

# **Incremental Project Grants (IPG) Program**

## **Concordia University Notional Amounts and Institutional Performance Objectives 2026-2027**

### **Project #1 – Support for Research Commercialization, Industry Partnerships and Intellectual Property Valorization**

\$150,000 of IPG funding will be invested in 2026-2027 under the Innovation and Commercialization priority area to support salary and benefits for a full-time Commercialization Development Advisor. This institutional position will strengthen Concordia's research commercialization capacity by providing university-wide support for technology transfer, intellectual property readiness, industry engagement, licensing opportunities, entrepreneurship pathways, and spin-off development. Funding will enable Concordia to recruit an experienced professional with expertise in technology transfer, commercialization, business development, intellectual property, innovation management, entrepreneurship, or related fields, thereby increasing institutional capacity to mobilize funded research outcomes beyond academia.

#### **Performance objectives:**

The Commercialization Development Advisor will strengthen Concordia's commercialization ecosystem and increase the university's capacity to translate research discoveries into economic and societal impact.

Key performance objectives include:

- Increase the number of research discoveries receiving commercialization assessment and support.
- Expand institutional capacity to identify, evaluate, and advance technologies with commercial potential.
- Increase researcher awareness of commercialization pathways, intellectual property opportunities, and industry engagement mechanisms.
- Strengthen relationships with industry partners, investors, accelerators, incubators, government stakeholders, and innovation ecosystem organizations.
- Increase the number of technologies entering commercialization pipelines, including licensing opportunities, startup development initiatives, proof-of-concept activities, and partnership discussions.
- Improve coordination among commercialization, intellectual property, entrepreneurship, partnership development, and research support functions.
- Enhance the quality, consistency, and accessibility of commercialization support services available to researchers.
- Support the development of sustainable commercialization practices and institutional knowledge.
- Contribute to increased participation in commercialization funding programs and innovation initiatives.
- Strengthen Concordia's reputation as a leading institution for innovation, technology transfer, entrepreneurship, and research impact.

## **Performance Indicators:**

### Quantitative Performance Indicators:

- Number of commercialization opportunities identified and assessed.
- Number of invention disclosures reviewed and supported.
- Number of researchers receiving commercialization support.
- Number of commercialization consultations conducted.
- Number of market assessments completed.
- Number of competitive landscape analyses completed.
- Number of industry outreach meetings conducted.
- Number of new industry relationships established.
- Number of commercialization strategies developed.
- Number of licensing opportunities identified.
- Number of startup and entrepreneurial initiatives supported.
- Number of commercialization funding opportunities pursued.
- Number of proof-of-concept initiatives supported.
- Number and value of industry partnerships influenced by commercialization activities.
- Number of commercialization training and outreach activities delivered.

### Qualitative Performance Indicators:

- Researcher satisfaction with commercialization services.
- Industry partner feedback regarding engagement effectiveness.
- Increased awareness of commercialization opportunities among researchers.
- Improved visibility of Concordia's innovation portfolio.
- Enhanced coordination among innovation support functions.
- Evidence of improved commercialization readiness among supported technologies.
- Demonstrated improvements in institutional commercialization processes and practices.

## **Target outcomes:**

This project will help establish a durable institutional capability that strengthens Concordia's commercialization infrastructure, improves service delivery to researchers, increases engagement with external stakeholders, and creates additional pathways for research discoveries to generate measurable benefits for Concordia, society, industry, government, and the broader economy.

### Expected short-term outcomes (2026-2027)

- Recruitment and successful integration of a dedicated Commercialization Development Advisor.
- Increased engagement with researchers across faculties to identify innovations with commercialization potential.
- Increased commercialization assessments, market evaluations, and industry outreach activities.
- Development of a structured pipeline of commercialization opportunities.
- Improved coordination among commercialization, intellectual property, partnership development, entrepreneurship, and research support functions.
- Increased researcher awareness of commercialization pathways and available support services.
- Establishment of performance metrics and reporting processes to monitor commercialization activities.

