



CANADA'S OCEAN SUPERCLUSTER

2026
CORPORATE PLAN

Building a Digital, Sustainable, and
Inclusive Ocean Economy for Canada

www.oceansupercluster.ca

TABLE OF CONTENTS

INTRODUCTION	3
FIVE-YEAR CLUSTER OUTCOMES	4
LOOKING BACK: KEY OUTCOMES AND ACTIVITIES IN FISCAL 2025	5
DRIVING GROWTH WITH MADE-IN-CANADA OCEAN SOLUTIONS	11
ACTIVATING OUR NATIONAL NETWORK AND INNOVATION ECOSYSTEM	14
BUILDING ON OUR MOMENTUM: KEY ACTIVITIES FOR FISCAL 2026	15
OSC PROGRAM MANAGEMENT OVERVIEW	18
RISK MANAGEMENT	19
CORPORATE STRUCTURE AND FINANCIALS	21
INTELLECTUAL PROPERTY AND DATA STRATEGIES	23
DIVERSITY, EQUITY, AND INCLUSION	32

INTRODUCTION

VISION

Accelerate solutions to address global ocean opportunities, building a stronger Canadian economy and a healthier planet.

OBJECTIVES

Canada's Ocean Supercluster is accelerating the development of more made-in-Canada ocean products, processes and services to sell to the world, increasing productivity and competitiveness, while helping more Canadian companies start and grow, create jobs, and unlock transformative 5X growth potential through Ambition 2035.

MISSION

Drive growth of Canada's ocean economy, deliver collaborative solutions, build a strong global ocean brand, connect ocean communities, and build Canada's diverse ocean workforce.

Our 2023-2028 strategy focuses on achieving the following four objectives:

- **Company Growth**
Support scaling companies and the commercialization of innovations in key growth areas including the future of ocean transport, scaled ocean energy, ocean climate solutions and sustainable seafood.
- **Talent Attraction and Retention**
Attract, train, and retain a larger, more diverse workforce to support ocean economy growth.
- **Connected Ocean Network**
Connect ocean communities to create meaningful collaboration opportunities.
- **Global Ocean Brand**
Raise awareness of Canada's ocean brand, attracting investment, partners, and workers.

VALUES

- **Creativity**
Continuously introducing new ideas to improve the OSC and member opportunities.
- **Inclusion**
Valuing and respecting everyone for their talents, skills, abilities, and perspectives.
- **Collaboration**
Working together to achieve outcomes across our team and our networks.
- **Ambition**
Making a difference in all that we do for our organization, our membership, and our country.



FIVE-YEAR CLUSTER OUTCOMES

CANADA'S GLOBAL INNOVATION CLUSTERS PROGRAM

Innovation Clusters Ecosystem Impact Framework (ICEIF)

To ensure the program's performance measurement approach fully captures the unique impact each Cluster is delivering, ISED and the Clusters have co-designed a unique, made-in-Canada performance measurement framework approach: the Innovation Cluster Ecosystem Impact Framework (ICEIF).

While all Clusters share certain commonalities, the framework is tailored so that each cluster can tell their own performance story with metrics, both qualitative and/or quantitative, that best reflect their contribution to achieving the program objectives. The framework's structure accommodates government reporting requirements through a set of core program metrics and ensures that Clusters have appropriate autonomy and flexibility through their own individual and flexible Impact Frameworks.

A Shared Architecture

The program and each cluster identified a set of metrics against the four program objectives.

Canada's Global Innovation Clusters Program report against the ICEIF in their annual reports. Annual updates are available at Canada.ca/clusters.



LOOKING BACK: KEY OUTCOMES AND ACTIVITIES IN FISCAL 2025

Canada's Ocean Supercluster has performance monitoring strategies to measure against the ICEIF and its annual objectives. These strategies include:

- Member surveys
- Program audits
- Process maturity review
- Continuous improvement initiatives
- TRL advancement
- Third party impact, and economic and ecosystem assessment
- Participation in events, training, and other programming

In addition, in 2025 an operational audit was conducted by a third party on behalf of ISED to assess the OSC's effectiveness and efficiency in project selection, monitoring, risk management processes, and compliance with the Contribution Agreement for the program. The result was a clean audit report noting particular strength in transparent project selection processes, conflict of interest safeguards, and strategic alignment of projects with mandate.

LOOKING BACK: KEY OUTCOMES AND ACTIVITIES IN FISCAL 2025

GROWTH

With its OSC 2.0 core program funding on track to be fully committed by end of fiscal 2025, the cluster was able to secure its optional funding under Phase II of the contribution agreement with the Global Innovation Clusters Program.

With a robust pipeline in 2025, the OSC has approved more than 23 projects through its core Technology Leadership programming which are generating 129 IP assets to Canada's ocean economy. Through the Pan-Canadian AI Strategy stream of projects, the cluster supported more than 20 projects, generating more than 36 new IP assets to bolster Canada's capabilities in ocean AI solutions. AI applications are an increasing focus of the OSC's projects representing over 70 per cent of current projects with use cases across multiple ocean sectors.

This year also marked the implementation of the Indigenous Coastal Innovation Challenge call program designed to encourage more Indigenous-led ocean projects and provide the supports and program design recommended through the OSC's Two-Eyed Seeing initiative. Twenty-six project concepts were received from across all coasts, of which 11 advanced to Phase II project proposal development, and five have been approved to date.

As part of our climate solutions pillar, there were a number of critical business challenges



identified that hinder the ability of these solutions to commercialize and scale. To develop approaches to address these challenges, the OSC launched the Market Solutions Platform in 2025. A Strategic Advisory Team has been established comprised of senior climate leaders with expertise in finance, carbon markets, and carbon purchase, as well as formal partnerships with large private sector entities.

With Canada's increased focus on sovereignty and security the OSC has seen an increase in dual-use projects and interest in defence applications. This year, the cluster hosted roundtable discussions with Minister Joly and industry leaders in Halifax, as well as with senior officials in Ottawa, in addition to leading a webinar held in the fall on ITBs and dual use.

LOOKING BACK: KEY OUTCOMES AND ACTIVITIES IN FISCAL 2025

OCEAN NETWORK

With a membership approaching 1,000 members across Canada, the OSC has surpassed its member growth goal for 2025 and has continued to build significant momentum across its network in Canada and globally.



As co-lead for Canada of the global Blue Tech Cluster Alliance, the cluster has played a leadership role in matchmaking events in collaboration with eight other countries, and through UN Ocean Decade activities at Oceanology International. For the second time the OSC hosted Canada's Ocean Innovation Lounge at Oceanology International to showcase the made-in-Canada solutions for global ocean challenges and create a space to convene potential partners and collaborators.

This year there were new relationships established with African countries through collaboration with Pont Bridge with focus on global applications for Canadian solutions, matchmaking opportunities, and talent development. The OSC also joined two consortia pursuing Horizon Europe funding including Denmark, Belgium, Norway, Spain, Portugal, Italy, the UK.

