

Ontario Vehicle Innovation Network (OVIN) – Content Partnerships for Upskilling Platform

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Background information

With significant transformation in the development of advanced automotive technologies and innovative mobility services, Ontario's automotive and mobility sector is facing a workforce shift, where specialized and advanced skillsets are required for the future and companies are competing for the acquisition and retention of qualified talent. Combined with the major disruption to the labour market from COVID-19, its effects on production forced many Ontarians to focus on either building their skillsets to maintain their current employment or quickly developing new skills to support re-entry into the workforce. It is estimated that nearly 50% of Canada's workforce does not have the skills required to fully participate in the labour market currently, with existing skillsets becoming outdated quickly.

Access to education varies for individuals across Ontario and is a significant contributor to uneven employment outcomes. It is estimated that approximately 35% of Ontarians aged 25-64 – roughly 2.5 million people – do not have a post-secondary qualification and as a result have a lower employment and labour market participation rate. Canadian workers often lack opportunities for upskilling and reskilling, or they are unable to take advantage of opportunities due to specific challenges. **The importance of increased investment in employee learning has been emphasized by skills gaps noted by industry stakeholders within Ontario's automotive and mobility ecosystem, who have highlighted the criticality of helping employees grow their skills to better retain them within a highly competitive labour market.**

Workers at every stage of their career are witnessing the introduction of disruptive technologies and innovation that are launching deep change. Upskilling the workforce ensures that talent in the sector have the necessary tools and opportunities to modernize their skillset, adapt to new technologies, and transition seamlessly with the changing requirements of the industry.

Upskilling refers to the qualified talent in Ontario's automotive and mobility sector participating in short-term courses, accessing learning resources, and understanding how to upgrade and advance their skillset to match available jobs in the industry.

To support the future of the industry, to strengthen and diversify the next generation talent pipeline, and build capacity within all regions of Ontario, the Ontario Vehicle Innovation Network (OVIN) released a [Talent Strategy & Roadmap](#) (TS&R) in January 2022. The TS&R is positioning Ontario's automotive and mobility sector for long-term success by outlining key objectives and initiatives to help achieve OVIN's 2030 vision for Ontario's automotive and mobility workforce.

To address the challenges being experienced within the sector, OVIN is developing a technical Upskilling Platform through which Ontario's talent can access short-term courses, micro-credentials, and learning resources developed by educational institutions and industry, and understand how to upgrade their skillset to match those required for available jobs. This tool will support Ontario-based automotive and mobility companies and employers by providing members of their workforce wider access to educational programs online, and target more micro-credential opportunities to upskill their employees to meet future skills-needs.

Program Overview

The Content Partnerships Program is an OVIN program designed to connect industry, post-secondary institutions, and learners across the province to a central online learning platform with Ontario-made content and enable wider access to training and educational programs to different regions across Ontario.

This program will be a demonstration of what Ontario is capable of when it comes to automotive and mobility upskilling training.

The Content Partnerships Program will support Ontario's automotive and mobility talent pool in developing and building on new and existing skills that would support their growth in the workforce. The Upskilling Platform will have the added benefit of facilitating global access to these important resources, at a time when access to learning environments is increasingly challenging and will be a place where workers and employers can find opportunities to advance their skillsets.

Content developed through the Content Partnerships Program will focus on elements related to upskilling the current experienced¹ members of the automotive and mobility workforce, will provide wider access to training and educational programs for regions across Ontario, and will facilitate the promotion of Ontario's ecosystem to the global market.

To support this program, OVIN invites interested and qualified applicants with demonstrated experience to develop two or more micro-credentials in response to the automotive and mobility industry skills and talent needs.

Intellectual Property and Licensing

Applicants must provide the policies and procedures they have in place related to IP (**Intellectual Property**) ownership and licensing requirements, as relevant for the content developed under OVIN's Content Partnerships Program.

The preference is that all Courses and materials related thereto, including IP therein developed under the program will be owned by the Ontario Centre of Innovation (OCI). OCI will discuss alternative approaches with respect to IP ownership proposed by applicants, such as an irrevocable and perpetual license granted to OCI by the applicant for the Courses and materials, where ownership of IP by OCI is not feasible.

