Neutrons Canada Prospectus

Updated August 2023

1 Executive Summary

Canadian institutions that conduct research with neutron beams are invited to be Members of Neutrons Canada, which was established in October 2022 to govern, manage, and represent Canada's infrastructure program for research and development with neutron beams. This prospectus provides potential Members with (1) the context for the founding of Neutrons Canada, and (2) its purpose, roles, potential scale and scope, and governance structure.

Innovation in materials underpins many technology advances for national priorities, such as a clean environment, a clean growth economy, safety and security, and health. Neutron beams are irreplaceable tools for such application-driven research as well as for fundamental research.

Neutrons Canada's creation is part of a cohesive, multidisciplinary, national strategy to rebuild Canada's capabilities for research with neutron beams, following the 2018 closure of Canada's primary neutron source, the NRU Reactor at Chalk River. The rebuilding of Canada's neutron infrastructure is underway with the McMaster-led national CFI 2020 Innovation Fund (IF) award, "Building a Future for Canadian Neutron Scattering", a $47M project to build up the neutron beam laboratory at the McMaster Nuclear Reactor (MNR) and create six-year partnerships with two US neutron facilities. The proposal for this award envisioned the creation of Neutrons Canada to not only operate the neutron beam laboratory at McMaster, but also to coordinate access to the requested infrastructure at foreign partner facilities along with other infrastructure to be proposed in coming years. For example, the University of Windsor has been leading a national team in pursuit of a prototype compact accelerator-based neutron source.

Neutrons Canada is seeking $95 million in government funding over six years, starting in 2024-25, and $25 million per year ongoing to operate a national infrastructure program for research and development with neutron beams to be managed by Neutrons Canada. If successful, Neutrons Canada will manage access to Canadian and foreign neutron sources whose replacement values are between $200M and $2B, a scale and complexity placing Neutrons Canada among Canada's Major Research Facilities (MRFs).

On behalf of its Member institutions, Neutrons Canada will play an essential role in facilitating community activities to secure capital and operating funds for the national neutron beam program. It will deliver or support major neutron projects and related initiatives as appropriate. Neutrons Canada will represent the program as a credible institutional voice to government, as Canada's agent for contracts with foreign neutron sources, and as a consensus builder among the communities that rely on neutrons to carry out their missions. Coordinating such efforts nationally will be the most effective means to deliver a truly pan-Canadian program that enables the community to speak with one voice.

Neutrons Canada is presently in a start-up mode, completing foundational activities in preparation for operating the proposed national neutron beam program, including building strategic relationships with government, potential foreign partners, and Members that are leading domestic initiatives.

Neutrons Canada is a not-for-profit corporation governed by an independent Board of Directors elected by Neutrons Canada's Member institutions from coast to coast. Its governance model aligns with best practices for the governance and management of Major Research Facilities (MRFs) in Canada.

2 About Neutrons Canada and Its Context

2.1 A national neutron strategy

Neutron beams are versatile and irreplaceable tools for twenty-first century research, innovation, and education, and Canada has been a global leader in materials research using neutron beams for 70 years. Access to neutron beam infrastructure, including neutron sources, instrumentation, and the necessary expertise, is critical for Canadian researchers to help with challenges related to climate change, a clean growth economy, and the development of innovative materials for safety, security, and health. Problems that can only be solved using neutron beams include *in situ* observation of small atoms such as hydrogen or lithium in battery cathodes for clean energy storage or in biomembranes for understanding health, disease, and treatments. In addition, conducting materials research at major neutron facilities has been shown to profoundly impact the training of Highly Qualified People, inspiring students to pursue higher educational achievement and careers in sectors that need their skills for innovation.[1]

Canadian researchers lost access to neutron beams in 2018, when the NRU Reactor in Chalk River closed and when Canada's only agreement with a foreign neutron source expired. Further, the restructuring of federal agencies has left no government institution responsible for providing neutron beam infrastructure for the user community.

Yet Canada still has (1) a base of excellent researchers who require neutrons, including about 100 principal investigators at Canadian universities in addition to experts within industry and government labs; (2) expertise in neutron sources and instruments; (3) a medium-brightness neutron source, the McMaster Nuclear Reactor (MNR), which has been prepared to operate for decades into the future; (4) the strong reputation needed to attract partnerships, collaborations, and expertise; and (5) a major

Figure 1. Left: Geographic distribution of researchers participating in research relying on access to the former Canadian Neutron Beam Centre (CNBC) at the NRU Reactor, across 30 Canadian universities and 22 countries (represented by flags). Right: Beam time by user type over the last five years of the CNBC's operation (2013–2018).

