



# TRIUMF Strategy and Future Planning

Nigel Smith,  
Executive Director & CEO

TRIUMF Science Week  
2025-07-28



Science Week 2025

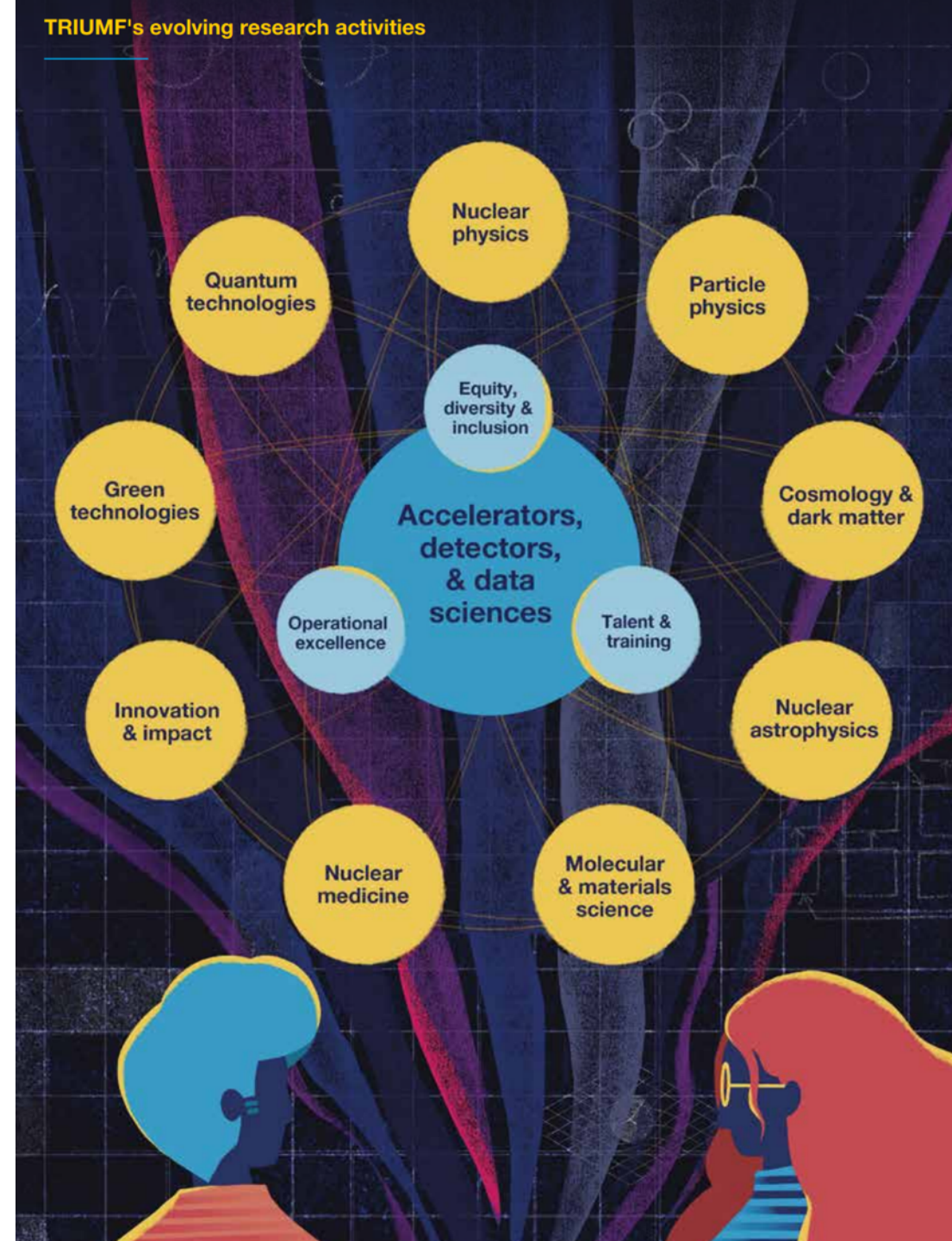
July 28th — July 31st





# TRIUMF Research Programme

- TRIUMF community research programme components shown at right (from our current 20-year vision)
- TRIUMF has had a recent NRC ACOT (Advisory Committee on TRIUMF) review, which reviews the science programme
- The talks this week highlight the breath of the research underway at TRIUMF and ...
- ... ACOT continues to evaluate our collective research as world class



# ACOT Debrief - message from chair

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The Advisory Committee on TRIUMF very much enjoyed our visit last week and would like to thank you all not only for the work that went in to preparing for and executing our visit, but also for the work you do every day. TRIUMF is an important facility in the international scientific landscape and clearly the crown jewel in Canada's research enterprise. You all have made significant progress toward building ARIEL and preparing for new science opportunities with IAMI, while maintaining your cutting-edge research in physical sciences, life science and technology.

You have a large challenge ahead of you as you position TRIUMF and Canada for even greater scientific achievements in the coming years, but you are up to the task. The scientific and technical talent throughout the ranks, as well as your leadership's capabilities were very evident to us. We look forward to following your progress and celebrating your achievements.

Thanks again for all you do,

Sherry Yennello (for ACOT)

# **TRIUMF Five-year Implementation Plan**



# Budget 2024 Outcome - Request

- As noted last year, TRIUMF received ~\$400M for operational support in budget 2024, starting April 2025
- This was reduced from the requested \$450M, which has impact on what we can deliver
- We are now in this funding cycle

## Five core themes of the request:

1. Delivering new infrastructure for science impact
2. Ensuring operational excellence
3. Training the diverse talent of tomorrow
4. Refurbishing legacy facilities
5. Evolving TRIUMF's program towards the future

	Funding Level			
	≤ 300	350	400	450
Operational excellence				
IAMI				
Facility utilization				
Domestic research ecosystem				
Site maintenance				
Talent and training				
Major deferred maintenance (BL1A/substation)				
Innovation & commercialization				
International research ecosystem				
ARIEL completion				
ARIEL operations				

*Heat map visualizing various funding-level scenarios, including those of reduced funding from the \$450M request*

