2015 Innovation Fund

Guidelines for Expert Committees

April 2014

INNOVATION.CA

CANADA FOUNDATION | FONDATION CANADIENNE
FOR INNOVATION | POUR L'INNOVATION

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1. MANDATE OF THE CANADA FOUNDATION FOR INNOVATION

Created by the Government of Canada in 1997, the Canada Foundation for Innovation (CFI) strives to build our nation's capacity to undertake world-class research and technology development that benefits Canadians. Thanks to CFI investments in state-of-the-art infrastructure, Canadian universities, colleges, research hospitals and non-profit research institutions are attracting and retaining the world's top research talent, training the next generation of researchers, supporting private-sector innovation and creating high-quality jobs that strengthen Canada's position in today's global knowledge-based economy. Additional information is available at Innovation.ca.

2. 2015 INNOVATION FUND COMPETITION

The CFI will invest up to $325 million for large research infrastructure in the 2015 Innovation Fund (IF) competition. Aligned with the key directions set out in its Strategic Roadmap, the CFI has given this competition a signature: "Striving for global leadership and reaping the benefits." For this competition, the CFI challenges institutions to propose transformative infrastructure projects that will underpin cutting-edge research and will have a structuring effect on Canada's research landscape. Projects funded through this competition will support promising and innovative directions in research or technology development in areas where Canada currently is, or has the potential to be, competitive on the global stage. The CFI will support initiatives that allow institutions and their researchers to build on and enhance an emerging strategic priority area, accelerate current research and technology development work or take established capabilities to a globally competitive level.

The objectives of the 2015 Innovation Fund are to enable institutions and their best researchers to:

- Strive for global leadership by conducting world-class transformative research and technology development in areas of institutional strategic priority;
- Forge and foster productive, value-added partnerships within and among institutions, sectors and disciplines that will nurture creativity and innovation which will result in the effective and sustainable use of the research infrastructure and facilities;
- Identify and develop plans and potential pathways to social, health, environmental and economic benefits for Canada, including better training and improved skills for highly qualified personnel.

The CFI will invest up to $250 million in infrastructure costs for funded projects in this competition. The CFI funds up to 40 percent of a project's eligible infrastructure costs. Institutions, in partnership with provincial governments and other public, private and non-profit organizations, must secure the remaining 60 percent of the required funding.

The CFI will also invest up to $75 million to contribute to the operating and maintenance (O&M) costs of funded projects through its Infrastructure Operating Fund (IOF). The support allocated from the IOF will be the equivalent of 30 percent of the CFI contribution to the capital costs of projects funded under the IF.

3. THE CFI STRUCTURED MERIT REVIEW PROCESS

Through its structured merit review process, the CFI ensures that proposals are reviewed in a fair, competitive, transparent and in-depth manner. The review process is structured around six assessment criteria (see section 4.7) and, as illustrated in the figure below (Figure 1), involves three stages of committee review tailored to the nature and complexity of the proposals:

1. Expert Committee (EC) review
2. Multidisciplinary Assessment Committee (MAC) review
3. Special Multidisciplinary Assessment Committee (S-MAC) review

As an EC member in the first stage of the review process, you are required to assess the proposals assigned to you based on how well they meet each of the criteria. You are also required to substantiate

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your assessment by commenting on the strengths and weaknesses of the proposal in relation to each criterion standard.