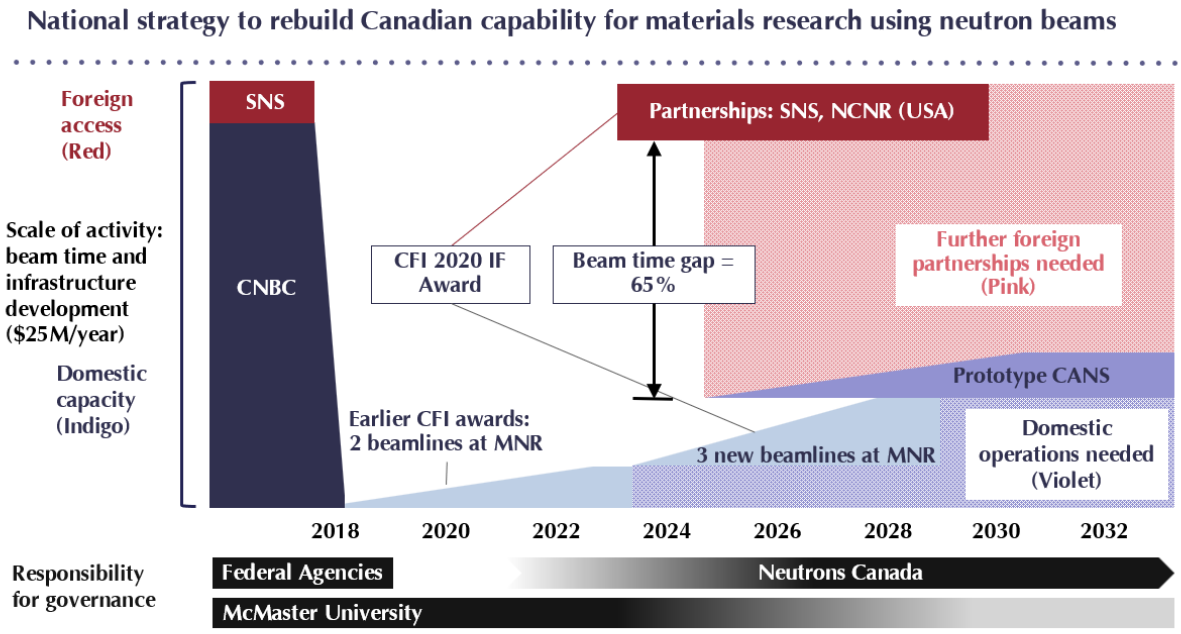
[1] Strategy Policy Economics (2019). Study of CNBC Performance and Impacts. http://cins.ca/docs/Strapolec_2019.pdf

CFI 2020 Innovation Fund (IF) award to add beamlines to the MNR and soon to create two short-term foreign partnerships.

To build on this foundation, the Canadian neutron beam community has aligned around a cohesive, multidisciplinary, **national strategy to rebuild Canada's capabilities for research using neutron beams (the "National Neutron Strategy")**.[2] The strategy describes in more detail the neutron beam user community, the present and historical context for materials research with neutron beams, and the impacts of such research for Canada. It discusses in detail the following four strategic objectives:

1) to create foreign partnerships;
2) to build on Canada's existing domestic capabilities;
3) to explore and develop new neutron sources; and
4) to create a new governance and management framework for these activities.

The major projects and facility operations required for strategic objectives 1, 2, and 3 of the National Neutron Strategy comprise a program that would be implemented by Neutrons Canada, which is the central feature of strategic objective 4. Section 7.4 of the National Neutron Strategy outlines the concept for Neutrons Canada and its context in more detail. Introductory information is summarized in the current prospectus.



Acronyms: Canadian Neutron Beam Centre (CNBC); Spallation Neutron Source (SNS), NIST Center for Neutron Research (NCNR), Canada Foundation for Innovation (CFI), McMaster Nuclear Reactor (MNR), Compact Accelerator-based Neutron Source (CANS).

Figure 2. Illustration of the infrastructure-rebuilding projects within the national neutron strategy and remaining gaps to be filled to meet researchers' demand for neutron beams.

