



INNOVATION MOBILIZATION PROGRAM (IM)



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IM GUIDELINES

Objective

The Springboard Innovation Mobilization (IM) Program provides service to all Springboard Members. The IM Program is to advise and advance knowledge transfer, push, or pull, and supports industry engagement.

The goal is:

- To advance technologies and/or product development where the intellectual property (IP) is held by the institution.
- To mobilize the knowledge/skill-based expertise from the member institutions into industry, helping industry engage with researchers and commercialize institutional opportunities.

The IM Program is made up of four funding categories:

1. Industry Engagement (IE) Fund
2. Proof of Concept (PoC) Fund
3. Patent & Legal (P&L) Fund
4. Market Validation (MV) Fund

Springboard Member Office Responsibilities

The Member Offices and their Industry Engagement Professionals (IEP) are expected to assist the researcher(s) in:

- evaluating and protecting the new technology, service, or process
- **drafting and developing IM proposals**
- preparing commercialization strategies and plans
- preparing/reviewing competitive and market analysis
- dealing with intellectual property professionals such as patent agents
- making business contacts and negotiating licensing or other such arrangements with potential partners

IM Training

Springboard will provide IM training for all Members, so they can:

- ensure deep awareness of the program
- train the IM Committee regarding Members' role and responsibility, the Guidelines, the criteria, provide review templates, and Terms of Reference (TOR)

Application Submissions

Electronic submissions are due by **5:00 PM. (AST) on the first working day of each month.** For Industry engagement (IE) application, applications should be submitted two months prior to the



event (sponsored or hosted). No application can be accepted after the event occurred. Applications are processed and reviewed by the Programs Manager and reviewed monthly for funding decision by the IM Committee. If additional information is needed, applicants will be contacted prior to the Committee meeting or if requested by Committee following the Committee review.

A full review of the application by the Programs Manager before submission is needed and a three-day lead time before the submission deadline is required.

Award Approval

The IM Committee meets monthly during the third week to provide funding decisions for the submitted applications. Applicants are informed of the funding decision within two days of the IM Committee meeting.

Conditional Approvals and Re-Submissions

Conditionally approved applications usually involve clarification of missing information, confirmation of IP assignment, the indication that an inter-institutional agreement is progressing and nearing signature, or other minor, administrative confirmations like budget clarification/justification. Conditional approvals allow for confirmation of the conditions being met and the subsequent issue of the award without any further IM Committee review.

Applicants may choose to proceed with Project work that has been conditionally approved, but the funds requested will only be reimbursed if the required conditions are met and the Project is confirmed as awarded in writing from Springboard.

The IM Committee can request re-submissions and may require postponing a decision to award the funding to the next IM Committee meeting date. If agreed by the IM Committee, it may also be put to e-vote if additional information is required, and time constraints have been indicated. If the IM Committee has more involved questions or concerns, applicants will be encouraged to clarify and re-submit their application. Applications can be submitted up to three times and re-submissions must address the concerns and questions raised by the Committee.

Project Approval Under \$2K

Projects requiring a total budget of \$2,000 or less can be submitted during the first 15 days of each month and one month prior to the event (in case of IE applications). These applications can be approved by both the Chair of the IM Committee and the President and CEO. If accepted, the award letter is sent once the IM Committee meeting is done. This fund can be used for short notice travel, small events and to validate a bigger IM Project.

Example: Patent Assessments and Market Assessments can be submitted for under \$2,000 to determine if IP should be moved forward for IP protection or to the marketplace. If the funding is used for IP which is later submitted for further funding, the under \$2,000 amount will count towards the total funding contribution available for that IP.



Funding decisions will be shared for information only, at the following IM Committee meeting. All Projects with a total budget of more than \$2,000 will be reviewed by the full IM Committee.

Project Approval Under \$5K

This category only applies for IE Travel applications of up to \$5,000 by car or air **within Atlantic Canada** for industry meetings, events, and connectors. Applications can be submitted during the first 15 days of each month and one month prior to the event to the Programs Manager and can be approved by both the Chair of the IM Committee and the President and CEO.