LOOKING BACK: KEY OUTCOMES AND ACTIVITIES IN FISCAL 2025

The cluster also hosted its bi-annual Ambition 2035 event in Ottawa this year with more than 200 in-person participants from across the country. With a focus on elevating awareness of the transformational growth potential of the ocean sector in the context of Canada's priorities, the OSC engaged 11 regional "Ignitor" organizations to help promote and contribute to these efforts. In 2025, networking events were hosted in person in Atlantic Canada, BC, Ontario, Quebec, and the Arctic, as well as virtual innovation ecosystem showcase events throughout the year that reached audiences beyond these regions.

Working closely with Global Affairs Canada and the Global Innovation Clusters Program, the OSC participated in the UN Ocean Decade Conference in Nice along with the delegation from Canada and 10 ocean companies. The cluster featured Canadian companies at the Blue Economy and Finance Forum in Monaco, which was an invite-only gathering for the ocean innovation and investment community. These and other international activities in 2025 contributed to the success of the Team Canada impact at major events in Singapore, Hannover, and Paris.



LOOKING BACK: KEY OUTCOMES AND ACTIVITIES IN FISCAL 2025

TALENT

Under Ambition 2035, 5X growth by 2035 is projected to support 1.2 million jobs in Canada.

In response to today's need for talent, and in anticipation of rapid growth and increasing workforce demand, the OSC has focused its efforts on building awareness, providing hands-on experience, and training for the 18-35-year-old age group in particular.

This year, a follow-on campaign from the 2024 "On the Job" marketing campaign reached an additional two million in 2025, and the launch of the [Ocean AI Careers Awareness Campaign](#) exceeded targets with a reach of more than 15 million this year alone.

Through the continued delivery of multi-year projects, the OSC's Indigenous Career Pivot Program and Blue Futures Pathways provided in-person and remote mentorship, training, and resources for Indigenous Peoples and youth, with interest in internships exceeding spots available. These efforts have benefited more than 4,000 Indigenous youth and under-represented participants to date. Building on our training offerings, the OSC has also joined the WYTEC program by DOTCAN Institute as a partner and delivered training for students across Nova Scotia, Guinea, and Cabo Verde



in ocean innovation and entrepreneurship, and continues to explore expanded partnerships across different regions in Canada and beyond.

With a focus on supporting a more diverse ocean economy, at a project and program level, the OSC implemented a requirement for project teams to provide a plan or a statement around their commitment to Indigenous engagement and to complete four customized OSC-sponsored content modules on diversity, equity, and inclusion. To date almost 100 project participants have completed the training.

LOOKING BACK: KEY OUTCOMES AND ACTIVITIES IN FISCAL 2025

GLOBAL OCEAN BRAND

With an annual reach of tens of millions across all platforms, the OSC continues to be recognized as a voice for ocean in Canada and internationally.

This year the cluster has achieved coverage in more than 75 media stories, key speaking opportunities across Canada, as well as more than 10 international speaking engagements including Portugal, France, Germany, London and others.

With a new Government, the OSC launched Charting the Course to help provide ideas and recommendations, and highlight some of the biggest opportunities for the ocean sector to contribute to Canada's priorities across a number of verticals. This roadmap has been used widely including at the OSC's Week on the Hill to help guide conversations and spark new ideas and partnerships that can shape the future ocean economy.

Recognizing the tremendous potential of 5X growth through Ambition 2035, the OSC also provided impacts reporting this year to reflect on progress to date. Economic and ecosystem reporting showed the OSC's activities to date have generated five times return on investment in ocean projects, significant follow-on funding for companies, more than 10,000 jobs created to date, as well as close to 300 new ocean startups established.

Learn how we're navigating to 5x growth by 2035 with our new platform document.

[READ NOW](#)



DRIVING GROWTH WITH MADE-IN-CANADA OCEAN SOLUTIONS

TECHNOLOGY LEADERSHIP (TL) PROJECTS FY 2026 UPDATE

The OSC continues to build and deliver its Technology Leadership (TL) project pipeline through a combination of targeted Calls for Proposals and continuous intake, supported by core programming that strengthens project readiness and consortium formation.

As a convenor and catalyst, the OSC brings together Canada's ocean network and co-invests with industry to accelerate the development and commercialization of made-in-Canada ocean solutions that increase productivity and competitiveness in domestic and global markets. This approach generates tangible outcomes from collaborative R&D—including new products, deployable capabilities, and project-derived IP and data assets—while strengthening Canadian supply chains and supporting SME growth through anchor-enabled value chains.

Over the past year, the OSC advanced this mandate through strategic calls for proposals designed not only to fund innovation, but also to strengthen long-term ecosystem capacity and inclusivity. Two calls were particularly important: the Indigenous Coastal Innovation Challenge (ICIC) and the Ocean Observation Challenge. ICIC strengthens Indigenous-led and Indigenous-partnered innovation capacity in coastal regions by enabling community-prioritized solutions and supporting pathways aligned with stewardship, local economic development, and long-term resilience. The Ocean Observation Challenge accelerates practical ocean sensing, monitoring, and data integration capabilities that support