[2] Canadian Neutron Initiative working group. The National Neutron Strategy: A strategy to rebuild Canadian capacity for materials research with neutron beams (March 2022). https://neutrons.ca/national-neutron-strategy/

2.2 Scale of the infrastructure program: Short term and long term

2.2.1 Short-term

In the short term, the infrastructure program will consist of the investments already secured. The rebuilding of the infrastructure program (as illustrated in Figure 2) began with the McMaster-led national CFI 2020 IF award, "Building a Future for Canadian Neutron Scattering." This award, supported by 17 universities with CFI institutional envelope, is contributing to strategic objectives 1 and 2 of the national neutron strategy by providing $25M from Canadian government sources for developing the neutron beam lab at the MNR and $11M in instrument development at two neutron facilities in the US. The foreign investment will leverage one-fifth of the Canadian need for beam time at world-leading foreign facilities—beam time that will continue to be needed even after the neutron beam lab at the MNR is fully operating.

2.2.2 Long-term

At the scale required to meet the Canadian demand for neutron beams, the infrastructure program is estimated to cost $25M per year by 2030. This estimate includes an attributed cost of neutron production at the MNR as well as operations of the neutron beam lab as a national user facility (notionally, 40% of the funds for the program), in which case it will meet up to half of Canadian requirements, enabling high-demand 'workhorse' applications suitable for a medium-brightness, steady-state thermal neutron source. The $25M per year estimate also includes the full cost of acquiring sufficient beam time at world-leading facilities in the US and Europe (40%). It also includes the cost of research and development toward innovative neutron sources and instruments, such as a prototype compact accelerator-based neutron source (10%). It does *not* include building a world-class neutron source for Canada, which may cost in the range of $200M to $1B, depending on the technology and scale desired.

In this long-term scenario, Neutrons Canada will manage access to Canadian and foreign neutron sources whose replacement values are between $200M and $2B. This scale and complexity will place Neutrons Canada among Canada's Major Research Facilities (MRFs).

2.2.3 Gaps to be filled

To meet the Canadian demand for neutron beams and bridge the gap between the short-term and long-term scenarios described above, the infrastructure program needs the following:

- Funds to operate the neutron beam laboratory at the MNR as a national user facility;
- Funds to maximize neutron production at the MNR by boosting the reactor's operating power and increasing its operations to 24/7;
- Access to additional beam time, especially for high-brightness, cold, and pulsed beams that are not available at the MNR;
- A sub-program for the facilitation of Canadian participation in neutron sources abroad and a means to sustain the foreign partnerships over time;

- A sub-program for the exploration and development of innovative neutron beam instruments and neutron sources; and
- An organization, Neutrons Canada, for the purpose and activities described in section 2.4.

As a step toward filling these gaps, the University of Windsor led a national CFI 2023 IF proposal that sought (1) to make another essential contribution to the infrastructure program by investing further in foreign partnerships to secure more beam time (strategic objective 1); and (2) to build a domestic prototype compact accelerator-based neutron source—a key investment that advances strategic objectives 2 and 3 by adding domestic capacity and exploring the potential of this innovative technology for neutron sources.

2.3 Neutrons Canada in the context of the CFI 2020 IF award

The CFI 2020 IF proposal, "Building a Future for Canadian Neutron Scattering", envisioned the creation of Neutrons Canada as the organization that would operate the neutron beam laboratory at McMaster and coordinate access to the requested infrastructure at foreign partner facilities, along with other infrastructure to be proposed in coming years. While McMaster would retain ownership of the infrastructure and be responsible for managing the award, operations of the infrastructure would be transferred to Neutrons Canada. This transfer "is expected to be no more than five years from award finalization. This timeframe will enable Neutrons Canada to lead strategic planning processes and negotiations concerning potential renewals of the foreign partnerships and to be ready to operate the domestic lab as a user facility before the final neutron beamline is completed."[3]

2.4 Neutrons Canada: Purpose and key activities

The purpose of Neutrons Canada is to:

> Govern, manage, and represent Canada's infrastructure program for research and development with neutron beams, including international partnerships that secure access to world-leading neutron laboratories, operation of Canada's domestic neutron beam facilities, and national initiatives for future neutron sources, thereby enabling Canadians to address major social and economic challenges.