OCI intends that the Courses provided by each applicant will include the trademarks, logos and branding (collectively, the "Marks") of the specific institution who has developed the micro-credential(s), under a prescribed format. As such, the applicant will grant a license to OCI to use the Marks for the purposes of co-branding the Courses it develops and to administer the micro-credential, including the issuance of any certificates of completion for such Courses.

Objectives

The goals of OVIN's Content Partnerships Program are to:

- Bring sector-specific educational programs online, with a focus on micro-credential opportunities designed to upskill the workforce, meet future skills-needs, and represent various segments of the sector.

¹ Throughout this document, "**experienced members of the automotive and mobility workforce**" refers to those with demonstrated work experience, with representation from various user groups including, but not limited to, post-secondary students and new graduates, employers and workers in the automotive and mobility sector, those from under-represented groups, etc. seeking upskilling opportunities to advance or add onto their current competencies.

- Engage industry to validate and support micro-credential development.
- Provide a framework to navigate learning pathways through industry-approved credential and accreditation standards.
- Develop a final report outlining the frameworks, gaps, and accreditation guidelines, to ensure training and upskilling learning outcomes or skillsets match industry requirements.

Benefits

For applicants and partners	<ul style="list-style-type: none"> • Strengthening of relationships within the automotive and mobility ecosystem with industry, academia, and not-for-profit partners. • Development of engaging and specialized programming that creates solutions for Ontario’s automotive and mobility talent pipeline. • Opportunities to showcase and promote the capabilities and brand of the institutions leading this work in Ontario
For Ontario	<ul style="list-style-type: none"> • Increased awareness and visibility of Ontario’s dynamic automotive and mobility sector. • Further development and retention of Ontario’s talent pipeline for the automotive and mobility sector. • Strengthening Ontario as a talent development leader in the global automotive and mobility space, therefore improving employment opportunities and overall workforce productivity.
For users	<ul style="list-style-type: none"> • Strengthening of current skillsets to work in parallel with the movement of the automotive and mobility sector’s shift towards electrification, digitalization and automation. • Broadened horizons for future career options • Increased access to learning and development opportunities (including programs aimed at providing competitive and in-demand skills)

Scope

The Content Partnerships Programs aims to provide content that is relevant to the different segments of the automotive and mobility workforce in Ontario. Applicants must consider the diversity of members across the workforce to ensure that content on the Upskilling Platform addresses the unique needs of the sector:

1. Type of employee

- From entry level to executive management level

2. Years of experience

- From new hires to those who have been in the industry 25+ years

3. Sector-specific:

- | | |
|---|--|
| <ul style="list-style-type: none"> • Automotive and parts manufacturing • Aftermarket, maintenance, and repair • Connected and Autonomous Vehicles • Safety Management and Controls • Freight and goods movement • Tool, die and mold | <ul style="list-style-type: none"> • Mobility planning and infrastructure • Electrification • Propulsion systems • Light weighting • Advanced Air Mobility (AAM) • Rail transportation |
|---|--|

- Marine transportation

Program Requirements

Under the Content Partnerships Program, selected institutions will provide digestible, short-term micro-credentials, directly related to upskilling experienced members of the automotive and mobility workforce, resulting in a digital badge, certificate, or other industry-recognized credential. This platform will be free to use for the members of Ontario's automotive and mobility workforce.

- The curriculum must be developed in response to the automotive and mobility industry's skills gaps and workforce needs.
- Micro-credentials developed through this program **must be vetted by industry** therefore, applicants are asked to conduct a survey with their industry partner(s) to demonstrate that the content and the approach to content development is valid and high impact (i.e., High number of users will register to take the micro-credential). Please describe in detail how else you plan to validate the content with industry and what your approach will be.
- Content must be developed and provided to OVIN by August 30, 2024, to allow time for transfer and integration within the Upskilling Platform.
- Programs must demonstrate commitment to Equity, Diversity and Inclusion (EDI). This includes:
 - Considering different user accessibility needs
 - Considering a variety of user learning styles
 - The diversity of backgrounds and expertise of those developing the content.
 - Integrating OVIN's EDI objectives, as outlined in the Talent Strategy Roadmap, and promoting EDI throughout content materials and recruitment of users.
- Applicants are encouraged to conduct an environmental scan of existing programs related to the automotive and mobility sector and demonstrate their understanding of the other players in the province, to identify potential partners.
- Micro-credentials delivered through this program must directly provide learners with knowledge, skills, training and engagement opportunities that reflect the needs of the rapidly evolving automotive and mobility sector. Review OVIN's updated [Labour Market Data](#) to learn more about which skills would allow learners to succeed in future careers in the sector. Programs must leverage OVIN's [Talent Strategy & Roadmap](#) and labour market research to help inform program design to help inform program design
- The micro-credentials developed under the Content Partnerships Program should benefit a multitude of users across the automotive and mobility sector.
 - Specialized micro-credential(s) developed solely for the individual use of one industry organization are not eligible.
- Proposals must ensure that the micro-credential being developed will have an impact on Ontario's automotive and mobility workforce to demonstrate the industry need, using research and data to outline the number of employees who will require upskilling in the specific subject-matter being proposed.

