

The Cleantech Leadership Summit is SDTC's flagship event that for the past two years has managed to convene over 150 industry leaders, policy makers and investment-community members, catalyzing important discussion about furthering Canada's cleantech sector both nationally and on a global scale.

In our "Picture Canada as a Global Leader in Cleantech" series, we've captured the key messages relayed at the 2017 Leadership Summit with the goal of continuing the discussion. Moving beyond the day of the conference, we're extending the exploration of the key themes from the Summit while providing you with additional information, data and important links to related cleantech sources.

SUSAN ROHAC

Vice-President, Growth and Transition Capital



WHO:

Canada's business bank and only institution devoted to exclusively to entrepreneurs.

MANDATE:

To help create and develop strong Canadian businesses.

WHO DO YOU HELP:

Entrepreneurs in all industries and all stages of development.

SERVICES:

- Financing
- Advisory Services
- Capital

ALLOCATION IN BUDGET 2017:

\$1.35 billion (including a \$380 million equity fund, \$570 million working capital fund)

In the last 18 months, BDC has started to focus on cleantech, wanting to play an important role to close the 'bankability gap' that lies ahead of product commercialization for cleantech entrepreneurs. BDC has identified cleantech as an area with long-term attractive fundamentals but says Rohac, it is also a sector with "...more complexity, more capital-intensive needs, more regulatory issues, and even more pressure to export sooner."

Post Budget 2017, BDC's mandate is to increase its involvement and funding of Canadian cleantech. BDC has been working on streamlining its processes and incorporating feedback from stakeholders to provide a seamless, integrated offering with partners in the cleantech ecosystem. Together with EDC and SDTC, BDC is sharing info without duplication and working together so that there is "no wrong door that companies can come in", says Rohac.

"THERE IS **NO COOKIE-CUTTER APPROACH** [TO FINANCING] THAT IS GOING TO WORK FOR THESE [CLEANTECH] FIRMS. EACH COMPANY HAS ITS **UNIQUE NEEDS**, CHALLENGES AND OPPORTUNITIES. WE'RE GOING TO HAVE TO BE **CREATIVE**, BE FLEXIBLE, WE'LL HAVE TO **BLEND** DIFFERENT TYPES OF FINANCIAL INSTRUMENTS ON THE BALANCE SHEET TO MAKE SURE WE'RE PROVIDING A **HOLISTIC APPROACH** TO SUPPORTING THESE COMPANIES..."

What have we learned so far?

Cleantech firms have many of the same challenges as those in other industries when looking to scale-up. Rohac identified four main challenges:

1. *Management capabilities* – ensuring firms are properly staffed to scale.
2. *Finding new markets* – small Canadian businesses are under pressure to expand abroad.
3. *Labour* – ability to recruit specialized talent.
4. *Growth capital* – Firms need access to high-risk financing.

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PICTURE CANADA AS A GLOBAL LEADER IN CLEANTECH

INTRODUCTION:

Following a rousing introduction by Leah Lawrence, panelists discussed how they can best work together to fund cleantech innovators. Lawrence described attendees as the dots and connective tissue within the cleantech ecosystem, and stated that together we can move from invention to innovation. The panel discussion centred around how to identify and support firms ready to scale-up their companies; what institutional structures are, or will be put, in place to sustain those companies; and how Canada's key cleantech funders can work together to ensure seamless, integrated and continuous funding of a project from inception to commercialization.

Aside SDTC, whose cleantech agenda has been firm since its inception, other agencies represented on the panel ramping up their programs to deliver on Budget 2017 commitments; all members were looking to the industry to provide information and expertise to help.

PANEL 1: Public-Sector Finance Partners

EXPORT DEVELOPMENT CANADA



BENOIT DAIGNAULT
President and CEO



WHO:

Canada's export credit agency.

MANDATE:

To help Canadian companies grow and succeed internationally.

WHO DO YOU HELP:

Canadian exporters and investors and their international buyers.

SERVICES:

- Insurance and financial services
- Bonding products
- Small-business solutions

ALLOCATION IN BUDGET 2017:

\$450 million for project finance

EDC starting working with cleantech companies in 2012; in 2016, EDC support was provided to 126 cleantech innovators with more \$1 billion of funding. EDC is now supporting clients in various stages of maturity. In 2016, EDC provided over \$100 million to 52 companies in their early commercialization phases, each with their unique challenges. Budget 2017 provided funding for EDC to now support even higher-risk cleantech projects or projects whose development is in the best interests of the country. A greater weighting is now given to a project from a policy ("good-for-Canada") perspective. As such, the organization set a goal of 200

"EVEN AFTER A PRODUCT IS TESTED AND PROVEN, MAKING THE FIRST SALE, OR FIRST FEW SALES, IS VERY CHALLENGING AND VERY DIFFICULT."

companies supported over the course of the next three years.

What have we learned so far?

Collaboration is critical. EDC has established a cleantech team that is working together with SDTC and BDC. The working group will provide a collective and coordinated response to Budget 2017 expectations, establishing clear lines and interrelationships to help companies understand who does what.

EDC has identified a lot of potential for international engagement of Canadian cleantech in global markets while at the same time, acknowledging some hurdles that will need to be addressed. According to Daignault, Canadian cleantech entrepreneurs face three big challenges:

1. Ability to scale enough to enter major markets.
2. Ability to gain support through different phases of development.
3. Ability to structure themselves accordingly for success, employing the necessary technical and managerial capabilities.

PANEL MEMBERS:



BENOIT DAIGNAULT
President and CEO,
Export Development Canada (EDC)



SUSAN ROHAC
Vice-President, Growth and Transition Capital,
Business Development Bank (BDC)



MARTIN ZABLOCKI
President and CEO,
Canadian Commercial Corporation (CCC)



LEAH LAWRENCE
President and CEO,
Sustainable Development Technology Canada (SDTC)



CANADIAN COMMERCIAL CORPORATION

MARTIN ZABLOCKI

President and CEO



WHO:

The Government of Canada's government-to-government contracting organization.

MANDATE:

To support the development of trade by helping Canadian exporters access government procurement markets of other nations through government-to-government contracting.

WHO DO YOU HELP:

Canadian companies doing business with foreign governments.

SERVICES:

- Government-to-government contracting (Sign contracts with governments of other nations for purchases from Canada in the name of the Government of Canada; then sign a sub-contract and flow the contractual commitments through to our qualified Canadian exporter.)
- Commercial advocacy
- Collaborative project development

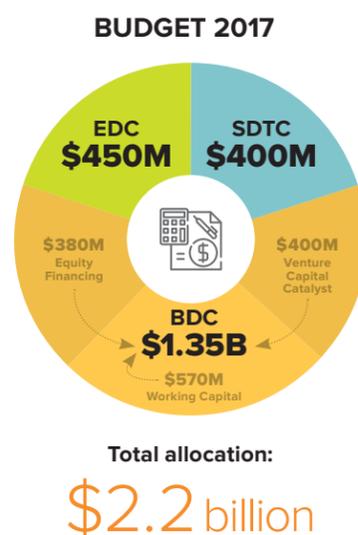
CCC specializes in government-to-government contracting; they help to de-risk deals with foreign governments, making Canadian purchases much more attractive to foreign buyers. Companies seeking to export can work with CCC to reduce the risks posed by political change or payment issues in other countries. And while they do not provide direct financing, CCC's involvement increases the comfort level of other financial institutions, helping to open doors and providing access to other financing sources.