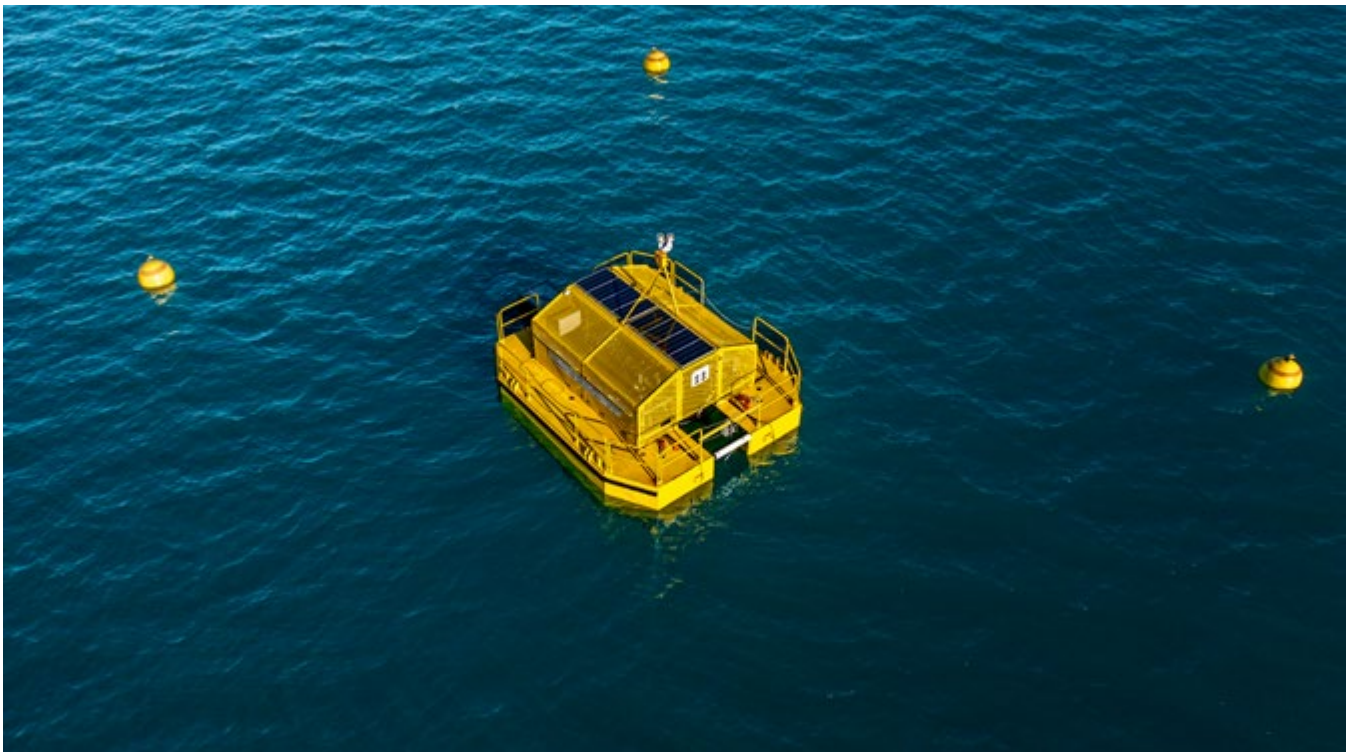


safer operations, improved decision-making, and stronger environmental and operational awareness across ocean sectors. Together, these calls broadened participation and strengthened the foundational infrastructure—data, sensing, validation, and collaboration—that supports adoption and scale.

DRIVING GROWTH WITH MADE-IN-CANADA OCEAN SOLUTIONS

Through PCAIS (the Pan-Canadian Artificial Intelligence Strategy), the OSC also launched an AI-focused portfolio, supporting multiple projects and generating ocean-specific AI use cases across sectors, with a focus on practical improvements to productivity and decision-making. In parallel, the OSC continued enabling ecosystem-wide value creation beyond individual projects through stronger mechanisms to track and mobilize project outputs (including IP and data assets) and by convening strategic sector leadership to inform forward-looking investment directions. Increasingly, the OSC is seeing AI integrated across the project portfolio as an enabling capability that complements sector outcomes.

Looking ahead, the OSC will continue to invest in areas where Canada can lead globally and where projects can move from demonstration to adoption and scaling. A cross-cutting emerging focus is building enabling capacity for Marine Domain Awareness (MDA)—supporting civil-first innovations in observation, sensing, communications, analytics, and operational decision-support that improve safety, environmental stewardship, and operational resilience today, while laying a responsible foundation for potential future dual-use pathways. This direction will be advanced through project design choices that keep options open without shifting the primary focus away from commercial outcomes and sector productivity.



DRIVING GROWTH WITH MADE-IN-CANADA OCEAN SOLUTIONS

PRIORITY INVESTMENT AREAS (TL PROJECTS)

The OSC continues to prioritize investments in the following areas to support commercialization and competitiveness:

- **Climate Solutions:** Emissions reduction for marine activity; community-based adaptation and resiliency; and technologies that improve safety for workers and those operating on ice and in ocean environments.
- **Future of Transportation:** Systems that improve navigation safety and operational assurance; cybersecurity and data-sharing practices that improve reliability; and initiatives that strengthen marine transportation operations through efficiency, optimization, and remote/automated operations foundations.
- **Scaled Ocean Energy:** Targeted partnerships and pilots that address capital and deployment barriers, strengthen the renewable ocean energy supply chain, and advance practical components of marine hydrogen and derivatives where market pull and feasibility are clear.
- **Sustainable Seafood:** Precision aquaculture and data-enabled operations; improved resilience and efficiency across production; and solutions that increase value from seafood biomass and by-products.

The OSC continues to build its technology project pipeline through a combination of call programs and continuous intake core programming. As a convenor and a catalyst, the OSC brings together Canada's ocean network, facilitates new partnerships, and co-invests with industry to accelerate the development and commercialization of made-in-Canada ocean solutions in key investment areas which help address global challenges and increase Canada's competitiveness in emerging technologies such as Artificial Intelligence. Within these key investment areas, the OSC will also continue to support startup and scale-up programs and activities that increase access to capital, as well as deliver ocean solutions that offer dual use and help Canada advance its defence and security priorities.





ACTIVATION OF OUR INNOVATION ECOSYSTEM AND NATIONAL NETWORK

Now one of the world's largest blue clusters, Canada's Ocean Supercluster has a membership that includes organizations from every province and territory except one.

With continued strong growth in Atlantic Canada, membership has grown most quickly in British Columbia this year making it the province with the second highest number of members. With expanded activities and programming, projects, membership, and partnership engagement in Ontario, Quebec and the Arctic are also on the rise.

In 2025, the OSC delivered a combination of in-person and virtual events, engaging thousands of participants for sharing of insights, networking, matchmaking, and to explore new markets. From a learning and growth perspective, the cluster delivered webinars for members in IP, marketing, DEI, cybersecurity, financing, and a number of areas of interest to the ecosystem. Major events including the bi-annual Ambition 2035 conference, Ocean Fest, and the Ocean Tech Showcase drew hundreds to explore project opportunities, pitch ideas, make new connections, and rally behind the untapped potential of Canada's ocean sector and the urgency behind elevating it as a priority for Canada.

ACTIVATION OF OUR INNOVATION ECOSYSTEM AND NATIONAL NETWORK

The OSC continued to lead three major national steering committees on Ocean AI, the Blue Bioeconomy, and Arctic Ocean Innovation. The National Steering Committee on Ocean AI published its insights report and strategic approach for Canada this year. This document was instrumental in shaping the cluster submission to the Government of Canada's AI Taskforce and the 30-day sprint initiative. The work of the OSC's National Steering Committee on the Blue Bioeconomy continues with an insights report released in 2025 and the development and launch of the insights report for Canada expected in the Spring of 2026. This report will include some focus on blue foods in particular and their role in food security. As well this year, the OSC established a National Steering Committee for Arctic Ocean Innovation. This 18-member committee is developing an insights report for Canada on Arctic Ocean Innovation and where the most significant opportunities for growth exist. The work of the committee includes engagement from all northern regions and in-person activities in Nunavut.



[READ THE INSIGHTS REPORT](#)

Given the vastness and magnitude of the opportunity for growth in Canada's ocean sector, the need for ongoing awareness to build the workforce, grow companies, attract investment, and establish meaningful partnerships in Canada and globally is critical. The OSC has delivered campaigns this year that have reached millions to build understanding and interest in ocean jobs, member companies, partnership and investment opportunities, and to promote key areas of strength for Canada in ocean. Using a data-driven approach, the OSC team is able to deliver the most relevant messages to the right audiences for the greatest impact and outcomes.

BUILDING ON OUR MOMENTUM: KEY ACTIVITIES FOR FISCAL 2026

BUY CANADIAN POLICY ALIGNMENT

Canada's Ocean Supercluster's 2026–2027 activities will directly support the Buy Canadian Policy by prioritizing the development, adoption, and commercialization of made-in-Canada ocean technologies, strengthening domestic supply chains, and ensuring Canadian companies are better positioned to compete for Federal procurement opportunities.