Program Key Components

Subject-matter under this initiative will be developed considering one or more of the three streams below:

1. Stream One: Net-new content unique to this platform - Electrification

New content to be developed based on industry-needs to upskill experienced members of the automotive and mobility workforce in Ontario that is:

- Relevant to specific skills and competencies
- Based on existing education or work experience
- Measurable against reported skills gaps

Key areas of focus that fall under Electrification include:

1. Sourcing of Raw Materials
2. Battery Production
3. EV Manufacturing
4. EV Automotive Repair and Aftermarket
5. EV Infrastructure

For micro-credentials developed under Stream One, applicants should refer to the Key Components section below for IP and licensing considerations. Applicants should include any relevant details related to their specific institution for micro-credential development.

2. Stream Two: Modification of existing automotive and mobility-related content.

Existing courses, degree or diploma programs modified or adapted into short, digestible learning micro-credentials based on industry-needs to upskill experienced members of the automotive and mobility workforce in Ontario that are:

- Relevant to specific skills and competencies
- Based on existing education or work experience
- Measurable against reported skills gaps

Content developed under stream two can focus on any of the thirteen sector segments, including electrification, listed under the SCOPE section above.

As micro-credentials developed under Stream Two will be adapted or modified from existing content, applicants should include details related to any ongoing costs in their proposal submission and refer to the Key Components section below for IP and licensing considerations.

3. Stream Three: Content to support adult learning readiness.

For many members of the automotive and mobility workforce, this will be their first time taking a micro-credential or using a learning management system for virtual learning. There is an opportunity to develop content that will address the needs of the sector and ensure that members of industry are set up for success when it comes to online learning. Content developed under this content stream will require seamless and easy to use UX to ensure learners are able to access and navigate through the micro-credential. Curriculum under Stream Three could include, but is not limited to:

- Introduction to virtual learning environments (ex: A Guide to Virtual Learning)
- Determining learning styles
- Information about Equity, Diversity and Inclusion within the sector and practical ways to address these needs
- Introductory content on Ontario's journey to electrification

Content under **all streams** must be developed with the following key components:

- Content design, development, and submission

- Content logistics and administration
- Intellectual Property (IP) and Content Licensing considerations
- Recognition of completed course that is aligned with industry standards
- Monitoring and Evaluation

Applicants will outline and describe in detail their project plans to achieve all the above components throughout the program.

- Applicants developing micro-credentials are asked to detail their plans to validate the content with industry, develop a dedicated advisory committee development, and what their approach will be.
- Selected applicants will require approval from OVIN on the finalized plans before the development of micro-credential(s) can begin.
- Details on the key components and requirements of the Content Partnerships Program are provided in the key components document linked below.

KEY COMPONENTS

Key Activities for the Content Partnerships Program

Successful applicants will work with OVIN's Skills, Talent & Workforce Development Project Lead, OVIN's technical team and the vendor that is developing the Upskilling Platform to ensure the applicant's content is compatible with the platform and consult directly with industry to design automotive and mobility upskilling micro-credentials, while improving Equity, Diversity, and Inclusion (EDI) in the sector.

