

CANADA FOUNDATION FOR INNOVATION

2023 Innovation Fund competition

Guidelines for Expert Committees

Revised May 2022

INNOVATION

Canada Foundation
for Innovation

Fondation canadienne
pour l'innovation



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About the Canada Foundation for Innovation

The Canada Foundation for Innovation (CFI) makes financial contributions to Canada's universities, colleges, research hospitals and non-profit research organizations to increase their capability to carry out high-quality research.

The CFI invests in infrastructure that researchers need to think big, innovate and push the boundaries of knowledge. It helps institutions to attract and retain the world's top talent, to train the next generation of researchers and to support world-class research that strengthens the economy and improves the quality of life for all Canadians.

A promising future, now
25 years of investing in ideas that change our world

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Who should use these guidelines?

These guidelines are for members of Expert Committees assessing proposals for the Canada Foundation for Innovation’s 2023 Innovation Fund competition.



A word of thanks

The Canada Foundation for Innovation (CFI) would like to thank you for agreeing to participate in the review process for the 2023 Innovation Fund competition. The review process relies on the dedicated people who generously lend their time and expertise to its success. The CFI and Canada’s research community greatly appreciate your efforts.

Part 1 – What you need to know about this competition

Purpose of the Innovation Fund

The success of the Canadian research community rests on its ability to realize the full potential of both its people and its infrastructure. The Innovation Fund provides continued investments in infrastructure, across the full spectrum of research, from the most fundamental to applied through to technology development.

The Innovation Fund supports a broad range of research programs including those in natural, social and health sciences, engineering, humanities and the arts, as well as interdisciplinary research.

Projects funded through the Innovation Fund will help Canada remain at the forefront of exploration and knowledge generation while making meaningful contributions to generating social, health, environmental and economic benefits and addressing global challenges.

Research infrastructure projects should:

- Be aligned with the institution's strategic priorities
- Be of appropriate maturity and offer the best potential for transformative impact
- Allow teams and institutions to build on established capacity to accelerate current research and technology development or to enhance emerging strategic priority areas
- Enable teams to fully exploit research infrastructure and drive world-class research.

Objectives of this competition

The objectives of the 2023 Innovation Fund competition are to:

- Enable internationally competitive research or technology development through the equitable participation of expert team members
- Enhance and optimize the capacity of institutions and research communities to conduct the proposed research or technology development program(s) over the useful life of the infrastructure
- Lead to social, health, environmental and/or economic benefits for Canadians.

Review process

Through our structured merit-review process, we ensure that proposals are reviewed in a fair, competitive, transparent and in-depth manner. This process relies on independent reviewers from across Canada and around the world to ensure the best projects receive funding. The reviewers' time and effort are invaluable to help the CFI's Board of Directors make funding decisions.

For Innovation Fund competitions, we use a three-stage merit-review process: review of proposals by Expert Committees, followed by Multidisciplinary Assessment Committees, followed by a Special Multidisciplinary Assessment Committee ([Figure 1](#)).



The CFI's commitment to equity, diversity and inclusion

The CFI is committed to the principles of equity, diversity and inclusion. In all our activities, we recognize that a breadth of perspectives, skills and experiences contributes to excellence in research.

Equity: We aim to ensure all CFI-eligible institutions have the opportunity to access and benefit from our programs and CFI-funded infrastructure through our well-established, fair and impartial practices.

