

# Program Guide

Technology Leadership Program Cycle 5  
October 2021



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## Introduction

Ahead of the curve starts here. The Digital Technology Supercluster is building a better Canada by growing Canadian businesses, creating a digitally skilled workforce, and positively impacting lives across our country. We accelerate the development and adoption of digital technologies that keep Canadians healthy, address climate change and drive economic productivity. Through a powerful combination of co-investment, cross-sector collaboration, IP creation and digital talent development, we unlock the potential of Canadians to lead and succeed in the digital world. To date, we have driven over \$350 million of investment across 82 projects and built our community to over 1000 Canadian members. We are on track to create over 20,000 new jobs by 2028 and have generated \$1.3+ billion in additional revenue for businesses growing in Canada and on the global stage. To learn more, visit: [www.digitalsupercluster.ca](http://www.digitalsupercluster.ca).

In Cycle 5, we are seeking to co-invest \$20 million, alongside industry, resulting in more than \$50 million of new investment in digital innovations. By co-investing in bold and ambitious digital innovation projects, Canadian companies will create new technology products, platforms and services and scale-up through customer adoption and new commercial opportunities in and outside of Canada.

## Areas of Interest

We are seeking to co-invest in bold and ambitious projects that solve well-defined problems with an emphasis on developing new digital technology products, platforms and services that will have a significant impact in the following areas:



**Keeping  
Canadians  
Healthy**



**Addressing  
Climate  
Change**



**Driving  
Economic  
Productivity**

### Keeping Canadians Healthy

Technology solutions that enable people to confidently manage their health and wellness at home, in their communities and to support resilient healthcare systems.

Examples include, but are not limited to:

- Empowering individuals, families, and care providers to access exceptional care at home, throughout their lives (including aging in place).
- Transforming access to mental health services.
- Improving the quality of care for seniors and other vulnerable populations.
- Integrating AI-enabled diagnostics and treatments into personalized care plans.
- Extending the capabilities of virtual care to improve access to health and wellness services.
- Ensuring Canadians can securely access and share their health information within a trusted circle of care.

## Addressing Climate Change

Technology solutions that help Canadians, businesses and governments address the impacts and effects of climate change.

Examples include, but are not limited to:

- Improving the management of natural resources, conservation of wildlife and protection of threatened habitats.
- Reducing waste and creating a healthier food ecosystem.
- Improving environmental monitoring and ensuring clean air and water.
- Predicting, mitigating, and responding to weather events and natural disasters.
- Reducing environmental footprints.

## Driving Economic Productivity

Technology solutions that support the digitization of industries to improve productivity and enable profitable growth while advancing the mission of Canada's Digital Charter.

Examples include, but are not limited to:

- Accelerating speed to market.
- Boosting efficiencies by digitizing operations and improving customer experience.
- Ensuring cybersecure operations and infrastructure.
- Engaging and collaborating effectively with a distributed and remote workforce.

## Eligible Projects

**Projects must be incremental to the regular business undertakings of any of the individual participating organizations.**

- The project is not already contemplated or in progress and the financial commitments to it are distinct from investments that would have otherwise occurred.
- The project would not be undertaken at the same scope or scale without the participation and co-investment commitments from the project partners, including us.

**Projects must deliver quantifiable benefits for Canada and benefits must accrue to more than a single firm or organization.**

- Projects must generate value for the Canadian economy:
  - demonstrating a clear path to commercialization with new commercial opportunities for Canadian companies in global markets,
  - the potential to grow and scale world-leading Canadian enterprises, and
  - creating jobs and developing a diverse and digitally skilled workforce in support of a robust technology ecosystem.
- Projects need to be primarily focused on research, development and demonstrate customer validation of new digital technology products and services (“Foreground IP”) rather than enhancements or improvements to existing ones. The Foreground IP arising through our investment must be owned by Canadian entities that have substantial operations in Canada.

All projects must have **experienced and proven project management** capabilities for complex, multi-party collaborative initiatives. We may require that this role be held by an independent and objective third party. Consideration should be given to engaging this party during the project application and contracting process.

- All project proposals are to include a robust project plan that demonstrates that the project can be completed within the stated timeframe and cost. Project proposals need to include well-defined accountabilities, deliverables, milestones, costs and funding sources which will be reflected in the Master Project Agreement.