# Implementation Plan scenarios

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- ARIEL and IAMI completion re-affirmed as primary objective of the next five-year plan
- Three scenarios were evaluated, with substantial input from community, university members, Board of Governors, NRC, etc:
  1. Returning to an eight-month operational cycle for ISAC, delaying operations of IAMI into the next five-year period and effectively deferring ARIEL construction and operations well beyond existing five-year plan
  2. A single extended shutdown of the main accelerator for a year in 2026 to complete ARIEL construction as defined by the CFI criteria. This allows focus on ARIEL during that period without distraction (and will require rigour), yet obviously impacts ISAC and CMMS, and medical isotope production
  3. The status quo of longer shutdowns over the next four/five years to provide some spare capacity for ARIEL construction. This implies continued six month shutdowns, which impacts science and medical isotope production - this is actually closer to the scenario put to government
- (Fourth scenario of securing an additional \$50M operation funds viewed as unachievable)



# 5-year plan scenario considerations

More +ve	Green
Less +ve	Yellow
Less -ve	Orange
More -ve	Red

Scenarios			
1 (Defer ARIEL/IAMI; 8-month cycle)	2 (Extended Shutdown)	3 (Delay ARIEL/IAMI; 12-month cycle)	4 (Delay ARIEL/IAMI; 18-month cycle)
<b>Non-negotiable elements</b>			
Compensation	✓	✓	✓
Deferred Maintenance	✓	✓	✓
Operational Excellence	✓	✓	✓
<b>Considerations</b>			
Position TRIUMF for next 5YP	Orange	Green	Yellow
Maintain domestic scientific userbase / excellence	Green	Green	Green
Maintain international scientific userbase / excellence	Yellow	Yellow	Yellow
Talent Development (also 'compensation' above)	Green	Yellow	Green
Complete and operate ARIEL	Red	Green	Orange
Complete and operate IAMI	Red	Green	Orange
Complete BL1A Refurbishment	Orange	Green	Yellow
Financially secure - operations & capacity	Green	Green	Green
Medical isotope production	Green	Yellow	Orange
Manage reputation with users	Green	Yellow	Orange
Maintain reputation with international collaborators	Yellow	Yellow	Orange
Manage reputation with government	Orange	Green	Yellow
Manage reputation with business partners	Green	Yellow	Yellow

# Five-year Plan Objectives

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- Some of the areas that we have viewed as essential components of the next five-year planning (the “rocks”) have been agreed with the Board
- **Compensation plans:** we aim to deliver the market median as a target salary for all staff during the next five-year plan, with evaluations against market every three years.
- **Deferred maintenance:** an essential component of the request and discussions with government. We have an aging core infrastructure and need to invest heavily in securing future operations
  - Looked to use CFI IF process (new “core facilities” stream) to augment budget
- **Operational Excellence** is a cornerstone of the request. Funding Weft and Warp as a response to CNSC/WAG, developing research security, safety, programme management, ...
- These components form the basis of the award, as re-affirmed in the budget language



# Implementation Plan Core Deliverables

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- **Deliver science from the Advanced Rare Isotope Laboratory (ARIEL)**
  1. Deliver 5000 hours of radioactive isotope beam to ISAC by the 2029 operational year
  2. Ensure ARIEL is ready for Gate-4A in the TRIUMF project management process by 2027
- **Complete and operate the Institute for Advanced Medical Isotopes (IAMI)**
  3. Initial operations of the IAMI facility in 2026
- **Refurbish key infrastructure and systems**
  4. Replacement of key components of Beamline 1A, supporting material sciences and isotope production, during planned shutdown periods

# NRC Contribution Agreement Schedule B

## SCHEDULE B

### Funded Activities

The following activities shall be undertaken by TRIUMF or its controlled entities, in alignment with the financial information in Schedule C.

1. TRIUMF commits to following core deliverables:

- (a) Ensuring ARIEL is ready for Gate-4A in the TRIUMF project management process in 2027
- (b) Delivery of 5000 hours of radioactive isotope beam to ISAC in the 2029 operational year
- (c) Initial operations of the IAMI facility in 2026
- (d) Replacement of key components of Beamline 1A, supporting material sciences and isotope production, during planned shutdown periods

**...but we are also committing to support as broad a science and innovation programme as possible**

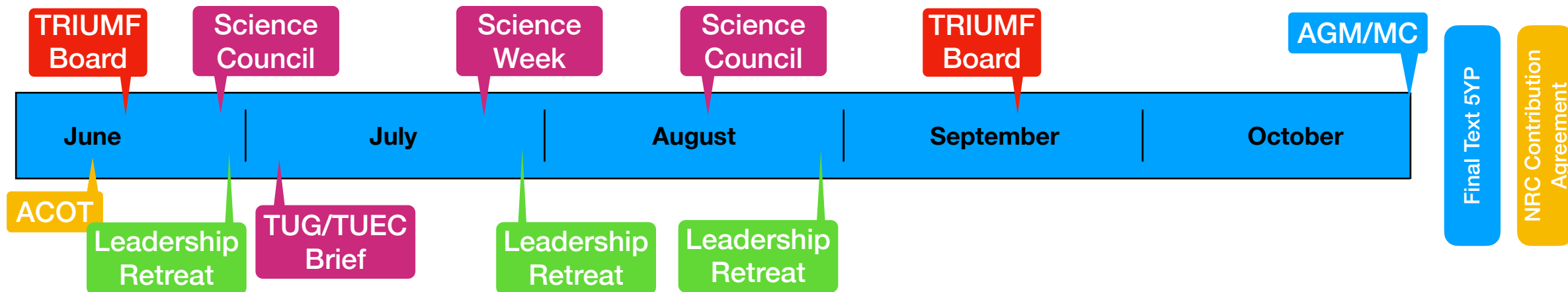
**Core deliverables now threaded through CA, 5YIP, governance groups, community discussions...**

2. TRIUMF will support the Canadian scientific community by providing access to its experimental facilities as well as technical and scientific support. TRIUMF will provide support for:

- (a) On-site science: RIB nuclear physics; quantum materials & technologies; life sciences; theoretical subatomic physics; UCN/nEDM.
- (b) Off-site collaborative research, and science projects (ATLAS; HL-LHC; ALPHA; Hyper-K; DBD)
- (c) Science operations undertaken as part of the Institute for Advanced Medical Isotopes (IAMIs)
- (d) Other on- or off-site science initiatives undertaken using resources provided under this Contribution Agreement.