"CANADIAN COMMERCIAL CORPORATION IS A BIT OF A **HIDDEN JEWEL** IN THE CANADIAN TRADE PORTFOLIO. [...] WE DO HAVE A **REAL IMPACT** ON FINANCING."

A model across industries

While not expressly dealing with cleantech, CCC's model works across industries; the corporation generates \$2 billion to \$4 billion of annual sales around the world. "Virtually 100 per cent of what the US Department of Defence buys from any Canadian exporter, they buy through CCC," says Zablocki. Formulating a strategy to work with cleantech companies will have the same advantages for foreign governments:

1. Credibility – working with the CCC, the performance risk shifts from a government-to-business to a government-to-government model, providing incentive to do business.
2. Technological expertise – many countries do not have the skills to do procurement well. With Canada's procurement oversight, the risk of a deal is reduced.
3. Canadian standards – Canada's reputation for fair trade is world-renowned. Dealing with the CCC eliminates any corruption risk.



NEXT STEPS?

- SDTC is continuing to streamline its application process, making it easier for companies to obtain cleantech funding.
- EDC, BDC and SDTC are working together to create seamless, inter-agency handovers to support the commercial preparedness and growth of companies. Measurable and significant increases in inter-agency handovers are occurring as a result of this collaboration.
- SDTC, EDC, BDC and Global Affairs Canada have established a cross-organizational working group to bridge the gap between proven technology demonstration and commercial bankability, facilitating the accelerated entry of SDTC portfolio companies into some of the most strategic global cleantech markets.



SUSTAINABLE DEVELOPMENT TECHNOLOGY CANADA

LEAH LAWRENCE

President and CEO



WHO:

SDTC advances the pre-commercial development and demonstration of cleantech in Canada.

MANDATE:

To act as a catalyst and convenor for the cleantech ecosystem in Canada.

Who do you help: Canadian cleantech entrepreneurs looking to develop or demonstrate their pre-commercial technologies.

SERVICES:

- Project funding for pre-commercial cleantech projects
- Coaching and support for cleantech entrepreneurs
- Foster and encourage innovative collaboration and partnerships

ALLOCATION IN BUDGET 2017:

\$400 million (starting in 2017/2018) over five years to recapitalize SDTC

Since its inception, SDTC has helped over 300 companies and at present has \$1.5 billion of assets under management. Every year, SDTC funds approximately 20 to 30 of Canada's most promising cleantech companies and works supportively with them on a project basis over the course of approximately five years. Currently, SDTC is working with 120 Canadian cleantech firms, helping them to commercialize their clean technology offerings.

"WE REALLY SHOULD START FROM A POSITION OF 'YES'. NOW, THAT DOESN'T MEAN WE ALWAYS SAY YES; **WE SAY YES TO ABOUT 15% OF THE PROJECTS THAT COME BEFORE US.**"

Moving to Scale

As SDTC-funded firms consider scaling up their technologies, SDTC is helping to position them for growth. While SDTC works with companies on their technical competencies, they are also increasingly working with companies to develop their managerial capabilities, understanding that they face common corporate obstacles. "We see a lot of the same challenges with our companies that everybody else does," says Lawrence.

While the appetite for risk for cleantech funding by the Government of Canada (and its agencies) is improving, SDTC-funded companies are discouraged by the high costs of obtaining Canadian commercial financing. Unable to get competitive rates from Canadian commercial institutions, many are heading south to the US to get the capital they need. SDTC is working with financing partners, EDC and BDC, on early identification of project needs to help Canadian companies get the funds they need to do business. Working flexibly and across organizations, the partners will work together early on to manage the transition to other agencies in the cleantech-funding chain, ensuring entrepreneurs are supported throughout the course of their journeys.



Want to learn more?



For an abbreviated but fulsome look at Canada's Innovation Budget 2017, please visit: bit.ly/2pI8vFB

To make it in Canada, our cleantech CEOs often first pursue international markets. While continuing to develop business opportunities amongst international markets, how do we also increase domestic adoption and tap into the enormous procurement opportunities by all levels of government and institutions? What can be done internationally and domestically to advance vendor relationships with Canadian scale-ups including and beyond 'first customer'?

PICTURE CANADA AS A GLOBAL LEADER IN CLEANTECH

PART 2: Access to Customers - Procurement Strategies for Canadian Firms

INTRODUCTION:

Over the course of the last couple of years, SDTC, together with partners in the cleantech ecosystem, has had a large, positive impact in helping shape the government's focus on cleantech. At its 2016 Cleantech Leadership Summit, SDTC laid out the road map and convened the right people to discuss how we could realize our Canadian cleantech advantage. At this year's Summit, implementation is the new order of the day. All government agencies and stakeholders with cleantech mandates are now looking to deliver on the commitments laid out in Budget 2017. We are still in early days, however; government agencies are working to best meet their commitments. Furthermore, feedback and interaction from industry stakeholders is still needed to help government agencies shape and focus their support of Canadian cleantech, and the nation's cleantech innovators and entrepreneurs.

PANEL MEMBERS:



FRANK DE ROSIERS
Assistant Deputy Minister, Innovation and Energy Technology, Natural Resources Canada



ARIANNE REZA
Assistant Deputy Minister, Procurement, Public Services and Procurement Canada



AILISH CAMPBELL
Chief Trade Commissioner of Canada and Assistant Deputy Minister, International Business Development, Global Affairs Canada



ELLEN MCGREGOR
President and CEO, Fielding Environmental

WHAT'S GOVERNMENT DOING TO PROVIDE BETTER ACCESS TO CUSTOMERS?

NATURAL RESOURCES CANADA



FRANK DE ROSIERS
Assistant Deputy Minister, Innovation and Energy Technology
Natural Resources Canada / Ressources naturelles Canada

Building on the consultations, government is now in a "Team Canada" implementation mode, working together across departments with a clear sense of direction and a spirit of collaboration.

Budget 2017 underlined the importance of growing ideas, making sure they are being properly demonstrated, ensuring firms are financed appropriately at various stages of project development, and that there is appropriate domestic and international placement (trade promotion) for Canadian products.

The Government will not only work to deliver on Budget 2017 commitments, but also take important measures for change within government itself. There will be a greater inter-government focus on being early adopters of technologies, as well as a greening of government procurement efforts—federally and provincially—with ambitious goals of greener procurement policies leading to early adoption of Canadian technologies across government agencies.

NRCAN is poised to help companies realize their cleantech ambitions, and has staffed itself with professionals with deep knowledge, ready to answer questions or direct companies to others who do have the answers.

"THE CLEAN GROWTH HUB WILL BE AN IMPORTANT RESOURCE IN THIS REGARD."



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GLOBAL AFFAIRS CANADA



AILISH CAMPBELL
Chief Trade Commissioner of Canada and Assistant Deputy Minister, International Business Development
Global Affairs Canada / Affaires mondiales Canada

The Trade Commissioner Service (TCS) helps companies do business in the field, abroad. With over 900 trade commissioners that operate in 160 embassies, consulates and other types of federal entities around the world, the TCS offers market intelligence, accredited networking, handovers to key contacts, space to host meetings and receptions, and really important business-to-government solution sets that can be uniquely met through its people on the ground.

While the TCS's strategic value is abroad, they also have regional offices in major Canadian centres where their skilled staff can help companies realize their export plans and plans for international business growth. TCS will help prepare companies to succeed in-market with proven and innovative strategies and support.

"IN ALL SECTORS, OUR GOAL IS TO HAVE GOVERNMENT CAPACITY THAT MATCHES YOUR AMBITION IN THE PRIVATE SECTOR."