- Proposed projects that are expected to go beyond December 2022, need to be proposed in stages to support a stage-gated approach to contracting for the project execution and funding commitments. **There must be at least one stage-gate with well defined acceptance criteria before December 31, 2022.**

### Collaborative Innovation

Collaborative innovation is the concept of working together to do something that has not been done before and cannot be done alone - developing new relationships, building trust, and sharing knowledge, risk, investment, and the resulting benefits. This means more than just investing money. It is about doing things differently - leveraging each others' strengths to drive technology innovation, overcoming challenges and exploring new commercial opportunities.

All types of organizations are encouraged to participate in projects.

- **Projects must be industry-led.** The lead organization for a proposed project must be a Member, representing industry (a Canadian for-profit, a non-profit business whose funding is primarily sourced from private organizations or a non-federal crown corporation whose funding is derived from commercial activities).
- **All partners in a proposed project must be Members or Associates** at the time of application submission. [Join here](#).
- **“Member”** refers to an organization that has signed a Membership Agreement and is in good standing.
  - A Member must be a Canadian company or a multi-national corporation that is legally registered to do business in Canada and has a Canadian business operation.
  - A Member partners must be in good standing. That is, they are up to date on all payments due to us (such as Membership Fees), has adhered to the Charter of Values. Compliance with Master Project Agreement(s) obligations on other approved projects is also required.

**A minimum of three organizations** must participate in a proposed project consortium (not including us), each contributing in a meaningful way. The contribution of each organization does not need to be equal.

- It is intended that each organization actively contribute to the project - usually with well defined deliverables and financial commitments, but it could also be providing

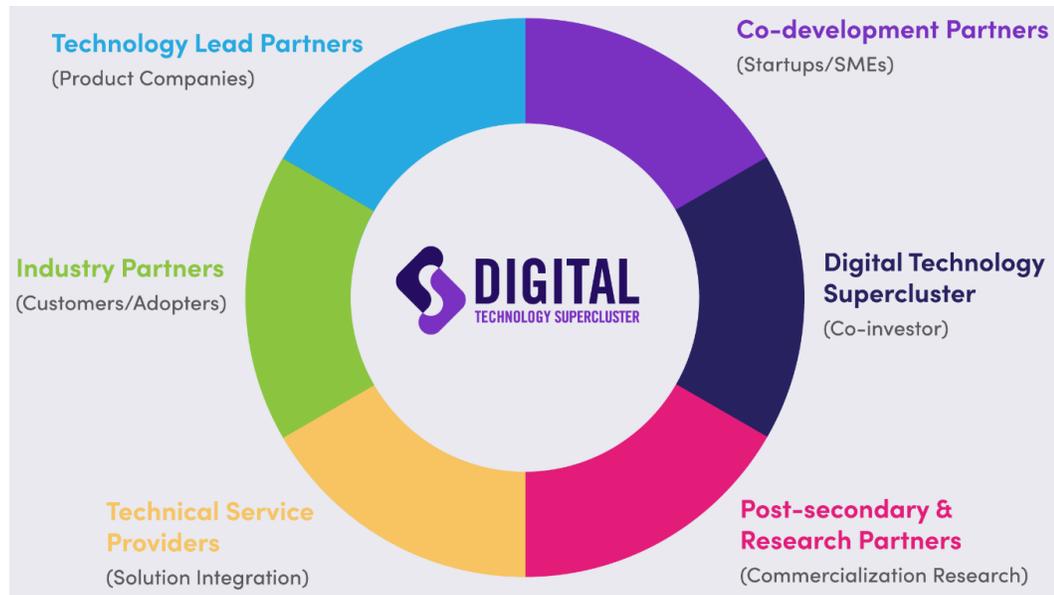
- existing Intellectual Property (IP), experience in a certain market or research or evaluation capabilities.
- Projects must include a **minimum of two industry Members** who are contributing to eligible project costs and seeking co-investment from us.
  - **At least one of the participating industry Members must be a small or medium sized enterprise (SME).** An SME is defined as a business with fewer than 500 employees globally.
  - **At least one post-secondary academic or research institution.**
  - **At least one organization representing a target customer** of the new technology solution.
  - The technology product owner(s) is expected to make a material financial contribution to the project and be a Member seeking co-investment from us.
  - Non-Canadian organizations can participate in projects but cannot receive funds from us.

