



# Scaling BC clean energy solutions - from Canada to the world.

Strategic Plan FY 2024 - 2026  
January, 2023

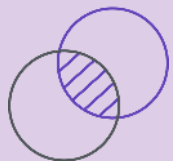
# Full potential ahead



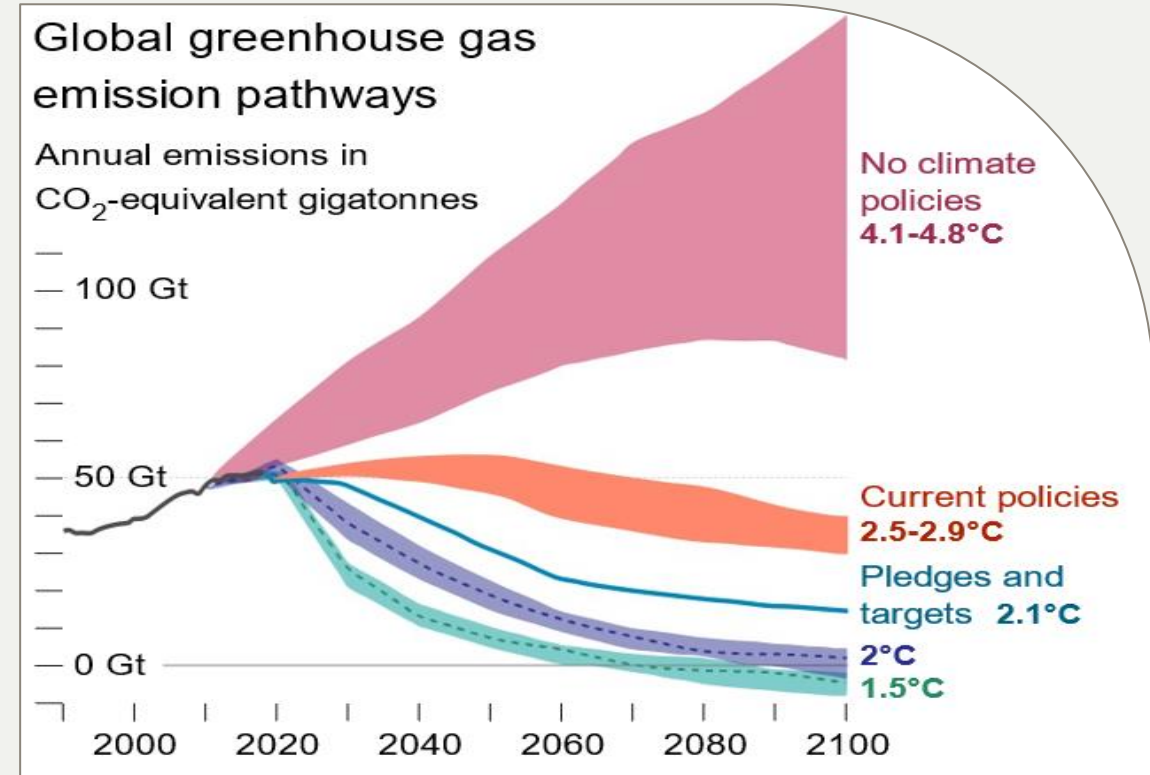
The world is waking up to the need for a **faster transition** towards clean energy solutions



**Innovation** is key to meeting global demands and positioning BC as a leading exporter of low carbon solutions



CICE works with BC innovators to reach net-zero goals and **scale clean energy solutions – from Canada to the world**



*If all countries achieve their current Paris Agreement pledges, average warming by 2100 would still exceed the maximum 2°C target set by the agreement.*

Source: <https://ourworldindata.org/co2-and-other-greenhouse-gas-emissions#future-emissions>

# Fast-tracking innovation like the planet depends on it. Because it does.

## Who we are

- Independent not-for-profit organization
- Founded in Fall 2021
- \$105M raised through public/private Member partnerships and grants:
  - Government of British Columbia
  - Shell Canada
  - NRCan (Government of Canada)



## Why we exist

- Accelerate the world toward a net zero carbon future – efficiently + effectively
- Mobilize industry, government, academia and Indigenous rights holders to expand and adopt clean energy innovation
- Fund the development and scaling of made-in-B.C. clean energy technologies
- Build new member partnerships to unleash new decarbonization possibilities