Cleantech needs champions. It has unique opportunities and challenges. Most of the companies are SMEs, and have a hard time finding voice. SDTC provides that agglomeration effect, giving voice to the collective. NRCAN is also a champion, working with regulatory teams to enable change and address environmental concerns. Research, ideas, and hearing from companies and champions are all important means for government agencies to stay informed and make the right, necessary policy decisions to advance Canadian cleantech.

PUBLIC SERVICES AND PROCUREMENT CANADA



ARIANNE REZA

Assistant Deputy Minister, Procurement
Services publics et Approvisionnement Canada / Public Services and Procurement Canada

The Federal Government spends \$23 billion annually to procure its needs with \$183 billion being spent in total by all Canadian government orders – municipal, provincial and federal. In securing its procurement needs, the Government must do so economically, with the best value for Canadians and in line with its trade obligations.

"THE GOVERNMENT'S BUYING POWER HAS THE ABILITY TO SHIFT MARKETS, FUEL PARTNERSHIPS, LAUNCH BUSINESSES, EMPLOY CANADIANS AND TRANSFORM PUBLIC-SERVICE DELIVERY."

Government is working to change its procurement processes and the time it takes to procure. Still in its early stages, procurement groups are getting up to speed on green procurement. A roadmap of existing procurement options is being created, in concert with suppliers, with a view to ensuring all programs are identified in order to increase awareness and develop the right access points. The Government's goal is to increase procurement from small and medium enterprises to 40% to 45% from its current 20%. Through new and innovative programs—such as BCIP and Innovation Solutions Canada—the Government is both committing to change its own procurement efforts and also helping innovators access other sales and customers.

WORDS FROM AN INDUSTRY PANELIST



FIELDING ENVIRONMENTAL

ELLEN MCGREGOR

President and CEO



"NEVER HAS THERE BEEN SUCH SPIRIT... TEST IT. TEST THIS NEW UNION OF SDTC/EDC/BDC AND PROVIDE FEEDBACK."

As the lone industry panellist, McGregor spoke about the Fielding-led LINC (Launching Innovation Companies in Canada) IT initiative. She says the IT speaks to linking companies to each other, to the ecosystems, to Paris commitments, to GHG reduction targets, to students seeking the jobs of today and tomorrow. Fielding hopes to get government funding for the initiative and be the first test case for the LINC IT model.



1. BUILD IN CANADA INNOVATION PROGRAM

The Build in Canada Innovation Program (BCIP) helps Canadian companies of all sizes move their state-of-the-art goods and services from the laboratory to the marketplace.

Launched by the Government of Canada in July 2017, the program helps innovators:

- land a first major reference sale
- sell their innovation, but keep the intellectual property
- get their innovation tested in a real-life setting
- gain feedback to help get products to market faster

The program pays up to \$500,000 for non-military innovations and up to \$1,000,000 for military innovations.

Want to learn more? Visit: bit.ly/2tiQqjp



2. OFFICE OF SMALL AND MEDIUM ENTERPRISES

The Office of Small and Medium Enterprises (OSME) advocates on behalf of SMEs and encourages their participation in federal government procurement.

OSME assists SMEs in better understanding how the government buys goods and services by raising awareness of opportunities and by providing access to information.

OSME works with SMEs to address their key challenges and constraints by:

- understanding and reducing the barriers that prevent SMEs from participating in federal procurement
- advising government buyers and policy makers on SME concerns
- recommending improvements to procurement tools and processes to encourage SME participation in federal procurement

Want to learn more? Visit: bit.ly/2vjOmWd



3. THE CANADIAN TRADE COMMISSIONER SERVICE

As part of Foreign Affairs, Trade and Development Canada, the Canadian Trade Commissioner Service helps Canadian companies and organizations succeed in foreign markets by promoting the economic interests of Canada in the global marketplace. The Canadian Trade Commissioner Service has trade offices across Canada and in 161 offices around the world.

Service Overview:

The Canadian Trade Commissioner Service (TCS) provides on-the-ground intelligence and practical advice on foreign markets to help companies make better, more timely and cost-effective decisions to achieve their goals abroad. TCS services are offered free of charge to client companies and organization; its Canadian Technology Accelerator (CTA) program provides Canadian start-ups with access to the resources and contacts they need to grow internationally.

The TCS navigates the complexities of international markets, helping companies looking to:

- export
- establish their company abroad
- tackle a market access issue
- pursue a joint-venture or strategic alliance
- participate in global value chain
- seek technology and R&D partnerships

Want to learn more? Visit: bit.ly/1Pxy2Vj

4. INNOVATIVE SOLUTIONS CANADA PROGRAM

Budget 2017 committed \$50 million to launch a new procurement program called Innovative Solutions Canada, modeled on a small business innovation research program in the United States. As part of this program, a portion of the federal government's and agencies' budgets are being reallocated to buy early-stage R&D, and late-stage prototypes and other goods and services from Canadian innovators. The program also encourages procurement from companies led by women and other underrepresented groups.

While full details of this program are yet to come, its complete mandate is outlined here: bit.ly/2o7eG4I



SDTC-FUNDED COMPANIES FIND GLOBAL MARKETS

Canadian cleantech companies export their goods and services around the world. With an estimated \$6.7 billion in export dollars in 2016 and 78% of Canadian companies exporting their goods worldwide, Canadian cleantech exports are on a growth trajectory. Here's are a few examples of where SDTC-funded companies find markets for their goods.



Source: Analytica Advisors, 2017 Canadian Clean Technology Industry Report



NEXT STEPS

For Government:

- The Trade Commission Service is working on a much more intentional set of services, including self-diagnosis tools based on industry feedback; digital services provided by government are also understood as lacking and are being assessed for improvement. The goal is to provide one catalog and one place online where people can access the information they need.
- Procurement, Public Services and Procurement Canada is currently doing an environmental scan and then a consultation with suppliers to help inform future programs and changes in policy.
- NRCan acknowledges it needs to make sure it is connecting the dots to global development banks. It will also explore ways to strengthen the Cleantech Hub into a federal and provincial configuration.

For Industry:

- Industry is being challenged to continue to provide feedback; test new systems and collaborations and speak openly about their experiences.
- To win supply contracts, SMEs who are looking to be more competitive should consider "agglomerating" with other firms, building a consortium, likening themselves to a larger OEM to win procurement bids.

The regulatory environment has huge potential to enable disruption. Capital allocation is a key tool to make this happen and infrastructure planning brings these two elements together. As Canada looks to achieve high-profile commitments to green growth it must rethink how to deliver traditional infrastructure to make room for innovation and new ways of delivering services. What needs to be done to stimulate the adoption of clean technologies in private and public sector infrastructure projects?

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PICTURE CANADA AS A GLOBAL LEADER IN CLEANTECH

INTRODUCTION:

A multi-generational infrastructure spend is on the horizon, said the panelists on SDTC's Cleantech Leadership Summit's infrastructure panel. With Canadian infrastructure spending estimated at \$700 billion to \$800 billion over the next 12 years, how that money is spent becomes critical to the long-term prosperity of Canadians. There is an immense opportunity to influence city-building both nationally and globally. Including clean technologies in various areas of private and public sector infrastructure projects can provide considerable benefits. To do so, significant effort will be required to stimulate adoption as vested stakeholders work to showcase the benefits of incorporating innovation into infrastructure projects.

