



# CANADA FOUNDATION FOR INNOVATION

CFI Strategic Roadmap 2012-17

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## OUR VISION

*Canada's researchers lead the world in contributing to competitiveness, prosperity and quality of life.*

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## OUR VALUES

|                       |   |
|-----------------------|---|
| <b>Transformative</b> | Choosing investments that have a profound and enduring impact on the research environment.                                |
| <b>Transparent</b>    | Ensuring the integrity of the review processes as well as the fairness and independence of its funding decisions.         |
| <b>Client-focused</b> | Providing effective, efficient and agile services to its clientele.   |
| <b>Consultative</b>   | Maintaining an open dialogue with research institutions, their partners and other key stakeholders.                       |
| <b>Innovative</b>     | Bringing fresh ideas to program design and business practices, and developing a work environment that fosters creativity. |
| <b>Flexible</b>       | Adapting to changing environments and continually improving its policies, programs and services.                          |
| <b>Accountable</b>    | Monitoring impacts and keeping stakeholders informed, while ensuring that funds are used responsibly.                     |

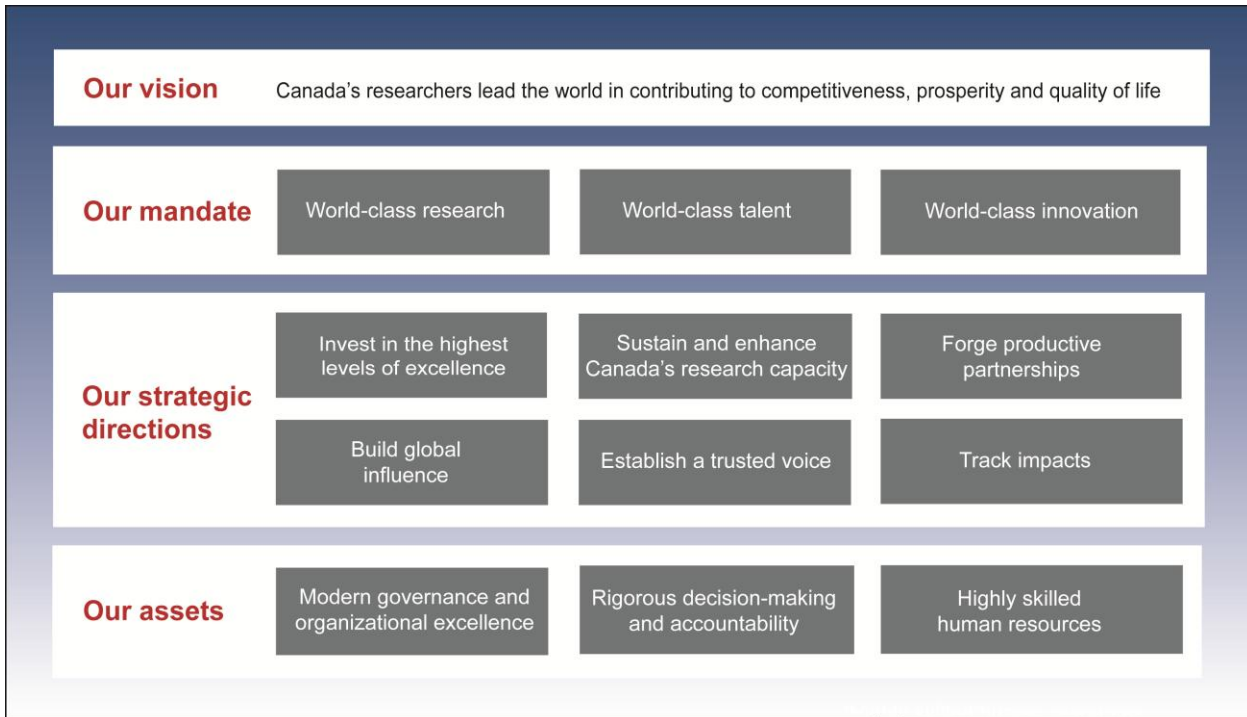
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**FIGURE 1**