### Ideal Consortium

The ideal project consortium:

- Is led by a technology product company who will ideally own the new technology product, platform or service arising from the project.
- Includes other technology co-development partners and/or service providers.
- Has organizations representing target customers (early technology adopters).
- Engages one or more post-secondary academic or research institutions.

All projects are expected to engage diverse and inclusive teams with meaningful participation of women, Indigenous Peoples and/or other under-represented groups.



## Co-investment

The term “co-investment” refers to project partners sharing investment in the project that they are proposing. Refer to our [Co-investment Guidelines – Technology Leadership Program](#) for more information about our approach to co-investment, organizations eligible to receive funds from us, and eligibility of project costs and uses of our funds.

- The funds available for co-investment from us are limited.
- There is no maximum project size. The maximum amount of co-investment that a specific project can receive from us will be determined when the project is evaluated and selected.
- We will co-invest **up to 43%** (our co-investment rate) of total eligible approved project expenses paid by eligible industry Member organizations on a project. We may adjust our co-investment rate at the time of project selection and/or during contracting.
- A single Member organization seeking direct co-investment from us for a project can receive **no more than 80%** of the total maximum co-investment from us for that project, unless otherwise approved by us.
- Eligible Members participating in projects and seeking direct co-investment from us are required to pay an additional Project Fee as described in Schedule A of their Membership Agreement.

## Intellectual Property

One of our mandates is to encourage the development and commercialization of Intellectual Property (“IP”), resulting in certain obligations for project partners to license the IP which is developed using our funds (“Foreground IP”). Further, information about the type of Foreground IP (e.g., trademark, copyright, patent) will be entered into a registry that is accessible on our Community Portal. We are sensitive to issues surrounding disclosures related to IP and will try to reasonably accommodate these concerns where feasible.

Project partners must be prepared to fully comply with our [Intellectual Property Strategy](#) including the following general principles and requirements:

- All Foreground IP generated by the project, must be owned by a project partner that is a registered Canadian business entity, with substantial operations in Canada.
- Describe the expected Intellectual Property which will be created as part of the Project (“Foreground IP”) and any improvements to Intellectual Property existing before the start of the Project (“Background IP”).
- License the Foreground IP, and any existing Background IP required to make use of the Foreground IP, after the end of the Project to other consortium partners and other Member organizations on fair, reasonable, and non-discriminatory (FRAND) terms.
- License any existing Background IP to other project partners as required for the purposes of the Project.
- Provide a short description of the Foreground IP along with the terms to license this IP on a registry that is available to other Members and Associates.
- Describe how the Foreground IP will be protected (i.e. patent, copyright, trade secret, industrial design, trademarks) having regard to the IP protection principles summarized in the following chart.

	PATENTS	CONFIDENTIAL INFORMATION / TRADE SECRETS	COPYRIGHT	INDUSTRIAL DESIGNS	TRADEMARKS
<b>ELEMENT COVERED BY PROTECTION</b>	New, useful, and nonobvious products or processes (inventions)	Commercial information, the value of which lies in its secrecy	Literary, artistic, musical, and dramatic works	Aesthetic design features of useful articles; “eye appeal”	Distinctive signs, marks, or symbols associated with products and services
<b>ACQUISITION PROCESS</b>	Registration	Automatic with maintenance of secrecy	Automatic with creation of work	Registration	Automatic with use of mark or through registration
<b>COST</b>	\$\$\$\$	\$	\$	\$\$	\$\$
<b>DURATION OF PROTECTION</b>	20 years	Potentially indefinite	Life of author plus 50 or 70 years, depending on jurisdiction	Usually 10–15 years but could be longer in some countries	Potentially indefinite
<b>SCOPE OF PROTECTION</b>	<ul style="list-style-type: none"> <li>• Protection against third parties making, selling, or using invention without permission</li> <li>• Protection against independent creation</li> </ul>	<ul style="list-style-type: none"> <li>• Protection against use or disclosure without permission</li> <li>• No protection against reverse engineering</li> </ul>	<ul style="list-style-type: none"> <li>• Bundle of rights provided by law including protection against copying whole or substantial part of a copyright work without permission</li> </ul>	<ul style="list-style-type: none"> <li>• Protection against third parties making, selling, or importing for commercial purposes without permission</li> <li>• Protection against independent creation</li> </ul>	<ul style="list-style-type: none"> <li>• Protection primarily against use by a competitor that causes consumer confusion</li> </ul>