The national neutron strategy envisions several key activities that Neutrons Canada will advance. These are:

- Building consensus among the multidisciplinary and multisectoral (i.e. industry, government, and university) research fields that rely on neutron beams; coordinating the development of user-community roadmaps for Canada's neutron capabilities; and facilitating community activities to secure both capital and operating funding for the infrastructure program;
- Operating domestic neutron beam infrastructure as national user facilities, including managing the allocation of beam time resources through peer-reviewed competitions;

[3] McMaster University. Building a Future for Canadian Neutron Scattering. CFI 39734. January 2020. (Section 5: Sustainability)

- Fostering Canada's neutron beam capabilities, including through conducting professional outreach, training users, and developing neutron beam technology;
- Facilitating Canada's activities at world-leading neutron facilities by developing equipment as in-kind contributions, supporting user access, engaging Canadian industry, and negotiating agreements with these foreign partners; and
- Conducting science communications and public outreach.

Neutrons Canada is the organizational structure that enables university leaders (e.g. Vice-Presidents of Research) to coordinate their efforts on strategic decisions for this field. Coordinating efforts nationally is more effective than individual institutions each making their own efforts. It enables a truly pan-Canadian program. Additionally, pooling the Members' resources into a single entity with specialized expertise and focus alleviates university leaders of the burden of allocating the time, attention, and resources required for managing and administering the research infrastructure.

As the designated manager of the infrastructure program, Neutrons Canada is naturally placed to act as a credible institutional voice to government. By integrating the bottom-up activities of the broad user community with the top-down interests of science policy and funding bodies, Neutrons Canada is enabling the neutron beam community to arrive at consensus and speak with one voice, thereby giving funding bodies confidence in their funding decisions.

2.4.1 Analogues of Neutrons Canada

Precedents for organizations that provide a research field with some or all of the functions listed above exist in Canada and abroad (described further in section 7.4.2 of the National Neutron Strategy; footnote 2). Within the field of materials research using neutron beams, the most comparable organization to Neutrons Canada is the Jülich Centre for Neutron Science (JCNS) in Germany. The JCNS offers German researchers access to 18 beamlines in multiple countries (i.e. Germany, France, and the US) and is developing beamlines for a fourth outstation in Sweden at the soon-to-be-opened European Spallation Source. In addition, it is spearheading the development of designs for compact accelerator-based neutron sources. The JCNS supports users at its outstations and provides scientific IT services, in addition to conducting its own in-house research and development programs in neutron beamlines and methods that enhance the capabilities that the JCNS offers to users. Notably, these are many of the same functions that will be needed for the Canadian infrastructure program, which will rely on a mixture of foreign neutron sources as well as the MNR and which could eventually include a new source at the University of Windsor or elsewhere.

Within Canada, all of the research fields that rely on Major Research Facilities (e.g. major synchrotrons, astronomical observatories, accelerators, ocean and polar environmental monitoring networks, high-performance computing, and micro-device design and fabrication facilities) have their own national coordinating organizations that foster their corresponding scientific communities, providing much more than just bare access to equipment. In addition to operating domestic infrastructure, the coordinating organizations may also facilitate participation in international facilities. For instance, TRIUMF acts as Canada's gateway for involvement in CERN, the world's largest particle physics project. The Canadian Light Source locates some Canadian staff at foreign light sources to facilitate Canadian research. The

NRC Herzberg Astronomy and Astrophysics Research Centre facilitates Canadian participation in international astronomy facilities as “Canada’s gateway to the stars.”

To meet the Canadian demand for neutron beams sustainably, Canada needs an organization, that is, Neutrons Canada, to facilitate participation in international neutron sources and fosters the Canadian neutron beam user community, as well as one that operates domestic neutron sources as user facilities.

2.5 Immediate priorities, timelines, and funding

In the next few years, it will be critical to launch the neutron beam laboratory at the MNR as a user facility with two beamlines; to implement the CFI 2020 IF award (i.e. establishing two foreign partnerships and adding three beamlines at the MNR); and to secure funding for operations and further capital projects. Presently, Neutrons Canada is seeking $95 million in government funding over six years, starting in 2024-25, and $25 million ongoing for the national infrastructure program for research and development with neutron beams.

Since its founding in Oct 2022, Neutrons Canada has proceeded with foundational activities to stand up the organization so that it can function on its own. Over the next two years, Neutrons Canada must, at a minimum, complete this transition, establish key relationships needed for implementation of the national neutron beam program and make contributions to the emerging national neutron beam program. Specifically, to meet commitments to the CFI (see section 2.3), Neutrons Canada should be ready to operate the neutron beam lab at the MNR before the end of 2027. Thus, Neutrons Canada and McMaster will need to work together to secure the expertise required to operate the lab as a national user facility. This expertise could also be critical to the development of the additional beamlines funded by the CFI 2020 IF award. Further, if the University of Windsor is successful in pursuing a prototype neutron source, having such expertise already in place will enable Neutrons Canada to manage the