# The CICE way



**CLIMATE OBSESSED**



**PEOPLE MATTER**



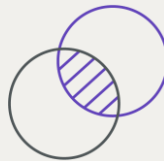
**SPEED AND SIMPLICITY**



**RESULTS ORIENTED**



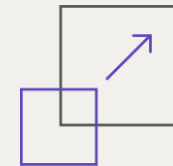
**OPEN  
COLLABORATION**



**RADICAL  
TRANSPARENCY**



**FAILURE IS AN OPTION**

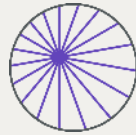


**THINK BIG**

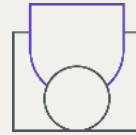
# Where we focus: Solving hard to decarbonize challenges



**LOW CARBON  
HYDROGEN**



**RENEWABLE NATURAL  
GAS**



**CARBON  
MANAGEMENT**

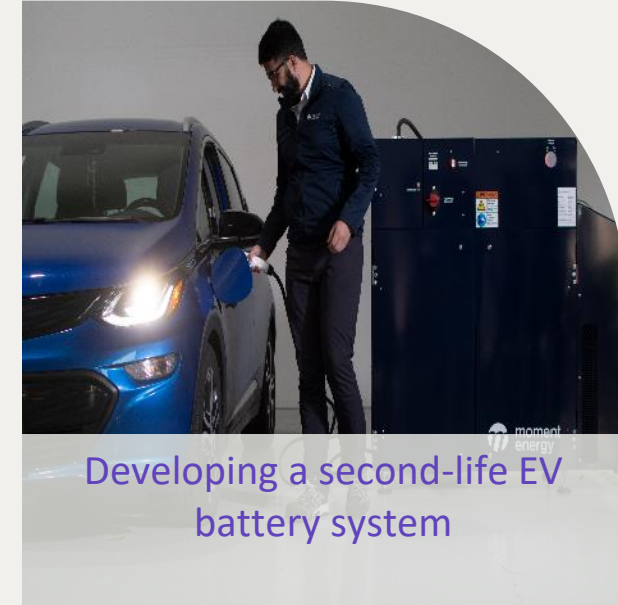
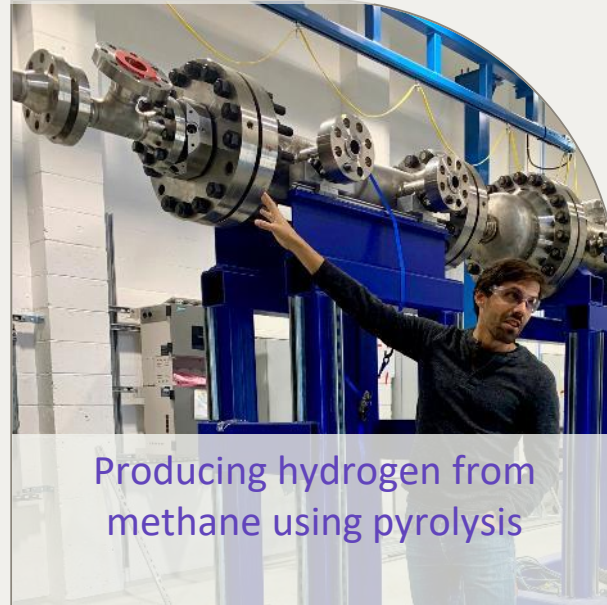
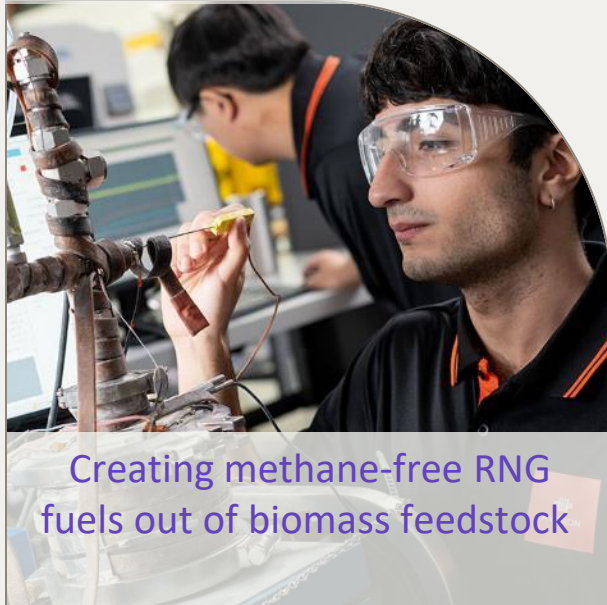