PANEL 4: Infrastructure in Canada – An Innovative Path to Prosperity

UNIVERSITY OF TORONTO



MATTI SIEMIATYCKI

Associate Professor of
Geography and Planning



PANEL MEMBERS:



MATTI SIEMIATYCKI
Associate Professor of Geography and Planning,
University of Toronto



CELINE BAK
President, Analytica Advisors



GEOFF CAPE
CEO, Evergreen



DREW FAGAN
Fellow, Munk School of Global Affairs,
University of Toronto



DARYL WILSON
CEO, Hydrogenics

“GOVERNMENTS HAVE GRASPED THAT **INVESTING IN INFRASTRUCTURE IS GOOD FOR TODAY IN TERMS OF ENVIRONMENTAL IMPACTS, JOB CREATION AND ECONOMIC GROWTH; BUT ALSO HOW INFRASTRUCTURE SETS YOU ON A PATH FOR FUTURE GROWTH AND DEVELOPMENT. THAT’S REALLY THE KEY OPPORTUNITY: THE LONG-TERM ABILITY TO SHAPE THE COUNTRY, OUR PATH AND GROWTH TRAJECTORY.**”

He says our focus needs to be on how we pick the most effective projects and then deliver, maintain and operate them in the best possible manner. Project selection needs to be backed with data and evaluations, including technology assessments; and project delivery needs to be on time and on budget. The federal government has an important role to play in this as an “evidence screen”, says Siemiatycki, providing an outside assessment to third parties on the voracity of project plans. He suggests the Canada Infrastructure Bank could fill this role, looking at evidence-based data for projects of over \$100 million, and seeing if the bar is met in terms of economic and environmental returns.

He urges us to look at infrastructure through a broader lens. “Infrastructure is a life-cycle business,” says Siemiatycki and, therefore, there are a number of places innovation can be applied—not only to construction, but also to long-term operations and maintenance, financing, monitoring and data collection. He adds that there are also numerous ways to add innovation and drive environmental benefits into infrastructure projects—through architecture and design, materials, and waste and remediation.

Finally, he reminds us that “Infrastructure is much more than an asset we can buy and sell... it is the cornerstone of communities,” and as such, people need to be engaged and processes created to ensure that citizens feel like they’re getting good value for their money and being heard as these important discussions about infrastructure are occurring.

ANALYTICA ADVISORS



CELINE BAK
President



“We are still getting our minds around the role of infrastructure in the climate equation and the carbon budget, and the need for growth and for people to have meaningful employment,” says Bak, but we can start to move beyond the barrier discussion, and start creating “slipstreams and tailwinds” to enable cleantech innovation and adoption.

How do we do that?

“We need to stop being naive about public procurement,” she says and gather the intelligence we need, much of which is publically available. “There is actually a requirement for SME procurement to be part of public procurement; and for large vendors to government to procure from SMEs as well.”

There is also now a framework to try to understand the relationship between climate and innovation and infrastructure; and a three-lens test for infrastructure investment that includes:

- A full life-cycle/total expenditures (TOTEX) assessment
- A full carbon assessment, including a rising price of carbon
- An assessment of innovation potential and best available technology solutions which could be applied to the project

Bak also advocates for an agency—that would serve a similar role that the FDA does in the medical industry—that could vouch for new technologies, providing a signal of certainty to large-scale investors. Bak spoke about “starting at the top” when it comes to incentivizing clean investment—motivating large asset owners such as pension funds and insurance companies. “These asset owners are now acknowledging their fiduciary duty to understand the impact of climate change on their portfolio and the impact of their portfolio on climate change.” These funds are important because they have the potential to leverage public-sector money three or four fold.

“FIDUCIARY DUTY IS A **STRONG MOTIVATOR** AND THAT WILL **CREATE MARKETS**; BUT WE NEED TO FIGURE OUT HOW TO GET THE **MARKET SIGNALS** TO THESE PEOPLE.”



EVERGREEN

GEOFF CAPE

CEO



“The last time we had a huge infrastructure play was 60 or 70 years ago,” says Cape, referencing the current infrastructure play of \$700-plus billion across three levels of government. “It is a big nut to crack to find new ways of spending that.”

It’s important to consider the global context of this spend, he says. 7.5 billion people live in the world today—half of them in cities; over next 50 years these numbers will double, says Cape. Citing staggering numbers, he says some estimates predict \$500 trillion will get spent on city building over the next 40 or 50 years.

Why is this important? Because Canada’s role in city building is an exciting national opportunity that can influence global building efforts. Cape says the bones we’re currently building are setting us up for the next 100 years and will require innovative approaches.

“HOW WE DEPLOY THESE **RESOURCES** [IN A WAY] THAT’S FUNDAMENTALLY INNOVATIVE [IS CRITICAL], NOT JUST FOR **CANADA**, BUT ALSO TO PLUG INTO THIS **GLOBAL OPPORTUNITY** TO BE PART OF THE **NEXT WAVE** OF CITY BUILDING.”

And what’s spent on infrastructure by governments is only the beginning, with the private sector spending multiples of public sector dollars.

“There is huge potential for leveraging.”

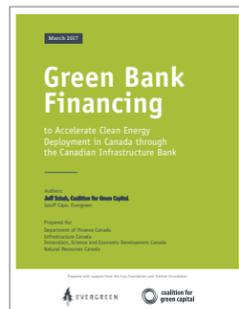
Infrastructure impacts us all. We need to work together, constructing intentional ecosystems—of various levels of industry, academia and government—coordinating activities across communities and moving beyond the industry associations that currently exist. We also need to “push on a series of key interventions,” says Cape—creating effective procurement policies, financial and regulatory incentives, and prototyping ideas in real-life demonstrations of innovation to spur adoption.

GREEN BANK FINANCING:
Accelerate Clean Energy Deployment in Canada through the Canadian Infrastructure Bank (A Report)

In partnership with the Coalition for Green Capital, and with support from The Ivey Foundation and The Trottier Family Foundation, in 2017, Evergreen published a study focused on how a Canadian “Green Bank” could boost both public and private investment in renewable energy, energy efficiency, and other clean energy and green infrastructure. The report says that eliminating an institutional gap and market barriers has the potential to produce wide economic, fiscal and environmental benefits for Canada.

The study suggests the Canadian Infrastructure Bank (CIB)—part of the Government of Canada’s proposed five-year, \$17.7-billion infrastructure investment plan—as the logical home for a national Green Bank. The model proposed by the study provides the tools and institutions to address specific market barriers and finance project deployment; according to the authors, clean energy infrastructure is ideal for this investment approach.

 Want to learn more?
Visit bit.ly/2uyGTRL for the full report.



MUNK SCHOOL OF GLOBAL AFFAIRS, UNIVERSITY OF TORONTO

DREW FAGAN

Fellow



“We haven’t spent on infrastructure for a full generation, maybe more.” Fast-forward to 2017 when the federal government has committed over \$185 billion toward infrastructure spending (over the next 12 years) and the province of Ontario has committed \$190 billion (over the next 13 years). In terms of dollars allocated, Canada—with 3.5 per cent of total GDP spent on capital—is in the middle of the global pack, says Fagan.

“THE **ISSUE** IS OVER THE **EFFECTIVENESS** OF THE SPEND.”

Fagan cites the lack of a national infrastructure plan, and relatively little data with regard to where, and how effectively, we spend.

There is reason for optimism, however, with the Canada Infrastructure Bank. Says Fagan, “The Bank is becoming an agency not just to push for greater private-sector investment (and equally important, with the right metrics and user fees) but also data with regard to the entire panoply of spending. [...] I think the bank will help with data and best practices to ensure everyone is spending more effectively.”

Fagan says that the provinces, in particular Ontario, are completing long-term infrastructure plans to ensure effective spends for planned infrastructure commitments. As such, the time is now to push for innovation to be at the forefront of these plans to influence generations of future building.