To ensure the platform addresses accessibility needs, content will be:

- **AODA Compliant:** Ensures that content is meeting or exceeding AODA standards and other accessibility standards for online learning (ex: transcripts, screen reader accessibility, audio, subtitles, etc.).
- **Asynchronous:** Asynchronous learning allows users to access courses on their own time and at their own pace, with more time to digest the session content if needed.
- **Virtual:** Online courses provide greater flexibility, especially for those wishing to advance their skillsets while working.
- **Short-term (120 hours or less):** Limits the duration of course content and intersperses segments with short activities that help users process new knowledge, make connections to other concepts, apply an idea, or make notes in response to prompts or questions.
- **Engaging:** Ensure there is a mechanism for users to remain engaged with the content, like gamified and dynamic features throughout the micro-credential(s).
- **Diverse:** Ensure there is variety in the types of content pieces that are being offered. Where possible, micro-credentials will also be available in French.
- **Certified:** Course completion recognition certifications will include both applicant institution branding and OVIN branding, under a prescribed format.

Eligible Applicants

Applicants must submit one application per institution that clearly articulates how the micro-credentials addresses training needs and skills gaps for experienced workers in the industry and, if applicable, how they have had successful implementation in the past.

Accredited Ontario public post-secondary institutions, non-profit organizations, and other accredited institutions with demonstrated experience in developing and delivering successful education programs related to automotive and mobility are invited to seek up to \$50,000 OR up to \$100,000.

- To be awarded the maximum amount of \$50,000, applicants must demonstrate ability to develop:
 - At least one micro-credential under Stream One AND one or more under Streams Two or Three
 - OR at least two micro-credentials under stream one
- A select number of applicants may be awarded up to \$100,000 **only** if they intend to develop at least four (4) inter-connected micro-credentials, in both English and French, that create one or more learning pathways for users, going over and above the expectations outlined in this document.

The following applicants are eligible to apply:

1. Accredited Ontario-based post-secondary education institutions
2. Other accredited institutions creating micro-credentials or other courses
3. Ontario based Non-Profit Organizations that
 - Have an Ontario-based bank account and
 - Run education programs for members of the automotive and mobility workforce in Ontario

* Organizations that are currently receiving funding from another OVIN program may not be eligible to receive funding through the Content Partnerships Program but can participate in the program as partners to eligible applicants. For example, Regional Technology Development Sites (RTDSs) cannot apply as applicants but can be involved as partners. Please refer to the “Eligible Partners” below for more information.

Institutions who have received funding under OVIN’s Regional Future Workforce (RFW) Program may be eligible to apply for the Content Partnerships Program, if there are distinct differences in:

- Subject matter focus
 - Target audience
 - Personnel involved in micro-credential development
 - Learning outcomes
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- Applicants must demonstrate experience in developing and implementing successful micro-credentials for the audience segments their program will focus on.
 - Applicants must deliver on all the program’s key components (see Program Key Components above).

- Applicants must work with an industry partner, throughout the development of micro-credential(s), to ensure that there is effective validation from industry
- Applicants who are developing micro-credentials are asked to detail their plans to validate the content with industry and what their approach will be.
- Applicants must be in good financial and reporting standing with OCI, must be willing to cooperate in providing financial and reporting metrics, and must be willing to enter into a funding agreement with OCI.
- Applicants creating specialised micro credential(s) developed solely for the individual use of one industry organization will not be eligible to apply

Eligible Partners

Working with an industry partner is required under the Content Partnerships Program to ensure that there is effective validation from industry throughout the development of micro-credential(s).

- All Partners must be Ontario-based.
- Industry partners must be Ontario-based automotive and mobility industry members, including original Equipment Manufacturers (OEMs), Tier 1 suppliers and relevant industry associations.
- Industry Partners are expected to validate the content being developed under the micro-credentials by the applicant and ensure that it is in response to an industry skills/talent need.
- OVIN requires applicants to develop a dedicated industry advisory committee (or engage an existing industry advisory committee) to work collaboratively with industry partners in the region, ensuring the input from industry is present throughout the development of the micro-credential(s).
- Industry partners must contribute to the program through letters of support outlining projected number of users who will register for the Upskilling Platform.

Institutions who have received funding under OVIN's Regional Future Workforce (RFW) Program may be eligible to apply for the Content Partnerships Program, if there are distinct differences in:

- Subject matter focus
- Target audience
- Personnel involved in micro-credential development
- Learning outcomes

*Please note that program funds will be released only to successful applicants, and not to their partners.

How Funding Works

Applicants must submit one application per institution that clearly articulates how the micro-credentials addresses training needs and skills gaps for experienced workers in the industry and, if applicable, how they have had successful implementation in the past.