The last two review stages build upon the reviews conducted in the previous stage. This ensures that the information generated by the merit review process is fully exploited at all stages. The final decisions are made by the CFI Board of Directors.
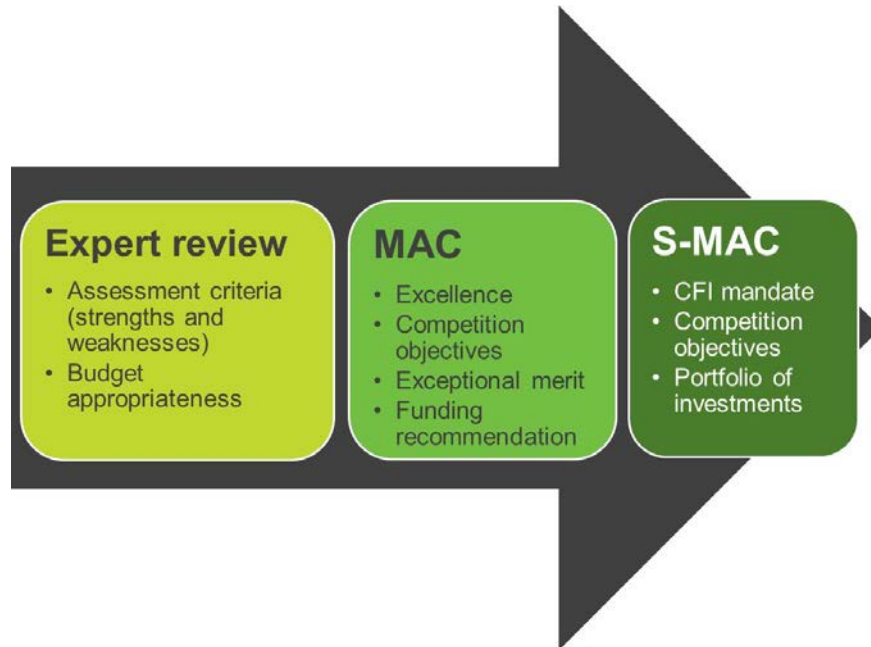

Figure 1: The CFI structured merit-review process

The following sections outline the review process for applications received in the 2015 IF competition, including the roles and responsibilities of each committee. It also provides specific information on general procedures and a timetable for the EC process.

4. STEP 1: EXPERT COMMITTEE REVIEW

This first stage of the merit review process, the expert review process, is designed to assess the strengths and weaknesses of the proposals relative to the six CFI evaluation criteria. As an EC member, you will be invited to discuss the proposal with the rest of the committee at the meeting which will either take place in person or via teleconference. For large and complex proposals, typically requesting $6 million or more from the CFI, the committee will probably be convened in person as it may involve a face-to-face session with the project leader and representatives of the applicant institution(s).

4.1. Membership

EC members are selected by members of the CFI staff to review, whenever possible, small groups of similar or related proposals. Each EC is comprised of a Chair and approximately two to six members, depending on the number and breadth of proposals to review, and is overseen by a member of the CFI staff.

The Chair typically has a general background in the area of the proposals being reviewed by the committee, and the members each have specific expertise in the various aspects of the proposals. The Chair ensures that the EC functions effectively and objectively in accordance with the CFI policies.

The CFI expects EC members to maintain the highest standards of ethics in fulfilling their role. They are appointed as individuals, not as advocates or representatives of their discipline or of any organization. All EC members must adhere to the *Conflict of interest and confidentiality agreement*.

4.2.   Role of members of the CFI staff

The main responsibility of members of the CFI staff — after selecting and recruiting expert committee (EC) members — is to ensure the integrity of the merit review process by guiding the EC through its review of proposals. This involves providing instruction to the EC on the CFI review process, policies and procedures, and ensuring consistency in the proposal evaluations. Members of the CFI staff assist the Chair by actively engaging in the process. They have good knowledge of the proposals' contents and help the EC interpret the assessment criteria and scale throughout the review process. They are also responsible — in consultation with the Chair — for drafting the committee reports and coordinating further input and revisions from EC members.

4.3.   Timeline and key activities

This table summarizes your key activities as an EC member as well as important dates for the 2015 IF competition.

