

Supplementary Information
Tables:
2024–25 Departmental Plan

Table of contents

Details on transfer payment programs3

 Assessed Contribution to the Bureau International des Poids et Mesures (BIPM).....3

 Biologics Manufacturing Centre (BMC).....5

 Collaborative Science, Technology and Innovation Program (CSTIP)7

 National Research Council Industrial Research Assistance Program (NRC IRAP)9

 Innovative Solutions Canada (ISC)..... 11

 International Affiliations Program 13

 International Astronomical Observatories Program..... 15

 TRIUMF 17

Gender-based analysis plus20

Details on transfer payment programs

Assessed Contribution to the Bureau International des Poids et Mesures (BIPM)

Start date: 1907 (Canada signed the Metre Convention and became a member state of the BIPM)

End date: Ongoing

Type of transfer payment: Contribution

Type of appropriation: Estimates

Fiscal year for terms and conditions: 2018–19

Link to departmental result(s): Scientific and technological knowledge advances; Innovative businesses grow; Evidence-based solutions inform decisions in Government priority areas

Link to the department's Program Inventory: Metrology

Purpose and objectives of transfer payment program: The assessed contribution to the BIPM is an obligation accepted by Canada as a signatory to the international treaty known as the Metre Convention. By representing Canada on the international metrology stage through its affiliation with the BIPM and associated regional metrology organization *Sistema Interamericana de Metrologia* (SIM), the NRC can effectively and efficiently respond to its mandated responsibility for maintenance of national measurement standards, as articulated in the *NRC Act* and the *Weights and Measures Act*.

Expected results: By maintaining international recognition in measurement science through its interactions with the BIPM and SIM, the NRC can continue to provide metrology research and services that help transform ideas into market-ready technologies that benefit Canadian society, the economy and the environment.

Fiscal year of last completed evaluation: 2021–22

Decision following the results of last evaluation: Continuation

Fiscal year of next planned evaluation: 2027-28

General targeted recipient groups: International organizations and foreign countries. BIPM is an annual assessed contribution reflecting Canada's status as a State Party to the Metre Convention Treaty since 1907.

Initiatives to engage applicants and recipients: The NRC participates in the activities and meetings relative to the BIPM and associated regional metrology organization SIM. In 2022–23 the NRC was elected to the International Committee for Weights and Measures where it will play an important role in promoting worldwide uniformity in units of measurement.

The NRC provides professional expertise and laboratory facilities required to deliver its Metrology Program to achieve socio-economic impact for Canadian citizens and businesses.

Financial information (dollars)

Type of transfer payment	2023–24 forecast spending	2024–25 planned spending	2025–26 planned spending	2026–27 planned spending
Total grants				
Total contributions	659,000	659,000	659,000	659,000
Total other types of transfer payments				
Total program	659,000	659,000	659,000	659,000

Biologics Manufacturing Centre (BMC)

Start date: April 2023

End date: March 2033

Type of transfer payment: Contribution

Type of appropriation: Estimates

Fiscal year for terms and conditions: 2022-23

Link to departmental result(s): Innovative businesses grow; Evidence-based solutions inform decisions in Government priority areas

Link to the department's Program Inventory: Biologics Manufacturing Centre

Purpose and objectives of transfer payment program: The Biologics Manufacturing Centre (BMC) is an end-to-end Good Manufacturing Practices (GMP) biomanufacturing facility located on the NRC's Royalmount campus. Unique to Canada, the BMC was built to fulfil a public-good mandate—to produce biologics that would not otherwise be available for Canadians and to pivot during a public health emergency to produce cell-based vaccines or other drugs needed to keep Canadians safe.

On April 1, 2023, the not-for-profit (NFP) corporation, Biologics Manufacturing Centre Inc., officially assumed responsibility for operations of the facility. A Board of Directors and management team is in place to oversee the corporation and its public-good mandate.

The NRC plays an important oversight and stewardship role on behalf of the Government of Canada. The NRC continues to own the infrastructure and acts as lessor of the building and equipment to Biologics Manufacturing Centre Inc. The NRC also provides annual funding through a 10-year contribution agreement to ensure the facility is maintained in a GMP readiness state and prepared to respond to public health emergencies in Canada.

Recipients are not required to repay funds obtained under this transfer payment program.

Expected results:

Ultimately, the Biologics Manufacturing Centre will contribute to the following outcomes:

- Strengthen biomanufacturing talent and knowledge in Canada;
- Increase GMP capacity for production and scale-up of biologic-based vaccine and therapeutic products in Canada;
- Improve domestic supply of biologic-based vaccines and therapeutics in Canada; and
- Enhance Canada's readiness to respond to health emergencies.