**PROPOSED STRATEGIC ROADMAP FRAMEWORK**



## EXECUTIVE SUMMARY

The Canada Foundation for Innovation (CFI) is the Government of Canada's principal mechanism for funding the research infrastructure required by in our universities, colleges, research hospitals and non-profit research institutes. Since 1997, the CFI and its funding partners – provincial governments, institutions, and the private sector – have invested over \$12 billion in the tools, equipment and facilities used by researchers to create new knowledge, invent ground-breaking technologies, assist companies to innovate, and train the next generation of creative, talented and entrepreneurial students. This investment has helped to create world-class research and technology development capacity that benefits Canadians.

This strategic roadmap lays out the directions that the CFI will adopt to meet the challenges of today's difficult economic environment and help boost Canada's capacity for innovation. The Roadmap identifies three specific areas of opportunity where CFI can contribute to increase our ability to understand the world in which we live, address social, economic and environmental challenges and improve the health and well-being of Canadians:

- Sustaining and enhancing the world-class capacity of Canada's research institutions;
- Fostering collaboration and integration between academic research and the private, public and not-for-profit sectors; and,
- Increasing the global influence of Canadian research in ways that benefit Canadian society.

The CFI will seize these opportunities by applying the principle of excellence to a broader range of research and research management activities, including the governance of large-scale research facilities, the quality of relationship between research collaborators in various sectors, and institutional planning. The CFI will also re-design and adjust its programs and policies to support a broader range of research activities, from discovery to innovation. Finally, the CFI will ensure that the actions it takes are coordinated with the support provided by other agencies, sustain the capacity of research institutions and meet the knowledge and innovation needs of industry, government and the not-for-profit sectors.

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# INTRODUCTION

The Canada Foundation for Innovation (CFI) is a critical part of Canada's innovation system. The CFI ensures that Canadian universities, colleges, research hospitals and non-profit research organizations have the equipment, facilities and information resources their researchers need to conduct world-class research, train the next generation of researchers and innovators, and actively contribute to Canada's capacity for innovation. The CFI fulfills this mandate by investing in state-of-the-art research infrastructure that allows leading researchers to discover, develop and apply new knowledge in all areas of science, social science and humanities, health, engineering and the environment. From electron microscopes to experimental wastewater treatment facilities to financial transaction databases — research infrastructure is the cornerstone of cutting-edge research and technology development.

Since 1997, the CFI and its funding partners have invested more than \$12 billion in research infrastructure across the country. This investment has created significant capacity for world-class research and technology development. By continuing to enhance and sustain this capacity, we will maximize our return on investment and meet the ultimate goal of producing social, economic, health and environmental benefits for Canadians.

The global economic turmoil of the last few years has placed an enormous strain on public finances, forcing governments around the world to re-evaluate their spending priorities. Some countries have scaled back their investments in S&T, prioritizing short-term economic stimulus over the potential long-term economic payoffs of new knowledge and innovative technologies. Others, including Canada, have maintained or increased public investments in S&T and in the institutions that support their national innovation system. These countries believe economies driven by innovation will, in the long run, increase prosperity and quality of life.

Canada's capacity for world-class science and technology development, built in large part through consistent investments by the Government of Canada, is a key catalyst of the Canadian innovation system. But S&T capacity alone is not sufficient to produce the ultimate goal of economic gains and social improvements. Numerous reports over the past few years have emphasized that we must do a better job of connecting universities and colleges with the broader innovation environment. In particular, we must support the role that universities and

colleges play in building vibrant communities and training creative, technically skilled and entrepreneurial individuals. These are the people who attract private-sector investment and improve overall S&T absorptive capacity, which in turn leads to private-sector innovation. This is the challenge the CFI will meet in performing its mission as Canada's principal agency for the support of research infrastructure.