Terms and Conditions

- All general conditions apply as per sections “Springboard Member Office Responsibilities”, “Return Contribution from Successful IM IP Projects”, “Reporting”, and “Acknowledgement of Springboard Atlantic and Press Releases”.
- All expenses must comply with the Springboard Contribution Agreements and Eligibility Expense Guide.
- IM Award Funds must be spent within a Phase.
- **All applications must be completed and submitted by the Springboard representative(s) of the Members office.**
- The IP must be **disclosed** in writing by the Member researcher per Member policy and the Member Office and must endorse each application. Intellectual property management shall be consistent with the host institution’s policies.
- **The IP must be fully assigned by the researcher according to Member policy and the Member Office must endorse each application.** Springboard funds will only be awarded if the technology or knowhow has been assigned to the institution. The Member Office should be prepared to provide the assignment documents on request.
- The Member is responsible for the matching Project funding and for any Project expenditures and commitments more than the amount awarded.
- Members must provide a budget with the application and provide a financial claim with receipts or other documentation once funds have been spent. Proof of expenses must be retained for five years (or more if a successful Project generates revenues) by the Member Office in case of a request from the Board or auditors.
- Members must provide reports as outlined below in “Reporting”.
- **Financial claims will not be processed for IM Projects if a final Project report is not provided.** IM reports not submitted within 30 days of deadline may result in Member not receiving new IM Projects, unless an explained request for the extension has been received by the Central Office.
- Maximum funding per IP (technology or knowhow) is \$50,000, regardless of Phase. In the case of pooled technologies where ideas from more than one Member have been joined to a common development opportunity, these may count as a single, new technology/knowhow.



- Expenses for IM-approved Projects from April 1st of the current phase forward can have financial commitments up to 6 months prior to April 1st of the current phase (assuming all other IM eligibility).
- **If IM funds are available, an IM awarded Project may receive additional funds. Project cost overruns up to 20% additional funding, up to \$5K, that were not anticipated, require that a request is made in writing (email) to the Springboard Program Manager and the Springboard Financial Officer. The additional funds cannot exceed the maximum per technology/knowhow. Additional funds cannot be for new activities not included in the original application (requires a new Project submission). Amounts of more than 20% or \$5K must be approved by the IM Committee.**
- Any substantial changes from the original Project proposal requires a Project closure and a new Project proposal submission for IM approval. Costs incurred are claimed as part of the Project final report and claim.
- All IM IP proposals must be for work done in Atlantic Canada, but may involve, if clearly justified, specialized expertise from outside Atlantic Canada.

Extensions for Project time and Project cost increases must be requested in advance of the costs being incurred and are not automatically granted. Funds not utilised for the specific Project awarded cannot be repurposed and claims and reporting must indicate under utilised funds.

ACOA IM Funding Reimbursement Policy

Funding for awarded Projects is based on reimbursement of verified, eligible expenses. Eligible expenses are outlined in this guideline and any discrepancies from the eligible expenses must be presented to the Central Office for further guidance. Expenses incurred before Project funding is awarded cannot be older than six months from Project application date. Springboard reimburses 63% of eligible Project costs and the member is responsible for the remaining 37% of the eligible Project costs, as outlined in the Member Network Agreement. The 37% matching IM funds can come from institution budget, and/or external funds from interested and supportive organisations (e.g., NSERC, IRAP, NGOs, individuals, donors, companies etc. and ACOA non-Springboard Project funds); and event fees. The Member is responsible to ensure that the matching funding source(s) allows their funds to be used for this purpose. **The Springboard FTE Funds cannot be used as matching funds.**

Return Contribution from Successful IM IP Projects

The IM Program funding for **IP development Projects**, the PoC Fund, the P&L Fund, and the MV Fund, has *an expected return contribution from any commercially successful Project*. Implemented in Phase 4, this is intended to renew a portion of the IM funds available to all Members, pooled over time.



Members IP development Projects will receive a one-time report form, where the Project specific funds invested by the institution for the IP (IP Specific Institution Costs¹) are tracked and the Project commercialization outcomes are maintained.