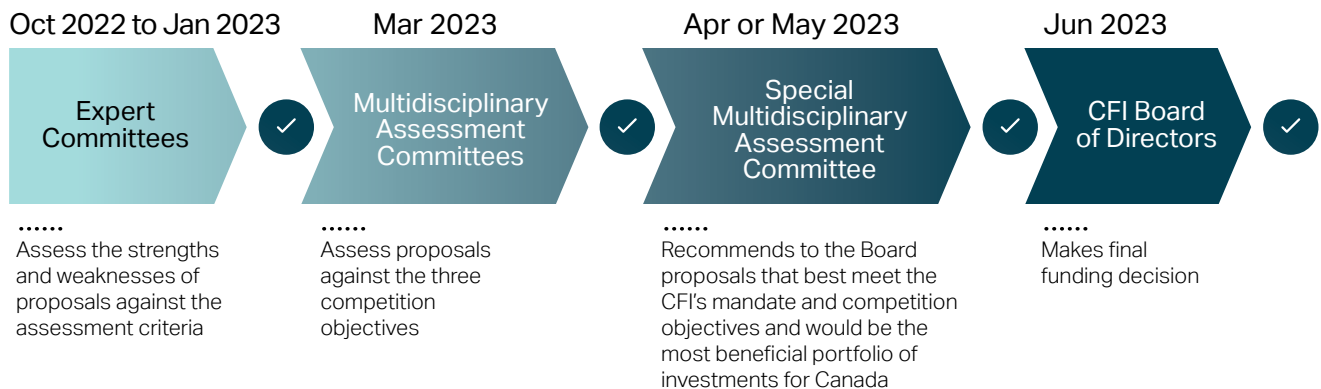
Diversity: We value attributes that allow institutions and their researchers — from any background and from anywhere — to succeed. This includes individual attributes such as gender, language, culture and career stage; institutional attributes

such as size, type and location; and attributes that encompass the full spectrum of research, from basic to applied and across all disciplines.

Inclusion: We encourage a culture of collaboration, partnership, contributions and engagement among diverse groups of people, institutions and areas of research to maximize the potential of Canada's research ecosystem.

We believe that nurturing an equitable, diverse and inclusive culture is the responsibility of every member of the research ecosystem, including funders, institutions, researchers, experts and reviewers.

Figure 1: The Innovation Fund merit-review process



Rating scale

We use a five-point rating scale with statements about the degree to which a proposal meets each criterion standard (Figure 2). Your rating must be supported by the proposal's strengths and weaknesses based on the criterion standard. We encourage you to use the full range of ratings to assess proposals, both in your preliminary assessment and when the Expert Committee reaches a consensus on the ratings.

Figure 2: Rating scale



A rating of “SA” indicates that the proposal clearly meets the criterion standard and addresses all the instructions for that criterion.

Where a proposal clearly meets the criterion standard, addresses all the instructions for that criterion and exhibits qualities or strengths that exceed what is required, you can assign a rating of “EX.”

See [“Part 3 – Criterion standards and instructions provided to applicants \(with instructions for reviewers\)”](#) for detailed instructions for assessing the six criteria.

Stage 1: Expert Committees

Expert Committees review small groups of proposals from the same area of research to assess their strengths and weaknesses in relation to the assessment criteria. This process is tailored to the nature and complexity of the proposal.

Only proposals that meet the competition’s threshold of excellence will move to the next stage. (See [“What is the threshold of excellence?”](#))

Stage 2: Multidisciplinary Assessment Committees

The Multidisciplinary Assessment Committees (MACs) assess the proposals that meet the threshold of excellence at the Expert Committees stage. Each MAC reviews groups of proposals of similar size and/or complexity and assesses them against the three competition objectives.

One or more MACs exclusively review proposals submitted by small institutions. (See [“How are small institutions defined?”](#))

Following a careful analysis of the proposals and the Expert Committee reports, the MACs are then responsible for:

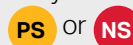
- Identifying proposals with significant weaknesses in the “Team composition” criterion. These will be removed from the competition
- Identifying proposals that demonstrate the highest standard of excellence and best meet the three competition objectives relative to other competing requests
- Providing a funding recommendation and funding amount for each proposal for the next stage of review.








What is the threshold of excellence?

The threshold of excellence to progress to the MAC varies based on the size of the administrative institution. (See [“How are small institutions defined?”](#))

For small institutions — Proposals meet the threshold of excellence unless they receive three or more ratings of



For all other institutions — Proposals meet the threshold of excellence unless they receive either of the following:

- Three or more ratings of  or ; or,
- Four or more ratings of ,  or 

See [“Figure 2: Rating scale”](#)



How are small institutions defined?

Small institutions are defined as those whose share of research funding received from the three federal research funding agencies is less than one percent.

Stage 3: Special Multidisciplinary Assessment Committee

In the third and final stage of review, a Special Multidisciplinary Assessment Committee (S-MAC) reviews reports from the MAC meetings for the proposals recommended for funding. The S-MAC makes sure the MACs were consistent in their assessment. If recommendations from the MACs exceed the available budget, the S-MAC recommends to the CFI Board of Directors the proposals that best support the CFI's mandate, meet the objectives of the competition and represent the most beneficial portfolio of investments for Canada.

