement with Health Canada) in FY2018/19.

CONCLUDING STATEMENT

The CCA was established in 2005 to give the Government of Canada a standing capacity to obtain independent, authoritative, and evidence-based science assessments on a broad range of policy- relevant and complex issues. Since that time it has convened expert panels to assess a diverse set of public policy questions, completing **44** assessments for the federal government, provincial governments, and non-governmental sponsors. It has undertaken this work through the efforts of a professional staff, an experienced Board of Directors, an internationally respected Scientific Advisory Committee, the engagement and contributions of its Member Academies, and more than 1,000 dedicated individuals who have volunteered their time to participate in the expert panel process to assure the quality of the final report. 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 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. Recognizing the increasing demand in both the volume and range of its assessments, **the CCA has requested a 5-year extension of the existing ISED Contribution Agreement, and up to \$43M in new funding over 7 years** to ensure and enhance its standing capacity to help the Government of Canada deliver on its commitment to make evidence-based policy decisions.

Our Board of Directors, Scientific Advisory Committee, and staff look forward to continuing to work with ISED to enhance 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; and
- (i) Amounts owing to the Federal Government under legislation, under this Agreement or any other agreement.

ANNEX B: BOARD OF DIRECTORS

Board of Directors of the Council of Canadian Academies as of January 1, 2018

| Name | Position | Location |
|---|---|-------------------------|
| Margaret Bloodworth, C.M., Chair | Former federal Deputy Minister and National Security Advisor | Ottawa, Ontario |
| Paul Allison, FCAHS | Dean, Faculty of Dentistry, McGill University, President, Elect of the Canadian Academy of Health Sciences | Montréal, Quebec |
| Tom Brzustowski, O.C., FRSC, FCAE | Member of the Board of the Institute for Quantum Computing, University of Waterloo; Member of the Board, Waterloo Global Science Initiative | Waterloo, Ontario |
| David A. Dodge, O.C., FRSC | Senior Advisor, Bennett Jones LLP | Ottawa, Ontario |
| Chad Gaffield, O.C., FRSC | Professor of History and University Research Chair in Digital Scholarship, University of Ottawa; President, Royal Society of Canada | Ottawa, Ontario |
| Jawahar (Jay) Kalra, MD, FCAHS | Professor, Department of Pathology and Laboratory Medicine and Member, Board of Governors, University of Saskatchewan | Saskatoon, Saskatchewan |
| Bartha Maria Knoppers, O.C., O.Q., FRSC, FCAHS | Full Professor and Director, Centre of Genomics and Policy, Faculty of Medicine, Human Genetics, McGill University | Montréal, Québec |
| Maryse Lassonde, O.C., O.Q, FRSC, FCAHS | Scientific Director, Quebec Natural Sciences and Technology Granting Agency; Past- President, Royal Society of Canada | Montréal, Québec |
| Pierre Lortie, C.M., FCAE | Senior Business Advisor, Dentons LLP; Past President of the Canadian Academy of Engineering | Montréal, Quebec |
| Lydia Miljan | Associate Professor of Political Science and Chair of the Arts and Science Program, University of Windsor | Windsor, Ontario |
| Linda Rabeneck, FCAHS | Vice President, Prevention and Cancer Control, Cancer Care Ontario President, Canadian Academy of Health Sciences | Toronto, Ontario |
| Douglas Ruth, FCAE | Professor and Dean Emeritus, Associate Dean (Design Education), NSERC Chair in Design Engineering, and Director of the Centre for Engineering Professional Practice and Engineering Education, University of Manitoba, President of the Canadian Academy of Engineering | Winnipeg, Manitoba |
| Nipun Vats (Observer) | Assistant Deputy Minister, Innovation, Science and Economic Development Canada | Government of Canada |

Departures from the Board in 2017

Carol P. Herbert, FCAHS

Professor Emerita, Family Medicine, Western University; President of the Canadian Academy of Health Sciences Vancouver, British Columbia

Jeremy McNeil, FRSC

Helen Battle Professor of Chemical Ecology, Department of Biology, Western University London, Ontario

Axel Meisen, C.M., FCAE

Former Chair of Foresight, Alberta Innovates
Technology Futures Victoria, British Columbia

Lawrence Hanson

Innovation, Science and Economic Development Canada – Observer
Assistant Deputy Minister Government of Canada