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## EVOLVING TO MEET TODAY'S CHALLENGES

The CFI has conducted various evaluations, consultations and stakeholder surveys over the past few years which clearly indicate that it is playing an important role in supporting Canada's research enterprise. The CFI is doing so effectively and efficiently, and its core operating principles match its mandate. Nevertheless, to continue delivering its mandate effectively and focus on areas with the greatest potential for return on investment, the CFI must evolve to meet today's challenges. This strategic roadmap aims to chart this evolution by identifying areas where the CFI is shifting its approach and application. In general, these shifts fall into three categories:

- 1. Applying the principle of excellence across a broader spectrum of infrastructure funding.** By expanding its areas of funding to include major science initiatives and colleges working with industry, the CFI has an opportunity to apply the measure of excellence across a broader range of research capacity building activities. This can be achieved by adjusting evaluation criteria to include such aspects as excellence in research facilities management and governance, the quality of research partnerships, planning for sustainability and inter-institutional collaboration.
- 2. Supporting the full spectrum of research, from discovery to innovation.** In order to enhance the integration of research infrastructure into Canada's innovation system, the CFI will design and deliver programs and policies to support the full continuum of research activities — from fundamental to applied research. This can be accomplished in a number of ways, including: continuing to provide infrastructure support for researchers who have developed relationships with private-sector companies (e.g., the NSERC Industrial Research Chair holders); partnering with the Networks of Centres of Excellence Program to ensure the networks have the equipment and facilities they need

to work with industry or the voluntary sector; focusing resources on building research capacity in colleges; and working with the private sector on how best to shape the CFI's research capacity and training support roles to meet industry needs.

- 3. Workings together to consult, coordinate, collaborate and communicate.** One of the real strengths of the CFI is its consultative approach to designing and delivering its programs. Across the board, stakeholders place great value in this characteristic because it ensures that the CFI remains responsive, transparent and accountable. The CFI is convinced that this approach to service delivery can be expanded to improve coordination and collaboration in the provision of research support by agencies at both the federal and provincial levels. It can also help build bridges between the academic, non-profit and private sectors and better communicate the value of research to the Canadian public.

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## DELIVERING OUR VISION

As specified in the 2010 Funding Agreement, the CFI's mission is to enhance the capacity of Canada's universities, colleges, research hospitals and non-profit research organizations to:

- attract and retain the world's top research talent;
- enable researchers to undertake world-class research and technology development that lead to social, economic and environmental benefits for Canada;
- support private-sector innovation and commercialization; and
- train the next generation of researchers.

To continue to achieve its mission, the CFI believes research infrastructure must be a cornerstone of Canada's innovation system and, as such, play a catalytic role in improving competitiveness, prosperity and quality of life. Doing so will involve:

- supporting research infrastructure that can be used across the full continuum of research, from discovery to innovation;
- ensuring that research infrastructure acts as a catalyst for improved knowledge flows and dynamic interactions among disciplines, institutions and sectors; and



- providing infrastructure funding in a way that creates critical mass in priority areas and supports the development of industrial clusters.

In order to accomplish this, the CFI will focus its efforts on three specific areas over the next few years:

- design and deliver programs and associated policies that help maintain and enhance the capacity of Canada's research enterprise to perform at world-class levels, and foster the integration of universities and colleges into the broader national innovation system;
- develop the capacity to contribute to ongoing policy discussions on how research infrastructure can help address today's economic, social and environmental challenges; and,
- continuously adapt and improve CFI operations in order to maintain the ability to effectively and efficiently deliver support for research infrastructure across Canada.

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# OUR MANDATE

## WORLD-CLASS RESEARCH

In its 2010 *State of the Nation Report*, the Science, Technology and Innovation Council (STIC) pointed out that high performing national innovation systems are built on a foundation of a strong pool of highly skilled individuals, research excellence, public and private institutions that effectively support research and technology development, systematic mechanisms for knowledge translation and application, and successful commercialization of innovative products and services by the private sector. These are the components necessary to successfully “move ideas from imagination to innovation to markets.”