## Data Management

Project partners must be prepared to fully comply with our [Data Strategy](#) including the following general principles and requirements:

- Implement appropriate measures to address:
  - *Data Privacy* which requires the adoption of policies, procedures and standards necessary to comply with applicable data privacy regulations.
  - *Data Security* which requires the adoption of policies, procedures and standards focused on protecting restricted, confidential or sensitive data from unauthorized access or loss (e.g., encrypting data, backing it appropriately, taking measures to prevent cyberattacks).
  - *Data Stewardship and Storage* which requires the adoption of policies, procedures and standards around data extraction, standardization, storage

and access including ensuring that data is collected for specified, explicit and legally authorized purposes.

- *Data Exchange* which requires that the adoption of standardized methods to generate insights from data and permits sharing of data between project partners to increase its utility enabling new business opportunities.
- Identify data that will be required for the purposes of the project, the source(s), owner(s), custodian(s) and the consumer(s) along with the terms for using that data.
- Identify what data will be generated through the project and the roles that each consortium partner will play with respect to this data – such as data producer, data owner, data custodian and/or a data consumer.
- Specify how data will be managed after the completion of the project and on what terms that data may be shared with other Members and Associates.
- All project partners are expected to have at least \$5 million of insurance for network security and privacy breach liability.

## Application

In Cycle 5, we are targeting new investments that align with the Areas of Interest and Eligible Projects described above and:

- That build off the success of previous projects that attracted co-investment from us, or
- From teams that we know have been actively developing their technology innovation project concepts for some time (for example, they have project concepts in development but were not yet ready for co-investment in past cycles).

**All project partners are expected to work together during the application process.**

Each organization participating in the proposed project consortium agree that, by applying they will:

- Adhere to our Charter of Values, including the Diversity & Inclusion principles outlined in the Membership and/or Participation Agreement.
- Allow us to disclose the project partners, total investment, the total amount of co-investment sought from us along with the full or partial Executive Summary from the Expression of Interest (EOI) and/or Full Project Proposal (FPP) submissions.

- Not publicly disclose any information about a proposed project until we jointly agree to announce it (public releases and notices). For clarity, our decision can be shared in confidence with the consortium partners and their respective internal teams, Boards and investors as appropriate.

*Organizations that fail to comply with these requirements could have their Membership rights terminated, project funding withdrawn and/or other proposed projects removed from consideration.*

Our team is available to guide the project consortia throughout the project application and proposal development process. They will help you understand if your proposed project is eligible, identify potential partners you may want to work with, provide feedback on EOI and FPP applications, and work with you on the budget, IP rationale, and commercialization strategies.

## Application Process

We will invite qualified applicants to enter a two-step application process. All submissions will be reviewed and evaluated on a continuous-intake basis. There is no specific due date for submissions.

**Funds are limited and it is a competitive process.** Teams are encouraged to prepare their best applications and submit when they are ready, recognizing the effort required and balancing time and quality considerations. Our staff can provide guidance and advice throughout the process.

### 1. Expression of Interest (EOI)

Qualified applicants will be provided with the application templates and submission instructions. The lead organization will submit an EOI for their proposed project that is developed collaboratively with the consortium.

- All complete EOI submissions will be evaluated by us for eligibility, fit and readiness.
- The consortium may be asked to provide additional information to inform the EOI evaluation.
- Lead organizations will receive a notice of decision letter from us. Successful proponents will be invited to the next stage.

## 2. Full Project Proposal (FPP) Package

Following successful evaluation of the EOI submission, the templates for the FPP (e.g., FPP application template, budget template) will be provided to the lead organization. The project consortium is expected to collectively develop and submit their FPP package for consideration.

- Complete and eligible FPP submissions will be provided to the **independent Project Selection Committee (PSC)** for evaluation.
- The project consortium will be invited to present and/or provide additional information to inform the PSC's evaluation.
- Following PSC evaluation, the lead organization will receive a notice of decision letter from us, that will include feedback from the PSC and/or conditions. The PSC may suggest an updated proposal be submitted and re-evaluated for consideration.
- Successful teams will proceed to formalize and sign a Master Project Agreement (MPA) within 60 days of our selection decision. Each project partner is expected to confirm they have reviewed the MPA template and identify any specific areas of concern in their FPP submission. We may withdraw our investment commitment if the MPA is not signed by the established deadline.