ANNEX C: SCIENTIFIC ADVISORY COMMITTEE

| Name | Position | Location |
|---|---|---------------------------------------|
| Eliot A. Philipson, O.C., FCAHS, Chair (2018-2020) | Sir John and Lady Eaton Professor of Medicine Emeritus, University of Toronto; Former President and CEO, Canada Foundation for Innovation | Ottawa, Ontario |
| David Castle | Vice President Research, University of Victoria | Victoria, British Columbia |
| Sophie D'Amours, O.C., FCAE | Rector, Université Laval | Québec City, Québec |
| Jean Gray, C.M., FCAHS | Professor of Medicine (Emeritus), Medical Education, Medicine, Pharmacology, Dalhousie University | Halifax, Nova Scotia |
| John Hepburn, FRSC | Vice-President, Research, CIFAR | Toronto, Ontario |
| Eddy Isaacs, FCAE | President, Eddy Isaacs Inc.; President-Elect of the Canadian Academy of Engineering | Edmonton, Alberta |
| Greg Kealey, O.C., FRSC | Professor Emeritus, Department of History, University of New Brunswick | Fredericton, New Brunswick |
| Malcolm King, FCAHS | Professor, Department of Community Health & Epidemiology, University of Saskatchewan, Scientific Director, Saskatchewan Centre for Patient-Oriented Research (SCPOR) | Saskatoon, Saskatchewan |
| Steward MacLeod, FCAHS | Professor of Pediatrics (Emeritus), University of British Columbia Vancouver, British Columbia, Adjunct Professor, Community Health and Epidemiology, Dalhousie University | Halifax, Nova Scotia |
| Barbara Neis, O.C., FRSC | University Research Professor, Department of Sociology and Senior Research Associate in the SafetyNet Centre for Occupational Health and Safety Research, Memorial University | St. John's, Newfoundland and Labrador |
| Nicole A. Poirier, FCAE | President, KoanTeknico Solutions Inc. | Beaconsfield, Québec |

Departures from SAC in 2017

Susan A. McDaniel, FRSC, Chair

Director, Prentice Institute; Canada Research Chair in Global Population and Life Course
Prentice Research Chair in Global Population and Economy; Professor of Sociology
University of Lethbridge, Lethbridge, Alberta

(term expired)

Lorne Babiuk, O.C., FRSC, FCAHS

Former Vice President, Research
University of Alberta, Edmonton, Alberta
(term expired)

Chad Gaffield, FRSC

Professor of History and University Research Chair in Digital Scholarship
University of Ottawa
President Royal Society of Canada
Ottawa, Ontario
(becomes member of CCA Board of Directors)

Daniel Krewski

Professor of Epidemiology and Community Medicine and Scientific Director, McLaughlin Centre for
Population Health Risk Assessment
University of Ottawa, Ontario
(term expired)

ANNEX D: CCA STAFF

Staff of the Council of Canadian Academies as of January 1, 2018

| Name | Position |
|-------------------------------|--|
| Eric M. Meslin, FCAHS | President and CEO |
| Tijs Creutzberg | Director of Assessments |
| Erin Bassett | Research Associate |
| Jennifer Bassett | Research Associate |
| Amanda Bennett | Research Associate |
| Janet Bax | Project Director |
| Laura Bennett (On Leave) | Research Associate |
| Dane Berry | Research Associate |
| Anna Buczek | Outreach and Communications Specialist |
| Rebecca Chapman (On Leave) | Research Associate |
| Hilary Davies | Research Associate |
| Madison Downe | Project Coordinator |
| Marc Dufresne | Senior Bilingual Publications Specialist |
| Andrea Hopkins | Project Coordinator |
| Teresa Iacobelli | Research Associate |

| Name | Position |
|-----------------------------|---|
| Tom Bursey | Vice President, Corporate Services and CFO |
| Samantha Rae Ayoub | Communications and Publishing Director |
| Matthew Ivanowich | Researcher |
| Joanne Linnay | Project Coordinator |
| Suzanne Loney (On Leave) | Research Associate |
| Kelly Loverock | Website and Communications Specialist |
| Camilla Mällberg | Project Coordinator |
| Jérôme Marty | Project Director |
| Anita Melnyk | Research Associate |
| Emmanuel Mongin | Project Director |
| Nancy Neil | Executive Assistant to the President |
| Joe Rowsell | Project Manager |
| Lennart Trouborst | Researcher |
| Jill Watkins | Project Director |
| Weronika Zych | Project Coordinator |

Departures from the CCA Staff in 2017

Janet Hendry, Research Associate

Jonathan Harris, Research Associate

Christina Stachulak, Senior Advisor to the President

ANNEX E: FINANCIAL SCHEDULES

Financial Schedules

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