For this fiscal year \$650,000 has been budgeted for these activities which are funded by Innovation Ecosystem Contributions made by OSC membership. For Ocean AI Innovation Ecosystem activities, \$425,000 has been budgeted under PCAIS and funded by Innovation Ecosystem Contributions made by membership.

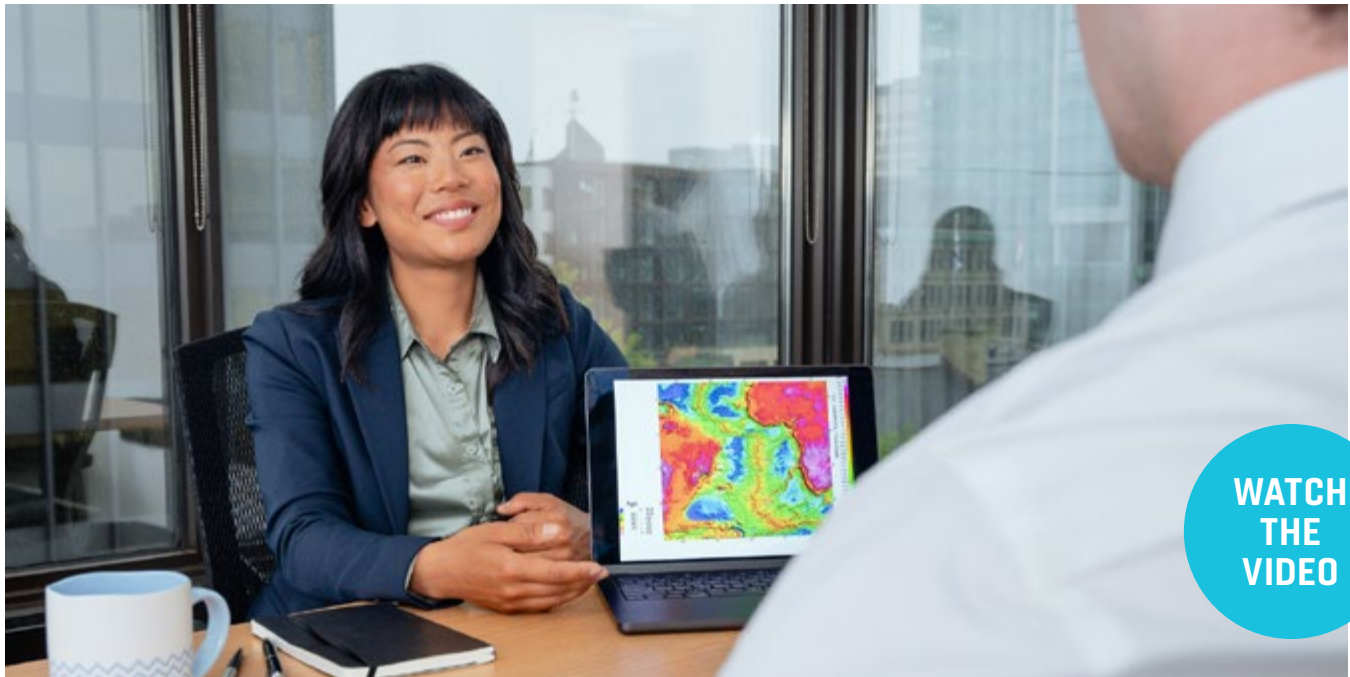
GROWTH

- By Fall 2026, the OSC will deploy remaining funds and recommit underspent funds to maximize all funding dollars. Growth will commit 100% of available Phase II (\$5–10M) and PCAIS (\$1–2M) funding by the October 2026 Board decision. This investment will support approximately 16 collaborative projects involving more than 30 project partners, creating more than 40 use cases for AI across ocean sectors, improving productivity and decision-making.
- Deliver 30 new ocean products and 40 new IP assets with projects to be completed this year.
- Create opportunities to highlight dual-use capabilities of our members for defence opportunities in Canada and internationally.
- Explore partnerships and collaboration for additional funding sources to incrementally support ocean sector investment.
- As Chair of the national Blue Bioeconomy Steering Committee, deliver an insights report for Canada.
- Deployment of five new Indigenous-led Technology Leadership and Innovation Ecosystem projects through the Indigenous Coastal Innovation Challenge.

OCEAN NETWORK

- Continue to grow the OSC's membership to 1,200 across Canada and globally.
- Create opportunities to connect the strength of Canada's national ocean network capability to support delivery of key Government priorities.
- Deliver Ocean AI education program and hackathon involving 100 participants in Canada.
- Delivery of two regional Indigenous Ocean Business Forums.
- Host two global matchmaking events in collaboration with eight countries through the BlueTech Cluster Alliance.
- As Chair of the Arctic Ocean Innovation Steering Committee, lead the delivery of an Insights Report for Canada.
- Participate in UN Decade of Ocean events and activities.
- Further strengthen the pan-Canadian ocean supply chain: continue to create events for member organizations to connect and identify new opportunities to work together.

BUILDING ON OUR MOMENTUM: KEY ACTIVITIES FOR FISCAL 2026



TALENT

- Deliver the second instalment of the OSC's national AI Ocean Talent Awareness Campaign targeting youth 18-35 across Canada.
- Continue to deliver mentorship, training, and resources to create pathways to ocean careers for Indigenous Peoples, youth, and under-represented groups through the Indigenous Career Pivot Project 3.0 and Blue Futures Pathways 3.0.
- Publish ocean insights through articles, video, and other content targeted to both employers and workforce.
- Encourage and support DEI targets through OSC projects and across the broader ocean economy.

GLOBAL OCEAN BRAND

- Deliver key global speaking opportunities and secure earned media.
- Increase engagement and influence across digital and social media by 10 per cent.
- Develop and deploy global awareness campaign together with BlueTech Cluster Alliance.
- Launch next installment of "Charting the Course to Ambition 2035" related to Canada's strategies in Defence, AI, Trade Diversification, and Climate Competitiveness.
- Update and delivery of impacts campaign based on cluster activity to 2025.



OVERALL OSC PROGRAM MANAGEMENT

Program management includes organizational support for strategy, finance, administration, member engagement, communications, and management. Key organizational activities in 2026 include:

- Continuing to support the OSC's staff working across seven provinces in Canada.
- Automating a comprehensive reporting framework that integrates existing tools, aligns with internal and external stakeholder requirements, and drives clarity and standardization in organizational reporting.
- Increasing training and support, internally and for members, to reduce challenges in claims process and improve upfront understanding.
- Leveraging and enhancing technology, including predictive capabilities and AI-driven solutions, to support the OSC's activities across data management, reporting, security, and member engagement, while continuously exploring innovative approaches to improve processes and outcomes.

RISK MANAGEMENT

The OSC has developed focused approaches to address the risks to the implementation of its 2026 Corporate Plan. The following risks and mitigation strategies have been identified for fiscal 2026:

ACHIEVE PROJECT OUTCOMES

Ability of projects to achieve desired outcomes.

- **Reporting:** Ensuring robust project reporting.
- **Project Management and Monitoring:** The OSC has a seat on all project steering committees which meet regularly to monitor project success.