INVESTING IN GREEN INFRASTRUCTURE

To advance Canada’s efforts to build a clean economy, Budget 2017 lays out the Government’s plan to invest \$21.9 billion in green infrastructure, including initiatives that will support the implementation of the Pan-Canadian Framework on Clean Growth and Climate Change.

Of this, \$9.2 billion will be provided to provinces and territories over the next 11 years through bilateral agreements. A further \$5 billion will be available for green infrastructure projects through the Canada Infrastructure Bank and \$2.8 billion through a series of national programs.

 Want to learn more?
Visit: bit.ly/2fADgrM



Canadian Infrastructure Bank

PROFILE: CANADA INFRASTRUCTURE BANK

Created under Canada’s historic infrastructure plan—investing more than \$180 billion over 12 years—the Canada Infrastructure Bank (CIB) role is to boost federal support of transformational infrastructure projects required for the long-term benefit of Canadians by enabling private sector and institutional investment.

Specifically, the Bank will:

- Invest in infrastructure projects that have revenue-generating potential and are in the public interest.
- Attract private sector and institutional investors to projects so that more infrastructure can be built in Canada.
- Serve as a centre of expertise on infrastructure projects in which private sector or institutional investors are making a significant investment.
- Foster evidence-based decision making and advise all orders of government on the design of revenue-generating projects.
- Collect and share data to help governments make better decisions about infrastructure investments.

 Want to learn more?
Visit bit.ly/2pCKomP



BUILDING THE FUTURE: STRATEGIC INFRASTRUCTURE FOR LONG-TERM GROWTH

In October, 2016, Canada’s Public Policy Forum (PPF) released its Building the Future: Strategic Infrastructure for Long-Term Growth Report. The PPFs report comes at a time of generational investment—as much as \$750-billion over the next 10 years—by all levels of government and advocates for the smart, responsible spending of fund to foster a more competitive Canadian economy. The report recommends substantial reform, including creation of a national infrastructure agency to prioritize this spending based on better long-term planning and a greater focus nationally on innovative infrastructure investment. Many of the reforms suggested are already in place in other countries around the world.

 Want to learn more?
Visit bit.ly/2vQgItT

 To download a full copy of the report, click here: bit.ly/2wF8zpJ





HYDROGENICS

DARYL WILSON

CEO

HYDROGENICS
Advanced Hydrogen Solutions

While there are huge opportunities for effecting change with the planned public-sector spend on infrastructure, it is in an area that has traditionally been very resistant to innovation.

“WHEN YOU’RE IN **GOVERNMENT**, OR IN A **CROWN CORPORATION**, OR IN AN **AGENCY** THAT DEPLOYS THIS KIND OF CAPITAL, THERE IS A **STRONG FOCUS** ON NOT TAKING RISK, ON NOT CAUSING EMBARRASSMENT TO SENIOR OFFICIALS, AND ON **NOT DOING ANYTHING NEW.**”

And this is not only a problem that’s internal to government, says Wilson. Reinforcing “that wall” and enforcing “no change” is a whole army—large EPCs, engineering companies, financing institutions—with vested interests in doing things the way that they’ve always been done.

What we need to be doing with our infrastructure spending is “doing new things with new things,” says Wilson. “There’s a big opportunity but you’re a fool to go after it,” he adds, citing that his proven solution, while already commercial and in use in Germany, still does not have acceptance and adoption in Canada.

So what do we do?

He suggests that when we frame major spending programs, some of the spending needs to be tied to new solutions. Innovation, experimentation and/or piloting need to be woven into future infrastructure plans. He advocates for a combined approach of tested and true, and new and innovative.

“We need to create scaled opportunities so that we can show what we can do alongside the bulk spend,” he says.

Another lever is requiring EPCs to work with SMEs and cleantech companies in “forced marriages” of big and small. These unions would encourage big companies to innovate, and start to break down walls.

Lastly, funding pilots at infrastructure scale demonstrates technology effectiveness and risk management; it gives people the confidence to keep scaling that new solution.

“Leadership and experimentation are critical.”



NEXT STEPS?

- The PPF interim report is currently under review. PPF is currently holding roundtables to solicit industry feedback before publishing a final version.
- SDTC, together with other cleantech stakeholders, need to engage with provincial governments to ensure innovation is built into provincial infrastructure plans.
- Work needs to begin to create an innovation ecosystem beyond SDTC/BDC/EDC, adding corporations (large and small) and academia and bring them all together to connect the dots to drive innovation adoption in Canada’s infrastructure projects.



A national intellectual property strategy would advance creation, ownership and commercialization of Canadian IP, including in the cleantech sector. This strategy should be modern, robust and ensure the interests of innovative Canadian cleantech businesses are promoted and protected in new international standards and certification programs. What needs to be done to catalyze the development of such a strategy to advance Canadian cleantech companies? What are the key elements of such a strategy? Who needs to be engaged in delivering such a strategy?

PICTURE CANADA AS A GLOBAL LEADER IN CLEANTECH

PANEL 5: National IP Strategy for Cleantech to Better Capture Wealth from our Investments

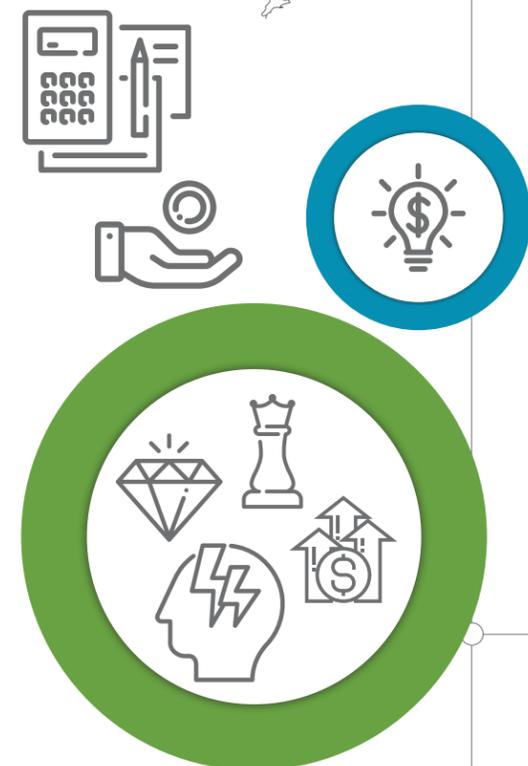
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Current work by the Government of Canada on the development of a new IP strategy is designed to address Canada's lagging position on intellectual property relative to other countries.

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— Budget 2017

The development of an effective Canadian IP strategy will require engagement of other groups, and a collaborative, multi-stakeholder approach. Intelligent IP strategy will be key to advancing Canada's cleantech players, who should actively work to assess and monitor their IP activities, engaging with government on both IP asks and potential standards.

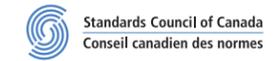


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-  **MICHEL GIRARD**
Vice-President, Strategy and Stakeholder Engagement Branch, Standards Council of Canada
-  **LOUIS CARBONNEAU**
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-  **MARK SCHAAN**
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In Canada, as we put together a strategy for a new sector, our trade partners and competitors are already executing their strategies as opposed to designing them. Canada is lagging globally in the creation of standards. For instance, China has a goal to be on every ISO (International Organization for Standardization) committee in the next five years. And not only will they be on the committees, but they will be the ones "holding the pen" as a secretary or chair, says Girard. China will become a standards maker... and Canada is increasingly a standards taker.