### Expected medium-term outcomes (2027-2028 and 2028-2029)

- Increased number of invention disclosures receiving commercialization assessment and support.
- Increased number of technologies progressing through commercialization pathways.
- Growth in industry partnerships supporting technology development, validation, and adoption.
- Increased licensing discussions, option agreements, and commercialization negotiations.
- Increased support for startup formation, venture development, and entrepreneurial initiatives.
- Greater participation in commercialization and proof-of-concept funding opportunities.
- Enhanced commercialization readiness of research projects and technologies.
- Improved researcher engagement with innovation and entrepreneurship programs.

## **Project #2 – Research EDIA Action Plans and KPI Framework for Large-Scale and Institutional Grants**

\$100,000 of IPG funding will be invested in 2026-2027 to support dedicated EDIA research capacity within the Concordia Office of the Vice-President, Research, Innovation, and Impact (OVPRII) for the first year of a two-year institutional project. Funds will be used to hire a term EDIA Research Initiatives Officer or consultant with expertise in research equity planning, EDIA action-plan development, institutional reporting, and KPI design.

The funded role will work with OVPRII, the Equity Office, Faculty research offices, and major research initiatives to develop practical tools for EDIA action planning and reporting. Funds will support environmental scans, stakeholder consultations, template development, KPI framework design, field-specific best-practice guides, pilot institutional support for major research initiatives, and training materials for researchers and research administrators.

Eligible costs may also include limited workshop facilitation, accessibility supports for consultations, data-management support, and development of reporting dashboards or tracking tools. The project is designed to create reusable institutional infrastructure rather than one-time advice for individual applications.

### **Performance objectives:**

The primary performance objective is to increase Concordia's capacity to meet EDIA requirements in major research grants, institutional programs, and external reviews through concrete action plans, measurable KPIs, and annual reporting mechanisms. The project will improve the status quo by replacing fragmented, application-by-application EDIA planning with a coordinated institutional framework. This will reduce duplication, improve consistency, and provide researchers with clearer expectations and practical tools.

A second objective is to strengthen Concordia's preparedness for the Canada Research Chairs EDI review and similar external accountability processes by ensuring that commitments are linked to actions, responsible leads, timelines, and evidence of progress.

A third objective is to build sustainable internal capacity. Rather than relying on aspirational language or last-minute grant-writing support, the project will embed EDIA planning into the normal lifecycle of major research initiatives, from proposal development to implementation and annual reporting.

## **Performance Indicators:**

Success will be assessed using quantitative and qualitative indicators, including:

- Dedicated EDIA research support capacity established.
- Number of EDIA action-plan templates developed.
- Number of field-specific best-practice guides completed.
- Number of KPI tools or reporting templates created.
- Number of major grant applications or institutional initiatives supported.
- Number of research teams receiving EDIA planning support.
- Number of annual KPI categories adopted at project and institutional levels.
- Evidence of improved quality and specificity of EDIA action plans.
- User feedback from researchers, Faculty research offices, and institutional grant teams.
- Completion of a pilot annual EDIA research reporting process.
- Number of EDIA commitments with assigned leads, timelines, and measurable indicators.
- Improved institutional readiness for CRC EDI review and other federal grant accountability processes.

## **Target outcomes:**

The expected result is a stronger, more consistent, and more accountable institutional approach to EDIA in research. Concordia will be better positioned to develop competitive major grant applications, respond to external reviews, and demonstrate progress against EDIA commitments. Researchers will benefit from clearer guidance, practical templates, discipline-sensitive examples, and support in translating broad EDIA principles into concrete actions relevant to their research teams. This will help ensure that EDIA planning is not treated as an administrative add-on, but as part of research excellence, team development, trainee support, accessibility, governance, and community engagement.

The project will also improve institutional reporting. By creating shared KPIs and tracking tools, Concordia will be able to monitor commitments across projects, identify gaps, reduce duplication, and generate evidence for annual reports, CRC reviews, and future institutional competitions. In the longer term, the project will strengthen Concordia's research culture by embedding EDIA into the design and management of major research initiatives. It will support more equitable access to research opportunities, improve accountability, and create a sustainable institutional model that can be maintained beyond the IPG funding period.

### **Project #3 – Institutional Research Data Repository and Tri-Agency Research Data Management Compliance Framework**

\$150,000 of IPG funding will be invested in 2026-2027 to support the first year of a two-year institutional research data readiness and implementation project. Funds will be used to hire dedicated research data management and repository implementation capacity, likely through a term Research Data Steward, Repository Specialist, or Project Manager embedded with Concordia Library and working closely with the Office of the Vice-President, Research, Innovation, and Impact (OVPRII).