Fiscal year of last completed evaluation: 2023-24; an evaluation of the transition of governance and operations from NRC to Biologics Manufacturing Centre Inc. (to March 31, 2023) is underway with an expected approval date in March 2024

Decision following the results of last evaluation: Continuation

Fiscal year of next planned evaluation: Timing of the next evaluation will be confirmed in the NRC 2024–29 departmental evaluation plan (DEP). DEP planning is currently underway.

General targeted recipient groups: The sole recipient of this contribution is a not-for-profit corporation, Biologics Manufacturing Centre Inc., co-founded by the NRC and the Centre for Commercialization of Regenerative Medicine (CCRM) in December 2022.

Initiatives to engage applicants and recipients:

Quarterly financial forecasting and reporting, and the establishment of key business documents as required by the contribution and lease agreements, including a Business Plan, Annual Report, Annual Expenditure Plan, and Security Plan, facilitate engagement between the NRC and Biologics Manufacturing Centre Inc. An NRC secretariat supports overall program delivery and coordination and communication between the NRC and the BMC.

Joint NRC-BMC committees, which meet on a quarterly basis, facilitate the effective functioning of the agreements. An operational level NRC-BMC Site Coordination Board supports coordination and alignment on the terms and conditions of the lease agreement, while an executive-level NRC-BMC Facilitation Committee provides a forum to address any significant issues that may arise under the agreements and negotiate resolution of disputes.

Finally, the NRC has ongoing Observer status on the BMC Board of Directors.

Financial information (dollars)

Type of transfer payment	2023–24 forecast spending	2024–25 planned spending	2025–26 planned spending	2026–27 planned spending
Total grants				
Total contributions	18,725,000	17,000,000	17,000,000	17,000,000
Total other types of transfer payments				
Total program	18,725,000	17,000,000	17,000,000	17,000,000

Collaborative Science, Technology and Innovation Program (CSTIP)

Start date: April 2018

End date: Ongoing

Type of transfer payment: Grants and contributions

Type of appropriation: Estimates

Fiscal year for terms and conditions: 2018–19

Link to departmental result(s): Scientific and technological knowledge advances; Innovative businesses grow; Evidence-based solutions inform decisions in Government priority areas

Link to the department's Program Inventory: Collaborative Science, Technology and Innovation Program

Purpose and objectives of transfer payment program: Provides grant and contribution funding for external collaborators with complementary capabilities (e.g., small and medium-sized enterprises [SMEs], post-secondary institutions and non-profit research organizations). The program comprises:

1. NRC Collaborative Research & Development (R&D) initiatives: funding external collaborators working with NRC researchers on projects that make up a series of large-scale collaborative R&D programs in priority areas;
2. Ideation Fund: funding external collaborators working with NRC personnel to encourage, test and validate transformative self-directed, exploratory research ideas; and
3. Outreach Initiative: funding to support conferences, workshops, symposia or other outreach initiatives, in order to promote engagement of Canadians, particularly those in under-represented groups, interested in Science, Technology, Engineering and Mathematics (STEM).

Expected results:

- Enable new and potentially disruptive technologies to be developed with targeted collaborative groups.
- Strengthen collaborations across industry, academia and governmental levels to address issues of national importance related to the Canadian economy and quality of life, and to find solutions to some of Canada's serious public policy challenges.
- Create stronger innovation ecosystems in specific sectors currently experiencing gaps.

Fiscal year of last completed evaluation: 2022-23

Decision following the results of last evaluation: Continuation

Fiscal year of next planned evaluation: 2027-28

General targeted recipient groups: Academic organizations, small and medium-sized enterprises (SMEs); Not-for-Profits; Canadian government departments, agencies, crown corporations, research technology organizations; international organizations; social enterprises; Indigenous governments; individuals; non-Canadian recipients.

Initiatives to engage applicants and recipients: For Collaborative R&D Initiatives, potential collaborators, stakeholders and eligible recipients are invited by the NRC to participate in designing the R&D focus as well as proposed projects intended to achieve outcomes for each specific initiative. External researchers are invited to work with the NRC’s researchers through a mix of directed and open calls where applicants will develop team proposals to compete for project funding. Projects are selected against criteria such as research excellence, impact, collaborations, and feasibility/probability of success.