Spring 2014 **April – May**	**Arrange travel (if required) and read guidelines**	• For an in-person meeting, complete and return the *Committee member information form* by email to CFI (see section 4.4) • Read the *2015 Innovation Fund Guidelines for Expert Committees*
Summer 2014 **July – August**	**Access CAMS and start reviewing proposals**	• Activate access to the CFI Award Management System (CAMS) • Accept to adhere to the *Conflict of interest and confidentiality agreement* in CAMS and inform the CFI of any conflict of interest. • Attend the member briefing session (via teleconference), if scheduled by the CFI (see section 4.6) • Evaluate the proposal(s) against the review criteria (see section 4.7) • Prepare a preliminary assessment using the *CFI Expert Committee Report* template and email to the CFI three days prior to the meeting (see section 4.8)
Late summer – early fall 2014	**Attend meeting and finalize report(s)**	• EC meets to discuss and evaluate proposals. By consensus, the committee assesses each criterion and identifies strengths and weaknesses for each. • Review the consensus report(s) in the weeks following the meeting

4.4.   Meeting date and travel

For ECs reviewing up to three proposals, the committee will convene by teleconference unless the proposals are large and/or complex. Members of the CFI staff will consult members to determine the preferred date and time for the review. Members of the CFI staff may travel to the Chair's location to conduct the meeting.

For in-person meetings, you must complete the *Committee member information form* containing key information to assist the CFI and our travel agency — Carlson Wagonlit Global Travel Centre — in arranging travel arrangements for the meeting. The CFI will pre-pay all bookings made through this agency. This form should be sent to you by email shortly after your appointment as a member. Please complete the form and return it by email to the CFI as early as possible before the meeting. You will be contacted shortly thereafter by a representative of Global Travel with a proposed flight itinerary.

4.5.   Documentation provided before the meeting

An email will be sent to you in early July activating your access to the *Reviewer dashboard* in the [CFI Award Management System (CAMS)](#). The *Reviewer dashboard* is where you will find all the information to conduct your review. It also provides basic information on the committee for which you are a reviewer, such as the type of committee (in this case "Expert Review Committee") and your role on the committee.

To access the review materials, simply click on the committee name to bring you to the Review and documentation page. On this page you will find:

- Relevant reference materials (e.g. *Guidelines for Expert Committees* and *CFI Expert Committee report* template)

- Key details about the meeting (e.g. meeting agenda and list of individual assignments, when applicable)

- Project material, including proposals and associated institutional strategic research plans summaries (which will be useful as reference when you are reviewing the proposals and in order to assess the alignment of the proposals with the research priorities of the applicant institution(s)). *N.B.* Please note that the proposals will be available by mid-July 2014.

For more information on how to use the CFI reviewer portal please consult the following document: *[Getting started with the CFI Awards Management System (CAMS) - An overview document for reviewers.](#)*

4.6.   Pre-meeting briefing

Members of the CFI staff will maintain regular contact with committee members by email or telephone before the meeting to ensure all members have the necessary information to conduct their review.

Once all members have activated and accessed their CAMS account, members of the CFI staff may schedule a quick briefing session with members to go over the review material found on the CAMS reviewer dashboard. The session may be given to members individually or to all members at once, depending on members' availability, size of the committee and/or type of meeting. In all cases, a separate briefing session will be provided to the Chair.

4.7.   Assessment criteria

The CFI review process is different from other funding agencies in that it is a structured merit review process. Each proposal is evaluated on the basis of six assessment criteria that reflect the competition objectives. Each criterion is attributed a standard of excellence against which the proposals are compared (see box below). In other words, instead of a global score or rating, proposals are assessed on how well they meet each criterion standard. The CFI considers that an assessment of EX, SA or SW meets the threshold of excellence.

As a reviewer, you must assess the degree to which the proposal meets each standard and substantiate your assessment by commenting on the strengths and weaknesses of the proposal. The information

provided in the proposal and during the face-to-face with applicants, if applicable, should be the sole information source on which you base your evaluation. It is incumbent upon the applicants to demonstrate in the proposal how the project satisfies the requirements outlined under each criterion.

N.B.: For each criterion, applicants are instructed to address a number of aspects in their proposal (see the quick reference guide in Appendix 2). These aspects correspond to the set of instructions provided under each criterion. While some aspects are optional, failure to address all of the aspects that apply to the proposal within each of the criterion should be treated as a weakness and assessed as such.

Institutional track record and commitment

The proposal builds on existing capacity and key investments in people and infrastructure. Through tangible commitments, the institution supports the area of the proposal in order to maintain or gain a competitive advantage internationally.

