



**OSC Opportunities:**

# Developing Successful OSC Projects

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# WELCOME

**Kendra MacDonald**

**Chief Executive Officer, Canada's Ocean Supercluster**





# Agenda

**Opening Remarks**

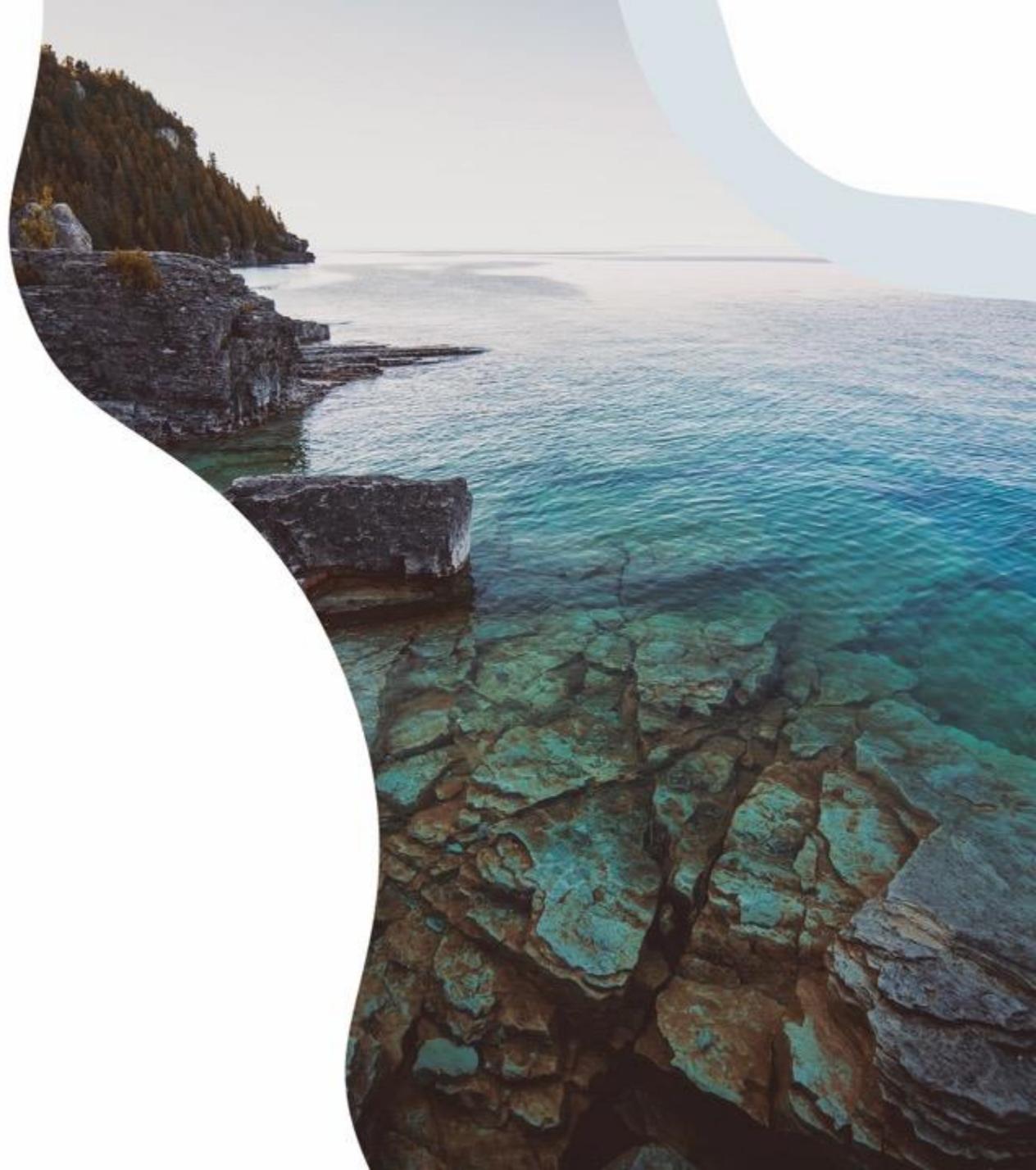
**Innovation Ecosystem Program**

**Technology Leadership Program**

**Accelerated Ocean Solutions Program**

**Questions & Answers**

**Closing Remarks**





# Innovation Ecosystem

PROGRAMS AND PROJECTS

**Melody Pardoe**

**Chief Engagement Officer**

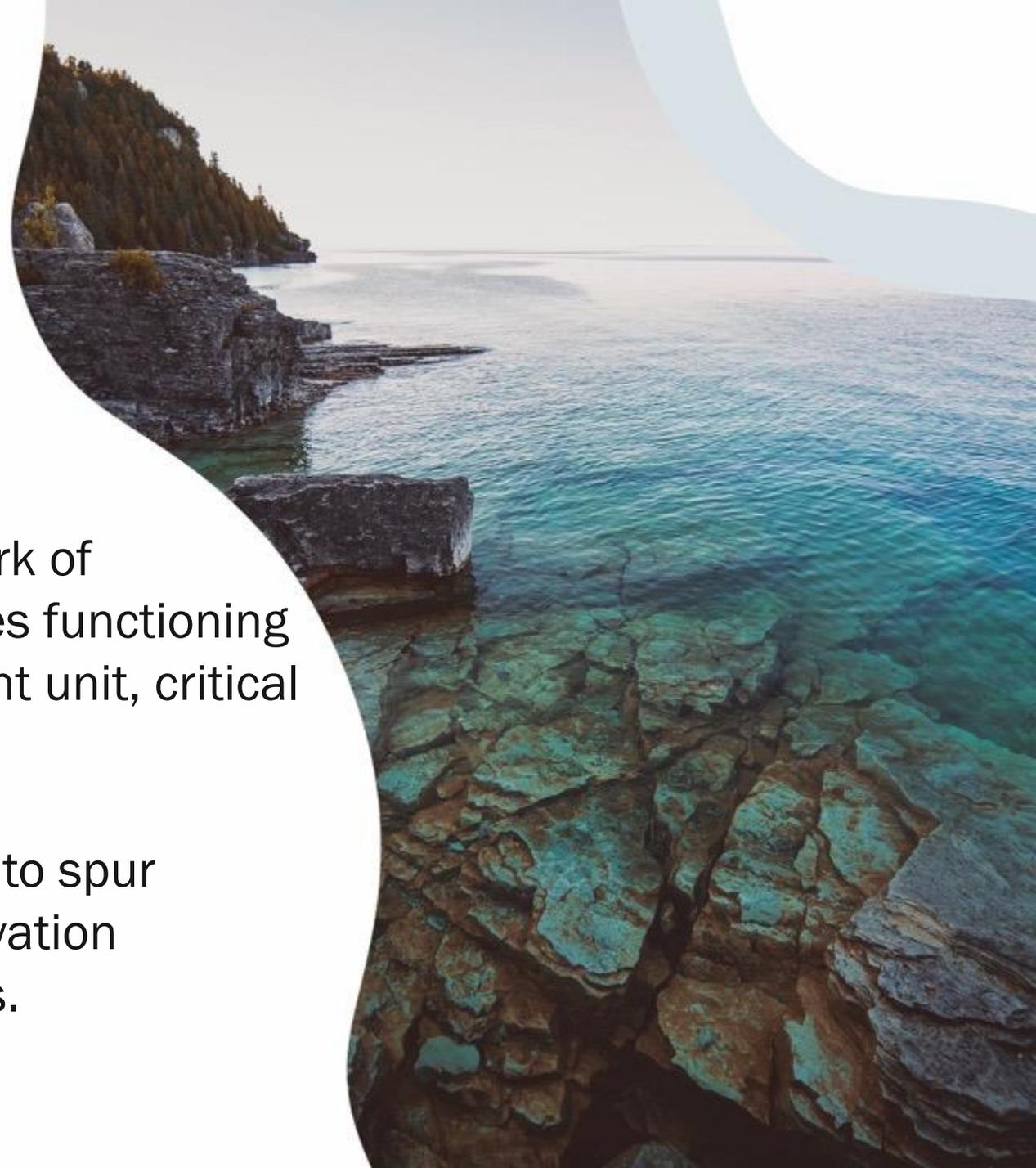




## Innovation Ecosystem Program

An Innovation Ecosystem is a complex network of community stakeholders and their capabilities functioning together as a strategic economic development unit, critical for innovation and GDP growth.

The OSC's Innovation Ecosystem vision aims to spur specific behaviors that will mobilize the innovation ecosystem toward action in measurable ways.





# IE Program Objectives

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1. Create more GDP from ocean enterprises;