For the Ideation Fund, annual open calls within the NRC are launched for individuals or small teams to submit proposals to conduct exploratory research with collaborators. Projects are selected against criteria such as: research excellence, innovation/creativity, deliverables, collaboration and feasibility. The streamlining of process will allow for a higher success rate for projects that make it to the full application phase of the selection process.

The NRC Outreach Initiative provides non-recurring grant funding to support a variety of outreach science or innovation-based events, conferences or symposia. Applications are accepted on a semi-annual basis and details of the program can be found online. Projects are selected against criteria including: research excellence and advancing science policy, NRC strategic alignment and reach of the initiative, STEM talent development and inclusion of under-represented groups, value and impact.

Financial information (dollars)

Type of transfer payment	2023–24 forecast spending	2024–25 planned spending	2025–26 planned spending	2026–27 planned spending
Total grants	35,310,000	37,397,053	42,221,079	40,443,336
Total contributions	6,200,000	6,875,000	7,225,000	6,600,000
Total other types of transfer payments				
Total program	41,500,000	44,272,053	49,446,079	47,043,336

National Research Council Industrial Research Assistance Program (NRC IRAP)

Start date: April 1965 (original program start date)

End date: Ongoing

Type of transfer payment: Contribution

Type of appropriation: Estimates

Fiscal year for terms and conditions: 2023-24

Link to departmental result(s): Scientific and technological knowledge advances; Innovative businesses grow; Evidence-based solutions inform decisions in Government priority areas

Link to the department's Program Inventory: Industrial Research Assistance Program

Purpose and objectives of transfer payment program: The program contributes to the growth and prosperity of Canadian SMEs by stimulating innovation, adoption and/or commercialization of technology-based products, services, or processes in Canada. This is done through: 1) technical and related business advice and connections facilitated by a cross-Canada network of field professional staff; 2) cost-shared merit-based contributions to R&D and technology innovation project activities; and 3) contributions supporting employment of post-secondary graduates. Funding is available through different types including Contributions to Firms and Contributions to Organizations.

NRC IRAP also supports the placement of graduates in SMEs through its participation in the delivery of the Youth Employment Program sponsored by Employment and Social Development Canada's Youth Employment and Skills Strategy.

The program contains broad flexibilities to reflect the different needs and realities of a variety of recipients from various industry sectors. This includes non-repayable contributions under appropriate circumstances where the benefits to Canada would be significant, and in keeping with international obligations.

Expected results:

- Stimulation of innovation in SMEs in Canada.
- Increased growth of innovative SMEs and creation of wealth for Canada.

See the Main portion of the NRC's Departmental Plan for additional plans pertaining to NRC IRAP.

Fiscal year of last completed evaluation: 2022-23

Decision following the results of last evaluation: Continuation

Fiscal year of next planned evaluation: Date of next evaluation to be confirmed pending the transition of NRC IRAP from the NRC to the Canada Innovation Corporation (CIC)

General targeted recipient groups: Industry-related — For-profit businesses (SMEs) and Non-profit Organizations

Initiatives to engage applicants and recipients: NRC IRAP is a national program managed on a regional basis delivered by a network of over 260 Industrial Technology Advisors (ITAs) located in approximately 105 communities across the country, who provide customized advice to growth oriented technologically innovative SMEs. ITAs offer technical and business advice and referrals to an extensive network of regional, national, and international organizations that can provide SMEs with access to customized support such as competitive intelligence and local sources of financing and expertise. ITAs further engage with client SMEs throughout the entire contribution management process, from concept to commercialization.

At the end of their funded project, recipients are required to complete an online Post-Project Report. This assessment captures information on the recipient's experience with NRC IRAP and, along with published service standards, is used by the program to develop continuous program improvements.

NRC IRAP has an Advisory Board composed of between 8 and 15 members, with executive-level representation from across NRC IRAP's stakeholder community. This Board provides advice to NRC IRAP management and brings an external perspective on the strategic directions and management of the program.

Financial information (dollars)

Type of transfer payment	2023–24 forecast spending	2024–25 planned spending	2025–26 planned spending	2026–27 planned spending
Total grants				
Total contributions	466,920,000	410,400,600	394,514,000	394,514,000
Total other types of transfer payments				
Total program	466,920,000	410,400,600	394,514,000	394,514,000

Innovative Solutions Canada (ISC)

Start date: December 2017

End date: Ongoing

Type of transfer payment: Grant

Type of appropriation: Estimates

Fiscal year for terms and conditions: The NRC received authority for the Innovation, Science and Economic Development (ISED)-led terms & conditions for Innovative Solutions Canada (ISC) grants in 2017–18 (January 2018).

