

Developing  
Innovation in  
British Columbia



 **TABLE OF CONTENTS**

---

Chair’s Message .....2

Accountability Statement .....3

Organizational Overview .....4

Goal 1: Effective & Accountable Administration of  
Science and Innovation Initiatives Funding .....5

Goal 2: Comprehensive Programs & Initiatives to Develop the  
Economic Potential of the Research and Innovation Sector in BC .....6

Goal 3: A Strong Foundation & Organizational Structure .....9

Alignment with Government’s Strategic Plan ..... 10

Financial Resources Summary ..... 11

Board and Management ..... 12

The past year has been an exciting and crucial time for the BC Innovation Council. We have steered our way through the complex process of merging two of the most prominent technology organizations in the province: the Innovation and Science Council of BC and the Advanced Systems Institute of BC. The Founding Board has been dealing with matters such as determining a vision, finalizing governance and selecting leadership, while at an operational level, the staff at the newly integrated Council has been diligently consolidating the existing programs and services.

British Columbia's universities, research institutions and private companies are a powerhouse of knowledge and technological development. However, in order to yield real economic benefit for our province, we must properly utilize these resources and commercialize our world-class technologies to their fullest potential. This is the top priority of the BC Innovation Council; to accelerate commercialization of BC-based world-class technologies into international markets. The accomplishment of this goal can reside in encouraging the young people of our province to consider careers in science and technology. It can also be found in developing programs that support technology transfer from our public and private research institutions, or communicating the value of research and innovation to our governments. However the road to success is paved, the BC Innovation Council will be a leader at the forefront of all initiatives.

Formally launched in October of 2004, our relatively new organization is presenting this Service Plan to emphasize the importance of a strong governance, leadership and operational structure for the Council. New activities aligning with our reshaped vision and mandate require development and improvement, as do the administrative structures for taking over funds from the Province to assist eligible organizations support the Council's mandate. All these matters will be discussed thoroughly in the near future.

The next few months are vital in developing the Council as an organization and I commend my Board colleagues and the Council staff for their hard work to date. In addition, I extend my thanks and appreciation to the Honourable John Les and to the Ministry of Small Business and Economic Development for their continued support towards the Council. Finally, I applaud the technology community in British Columbia and our many volunteers who see the value in supporting economic development through research and innovation.

The next three years will lead to a new and exciting era for the Council as we continue to lay the foundation for British Columbia's place in the world's technology arena.

D.B. Rix, MD  
Chair, BC Innovation Council

The 2005/06 to 2007/08 BC Innovation Council Service Plan was prepared under my direction in accordance with the Budget Transparency and Accountability Act. I am accountable for the contents of the plan, including the selection of performance measures and targets. The plan is consistent with government's strategic priorities and overall Strategic Plan. All significant assumptions, policy decisions, and identified risks, as of January, 2005 have been considered in preparing the plan. I am accountable for ensuring the BC Innovation Council achieves its specific objectives identified in the plan and for measuring and reporting actual performance.



D.B. Rix, MD  
Board Chair  
BC Innovation Council

The BC Innovation Council (“Council”) is a new Crown agency of the Province of British Columbia, publicly launched in October of 2004, as a result of a merger between two prominent technology organizations; the Innovation and Science Council of BC and the Advanced Systems Institute of BC. As a Crown agency, the Council will operate under a future amendment of the Innovation and Science Council Act and report directly to the Minister of Small Business and Economic Development.

The Council’s overarching vision is to be the province’s lead organization that supports applied research and commercialization of science and technology to foster province-wide economic development. It serves as a one-stop point of access and support to high-technology companies, educational institutions, technology industry and awareness groups, federal science and technology agencies, and university research labs.

The Council’s mandate is to:

1. accelerate commercialization
2. capitalize on technology transfer
3. be a partner in the development and promotion of a province-wide strategy for science, innovation and technology development
4. build public awareness for science and technology

Located in downtown Vancouver at the Leading Edge Technology Centre, the Council will work cooperatively and collaboratively with complementary organizations for the benefit of the research and innovation sector in BC. The Council will become an enabling agency, which will bring together people, ideas and resources all along the innovation pipeline.

With the recent launch of the Council and current search for its first President/CEO, many of its new initiatives and activities will be determined in the near future as the Council completes its transition plan. The Council’s first full-year of operations will yield a more concrete set of measurements and targets as the organization’s specific activities are defined.



## GOAL 1: EFFECTIVE & ACCOUNTABLE ADMINISTRATION OF SCIENCE AND INNOVATION INITIATIVES FUNDING

---

A chief tool for the organization to achieve its mandate is the transfer of science and technology money from the Ministry of Small Business and Economic Development beginning in fiscal year 2005/06. This money is intended to support eligible organizations that will effectively contribute toward achieving the vision of the Council. The disbursement of this funding is outlined as a separate initiative from the Council's regular program activities described in Goal 2 to emphasize the importance of developing a strong network of organizations external to the Council that specialize in focussed regions, activities and initiatives throughout the province.