### Tips



- ✓ Write a clear and concise application in “one-voice”, answer all of the questions and follow the instructions provided in the templates.
- ✓ Ensure the Eligibility and Evaluation Criteria are met.
- ✓ Assemble and engage a strong collaborative consortium who share in the vision of the project, will co-invest in the project and share in the project benefits.
- ✓ Ensure strong and experienced project management demonstrated through a robust project plan, budget and governance model.
- ✓ Clearly articulate the technology innovation pursued by the project and the new technology products, services and processes that will be created.
- ✓ Craft a coherent IP rationale and IP strategy.
- ✓ Develop a strong commercial plan that demonstrates return on investment and economic benefits to Canada.
- ✓ Discuss and agree on the principles for the post-project commercial arrangement between the project partners.
- ✓ Contribute to technology ecosystem through meaningful contributions to a diverse and inclusive digitally skilled workforce, SME benefits, advancement of research and social good.

## Evaluation and Selection

**The evaluation and selection of projects for co-investment is a competitive process.** Submissions will be evaluated, and projects selected for co-investment on a **continuous intake** basis. There is no specific due date for submissions.

The EOI stage is intended to assess project eligibility, fit and readiness: the potential for success. The EOIs that arrive earliest will be reviewed and evaluated first. Incomplete EOI submissions will not be reviewed, but you will be notified. The EOI will be evaluated by us against the Areas of Interest, Eligibility and a subset of the Evaluation Criteria that is aligned with the level of information provided at this stage.

Based on the outcome of the EOI evaluation, the best FPP submissions that arrive earliest will be evaluated first, until the available funds are fully committed. We will endeavor to keep applicants informed as funds are committed along the way as proposed projects are selected for co-investment.

FPPs will be reviewed by us for eligibility and completeness. Complete and eligible FPP submissions will be evaluated by an **independent Project Selection Committee (PSC)** against the Evaluation Criteria. Incomplete or ineligible FPP submissions will not be evaluated, but you will be notified. Final investment decisions are made by us based on parameters defined by our Board of Directors.

- All applicants will be notified who the PSC members are.
- All applicants can identify and notify us of a potential conflict of interest with any member of the PSC in advance of their FPP submission.
- Unless invited by us, at no time should applicants, potential project partners or related stakeholders engage PSC members with regards to project ideas, project applications or proposals that are in development or submissions that are currently under evaluation or have been decided upon. Project partners who fail to comply with this requirement could have their Membership rights terminated, project funding withdrawn and/or other proposals removed from consideration.
- PSC members will not reach out directly to applicants for information or input regarding proposed projects; these requests will be managed by our staff.

*We reserve the right to modify the review and evaluation process with advice from our Board of Directors and the Government of Canada as needed.*

## Reference Documents

These reference documents can be found on our **Community Portal - Resources**.

1. [Co-Investment Guidelines](#). Refer to this guide for a description of our co-investment model, eligibility of organizations to receive our funds, and eligibility of project costs and uses of our funds.
2. [Evaluation Criteria](#). Evaluation Criteria for the Technology Leadership Program can be found in **Appendix A**.
3. [Master Project Agreement \(MPA\) Template](#). This template provides the standard terms (Main Articles) for a project agreement between the consortium partners, including us. The FPP content will be used to populate the agreement Schedules and hence any information and representations provided as part of the FPP may be contractually binding. Each project partner is expected to confirm they have reviewed the MPA template and identify any specific areas of concern in their FPP submission.
4. [Intellectual Property Strategy](#). This document outlines our intellectual property strategy. A detailed IP rationale outlining the use of existing IP and the ownership, protection and use of new IP that will be generated during the project is required in the FPP submission.
5. [Data Strategy](#). This document describes our strategy and approach to data governance, security and management which must be adhered to by the project consortium.
6. [Non-Disclosure Agreement Template](#). This template is available for use by proposal teams who wish to have a non-disclosure agreement in place during the application and contracting stages.

## Appendix A: Technology Leadership Evaluation Criteria

Four evaluation categories will be considered assessing all Technology Leadership applications throughout the evaluation and selection process. The relative weighting of each category is outlined below.