Funding decisions

The CFI Board of Directors will make funding decisions for this competition at its June 2023 meeting. Following this meeting, applicants will receive the funding decisions and the Expert Committee and MAC reports.

Assessment criteria and standards

Expert Committees evaluate proposals based on six assessment criteria that expand on the competition objectives. Each criterion is assessed against a standard. In the call for proposals, we instructed applicants to clearly present how their project meets each assessment criterion and to provide enough information for you to evaluate the project's merits. (See "[Part 3 – Criterion standards and instructions provided to applicants \(with instructions for reviewers\)](#)")



What are the assessment criteria?

Expert Committees evaluate proposals based on six assessment criteria:

Research or technology development — The research or technology development program(s) are innovative, feasible and internationally competitive.

Team expertise — The team comprises the breadth of experience and expertise needed to conduct the proposed research program(s).

Team composition — Principles of equity and diversity were considered in the team composition, including in its leadership. There is a commitment to create an inclusive environment where all team members are fully integrated and supported in the research team.

Infrastructure — The requested infrastructure is necessary and appropriate to conduct the proposed research program(s) and optimally enhances existing capacity.

Sustainability — The infrastructure will be optimally used and maintained over its useful life through tangible commitments.

Benefits — The team and its partners have a well-defined plan to transfer the results of the research or technology development program(s). The results are likely to lead to social, economic, health or environmental benefits for Canadians.

See "[Part 3 – Criterion standards and instructions provided to applicants \(with instructions for reviewers\)](#)" for details of how applicants were instructed to address each criterion in their proposal.

Principles of merit review

Our merit-review process is governed by the underlying principles of integrity and confidentiality. This is to ensure that we continue to have the trust and confidence of the research community, the government and the public. All Expert Committee members must follow our [Conflict of interest and confidentiality agreement](#).

Integrity

We expect reviewers to maintain the highest standards of ethics and integrity. This means that personal interests must never influence, or be seen to influence, the outcome. You are appointed as an individual, not as an advocate or representative of your discipline(s) or organization. If you have a conflict of interest, you should declare it to the CFI. We will determine if the conflict of interest is manageable or if we must withdraw your invitation to be a reviewer.

Confidentiality

Our review process is confidential. When you agree to review for the CFI, you are bound by our [confidentiality agreement](#). This means that everything we send you is confidential and must be treated as such at all times. You must not discuss or share proposals with anyone. If you do not think you have the expertise to provide a useful review without discussing it with a colleague, you should decline the invitation.

Avoiding bias

Merit review is subjective by nature. Bias can be unconscious and show up in several ways. It could be based on:

- A school of thought or ideas about fundamental versus applied or translational research, areas of research, sub-disciplines or approaches (including emerging ones)
- The size or reputation of a participating institution
- The age, language, identity factors or gender of the applicant.

We strongly encourage you to complete the [Bias in Peer Review training module](#) developed by the Canadian Institutes of Health Research, the Natural Sciences and Engineering Research Council of Canada and the Social Sciences and Humanities Research Council. This short, online module promotes understanding of bias, how it can affect merit review and ways to mitigate bias. (See "[The CFI's commitment to equity, diversity and inclusion](#).")

Official languages

The CFI offers its services in both of Canada's official languages — French and English. Committees must ensure that all proposals in either official language receive a full and detailed review. If you have been assigned a proposal in a language that you cannot understand, contact us immediately and we will reassign the proposal to another reviewer. We normally conduct committee meetings in English.

Part 2 – How to conduct your review

Tools to conduct your review

Use the [CFI Awards Management System \(CAMS\)](#) to access the documents and information you need to conduct your review. We will create a CAMS account for you once you have accepted to participate in the review process. If you already have a CAMS account, you can use it to access the review materials for this competition.

CAMS is divided into dashboards for different types of users. The “Reviewer” dashboard is where you will access the review materials and conduct your preliminary assessments. To access the review materials, click on the committee name. This will bring you to the “Review and documentation” page, where you will find:

- Reference materials (Criterion standards and instructions provided to applicants (with instructions for reviewers), these guidelines, etc.)
- Meeting information (date, time and agenda)
- Proposals
- Preliminary assessment form (under the “Your review” tab).