Research or technology development

The proposed research or technology development activities enabled by the research infrastructure are timely, innovative and at the leading edge internationally. The activities have the potential to lead to breakthroughs and will enhance the international competitiveness of the institution and its researchers.

Team

The principal users of the infrastructure are established or emerging leaders in the relevant research or technology development domains. The team has the necessary expertise, ability and relevant collaborations and partnerships in place to successfully conduct the research or technology development activities.

Infrastructure

The infrastructure is necessary and appropriate to conduct the research or technology development programs. The use of the infrastructure will be maximized within and among the institutions and sectors (private, public and non-profit).

Sustainability of the research infrastructure

The proposal presents a compelling plan for the management, operation and maintenance of the proposed infrastructure with tangible and appropriate commitments over its useful life.

Benefits to Canadians

The research or technology development activities are likely to lead to significant tangible benefits for society, health, the economy and/or the environment. Where appropriate, effective pathways have been identified and will be developed to transfer the results and outputs of the research or technology development to potential end-users in a timely manner.

Assessment scale
In rating each criterion, the following scale is used:
The proposal
    EX: Satisfies and significantly exceeds the criterion standard in one or more aspects
    SA: Satisfies the criterion standard in all aspects
    SW: Satisfies the criterion standard with only a few minor weaknesses
    PS: Partially satisfies the criterion standard with some significant weaknesses
    NS: Does not satisfy the criterion standard due to major weaknesses

4.8. Preliminary assessment

As an EC member, you must read all of the proposals under your committee's purview in order to engage fully in the discussion with the other members at the meeting. Depending on the number of proposals to be discussed, you may also be assigned three to five proposals for an in-depth review. As lead reviewer, you must prepare, in advance of the meeting, a short five-minute presentation highlighting the strengths and weaknesses of each assigned proposals relative to the review criteria. The appropriateness of the budget and cost estimates should also be part of your preliminary assessment under the "infrastructure" section of the report.

Preliminary assessments and written comments (using the *CFI Expert Committee Report* template) on all proposals should be sent in advance of the meeting.

4.9. Expert Committee meeting

At the meeting, the Chair and CFI staff will make introductory remarks and explain the CFI structured merit review process. Thereafter, each proposal will be discussed in turn, allowing approximately 45 minutes per proposal. If one or more reviewers have been assigned as lead reviewers of a proposal, they will in turn share their preliminary assessment of the proposal before the rest of the committee shares theirs. This step will be followed by a general discussion among the entire committee.

For each proposal, the discussion will focus on the criteria where there are significant discrepancies among the assigned members' assessments. Following the discussion, the committee must reach a consensus opinion on the degree to which the proposal satisfies the criterion standards, as well as formulate an overall assessment of the strengths and weaknesses of the project. The comments and assessments need to be well aligned; members of the CFI staff may intervene if there is a "disconnect" between the assessment and the comments.

4.10. Face-to-face meetings with applicants

For large and complex projects, typically requesting over $6 million from the CFI, the review may involve a one-hour meeting with the project leader and representatives of the applicant institution(s). This provides an opportunity for EC members to conduct a rigorous assessment in order to better and more fully understand particularly complex proposals. Face-to-face meetings are not meant to give applicants a second chance to provide new information not contained in the original proposal, but rather to provide explanations and clarification of specific aspects and issues, often inherent to larger and more complex projects that are sometimes difficult to full appreciate by the EC.

Prior to each face-to-face session, members will be granted a 45-minute in camera discussion to share their preliminary assessment, identify and discuss areas of contention among them, and prepare the set of questions for discussion with the applicants.

Following discussion with the applicants, the committee will resume its in camera deliberations. Further contributions from the lead reviewer(s) and other members are expected at that point. Using the same process as for regular proposals, EC members must reach an agreement on the final assessments and comments to be included in the report, which represent their consensus opinion on the proposal.