**Team and  
Management  
Plan**  
25%



**Digital  
Technology  
Innovation**  
30%



**Commercial  
Impact**  
30%



**Ecosystem  
Impact**  
15%

### Team and Management Plan (25%)

#### Quality of the consortium

- Does the composition of the consortium (SME, academia, customer, multi-national enterprise, etc.) represent a holistic approach to collaboration?
- Does the consortium include a target customer/adopter of the project's output?
- Does each consortium partner have an appropriate and meaningful level of engagement (role, investment, etc.) in the project?
- As a consortium, do the partners possess the necessary and complementary IP and capabilities to meet the project objectives and results?
- Individually, do consortium partners have the necessary expertise, capabilities and existing (background) IP to carry out their stated role?
- Have all the consortium partners clearly articulated commercial and/or scientific/engineering/artistic interest and benefit in achieving the results?

#### Added value through collaboration

- Does the project benefit from being done collaboratively, or better yet, is collaboration required?
- Is there material involvement from post-secondary / research institutions that will strengthen industry-driven research and/or talent development?
- Does the project demonstrate clear sharing of investment, risks, costs, know-how, and benefits?

- Will the collaboration result in outputs greater than what could otherwise be achieved by any individual partner?
- Do all consortium partners stand to benefit commercially, scientifically or academically from the project results?
- Does any one partner stand to benefit disproportionately from the project results?

### **Realistic and clearly defined project management plan**

- Does the project plan include a realistic timeline in relation to the activities, deliverables and objectives?
- Are key outputs, outcomes and impacts fully identified and formulated?
- Are the goals and objectives clearly identified and logically set out through well-described deliverables, outcomes and impacts?
- Are the milestones and deliverables clearly identified? Do they allow for monitoring of progress, implementation, including stage-gated go/no-go decisions?
- Are the roles and responsibilities of each consortium partner clearly described and differentiated in the work plan and budget? Is the planned use of subcontractors clearly identified and reasonable?
- Has a strong and experienced consortium project manager been identified?
- Is the project governance structure well described (e.g., decision making, tracking, dispute resolution, ensuring progress, reporting, etc.)?
- Does the project define how it will deal with technical uncertainty?

### **Reasonable cost structure**

- Is the cost breakdown well-structured and does it correspond to the deliverables and work to be performed by each partner?
- Are the project costs and funding sources reasonably distributed between consortium partners and do they reflect the role of each of the partners?
- Are the project costs reasonable and clearly justified?
- Are subcontracting costs appropriately justified?

## **Digital Technology Innovation (30%)**

### **Degree of innovation**

- Are the resulting products, platforms and services technologically innovative or an improvement on existing solutions?
- Will the project deliver new products, processes or services to the intended customer(s) or end-user(s) with clear added value?
- Is the resulting technology product an advance on commercial state-of-the-art?

- Are the technologies to be used completely novel or considered state-of-the-art?
- Has the project team done the prior state-of-the-art and competitive technology research?

### **New applied knowledge**

- Will the project result in the creation of new knowledge that does not currently exist in the defined sector?
- Will the project resolve an issue of technical uncertainty, resulting in new knowledge?
- Will the new knowledge bring the consortium partners to the forefront of their respective domains?
- Does the project clearly describe what new foreground IP will be created?
- Will the project capture new data or create new relationships between (previously unrelated) data?

### **Level of technical challenge**

- Does the project involve a high degree of technical challenge?
- Does the project clearly state the area of technical uncertainty to be addressed?
- Does the project depend on technology which is still immature?
- Does achieving the project results require a significant level of specialized knowledge or domain expertise?
- Is the level of technical challenge such that the project results could not easily be replicated by others?

### **Technical achievability and risk**

- Is the proposed approach technically sound?
- Is the consortium making use of appropriate technologies to achieve the stated objectives?
- Is the project making use of established standards?
- Are the proposed technical developments achievable within the defined budget and timeframe?
- Is the research method described appropriate for achieving the technical developments (e.g., it includes a program of design, test, analysis, decision and iteration if appropriate)?
- Are the associated technical risks clearly outlined and has an appropriate approach to risk mitigation been outlined?
- Does the project incorporate stage-gates or go/no-go decision points for appropriate outcomes and at regular intervals?

## Commercial Impact (30%)

### Market size

- Has the project clearly identified the markets and stakeholder(s) for whom value is created?
- Is this value well defined and realistic? Is it clear who will be prepared to pay for the new technology product, platform and services?
- Is there a profitable market for the new technology product, platform and services?
- Has the project proposal quantified the market size, growth prospects and expected market share of the new technology product, platform and services?
- Has the consortium demonstrated the strong foundation for sustainable competitiveness?
- Is there a scalability opportunity beyond the targeted market?