3. TRIUMF or its Controlled entities or Affiliates, will undertake activities to commercialize TRIUMF's research and technology activities for the benefit of Canada, in alignment with the provisions of the Contribution Agreement and in particular with the provisions set out in Article 5 regarding Security, Article 9 regarding Intellectual property and Article 10 regarding Traceable Economic Benefit.





### Outputs:

NRC TB Initial input

Summary of 5YP

Draft 5YP

Final Draft 5YP

### Meeting details

- Leadership Team Retreat (Plan Development) – May 13
- Leadership Team Retreat (Plan Development)– May 31
- NRC – Advisory Committee on TRIUMF – June 10-12
- Board of Governors Meeting – June 18
- Science Council Meeting – June 27
- Leadership Team Retreat (Plan Development) – June 28
- TRIUMF User Group Pre-Science Week Briefing – July 5
- TRIUMF Science Week - July 22-26
- Science Council Meeting [Unanimous plan endorsement from voting members] – August 15
- Board of Governors Meeting [Unanimous approval to recommend 5YIP deliverables] – September 17
- Members' Council Annual General Meeting [Implementation Plan Approved] – October 28 & 29
- NRC Contribution Agreement - Early 2025

# Long shutdown planning and execution

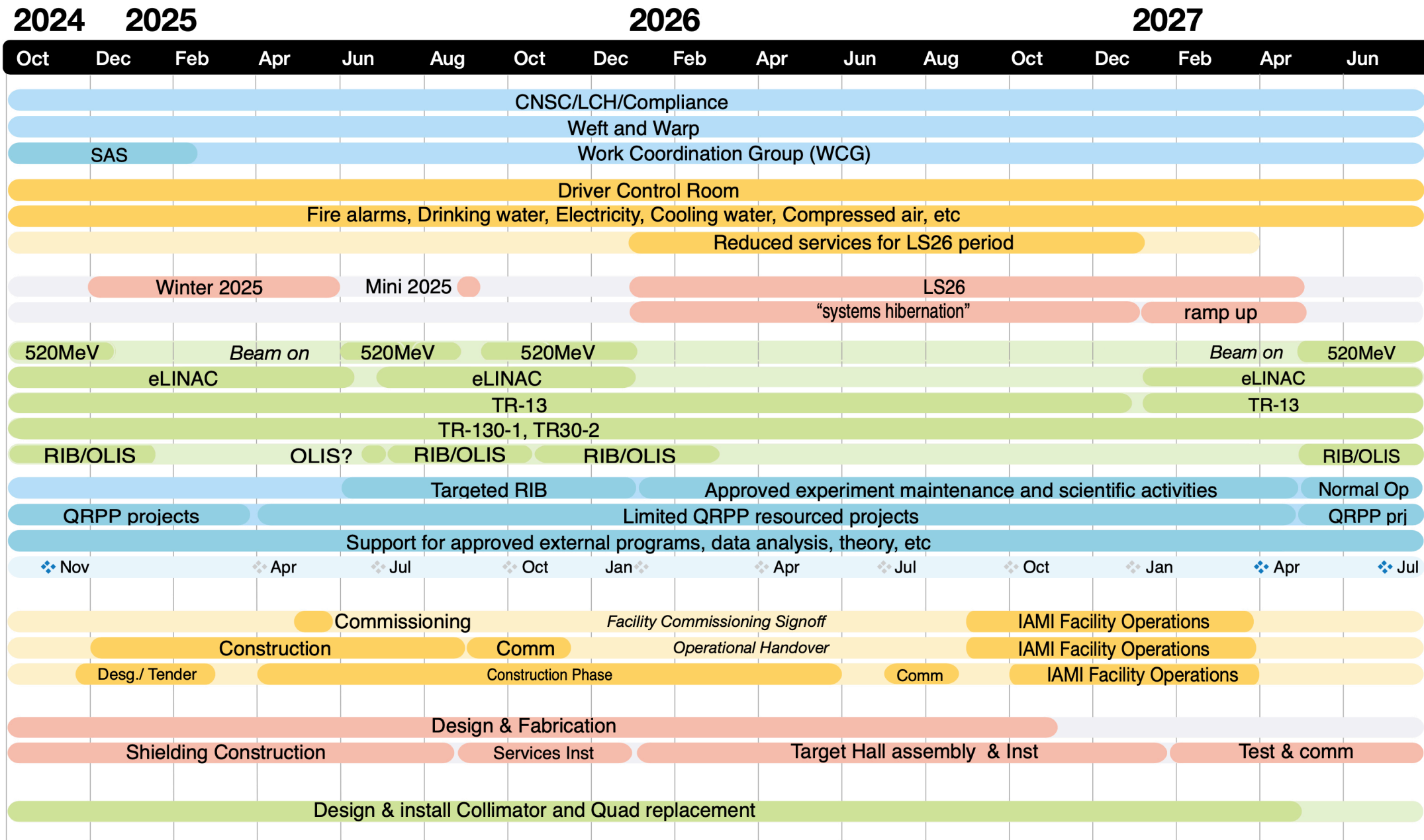
# Long Shutdown 2026

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- Planning for the long shutdown of the main cyclotron is now completed
  - Project plans for the three main infrastructure are geared towards the long shutdown (upcoming talks by Esther, Syd, Luca and Doug)
  - Quarterly Review of Project priorities reworked to ensure priority projects relieve the resources required to deliver on obligations
  - Core work packages for ARIEL and IAMI are now primarily distributed amongst TRIUMF teams, identifying critical facility groups
  - 2025 and 2027 operational cycles defined to ensure students and postdocs secure required data for graduation
- Oversight structure is defined and in place through the Leadership Team and Project Management Oversight Group, main component is the Work Coordination Group