Despite significant gains over the past decade in building world-class research capacity in Canada, the situation remains fragile. Nations are competing for the most talented researchers, and the knowledge they produce. And the competition is heating up as both developed economies and emerging nations adopt innovation as the driver of future economic success. As the Science, Technology and Innovation Council warn, in today’s highly competitive world, Canada must guard against complacency.

### **The CFI will ensure that ...**

Canada’s best researchers have access to the state-of-the-art infrastructure necessary to conduct world-class research across all disciplines, and from discovery to innovation.

## WORLD-CLASS TALENT

Highly skilled, creative, entrepreneurial researchers, and the students they train, are fundamental to Canada’s innovation system. Providing them with the resources they require to conduct world-class research, and train the next generation of researchers, is a core aspect of the CFI’s mission.

As the Government of Canada’s *S&T Strategy* points out, stimulating private-sector investment in R&D by facilitating interactions with public research institutions offers the potential to increase private-sector orientation toward innovation. In turn, increasing the number of

companies that embrace innovation as a core business strategy will increase job opportunities for highly skilled graduates. The CFI has an opportunity to support and facilitate this interaction through its infrastructure investments, and in particular by continuing to provide support for research-based initiatives designed to facilitate public-private interaction and knowledge exchange.

**The CFI will help ...**

Attract and retain the best talent from around the world and provide a vibrant environment in which to train the next generation of researchers and innovators.

## **WORLD-CLASS INNOVATION**

Today, Canada faces a central economic challenge; the need to foster innovation and boost overall productivity. The R&D capacity created through CFI investments can play a vital role in meeting this challenge by providing researchers with the equipment and facilities they require to generate new knowledge, and by acting as a catalyst to foster the interaction between universities, colleges and all sectors of society.

As Dr. Hermann Hauser points out in his recent report on the future role of the UK Technology and Innovation Centres: “the leisurely translation of scientific discoveries into new industries has been replaced by a race between nations to take advantage of these discoveries and translate them into economic success stories before others do so.”

To meet this challenge, countries such as the UK, Sweden, Germany and the United States are fostering greater public-private sector interaction by facilitating and supporting access to university researchers and infrastructure. In future competitions, the CFI will foster greater university-industry interaction by ensuring that programs and policies are designed to connect institutions with innovators, providing timely infrastructure support, encouraging the use of CFI-funded facilities by the private sector and engaging the private, public and voluntary sectors in identifying research needs and opportunities to promote innovation and commercialization.

**The CFI will ensure that ...**

Universities, colleges and research hospitals use their research infrastructure to support innovation in partnership with innovators in the public, private and voluntary sectors.

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# STRATEGIC DIRECTIONS

The CFI intends to follow a number of strategic directions to fulfill its mandate. These directions represent both current practices and their evolution to meet today's challenges.

## INVEST IN THE HIGHEST LEVELS OF EXCELLENCE

Research excellence underlies all CFI funding activities. It is the starting point in the design and implementation of our programs, the primary criteria applied to all funding decisions and the ultimate standard of research and technology development. By focusing on excellence, the CFI ensures that results are maximized; the best people are supported and public resources are effectively distributed.

In order to continue contributing to the performance of the Canadian innovation system, the lens of excellence will be applied to the full range of research and research management activities. These include upstream fundamental research and downstream applied research; the knowledge flows between research institutions and other sectors; and, the quality of relationships between universities, colleges and all sectors of society. In doing so, the CFI will increase the return on its investments in research infrastructure by supporting the highest quality activities along the full spectrum from discovery to innovation.

### **The CFI's goal is to ensure that ...**

Canadian researchers perform at the highest level of excellence and that innovators benefit from their research.