Consult [Getting started with CAMS: A guide for reviewers](#) for more information on using CAMS.

Expert Committee roles and responsibilities

Chairs

The Chair is responsible for leading the Expert Committee meeting, ensuring that it runs effectively and that the committee:

- Considers the views of all members
- Reviews all proposals fairly, consistently and according to the guidelines in this document
- Discusses each proposal in sufficient detail
- Achieves a consensus rating for each assessment criterion
- Sufficiently substantiates the ratings so CFI staff can prepare the draft committee report.

The Chair is also responsible for ensuring that the Expert Committee report for each proposal accurately reflects the discussion at the meeting.

Members

Expert Committee members have specific expertise in various aspects of the proposals their committee will review. Members review all of the proposals or will be assigned a subset of them, depending on how many proposals the committee will assess.

Members must read all the proposals to fully participate in the meeting. After discussing each proposal, members work to reach a consensus rating for each assessment criterion.

CFI staff

At least one CFI staff member attends the Expert Committee meeting to assist the Chair, take notes and clarify CFI policies and processes. CFI staff draft an Expert Committee report for each proposal.

Observers

Sometimes, additional CFI staff observe committee meetings. Also, to coordinate the review processes and avoid duplication of efforts, we may invite representatives of the relevant provincial or territorial authorities, or other funding partners, to observe Expert Committee meetings.

Meeting logistics

Expert Committees will meet by videoconference. Depending on the number of proposals the committee will review, the meetings may take place over multiple sessions to accommodate members' schedules. We will provide instructions for connecting to the videoconferencing platform in advance of the meetings.

Table 1: Summary of key activities for Expert Committees

Timing	Activities
Before the meeting	<p>Committee members:</p> <ul style="list-style-type: none">• Activate their account and log in to the CFI Awards Management System (CAMS)• Access the review materials on the "Reviewer" dashboard• Complete the recommended Bias in Peer Review training module (See "Avoiding bias")• Evaluate the proposal(s) against the assessment criteria• Provide a preliminary assessment to the CFI at least three days before the meeting.
At the meeting	<p>The Chair guides the committee in reviewing each proposal in turn</p> <p>The committee discusses the strengths and weaknesses for each assessment criterion to reach consensus on a rating. This discussion informs the Expert Committee report.</p>
After the meeting	<p>CFI staff draft the Expert Committee report for each proposal. The Chair and/or committee members review and approve the report(s).</p>

Steps in the Expert Committee review

Step 1 – Before the meeting

We will prepare coaching opportunities and additional material for how to review a proposal that may include group briefing sessions and explainer videos. Access to these will be communicated to you by email.

Access the review materials

Soon after the proposal deadline, you will receive an email to activate your account on the [CFI Awards Management System \(CAMS\)](#). If you already have an account, you will receive an email to notify you when the review materials are available in CAMS. Consult [Getting started with CAMS: A guide for reviewers](#) for more information on using CAMS.

Conduct your preliminary assessment

The materials provided must be the sole information source upon which you base your review. Applicants had to demonstrate in the proposal how the project satisfies each assessment criterion and justify the need for the requested funding.

After reading the proposal, you will:

- Identify the proposal's relevant strengths and weaknesses based on the assessment criteria
- Use the five-point rating scale to assess the degree to which the proposal meets each assessment criterion standard based on the strengths and weaknesses identified
- In CAMS, select your rating for each assessment criterion from a drop-down menu and input the strengths and weaknesses in the relevant comments section
- Complete your preliminary assessments at least three days before the committee meeting.

See [“Part 3 – Criterion standards and instructions provided to applicants \(with instructions for reviewers\)”](#) for detailed instructions for assessing the six criteria.

Preliminary assessments will not be provided to applicants. They will only be used to help us identify areas for discussion at the meeting and inform Expert Committee reports.

Step 2 – At the meeting

The committee discusses each proposal in turn for approximately one hour. The discussion is moderated by the committee Chair, if applicable.