Return contribution for IP developed Projects are:

1. Based solely on PoC, P&L and MV Projects from Phase 4 and thereafter.
2. Tracked and reported on annually.
3. Activated only once the institution recovers their IP specific institution costs.
4. From the institutions' revenues generated from the developed IP (after IP specific institution costs), not from the faculty portion.
5. Based on 5% of the institution revenue portion per year, to a maximum cap of five times the total IM award amount for the Project. If all the revenue is realized in one year, then the five times cap is returned in that year (e.g., equity conversion).
6. Based on a Project's revenue generated from the commercialized IP. Revenue may be created from several commercialization strategies, including contract testing, license revenues, equity liquidity events and other IP transfer revenue generation methods which may differ from these above. The 5% amount is from the commercialization revenue only. Revenue does not include any grants or other forms of funding to the institution for further commercial development of the IP.
7. Completed once five times return contribution from revenue is achieved. Reporting outcomes as available is maintained.
8. Made by paying a Springboard invoice based of the annual report that has the updated revenue generated from the IM awarded Project and as agreed upon with the institution.

Examples of IM Project returns:

Scenario A: A Project is awarded \$10,000 in IM funds (net of institution contribution) and generates *an annual return of \$150,000 per year* (from either R&D contracts or license fees), with 50% revenue shared with the inventors. The total institution investment was \$25,000. The return to Springboard of five times \$10,000 (\$50,000) would be as follows:

Year 1: $(\$150,000 * 50\%) - \$25,000 * 5\% = \$2,500$

Year 2: $(\$150,000 * 50\%) * 5\% = \$3,750$ and so on... until \$50,000 is reached or the IP ceases to generate revenue returns to the institution.

Scenario B: A Project is awarded \$15,000 in IM funds (net of institution contribution) and generates *a one-time conversion of equity to the institution of \$1.5M*. The total institution investment was \$50,000 including equity conversion legal fees. The faculty receives 50%. The return to Springboard of five times \$15,000 (\$75,000) is made after the institution has processed the equity conversion.

¹ IP Specific Institution Costs are those directly tied to the specific IP development including matching costs to IM and other costs including e.g., external contracts, prototyping, technical staff time on the Project, etc. It does not cover the time of IEP staff or faculty PI time on the file or funds from other grants to pay Project costs.



Payments to Springboard

The timeframe for the repayment is for the duration of the commercial activity of the IP, *but only until the five times cap is reached or commercial activity ceases*. The repayment mechanism will be determined at the point where the Project report is received indicating revenue is being generated and IP specific institution costs are recovered.

Examples:

Option A: Springboard will receive an annual account transfer of 5% to a maximum cap of five times the IM award amount for the Project.

Option B: Springboard will receive a one-time account transfer of five times the IM award amount for the Project.

If a Member prefers to process payments differently, please contact Central Office.

Reporting

Final IM Project Report:

A Final Project Report for an IE Project is required three months after Project completion (or if applied post event, three months after approval). The report should include details about the progress or completion of the Project with outcomes and should relate back to the achieved milestones outlined in the IE application. Any press coverage or success stories regarding the event is to be included.

A Final Project Report for PoC, P&L and MV Projects is required 12 months after the funding approval (applicants may request an extension, if needed). The report should include a description of the intended path forward for commercial outcomes and indicate any industry interest in the IP or identify steps already taken towards commercialization (e.g., licensing etc.). The financial claim with copies of receipts that outlines expenses related to the Project need to be submitted with the Final Project Report. The financial claim will not be reimbursed until the Final Project Report is received by Central Office, the claim and report are required to have completed a Project.

Non-confidential information about awarded Projects (title, amount awarded) are shared with Network Members and the Board of Directors by the President & CEO as needed.

Quarterly Reporting for each IM Project awarded:

After the Project is completed, Network Members must update their quarterly report if there are further impacts, commercial progress, or developments in their funded Project(s). This allows Central Office to report and promote (if appropriate) the impacts of the IM Program and identifies the commercial status of a Project or if an IP is dead.

Examples: engagements resulting in new contracts or research transfers, new start-ups, new patents, licenses, or commercial assignments of IM invested IP, etc.



Annual reports for IP development funding Projects (for PoC, P&L and MV only):

Once a year, Members IP development Projects will receive the one-time report form, where the Project specific funds invested by the institution for the IP (see IP Specific Institution Costs defined in footnote on page 5) are tracked and the Project commercialization outcomes are maintained. After that, annual reports updating successful IP development Projects only are required per the ACOA Contribution Agreement.

These reports provide an up-to-date status of the IP Specific Institution Costs and record any change in the IP development before commercialization, facilitating easy tracking of results and revenues once commercialization takes place.

The annual report needs to indicate any progress for each IP development Project until the cap of five times the IM award amount for the Project is reached. Afterwards, the tracking of future outcomes remains valuable to help the Member with success stories.