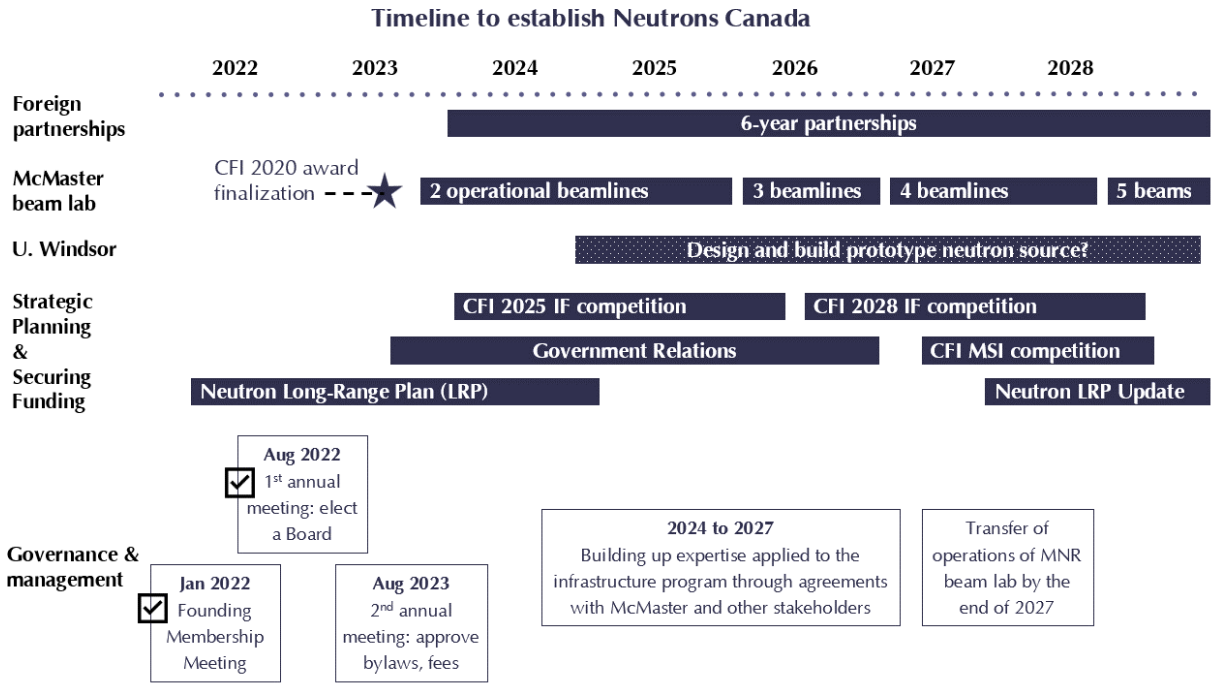


Figure 3. Illustration of major activities of the infrastructure program and steps in establishing Neutrons Canada.

development of this innovative neutron source and its associated instruments. Neutrons Canada should also be ready to negotiate renewals of the foreign partnerships established via the CFI 2020 IF award. Renewal will require funding via the CFI 2028 IF competition cycle, which will begin formally in 2026. (In turn, the process to develop the Canadian Neutron Long-Range Plan for 2025 to 2035 should be completed well before that competition.)

Over the long term, Neutrons Canada should be sustained primarily through government funding sources, as is the case for all other Major Research Facilities in Canada (e.g. those listed in section 2.4.1). However, initial funding for the start-up of Neutrons Canada must come from Member contributions. Membership fees are essential to pool resources to meet common objectives. McMaster, as the host of the MNR, will provide significant additional support in-kind. In the early years of its establishment, Neutrons Canada will be focused on building its base of scientific and technical expertise that can be applied to the operations and capital projects of the national infrastructure program through cost-recovery agreements with holders of grants.

3 Funding Framework for a National Neutron Beam Program

Figure 4 illustrates a future funding model for a national neutron beam infrastructure program operated by Neutrons Canada. Government funders may fund the program in whole or in part through Neutrons Canada directly (e.g. through a contribution agreement or a new funding envelope for Major Research Facilities). Funds may also be provided indirectly through grants to Member universities (e.g. CFI awards are given to a lead university for a project or operations of a major science initiative).