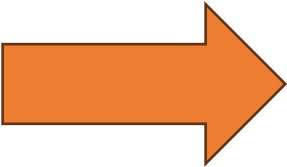


LS26 High Level  
Timeline



QRPP Reset (Quarterly Review of Project Priorities)

ProjectID	Project Name	September Ranking
Dps	Non-Project Work (Training, MRO, Vacation, etc.)	1*
PRJ_342	ARIEL-II Program Management, Licensing and Documentation	1
PRJ_353	ARIEL-II Target stations	2
PRJ_179	ARIEL-II BL4N	3
PRJ_424	ARIEL-II Target Hall Infrastructure	4
PRJ_405	Cancer Treatment with Therapeutic Radionuclides	5
PRJ_383	ARIEL T-5	6
PRJ_354	ARIEL-II Separator & front end	7
PRJ_358	ARIEL-II CFS	8
PRJ_487	ARIEL-II Hot Cells	9
PRJ_374	e-Linac Development	10
PRJ_355	ARIEL-II Laboratories	11
PRJ_310	CANREB Studies	12
PRJ_442_construction	IAMI Construction	13
PRJ_507	IAMI - SCC Build-out	14
PRJ_550	IAMI Phase 2	15
PRJ_553	UCN Source	16
PRJ_407	UCN project management	17
PRJ_555	HEDM Experiment	18
PRJ_481	Replacement of ISIS horizontal beam line	19
PRJ_372	On-Line Ion Source I2	20
PRJ_552	HAIGU	21
PRJ_492	Upgrade and refurbishment of the Cyclotron RF System	22
PRJ_455	CERN HL-LUMI Cbfs Fabrication and Assembly	23
PRJ_476	Routine 225Ac target processing capabilities and product development	24
PRJ_457	Infrastructure Upgrades for Alpha Emitter Production	25
PRJ_416	Target Module 3 Refurbishing	26
PRJ_499	MT5 Revitalization	27
PRJ_557	TRIUMF Cyclotron Control System	28
PRJ_406	Expanding Muon Beam Facilities at TRIUMF	29
PRJ_526	225Ac Production via 226Ra(p,n)	30
PRJ_497	Rare Isotope Beam Delivery Development	31
PRJ_538	DarkLight at ARIEL e-linac	32
PRJ_470	Search for neutrinoless double-beta decays in Xe-136 with nEXO	33
PRJ_491	ATLAS ITx Upgrade	34
PRJ_456	Multi-PMT Development and Prototyping for NuPRISM and Hyper-K	35
PRJ_517	Asset and Workflow Management System	36
PRJ_545	STP Station Upgrade	37
PRJ_493	ATLAS Phase-2 Upgrade LAr FE	38
PRJ_481	WICO	39
PRJ_482	DarkSide-20K	40
PRJ_483	MOLLER	41
PRJ_496	ISAC Target Hall Consolidation	42
PRJ_507	Replacement for DG1 and ATS	43
PRJ_513	ME141 Replacement	44
PRJ_494	ISAC TRILIS upgrade	45
PRJ_412	Upgrade of TRIUMF Radiochemistry for brain imaging at the DM Center for Health and acquisition of a Hybrid PET/MR	46
PRJ_37	ISIS upgrade	47
PRJ_493	ISAC LINAC RF System Refurbishing	48
PRJ_502	Portable Versatile Remote Manipulator Unit	49
PRJ_464	POLARIS	50
PRJ_473	E-linac test bed for high intensity THz radiation	51
PRJ_150	BT Spectrometer	52
PRJ_522	Si Pixel Testing	53
PRJ_537	Photosensor for Hyper-K	54
PRJ_562	Ultra fast detector for neutron spectroscopy	55
PRJ_495	Cyclotron refurbishment	56
PRJ_549	Detectors for environmental monitoring	57
PRJ_569	PENelope Cryogenic Commissioning	58
PRJ_532	PONE	59
PRJ_534	Laboratory for fundamental symmetries and radioactive molecules	60
PRJ_567	PIONEER next generation pion decay	61
PRJ_488	TRIUMF future dosimetry	62
PRJ_558	Copper Active LCW Corrosion Project	63
PRJ_471	TR24 Targets and Transfer System	64
PRJ_559	IPF High Power Upgrade	65
PRJ_344	ALPHA - Measurement of Antimatter Gravity	66
PRJ_483	New CRM System	67
PRJ_514	Production of radioactive molecules in an RFQ gas-reaction cell	68
PRJ_528	Separation methods for medical isotopes from thorium carbide targets	69
PRJ_480	Replacement of cooling tower units	70
PRJ_498	Ultra-violet photo-detector development infrastructure	71
PRJ_535	nEXO	72
PRJ_541	ARGO	73
PRJ_468	Radioactive Cell Culture Lab	74
PRJ_509	Rabbit Line Replacement	75
PRJ_539	Compact accelerator based neutron sources	76
PRJ_508	Site Care Access System Replacement	77
PRJ_550	BL1A Beamlines and Remote Handling	78
PRJ_568	BL1A Contribution to Site-Wide Waste Management	79
PRJ_482	RCA1 Nuclear Ventilation Upgrade	80
PRJ_540	BL1A Refurbishment	81



Project Category	# Projects
<b>NRC Contribution agreement priorities</b> IAMI, <u>ARIEL</u> , BL1A	3, <u>12</u> , 2
<b>Other approved QRPP projects</b> Can request resources. Allocated <b>after</b> core priorities	16
<b>Non-conflicting projects</b> No resource conflicts with “green”	19
<b>Hibernated projects</b>	23

Count: > 80

# QRPP redesign for resource simplicity

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## QRPP Project Rankings April-June 2025

