



Canadian Research
Knowledge Network

Réseau canadien
de documentation
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Infrastructure Budget Task Group

Terms of Reference

Approved: (originally HIBPTG) CRKN Board of Directors, 2022-07-11

Revised: 2023-11-27

Approved: (IBTG) CRKN Board of Directors, 2024-01-26

Purpose

Reporting to CRKN's Finance and Audit Committee, the Infrastructure Budget Task Group (IBTG) will develop financial models both for a CFI IF application and for a sustainable future for CRKN's heritage program which can be incorporated into a business plan. These scenarios should include the enhancement of collections and the ongoing development of the infrastructure that provides access to and preservation of the Canadiana collections and other heritage and cultural collections. In developing these models, the task group will conduct an analysis of the costs of maintaining and enhancing the current infrastructure, and will develop a budget for the evolution of the infrastructure as envisioned through CRKN's 2025 CFI Innovation Fund application with a goal of creating a world-class, research platform that enables transformational research, and discovery of cultural and heritage content. The task group will take into consideration the recommendations of the CFI IF Research Team and the CFI Application Strategy Task Group (CFI ASTG) and will draw upon the environmental scan previously conducted by Ithaka S&R. The task group will also recommend models for sustainable funding beyond the grant. In addition, the task group will recommend sustainable funding models should the CFI IF grant application not be successful.

Objectives:

1. Review the current costs and revenue to support CRKN's heritage services infrastructure.
2. Develop a budget to support innovation of the infrastructure and evolution of tools and services that will be required to meet the needs of the CFI IF project based on the goals of the Research Team and in consultation with the CFI ASTG. The budget will be iterated throughout the application development process as needed.
3. Model institutional CFI envelope, provincial contributions and member contributions needed for a multi-institutional CFI Innovation Fund application.
4. Provide recommendations for ongoing sustainable funding beyond the CFI grant that can be incorporated into the CFI IF application.
5. Develop sustainable funding scenarios based on existing resourcing, supplemented by potential funding opportunities through the Digital Research Alliance of Canada, SSHRC, and others should the CFI IF application not be successful. Model options to reduce dependence on member support through HCAP fees.
6. Identify services that may not be sustainable in the long term and develop strategies for winding down, as needed.

The IBTG will be supported by staff in providing cost analysis and budget information for the innovative infrastructure, tools and services proposed in the CRKN CFI Innovation Fund grant application. The IBTG will:

- support development of a budget to be included in a Letter of Intent to apply to the CFI Innovation Fund, delivered to the University of Ottawa OVPRI, by April 12, 2024
- support development of a budget to be included in a CFI Innovation Fund application (with an estimated Notice of Intent and preliminary budget in Fall 2024, and a full application and budget in Winter 2025)
- Deliver the elements needed to develop a business plan, whether the CFI IF application is successful or unsuccessful, by fall 2025.

Membership

Membership in the IBTG consists of:

- One (1) member of the CRKN Finance and Audit Committee
- One (1) member of the CRKN Preservation and Access Committee
- One (1) to two (2) members of the Gallery, Library, Archives and Museum (GLAM) community with experience in digital research infrastructure, and/or digital repositories, and/or digital preservation
- One (1) to two (2) financial administrators from the university or GLAM sector with experience developing sustainable infrastructure business models that include federal funding
- Up to two (2) members with financial expertise and strategic business planning and budget modelling experience

Appointment Process

Members will be appointed by the Finance and Audit Committee.

Pursuant to section 13(4) of the Corporation's by-laws; the Executive Director is entitled to be present at, and to participate in all meetings of any committee of the Board (unless the chair of the meeting requests that the Executive Director not be present for all or part of a meeting), and is entitled to receive notice of meetings and all information provided to members of any such committee relating to matters before the committee, but will have no right to vote as a member of a committee with respect to any matter.

At the discretion of the Executive Director, and in consultation with the IBTG Chair, other CRKN staff may be called upon to participate in meetings as resource personnel, as required.

Chair:

The committee will appoint a member to serve as Chair of the task group.

Meetings

Meetings will be held virtually, with frequency to be determined based on the workplan of the committee but are anticipated to be held every two months.

Meetings may be held at any time provided written notice has been given to each task group member at least seven days, exclusive of the day on which notice is given, before the meeting is to take place. Notice of meetings may be waived by unanimous written consent of Task Group members.

Quorum for meetings is a majority of IBTG members.

Additional deliberations may be conducted via email between meetings as required.

In order to maintain the balance of representation and to ensure continuity and effectiveness of the IBTG, substitution of representatives at meetings is not permitted.

Language of Participation

IBTG members can work in their chosen official language and agree to create and maintain a work environment conducive to the effective use of both official languages.

Lines of Accountability and Communication

The IBTG is accountable to the Finance and Audit Committee and also reports regularly to the CFI Application Strategy Task Group.

The IBTG will take a consultative approach to its work, engaging CRKN members and stakeholders as appropriate.

Financial and Administrative Policies

Service on the IBTG is non-remunerative. Members of the IBTG will comply with Board approved conflict of interest guidelines and procedures.

Timeframe

IBTG members are appointed for a fixed term ending December 2025 or earlier should the CFI IF budget and other sustainability models be completed.