Neutrons Canada will govern, manage, and represent Canada's infrastructure program for research and development with neutron beams. Neutrons Canada will, in time, operate a neutron beam lab at the McMaster Nuclear Reactor (MNR) as well as other possible domestic facilities that may be created as part of Neutrons Canada's infrastructure program. The MNR itself will remain the purview of McMaster University. Neutrons Canada will forge agreements with foreign neutron labs for access by Canadian researchers, and will facilitate Canadian participation at those labs, which could include the deployment of equipment and staff to those facilities to support Canadian user access.

Neutrons Canada will act as a paying customer, partner, or member of the neutron source, according to terms of engagement in contracts negotiated by Neutrons Canada with each neutron source of institutional leader of other domestic initiatives.

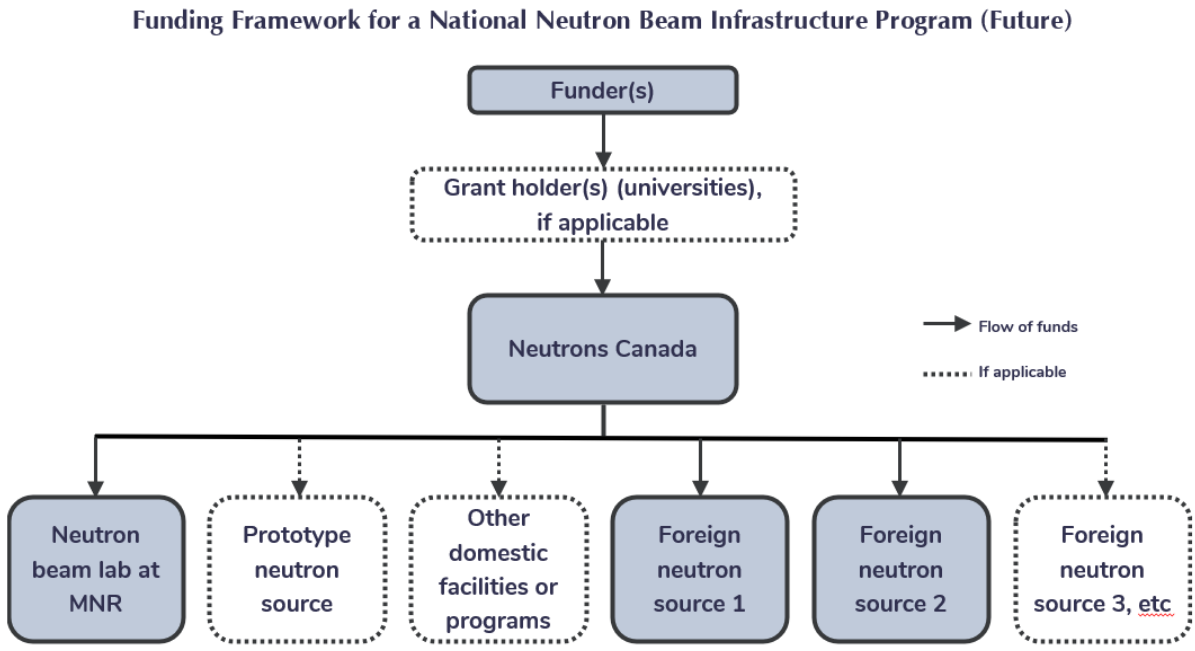


Figure 4 Illustration of a funding framework for a future national neutron beam infrastructure program.

4 Governance Model

This section describes the governance model that is now being put in place by the Members and Board of Neutrons Canada.

4.1 Development of the governance model

The governance model was developed through examination of best practices for Major Research Facilities (MRFs) in Canada and through stakeholder consultation. In 2009, Janet Halliwell was commissioned by federal funding agencies to produce a handbook on the governance and management of MRFs. The resulting publication provides guidance on the various stages in an MRF's lifecycle.[4] The CNI working group, and subsequently the Board of Neutrons Canada, monitored more recent developments at MRFs such as TRIUMF, the New Digital Research Infrastructure Organization (NDRIO), and the facilities funded by the CFI Major Science Initiatives (MSI) Fund (e.g. SNOLAB, the Canadian Light Source, and Canada's National Design Network). The CNI working group's analysis of best practices has also included online research, attendance at CFI MSI workshops on governance and management, attendance at the International Conference on Research Infrastructures, and direct conversations with TRIUMF, SNOLAB, NDRIO and the National Research Council (which is responsible for TRIUMF and Canada's involvement in astronomy facilities).