Funds will support consultation, workflow design, technical assessment, template development, training materials, repository-readiness planning, and development of compliance-tracking tools. Eligible costs may include staff salary, limited technical development, metadata and curation support, researcher workshops, accessibility costs for training materials, and external advice on sensitive data, controlled access, or repository governance where required. The Year 1 investment will create the plan, tools, governance, and training base required for Year 2 implementation. The objective is to build durable institutional capacity rather than a one-time compliance exercise.

#### **Performance objectives:**

The primary performance objective is to make Concordia ready to meet Tri-Agency research data management and data-deposit requirements through a coherent institutional system for planning, deposit, training, repository selection, curation support, and compliance reporting (e.g., 10-year data storage requirement for Tri-Agency funded projects). The project will move Concordia from decentralized, project-by-project RDM support toward an institutional framework that can scale across Faculties and research disciplines. This will reduce risk for Tri-Agency grant applications, improve researcher support, and strengthen Concordia's ability to demonstrate responsible stewardship of publicly funded research data.

A second objective is to advance Concordia's open science and DORA commitments by recognizing datasets, metadata, code, and other research outputs as meaningful scholarly contributions. The project will support responsible research assessment by making research outputs more discoverable, citable, reusable, and linked to publications and grants.

A third objective is to reduce compliance and reputational risk by creating clear pathways for sensitive, restricted, Indigenous, commercially relevant, and large-scale datasets. The framework will support openness where appropriate while ensuring that data are as open as possible and as closed as necessary.

## **Performance Indicators:**

Success will be measured using the following indicators:

- Completion of a Concordia RDM and repository readiness plan.
- Number of institutional templates developed for DMPs, data availability statements, repository selection, and metadata documentation.
- Number of training modules delivered, and number of faculty, students, postdoctoral fellows, and staff trained.
- Number of grant applications receiving DMP support, and number of research projects receiving repository selection or deposit guidance.
- Number of datasets deposited in Concordia University Dataverse, disciplinary repositories, or other approved repositories.
- Number of deposits assigned persistent identifiers.
- Number of projects receiving guidance on sensitive, restricted, Indigenous, commercial, or large-scale data.
- Creation of an institutional RDM intake and triage workflow, and of a reporting dashboard or annual reporting process.
- User feedback from faculty, students, Library staff, and research administrators, and evidence of improved compliance readiness for Tri-Agency grants.

## **Target outcomes:**

The expected outcome is a practical institutional system that allows Concordia researchers to comply with Tri-Agency research data management and data-deposit expectations. Faculty and students will have clearer guidance on how to prepare data management plans, organize data during the research lifecycle, select appropriate repositories, document metadata, deposit data, and explain when data cannot be openly shared. The project will strengthen Concordia's competitiveness in Tri-Agency competitions by ensuring that applicants can demonstrate credible RDM practices and institutional support. This will be particularly important for large-scale grants, interdisciplinary initiatives, health-related research, research involving human participants, Indigenous research, and projects generating complex or sensitive data. The project will also improve research integrity, reproducibility, transparency, and impact. Properly managed and deposited data can be discovered, cited, linked to publications, and reused where appropriate. This supports open science while respecting ethical, legal, cultural, commercial, and security constraints.

At the institutional level, the project will create durable capacity through shared templates, workflows, training, repository guidance, and reporting tools. It will strengthen collaboration amongst Concordia Library, OVPRII, IT Services, research ethics, privacy, legal, research security, and Faculty research offices. The longer-term impact will be a more mature research data ecosystem at Concordia: one that treats data as a valued research output, supports responsible openness, protects sensitive information, reduces administrative risk, and helps publicly funded research generate greater benefit for Canada.