NRC Contribution Agreement Priorities			Other Projects Approved for QRPP			Non-Conflicting Projects	
Core priorities Take precedence for resources			Can request resources at QRPP. Resources allocated AFTER core priorities			Can Proceed - no conflicts with P&I (including Engineering), ACC, and limited resources from Core Service Report status at QRPP, can't request resources	
Core Priority	PRJ #	Description	Strategic Priority	PRJ #	Description	PRJ #	Description
1	PRJ_442_cor	IAMI Construction	1	PRJ_481	Replacement of ISIS horizontal beam line	PRJ_579	Weft and Warp
1	PRJ_527	IAMI – BCC Build-out	2	PRJ_406	Expanding Muon Beam Facilities at TRIUMF (M9H)	PRJ_495	Cyclotron refurbishment
1	PRJ_550	IAMI Phase 2	3	PRJ_538	Darklight	PRJ_539	Compact accelerator based neutron sources
2	PRJ_342	ARIEL-II Program Management, Licensing and Documentation	4	PRJ_517	Asset and Workflow Management System	PRJ_582	Digital Ecosystem Rebuild
2	PRJ_353	ARIEL-II Target stations	5	PRJ_557	TRIUMF Cyclotron Control System	PRJ_508	Site Card Access System Replacement
2	PRJ_179	ARIEL-II BL4N	6	PRJ_412	Upgrade of TRIUMF Radiochemistry for brain imaging at the DM C	PRJ_461	IWCD
2	PRJ_424	ARIEL-II Target Hall Infrastructure	7	PRJ_526	225 Ac Production via 226 Ra(p,n)	PRJ_462	DarkSide-20K
2	PRJ_405	Cancer Treatment with Therapeutic Radionuclides	8	PRJ_407	UCN project management	PRJ_532	PONE
2	PRJ_363	ARIEL 1.5	9	PRJ_553	UCN Source	PRJ_562	Ultra fast detector for neutron spectroscopy
2	PRJ_354	ARIEL-II Separator & front end	10	PRJ_555	nEDM Experiment	PRJ_87	M9 upgrade
2	PRJ_358	ARIEL-II CFS	11	PRJ_455	CERN HI-LUMI CMs Fabrication and Assembly	PRJ_150	3T Spectrometer
2	PRJ_487	ARIEL-II Hot Cells	12	PRJ_573	Radmol Lab Renovation (NRC funded portion)	PRJ_453	ATLAS Phase-2 Upgrade LAr FE
2	PRJ_374	e-Linac Development	13	PRJ_372	On-Line Ion Source I2	PRJ_537	Photosensor for Hyper-K
2	PRJ_355	ARIEL-II Laboratories	14	PRJ_473	E-linac test bed for high intensity THz radiation	PRJ_401	ATLAS ITk Upgrade
2	PRJ_310	CANREB Studies	15	PRJ_552	HAICU	PRJ_569	PENeLOPE Cryogenic Commissioning
3	PRJ_568	BL1A Contribution to Site-Wide Waste Management	16	PRJ_483	New CRM System	PRJ_567	PIONEER next generation pion decay
3	PRJ_560	BL1A Refurbishment				PRJ_549	Detectors for environmental monitoring
						PRJ_580	TIIGR, Therapeutic Isotope Imager with Gamma Rays
						new	SEAQR, Sensor for Environment Analysis with single Quanta Reso
						PRJ_588	Workday Learning Enterprise Interface Builder (EIB)
						PRJ_589	Helpdesk Ticketing System Replacement

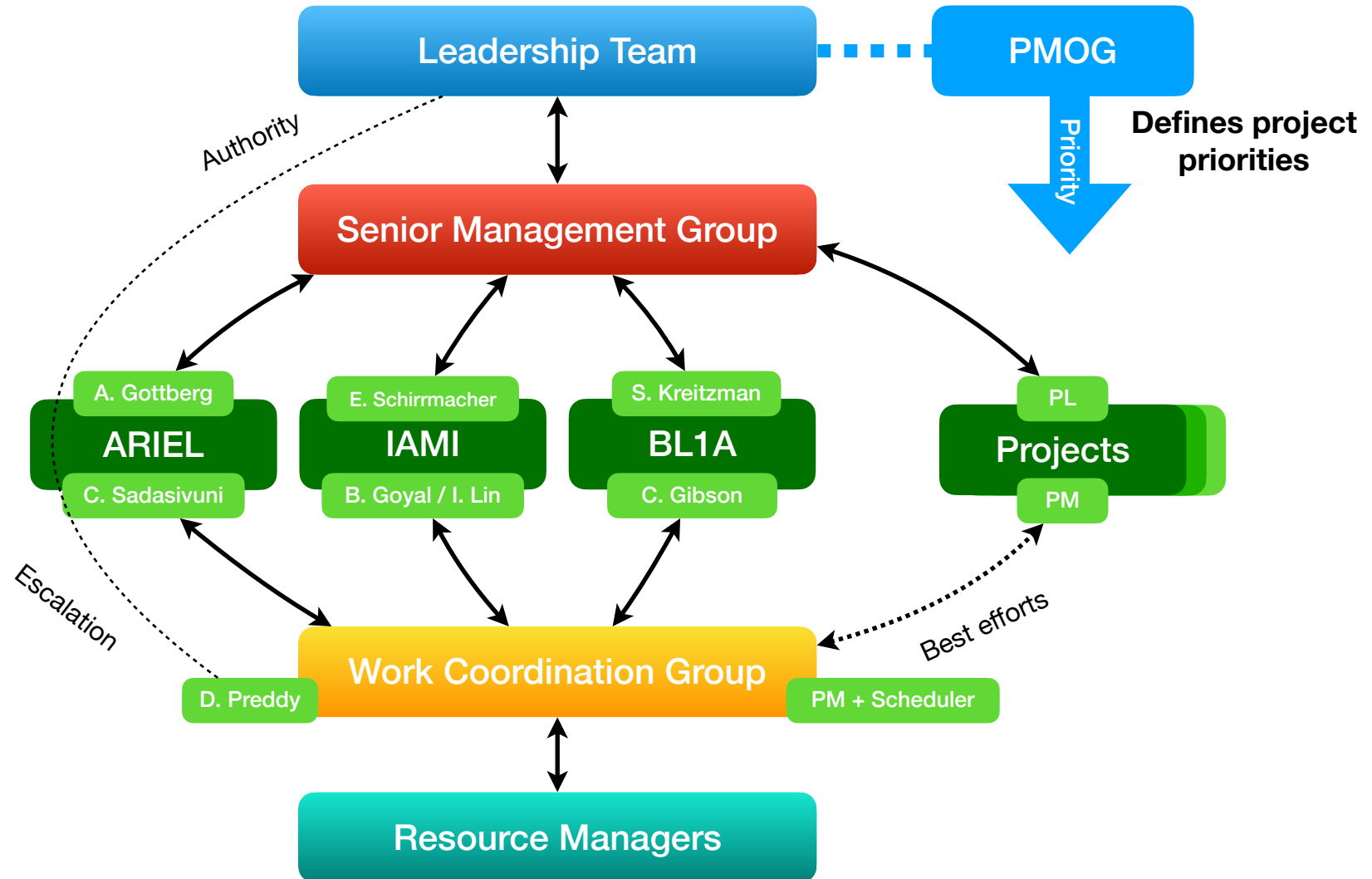
## Hibernated Projects (on hold)