  2. Grow Atlantic Canada's talent pool and technical expertise in Canadian ocean economy;
  3. Foster the creation and growth of more ocean technology companies;
  4. Enhance the access to and effectiveness of ocean innovation facilities and institutions;
  5. Increase collaborations between ocean companies and member organizations;
  6. Increase available risk capital in Canada's ocean economy;
  7. Increase commercialization and IP-generation in the private sector and post-secondary institutions;
  8. Improve inclusion and participation by under-represented groups in Canada's ocean industries; and
  9. Position Canada as a global leader in collaborative cross-sectoral ocean innovation.
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## Accelerating Capabilities & Connectivity

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**COMPANY CREATION  
& GROWTH**



**INCLUSIVE TALENT  
ATTRACTION AND  
TRANSFORMATION**



**ACCESS TO OCEAN  
INNOVATION  
RESOURCES**



**GLOBAL CLUSTER  
COLLABORATIONS**

### **CHALLENGES BEING ADDRESSED**

- Lack of shared infrastructure
- Regional connectivity and innovative culture
- Small companies linked to large corporates and scale of supply chain partnerships
- Commercialization from post-secondary institutions
- New entrants into ocean economy, both talent and companies



# Project Development Process

## Step One

OSC shares challenge to be addressed with key stakeholders, members, and the broader ecosystem. Stemmed from IE Strategy and annual priorities.

## Step Two

### Call for Proposals

OSC opens a competitive call for proposals to solve the challenge.

### Cluster Members

Ecosystem/Members collaborate/agree on solution and Ecosystem invited to submit one project proposal to the OSC.

### OSC Internal

OSC advances cluster building activity internally leveraging global cluster best practices and seeks delivery partners / member participation.

## Step Three

OSC reviews solutions (proposals) and assesses against IE program criteria.

Successful projects are selected.

## Step Four

Project is contracted with delivery partners (if applicable).

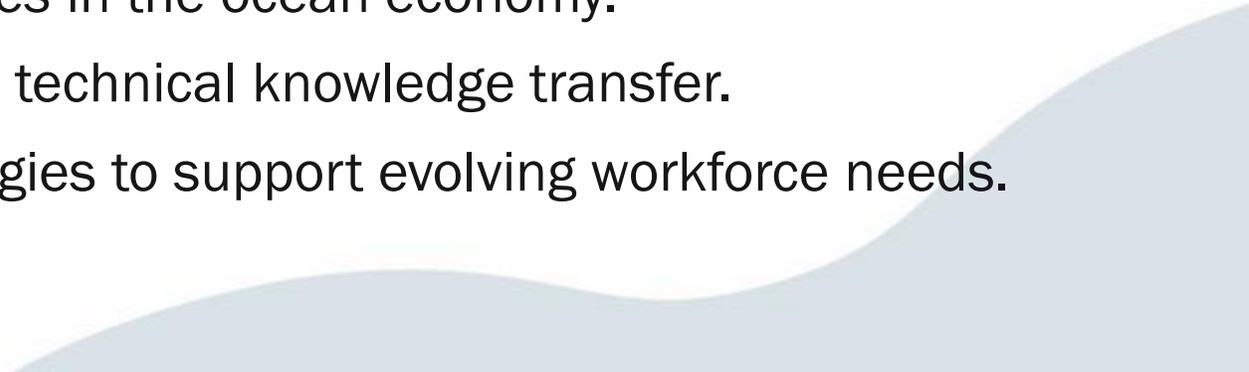
## Step Five

Project announcement and launch.