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CENTRE FOR INTERNATIONAL GOVERNANCE AND INNOVATION



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As a country we haven't taken IP seriously. It has never been a driver of our economic well being. "For many innovators and start-ups, IP is an afterthought; they will deal with it only when there's a problem," says Tawfik. It has not been thought about strategically—and that's on all levels. We don't talk or think much about how IP is practiced on the ground. We don't study IP, we don't research it and we don't really know how to strategically leverage it to competitive advantage.

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To read the full article, click here: bit.ly/2q32pzz





TANGIBLE IP

LOUIS CARBONNEAU

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To download the full study, click here: bit.ly/2wNZyKG



WHAT IS A PATENT?

Whether you develop new technology or improve well-known products or processes, you'll likely need a patent. Patents apply to newly developed technology as well as to improvements on products or processes. Patents provide a time-limited, legally protected, exclusive right to make, use and sell an invention. In this way, patents serve as a reward for ingenuity.

Want to learn more? bit.ly/2x1QdOYhtml



WHAT IS A TRADE SECRET?

Trade secrets include any valuable business information that derives its value from the secrecy. Trade secrets can be very valuable to you whether you have developed new technology, designed original products, created the perfect recipe, or have a gold mine of customer data. One of the most famous trade secrets is the Coca Cola formula—a well-guarded secret for over 100 years. The business value of the formula is why the company goes to extremes to keep it confidential.

Want to learn more? bit.ly/2gArs6U



BERESKIN & PARR

JIM HINTON

Associate



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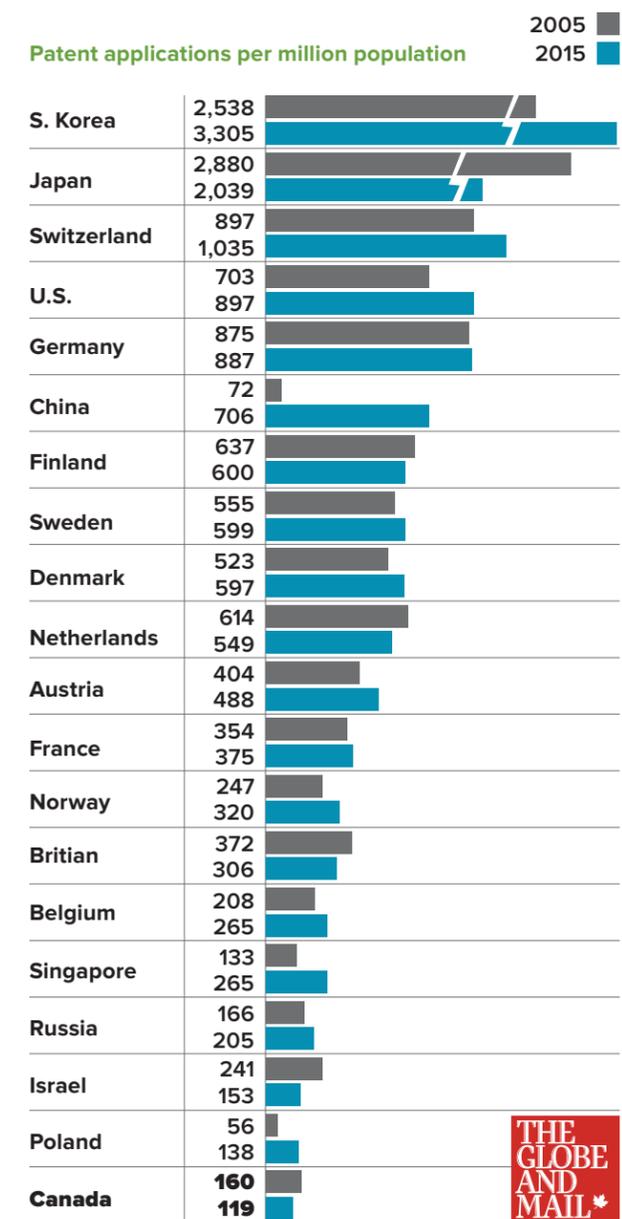
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CANADA NEEDS AN INNOVATIVE INTELLECTUAL PROPERTY STRATEGY – AN OP-ED BY JIM HINTON AND PETER COWAN

Shortly following SDTC's Cleantech Leadership Summit 2017, Jim Hinton, together with Peter Cowan, published an article in the *Globe and Mail* about Canada's approach to innovation. The article applauds the Government's call for a national intellectual property strategy and "tears Canada away from the current cycle of reinvesting only in innovation inputs, such as publicly funded research and talent, while allowing the outputs to be raided by foreign firms, with Canadian companies then forced to licence back their own taxpayer-funded IP[...] Canada's innovation strategy must consider ownership and retention of our IP as one of its core principles," say the authors.

To read the full article, click here: tgam.ca/2w8yBV3



Source: WIPO Statistics Database and World Bank, October 2016





INNOVATION, SCIENCE AND ECONOMIC DEVELOPMENT

MARK SCHAAM

Director General, Marketplace Framework Policy Branch



When we look at trade deals and the degree to which IP is favoured, we need to strike the right balance between the needs of the economies of traditional sectors—easy access and market relevance—alongside this “currency of the new economy,” says Schaam.

“IP territory in a trade agreement is deeply technical, highly litigious and negotiated,” says Schaam and our relative level of savvy and understanding is critical.

IP has grown in relevance over the course of trade agreements. While market access and rules of origin have always been critical asks in trade agreements, says Schaam.

“INCREASINGLY, FUTURE TRADE AGREEMENTS HAVE BEEN PREDICATED ON THIS NOTION OF IDEAS, AND HOW YOU CAN LOCK DOWN THE RENT AND EXTOL THE VALUE FROM THE IDEA IN A WAY THAT BENEFITS YOUR COUNTRY.”

Schaam says that we are increasingly facing sophisticated trading partners who have a very clear sense of what they’re looking for when it comes to IP asks; they know how they want to increase value for their homegrown companies. As Canadians, we are now increasingly creating our own lists of asks.

As we move to structuring new agreements, the degree to which Government understands the needs of Canadian firms, not only in IP, but more broadly, is very helpful, says Schaam, adding that when it comes to IP, the more specific the feedback, the better. “We need to understand the modalities and the particular asks,” he says, to ensure that we’re “paving the highway to freedom to operate and a long-standing capacity to earn rent.”

Along with a number of other key initiatives spurred by Budget 2017, “we’ve embedded this notion that ‘IP is critical at the front-end of business strategies.’” While good rules in an IP regime help, says Schaam, it will also be critical for Canadian companies to front-end load their investments into intellectual property. Concurrently, the Government can work to reduce friction points between connections—the education system, programs and services, access to markets and procurement—to ensure the ultimate success of our innovators and entrepreneurs.

CANADIAN INTELLECTUAL PROPERTY OFFICE

The Canadian Intellectual Property Office (CIPO) is a part of Innovation, Science and Economic Development Canada. CIPO is responsible for the administration and processing of the greater part of intellectual property (IP) in Canada. CIPO’s areas of activity include trademarks, patents, copyright, industrial designs and integrated circuit topographies. CIPO’s mandate is to deliver high quality and timely IP services to customers, and to increase awareness, knowledge and effective use of IP by Canadians.



Want to learn more?
bit.ly/1d37qwx



CANADA’S NEW INTELLECTUAL PROPERTY STRATEGY – CONSULTATION RESULTS

Budget 2017 announced the Innovation and Skills Plan, which puts in place key programs and approaches to facilitate an innovation ecosystem in Canada, where ideas and creativity are successfully commercialized and firms grow to scale with the help of their Intellectual Property (IP) assets (patents, trademarks, copyrights, industrial designs, trade secrets, etc.).

