

Ontario Vehicle Innovation Network (OVIN) – Content Partnerships Program for OVIN Learn

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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 currently have the skills required to fully participate in the labour market, with existing skillsets quickly becoming outdated.

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. **Skills gaps noted by industry stakeholders within Ontario's automotive and mobility ecosystem have recently highlighted the urgency and importance of increased investment in employee learning. These industry stakeholders emphasize the criticality of helping employees grow their skills, advance their careers and meet industry's evolving needs.**

Workers at every stage of their career are witnessing the introduction of disruptive technologies and innovations 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, 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 the sector is experiencing, OVIN launched [OVIN Learn](#), a platform through which prospective or current employees in the sector can complete career assessments via the OVIN Navigator, understand how to upgrade their skillset to match those required for available jobs, and access resources and micro-credentials developed by educational institutions and industry.

Employers can also leverage OVIN Learn to train employees on new topics relevant to their facility's operations as they transition to advanced manufacturing techniques, EV production, or battery production. This tool supports Ontario-based automotive and mobility companies and employers by providing members of their workforce wider access to educational programs online, and targeted 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 for individuals and teams in different regions across Ontario. This program will showcase 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. OVIN Learn 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 talent in 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.
- 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 among industry, academia, and not-for-profit partners within the automotive and mobility ecosystem • 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 automotive and mobility sector talent pipeline. • 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 designed to build 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 OVIN Learn 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. Specific to the needs of one or more segments of the sector:

- | | |
|--|---------------------------------|
| • Automotive and parts manufacturing | • Electrification and Batteries |
| • Aftermarket, maintenance, and repair | • Propulsion systems |
| • Connected and Autonomous Vehicles | • Light weighting |
| • Safety Management and Controls | • Advanced Air Mobility (AAM) |
| • Freight and goods movement | • Rail transportation |
| • Tool, die and mold | • Marine transportation |
| • Mobility planning and infrastructure | • Semiconductors |

Program Requirements

Under the Content Partnerships Program, selected institutions will provide digestible, short-term micro-credentials, directly related to upskilling talent in the sector, 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 work with their industry partner(s) to demonstrate that the content and the approach to content development is valid and high impact (i.e., that a high number of users will register to take the micro-credentials).
- **Please describe in detail how you plan to validate the content with industry and what your approach will be.**
- Once awarded, applicants will have up to **six months** to develop their content and upload it onto the 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 and 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 help learners develop knowledge and skills, and access 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-credentials 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

Content Design and Development

Subject-matter under this initiative will 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

Stream One: Content focused on Technical Skills

In recent years, the emergence of new technologies in the automotive and mobility sector has impacted skills and training that workers require to be successful in the field. These trends and technological advancements have raised upskilling and talent development needs for individuals in the sector. As such, technical skills training programs are necessary to capture the evolving talent needs of the sector.

Key in-demand areas of focus could include:

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

Stream Two: Content focused on Non-Technical Skills

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. These skills and abilities complement technical knowledge and expertise and allow for better communication, management, and execution of tasks and projects to improve overall efficiency and effectiveness.

Content Areas

Based on their own skills gap analysis, and in consultation with their proposed industry partner(s), applicants will propose the development of micro-credentials that address technical and/or non-technical skills that are relevant to Ontario's automotive and mobility sector. The micro-credentials can be created with newly developed content or based on content modified from existing courses/degree/diploma programs that the applicant may have developed in the past and adapted into short, digestible micro-credentials for OVIN Learn.

Content 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

Industry Consultation and Validation

Micro-credentials developed under any of the streams above are required to consult with industry to ensure the content reflects the unique needs of the automotive and mobility sector. Applicants must describe in detail their plans to develop a dedicated industry advisory committee (or engage an existing industry advisory committee) or conduct focus groups with industry stakeholders in order to work collaboratively with industry partners and ensure the input from industry is present throughout the development of the micro-credentials.

The description of their industry engagement plan must include, but is not limited to:

- The need for their proposed micro-credential.
- An outline of the specific groups within Ontario's automotive and mobility sector that would benefit from the micro-credential.
- The number of experienced workers that the applicant anticipates will take the course – preference will be given to proposals that demonstrate their industry partners' commitment to taking the course through letters of support.

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 (ex: develop a dedicated automotive and mobility advisory committee) and what their approach will be.
- Selected applicants will require approval from OVIN on the finalized plans before the development of micro-credentials can begin.
- Details on the key components and requirements of the Content Partnerships Program are provided in the key components document linked below.

LearnDash Content Management System

OVIN Learn uses a Learning Management System (LMS) called [LearnDash](#). In terms of online learning formats, LearnDash supports courses which consist of one or more lessons and the option of quizzes. LearnDash also supports topics, but that format is not currently in scope.

While Sharable Content Object Reference Model (SCORM) files are supported, applicants are recommended to build the course in the easy-to-use course builder on LearnDash for the best experience. This platform supports SCORM 2004 4th edition (most recent version) and H5P files.

Lesson pages can be standard WordPress content, allowing them to contain a range of content. Video progression can be done by uploading each video to the media library and entering the resulting URL in the lesson settings. Supported formats are mp4, m4v, webm, ogv, wmv, and flv, but content creators can also host the video externally (YouTube, Vimeo, or other) and use the associated URL.