### **The CFI will achieve this by...**

- Applying the criteria of excellence to all research activities, including innovation and commercialization
- Fostering strong collaboration and partnerships among people, institutions and sectors
- Strengthening dialogue with provinces, institutions and the private sector to identify and address the research needs of the nation
- Investing in a full range of infrastructure projects supporting discovery through to innovation

## SUSTAIN AND ENHANCE CANADA'S RESEARCH CAPACITY

Sustaining the capacity of Canada's research enterprise is an immediate priority for the CFI and for the Government of Canada. Approximately 55 percent of the funds allocated to the CFI in Budget 2009 are devoted to this priority. Given that the CFI has played a central role in building this capacity over more than a decade, it is only appropriate that the CFI helps tackle this challenge.

The Government of Canada recognizes that sustaining capacity requires ongoing investment in state-of-the-art infrastructure. This ensures that Canadian researchers remain internationally competitive. Continued investment is also necessary to counteract the effects of depreciation of research equipment and its usefulness in advancing the state of scientific knowledge. Canadian researchers cannot remain at the cutting edge of research using outdated equipment and facilities.

Over the medium and long-term, however, it is important to augment capacity beyond current levels to keep from falling behind, losing competitive advantage and forfeiting the economic and social benefits of research to other countries. Remaining competitive will require ongoing investments in research infrastructure to enhance capacity. Although this can be difficult in times of economic restraint, the OECD recently pointed out that the greatest benefits will accrue to those countries that combine the immediate priorities of spending control with the long-term goals of boosting innovation through continued investments in R&D.

Over the next several months, the CFI will hold competitions for the funds allocated under the current Funding Agreement. These investments will help ensure that current research capacity is sustained and exploited to its fullest extent.

### **The CFI's goal is to ensure that**

Canada's research enterprise has the capacity to perform at world-class levels.

## The CFI will achieve this by...

- Engaging stakeholders to develop an appropriate, effective and stable framework for sustaining and enhancing all of Canada's top performing research facilities
- Collaborating with the Government of Canada to develop a strategy for the creation, management and exploitation of national large-scale research infrastructure
- Requiring institutions to develop comprehensive sustainability plans for CFI-funded infrastructure

## FORGE PRODUCTIVE PARTNERSHIPS

The CFI supports and engages in two types of partnerships:

- partnerships between researchers and institutions that undertake research activities; and,
- partnerships between research funding agencies to coordinate funding and improve outcomes.

Both types of partnerships are effective in promoting world-class research, improving the management of multi-institutional research infrastructure, coordinating access to financial support and reducing the burden on applicants.

Partnerships in support of world-class research: Collaborative research initiatives in areas such as physics, genomics, health sciences, material sciences and oceanography require the use of large-scale, state-of-the-art infrastructure and extensive national and international collaborations. As a result, research infrastructure is becoming increasingly complex and expensive. In many cases, no single institution, and in some cases, no single country, can afford to tackle these projects alone. Partnerships can help address this challenge by combining the expertise of researchers and the resources of several institutions and countries.

At the institutional level, the CFI Outcome Measurement Studies indicate that the intentional grouping of research infrastructure within institutions is fostering multidisciplinary research partnerships that focus on problem-oriented research. The studies also indicate that inter-institutional partnerships to develop and manage research facilities have a positive effect on research productivity and quality of the research outcomes. Supporting partnerships between researchers, institutions and the private and public sectors will increase the return on CFI

investments by fostering dynamic interaction between sectors and facilitating the flow of research knowledge into the innovation system.

The next step for the CFI is to facilitate the participation of the private sector in these productive partnership arrangements, allowing them to increase their capacity for innovation. At the same time, we must ensure that those institutions engaging in partnership activities receive appropriate support and recognition for their efforts.