### Market access and risk

- Have any of the consortium partners previously deployed existing background IP in the targeted market?
- Are the consortium partners qualified to compete in the targeted market?
- Do any of the consortium partners have commercial relationships with the targeted stakeholders/customers?
- Has the proposal considered realistic barriers to entry (e.g., regulations, standards and certification, competition, etc.) and addressed these in their commercial strategy?
- Is the project delivering an end-to-end solution to the market or to a component of a supply chain that has external dependencies?
- Has the proposal identified relevant mechanisms to reduce the time/costs of going to market (e.g., leverage reference customers, market adoption/roll-out strategies, etc.)?

### Competitive advantage

- Is the new technology product, platform and services clearly differentiated from the competition?
- Will the new technology product have a significant price or quality advantage over competing products?
- Does the proposal introduce a new and attractive business model?
- Are there network effects possible with the proposed product or platform?
- How will the consortium partners be able to generate strong IP protection for the project deliverables?
- Will the project result in a time-to-market advantage over competition?

- Has the consortium carefully analysed relevant, existing IP and assessed how it might affect their approach to market rollout?

### **Clear and realistic commercialization plans**

- Has the consortium discussed and agreed on the post-project commercial relationships between project partners?
- Has the consortium agreed upon the business plans for commercializing the new technology product, platform and services?
- Has the division or sharing of project outputs been defined with a view to commercialization?
- Is there a clear specification of what foreground IP will be created and which partner will own which part?
- Do the commercialization plans include the proposed pricing approach and realistic and credible projections for revenue, investment required, and anticipated costs associated with launching a new technology product or platform?
- Do the partners have a proven track record of commercializing similar digital technologies?
- Does the adoption of the newly developed technology require new regulations, incentives or policies to be developed? Has this been reasonably considered in the commercialization strategy?

## **Ecosystem Impact (15%)**

### **SME growth through access to supply chains**

- Does the proposal set a credible expectation of SME growth for those directly involved in the project?
- Is there clear potential to benefit additional SMEs (outside of the project consortium) through future access to the project's Foreground IP?
- Could the project result in the creation of a platform or a network that SMEs (outside of the project consortium) could participate in, or build new products on top of?
- Does the project have the potential to create a network effect beyond the results within the project?
- Will the project results give opportunities for the creation of new start-ups?

### **Application of Foreground IP**

- Does the consortium's approach to Foreground IP demonstrate a commitment to licensing amongst the consortium partners and other organizations within our membership community, subject to relevant competitive issues?

- Does the project proposal demonstrate a substantial potential for future, post-project incremental work, where the Foreground IP could be, for instance, taken to new regions or applied to different industries?
- Does the consortium describe a willingness to allow for the use of the Foreground IP in such non-primary or non-competitive areas?
- Can the Foreground IP be leveraged outside of the project including outside of Canada?

### **Job creation, skills and diversity development**

- Does the project proposal describe how it will create a legacy in terms of a highly skilled talent pool?
- Does the project identify new digital skills and training development opportunities?
- Does the project address important capacity gaps?
- How will the project create jobs and digital tech opportunities for minorities, women and other underrepresented groups?
- How will the project lead to creating jobs and opportunities in indigenous and remote geographic regions?
- Does the project create the conditions for attracting talent from abroad?

### **Development of industry-informed academic research, learning and training**

- Have the consortium members expressed if, and to what extent, they plan to present aspects of the project work to the broader academic community (through workshops, conferences, guest lectures, integration into curriculum, etc.)?
- Does the project direction stimulate potential future collaborative research and learning projects for post-secondary / research institutions?
- Will the project have a material effect on the stimulating new research or learning directions?

### **Benefits to the ecosystem**

- Has the consortium articulated how the proposed digital technology will have positive impacts (social, environmental, academic) on various stakeholder groups outside of the immediate consortium partners?
- Does the project have any relationship to another project (e.g., a continuation of a previous technology project or supporting a Capacity Building project)?
- Are the effects of the project outcome limited to British Columbia or could they also benefit other provinces or territories?
- Is it likely that the results of the project will attract additional venture capital investment?