The OSC can leverage the claims for reimbursement that are submitted to the OSC by project teams for insight into project spend/progress against project outcomes, deliverables, and milestones.

PROJECT DISBURSEMENTS

Ability of the projects to spend as planned and as a result, ability for the OSC to meet annual disbursement targets.

- **Project Monitoring and Project Forecasting:** Actively working to monitor project spending and changes to project forecasting so that any potential issue is identified as far in advance as possible.
- **Project Compliance:** Supporting project participants in submitting claims for reimbursement or reconciliation and progress reporting in a timely manner and within stated deadlines.
- **Project Advances:** Provide project advances to help projects initiate activity quickly and to help SMEs manage project cash flow.

In cases where we have underspent funding, we will redirect such funding towards other projects.



RISK MANAGEMENT

PROGRAM REQUIREMENTS

Program requirements around project funding commitment, disbursements, and demonstrated outcomes might make other funding opportunities more attractive, and make it challenging for the OSC to commit funds:

- Senior leadership prioritizes pipeline growth and closely monitors performance to ensure a steady flow of high-impact projects.
- Expanding the range of programs and investment areas to attract a broader spectrum of opportunities.
- Collaborating with other organizations on joint calls and programs to increase reach and leverage shared resources.
- Regular communication and awareness building around programs and role.

POLITICAL

Uncertainty in a changing political landscape; increasing awareness of the significant ocean opportunity to generate increasing investment for the ocean economy; reduced flexibility around reprofiling funding from one year to the next.

- Regular and proactive communication with federal and provincial elected officials and administration.
- Regular communication with members and investors on the progress of the OSC's activities.

DATA PROTECTION

Ensure member and personnel data is protected.

- Collaborating with trusted partners to support and secure the OSC systems.
- Regular training on cybersecurity topics to keep staff and users informed of evolving cyber risks and best practices.
- Implementing recommendations from third party cyber review to strengthen defences.
- Enforcing multi-factor authentication to protect against unauthorized access.

BALANCING COMMITTED FUNDS AND AMBITION 2035 ACTIVITY

Allocating the appropriate balance of time to the delivery of fund commitments in 2025, as well as leading the Ambition 2035 platform and the demonstrated value it brings to the ocean sector in charting a path forward.

- Maximize Ambition 2035 activities to promote project opportunities where possible.
- Leverage external champions to help promote Ambition 2035 messages.
- Proactive project identification and agile investment strategies to maximize the impact of funding and ensure efficient utilization of resources.

CORPORATE STRUCTURE AND FINANCIALS

Canada's Ocean Supercluster is a not-for-profit established in 2018.

The cluster currently has 15 Board members and in addition our CEO is an ex-officio Board member. As of March 31, 2026, there is no cash owed to the Crown.

FINANCIAL FORECAST (IN MILLIONS)

CASH FLOWS FROM CLUSTER ACTIVITIES	TOTAL
INCOMING	\$
Global Innovation Clusters (GIC) contribution	38,000,000
(Previously advanced funds, not yet spent)	-
Pan-Canadian AI Strategy contribution	3,957,258
(Previously advanced funds, not yet spent)	-
Project management fees	-
Membership and registration fees	4,797,475
Industry in-kind contributions	-
Sponsorship	-
Other revenue	385,000
TOTAL ITEMS INVOLVING CASH	47,139,733
Items not involving cash	
Amortization of property, plant and equipment	16,000
Amortization of intangibles	0
Accrued interest	0
Total items not involving cash	16,000
TOTAL ANNUAL CASHFLOW	47,123,733

CORPORATE STRUCTURE AND FINANCIALS

ANTICIPATED REVENUE FROM OTHER SOURCES

	GIC	PCAIS	TOTAL
INDUSTRY MATCHING FUNDS:			
Industry Contribution towards eligible project costs	\$44,968,750	\$4,606,785	\$49,575,535
Project Management Fees			-
Conference & Sponsorship	100,000		100,000
Membership & registration fees	4,357,950	439,525	4,797,475
Other (Interest Income on Member Contributions)	265,000	50,000	315,000
Subtotal of Anticipated Revenue from Industry Matching Funds	49,691,700	5,096,310	54,788,010
ALL OTHER SOURCES:			
Other Government Contribution			
Interest Income	175,000	10,000	185,000
Sponsorship			-
Other	100,000		100,000
Subtotal of Anticipated Revenue from All Other Sources	275,000	10,000	285,000
Total Anticipated Revenue from Other Sources	\$49,966,700	\$5,106,310	\$55,073,010

EXPENDITURES FROM GOVERNMENT FUNDING STREAMS

EXPENDITURES	GIC	PCAIS	OTHER	TOTAL
Operating & Administrative Expenditures	3,820,000	510,000		4,330,000
Projects	34,180,000	3,447,258		37,627,258
Ecosystem Initiatives				-
Total	38,000,000	3,957,258		41,957,258



INTELLECTUAL PROPERTY AND DATA STRATEGIES

INTELLECTUAL PROPERTY (IP) STRATEGY

Strategic Outlook for FY 2026

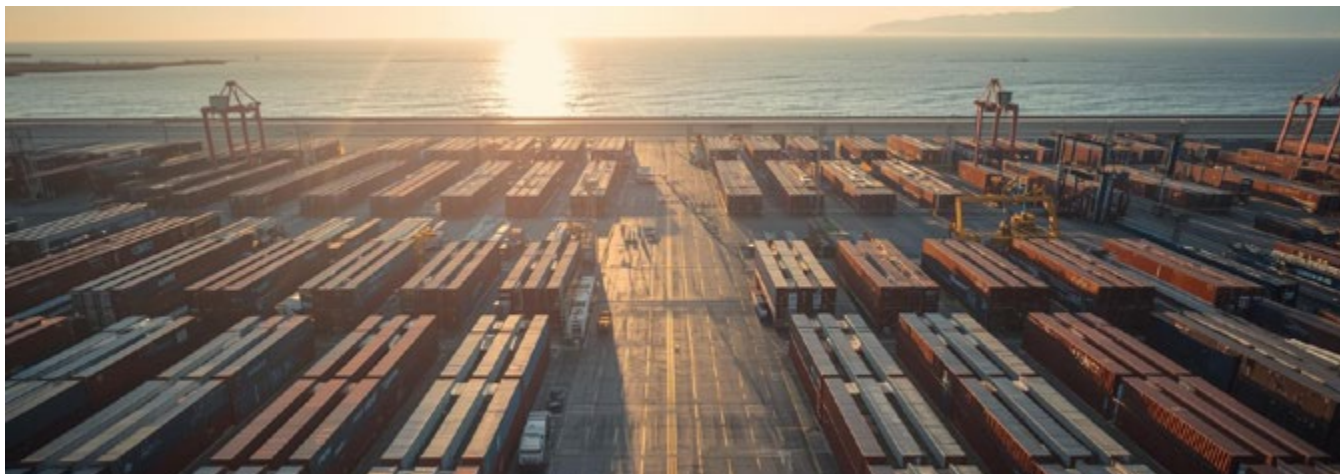
Since its inception, Canada's Ocean Supercluster (OSC) has observed that ocean SMEs often face resource constraints when seeking the expertise needed to identify, protect, manage, and commercialize intellectual property (IP). To address this gap, the OSC remains committed to providing members with the foundational knowledge and tools necessary to implement robust IP strategies aligned with their core business operations.