**BATTERY & ENERGY  
STORAGE**

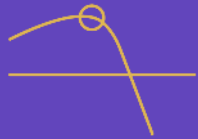


**BIOENERGY, BIOFUELS  
& SYNTHETIC FUELS**

Recent highlights include:



# Our strategic priorities



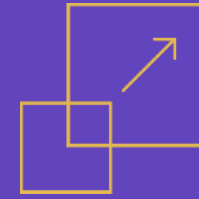
## CLIMATE CHANGE IMPACT

Reduce carbon emissions  
>7 MT/year  
(1% of Canada's emissions)



## INNOVATION

Advance technology  
readiness level of solutions  
by 2 stages (TRL 4-9)



## ECONOMIC GROWTH

Average >10:1 leverage of  
funds within 3 years of grant  
engagement



## OPERATIONAL EFFICIENCY

Fund fast, and keep CICE  
overhead low

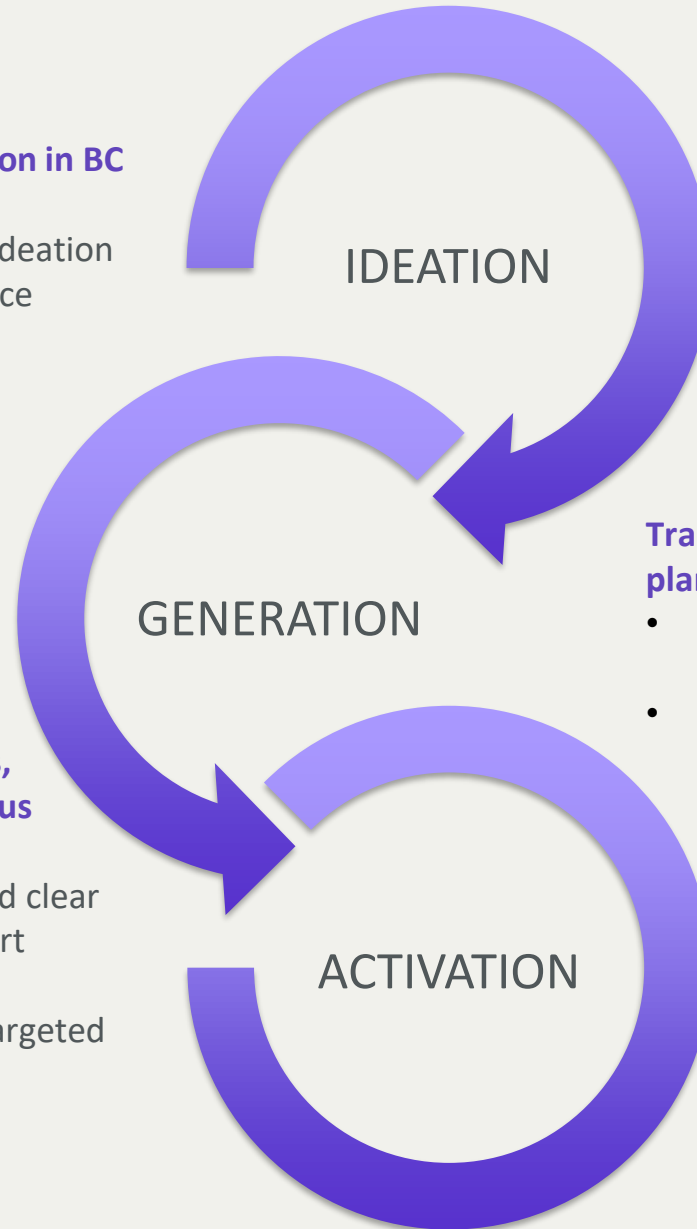
# CICE Creating value through a structured innovation framework

## What innovations are needed to drive decarbonization in BC and beyond?

- Identify industry and sector challenges through ideation panels, member/partner needs, sector intelligence studies

## Mobilize BC's industry leaders, inventors, investors, academia, government, communities and Indigenous rights holders to create and test solutions.