Acknowledgment of Springboard Atlantic and Press Releases

Appropriate acknowledgment of financial support provided by Springboard Atlantic and ACOA through the Springboard Innovation Mobilization Fund will be included in any information relating to the Project issued by the Member or the award recipient.

The granting of an Innovation Mobilization award may be publicized by Springboard; however, Springboard will avoid public release of commercially sensitive or confidential material. The non-confidential material provided in the application Project description may be used for this purpose.



INDUSTRY ENGAGEMENT (IE) FUND

This fund supports the development of effective partnerships between academic institutions and industry, locally, provincially, or regionally. It increases technology and knowledge transfer and provides awareness of industry (including entrepreneurial start-ups, social and non-profit enterprises) of academic collaborative programs and institutional resources and expertise available.

IE Fund Overview

- Promotes increased awareness of industry academic collaborative programs and institutional resources that facilitate interactions between industry and Network Members.
- Raises public awareness of Springboard Atlantic's role in the region, supports regional economic development activities and increases Network Member institution technology/knowledge transfer and industry engagement activities and thereby increase Atlantic and Canadian economic development.
- A maximum Project cost of up to \$10,000 per member hosted event, member organized and facilitated (including matching funds) is available.
- A maximum Project cost of up to \$5,000 per sponsored only event (including matching funds) is available.
- A maximum Project cost of up to \$10,000 for member industry engagement travel (including matching funds) is available.
- Up to \$50,000 may be awarded for group Projects involving the majority (greater than 50%) of Springboard Members, and/or where significant industry engagement and public awareness branding Springboard is the outcome for Springboard and the Members.
- A Project cost up to \$2,000 for IE events or travel (including matching funds) is available.
- A Project cost up to \$5,000 for regional IE travel within Atlantic Canada (including matching funds) is available.
- At least one industry partner/prospect must be involved in the activity proposed to qualify (e.g., travel to a company, company visiting or company presenting to faculty, or group of IEPs, etc.).
- The IEP should be the Project lead unless a valid rationale is provided.
- IE funds can be used for venture creation and supporting events, e.g., start-up weekends & pitching events (*proposed events must have an IEP or Springboard representative actively involved in the event*).
- IE applications for **sponsored events need to be submitted at least two months in advance of anticipated event date. No Springboard Sponsored event can be also sponsored by a member institution using IM funds.** The member needs to make sure with CO to make sure that the event is not sponsored by Springboard prior to submitting an IM- IE application.
- Applications require detailed and anticipated tangible outcomes stated in the application and final reports need to clearly explain/show how these were met.



- IE applications are capped to a total length of six pages. Relevant information, like lengthy agendas, budgets, quotes should be supplied as an appendix.

Eligible Activities

IE Travel:

- Industry engagement with travel costs may include the following activities:
 - Bringing in an industry speaker for workshop or event, need to clearly show the value of the speaker to the event.
 - Research travel for industry meetings, trade events, industry conferences.
 - Participation in trade shows need to include a more detailed description of the tradeshow and why it is of value to the applicant. What does the event have to offer to the applicant and why is the researcher going?
 - IEP travel can be claimed through IM funds under IE and the application will need to include the reason for not using the FTE funds.
 - Hosting industry for awareness and collaboration opportunities. Individual industry meeting expenses can be submitted post-activity.
 - Team travel size should be kept mostly at two people (e.g., contractor or staff member, experienced faculty, student, or post-doc) + IEP (Project lead).
 - Travel with an experienced IEP with a newly hired or otherwise inexperienced IEP (i.e., needing deal flow, networking and/or sector specific exposure) is eligible.
 - IE Travel applications of up to \$5,000 by car or air **within the region** for industry meetings, events and connectors are allowed.
- Industry Engagement funds for faculty travel to industry meetings without the IEP can be supported:
 - When the faculty has not been able to secure funding from other sources.
 - The IEP supports that the faculty person can manage the opportunity.
 - The IM Committee judges that the faculty can handle the opportunity on their own (application needs to demonstrate the faculty's relevant experience).