Access free tools and resources to navigate IP and data management with confidence.

[EXPLORE IP RESOURCES](#)



INTELLECTUAL PROPERTY AND DATA STRATEGIES



In the coming fiscal year, the OSC will continue to promote best practices in IP strategy and management, emphasizing the critical role a robust IP strategy plays in driving competitive advantage, growth, and achieving commercial objectives.

Building on the successes of the past several years, the Director of IP and Data Management will continue to support the membership through:

- **Educational Programming:** Delivering targeted webinars and workshops designed to demystify IP concepts and strengthen members' understanding of key aspects spanning IP identification, protection, management, and commercialization.
- **Advisory Services:** Providing one-on-one guidance to both individual OSC members and project teams to support the development and integration of robust IP management strategies, aligned with core business strategy.
- **Foreground IP Reconciliation:** Supporting project consortiums during the project close-out phase to ensure all Foreground IP is accurately tracked and documented.

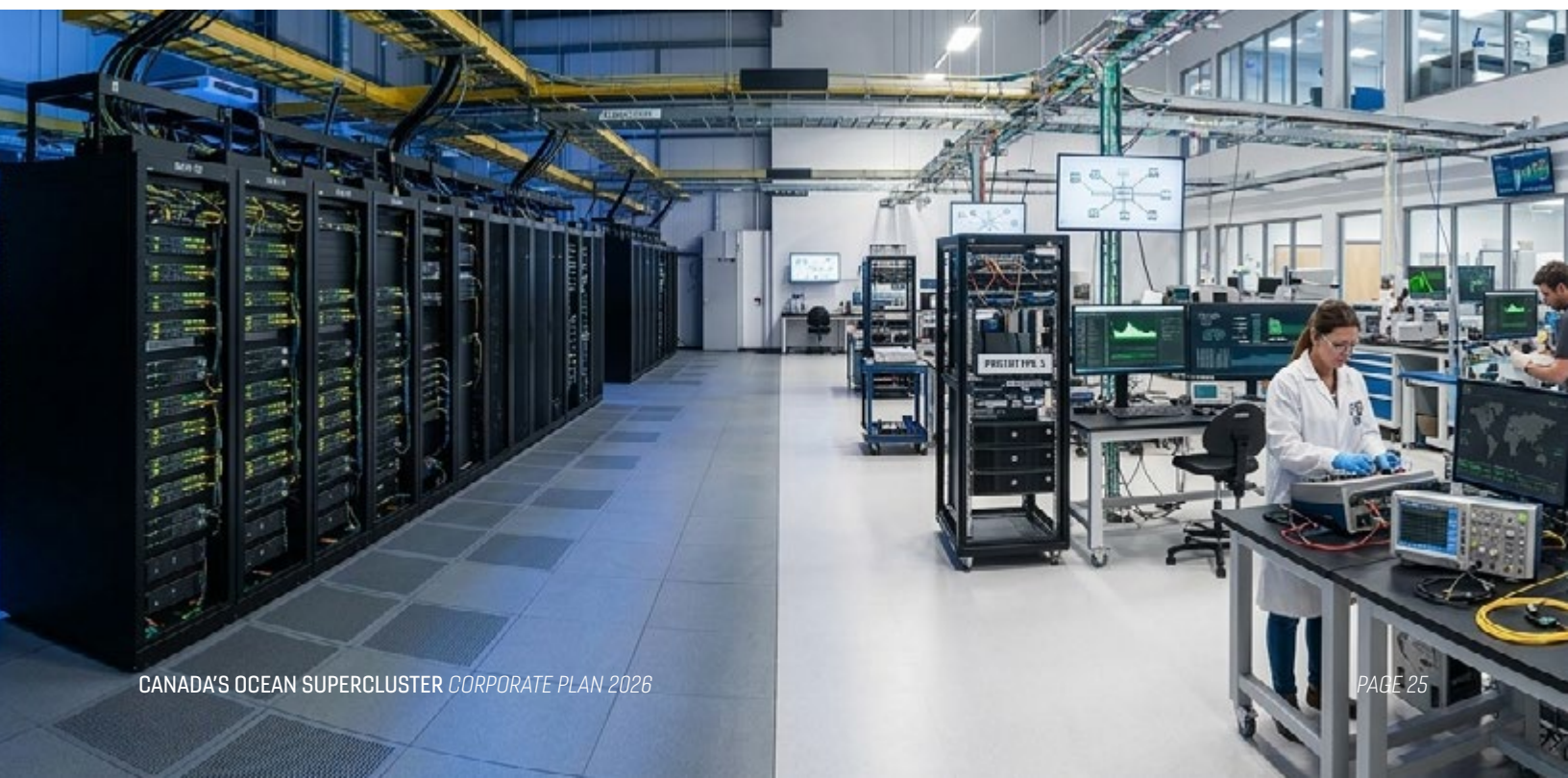
By supporting the development and protection of homegrown innovation, the OSC aims to drive competitive advantage and maximize value creation from the IP generated through investment in collaborative Technology Leadership (TL) projects. There are no substantive changes planned to the OSC's core IP Strategy in FY 2026. The focus will remain on executing on the below initiatives to empower the Canadian ocean ecosystem.

INTELLECTUAL PROPERTY AND DATA STRATEGIES

IP RATIONALE (PROJECT PROPOSAL) AND IP SCHEDULE (PROJECT AGREEMENT)

To ensure responsible and competent innovation management, all project consortiums applying through the Technology Leadership (TL) stream or through thematic Calls for Proposals must submit a comprehensive IP Rationale (i.e. IP Strategy). This strategy is reviewed by the Director of IP and Data Management and must detail Background IP to be leveraged in the project, Foreground IP expected to be generated, and a coherent IP commercialization strategy. Once a project is approved, the IP Rationale is formalized into an IP Schedule within the executed Project Agreement. To alleviate the administrative burden of Foreground IP reconciliation during project close-outs, the Director of IP and Data Management now engages periodically with steering committees during the project delivery phase. This proactive approach ensures Foreground IP creation is being tracked and provides project teams with ongoing IP advisory support.

The Director of IP and Data Management will also continue to offer tailored support to project consortiums in the development of their IP Rationales during the project proposal development phase. The development of a detailed IP Rationale provides project consortium members, particularly SMEs, with a basic framework for IP strategy development which can be adapted, aligned, and integrated within their core business strategy.



INTELLECTUAL PROPERTY AND DATA STRATEGIES

IP REGISTRY

The OSC IP Registry is an online visibility platform that currently identifies and catalogues over 350+ Foreground IP assets generated by OSC-funded projects. Available to all OSC members and academic/research organizations via the Member Portal, the IP Registry is an enabler for value creation beyond a project's original funding period by serving as a discoverability platform for potential member collaboration and licensing.