Each criterion is discussed in turn, focusing on those where there are significant discrepancies among the members' preliminary assessments. The discussion proceeds, as follows:

- The lead reviewer provides a brief overview of the proposal, their rating and a brief rationale that highlights the proposal's strengths and weaknesses based on the assessment criterion.
- The Chair invites other assigned reviewers to provide their rating and any additional information or differing viewpoints.
- The Chair opens the discussion to the rest of the committee members.
- The Chair asks the committee to reach a consensus for the rating for the criterion before moving to the next criterion.
 - The committee can assign one of five ratings for each criterion.
 - The rating assigned should accurately reflect the proposal's strengths and weaknesses identified during the discussion for each criterion.

Note that Expert Committees are not asked to make funding recommendations.

Only proposals that meet the competition's threshold of excellence will move to the next stage. (See [“What is the threshold of excellence?”](#))

Step 3 – After the meeting

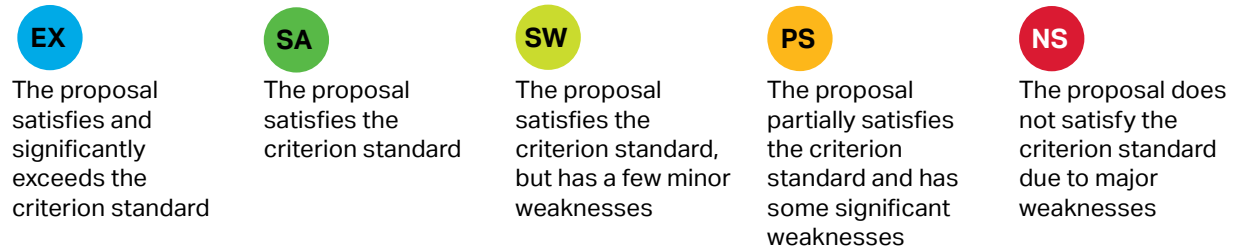
Expert Committee reports

Expert Committee members are not required to draft Expert Committee reports. CFI staff draft a report for each proposal that summarizes the committee's consensus ratings and comments. The report will list the committee members' names and affiliation, but no comments will be attributed to a single member.

Part 3 – Criterion standards and instructions provided to applicants (with instructions for reviewers)

To assess proposals, use the rating scale shown in Figure 2 of this document, and repeated here for quick reference.

Figure 2: Rating scale



Objective 1

Enable internationally competitive research or technology development through the equitable participation of expert team members

Assessment criteria under this objective are:

- Research or technology development
- Team expertise
- Team composition

Research or technology development

Criterion standard: The research or technology development program(s) are innovative, feasible and internationally competitive.

Proposal instructions:

- Describe the proposed research or technology development program(s) that will be enabled by the requested infrastructure.
- Explain the methodologies to be employed and discuss feasibility by identifying key challenges and how the team will overcome them.
- Describe the innovative aspects of the program(s) by positioning it within the current state of knowledge in the field, both in Canada and internationally (include references).



To provide context to reviewers, consider providing a list of the major infrastructure items that are requested before providing details about the research program(s).



For core facilities (see [“What is a “core” facility?”](#)), consider providing a high-level description of the types of projects the infrastructure will enable, then describe in more detail a representative sample of the research projects to be conducted.

Instructions for reviewers

For some proposals, the requested infrastructure is intended to be housed in a core facility. (See "[What is a "core" facility?](#)") Your assessment should consider that applicants may provide a high-level description of the types of projects the infrastructure will enable and more detailed descriptions of the representative samples of the research or technology development projects to be conducted.



What is a "core" facility?

A core facility provides access to the following, which are generally too expensive, complex or specialized for researchers to cost-effectively provide and sustain themselves:

- State-of-the-art research services and analyses
- Instruments and technology
- Expertise
- Training and education.

A core facility also:

- Is broadly available to many researchers to conduct their research activities, irrespective of their administrative affiliation and with no requirement for collaboration or co-authorship

- Has dedicated equipment and space serving one or more institutions
- Is recognized and supported by the research institution where it is located
- Has a clearly defined governance and management structure and a sound management plan reflective of its mandate, breadth and complexity
- Has dedicated management involving individual(s) with the technical and subject matter expertise necessary to oversee all aspects of the facility.

Team expertise

Criterion standard: The team comprises the breadth of experience and expertise needed to conduct the proposed research program(s).