IE Events:

- Members should apply for funding prior to any IM-eligible industry engagement event or activity, to ensure branding, recognition, and partnering opportunities are maximized.
- If applying for funding after an event has occurred, Members must provide valid reasons, and demonstrate how Springboard was acknowledged (e.g., logo on event web site, brochure, acknowledged in speech, presentation, banner displayed, Springboard Member speech, etc.).
- IE applications for **member hosted or sponsored events need to be submitted two months in advance** of anticipated event date.
 - IM applications for events can be received well in advance (e.g., six months) to help secure other funds and maximize the awareness through event campaigns.



- Sponsorships that already have ACOA funding may not be eligible through the IM Program. Please check with the Program Manager.

Eligible Expenses

Events:

- Facility costs, AV, and security.
- Nutritional breaks and receptions – no alcohol can be claimed.
- Name badges, event related promotional material (need to be itemized and justified) and photography/videography, and printouts.
- Keynote speaker(s) honorarium and travel but rationale and importance to outcomes need to be explained.
- Monetary event prizes which need to be reasonable, cannot be the majority of funds applied for and need to stipulate that they must be used for an entrepreneurial activity or in case of student prizes should not exceed a total prize amount of \$500.

Travel:

- Regular member institution travel guidelines apply.
- Effort should be made to book the most reasonable fares if possible.

General:

- Membership fees are subject to review before approval, however, membership as part of accessing an industry event is an acceptable cost in applications (e.g., CANSEC).
- IEP professional development costs and travel under IE funding is allowed if tied to previously pre-approved professional meetings for Network Members (including CARA, CICA, LES, AUTM, CTP) but otherwise any other professional development meetings require pre-approval. Professional development expenses for an IEP support position requires pre-approval.

Evaluation Process

The IM Committee will evaluate the IE applications, using the following criteria:

- Is the opportunity for creation of R&D partnerships clearly explained?
- Does it demonstrate the anticipated benefits for Atlantic Canada to support regional economic development activities and awareness of key needs in the region?
- Clearly demonstrate that faculty/staff have the required expertise.
- Clearly shows the Member Office (IEP) involvement in the Project.
- Identifies how Springboard's funding support will be acknowledged.
- Clearly shows detailed and anticipated tangible outcomes.
- IE applications cannot exceed six pages. Supporting information, like lengthy agendas, budgets, quotes can be supplied as an appendix.
- IE applications need to provide detailed budget justification if the space in the table is not sufficient:
 - Food costs above \$2,000 need to be broken out or a detailed quote needs to be submitted with the application.



- Promotional material costs and other event costs need to be itemized.
- Other or Miscellaneous costs need to be itemized.
- The names of the travellers and their itemized travel costs need to be listed and any extra relevant information needs to be added in the justification.
- General consideration – more budget information and quotes are appreciated.



PROOF OF CONCEPT (POC) FUND

A new discovery of a process, property or knowhow that needs investment to verify and validate the IP's commercial potential opportunity. The goal is to provide support for developing early-stage commercial prototypes from a lab bench to a working prototype or equivalent.

PoC Fund Overview

- For developed ideas which have existing testing/modelling etc., where the principal discovery/knowhow or IP is known, clearly defined, and is assigned.
- To accelerate the pre-competitive development of promising technology/knowhow, in order to support its transfer and commercialization, and to attract early-stage investment and/or to build the IP in anticipation of technology/knowledge transfer to a new or established company or some other commercial model.
- IM funding is NOT available for ideas which have not yet been developed sufficiently to indicate a benefit or efficacy and are at Technology Readiness Level 1-3².
- In cases where an algorithm is the IP, or other IP without a physical manifestation of its benefit is applied for, a form of simulation or demonstration must be provided.
- A maximum Project cost of up to \$20,000 per Project is available (including matching funds). A Project may have a greater overall cost however the IM matching funds awarded are based on a \$20,000 award amount.
- Applications for P&L awards may be combined with PoC applications, however strong justification will be required to simultaneously funding both components (e.g., sufficient IP has been developed to warrant a patent filing or IP search).

Eligible Activities

- Refining and implementing designs
- Verifying applications
- Conducting field studies
- Preparing demonstrations and building engineering prototypes
- Performing beta trials and simulations
- Demonstrating proof of concept

Eligible Expenses

- Salaries and benefits for students, technicians, or other service providers
- Materials and supplies
- Expenses related to field travel

Note: Purchase of equipment can be an eligible PoC cost, if directly tied to the Project development needs and cannot be borrowed, rented, or leased and is not representing a sizable portion of available funds requested.