- Leverage project funding/equity investment and clear a path to widespread adoption and global export
- Invite innovative ideas
- Provide open access to solution providers for targeted calls



## Translate needs into a clear business case with an action plan.

- Analysis of technical/business requirements and a comprehensive plan for uncovering solutions
- Development of focused studies to identify and specify opportunities/needs in targeted areas

# Building partnerships to create a strong community of innovation

## First Nations Communities

Finding respectful ways to engage and directly support Indigenous innovation

## Youth & Under-represented

Enabling diverse participation in the innovative process

## Members & Industry Leaders

Partnering to identify high impact, unmet needs that can challenge our innovators to create globally valuable solutions

## Government & Agencies

Leverage each others' strengths and amplifying our impact

## Follow-on Investors

Building a community who will continue what is started and help our BC companies scale

## Innovators of BC

Supporting our inventors and entrepreneurs in realizing their vision for clean energy solutions

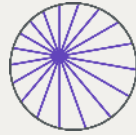


# How are we doing?

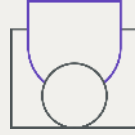
## Decarbonization focus areas



**LOW CARBON  
HYDROGEN**



**RENEWABLE  
NATURAL GAS**



**CARBON  
MANAGEMENT**



**BATTERY & ENERGY  
STORAGE**

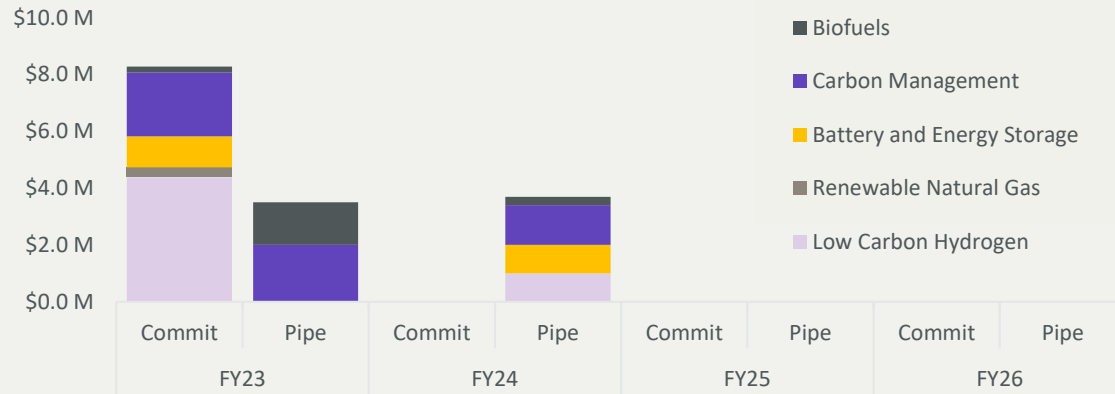


**BIOENERGY, BIOFUELS  
& SYNTHETIC FUELS**



# BC CICE TOTAL PORTFOLIO INVESTMENT ACTIVITIES

## FUNDING ACTIVITIES



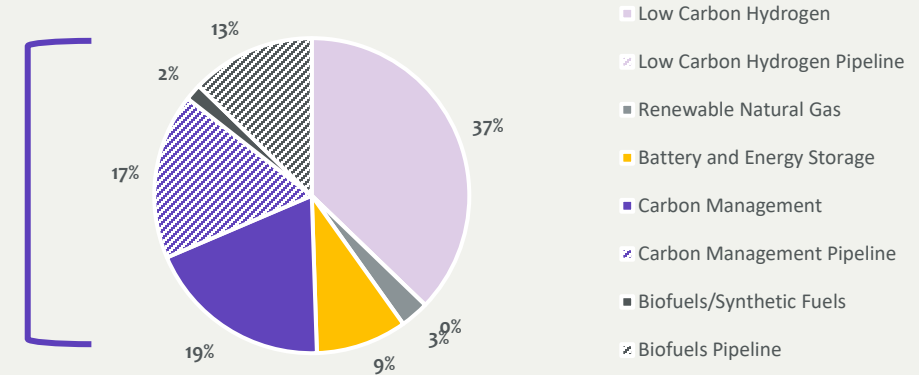
## FUNDING DETAILS

DESCRIPTION	PLANNED	ACTUAL
<b>FY23 Funding: Total vs. Actual</b>	\$9.43 Million	\$8.3 Million (88% Target)
<b>FY 24 Funding</b>	\$25.5 Million (\$6 Million Open Call - \$19.5 Million Directed Innovation)	
<b>FY23 Number of Projects Funded</b>	14 Projects (8 Open Call – 6 Directed Innovation)	13 Projects (8 Open Call – 5 Directed Innovation & 4 in Directed Pipeline)
<b>FY24 Number of Projects Funded</b>	18-25 Projects (8-12 Open Call – 10-13 Directed Innovation)	

## CURRENT PORTFOLIO WEIGHTINGS

**\$8.3 M Committed Funding**

**\$3.5 M in Pipeline (1-2 months)**



*Leveraging \$25 M in Funding From Private (Non-Government) Sources*

## BC CICE TARGETED OUTCOMES (KPIs)

DESCRIPTION	TARGET	ACTUAL