OPTION 1

Eligible applicants can apply for a maximum of \$50,000 to develop and deploy educational and upskilling content for members of Ontario's automotive and mobility workforce for at least:

- At least one micro-credential under stream one AND one or more under streams two or three
- OR at least two micro-credentials under stream one

OPTION 2

Applicants may apply for up to \$100,000 **only** if they intend to develop at least four (4) inter-connected micro-credentials, in both English and French, that create one or more learning pathways for users, going over and above the expectations outlined in this document. The proposal should detail their proposed objectives accordingly within their development plan.

Eligible expenses

Eligible expenses under this program cover expenses incurred by the applicant under the following categories:

- Travel
- Salaries
- Operating expenses

Please refer to the [Eligible Expenses Guidelines](#).

Matching Contribution Requirements

- OVIN requires applicants to develop a dedicated industry advisory committee (or engage an existing industry advisory committee) in order to work collaboratively with industry partners in the region, ensuring the input from industry is present throughout the development of the micro-credential(s).
- The monetary value of this matching contribution will be determined by the number of hours that the members of the industry advisory committee spend and the cost of their time.
- Applicants are also asked to gather letters of support from industry, outlining a commitment for a number of users who will register for the Upskilling Platform once it has launched in Spring 2024.

Flow of Funds

- Only eligible expenses will be reimbursed to successful applicants. (Please refer to the Eligible Expenses guidelines document linked above).
- OCI will start disbursing approved funding to the successful applicant after the OCI funding agreement has been executed by all parties, based on milestone activities.
- Payments include one 10% advanced payment and two subsequent payments of 45%, that will be released upon receipt and approval of one interim progress report and one final report (refer to Project Reporting below). The reports should describe the status of program milestones and financial spending. All reports must be accompanied by the receipts of expenses incurred towards the program, and attestation from the institution regarding the use of funds.

How to Apply

- Once ready to apply for the Content Partnership Program, the applicant should connect with their OCI Business Development and Commercialization Manager (BDCM) to start the process towards initiating an application.

- If new to OCI, the applicant should complete the [Program Enquiry Form](#) to be connected with an OCI – BDCM to discuss the eligibility and how to start the application process.
 - *Please note that completion of this form does not constitute an application for funding.
- Once the Program Enquiry Form has been completed, an OCI - BDCM will contact you shortly to discuss the opportunity and if required, to assist in initiating the application.

The Content Partnerships Program employs a one-stage application process. The full application package must include:

(a) An application proposal

Applicants must develop and submit a proposal for the Content Partnerships Program, which includes the following sections:

- **Background:** Applicant organization background and demonstration of managing and delivering similar program deployments.
- **Key Components:**
 - **Content Design, Development, and Submission:** Details on program focus, methodology of learner engagement, strategy on supporting EDI initiatives. A detailed work plan outlining how they plan to manage key milestones, activities, and timelines.
 - **Logistics and Administration:** A draft of the program’s logistics plan (includes the overall resources utilized to develop the micro-credential(s)).
 - **Detail intellectual property (IP) and content licensing considerations:** Policies and procedures they have in place related to IP ownership and licensing requirements, as relevant for the content developed under OVIN’s Content Partnerships Program.
 - **Monitoring and Evaluation:** Details on how the applicant plans to use program outcomes and impact to track and collect data for future additions or updates to the content.
- **Sustainability and Scaling:** Details on how the content would need to be scaled and adapted for future updates that will be required as industry needs continue to change and evolve.
- **Financial Breakdown and Justification:** how the approved funds will be utilized.

(b) Other supporting documents (see details below).

- Applicants must submit a signed Letter of Support (LOS) from all contributing partner organizations, confirming:
 - Partner activities in the program
 - Duration of partner involvement
 - Partner motivation to contribute to the program
 - Resources contributed by “Project Contributor/Partner”

(c) Applicants must submit resumes/CVs of team members.