4.11. Committee reports

A three- to five-page report is required for each proposal reviewed by the EC. The report includes a consensus assessment of each criterion substantiated by comments on the strengths and weaknesses. Furthermore, reports should also contain the committee's assessment of the budget, including identification of items that should be removed or that are not adequately justified in view of the planned research activities. Similarly, the adequacy of the cost estimates should be reviewed by the committee. However, a funding recommendation is NOT required in the report. Meanwhile, should the committee suggest not to fund part of the infrastructure, the committee is asked to establish the amount by which the project's budget should be reduced.

Committee reports are normally drafted by members of the CFI staff shortly after the meeting, and finalized in consultation with the Chair, with input and revisions from members. The committee may also

agree to distribute the tasks among themselves and must agree on the main points to be included in each report before the meeting ends.

4.12. Official languages

The CFI offers its services in both of Canada's official languages: French and English. Committees must ensure that all applications in either official language receive a full and detailed evaluation. The CFI should be advised if a committee member is assigned an application in an official language he or she does not understand. Committee deliberations will be conducted in English.

4.13. Collaboration with provinces

To coordinate the review processes and avoid duplication of review efforts, the CFI will provide committee reports, along with the names and affiliations of committee members, to relevant provincial and territorial funding authorities. Disclosure of the list and committee reports will be made only in accordance with agreements between the CFI and provincial or territorial authorities, as permissible pursuant to the Privacy Act.

In addition, representatives of the relevant provincial or territorial authorities will be invited to participate as observers at the expert review stage.

5. STEP 2: MULTIDISCIPLINARY ASSESSMENT COMMITTEE (MAC)

The second stage of review involves the assessment of a subset of proposals by one of several Multidisciplinary Assessment Committees (MAC). All EC reports are provided to the MACs to assist the members in their evaluation of the proposals.

The MACs review proposals grouped with others of similar size and/or complexity. Following a careful analysis of the results of the expert review, the MACs are responsible for:

- Identifying proposals that best meet the standards of excellence for the competition;

- Among these, identifying the ones that best meet the three competition objectives — striving for global leadership, forging and fostering productive partnerships, and reaping the benefits — relative to other competing requests;

- Establishing the amount that should be awarded to the proposals.

MAC members are chosen for their capacity to assess proposals based on the competition objectives and for their breadth of understanding of the research environment, the niches of innovative excellence in eligible institutions and the breadth of impacts and outcomes from research investments across the entire landscape of research activity. The MACs that review large-scale proposals will also include expertise in the management of large research facilities.

To assist in the next stage of review, the MACs will also be asked to identify a subset of those proposals that are of exceptional merit. Since the MACs are instructed to be extremely selective in the proposals they deem exceptional, each MAC is limited to choosing only a few proposals in this category.

6. STEP 3: SPECIAL MULTIDISCIPLINARY ASSESSMENT COMMITTEE (S-MAC)

The third stage of review involves a review and integration of the MAC assessments by a Special Multidisciplinary Assessment Committee (S-MAC). The S-MAC is charged with ensuring consistency among the MACs, and in instances where MAC recommendations exceed the available resources, the S-MAC recommends to the CFI Board of Directors the proposals that most effectively support the CFI's mandate, meet the objectives of the competition — striving for global leadership, forging and fostering productive partnerships, and reaping the benefits — and represent the most effective portfolio of investments for Canada.

7. FUNDING DECISIONS

The CFI Board of Directors will make the final decision on funding for each proposal at its March meeting in 2015. Following this meeting, the applicant institutions will receive the review materials for their proposals.

APPENDIX 1: CONFLICT OF INTEREST POLICY

The Canada Foundation for Innovation (CFI) must meet the highest ethical and integrity standards in all that it does in order to continue to merit the trust and confidence of the research community, the government and the public. CFI review committee members, external reviewers and observers must meet the highest standards of ethical behaviour to maintain and enhance public confidence in CFI's ability to act in the public's best interest and for the long-term public good. Where a conflict arises between private and public interests, review committee members, external reviewers and observers will be expected to take the necessary measures to ensure that the public interest is protected.