² <https://www.ic.gc.ca/eic/site/080.nsf/eng/00002.html>



PATENT & LEGAL (P&L) FUND

The earliest stages of commercial development planning for a new discovery requires an assessment of the ability to protect the IP. Protection planning for IP is the best way to understand and create potential commercial value for a prospective industry partner.

P&L Fund Overview

- The objective of the P&L Fund is to protect and prepare for commercialization any promising IP assigned to the Member.
- It provides the ability to assess, establish, or strengthen an early IP protection position including patents, trademarks, copyright, and industry designs, allowing to attract early-stage investment in anticipation of transferring the technology/knowledge to a company.
- A maximum Project cost of up to \$15,000 per Project is available (including matching funds).
- Applications for P&L Funds may be combined with PoC or MV applications; however, strong justifications will be required to fund both components simultaneously.
- Pre-development market assessments are an eligible use of P&L funds at an early stage (e.g., under \$2,000 funds).

Eligible Activities and Expenses

- Eligible P&L activities and its direct incurred expenses include all legal forms of protection for technology and knowhow, including but not limited to:
 - preparation of opinions on patentability, using a trademark or copywriting
 - preparation of patent, trademark or copywrite applications
 - prosecution costs to prosecute the patent; and
 - first-time filing of provisional or full patent applications
 - IM P&L funding is to initiate the IP protection process patenting and legal costs and is not to cover any patent maintenance fees after 4 years of the patent filing and/or after a patent has issued.
 - Costs associated with IP maintenance that is transferring into a start-up may be considered on a case-by-case basis.

MARKET VALIDATION (MV) FUND

To support the validation of the IP or to ensure a successful entrance into the marketplace or to attract the right commercial partner or venture funder for the developed IP.

MV Fund Overview

- The objective of the MV Fund is to provide market assessment, market research, market demonstration to prepare IP, a specific technology or knowhow for the successful entering of the marketplace.
- Also supports the building of a beta-prototype in case of a computer program or app or otherwise packages IP in some way for marketing purposes (purposes which will lead to customer validation, initial sales, licensing, or investment).
- A maximum Project cost of up to \$25,000 is available (including matching funds), if it is not exceeding the total available \$50,000 per IP due to previously accessing PoC and P&L funds for this IP.
- Applications for MV and PoC Funding cannot be submitted at the same time without clear explanation.
- Pre-development market assessments are an eligible use of MV funds at an early stage (e.g., under \$2,000 funds).

Eligible Activities and Expenses

- Costs associated with conducting market research (i.e., access to online tools, access to market reports etc.),
- Engaging of market consultant; and
- Prototype development to support market validation, new venture creation, investment, or IP transfer.

The IM-MV funds may also be used as a matching fund for the Natural Sciences and Engineering Research Council of Canada (NSERC) I2I funds. The NSERC approval and application can be attached to and referenced in the IM application.

POC, P&L AND MV APPLICATION EVALUATION PROCESS

Reviewers will consider the stage of the technology/knowhow and anticipate that there will be gaps in information. Clearly identify what gaps exist and how the funding will help to provide critical information.

The applications are evaluated using the following criteria:

Potential for Technology/Knowledge Transfer and Commercial Benefit

- creation of commercially viable IP
- potential for licensing, spin off or creation of R&D partnership
- anticipated commercial and social benefits and anticipated benefits for Atlantic Canada

Intellectual Property (IP)

- Potential of IP protection (patent/copyright/trade secret)
- IP filings/registrations or IP plan; and
- IP assigned

Scientific/Technical Merit

- Scientific/Technical/Social basis for the expected commercial application
- merit of Project to reach a measurable outcome
- novelty, technical complexity, technical risk, and feasibility; and
- potential for intellectual property protection

Team Expertise and Project Management

- Adequacy of personnel and material resources allocated for research and technology/knowledge transfer activities.

Length of Application

- Answers need to adhere to the recommended page length stated with each question plus a maximum of 20% overage if required (the question/sub-question itself will not be counted towards the recommended length of the answer).
- Extra needed technical information can be included in Appendix 3.
- Researcher CVs are not needed but can be included in Appendix 3 if maximum allowable space is not exceeded.
- References do not need to be included in the application.
- The IM Programs Manager will contact the applicant if the application is too long and ask for edits and resubmission by the end of next day. If this cannot be achieved, the application will need to be moved to the next month to undertake the edits.