FULL PROPOSAL SUBMISSION DEADLINE: **2024-02-15**

Assessment

- The Content Partnerships Program is a discretionary, non-entitlement program with limited funding. **Not all eligible applications can be funded.** All eligible applications are assessed on their merit and undergo a review process where the applications are reviewed against program objectives and evaluation criteria. Preference will be given to applicants who are able to address multiple Content Streams, covering multiple Segments of the automotive and mobility sector.
- Full applications are internally reviewed for eligibility, completeness, and financial compliance prior to evaluation by independent external reviewers with domain and sector expertise.
- Each application will undergo a written external review by three subject-matter experts. All reviewers are bound by Non-Disclosure Agreements (NDAs).
- Applicants may be invited to present their proposals in person or by video conference to OVIN's External and Internal Review Panel.
- The External Review Panel will review the submitted applications and make the funding recommendations to OCI. The final funding decision is made by OCI.
- Decision notifications are typically provided within 6-8 weeks of receipt of a complete application submission.
- Successful applicants will be notified by OCI and provided with additional information necessary to activate the project.

Evaluation Criteria

Applications will undergo extensive evaluation for selection and will be evaluated against all other applications that engage the same audience segment based on the following criteria:

- Demonstration of experience in successfully developing and delivering micro-credentials.
- Capacity of applicant's current resources to successfully deploy the Content Partnerships Program.
- Provision of proposed impact on Ontario's automotive and mobility workforce and recommended micro-credentials to be developed to address current and anticipated skills gaps.
- Detailed explanation of how the proposed micro-credential(s) will be innovative and differentiated from other existing credentials or trainings.
- Demonstration of a sustainability and scaling plan that outlines long-term deployment and impact.
- Demonstration of a comprehensive financial plan for how the applicant will spend approved funding.

Project Administration

Project Activation

- Upon approval of a project for funding, the selected applicant will be forwarded a copy of the funding agreement with schedules specific to the approved proposal. This funding agreement must be signed via OCI's online electronic signature function by all contracting parties within 30 days of notification of the award.
- The purpose of the OCI funding agreement is to define roles and obligations for the project partners with regards to OCI's guidelines and funding contribution only. Project partners are encouraged to enter into a separate agreement to commit to other roles and responsibilities relating to the program.
- The project will be activated upon receipt of the signed funding agreement. The start date will by default be the date of activation and cannot be changed.

Project Reporting

- Completion of all required reports is a contractual obligation to receive funding from OCI.
- The applicant will be responsible for collecting progress, financial and program data from all project industry partners and providing reports to OCI.
- Applicants must retain all proof of purchase, receipts, and other relevant documentation relating to eligible expenses.
- The applicant must also provide attestations to OCI to confirm receipt of in-kind matching funds from each industry partner.
- Funds released to the applicant will be dependent on allocation of expenditures and matching contributions received at the time of reporting.
- The applicant will receive notification and a link from OCI's AccessOCI system to submit progress, metrics, and financial reports. The reports must be approved by OCI for release of subsequent funding tranches.
- The Program requires 2 types of reports: Expense Reports and Project Reports.

Types of Reporting

A. Expense Reports

1. Interim Progress Report:

The Interim Progress report will include: i) total expenditures of OCI project funding; ii) total industry in-kind contributions; iii) data on respective audience segments and partners. This report will be provided after the first 2 months.

2. Final Report:

1. Forty-five days prior to the scheduled final overall project completion date, the applicant will receive a notification to complete the final project report.

2. The final project report will encompass progress, financials, and metrics. These reports must be received and approved by OCI within 30 days of project completion (*completion of ALL projects).
3. When the reports have been approved, the applicant will be required to complete an attestation of the use of funds to close the project. OCI may also request proof of expenditure.
4. All required final reports must be submitted within 30 days of the overall project completion to release the holdback and maintain good financial standing with OCI.

B. Project Reports

- A major component of OVIN is the generation and analysis of data and information to support Ontario's automotive and mobility ecosystem (e.g., governments, broader public-sector organizations, industry, post-secondary institutions, transportation authorities, etc.).
- OCI will not be collecting, analyzing, or otherwise handling and disseminating data and information considered by applicants to be proprietary, commercially sensitive, or publicly sensitive. OCI will work with successful applicants to ensure that the collection of information reflects specific project design or business needs and supports their interests.
- Reporting instructions and templates will be sent to successful parties at the time of reporting. Reports must be received and approved by OCI prior to the release of funds for eligible claims. Details of the project reporting can be found at the link below.

Contacts

For further questions regarding program guidelines, eligibility, and submitting the online application, please contact your OCI Business Development and Commercialization Manager (BDCM)

or

If you have any questions about the process, please contact Alèque Juneau, Workforce Development Project Lead at ajuneau@oc-innovation.ca