PRJ_535	nEXO	PRJ_545	STF Station Upgrade	PRJ_513	ME141 Replacement
PRJ_502	Target Waste Packaging System	PRJ_559	IPF High Power Upgrade	PRJ_480	Replacement of cooling tower units
PRJ_492	Upgrade and refurbishment of the Cyclotron RF System	PRJ_514	Production of radioactive molecules in an RFQ gas-reaction cell	PRJ_558	Copper Active LCW Corrosion Project
PRJ_416	Target Module 3 Refurbishing	PRJ_528	Separation methods for medical isotopes from thorium carbide t	PRJ_572	Capacity Management in Workday
PRJ_497	Rare Isotope Beam Delivery Development	PRJ_482	RCA1 Nuclear Ventilation Upgrade	PRJ_534	Laboratory for fundamental symmetries and radioactive molecu
PRJ_496	ISAC Target Hall Consolidation	PRJ_509	Rabbit Line Replacement	PRJ_464	POLARIS
PRJ_494	ISAC TRILIS upgrade	PRJ_476	Routine 225Ac target processing capabilities and product develo	PRJ_488	TRIUMF future dosimetry
PRJ_493	ISAC LINAC RF System Refurbishing	PRJ_457	Infrastructure Upgrades for Alpha Emitter Production		



# LS26 Delivery and Oversight

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RESOURCE MANAGEMENT & PRIORITIZATION						
TSOP-15 PROJECTS				OPERATIONS		
QRPP Ranking	Request Work?	Resource Escalation	Work Coordination	Operations	Notification	Escalation
			Resource Owner	Life Safety / Emergency Response	DCR	DCR → LT
<b>NRC Contribution agreement priorities</b> IAMI, ARIEL, BL1A	QRPP	1. Negotiate at WCG 2. WCG → SMM 3. WCG → LT	WCG Resource Owner	Break/fix urgent response (beam down/experiment fail)	DCR, RIB Ops, resource owner	Division → LT
<b>Other approved QRPP projects</b> request resources. allocated after core priorities	QRPP		WCG	Routine maintenance & planned work	SMM (if disruptive)	1. Negotiate at WCG 2. WCG → SMM 3. WCG → LT
<b>Non-conflicting projects</b> No resource conflicts with “green” or “yellow”	WCG	Division → PMOG (Update QRPP priority?)	WCG	Operational “projects” (below TSOP 15 size)	WCG	Division → LT
				Non-urgent experiment work (e.g. staging)		
<b>Hibernated Projects</b>	Division Head	Division → PMOG (Update QRPP priority?)	N/A	Maintenance not required/not approved	N/A	Division

**WCG** = Work Coordination Group,
 **LT** = Leadership Team i.e. Division Director,
 **SMM** = Senior Management i.e.. LT + Department Heads,
 **DCR** = Driver Control Room,

# **TRIUMF Process for selection of proposals for the CFI IF2027 competition**

**\*\*\*IF27 competition is expected to be launched in early 2027\*\*\***

# TRIUMF's proposal assessment criteria

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- The proposal selection will be based on the following criteria :
  - (i) Scientific Excellence of the project internationally and expertise of the research group
  - (ii) Scientific alignment with TRIUMF's Implementation Plan
  - (iii) Capacity of TRIUMF's resources to undertake the activity in the timescale specified
  - (iv) Alignment with Canadian community strategic priorities (eg SAP LRP)



# Process at TRIUMF

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**Step 1:** Submission of Notice of Intent (PRIS document) to TRIUMF

Deadline October 31, 2025

\*\* Note : IF2025 unsuccessful proposals (result known by November 2025) could submit their proposal by December 5, 2025

**Step 2:** Evaluation of the PRIS for scientific merit by an international panel (ACOT/EEC) and initial ranking, with feedback to the proponents that might potentially help to improve the case and the proposal.

The proposals will be ranked in 3 merit categories ; High, Medium and Low

Completion by January 30, 2026 (tentative)

**Step 3:** Review of the PRIS by the TRIUMF Science Council - focus on alignment to TRIUMF scope, vision and strategy

Completion by March 15, 2026 (tentative)

# Process at TRIUMF (2)

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**Step 4:** Opportunity for revision of PRIS based on the review feedbacks and any update resource requirements

Deadline April 5, 2026 (tentative)

**Step 5: Gate 0** review by PMOG to assess resource load and capacity using the updated PRIS

Completion May 15, 2026 (tentative)

**Step 6:** Potential update of project plans based on resource capacity from TRIUMF and/or university or collaborator contributions

Deadline May 30, 2026 (tentative)

**Step 7: Gate 1** approval of projects by the TRIUMF Leadership Team.

Completion by June 30, 2026 (tentative)