## AOSP Type D – Key Project Elements

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- Develops Canada's talent pool to increase technical expertise in remote operations, digital/automated technologies and/or environmental technologies.
  - Increases collaborations between ocean companies and member organizations.
  - Improves inclusion and participation by under-represented groups in Canada's ocean industries.
  - Retains current and future critical employees in the ocean economy.
  - Develops employees by supporting internal technical knowledge transfer.
  - Develops strong talent management strategies to support evolving workforce needs.
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## What we won't invest in...

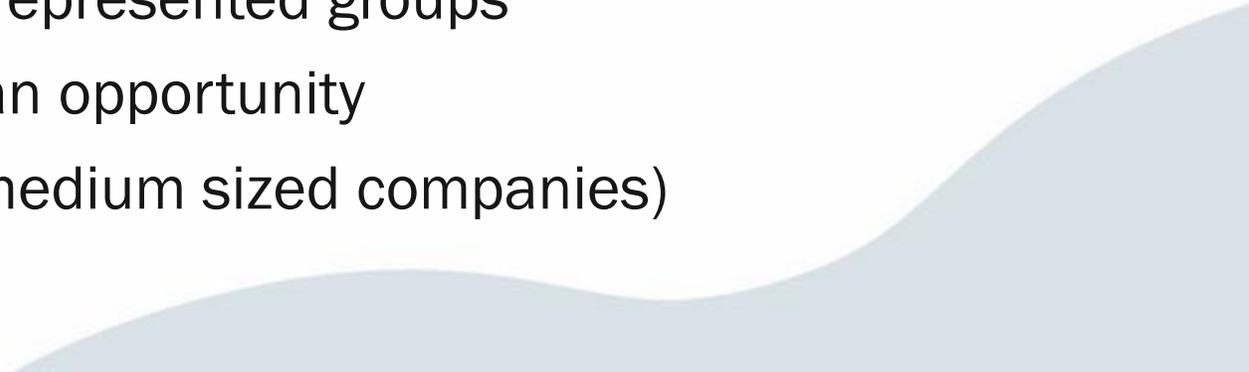
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- Business as usual, core funding or projects that have no new collaborations.
  - Projects that duplicate what already exists in the ecosystem/are not truly incremental
  - Project outcomes are not anticipated within OSC's current mandate
  - Benefits limited number of stakeholders/not a cluster-building scale
  - Infrastructure that is limited (access or benefits) to select stakeholders.
  - Case or feasibility studies and sponsorship of events
  - No clear benefits to OSC Members
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# What we are looking for in IE Projects:

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- New relationships and strengthened relationships between organizations in multiple locations across Canada
  - Transformative for the ocean economy – enables ocean companies to grow in a competitive global environment
  - Systemic programmatic-style solutions with a lasting impact
  - Accessibility for and Inclusion of under-represented groups
  - Increasing awareness of Canada's ocean opportunity
  - Benefits OSC Member SMEs (small to medium sized companies)
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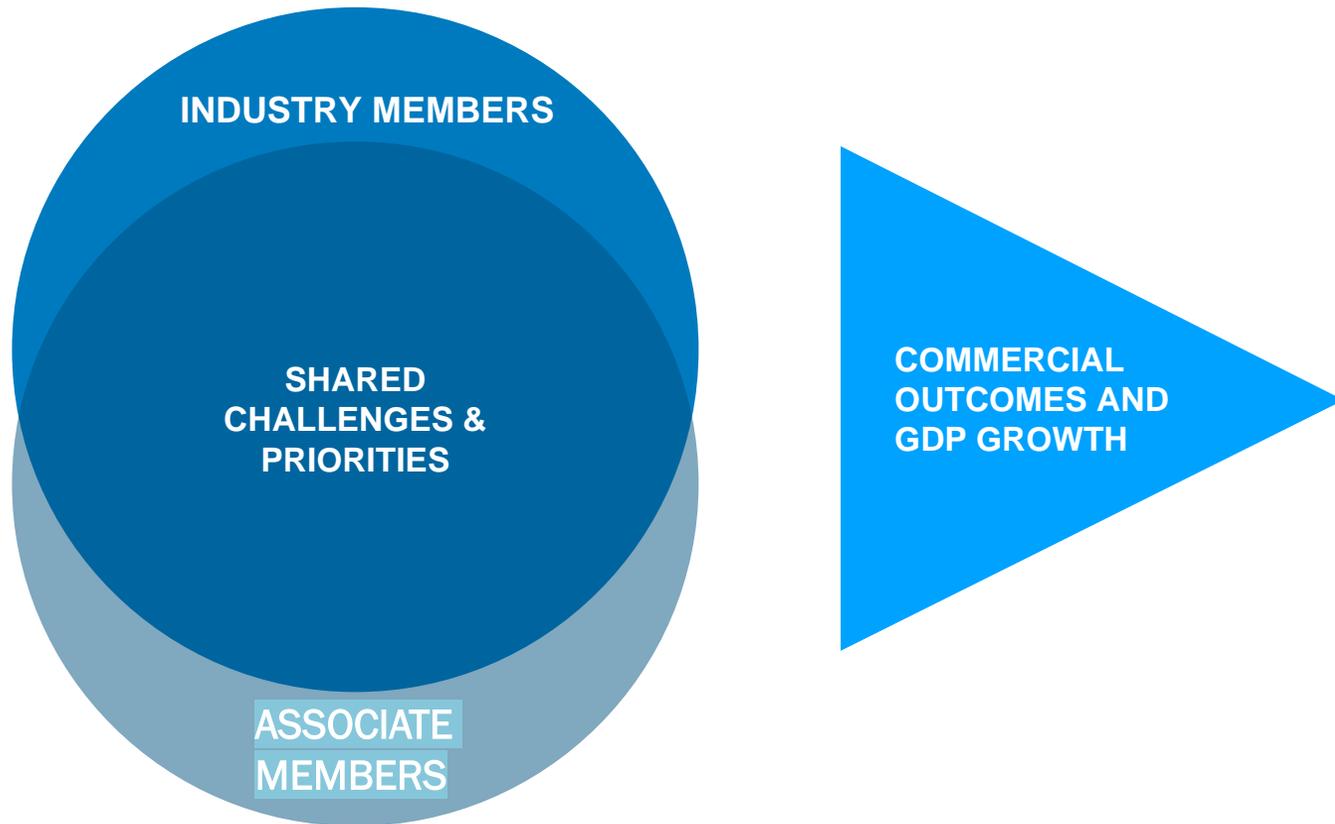
# Technology Leadership Program

**Susan Hunt**

Chief Technology Officer



# What are Technology Leadership Projects?



- Strengthen links between cluster regions
- Innovations applicable to multiple industries
- Build capability in the innovation ecosystem
- Expand global reach of supercluster companies
- Address global ocean challenges
- Reduce investment risk by leveraging OSC funding