Proposal instructions:

- Describe the expertise required to conduct the proposed research program(s).
- Highlight the team members' experience and expertise through traditional and/or non-traditional research outputs. (See "[What are traditional and non-traditional research outputs?](#)")



Consider providing a competency matrix matching the team members' expertise with the proposed research activities.

Instructions for reviewers

Your assessment should consider both traditional and non-traditional research outputs to more inclusively assess team members' experience and expertise. (See "[What are traditional and non-traditional research outputs?](#)") It should also consider career leaves and the impact of these on a researcher's career to avoid unfairly penalizing a proposal.



What are traditional and non-traditional research outputs?

The CFI merit-review process takes into account traditional and non-traditional research outputs to assess researchers' experience and expertise. For example:

- Publishing research articles
- Reporting new knowledge or data (such as presenting at conferences and other venues)
- Developing new technologies
- Producing software
- Creating intellectual property
- Contributing to policy or business decisions
- Training highly qualified personnel
- Conducting community engagement and outreach activities
- Producing community products such as Indigenous scholarly works, cultural sensitivity training, etc.
- Discussing an article, book, presentation or other research on social media, podcasts and blogs
- Curating public exhibitions and events.

Team composition

Criterion standard: Principles of equity and diversity were considered in the team composition including in its leadership. There is a commitment to create an inclusive environment where all team members are fully integrated and supported in the research team.

Proposal instructions:

- Describe the specific challenges or systemic barriers (see "[How are systemic barriers defined?](#)") that exist in the context of your research program(s) that could prevent individuals from underrepresented groups from participating equitably within the team.
- Describe at least one concrete practice that you put in place to overcome the challenges or systemic barriers you have described and which demonstrates that equity and diversity were intentionally considered in the team composition.
- Describe at least one concrete practice that you will adopt to facilitate the ongoing inclusion of underrepresented groups in the research team, and how you will implement that best practice given the challenges or systemic barriers you have described.

Consult the Government of Canada's [Best Practices in Equity, Diversity and Inclusion in Research](#) guide for examples of how to integrate these principles into your research. We also recommend reviewing your institution's action plan and policies for equity, diversity and inclusion.



How an individual self-identifies in terms of belonging to one or more underrepresented groups is considered personal information. Do not in any way provide the personal information of team members (e.g., Dr. X identifies as a member of a visible minority; The team has X women, X men and X individuals who identify as persons with disabilities; etc.).



How are systemic barriers defined?

Systemic barriers are defined as policies or practices that result in some individuals from underrepresented groups receiving unequal access to or being excluded from participation in employment, services or programs. Underrepresented groups can include, but are not limited to, women, Indigenous Peoples, persons with disabilities, members of visible minorities/racialized groups, members of LGBTQ2+ communities and early-career researchers.

Instructions for reviewers

We expect proposals to this competition to describe concrete practices that are put in place when planning the research team composition that will help overcome systemic barriers for the participation of underrepresented groups and create an inclusive research environment. Underrepresented groups can include, but are not limited to, women, Indigenous Peoples, persons with disabilities, members of visible minorities/racialized groups, members of LGBTQ2+ communities and early-career researchers.

The table below includes points for consideration to help you arrive at a rating for this criterion. It indicates two ratings: SA (satisfies the criterion standard) and NS (does not satisfy the criterion standard due to major weaknesses). However, you are encouraged to use the full five-point rating scale in your assessments (see "[Figure 2: Rating scale for Expert Committees](#)"), selecting ratings that fall above (EX) or between (SW, PS) the two described.

	Satisfies the criterion (SA)	Does not satisfy the criterion due to major weaknesses (NS)
Analysis of specific challenges or systemic barriers	<p>Clearly demonstrates understanding of equity, diversity and inclusion (EDI) considerations/systemic barriers within the context of the proposed research program(s)</p> <p>Provides a clear explanation of the team's specific challenges related to EDI</p> <p>Cites examples in the analysis</p> <p>Demonstrates a strong, broad-based commitment to EDI</p>	<p>Does not demonstrate an understanding of EDI considerations/systemic barriers within the context of the research program(s)</p> <p>Provides an analysis that is generic and/or not aligned with best practice and/or does not point to one or more systemic barriers</p> <p>Lacks evidence of a commitment to and understanding of EDI overall</p>
Concrete practice to overcome systemic barriers	<p>Clearly identifies, at minimum, one concrete practice</p> <p>The practice identified is relevant to the context of the proposed research program(s)</p> <p>Challenges are discussed</p>	<p>Does not provide a concrete practice.</p> <p>Provides concrete practices irrelevant to the context of the research program(s)</p> <p>Challenges are not discussed</p>
Concrete practice to ensure inclusion	<p>Clearly identifies, at minimum, one concrete practice to enable ongoing inclusion</p> <p>Positions the practice in the context of the team's challenges</p> <p>Provides a clear description of the implementation plan, including potential obstacles to executing it</p>	<p>Does not provide a practice to ensure ongoing inclusion</p> <p>Provides a practice that is not relevant to the context of the research team</p> <p>Lacks an implementation plan</p> <p>Provides an unclear description of the implementation plan</p> <p>Provides an unrealistic implementation plan</p> <p>Does not consider the potential challenges to implementing the practice</p>