### Objective:

Develop and implement science and innovation initiatives funding for eligible organizations that together will provide a network of support throughout the province to the innovation sector.

Measure	Base: 2004/2005	2005/2006	2006/2007	2007/2008
Percentage of recipients achieving the Council's objectives.	N/A	N/A*	Establish baseline	Target percentage increase of fund recipients achieving objectives to be determined in 2006/2007

\* baseline will be established after the first full-year of funding and therefore, cannot be determined in 2005/2006

### Strategies:

- Continued communication with recipients to assess and re-assess their outcomes and results.
- Adopt evaluation criteria that quantitatively and qualitatively measure the effectiveness of the activities carried out by recipients.
- Promote the availability of funding to eligible organizations and encourage creative collaborations and proposals.



## GOAL 2: COMPREHENSIVE PROGRAMS & INITIATIVES TO DEVELOP THE ECONOMIC POTENTIAL OF THE RESEARCH AND INNOVATION SECTOR IN BC

---

Because the Council is a new organization, it is in the process of assessing the precedent organizations' programs and activities and developing new ones to align with its reshaped vision and mandate. Programs and activities under this goal refer specifically to initiatives outside of the funding provided to eligible organizations as outlined in Goal 1. The Council will be focussing its activities once a permanent governance and leadership structure is in place. The main areas of focus will be directed towards the following objectives.

### Objective 1:

Develop, support and encourage technology transfer and commercialization opportunities for research institutions and industry.

Measure	Base: 2004/2005	2005/2006	2006/2007	2007/2008
Number of collaborations between research institutions and industry with Council involvement.	40*	Establish new baseline of instances of Council involvement in research institution and industry collaboration	Target percentage increase in Council involvement to be determined in 2005/2006	Target percentage increase in Council involvement to be determined in 2005/2006
Percentage of above collaborations with successful licensing agreements.	N/A	Establish baseline of percentage	Target percentage increase to be determined in 2005/2006	Target percentage increase to be determined in 2005/2006
Number of entrepreneurial skills development opportunities for the research and innovation sector organized or supported by the Council	N/A	Establish baseline of total participants in skills development initiatives organized or supported by the Council	Target increase in number of participants to be determined in 2005/2006	Target increase in number of participants to be determined in 2005/2006

\* based on precedent organizations' activities

Strategies:

- Facilitate an effective knowledge transfer between research institutions and industry
- Accelerate the process of capturing and bringing marketable innovation into the marketplace
- Encourage and develop the entrepreneurial spirit of British Columbia scientists and researchers
- Enhance the development of the province's industrial and technology cluster in consultation and collaboration with the Ministry of Small Business and Economic Development
- Promote the benefit and market opportunities from applying innovative technologies to the traditional resource-based industries
- Identify gaps (i.e. funding, development, technological assessment, etc.) in the commercialization chain and develop solutions to bridge these gaps
- Provide market intelligence for key geographical markets in consultation and collaboration with the Ministry of Small Business and Economic Development
- Provide support for business development by linking entrepreneurial and corporate business expertise with high-technology companies



## Objective 2:

Lead and support complementary initiatives that put science and technology at the forefront of awareness and thought in the province.

Measure	Base: 2004/2005	2005/2006	2006/2007	2007/2008
Number of Highly Qualified Personnel* (HQP) in science supported by the Council's activities.	75 <sup>#</sup>	Establish new baseline of supported HQPs	Target increase in number of HQPs supported to be determined in 2005/2006	Target increase in number of HQPs supported to be determined in 2005/2006
Instances of public recognition of the Council's activities in the context of science and technology in British Columbia.		Establish baseline of instances of public recognition	Target percentage increase to be determined in 2005/2006	Target percentage increase to be determined in 2005/2006
Number of secondary students participating in the Council's science student development programs	200 <sup>#</sup>	Establish new baseline of student participation	Target increase in number of student participation to be determined in 2005/2006	Target increase in number of student participation to be determined in 2005/2006

\* includes students, post-doctoral fellows, research associates, etc. who are likely to seek a career in industry or faculty position at a university  
<sup>#</sup> based on precedent organizations' activities

### Strategies:

- Ensure that science and technology remains a high priority in government
- Identify opportunities to ensure that a supportive regulatory environment for an innovative economy exists
- Ensure a continuous investment in people (i.e. education systems) and research infrastructure
- Initiate and support science and technology awareness programs to spark our youth's interest in science and technology
- Find ways to attract and retain science students, scientists, researchers and technology entrepreneurs to the province in consultation and collaboration with the Ministry of Advanced Education and Ministry of Small Business and Economic Development

## **GOAL 3: A STRONG FOUNDATION & ORGANIZATIONAL STRUCTURE**

As a new organization beginning its first full year of operation, it is imperative that the Council be based on a strong foundation with effective governance, leadership and administrative structures.

### **Objective:**

Develop an effective leadership and operational structure for the Council.