# What are Technology Leadership Projects?



**Collaborative**



**Generate ROI and Commercial Value**



**Develop Innovative Technologies and IP**



**Incremental to Existing Activity**



**Benefit Canadian Organizations**

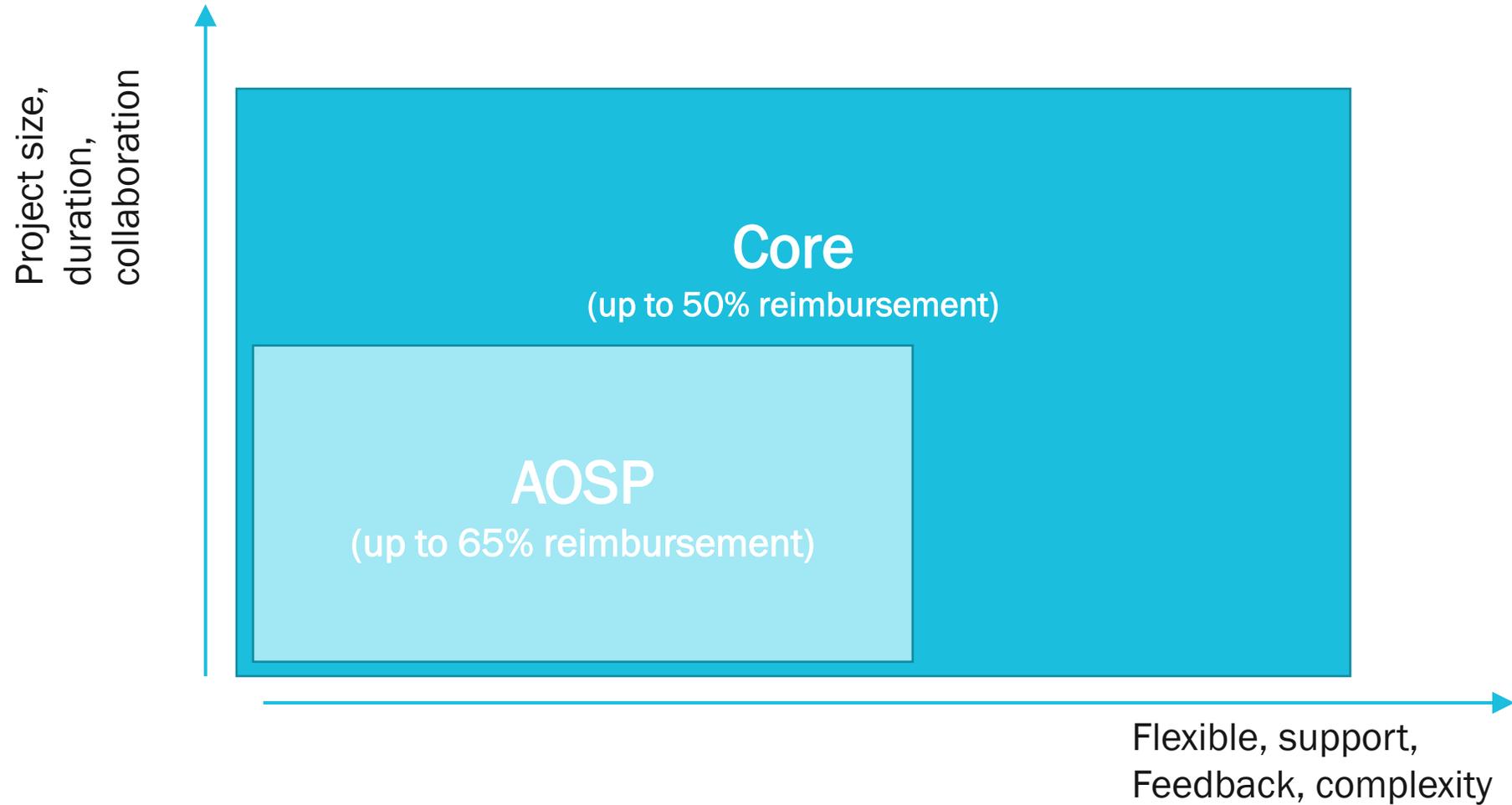
- Industry contributions matched by OSC
- Must involve an SME
- Performed in Canada
- Eligible expenses reimbursed
- Defined business case/  
commercialization plan