Organizational partnerships: In certain instances, researchers and institutions can benefit from concerted planning and action between the CFI and other granting agencies in the delivery of research support. These benefits include reduced burden on applicants, the focusing of support in particular subject areas or modalities of research, coordinated and uniform policy implementation, and a more comprehensive understanding of the impact of research on Canadian society.

### **The CFI's goal is to ensure that...**

Where appropriate, CFI investments in infrastructure achieve maximum impact through partnerships.

### **The CFI will achieve this by...**

- Learning from international best practices in supporting research partnerships
- Targeting investments to infrastructure projects that support inter-sectoral and international collaboration, from discovery to innovation
- Designing policies and processes that encourage inter-institutional planning and inter-sectoral collaboration
- Investing in facilities that cluster institutions and industry
- Forming organizational partnerships that increase the effectiveness of the CFI in

## BUILD GLOBAL INFLUENCE

International research collaborations benefit Canada in three specific ways:

- they allow Canadian researchers and organizations to draw talent and knowledge from around the world in order to increase domestic research and innovation capacity;
- they build connections across the globe, opening up new possibilities for Canadian research undertakings and new markets for Canadian business; and,
- they allow Canadian researchers and companies to contribute their expertise and innovations to meeting global challenges.

Canadian researchers have long sought out, and benefited from, international collaborations, and leaders of the R&D community have actively encouraged institutions and governments to support such activities. Canada, however, has not yet developed coherent and sustained policies and programs to promote international collaboration.

While individual Canadian researchers consistently punch above their weight in scientific production — producing 4.8 percent of the OECD’s research publications with only 2.8 percent of the OECD’s population — Canada rarely plays a prominent role in the international research initiatives of other major S&T performing countries such as the U.S., UK, the European Union, Japan and Australia. Over the past decade, federal and provincial investments in research have created a strong foundation for attracting top research talent from around the world, but it is not evident that Canada is maximizing the domestic benefits of international R&D, or its influence in global research projects.

State-of-the-art research infrastructure is one of the key drivers in establishing global influence and facilitating Canadian participation in global research undertakings. Such facilities also attract international collaborators to Canada. Adopting a strategic focus on building Canadian influence in the global research enterprise will allow Canada to seize opportunities that are currently being missed, bring Canadian innovation to the world and, by drawing foreign researchers to Canada, ensure that CFI-funded facilities are fully exploited.

### **The CFI’s goal is to ensure that...**

Canadian researchers have access to the infrastructure necessary to make important and influential contributions to the global research enterprise and maximize benefits for Canada.



## The CFI will achieve this by...

- Investing in infrastructure that supports international research collaboration, including the involvement of the Canadian private sector
- Investing in facilities that enable Canadian universities and their partners to contribute to addressing global challenges through the use of Canadian knowledge and technologies
- Incorporating international dimensions into programs that support innovation and university-industry partnerships
- Ensuring that infrastructure is accessible so it can be used by industry to increase global competitiveness

## ESTABLISH A TRUSTED VOICE

Successful organizations are often known both for their practices and for their contributions to the public agenda. Over the years, the CFI has gained significant trust among governments and other stakeholders for its ability to efficiently manage and allocate public funds, while developing and implementing innovative programs that have truly transformed the research landscape. This recognition has served the organization well.

Today, universities, colleges and research hospitals offer a competitive research and training landscape that is among the best in the world. Despite these gains, new challenges are emerging, especially on how to best support the country's research enterprise from discovery to innovation, and to connect those who advance knowledge and those who apply it for the benefit of Canadians. At the same time, there is growing expectation among Canadians that funding bodies need to do a better job of communicating the tangible benefits of the research supported by public funds.

Research and innovation have taken on a critical role in building the vitality of Canada's way of life and economic growth. Now more than ever, it is essential to reach out and share with Canadians the tangible benefits of the research enterprise. Over the years, the CFI has done a good job of communicating the discovery and the promise of research to Canadians, thanks to announcements, media relations and initiatives such as the Innovation Canada e-zine, and on-

line videos. Today's digital world, however, demands that communications be suited to the electronic medium. Having set our sights on becoming a communications powerhouse, the CFI now needs to convene and engage in national conversations in its area of expertise, and to embrace the digital environment, creating new and exciting online communications products.