**Next strategic planning cycle  
starts in Spring 2026**

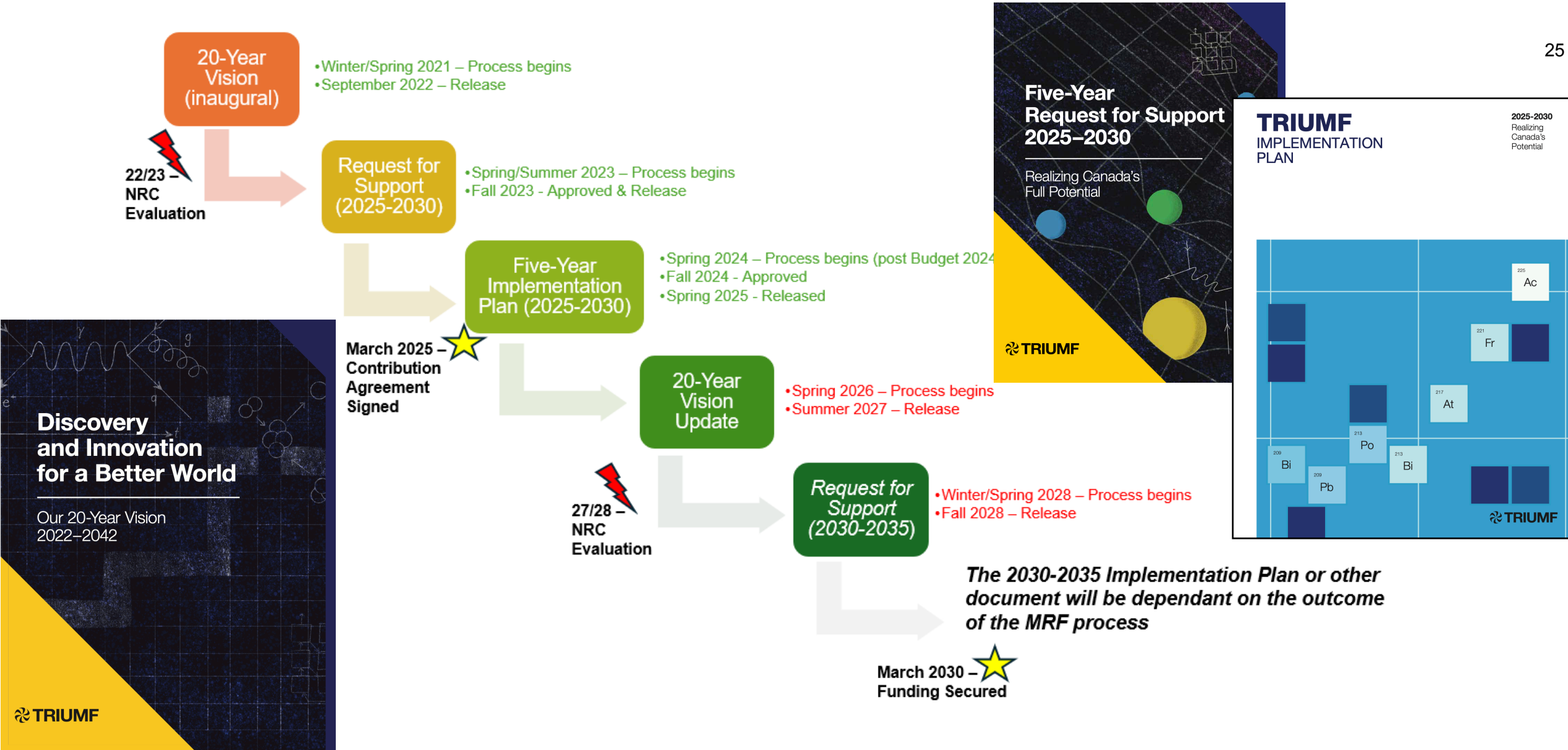
# TRIUMF Strategic Planning Cycle

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- The introduction of a 20-year Vision process allowed TRIUMF to move to a new model for strategic planning, which provides clarity on a funded programme of work
- The 20-Year Vision provides governance, community and laboratory engagement to discuss potential options for the future TRIUMF direction. Will be refreshed quinquennially.
- The 5-Year Request for Support builds a detailed proposal for federal operational support which will allow the first steps in the 20-Year Vision. One-off document(s).
- Following funding being awarded, the 5-Year Implementation Plan builds a funded programme of work, aligned with the 20-year Vision and the 5-year request for Support. This allows clarity of objectives given the funding available.
- The objectives within this 5-year Implementation Plan have been encoded into the Contribution Agreement (contract with federal government) in this cycle.

# TRIUMF Strategic Planning Cycle

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# Future Funding Programme Uncertain

- CFI currently provides operational support to some facilities through the MSI programme, with limited contributions between 40% and 60%, no capital support nor in-house research, and assuming universities hold liability for staff and infrastructure
- CFI is developing the Major Research Facility framework to support operations in university-associated large scale research facilities (six of the MSI, with stated intent for TRIUMF to join in 'phase-II' at the end of the current five-year plan)
- Proposal for development of MRF submitted at end of April to ISED
  - Substantial community consultation and engagement, including from TRIUMF
  - Latest concept shown at MSI workshop in February, no substantive changes at that time from enhanced MSI
  - TRIUMF continues to work with ISED and CFI on the MRF structure development
- There is an opportunity to maximise the benefit to Canada of its MRF assets

# National Research Facilities Models

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		Owner - Liability holder		
		Government	NGO / Institute	University
Operator - Governance Model	Government	GoGo  <b>NRC facilities</b>  <b>Dept. facilities (fish, agri, etc)</b>  <b>NRC Herzberg Inst.</b>		
	NGO / Institute	<b>CNL (for profit)</b>	<b>SSF ad-hoc (IQC)</b> <b>DRAC</b> <b>SIF ad-hoc</b>	
	University	GoCo	<b>TRIUMF (Capital)</b>	<b>CFI MSI - SNOLAB, CLS, ONC, ... (Matching)</b>  <b>Fedoruk</b>

