

## 6.0 STRATEGIC GOALS

Based on the above internal guidelines (vision, mission, values), the role of the CLS within the national scientific landscape, and in order to address challenges perceived in the planning environment, six strategic goals were developed:

- **Goal 1: Be a global centre of excellence in synchrotron-enabled research and innovation;**
- **Goal 2: Make the CLS the most responsive and valuable synchrotron light facility for industry;**
- **Goal 3: Maximize the performance and availability of the facility;**
- **Goal 4: Plan for CLS' Scientific future;**
- **Goal 5: Ensure the long-term sustainability of the CLS as a national facility; and**
- **Goal 6: Make CLS one of Canada's best employers.**

Goals 1 and 2 are directly related to the vision and mission statements and will provide a basis for achieving these goals. CLS management is well aware that "global leadership" in synchrotron light-based research and "world leading research and development" cannot be achieved in all areas and for all techniques. However, it will always be the goal of CLS to have at least two beamlines that are world leading in their corresponding research area--without ignoring the requirements of the other beamlines. "Global leadership" in some areas is crucial for the standing of the CLS within the international synchrotron research community and to attract world-class scientists, who will always try to use the best facilities available for their research. CLS already has at least two beamlines that are world-leading: the Phase I X-ray Microspectroscopy beamline and the Phase II Biomedical Imaging and Therapy (BMIT) facility. Thus, it will be an objective within Goal 1 to support these beamlines so that they remain world-class.

Though the CLS has not reached its full capacity and Phase III beamlines are still in the planning/early construction phase, planning for the scientific future (Goal 4) is crucial. New ideas and projects often have a very long lead-time and not starting them in parallel with ongoing projects will cause delays that in most cases will be unacceptable for our users, and which will result in the CLS lagging behind other facilities. In addition, beamlines which are already operational or in the commissioning phase, will need continuous upgrades (as will the accelerators) to keep them state-of-the-art. This has to be seen in the context that a beamline has in general lifespan of about 5 years in which it can be state-of-the-art. For the CLS, this is highlighted by the fact that one of the Phase I beamlines--the Variable Line Spacing Plane Grating Monochromator beamline--has already received funding from CFI for a significant upgrade.

Compared to other synchrotron facilities, or other large scale Canadian research facilities such as TRIUMF, CLS is still a young facility and in a critical transition phase. The CLS is in transition from construction project to user facility, from obtaining major capital funding to securing an adequate operating budget, and finally from a new facility to a recognized national facility. Goal 5 requires specific attention, as in Canada there is no single agency or policy mechanism in place to fund the operations of large-scale research facilities in Canada. Finally, the role of the provinces concerning the funding of

national facilities as compared to the Federal Government, in particular the Province where the facility is located, is not well defined and needs attention. For this reason, goals 3 and 5 were defined as standalone strategic goals. We hope and expect that the major objectives connected with these goals will be achieved within the next few years, so that these goals will not be part of a follow-up plan as independent goals.

Goal 6 is based on the CLS values statement, which requires not just a safe workplace but also one that fosters respect, equity and balance, and a culture of teamwork. For well-established facilities with a longer history, this would not be a standalone goal but at most an objective within a broader strategic goal. This goal is of relevance for the CLS as we strive to attract the very best scientific staff to operate the facility.

The structure of this Strategic Plan was chosen deliberately to make the plan as transparent as possible. For each goal, a number of objectives have been defined that clearly show the approach chosen to achieve the goal. Each of these objectives lead to specific action items, and each action item has milestones that can and will be monitored, with staff identified as being responsible for ensuring their delivery, and a summary of resources - financial, human resources and time -- required to deliver these milestones. As this is the first comprehensive strategic plan for this facility, a strong focus is placed on those action items deemed to be achievable by the end of the first full year of this plan in March 2011, with a greater corresponding amount of detail placed on milestones slated for completion at that time. The plan's implementation and progress will be reviewed quarterly, with some adjustments to priorities and modifications of deliverables anticipated, particularly upon completion of the review at the end of the first full year at the end of the fourth quarter of 2010.

Most of the objectives and action items that are connected with the six strategic goals will require financial commitments. CLS is in the fortunate position to have a secured operational budget until the end of fiscal year 2012/2013. We have tried to consider this fact by dividing objectives and action items respectively into two distinct categories: those that can and will be financed out of the available budget and those for which financing is not yet secured. Whenever possible, we have tried to indicate in the second category funding opportunities that we hope might be available to realize these projects, which are in most cases crucial for the scientific future of the CLS. In most cases we tried to mark objectives and action items of the second category by a "\*" and the total expenses for this items are summarized in a separate budget.