### **The CFI's goal is to ensure that...**

CFI communicates the value and impact of the research enabled by its investments in infrastructure.

### **The CFI will achieve this by...**

- Positioning CFI as a leader in communications, including the use of social media, media relations and community engagement
- Using the knowledge derived from its activities to be accountable to Canadians and to position CFI as a thought leader on research and infrastructure issues
- Working with stakeholders to nurture a culture of communications on the value of research

## **TRACK IMPACTS**

The CFI has made great strides in developing methods for assessing and evaluating the impacts of its investments in order to understand the importance of infrastructure to the research enterprise, the role it plays in contributing to Canada's innovation system and the value to Canadian taxpayers. Evaluation also plays a crucial role in effective program design and implementation by providing evidence of success.

The CFI has developed a suite of highly innovative evaluation and outcome assessment tools that allow the CFI to extract key outcomes of its funding. These tools also help the CFI tackle the challenges of assessing the impacts of research, such as the fact that impacts can take years, if not decades, to be realised, and that there are multiple inputs from numerous agencies and levels of government.

In recent years, the CFI has begun to build a reputation as a leading innovator in evaluation and impact assessment, especially with the development of its Outcome Measurement Studies. And it is now undertaking a new socio-economic impact assessment exercise that aims to highlight

the benefits of focused investments in medical imaging technologies. Continuing to innovate will require new sources of evidence, greater collaboration with a broader range of stakeholders and research support agencies, and adequate resources.

**The CFI's goal is to ensure that ...**

The CFI accurately assesses the value and impact of its investments in research infrastructure.

**The CFI will achieve this by...**

- Identifying metrics and indicators that accurately reflect the socio-economic impact of research and that can be used to develop a narrative demonstrating the value of CFI investments
- Tracking outcomes to ensure effective program design and implementation, and policy development
- Enhancing organizational capacity to mine and analyze information in the CFI's databases

### MODERN GOVERNANCE AND ORGANIZATIONAL EXCELLENCE

The CFI is a non-profit corporation created by the Government of Canada through the 1997 *Budget Implementation Act*. The CFI is governed by a Board of Directors made up of 13 individuals, 6 of whom are appointed by the Government of Canada. The Directors are drawn from a variety of backgrounds, each with a unique perspective and understanding of the research and innovation environment. Appointed for a three-year renewable term, they bring with them expertise in the private, institutional, academic, research and government sectors.

The CFI Directors hold fiduciary responsibility, and are required to oversee CFI operations and prudently manage CFI funds. Directors make final decisions on projects to be funded and set strategic objectives in the context of the CFI Funding Agreements. Regularly reviewing issues from a risk-assessment perspective, they determine acceptable levels of risk and ensure that appropriate mitigation steps are in place.

The Board of Directors reports to CFI Members, a higher governing body similar to a company's shareholders, but representing the Canadian public. The CFI Members are responsible for the appointment of 7 of the 13 Board Directors. They also receive and review audited financial statements, appoint auditors and approve the annual report at their annual meeting.

Since it was introduced in 2008, the CFI's Performance, Evaluation, Risk and Audit Framework (PERAF) has served as a guide for CFI activities. The PERAF applies to the CFI as a whole and includes an organizational risk assessment and management plan involving a description of key risk areas that may influence the CFI's ability to achieve its national objectives, together with related risk management strategies. These strategies include: risk-based contribution audits and internal auditing plans to monitor and assess compliance and overall program management; strategies to enable ongoing operational and financial monitoring of funded projects; and reporting commitments of key stakeholders involved in the delivery of CFI funds.

## **The CFI's goal is to ensure that ...**

The CFI maintains a modern, effective governance system and achieves organizational excellence.