Objective 2

Enhance and optimize the capacity of institutions and research communities to conduct the proposed research or technology development program(s) over the useful life of the infrastructure

Assessment criteria under this objective are:

- Infrastructure
- Sustainability

Infrastructure

Criterion standard: The requested infrastructure is necessary and appropriate to conduct the proposed research program(s) and optimally enhances existing capacity.

Proposal instructions:

- Describe each requested item, including cutting-edge or workhorse equipment as well as upgrades to existing equipment, and justify why it is needed (including if it would replace existing capacity). If possible, refer to specific methodologies highlighted in the "[Research or technology development](#)" section.
- Explain how the requested infrastructure enhances and integrates with the existing infrastructure capacity at your institution and at your partners' institution(s).



Consider providing a matrix matching the requested infrastructure with the proposed research activities.

Instructions for reviewers

Your assessment should consider the appropriateness of the budget and cost estimates. This budget evaluation should identify any expenses that you feel are not adequately justified for the planned activities.

Sustainability

Criterion standard: The infrastructure will be optimally used and maintained over its useful life through tangible commitments.

Proposal instructions:

- Present a management plan which:
 - Describes how the infrastructure will be optimally used (e.g., user access and level of use)
 - Describes how the infrastructure will be operated and maintained over its useful life
 - Outlines the operating and maintenance costs and revenue sources over the useful life of the infrastructure. Refer to the "Financial resources for operation and maintenance" tables in the project module.
- For larger and more complex projects, describe the proposed governance of the requested infrastructure, including the composition of its decision-making bodies.

For a multi-institutional proposal that requests an additional management and governance contribution, include a justification for this contribution.



If the infrastructure will generate a significant amount of data, include a description of how this data will be managed.

Instructions for reviewers

For a multi-institutional proposal (one that brings together three or more institutions that will each house part of the infrastructure and/or pool resources), applicants were allowed to request additional funding up to five percent of the CFI award to cover incremental administrative costs associated with their management and governance. Your assessment should consider the justification provided for the additional contribution. Examples of these eligible costs include:

- Salaries of non-academic managers, professionals, administrative personnel and consultants directly involved in the governance and management of the facility
- Costs related to Board of Director and governance committee meetings, including telecommunications, document sharing and related travel.

Objective 3

Lead to social, health, environmental and/or economic benefits for Canadians

Assessment criterion under this objective is:

- Benefits

Benefits

Criterion standard: The team and its partners have a well-defined plan to transfer the results of the research or technology development program(s). The results are likely to lead to social, economic, health or environmental benefits for Canadians.

Proposal instructions:

- Describe the team's plans to transfer the results of the research or technology development program(s).
- Describe the team's experience in knowledge mobilization and/or technology transfer.
- Describe the potential benefits to Canadians, including the skills highly qualified personnel will develop through using the requested infrastructure.



In addition to more common benefits, some other examples include: increased participation of underrepresented groups (including those who may face systemic barriers (see "[How are systemic barriers defined?](#)")), increased scientific literacy among the public, public engagement, partnerships outside of academia, published datasets.

Instructions for reviewers

Your assessment should consider a broad range of potential benefits. In addition to more common benefits, some other examples include:

- Increased participation of underrepresented groups (including those who may face systemic barriers (see "[How are systemic barriers defined?](#)"))
- Increased scientific literacy among the public
- Public engagement
- Partnerships outside of academia
- Published datasets.