Link to departmental result(s): ISC is an ISED-led program, with the NRC as one of 21 federal departments mandated to participate. Program results will be reported by ISED.

Link to the department's Program Inventory: Within the NRC, this ISED-led program is administered by NRC IRAP.

Purpose and objectives of transfer payment program: ISC is a grant and procurement program that enables participating departments and agencies to support the scale-up of Canadian small and medium-sized businesses through early-stage, pre-commercial R&D. The program allocates a portion of departmental funding to:

- Fuel the development and adoption of technological innovation in Canada.
- Grow Canadian companies through direct funding to support early stage, pre-commercial R&D, late-stage prototypes, and to accelerate commercialization.
- Encourage procurement from companies led by equity deserving groups, such as women, Indigenous Peoples, youth, racialized persons, persons with disabilities, 2SLGBTQ+ and others.
- Foster greater industry-research collaboration through the release of challenges for solutions that address key Government of Canada priorities.
- Provide federal departments and agencies with opportunities to develop new capabilities to meet their R&D needs and thereby advance government priorities.

Expected results:

The expected results of the ISC program are aligned with the priorities of the Innovation and Skills Plan (ISP) to grow domestic small businesses in the innovation economy and deliver on three key areas for action:

People and Skills: The ISC program will help increase the number of science and technology-related jobs in the Canadian economy by allowing small Canadian businesses greater access to government procurement.

Research, Technology, Commercialization: The ISC will support the ISP by increasing the value spent on business-led R&D, and increasing the number of research collaborations between industry and research institutes.

Companies, Investment, Scale-Up and Clean Growth: The ISC program will offer opportunities for Canadian companies to grow domestically, provide wins, and gain experience to compete internationally.

Fiscal year of last completed evaluation: Not applicable

Decision following the results of last evaluation: Not applicable

Fiscal year of next planned evaluation: Not applicable (this is an ISED-led program)

General targeted recipient groups: SMEs

Initiatives to engage applicants and recipients: As one of 21 participating federal government departments, the NRC submits challenges to ISED for posting. NRC IRAP works with NRC research, branch and NRC IRAP leads to:

- Assess and select proposals for funding.
- Engage clients by developing and managing grants or contracts for proof of feasibility to prototype development.

Financial information (dollars)

Type of transfer payment	2023–24 forecast spending	2024–25 planned spending	2025–26 planned spending	2026–27 planned spending
Total grants	5,500,000	5,500,000	5,500,000	5,500,000
Total contributions				
Total other types of transfer payments				
Total program	5,500,000	5,500,000	5,500,000	5,500,000

International Affiliations Program

Start date: 1958

End date: Ongoing

Type of transfer payment: Grant

Type of appropriation: Estimates

Fiscal year for terms and conditions: 2011–12

Link to departmental result(s): Scientific and technological knowledge advances

Link to the department's Program Inventory: International Affiliations

Purpose and objectives of transfer payment program: Canada's membership in international science and technology (S&T) organizations promotes international research and innovation, networking, advocacy, leadership opportunities as well as access to benchmarking possibilities, enabling Canadian science, technology, and industry to remain competitive.

Expected results:

- Strengthen the NRC's International profile and Canada's role as a global leader in science, technology and innovation (STI).
- Reinforce Canada's position as a global leader in integrative science-based policymaking.
- Nourish Canadian innovation and competitiveness by expanding market-oriented innovation possibilities for Canadian SMEs via international value chains.
- Contribute to Canadian STI leaders' development via various opportunity channels and collaborations under the International Science Council's umbrella. Reinforce inclusive approaches following the principles of Equity, Diversity and Inclusion (EDI) strategy.

Fiscal year of last completed evaluation: 2019–20

Decision following the results of last evaluation: Continuation

Fiscal year of next planned evaluation: Not applicable

General targeted recipient groups: International organizations and foreign countries (foreign recipients which are international S&T organizations having two or more states as members. As well, non-foreign recipients are non-governmental Canadian delegates who attend related meetings hosted by these foreign recipients).

Initiatives to engage applicants and recipients: Maintain continuing dialogue with representatives of each Canadian National Committee (CNC) in order to access ongoing priorities, benefits of the program and objectives for each international affiliation's CNC.

The standardized annual program evaluation will keep track of Canadian participation in international affiliation events and membership on international affiliation committees, using developed program indicators.