Content population guidelines will be provided to successful applicants who have been approved to develop micro-credentials through this program. These applicants will work closely with OVIN's Skills, Talent & Workforce Development Project Lead and technical team to ensure the applicant's content is compatible with the platform.

Content logistics and administration

Applicants must establish a plan for the successful deployment of the Content Partnerships Program. This plan must be approved by OVIN prior to development and submission.

Specifically, the logistics plan must:

- Outline what segment of the workforce is being targeted.
- Outline staffing requirements for the development of micro-credentials.
- Include the prerequisites users should have before starting the course (this could be prior academic certifications, accreditations, current employment status, etc.).
- Outline course learning outcomes (CLO) and vocational learning outcomes (VLO), as applicable.
 - This includes the specific automotive and mobility focused skills and competencies that the content will address.
- Outline approval stages that may be required by your academic institution or governing body.
- Outline specific criteria that will be used to evaluate users' understanding of content.
- Ensure there is a mechanism for recognizing course completion that is aligned with industry standards.
 - This includes metrics for assessments and what is required to demonstrate skill mastery (ex: in order to pass, learners must receive 80% or higher).
 - Outline how many attempts are allowed per assessment stage of course/workshop/module.
- Include a detailed preliminary curriculum (outlined), course outline, syllabus, and lesson plan
 - This includes relevant assignments, quizzes, evaluation criteria, etc.

Key Activities

Successful applicants will work with OVIN to ensure the content is compatible with OVIN Learn and will 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.).
- **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:** Ensures there is a mechanism for users to remain engaged with the content, like gamified and dynamic features, live case studies, and applied learning projects throughout the micro-credentials.

- **Diverse:** Ensures 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 Delivery Formats

- **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.
- **Hybrid:** Hybrid learning offers several benefits for acquiring technical skills, including flexibility, personalized learning, and access to a wider range of resources, allowing users to learn using real-world equipment, technology, and/or applications. Courses can have a hybrid component, provided the hybrid arrangement is accessible to all and there's a means to making sure the hybrid component is completed beyond the virtual course material on OVIN Learn.

Eligible Applicants

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.

- 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-credentials 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 credentials 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-credentials.

- 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) and/or conduct focus groups with industry stakeholders to work collaboratively with industry partners in Ontario, ensuring the input from industry is present throughout the development of the micro-credentials.
- Industry partners must contribute to the program through letters of support outlining that the content addresses a current skills gap in the sector and the projected number of users who will register for the course on OVIN Learn.

*Please note that program funds will be released only to successful applicants, and not to their partners. OVIN funds flow only to the Applicant. The Applicant is responsible for reimbursing their Partner(s), if applicable.

How Funding Works

OVIN Contribution	Option 1: Up to \$50,000 Option 2: Up to \$100,000
Matching Contribution	No matching contribution required
Industry Contribution	OVIN requires applicants to develop a dedicated industry advisory committee and/or conduct focus groups with industry stakeholders to work collaboratively with partners in Ontario, ensuring the input from industry is present throughout the development of the micro-credentials.
Funding Flow	OVIN funds flow to the Applicant only. Applicant is responsible for reimbursing partners (if applicable).

OPTION 1

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

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) or conduct focus groups with industry stakeholders in order to work collaboratively with industry partners in Ontario, ensuring the input from industry is present throughout the development of the micro-credentials.
- 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 their industry partner(s) outlining that the content addresses a current skills gap in the sector and the projected number of users who will register for the course on OVIN Learn.

Flow of Funds

- OVIN only reimburses eligible expenses. Refer to the Eligible Expenses Guidelines for details.
- Funding starts once the agreement is signed by all parties.
- An advance payment of up to 75% may be released at OVIN's discretion once the project begins.
- Applicants must give a progress presentation halfway through the program. During this progress presentation, applicants will be asked to present on program progress including any successes, challenges, and a budget update to see if any alterations are needed. The budget update will need to include total expenditures of OCI project funding and total industry in-kind contributions.
- The final 25% is paid after OVIN approves the final report, which must include financials, receipts, proof of payment, and confirmation of how funds were used..

How to Apply

1. Once ready to apply for the Content Partnership Program, the applicant should connect with their OCI Business Development and Commercialization Manager (BDCM) to initiate the application process through AccessOCI.
2. 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 developing the full application.

The Content Partnerships Program employs a one-stage application process.

Please note that we will be reviewing proposals on an **ongoing basis**. A rolling intake schedule will be posted on [OVINhub.ca](https://ovinhub.ca).

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.
- 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 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

- 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-credentials 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.

Project Reporting

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 applicants to ensure that the collection of information reflects specific project design or business needs and supports their interests. Please refer to the [DISP](#) for details.

- 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 one interim presentation and one final report 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 reports. The final report must be approved by OCI for release of the final funding tranche.

Interim Progress Presentation:

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

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.

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.

Project Changes

If required, Applicants **MUST** request project extensions, milestone variances, and/or variances to the OVIN budget exceeding 10 per cent of any budget category value, using the Project Change Request form in the Project Administration tab in their AccessOCI project file.

Such requests must be made at the earliest possible opportunity and approved before any planned changes are implemented. Applicants are encouraged to reach out to their Business Development Manager for further guidance on project change requests.

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 Rodayna Abuelwafa, Project Lead on OVIN's Talent Strategy and Workforce Planning team at rabelwafa@oc-innovation.ca.