## **The CFI will achieve this by...**

- Reviewing and implementing best practices in corporate management and governance, including the role of Members and Directors
- Ensuring that the CFI benefits fully from the expertise, reputations and networks of its Members and Directors
- Applying a risk-based management approach to all CFI activities
- Implementing internal policies and practices focused on excellence in every aspect

## **RIGOROUS DECISION-MAKING AND ACCOUNTABILITY**

CFI funding is awarded through a comprehensive merit-based assessment process. The CFI conducts merit reviews of all applications by engaging top experts from around the world. Drawn from every academic discipline and the broader community, these experts carefully evaluate applications and make recommendations based on their extensive knowledge and measured against the established evaluation criteria. Their voluntary contributions of time and effort lie at the heart of CFI operations and are the basis of CFI's integrity as a research support agency.

The expert panels assess applications according to:

- the quality of the research;
- the enhancement of capacity for innovation; and,
- potential benefits to Canada.

The CFI is committed to the principle of public accountability. As a result, it places great importance on evaluating the impact of its investments in research infrastructure. It also recognizes its responsibility to deliver programs that focus on Canada's needs and that enable its researchers to compete in the global, knowledge-based economy.

To ensure that the institutions receiving infrastructure support are accountable to the CFI they are required to develop and periodically update their strategic research plans; they must submit annual institutional progress reports, along with the results for each project for a period of five years; and, as part of an overall commitment to highlight CFI investment in their region, institutions are asked to submit communications plans.

All approved projects over \$10 million are subject to a contribution audit at the institution.

Further, a sampling of all other projects is also subject to audit. The CFI conducts regular monitoring visits to confirm sound project management practices at the institutions.

Finally, the CFI prides itself on being an efficient organization. As KPMG commented in their 2009 Overall Performance Evaluation and Audit report, “the CFI has designed and implemented practices and processes that promote economy and efficiency in the uses of resources and that are effective in supporting the achievement of the CFI’s national objectives and expected results.”

### **The CFI’s goal is to ensure that ...**

Canadians trust the CFI to prudently manage public funds and deliver value for money.

### **The CFI will achieve this by...**

- Maintaining rigorous, impartial merit-review processes
- Applying the highest level of financial and operational accountability while working to reduce the burden on clients
- Maintaining an exceptional level of efficiency in the distribution of public funds

## **HIGHLY SKILLED HUMAN RESOURCES**

The CFI currently has 65 regular employees dedicated to delivering its research infrastructure programs. These employees represent the highly skilled human resources available to the CFI and a source of rich intellectual capital that is drawn upon to deliver the CFI mandate.

A recent staff survey indicates that CFI is, in many ways, an employer of choice. Ninety percent of the staff members are satisfied or very satisfied with the organization and the work they

perform. Survey questions on the management of work activities, teamwork, work-life balance and the reputation of CFI as an employer received similar scores. A strong focus on client service, belief in the value of CFI's mandate and a flexible, supportive environment characterize the CFI workplace. Typical of every small organization, the CFI faces challenges, such as limited opportunities for career advancement, organizational silos, limited training opportunities and an average staff turnover rate of 10 percent per year.

Going forward, the CFI will adjust its human resource needs to an evolving mandate and changes in overall work load. This process has started already with, for example, recent hires having extensive experience in both the funding and operating of large-scale research facilities, data analysis and understanding of the Canadian university system.

**The CFI's goal is to ensure that ...**

CFI employees are able to realize their full potential and have the necessary skills and knowledge to implement the CFI vision and mandate.

**The CFI will achieve this by...**

- Recognizing and rewarding excellence in CFI employees
- Providing employees with coaching and mentoring in order to improve their skills and capabilities
- Encouraging innovative thinking in business processes
- Fostering and facilitating collaboration and communication across business units
- Implementing human resource strategies aimed at developing expertise and professional experience