Regular semi-annual Advisory Committee meetings guarantee continuous engagement and coordination from other government science departments and agencies. Ad-hoc Membership

Committee developed evaluation criteria for the membership and management of the International Affiliations funding Program. The EDI sub-committee ensures approach and decisions taken by the Advisory Committee respect the principles of Equity, Diversity and Inclusion.

Continue elevating Canada’s profile through engagement with international affiliations management and other countries’ international programs.

Financial information (dollars)

Type of transfer payment	2023–24 forecast spending	2024–25 planned spending	2025–26 planned spending	2026–27 planned spending
Total grants	767,375	773,400	560,000	560,000
Total contributions				
Total other types of transfer payments				
Total program	767,375	773,400	560,000	560,000

International Astronomical Observatories Program

Start date: 1978

End date: Ongoing

Type of transfer payment: Contribution

Type of appropriation: Estimates

Fiscal year for terms and conditions: 2015–16

Link to departmental result(s): Scientific and technological knowledge advances; Innovative businesses grow; Evidence-based solutions inform decisions in Government priority areas

Link to the department's Program Inventory: Herzberg Astronomy & Astrophysics

Purpose and objectives of transfer payment program: Astronomy is a global science. The increasing cost of leading-edge observatories and the scarcity of ideal observation sites have led to a greater focus on international collaboration for large-scale astronomy projects that lead to advances in knowledge and understanding of the universe.

The NRC, in collaboration with other international bodies, provides financial contributions to support the management and operations of offshore ground-based observatories and their related facilities, including the Canada-France-Hawaii Telescope (CFHT), the twin telescopes of the Gemini Observatory and the Atacama Large Millimetre-submillimetre Array (ALMA). The NRC participates in the oversight and direction of these facilities and their research capabilities. The NRC also represented Canada in the Square Kilometre Array (SKA) consortium for the pre-construction phase of the telescope and signed a cooperation agreement in November 2021 to continue Canada's participation in the Square Kilometer Array Observatory (SKOA). In 2015, Canada joined the international partnership to participate in the Thirty Meter Telescope (TMT).

International agreements governing these observatories are long-term commitments that specify contributions to support preconstruction design and development, construction, operation and maintenance, capital improvements (e.g., development of new astronomical instruments and other facility upgrades) and decommissioning of the international ground-based observatories and their related facilities. These agreements also include commitments to support the university-based user communities to ensure a fair and progressive use of these observatories. The NRC participates in the governance of these international facilities on behalf of the Canadian astronomy research community and provides appropriate support, including advanced data management services and instrumentation. Through the NRC's financial and in-kind contributions, the Canadian astronomy community is assured merit-based access to these facilities with appropriate support.

Recipients are not required to repay funds obtained under this transfer payment program.

Expected results:

- Canadian astronomers have access to leading-edge facilities and technology.
- Qualified students and post-doctoral researchers have access to facilities to advance their training.
- Canada plays a prominent role in international scientific endeavours.

- Scientific benefit of telescopes to the Canadian and the global community is maximized through progressive science programs using leading-edge instrumentation.
- Canadian industry has opportunities to participate in advanced scientific projects and opportunities to benefit from contracts and technology development.

Fiscal year of last completed evaluation: Evaluation of NRC Herzberg Astronomy and Astrophysics (HAA) Portfolio completed in 2021–22.

Decision following the results of last evaluation: Continuation

Fiscal year of next planned evaluation: 2026–27

General targeted recipient groups: Foreign States, intergovernmental organizations or corporations that operate international observatories that have entered into agreements with Canada (NRC) to support costs related to ground-based astronomical observatories. In the case of intergovernmental organizations, Canada and one or more foreign states are members. An eligible recipient can be a Canadian Crown Corporation or other delivery partner.

Initiatives to engage applicants and recipients: The NRC manages ground-based observatories established or maintained by the Government of Canada for the benefit of the Canadian astronomy research community, aligning its contributions to the priorities of the community's Long Range Plan for Astronomy and Astrophysics. The NRC participates on the Boards which oversee the observatories to ensure that the science directions and programs of the facilities reflect Canadian strengths and interests. In addition, the NRC ensures these activities increase opportunities for Canadian researchers and firms to develop relevant instrumentation for the observatories.

To carry out its roles effectively, the NRC provides current information about each observatory to research community-based committees of scientists which provide expert advice on observatory operations and development. The NRC provides extensive support to the user community through numerous services extending from administering the time allocation process for Canadian researchers through to delivery of science-ready data (through its Canadian Astronomy Data Centre).