## **Project#4 – Investor-Ready Research Ventures: Faculty Commercialization and Capital Pathways**

\$165,000 of the 2026-2027 IPG funding will be used to engage a consultant for a focused commercialization and investor-readiness initiative. Funds will support preparation, workshop delivery, one-on-one advisory sessions with faculty-led research teams, development of commercialization and investor-readiness tools, and investor-facing engagement activities. The consultant mandate will include: designing a faculty-focused entrepreneurial mindset curriculum; advising faculty on how to frame lab-based research as commercially viable opportunities; helping teams understand venture capital expectations; supporting the development of venture narratives, pitching skills, milestone plans, and investor-readiness assessments; and helping Concordia build explicit mechanisms for connecting faculty researcher-led startups with investors. Funds may also support modest costs associated with investor-engagement sessions, including event coordination, materials, and outreach. The investment is intended to create reusable institutional capacity rather than a one-time training activity.

### **Performance objectives:**

The primary performance objective is to increase Concordia's capacity to translate federally funded and institutionally supported research into intellectual property, startups, products, services, partnerships, and investment-ready ventures. The project will improve the status quo by addressing a key gap in the commercialization pathway: many researchers have strong discoveries but limited understanding of commercializing opportunities, market validation, exposure to investors criteria, and venture formation. By bringing venture capital and private equity-informed expertise into the faculty commercialization pathway, the project will help researchers make earlier, better-informed decisions about whether and how to pursue commercialization.

A second objective is to create a durable institutional mechanism for connecting faculty-led research ventures with investors. This will support ongoing commercialization activity beyond the term of the consultancy by producing repeatable tools, an integrated innovation pathway, advisory practices, and investor-engagement formats.

A third objective is to increase the number and quality of faculty-led opportunities entering Concordia's innovation pipeline, including District 3, Lab2Market, Axelys, Mitacs-supported commercialization, industry partnerships, licensing pathways, and external investment discussions.

## **Performance Indicators:**

Success will be measured using the following quantitative and qualitative indicators:

- Number of faculty members or faculty-led teams participating in the program.
- Number of workshops or advisory sessions delivered.
- Number of faculty-led projects receiving commercialization roadmap support.
- Number of investor-readiness assessments completed.
- Number of investor, angel, corporate, or sector partner introductions facilitated.
- Number of investor-engagement events held.
- Number of projects referred to District 3, Lab2Market, Axelys, Mitacs, NSERC Alliance, licensing support, or other follow-on pathways.
- Faculty satisfaction and perceived increase in commercialization readiness.
- Evidence of improved quality of commercialization processes, including faster assessment of commercial opportunities, clearer selection criteria to the D3 programs, improvement of the incubation and acceleration programs, etc.
- Number of opportunities identified for future startup creation, licensing, partnership development, or investment-readiness support.

## **Target outcomes:**

The expected outcome is a stronger, more intentional pathway for moving Concordia lab-based research toward commercialization and public benefit. Faculty participants will gain a clearer understanding of entrepreneurial mindset, market validation, venture formation, investor expectations, and the steps required to transform intellectual property into startups, products, services, or partnerships.

The project will produce a cohort of faculty-led opportunities with stronger commercialization roadmaps and clearer next steps. These may include startup formation, licensing discussions, industry partnerships, customer discovery, prototype development, non-dilutive funding applications, or investor engagement. The project will also help identify which opportunities are not yet commercially ready, allowing institutional resources to be targeted more effectively.

At the institutional level, the project will strengthen Concordia's innovation ecosystem by connecting research commercialization, entrepreneurship support, and investor engagement more explicitly. It will complement existing supports by adding practical investor-readiness expertise and by helping faculty understand how research-based ventures are evaluated by capital providers.

The project will also generate reusable tools and practices, including transfer of knowledge to the technology transfer team, tools to assess commercial opportunities, relationships with the investor ecosystem, venture narrative structures, and commercialization roadmap models. These resources will remain available to Concordia beyond the consulting period and can be adapted for future cohorts, strategic research initiatives, and Faculty-led commercialization efforts.

For Canada, the expected outcome is an increased likelihood that publicly supported research will generate tangible benefits and impact through new technologies, services, companies, partnerships, and knowledge-based economic activity. By helping researchers move discoveries toward real-world application, the project will contribute to innovation, productivity, talent development, and the translation of research into benefits for Canadians.