<b>Climate Change Impact (Company Reported)</b>	>7 Mt / Yr	0.74 Mt / Yr (Project Level)
<b>Innovation (2-Stage TRL Increase from Milestone Reports)</b>	75% of Portfolio	On Track - Realized as Milestones are Reached
<b>Commerce (CICE funding Leverage in 3 Years)</b>	\$10 for every \$1 of CICE Funding over 3-Years	\$6.29 for every \$1 of CICE Funding over 10-months
<b>Operational Efficiency (CICE overheads % of committed capital)</b>	2.75%	FY23: 1.84%

## Intelligence highlights as of Feb 2023:

- NEBC Geological Carbon Capture and Storage Atlas (Jan 2023)
- Carbon Intensity of Hydrogen Production Methods (March 2023)
- BC Hydrogen Regulatory Mapping Study (March 2023)
- Carbon Management Investment Blueprint (March 2023)



# The Plan for FY2024

## Our goals for 2024

### Deploy \$25.5M in new grant funding to companies developing innovative clean energy solutions

- \$6M Open Call program completed by June 1, 2023
- Targeted funding for projects led by particular demographic groups (ie: First Nations, students, immigrants)
- Targeted funding to address key needs in 2 focus areas based on intelligence and ideation
- Continued direct investment in companies working on strategic priorities

### Strengthen Intelligence gathering and consultation to identify key needs for decarbonization and enable creation of solutions

- Build out structured innovation process that includes ideation panels and generation studies
- Align and partner with focus area thought leaders to identify game changing opportunities

### Nurture the growth of the community of climate change innovators in British Columbia

- Develop meaningful strategy for Indigenous innovation engagement
- Build explicit relationships with grant and equity funders to amplify support
- Work with innovation leaders in other fields and develop a strategy to communicate BC as an engine for innovation in climate solutions

# 3 Year Budget



# CICE Membership Contributions

	31-Mar-22	31-Mar-23	31-Mar-24	31-Mar-25	31-Mar-26	31-Mar-27	Total
B.C. Government Funding	35,000,000	-	-	-	-	-	35,000,000
Shell Corporate Funding	2,000,000	3,000,000	4,000,000	8,000,000	18,000,000	-	35,000,000
Government Funding (NR Can)	-	2,825,235	9,946,609	7,143,273	8,952,090	6,132,793	35,000,000
<b>TOTAL REVENUE</b>	<b>37,000,000</b>	<b>5,825,235</b>	<b>13,946,609</b>	<b>15,143,273</b>	<b>26,952,090</b>	<b>6,132,793</b>	<b>105,000,000</b>