Financial information (dollars)

Type of transfer payment	2023–24 forecast spending	2024–25 planned spending	2025–26 planned spending	2026–27 planned spending
Total grants				
Total contributions	45,506,500	70,895,511	81,176,930	34,504,707
Total other types of transfer payments				
Total program	45,506,500	70,895,511	81,176,930	34,504,707

TRIUMF

Start date: April 1977

End date: Ongoing

Type of transfer payment: Contribution

Type of appropriation: Estimates

Fiscal year for terms and conditions: 2020–21

Link to departmental result(s): Scientific and technological knowledge advances; Innovative businesses grow; Evidence-based solutions inform decisions in Government priority areas

Link to the department's Program Inventory: TRIUMF

Purpose and objectives of transfer payment program: TRIUMF is Canada's particle accelerator centre. The laboratory is one of Canada's key investments in large-scale research infrastructure. It provides world-class facilities for research in particle and nuclear physics, accelerator science, life sciences, and materials science. An incorporated non-profit with charitable status, TRIUMF Inc. is a consortium of Canadian universities, with its core operations funded through 5-year contribution agreements through the NRC. TRIUMF Inc. has its own governance and management team who operate and manage TRIUMF Inc. The NRC plays an important oversight and stewardship role on behalf of the Government of Canada. The NRC, however, is not directly involved in designing and running the organization's operations.

Recipients are not required to repay funds obtained under this transfer payment program.

Expected results:

- TRIUMF Inc. will continue to support the Canadian and international particle and nuclear physics communities in alignment with the 2022–2026 Canadian Subatomic Physics Long Range Plan, and the laboratory's own 20-Year Vision and Five-Year Plan (2020–2025).
- In the fourth year of its current Five-Year Plan, TRIUMF Inc. will deliver impact across the three dimensions of Science and Technology, People and Skills, and Innovation and Collaboration. TRIUMF Inc., in close cooperation with its Member Universities, expects to:
 - Conduct world-class science across TRIUMF's core programs;
 - Continue to make advancements towards the completion of major infrastructure projects, specifically the Advanced Rare Isotope Laboratory (ARIEL) and the Institute for Advanced Medical Isotopes (IAMI);
 - Drive Canadian contributions in leading international research areas and major collaborations;
 - Enable the training of students and early career researchers, as well as supporting the flow and exchange of global talent;
 - Support the development of new industry and community partnerships in the pursuit of economic and societal benefits for Canada; and

- Continue the pursuit of operational excellence across the laboratory

Fiscal year of last completed evaluation: 2023-24

Decision following the results of last evaluation: Continuation

Fiscal year of next planned evaluation: 2027-28

General targeted recipient groups: Non-profit organizations (TRIUMF)

Initiatives to engage applicants and recipients: The NRC chairs the Agency Committee on TRIUMF (ACT), which includes the federal agencies that fund and oversee activities at TRIUMF Inc., providing TRIUMF management the opportunity to present progress and discuss future directions for the facility.

The NRC also convenes the Advisory Committee on TRIUMF (ACOT), composed of international experts within disciplines that span the research and technology activities of TRIUMF Inc. ACOT meets biannually and reports to the NRC. ACOT makes recommendations to the NRC and TRIUMF Inc. on programs and management, and reports on the scientific, technological and commercial achievements of the organization's programs and facilities, helping to ensure TRIUMF Inc. discharges its responsibilities under the Contribution Agreement. Observer representatives from the Natural Sciences and Engineering Research Council of Canada, the Canada Foundation for Innovation, and TRIUMF's user communities ensure TRIUMF's directions are well aligned with the researcher needs, and that the organization is working with all its constituencies across Canada. The Committee considers all aspects of the TRIUMF Inc. program, with a particular emphasis on science, technology and commercialization, to ensure the relevance, impact, and world-class standing of its activities.

Through oversight committees such as ACT, ACOT and quarterly reporting, the NRC maintains a close relationship with TRIUMF Inc. The NRC also maintains observer status on the TRIUMF Board of Governors and on its supporting bodies. These engagements ensure the NRC investments to the TRIUMF Inc. are optimal and the NRC has an appropriate mechanism to oversee the various aspects of the transfer payment to TRIUMF Inc.

TRIUMF Inc. has approximately 410 staff and students supported via the NRC's contribution agreement. An additional 138 positions are supported through other sources for specific designated purposes, including temporary funds to operate new capital infrastructure. In a typical year, the TRIUMF organization provides training for more than 200 undergraduate, graduate students, and postdoctoral fellows. The TRIUMF organization has numerous programs aimed at young people, students, teachers, and the public to ensure as many people as possible share the wonder of discovery and experience the excitement generated by the laboratory. TRIUMF Inc. also offers a suite of programs to aid in the growth and development of professional skills for its graduate students and postdocs.