## How do Core TL Projects initiate?

- Networking and business development
  - Cluster events and project pitching
  - Technology Leadership Working Group
  - OSC TL Team available to discuss/contribute to ideas
  - Online platform / member portal
  - More guidance available online
  
  - **AOSP is a call-based competitive process**
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# OSC TL Programs - snapshot



# How is AOSP different?

| AOSP   | Core  |
|--|---|
| Call-based                                     | Continuous  |
| 6-18 month timeframe                           | Flexible  |
| Narrower scope                                 | All activity streams                                  |
| Max \$2M OSC                                   | No max  |
| 65% reimbursement                              | 50% reimbursement                                     |
| Collaboration between at least 2 organizations | Collaboration between at least 2 private sector firms |
| Deadline-drive, competitive                    | First come, first served                              |
| Systematic                                     | Project-specific                                      |
| Little feedback                                | Continuous support, flexible                          |

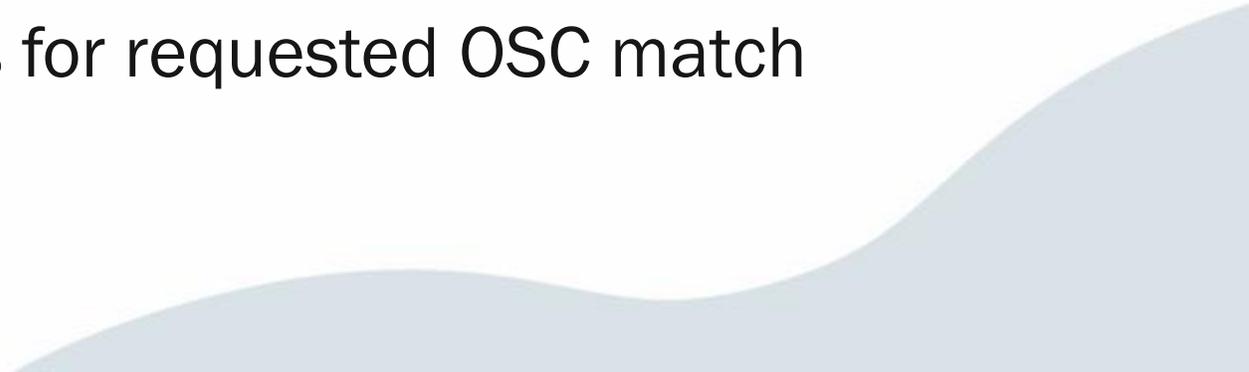
# AOSP selection criteria

1. Alignment to Project Themes 25%
2. Strength of chosen Project Type 25%
3. Contribution to workforce development 25%
4. Project team and execution plan 25%

| #1 Project Theme  | #2 Project Type   | #3 Project Plan  | #4 Workforce Development  |
|---|---|--|---|
| Focus and outcome relevant to at least one Call Theme. Project positioned well with respect to intention of AOSP. | The technology advancement and innovation to be performed is clear. The gap to be resolved or challenge to be addressed is clear. | Clear project scope (what/how project will be done articulated). Project involves and delivers benefits to more than one organization. | Develops or creates skills, capabilities and jobs. Project capitalizes on shifting market/conditions. |
| Clearly defined, compelling commercial opportunity.   | Demonstrated value and distinctiveness of outcome(s) relative to 'status quo' business.   | Project has appropriate capability. Project realistic. The role of each collaborator is clear.   | Clear rationale for OSC investment. Project delivers growth/benefits in time frame of project.        |



## Reasons why AOSP EOIs didn't advance...

- Didn't list collaborators or other key information
  - Proposals didn't follow instructions (e.g. didn't answer all questions, didn't submit a completed EOI template)
  - Projects didn't involve Canadian SMEs
  - No revenue within timeframe of project
  - Insufficient industry contributions for requested OSC match
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## Reasons why AOSP EOIs didn't advance...