CA defines reqs

MRF needs to go here

- GoCo (US DOE, NSF) e.g. Battelle
- GoGo (EU) e.g. STFC RAL
  - German model includes Helmholtz / Max Plank
- Canada model historical
  - NRC supporting mission driven research
  - CNL grown from Manhattan programme
  - TRIUMF - first 'academic' MRF
  - MSI similarly 'bottom-up' derived

## Key to colour coding

Federal support direct

Provincial support

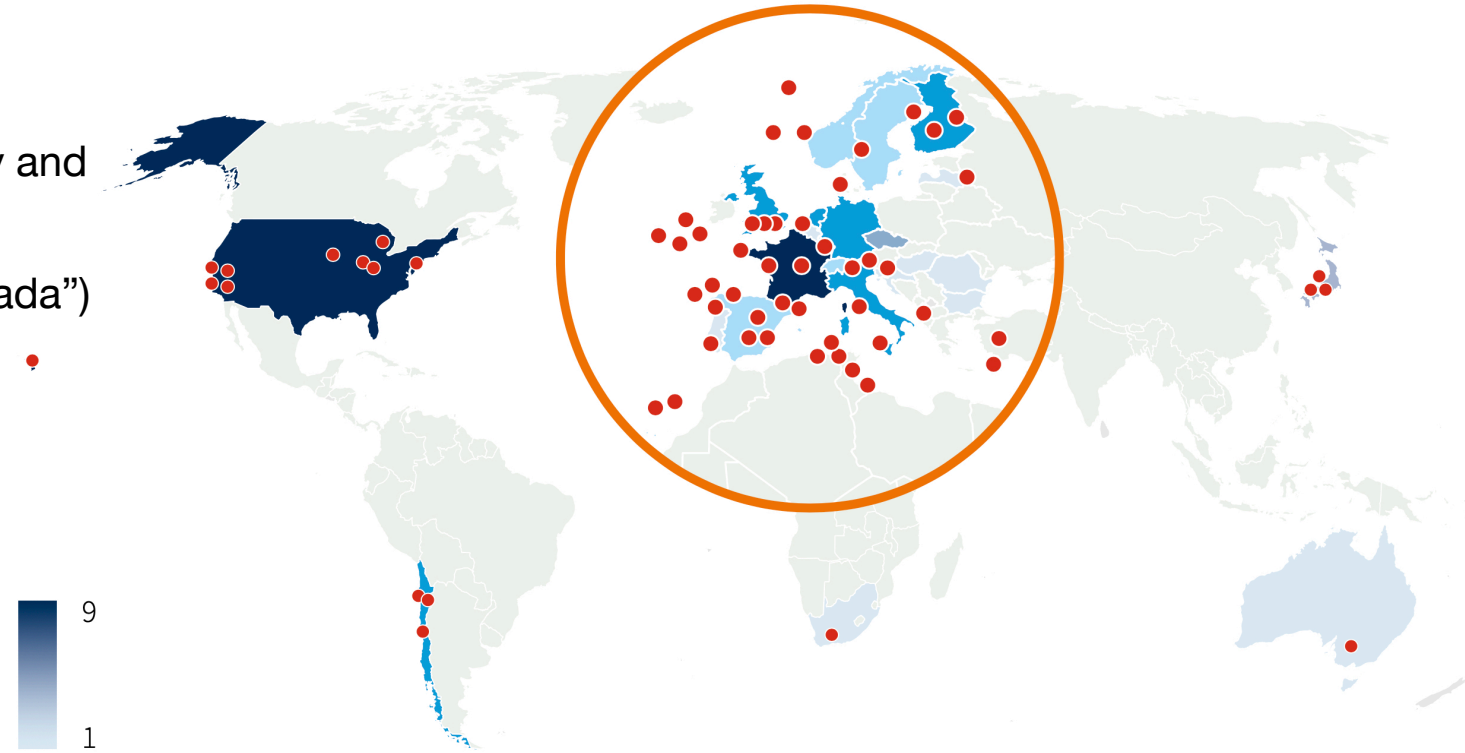
Federal support through CFI (Foundation)

Federal support through ad-hoc / ISED

# Future Strategy Positioning

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- Opportunities exist in
  - Mission-driven (mission derived from community and government)
  - International programmes (“who speaks for Canada”)
  - Interdisciplinary programmes
  - Innovation and commercial work
  - Academic engagement



G7 Large Research Infrastructures:  
Synergies and impact  
on science and society

**FIGURE 1. Geographical distribution of the 32 ground-based LRIs.**

Note: The mapping is based on the physical location of each LRI's primary assets.

Source: TEHA Group elaboration on various sources, 2024

# **Lessons from the five-year Request for Support for future strategic planning**

# Lessons learnt from 5-year RfS

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- Communications 101: know your audience, and who the target for all documents is (for us, that was actually Finance, through ISED, PMO, PCO, ...)
- Provide details relevant to the audience... two pager brief for political engagement, request for support summary or full document for ISED (depending on level), detailed spreadsheets for Finance
- Engage all stakeholders along the way (for us it was the community, university leadership, NRC, funding agencies, ...)
- Sequencing the Vision, Request for Support, Implementation worked well to allow message to evolve for stakeholders...
- For the SAP Long Range Plan - who is the audience? If it's NSERC we are just slicing a fixed pot; we should make the objective to grow NSERC/CFI support so it's ISED and Finance...



# What aspects of request resonated?

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- Key messages that resonated over last two years with funding agencies and governments are still relevant -
  - National resilience: couched around COVID and MVM production, but now even more relevant; development of HQP, intellectual capability, SAP as an engine for innovation and science
  - International, multidisciplinary research: cementing Canada in the international research ecosystem
  - Mission-driven: linking the work we do naturally to the broader mission the government has
  - ... note that the science itself was not the key selling point, as that is assumed ...
- These areas will need to be developed in TRIUMF's next funding request to show relevance to Canada and impact we can provide
  - The science will be evaluated by NRC quinquennial review again (and will be found to be world-class!) likely around 2027/28



Thank You  
Merci  
Hay ce:p qə

[www.triumf.ca](http://www.triumf.ca)  
[@TRIUMFLab](https://twitter.com/TRIUMFLab)