Financial information (dollars)

Type of transfer payment	2023–24 forecast spending	2024–25 planned spending	2025–26 planned spending	2026–27 planned spending
Total grants				
Total contributions	60,100,000	61,196,196	19,277,000	19,277,000
Total other types of transfer payments				
Total program	60,100,000	61,196,196	19,277,000	19,277,000

Gender-based analysis plus

Governance

Building a diverse and representative workforce, removing barriers, and fostering an inclusive culture are key priorities for the NRC. In support of these priorities, the NRC will continue to engage its employees, clients and collaborators on GBA Plus, including through offering training, sharing information and tools, and integrating a GBA Plus lens in program design, delivery and evaluation.

The NRC's Secretary General fulfills the role of GBA Plus champion for the organization. Within the Secretary General division is a GBA Plus Focal Point responsible for coordinating organizational efforts. The division also represents the NRC on the federal Interdepartmental Working Group for GBA Plus and the GBA Plus Focal Point Network, and develops and provides program guidance for integration of GBA Plus into program design and delivery.

In 2024-25, the NRC will continue its cross-NRC network, the Inclusive Innovation Community of Practice. The network's objectives include developing an equitable, diverse and inclusive workforce and workplace, and understanding the impacts on diverse groups to inform program design and delivery. Members include the NRC's Equity, Diversity and Inclusion (EDI) Advisor, the GBA Plus Focal Point, and an extensive network of employees leading inclusive innovation initiatives across the organization.

Capacity

The NRC will continue to build capacity and expand awareness about GBA Plus across the organization. The major initiatives to be undertaken by the NRC in 2024-25 are:

Inclusive Innovation and GBA Plus integration into strategic planning

In 2022-23, the NRC initiated the development of its 2024-2029 Strategic Plan with inclusive innovation identified as a key priority. Inclusive innovation goes beyond the creation of an inclusive workforce and workplace to also examine how the organization impacts diverse communities through its programs, policies and initiatives. GBA Plus is part of a broader set of inclusive innovation priorities, and reflects the NRC's commitment to adopting an intersectional lens. Through prioritizing inclusive innovation, the NRC will be able to analyze how individuals from diverse groups access and may be affected by the organization's research and programs, as well as how the organization and its outputs can be improved through diversity. The NRC has engaged with employees across the organization on this key priority to build awareness and understanding. The NRC has set related goals for the next five years, with the first year of implementation being 2024-25.

Advancing the NRC's GBA Plus capacity and awareness

The NRC Committee on Recruitment and Retention of Women in STEM will continue to meet quarterly to explore the broad range of experiences, challenges and opportunities facing women

in STEM, and to raise awareness of the importance of integrating GBA Plus into program design and delivery. The NRC will ensure that diversity and inclusive language are reflected in NRC images, posters and materials, and will continue inclusive practices such as meaningful land acknowledgements in formal gatherings.

To support employees in applying GBA Plus, the NRC maintains an internal portal for EDI information, tools and resources, as well as Indigenous engagement and anti-racism library guides, and offers training as part of the NRC's EDI Strategy. Training includes mandatory online courses for all staff in EDI fundamentals and unconscious bias, a mandatory course for all supervisors on bias in hiring, antiracism training, and GBA Plus training.

The NRC GBA Plus Focal Point and centre of expertise will also continue to increase capacity and knowledge by continuing to expand its interdepartmental network. This includes taking part in GBA Plus interdepartmental working group meetings organized by Women and Gender Equality Canada (WAGE), Science-Based GBA Plus interdepartmental working group meetings organized by Environment and Climate Change Canada (ECCC), as well as coordinating with the Department of Innovation, Science, and Economic Development's (ISED) GBA Plus centre of expertise.

Highlights of GBA Plus results reporting by program

Targeted initiatives for GBA Plus data collection

The NRC will continue to work with the Treasury Board of Canada Secretariat (TBS) in 2024–25 to leverage their collaborative program with Statistics Canada on Business Innovation and Growth Support (BIGS). The BIGS database covers government support to enterprises linked to Statistics Canada's Linkable File Environment (LFE) to better understand performance and conduct impact assessments for growth and innovation-related programs. The NRC is part of TBS's ongoing research project to better understand BIGS beneficiaries. This project allows the NRC to improve its understanding of the business ownership and workforce composition of enterprises supported by NRC programs, including, for example, majority women-owned businesses and the percentage of employees in client organizations who are women. This information will enable programs to understand how certain equity-deserving groups may be disproportionately impacted, and to determine strategies to mitigate any negative impacts.