The IP Registry has grown steadily in the last several years with completion of Phase I of the Global Innovation Clusters program. The number of Foreground IP assets published in the IP Registry has reached a sufficient level for OSC members to start exploring potential collaboration and/or licensing opportunities with Foreground IP owners. In response to the substantial growth of the IP Registry and our expanding membership base, the OSC will deliver a member orientation and training session to promote active usage of the IP Registry and to help members navigate and maximize utility of this platform. Furthermore, the OSC will collaborate with ISED and the other Global Innovation Clusters to explore shared strategies for maximizing the commercial potential of project-derived IP and optimizing how these assets may be utilized to drive accelerated innovation across Canada's broader industrial landscape.

EDUCATION AND MEMBER SUPPORT

In FY 2026, the OSC will continue efforts to bridge IP knowledge gaps by providing resources that might otherwise be inaccessible to SMEs due to resource constraints. The OSC will persist in its strategy of partnering with other clusters and/or regional innovation hubs to deliver curated IP content via educational IP webinars and workshops. These webinars have formed a key part of the OSC's IP Strategy to promote and increase awareness of IP-related considerations amongst its own membership. The dedicated IP landing page on the OSC website will be supplemented with additional content, links to new resources and case studies, as well as additional webinar recordings to bolster IP literacy amongst members.

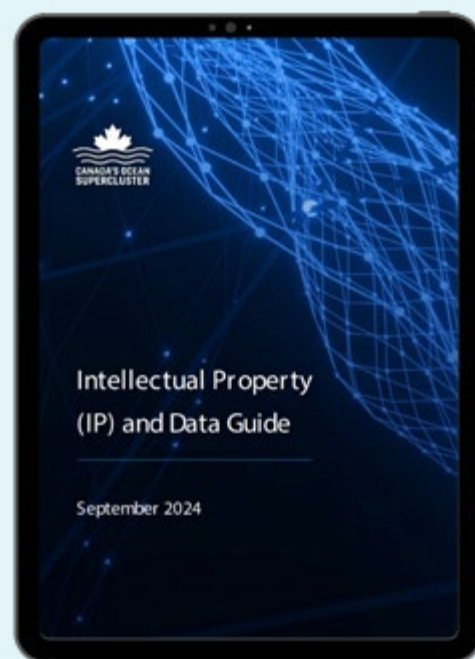
In terms of supplementing IP support and resources offered to members, in the upcoming year the OSC plans to formally publish a practical guide for negotiating IP Management Agreements, to assist project consortiums, and particularly SMEs, in navigating IP ownership and usage rights in collaborative development environments.

INTELLECTUAL PROPERTY AND DATA STRATEGIES

In summary, the OSC will execute and build upon its core IP Strategy as follows:

- The OSC will continue to provide strategic advisory support to its members, particularly SMEs, on best practices related to IP protection and management as well as provide tailored support to project consortiums in developing project IP Rationales.
- IP Rationales will continue to be a requirement for all TL Project Proposals.
- The OSC will continue to host educational IP webinars in partnership with other regional innovation hubs and the other global innovation clusters.
- The OSC's Director of IP and Data Management will continue to actively participate in the global innovation clusters' IP peer group that, among other initiatives, will seek to explore additional strategies to encourage cluster members to leverage each cluster's IP Registry to drive value creation.
- The OSC will continue to require project consortiums to track the development of all Foreground IP emerging from TL projects and will ask for quarterly (steering committee) updates on the progress of Foreground IP development.
- In the coming year, the OSC will release a practical guide outlining the essential components of a standard IP Management Agreement. This resource will address key considerations for the ownership

and use of IP assets, providing members with a clear framework for navigating collaborative development projects while also empowering project consortiums, particularly SMEs, to formalize robust agreements that protect their interests.



Your go-to resource for IP and data management in the ocean sector.

DOWNLOAD THE GUIDE

INTELLECTUAL PROPERTY AND DATA STRATEGIES



DATA STRATEGY

Strategic Outlook for FY 2026

Data is the backbone of the modern ocean economy providing the foundation for informed decision-making, operational efficiency gains and sustainable resource management. A wealth of industrial ocean data, however, currently remains siloed and inaccessible. As AI continues to transform maritime industries, the OSC is committed to breaking down data silos to foster a culture of data exchange and collaborative innovation that will also empower AI adoption and ensure the sustainable stewardship of our oceans. In FY 2026, the OSC will maintain the continuity of its core Data Strategy, supplementing established initiatives with the introduction of new, strategic activities designed to catalyze value creation, provide deeper technical and strategic support to our members, and drive tangible economic impact from ocean data.

INTELLECTUAL PROPERTY AND DATA STRATEGIES

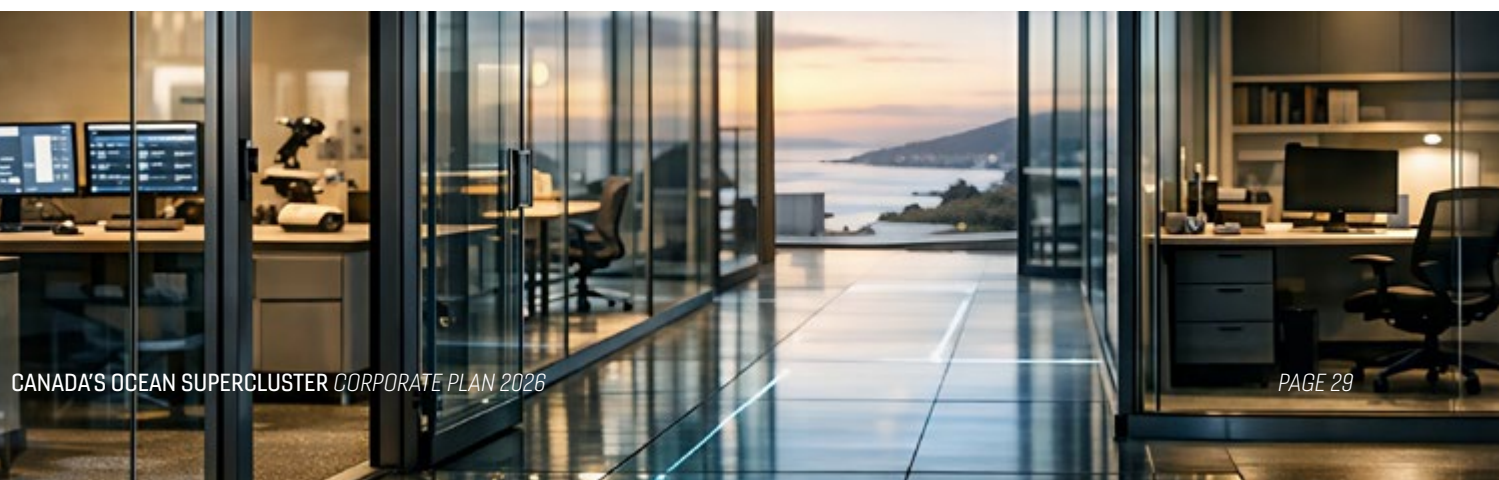
DATA PLAN (PROJECT PROPOSAL) AND DATA SCHEDULE (PROJECT AGREEMENT)

As in FY 2025, the OSC will continue to place emphasis on the identification and tracking of data assets generated by project activities, as part of its broader strategy to promote data sharing and exchange within the ocean economy. Specifically, the TL Project Proposal template asks project consortiums to present a coherent Data Plan by identifying data assets to be leveraged and/or generated during project execution as well as articulating how their project supports data exchange and facilitates data driven collaboration among both the project consortium and the broader OSC membership. The objective is to encourage an increase in the amount of Project data assets committed to be shareable to the ecosystem beyond each project consortium. Analogous to the IP Rationale, the Data Plan included in each Project Proposal is formalized into a Data Schedule within each Project Agreement to ensure accountability and ecosystem-wide impact.