The stakeholder consultations have included consultative presentations to university VPs of Research during the CFI 2020 IF competition and at the January 2020 Roundtable on Neutrons Canada;[5] to Canadian neutron beam users (e.g. at the December 2020 Roundtable on a National Neutron Strategy[6] and at the annual meetings of the Canadian Institute for Neutron Scattering since 2016); and to government agencies, notably the Canada Foundation for Innovation, as well as Innovation, Science and Economic Development Canada.

4.2 Guiding principles

From this examination of best practices for MRFs, coupled with the purpose and context of Neutrons Canada (described in section 2), the following guiding principles for the new organization can be derived:

- **National scope and mandate:** Credibility as a national program requires the active participation of many universities and other institutions across Canada as Members. Membership must be open to any organization with significant interest in neutron beam infrastructure.
- **Accountability:** Neutrons Canada must be accountable to the Members.

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[4] Janet Halliwell. 2009. Handbook of Governance and Management of Major Investments in Science and Technology.

[5] Canadian Neutron Initiative. Canadian Leadership in Materials Research with Neutron Beams. (Jan. 2020) https://fedorukcentre.ca/documents/resources/cni/neutrons-canada-roundtable-2020-jan-29---full-report.pdf

[6] Canadian Neutron Initiative. Report on Outcomes of the CNI-CIFAR Roundtable on a National Neutron Strategy. (Dec. 2020) https://fedorukcentre.ca/documents/resources/cni/rountable-report-on-national-neutron-strategy---2021-01-28.pdf

- **Inclusion of stakeholders:** Input from the full spectrum of voices will be needed, as the neutron beam user community is multidisciplinary and multisectoral. One or more advisory committees should be established as official channels for regular input.
- **Independence:** The Board must be able to make decisions in the best interest of the national program while respecting the interests of each Member, such as Neutrons Canada's host institution(s).
- **Protection of Members from liability:** Members of Neutrons Canada have asked that risks and liabilities be considered from its early stages.
- **Scalability:** Neutrons Canada should be able to move smoothly from a start-up organization to a more complex MRF without a major restructuring of its legal foundation that would require complex negotiations. This principle was a driver in the choice to incorporate Neutrons Canada. In addition, good practices of other MRFs can be built into Neutrons Canada from the beginning.
- **Simplicity:** In the early years of Neutrons Canada, simplicity is desirable in areas in which the final form is less predictable or in which rigorous practices are not yet suited to a start-up organization with few resources—provided that there is an evolutionary path toward the final form or rigorous practice.

4.3 Governance diagram

Figure 4 illustrates the governance model for Neutrons Canada as a not-for-profit corporation. The Member institutions determine the composition of the Board of Directors. The Board oversees the strategic direction of the organization and the acquisition, operations, and allocation of resources. The Board appoints an Executive Director to lead the organization. The Executive Director and highly qualified staff operate the national program, including implementing development projects and facilitating user access to neutron sources in Canada and abroad. Neutrons Canada seeks input from various advisory bodies, including a user advisory committee. The roles of each are explored further in the following sections.

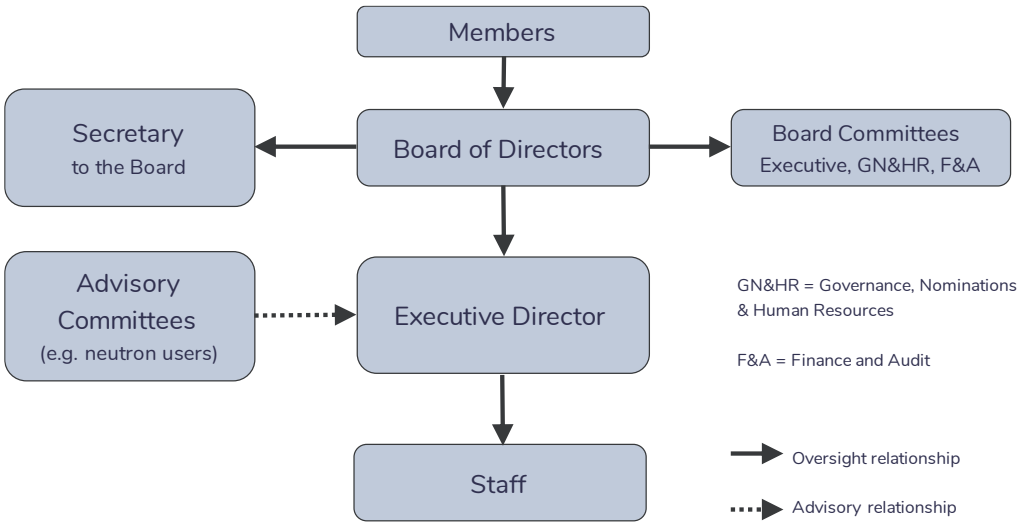

Figure 5. Illustration of the governance model for Neutrons Canada as of August 2023. Line accountabilities are illustrated as solid lines, and advisory relationships as dashed lines.