A key item within this plan was a commitment that the Government will develop a new comprehensive IP strategy over the coming year. This strategy will ensure Canada’s IP regime is modern and is intended to support commercializing Canadian innovation and creativity, foster an ecosystem that supports businesses to grow to scale, and ensure that firms have the awareness and incentive to strategically use IP to grow and compete.

Innovation, Science and Economic Development Canada sought the views of Canadians on measures that could be considered and assessed, looking for commercialization and/or growth outcomes for Canadian businesses.

The public consultation on Canada’s new intellectual property strategy closed on July 17, 2017.

Here’s how Canadians weighed in: bit.ly/2vYKvRa

GUIDANCE FOR COMPANIES WHEN IT COMES TO PROTECTING IP - PANELISTS SPEAK OUT:

- Make the investment to get expert advice about IP right at the start. Not just about patents but about how IP can be leveraged and applied as the company grows. Start with a thorough understand of what IP is, what the different forms do, how they can be used cumulatively, and how they conflict.
- Think of IP as your foundation. Invest in IP as part of your front-end business strategy. If you’re spending less than 10%, you are probably under invested; if you’re spending 20%-25% or more, you are likely over invested, or protecting the wrong IP.
- Make sure you have the right types of IP for your innovations.
- Look at what others are doing; understand your freedom to operate; know if there are others in your space and protect yourself accordingly. With IP due diligence a precursor to investment, innovators need to ensure they have freedom to operate in their desired areas.
- While focused on getting a first patent filed, also get an active continuation application to allow your company to keep moving forward and competitors at bay.
- Be careful with public disclosure of ideas. It is easy to share, and lose, an idea you are seeking to protect. Publish only once a project is commercial.
- Keep IP strategy as an ongoing part of your company’s operations to ensure continued relevance of patents to innovations and products.
- Companies need to also think strategically about standards. Try to be a first mover; if you develop a standard that captures the features of your product, government can help embed it into the regulatory environment.



NEXT STEPS?

House of Commons:

The House of Commons Standing Committee has begun a study of Intellectual Property and Technology Transfer. The study will look at intellectual property and technology transfer from post-secondary institutions to industry, with the objective of creating value in the Canadian economy. This study will:

- Review the various technology transfer practices and policies presently in use.
- Compare these practices nationally, and with the best international practices.
- Identify incentives for researchers to register intellectual property.
- Identify incentives and practices for the private sector to identify and utilize post-secondary intellectual property.
- Review partnerships between colleges, universities, government and the private sector.

To date, the Committee has heard from 27 witnesses and received six briefs. They are yet to release a report or any findings.

ISED:

IP strategy is a fundamental component of Canada’s Innovation and Skills Plan—the Government is working to create an ecosystem that allows innovators to grow, to scale and create middle class jobs. A national IP strategy is embedded as part of that.

In designing a new IP strategy, ISED’s marching orders are to review:

- the degree to which we have the rules right in the current IP regime;
- how the IP regime is potentially being maliciously or badly used;
- how the IP regime could be optimized for innovation and for use by Canadian innovators; and
- that the IP regime has reasonable oversight.

On the programmatic piece, ISED is also working to ensure that firms have the knowledge, incentive and awareness to build in IP as part of growth strategy. The Government will work with industry to become their partner in determining how IP will become part of that strategy. Consultations are currently underway.

Industry:

- Companies should be providing the Government with their patent/IP asks now as Canada works to develop a national IP strategy. Companies need to provide specifics about their “asks”, with a goal to paving the way for permission to operate in the future.

A national intellectual property strategy would advance creation, ownership and commercialization of Canadian IP, including in the cleantech sector. This strategy should be modern, robust and ensure the interests of innovative Canadian cleantech businesses are promoted and protected in new international standards and certification programs. What needs to be done to catalyze the development of such a strategy to advance Canadian cleantech companies? What are the key elements of such a strategy? Who needs to be engaged in delivering such a strategy?

PART 5
of a
FIVE PART
SERIES



PICTURE CANADA AS A GLOBAL LEADER IN CLEANTECH

PANEL 5: National IP Strategy for Cleantech to Better Capture Wealth from our Investments

INTRODUCTION:

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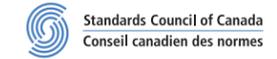
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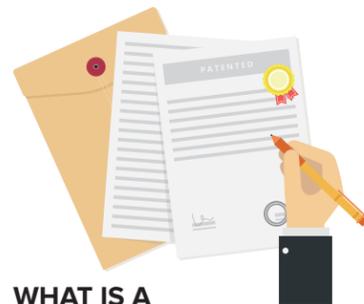
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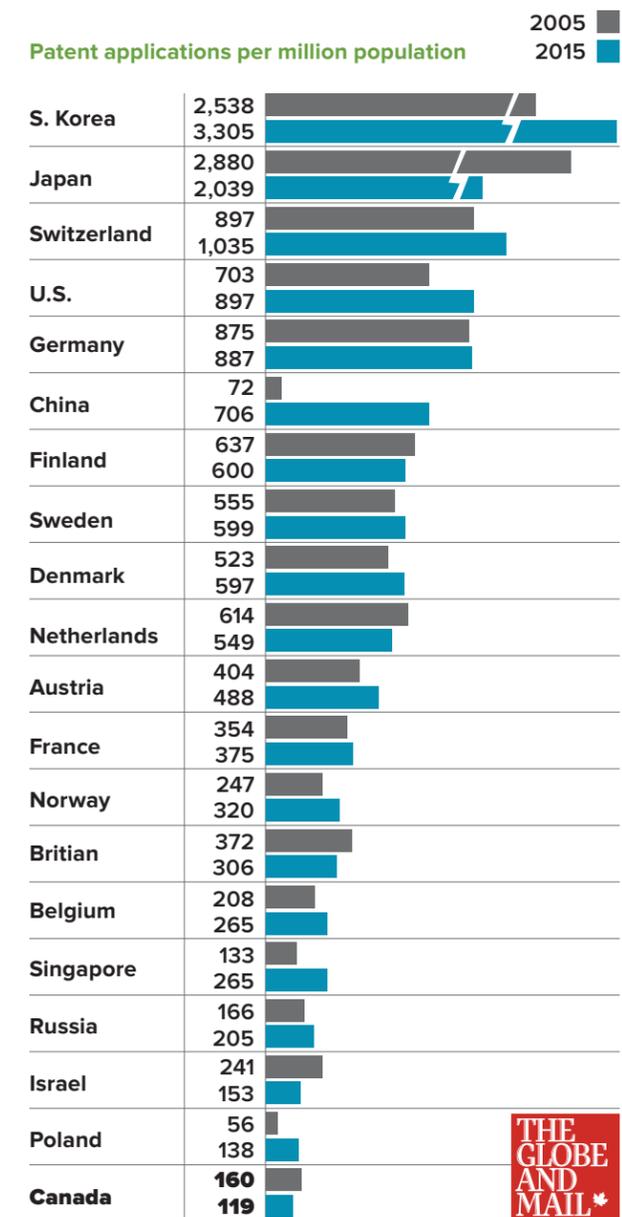
"YOU NEED TO MOVE BEYOND FIRST PROTECTION AND HAVE MORE SOPHISTICATED IN YOUR STRATEGY."