## BC CICE Budget (CAD \$s)

	Notes	Budget Year Ended March 31 2024	Budget Year Ended March 31 2025	Budget Year Ended March 31 2026
<b>REVENUE</b>				
B.C. Government Funding		-	-	-
Corporate Funding	(2)	4,000,000	8,000,000	18,000,000
Government Funding (NRCan)	(3)	9,946,609	7,143,273	8,952,090
Interest Income	(4)	1,261,397	403,116	120,260
<b>TOTAL REVENUE</b>		<b>15,208,007</b>	<b>15,546,389</b>	<b>27,072,350</b>
<b>PROJECT GRANT DISBURSEMENTS</b>		<b>15,546,522</b>	<b>28,412,935</b>	<b>28,035,793</b>
<b>REVENUE LESS CICE PROJECT DISBURSEMENTS</b>		<b>(338,515)</b>	<b>(12,866,546)</b>	<b>(963,443)</b>
<b>OPERATING EXPENSES</b>				
<i>Project Adjudication &amp; Portfolio Administration</i>				
Focus Area Intelligence		635,000	635,000	335,000
Project Proposal Due Diligence		200,000	200,000	200,000
<b>Total Project Adjudication &amp; Portfolio Administration</b>		<b>835,000</b>	<b>835,000</b>	<b>535,000</b>
<i>Total Marketing &amp; Communications</i>				
		163,000	163,000	163,000
<i>Total Wages &amp; Contractors</i>				
		2,600,974	2,929,855	3,055,370
<i>Other General and Administrative Expenses</i>				
Rent & Occupancy Costs		252,000	252,000	252,000
Board Expenses (Remuneration / Travel / Meeting Expenses)		30,000	30,000	30,000
Other General and Administrative Expenses		371,000	347,000	347,000
<b>Total General &amp; Administrative Expenses</b>		<b>653,000</b>	<b>629,000</b>	<b>629,000</b>
<b>TOTAL OPERATING EXPENSES</b>		<b>4,251,974</b>	<b>4,556,855</b>	<b>4,382,370</b>
<b>DEPRECIATION AND AMORTIZATION</b>		<b>46,886</b>	<b>35,973</b>	<b>27,841</b>
<b>SURPLUS / (DEFICIENCY) OF FUNDS FOR THE YEAR</b>		<b>(4,637,375)</b>	<b>(17,459,374)</b>	<b>(5,373,654)</b>
<b>TOTAL NET ASSETS - BEGINNING OF YEAR</b>		<b>38,348,917</b>	<b>33,711,543</b>	<b>16,252,169</b>
<b>TOTAL NET ASSETS - END OF YEAR</b>		<b>33,711,543</b>	<b>16,252,169</b>	<b>10,878,515</b>
<b>CICE COMMITTED FUNDS FOR PROJECTS - BEGINNING OF YEAR</b>	(5)	<b>7,046,429</b>	<b>16,999,907</b>	<b>17,586,972</b>
CICE COMMITTED FUNDS FOR PROJECTS	(6)	25,500,000	29,000,000	27,000,000
CICE PROJECT FUND DISBURSEMENTS	(6)	(15,546,522)	(28,412,935)	(28,035,793)
<b>CICE COMMITTED FUNDS FOR PROJECTS - END OF YEAR</b>		<b>16,999,907</b>	<b>17,586,972</b>	<b>16,551,179</b>

### Notes:

- (1) The Centre's financial plan is based on the go-forward assumption of no new and a five year mandate from the founding members. Budgets and projections included here reflect the current position of \$CAD 70M in initial contribution from members, \$CAD and 35M in funding commitments from the Federal Government through Natural Resources Canada's Office of Energy Research and Development and a mandate to operate for a minimum of five years.
- (2) CICE has signed a corporate funding agreement for \$35M over five years.
- (3) CICE has entered into a Contribution Agreement with Natural Resources Canada (NRCan) for up to \$35M, to fund CICE operations and grant disbursements. NRCan contributions are made quarterly, on a reimbursement basis.
- (4) Interest income is based on cash flow projections and an assumed interest rate of 4.75% on a conservative portfolio of guaranteed investment certificates.
- (5) Committed funds at the beginning of fiscal 2024 are estimated based on current project pipeline. Actual commitments at the start of fiscal 2024 may differ.
- (6) Forecasted commitments and disbursements are based on planned programming, the availability of qualified projects and the successful completion of project milestones by proponents.