## **Project #5 – Research Infrastructure Renewal, Maintenance and Repairs for Research Units and Infrastructure Platforms**

As in previous years, Concordia University will again use IPG funding for renewal, repair, and maintenance of research infrastructure. For 2026-2027, \$510,706 of the IPG funding allocation will be targeted towards the repair or renewal of research infrastructure in six of our university recognized research units and infrastructure platforms: the Centre for Structural and Functional Genomics (CSFG), the Gail & Stephen A. Jarislowsky Institute for Studies in Canadian Art, the Concordia Materials Characterization Platform (CMCP), Hexagram-Concordia, the Centre for Applied Synthetic Biology (CASB), and the Technoculture, Art and Games Research Centre (TAG). It is also expected that a portion of the 2026-2027 could be used for similar maintenance and repair needs for other research infrastructure at Concordia University.

### **Performance objectives:**

Our research units and infrastructure platforms receive operational funding from the University through a program established and operated by the OVPRII, and these entities support and service large numbers of researchers and generally manage common supporting research infrastructure. The renewal, repair and maintenance of research infrastructure is essential to ensure a high-quality research environment for our researchers, helping support their research activities towards these having the most impact and benefits. The six sub-projects listed above were prioritized for 2026-2027 amongst a larger set of requests received from our University-recognized research units and infrastructure platforms that have needs to maintain and renew their aging research infrastructure. These sub-projects cannot be supported through other external funding program applications, and we have identified the IPG funding as a great avenue to use to help respond to these.

### **Performance Indicators:**

Key indicators are the demand for usage of the infrastructure, the demand for funding from the program, and the investments made to renew research infrastructure of Senate-recognized research units and infrastructure platforms.

### **Target outcomes:**

Beyond the obvious improvements in the quality of the research infrastructure in these six research entities, we also expect that the support provided will allow us to be in a better position to respond to the needs and plan ahead for usage of infrastructure renewal funding in future years. This should result in being able to better communicate and showcase, internally and externally, the impacts of such IPG investments for research infrastructure renewal.

## **Project #6 – Knowledge Brokering Services to Improve Research Innovation and Commercialization at Concordia**

Between April and October 2026, and in continuation of last year's project, Concordia University will use IPG funding to cover part of the remuneration costs associated to support knowledge brokering services at the University. We expect that this investment of IPG funding (\$31,030) will help increase the productivity and competitiveness of various businesses through innovation.

Our partner, Axelys, is a non-profit organization whose mission is to contribute to the economic and social prosperity of Quebec by accelerating the development and transfer of high-potential innovations stemming from public research. Some expected outcomes and benefits of knowledge brokering services are the creation of scientific companies stemming from public research and new jobs with high added value, while emphasizing innovation with social impact.

It is also expected that the knowledge broker will promote Concordia's intellectual property portfolio. This includes identifying and matching Concordia's research community and intellectual property portfolio with potential licensees and/or end-users seeking to co-develop technologies and inventions resulting from research activities undertaken at Concordia.

For 2026-2027, we plan to at least complete the existing contract for support of a portion of the salary of one full-time resource dedicated entirely to knowledge brokering activities and services at the University. The original position was established last year. The balance of the support for the position will come from Axelys. The knowledge broker will notably meet with individual faculty members and research entities (institutes, centres, platforms, etc.) to assist in identifying research outcomes with commercial potential and provide recommendations to orient research efforts to meet the present or future needs of potential end-users. This could be extended for a longer period and with additional funding as needed. This project could be extended for a longer period; it is currently under review as we look at the results of the 2025-2026 investment.

### **Performance objectives:**

The objective of this IPG investment is to help facilitate the exchange, translation, and application of scientific and technological knowledge between our researchers at Concordia University, with industry, government, and other stakeholders to enable the commercialization or practical implementation of research outcomes. We see this as a major step in our institutional commitment to create impactful research that benefits Canadian society.

**Performance Indicators:**

The number of researchers and research entities engaged with while the service is being established and presented to the Concordia community, the ones that will actually be benefiting from the new support (i.e. their buy-in in the new service offer), and the number of declarations of inventions/patents are good performance indicators to monitor the impact of this investment in its first few years.

The number of scientific companies established - both startups and SMEs through these services - and new jobs created can be additional performance indicators that we may use.

**Target outcomes:**

We expect that these investments of IPG funding will help increase the productivity and competitiveness of various businesses through innovation. Some expected outcomes and benefits of knowledge brokering services are the creation of scientific companies stemming from public research and new jobs with high added value, while emphasizing innovation with social impact.