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- **OSC's approach to co-investment/funding (65%) not always reflected in proposals**

| Sample 1             |           |
|----------------------|-----------|
| Total project budget | 1,000,000 |
| OSC funding          | 650,000   |
| Industry funding     | 350,000   |



- **In kind contribution maximum of 25% was applied to total project budgets whereas the in-kind maximum pertains to industry's funding**
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## Reasons why AOSP EOIs didn't advance...

- Commercial outcomes not clear
  - Not delivered within OSC's current mandate
  - Weak/unclear financial ROI
  - Weak positioning with respect to AOSP
  - Partners/capability missing, no adopters
  - Poor writing/ presentation of information
  - Not as strong as other proposals
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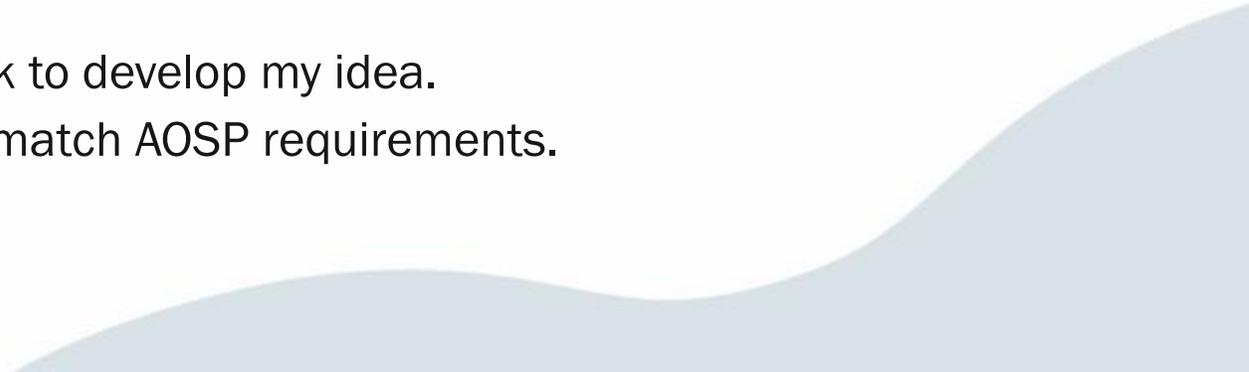
# Feedback from Call & What's Next

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- AOSP requirements and themes well positioned, drove a lot of interest
  - Members are benefitting from the OSC platform
  - Organizations appreciated the structure of a deadline-drive process
  - With more time, there are many other strong projects that could be put forward
  - Call-based process will launch early summer 2020, details TBD
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# Should I re-apply to the next call? Should I consider the Core program?

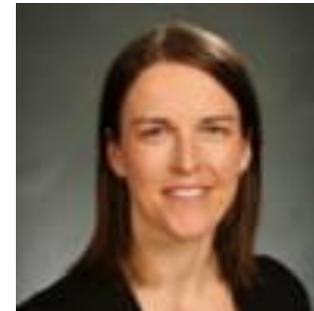
- With more time,
    - Would you be able to develop a meaningful collaboration?
    - Can you secure the industry contribution you need for the OSC ask you will make?
    - Can I articulate a definitive ROI? Can I show an increasing revenue stream from the project?
    - Can you make a compelling case for OSC investment?
    - Can I better define the innovation, the incrementality and the distinctive nature of the activity?
  - OR
    - I want more support and continuous feedback to develop my idea.
    - I have a budget/timeline/scope that doesn't match AOSP requirements.
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Melody Pardoe  
Chief Engagement Officer



Rob Barton  
Chief Administrative  
Officer



Susan Hunt  
Chief Technology  
Officer

# Questions & Answers



Kendra MacDonald  
Chief Executive Officer



Thank you for joining us!

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