4.4 Legal structure

Neutrons Canada was incorporated as a not-for-profit corporation, following observed best practice for MRFs in Canada to achieve independence. Identified by Halliwell in 2009, the trend to formalize the separation legally through incorporation has continued to the present, with TRIUMF and NDRIO being recent and notable examples. Most MRFs in Canada have adopted the not-for-profit corporation model. The only notable exception to the trend is SNOLAB, which has sought to achieve this status.[7] Incorporation comes with legal requirements for annual membership meetings, a board of directors, record keeping, and audits of financial records—activities that are consistent with the purpose and scope of Neutrons Canada.

4.5 Membership

Neutrons Canada's governance, as a national research infrastructure organization, rests and draws upon the engagement and commitment of its Members. Collectively, the Members elect the Board of Directors and hold it accountable.

Any Canadian university, government laboratory, business corporation or other organization in Canada that conducts research with neutron beams is eligible to apply for membership. On August 30, 2023, there were 14 Member universities and there are several more universities, business corporations or government labs that could qualify as Members.

The rights and privileges of members are as follows:

- **Voting in meetings:** Each Member is entitled to receive notice of, attend and vote at all meetings of Members. Each Member has one vote. At the annual meeting, Members elect the Board of Directors, receive presentations of strategic and business plans and financial statements, appoint a public accountant, and approve bylaws and Member fees.
- **Access to programs:** Members are eligible to participate in all programs of Neutrons Canada. While the infrastructure program operated by Neutrons Canada is intended to serve researchers and institutions across Canada, until sufficient public funds are available for that purpose, the Board reserves the right to restrict program access to Members.
- **Advice to the Board:** Members may advise the Board of Directors on the strategic direction, policies and programs of Neutrons Canada.
- **Member committees:** Members may have opportunities to sit on ad-hoc committees of Members that may be established by Neutrons Canada to fulfil its responsibilities.
- **Access to records:** Members may view Neutron Canada's records.

4.6 An independent Board of Directors

The Board of Directors is the principal governing body for Neutrons Canada. The Board has the authority to appoint, dismiss, define key accountabilities, and evaluate the performance of the Executive Director.

[7] SNOLAB. Implementation plan for 2017-2022. https://www.snolab.ca/wp-content/uploads/2020/10/SNOLAB-Implementation-Plan-.pdf.

In consultation with the Executive Director, the Board develops and approves the organization's strategy and policies, and oversees allocation of resources, performance reporting, and risk management.

Board members are charged with the responsibility to act in the best interests of Neutrons Canada. Board members must act independently, not as representatives of Member institutions, host institutions, neutron sources, or any other organization with which they may be affiliated.

To further ensure the Board's independence, the Chair of the Board must be independent of institutions that host neutron beam infrastructure managed by Neutrons Canada.

The Board recruits nominees for the Board to reflect a balance of governance competencies, technical knowledge, pan-Canadian and international perspectives, gender, and diversity.

4.7 Executive Director

The Executive Director leads Neutrons Canada and is responsible to develop Neutrons Canada's vision with the Board and then implement it. The Executive Director is accountable to the Board for the general supervision of the staff and the management of the affairs of the corporation.

4.8 Advisory bodies, including the CINS

The Canadian Institute for Neutron Scattering, or CINS, is a not-for-profit, voluntary organization that represents a significant portion of Canada's neutron users—namely, researchers from universities who frequently use neutron beams for scattering purposes. (Section 3 of the National Neutron Strategy describes the multidisciplinary, multisectoral community of neutron users, as well as some differences between expert and non-expert users in more detail.) The Executive Director of Neutrons Canada will consult with the leadership of CINS on Neutrons Canada's strategic plans, on policies that directly affect user access to Neutrons Canada programs, and on its user-facing activities. Neutrons Canada has established an MOU with CINS for cooperation on such matters, including the creation of a user advisory committee.[8]

Neutrons Canada may also require input from other perspectives and will establish further advisory committees as needed.

[8] https://neutrons.ca/2023/07/26/agreement-signed-for-cooperation-between-neutrons-canada-and-the-canadian-institute-for-neutron-scattering/