Measure	Base: 2004/2005	2005/2006	2006/2007	2007/2008
Strategic and operational leadership in place for the Council.		100% complete	100% complete	100% complete
Integration of the financial systems of the two precedent organizations.	Needs assessment and evaluation of the function of the two existing systems	75% integration	100% integration	100% integration

### Strategies:

- Ensure appropriate Board membership based on the Council's new mandate, initiatives and activities.
- Executive management accountable to predetermined goals and performance criteria.
- Consult with appropriate technology sector groups in developing an effective operational plan.
- Adopt best practices in the development of the financial systems to ensure integrity and accountability.
- Participate in the development and implementation of a province-wide strategy for science innovation and technology development.

## ALIGNMENT WITH GOVERNMENT'S STRATEGIC PLAN

The Council's activities align with the interest of British Columbia as a whole since science, technology and innovation have far reaching implications to society in general. However, the Council's focus areas and related activities will support the goals defined in the government's strategic plan in the specific ways outlined below.

Government's Goals within Strategic Plan	BC Innovation Council's Activities
A strong and vibrant provincial economy	The Council realizes the importance world-class innovation plays in economic development and will concentrate heavily on encouraging innovation and commercialization to support BC-based technologies and companies to enter and succeed in international markets.
A supportive social fabric	The Council understands that a highly-skilled, educated workforce is a requirement in order to build world-class technologies in the province and therefore will encourage and recognize students, researchers and technology entrepreneurs in their career development.
Safe, healthy communities and a sustainable environment	British Columbia researchers seem to have an inherent sensitivity to the impact of their research on the environment and the Council intends to support and encourage all research to be conducted in an environmentally responsible way. In addition, with the abundant natural resources in the province tied to economic activity, the Council's activities would perhaps include encouraging technology development and innovation in the resource sector to gain efficiencies and support environmental sustainability.



## FINANCIAL RESOURCES SUMMARY

The Council's core operations and activities are funded by the Province through the Ministry of Small Business and Economic Development. It leverages those funds to secure additional financing for projects, programs and initiatives from external sources. External sources may include various organizations within the federal and provincial governments as well as private and public organizations that require the Council's expertise through contract services. The Council approximates that leveraged funds from other sources will total \$2.5 million per annum.

The budget presented below summarizes the Council's allocation of operating funds for the next three years. It is expected that the base budget for the Council will remain at \$3.268 million to cover operating and continued programs as a carry-over from the precedent organizations. New initiatives will require additional funds, which the Council will actively seek and secure from various complementary organizations that share the Council's vision.

The budget for the money transferred to the Council for supporting eligible organizations related to Goal 1 is \$1.8 million for fiscal year 2005/2006.

	Base: 2004/2005	2005/2006	2006/2007	2007/2008
<b>Revenue</b>				
Ministry of SB&ED	\$3,268,000	\$3,268,000	\$3,268,000	\$3,268,000
Science & Innovation Initiatives Funding		1,800,000	1,800,000	1,800,000
Program-specific External Funding	2,500,000	2,500,000	2,500,000	2,500,000
Interest	115,000	25,000	25,000	25,000
<b>Total Revenue</b>	<b>\$5,883,000</b>	<b>\$7,593,000</b>	<b>\$7,593,000</b>	<b>\$7,593,000</b>
<b>Expenses</b>				
Programs and Science & Innovation Initiatives Funding	4,003,200	5,803,200	5,803,200	5,803,200
Sponsorship & Other Initiatives	145,000	192,800	192,800	192,800
Transition	180,000			
Communications		145,000	145,000	145,000
Operating				
Rent	190,000	152,000	152,000	152,000
Salaries & Benefits	1,067,800	1,000,000	1,000,000	1,000,000
Other	297,000	300,000	300,000	300,000
<b>Total Expenses</b>	<b>\$5,883,000</b>	<b>\$7,593,000</b>	<b>\$7,593,000</b>	<b>\$7,593,000</b>

Members of the Council's Board are appointed by the Government through Order-in-Council and report to the Minister of Small Business and Economic Development. The objective is that as activities, programs and initiatives of the Council are determined in the near future, the Board will evolve to ensure that the appropriate expertise and skill-sets are well represented.

The Board serves in the following capacities:

- setting the strategic direction
- recruiting, empowering and monitoring the senior executive management
- shepherding/safeguarding the agency's resources including approving major financial decisions
- measuring corporate performance and accounting regularly, including compliance with applicable laws

Board members as of January 1, 2005 are:

- Dr. Don Rix, (Chair)
- Mr. Hector MacKay-Dunn, Q.C., (Vice Chair)
- Mr. Michael Calyniuk, (Vice Chair)
- Mr. Lonny Frydenlund
- Ms. Colleen Pennington
- Dr. Tim Walzak

The supporting management team consists of:

- President/Chief Executive Officer
- Chief Operating Officer
- Director of Finance & Administration
- Director of Business Development
- Communications Manager
- Programs Manager

Currently there are a total of eleven part and full-time employees working for the Council.