Definition

A conflict of interest is a conflict between a person's duties and responsibilities with regard to the review process, and that person's private, professional, business or public interests. There may be a real, perceived or potential conflict of interest when the review committee member, external reviewer or observer:

- Would receive professional or personal benefit resulting from the funding opportunity or proposal being reviewed;

- Has a professional or personal relationship with a candidate or the applicant institution;

- Has a direct or indirect financial interest in a funding opportunity or proposal being reviewed.

A conflict of interest may be deemed to exist or perceived as such when review committee members, external reviewers or observers:

- Are a relative or close friend, or have a personal relationship with the candidates;

- Are in a position to gain or lose financially/materially from the funding of the proposal;

- Have had long-standing scientific or personal differences with the candidates;

- Are currently affiliated with the candidates' institutions, organizations or companies—including research hospitals and research institutes;

- Are closely professionally affiliated with the candidates, as a result of having in the last six years:

  o Frequent and regular interactions with the candidates in the course of their duties at their department, institution, organization or company;

  o Been a supervisor or a trainee of the candidates;

  o Collaborated, published or shared funding with the candidates, or have plans to do so in the immediate future;

  o Been employed by the applicant institution;

  o Feel for any reason unable to provide an impartial review of the proposal.

Note: The CFI reserves the right to resolve areas of uncertainty and to determine if a conflict exists.

APPENDIX 2: 2015 INNOVATION FUND:

ASSESSMENT CRITERIA – QUICK REFERENCE GUIDE

Each assessment criterion is evaluated against a standard. Reviewers are asked to assess the degree to which the proposal meets each standard using the scale below. In addition, comments on the strengths and weaknesses to support the assessment of each criterion are required.

EX Satisfies and significantly exceeds the criterion standard in one or more aspects

SA Satisfies the criterion standard in all aspects

SW Satisfies the criterion standard with only a few minor weaknesses

PS Partially satisfies the criterion standard with some significant weaknesses

NS Does not satisfy the criterion standard due to major weaknesses

Please note that each criterion contains a number of aspects that the applicant must address in the proposal (see below). While some aspects are optional, failure to address all of the aspects that apply to the proposal within each of the criterion should be treated as a weakness and assessed as such.

Institutional track record and commitment
The proposal builds on existing capacity and key investments in people and infrastructure. Through tangible commitments, the institution supports the area of the proposal in order to maintain or gain a competitive advantage internationally.

⚠ **All aspects must be addressed**

1. Describe the existing capacity in both human and material resources to undertake the proposed project by providing the following information:
   - Key investments and commitments (by the institution(s), the CFI and other funding partners) in people, infrastructure and research in areas of institutional strategic priority on which the project builds;
   - The financial support for the operations and maintenance of the existing infrastructure;
   - Collaborations and partnerships among researchers, institutions and sectors at the national and/or international levels.
2. Please explain how these have contributed to the aspects below by providing both qualitative and quantitative evidence:
   - the attraction and retention of world-class researchers and highly qualified personnel (HQP), which include technicians, research associates, undergraduate students, graduate students and post-doctoral fellows;
   - the generation of research results or technology development outputs, as well as knowledge mobilization and technology transfer activities, that conferred a competitive advantage to the institution and its researchers internationally;
   - social, economic or environmental benefits to Canadians (e.g., job creation, health protocols, environmental policies, etc.).

Research or technology development
The proposed research or technology development activities enabled by the research infrastructure are timely, innovative and at the leading edge internationally. The activities have the potential to lead to breakthroughs and will enhance the international competitiveness of the institution and its researchers.

⚠ **All aspects must be addressed**

1. Describe the proposed research or technology development activities and their potentially transformative and innovative aspects.
2. Explain how the proposed research or technology development activities complement or differ from comparable programs being conducted nationally and/or internationally.
3. Explain how the research or technology development activities are timely and will enhance the level of competitiveness of the institution and of its researchers at the international level.

Team
The principal users of the infrastructure are established or emerging leaders in the relevant research or technology development domains. The team has the necessary expertise, ability and relevant collaborations and partnerships in place to successfully conduct the research or technology development activities.