"90% of IP that's filed in Canada is for foreign companies," says Hinton. As such, the mechanisms that we need to look at are largely international. Canadians are going directly into the US (and other countries) to do business and so while "tinkering with the Canadian system is great for creators and users," for the Canadian companies doing business outside of Canada, it's about learning to navigate the patent systems created by foreign governments. "That's where Canadians need to play."

CANADA NEEDS AN INNOVATIVE INTELLECTUAL PROPERTY STRATEGY – AN OP-ED BY JIM HINTON AND PETER COWAN

Shortly following SDTC's Cleantech Leadership Summit 2017, Jim Hinton, together with Peter Cowan, published an article in the *Globe and Mail* about Canada's approach to innovation. The article applauds the Government's call for a national intellectual property strategy and "tears Canada away from the current cycle of reinvesting only in innovation inputs, such as publicly funded research and talent, while allowing the outputs to be raided by foreign firms, with Canadian companies then forced to licence back their own taxpayer-funded IP[...] Canada's innovation strategy must consider ownership and retention of our IP as one of its core principles," say the authors.

To read the full article, click here: tgam.ca/2w8yBV3



Source: WIPO Statistics Database and World Bank, October 2016





INNOVATION, SCIENCE AND ECONOMIC DEVELOPMENT

MARK SCHAAN

Director General, Marketplace Framework Policy Branch



When we look at trade deals and the degree to which IP is favoured, we need to strike the right balance between the needs of the economies of traditional sectors—easy access and market relevance—alongside this “currency of the new economy,” says Schaan.

“IP TERRITORY IN A TRADE AGREEMENT IS DEEPLY TECHNICAL, HIGHLY LITIGIOUS AND NEGOTIATED.”

Our relative level of savviness and understanding is, therefore, critical, says Schaan.

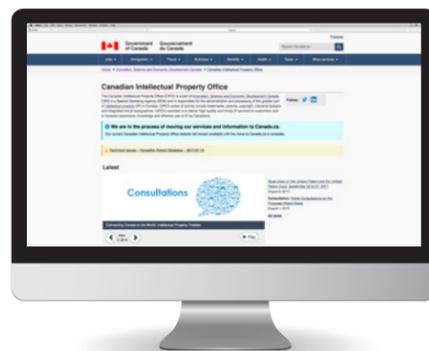
Schaan also notes that we are increasingly facing sophisticated trading partners who have a very clear sense of what they’re looking for when it comes to IP asks; they know how they want to increase value for their homegrown companies. As Canadians, we are now increasingly creating our own list of asks.

As we move to structuring new agreements, the degree to which Government understands the needs of Canadian firms, not only in IP, but more broadly, is very helpful, says Schaan, adding that when it comes to IP, the more specific the feedback, the better. “We need to understand the modalities and the particular asks,” he says, to ensure that we’re “paving the highway to freedom to operate and a long-standing capacity to earn rent.”

Along with a number of other key initiatives spurred by Budget 2017, “we’ve embedded this notion that ‘IP is critical at the front-end of business strategies.’” While good rules in an IP regime help, says Schaan, it will also be critical for Canadian companies to front-end load their investments into intellectual property. Concurrently, the Government can work to reduce friction points between connections—the education system, programs and services, access to markets and procurement—to ensure the ultimate success of our innovators and entrepreneurs.

CANADIAN INTELLECTUAL PROPERTY OFFICE

The Canadian Intellectual Property Office (CIPO) is a part of Innovation, Science and Economic Development Canada. CIPO is responsible for the administration and processing of the greater part of intellectual property (IP) in Canada. CIPO’s areas of activity include trademarks, patents, copyright, industrial designs and integrated circuit topographies. CIPO’s mandate is to deliver high quality and timely IP services to customers, and to increase awareness, knowledge and effective use of IP by Canadians.



Want to learn more?
bit.ly/1d37qwx



CANADA’S NEW INTELLECTUAL PROPERTY STRATEGY – CONSULTATION RESULTS

Budget 2017 announced the Innovation and Skills Plan, which puts in place key programs and approaches to facilitate an innovation ecosystem in Canada, where ideas and creativity are successfully commercialized and firms grow to scale with the help of their Intellectual Property (IP) assets (patents, trademarks, copyrights, industrial designs, trade secrets, etc.).

A key item within this plan was a commitment that the Government will develop a new comprehensive IP strategy over the coming year. This strategy will ensure Canada’s IP regime is modern and is intended to support commercializing Canadian innovation and creativity, foster an ecosystem that supports businesses to grow to scale, and ensure that firms have the awareness and incentive to strategically use IP to grow and compete.

Innovation, Science and Economic Development Canada sought the views of Canadians on measures that could be considered and assessed, looking for commercialization and/or growth outcomes for Canadian businesses.

The public consultation on Canada’s new intellectual property strategy closed on July 17, 2017.

Here’s how Canadians weighed in: bit.ly/2vYKvRa

GUIDANCE FOR COMPANIES WHEN IT COMES TO PROTECTING IP - PANELISTS SPEAK OUT:

- Make the investment to get expert advice about IP at the start. Not just about patents but about how IP can be leveraged and applied as the company grows. Start with a thorough understand of what IP is, what the different forms do, how they can be used cumulatively, and how they conflict.
- Think of IP as your foundation. Invest in IP as part of your front-end business strategy. If you’re spending less than 10%, you are probably under invested; if you’re spending 20%-25% or more, you are likely over invested, or protecting the wrong IP.
- Make sure you have the right types of IP for your innovations.
- Look at what others are doing; understand your freedom to operate; know if there are others in your space and protect yourself accordingly. With IP due diligence a precursor to investment, innovators need to ensure they have freedom to operate in their desired areas.
- While focused on getting a first patent filed, also get an active continuation application to allow your company to keep moving forward and competitors at bay.
- Be careful with public disclosure of ideas. It is easy to share, and lose, an idea you are seeking to protect. Publish only once a project is commercial.
- Keep IP strategy as an ongoing part of your company’s operations to ensure continued relevance of patents to innovations and products.
- Companies need to think strategically about standards. Try to be a first mover; if you develop a standard that captures the features of your product, government can help embed it into the regulatory environment.



NEXT STEPS?

House of Commons:

The House of Commons Standing Committee has begun a study of Intellectual Property and Technology Transfer. The study will look at intellectual property and technology transfer from post-secondary institutions to industry, with the objective of creating value in the Canadian economy. This study will:

- Review the various technology transfer practices and policies presently in use.
- Compare these practices nationally, and with the best international practices.
- Identify incentives for researchers to register intellectual property.
- Identify incentives and practices for the private sector to identify and utilize post-secondary intellectual property.
- Review partnerships between colleges, universities, government and the private sector.

To date, the Committee has heard from 27 witnesses and received six briefs. They are yet to release a report or any findings.

ISED:

IP strategy is a fundamental component of Canada’s Innovation and Skills Plan—the Government is working to create an ecosystem that allows innovators to grow, to scale and create middle class jobs. A national IP strategy is embedded as part of that.

In designing a new IP strategy, ISED’s marching orders are to review:

- the degree to which we have the rules right in the current IP regime;
- how the IP regime is potentially being maliciously or badly used;
- how the IP regime could be optimized for innovation and for use by Canadian innovators; and
- that the IP regime has reasonable oversight.

On the programmatic piece, ISED is also working to ensure that firms have the knowledge, incentive and awareness to build in IP as part of growth strategy. The Government will work with industry to become their partner in determining how IP will become part of that strategy. Consultations are currently underway.

Industry:

- Companies should be providing the Government with their patent/IP asks now as Canada works to develop a national IP strategy. Companies need to provide specifics about their “asks”, with a goal to paving the way for permission to operate in the future.