NRC IRAP will continue to implement a voluntary data collection process for clients to self-declare EE information about their business ownership, leadership and board composition. NRC IRAP will also continue to collect GBA Plus related data and leverage BIGS data to understand the experience of equity-deserving groups in accessing support, and to develop mitigation strategies to address any barriers.

The NRC's program evaluations scheduled to be initiated in 2024–25 will include an examination of EDI populations within the research centre/ program workforce as well as distribution across the various employee subgroups (researcher, management, administrative) and levels. Further, to ensure the perspectives of diverse populations are heard, all evaluation projects will also include diverse populations in key informant interviews, peer review

committees, and surveys. GBA Plus success stories, if identified, may also be included as case studies.

Collaborative Programming (i.e., Challenge and Cluster Support programs)

The NRC's National Program Office (NPO) will continue to work to improve GBA Plus data collection and encourage self-declaration of peer reviewers evaluating projects and researchers participating in projects under the Collaborative Science, Technology and Innovation Program (CSTIP). All CSTIP challenge programs will continue to be co-developed through significant stakeholder engagement, with GBA Plus considerations factored into program design. Furthermore, all CSTIP proposal templates will continue to request information on GBA Plus considerations and recipients will be asked to report back on their GBA Plus strategies. Small Teams Initiatives and Ideation Fund proposals will continue to be reviewed to ensure GBA Plus considerations have been properly addressed and included in the proposals' designs. CSTIP will continue using the following indicators to measure progress: (1) Success rate for women-led New Beginnings proposals; and (2) Success rate for New Beginnings proposals led by racialized persons.

Indigenous Engagement

The NRC is committed to building relationships with Indigenous researchers, innovators, and communities to bridge western and Indigenous knowledge systems, and to create new knowledge that can be brought to bear on the critical issues of our time. Aligned with the Truth and Reconciliation Commission Calls to Action, the NRC will continue to build intercultural competency as a first step towards long-term relationships with First Nation, Inuit and Métis peoples. The key mobilizing body for this work is the NRC's Indigenous Engagement Network, which continues to grow in membership and prominence. The network will support the Indigenous Engagement strategy and reconciliation with First Nations, Inuit and Métis rights holders. In 2024-25, the NRC's Indigenous Engagement Advisor will help raise awareness and improve coordination of Indigenous engagement across the NRC.

As part of its contribution to the Government of Canada's Indigenous Procurement Strategy, the NRC is targeting a minimum of five percent of the total value of its contracts being with Indigenous businesses by the end of 2024–25.

Accessibility

The NRC National Science Library (NSL) offers a range of information-related services to the public and other libraries. Services include online access to digital content through NRC's publicly available repositories (the NRC Publications Archive and the Digital Repository), a searchable catalogue and information discovery platform, and reference/interlibrary loan services with other libraries. The NSL is committed to open science and open government principles in making its research outputs accessible through its repositories. The NSL will continue to implement its GBA Plus data collection plan in 2024–25 to ensure participation of equity deserving groups and to understand its impacts on diverse groups.

NSL will continue to use the following indicators to measure progress: (1) Page views of anti-racist and Indigenous engagement resource guides; (2) Downloads of the NRC Publications Archive (NPARC); and (3) Open access article downloads covered by transformative agreements.

Furthermore, the Research Information and Technology Platforms and Special Purpose Real Property programs will continue to track the progress of action items included in the NRC's Accessibility Plan 2023-25.

Developing Canadian STEM Capacity

The NRC has integrated GBA Plus into its operations through the training of students and highly qualified personnel. By hiring students and early career STEM professionals from equity deserving groups, and providing them with practical training opportunities, the NRC is helping to strengthen the pipeline for Canadian industry, academia and other STEM employers and improve the workforce representation within traditionally under-represented fields.

NRC's programs will continue to develop equity in workforce representation and to collect data on the composition of its workforce with regard to the four employment equity groups (women, racialized persons, Indigenous peoples, and persons with disabilities). Since data on representation rates is more accurate when all employees self-identify, programs will continue to promote and encourage the use of self-identification for existing staff and new hires. The NRC will also continue to pursue the recruitment of new hires from EE groups by working with HR to advertise both broadly and at targeted populations, implementing its hiring targets for equity deserving groups, and collecting data to measure the proportion of newly hired staff from the designated groups.