DATA REGISTRY

To catalogue data assets leveraged and/or generated during execution of OSC-funded projects, the OSC established a Data Registry in 2024. Analogous to the IP Registry, the Data Registry serves as a simple data discoverability platform for identifying and tracking of all project-related data assets. The Data Registry is accessible for all OSC members to explore and identify potential data assets of interest, thereby encouraging secondary value creation beyond project activities and the forging of new collaborative partnerships.

In the coming year as several Phase 2 TL projects begin to wind down and approach completion, the Director of IP and Data Management will be engaged with project consortiums to have their project-related data assets submitted to the OSC via the Member Portal for review and subsequent publication to the OSC Data Registry. Strategies to encourage use and adoption of the Data Registry by the broader OSC membership, not just members participating in projects, will continue to be explored.



INTELLECTUAL PROPERTY AND DATA STRATEGIES

OCEAN DATA AND AI STRATEGY (ODAIS) WORKING GROUP

In 2024, the OSC established an Ocean Data Working Group (ODWG) to bring industry stakeholders from a diverse range of ocean sectors together to explore shared challenges and barriers related to ocean data sharing and exchange, with a particular focus on siloed, private sector ocean data. To better reflect the converging roles of digital infrastructure and advanced analytics, the OSC is consolidating the previously established AI Steering Committee and the Ocean Data Working Group (ODWG) into a single, high impact forum called the Ocean Data & AI Strategy (ODAIS) Working Group. This strategic consolidation reflects critical synergies between ocean data availability and AI adoption and strives to ensure that the Canadian ocean ecosystem employs a coordinated approach to digital transformation. This evolved working group will be instrumental in informing the OSC's Data and AI Strategy Roadmap by influencing investment priorities in national ecosystem initiatives and recommending long-term, sustainable strategies for lifting barriers to private-sector ocean data sharing and exchange (e.g., data discoverability and access) all in support of accelerating innovation and unlocking the full potential of ocean data and AI for Canada's ocean sector.

OCEANS AND AI HACKATHON

The OSC is currently in the planning stage of hosting a national Oceans and AI Hackathon in FY 2026 - a strategic initiative designed to accelerate the digital transformation of Canada's ocean economy. By bringing together a diverse cohort of advanced students, early-career professionals, researchers, and startups, it is anticipated that this event will serve as a high-impact platform for (a) showcasing how artificial intelligence and machine learning can solve real-world maritime challenges; (b) promoting a culture of data sharing and interoperability, encouraging participants to leverage multi-sectoral datasets to build scalable solutions; and (c) workforce development by equipping the next generation of ocean leaders with hands-on experience in leveraging AI in ocean tech. In advance of the hackathon, the OSC is partnering with Canadian strategy consulting firm NorthGuide Inc. in the delivery of an AI education program to provide participants with a practical, hands-on command of AI tools, moving beyond theory to immediate application through a series of interactive challenges. The objective of the education program is to leverage real-world ocean industry examples to foster the creative confidence and solutioning skills needed to spark ocean innovation and build competitive AI solutions. This two-pronged approach will not only stimulate "homegrown" innovation but also help to strengthen the AI talent pipeline, ensuring the Canadian ocean ecosystem remains globally competitive in a data-driven future.

INTELLECTUAL PROPERTY AND DATA STRATEGIES

EDUCATION AND MEMBER SUPPORT

Data

Recognizing that data challenges and opportunities transcend industrial sectors, Canada's Ocean Supercluster (OSC) and Protein Industries Canada (PIC) have recently partnered to launch a collaborative "Data Best Practices" webinar series. This joint initiative is designed to equip members across both ecosystems with the foundational knowledge required to manage data as a high-value strategic asset. Through expert-led sessions, the series focuses on navigating the legal and technical frameworks for protecting sensitive information, establishing trusted protocols for responsible and effective data exchange within project consortiums and understanding how data can be leveraged to drive operational efficiencies, inform AI applications, and create new revenue streams. By combining the strengths of two Global Innovation Clusters, this collaboration ensures that Canadian SMEs receive consistent, high-quality guidance on maximizing the impact of their data assets. Building on the successful initiation of the webinar series in FY 2025, the OSC and PIC plan to roll out and complete the series in the upcoming year.

Indigenous Data Sovereignty and Governance

Finally, in its commitment to fostering an inclusive and respectful ocean ecosystem, the OSC is planning to facilitate targeted educational programming dedicated to Indigenous stakeholders that is focused on Indigenous Data Sovereignty (IDS) and the protection of Traditional Knowledge (TK). As digital transformation and data collection accelerate within the ocean economy, it is imperative that Indigenous partners are equipped with the foundational resources and governance tools necessary to oversee how their data is collected, accessed, and utilized. This programming will provide practical guidance on aligning project activities with recognized Indigenous data sovereignty and governance principles (e.g., OCAP® and CARE) as well as navigating the complexities of protecting cultural heritage within collaborative innovation frameworks. By strengthening these organizational competencies, the OSC aims to ensure that participation in ocean projects safeguards Indigenous interests and upholds the integrity of traditional wisdom for future generations.

DIVERSITY, EQUITY AND INCLUSION



Canada's Ocean Supercluster is committed to promoting diversity, equity and inclusion in the ocean economy.

We work with a Board of Directors, employees and members who bring diverse backgrounds, experiences, abilities, gender, and race. The OSC condemns all forms of violence, discrimination, racism, harassment, and xenophobia. Hate and violence of any kind are not tolerated by the organization. Recognizing that prioritizing diversity, equity, and inclusion is a journey, we know that having diverse perspectives at decision tables is how organizations can better mitigate risk and design more effective strategies.

Since Canada's Ocean Supercluster became operational, it has formed an internal DEI committee that meets regularly and implements and invests in key initiatives to promote diversity, equity and inclusion in Canada's ocean economy and has made changes to the OSC project proposal process, providing mandatory training and requiring organizational DEI statements or plans from lead proponents. This is intended to encourage organizations to advance their individual journeys to greater diversity, equity, and inclusion, and create more opportunities for participation from Indigenous Peoples and under-represented groups.

In 2020 the OSC also became an early participant and supporter of the Government of Canada's 50/30 Challenge along with more than 12,000 other Canadian organizations.



Questions? Please contact:
contact@oceansupercluster.ca

www.oceansupercluster.ca