⚠ **All aspects must be addressed**

1. Describe the expertise and ability of the team to lead the research or technology development activities. The team may comprise a mix of highly accomplished researchers and early-career researchers.
2. Describe the team's technical expertise to make the best use of the requested infrastructure.
3. Describe collaborations and partnerships, national and/or international, essential to the success of the research or technology development activities.

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Infrastructure (including the budget justification)
The infrastructure is necessary and appropriate to conduct the research or technology development programs. The use of the infrastructure will be maximized within and among the institutions and sectors (private, public and non-profit).

⊕ **All aspects must be addressed**

1. By referring to the "Cost of individual items" section of the Finance module, describe the requested infrastructure, its proposed location and how it will enable the research or technology development activities. Provide a clear and concise budget justification for the items requested. Please reference items with their respective line item number and description. Provide a cost breakdown for any grouping of items.
2. Describe the availability of similar infrastructure within the institution, the region and the country.
3. Describe how the use of the infrastructure will be maximized and how it will strengthen multi-disciplinary approaches, collaborations and partnerships within and among institutions and sectors (private, public and non-profit).

Additional aspect to address, if applicable:

4. For proposals that include construction or renovation costs, the applicant must also include the following information:
   • A complete description of the entire space, including common elements (e.g., corridors, washrooms, etc.). The description should include the location(s), size and nature (wet lab, dry lab, office, greenhouse, etc.) of the space;
   • A detailed breakdown of the overall cost of the construction or renovation project, categorized by cost component (i.e., direct, soft and contingency costs);
   • A timeline identifying key dates for the various stages of the proposed renovation or construction.

Note: The report should contain the committee's assessment of the budget, including identification of items that should be removed or that are not adequately justified in view of the planned research activities. Similarly, the adequacy of the cost estimates for items requested should be reviewed by the committee. A funding recommendation is NOT required in the report. Meanwhile, should the committee suggest not to fund part of the infrastructure, the committee is asked to establish the amount by which the project's budget should be reduced. The prices include taxes, shipping, and installation.

Sustainability of the research infrastructure
The proposal presents a compelling plan for the management, operation and maintenance of the proposed infrastructure with tangible and appropriate commitments over its useful life.

⊕ **All aspects must be addressed**

1. By referring to the tables provided in the "Financial resources for operation and maintenance" section, please provide the following:
   • a description of the operating and maintenance needs of the infrastructure over its useful life, and of the personnel involved in day-to-day operations and facility management;
   • an outline of the sources of support for operation and maintenance costs, and the contingency plans should any of this support become unavailable.
2. Describe the management plan that will govern the implementation, operation, and maintenance of the infrastructure, as well as the plan to allocate and manage user access, commensurate to the level of complexity of the proposed infrastructure.

Additional aspect to address, if applicable:

3. For larger and more complex projects, please describe the proposed governance model, including the composition of its decision-making bodies.
4. For a multi-institutional project bringing together three or more CFI-eligible collaborating institutions and requesting an additional CFI contribution (up to five percent of the CFI award), please include a justification in this section.

Note: For a project that includes research computing infrastructure, the institution will need to demonstrate, in addressing aspects 1) and 2) that appropriate O&M resources will be available for the requested infrastructure, whether housed by the institution or by Compute Canada.

Benefits to Canadians
The research or technology development activities are likely to lead to significant tangible benefits for society, health, the economy and/or the environment. Where appropriate, effective pathways have been identified and will be developed to transfer the results and outputs of the research or technology development to potential end-users in a timely manner.

⊕ **All aspects must be addressed**

1. Describe the expected benefits to Canadians (e.g., new products, services, practices and public policies, and job creation) as well as HQP training, why they are significant, the pathways envisaged to achieving them, and the timeframe over which they are expected to occur.
2. Identify potential end users of the research and technology development results. Describe the nature of existing or planned partnerships, the extent of the partner engagement, as well as the planned activities that will form part of the pathway towards anticipated benefits.
3. Describe the institution's plans for knowledge mobilization, technology transfer and/or commercialization linked to the proposal. Demonstrate that the institution has the structures in place and the team has the skills and experience to ensure the successful transfer of the research and technology development results.

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