Commercialization and Investment Readiness Microgrant

Call Guide

Delivered by Innovate BC

Call Overview

The Commercialization and Investment Readiness Microgrant provides non-repayable funding of up to $30,000 to help B.C.-based companies complete focused projects that strengthen the business foundations required to commercialize, attract investment, secure enterprise customers and partners, and pursue procurement, supply-chain, and domestic or international market opportunities.

The Program is designed primarily to help companies engage qualified professional service providers and implement essential commercial infrastructure. It is not a general sales and marketing fund. Eligible projects should address a specific readiness barrier and result in a tangible work product, completed requirement, or decision-ready plan that helps the company move toward investment, market entry, procurement, partnership, or scale.

Examples of barriers may include:

- Financial records are not sufficiently prepared for investor due diligence.
- The company cannot satisfy a prospective enterprise customer's cybersecurity requirements.
- Regulatory or certification requirements are preventing entry into a target market.
- The company lacks standardized commercial agreements needed to close partnerships.
- The company does not have the revenue processes or CRM infrastructure required to manage a growing pipeline.

Examples of eligible activities and deliverables may include financial statement preparation, bookkeeping remediation for due diligence, investor data-room development, fractional executive support for a defined project, commercial agreements, privacy and data governance, cybersecurity and regulatory compliance, readiness for relevant standards, certifications, or product approvals, CRM implementation, investor materials and coaching, or preparation for a future collaborative research and development project.

The Program is intended to address part of the early-stage gap between general advisory services and larger commercialization, procurement, demonstration, or research funding. This initiative is funded by Innovate BC.

Call Goals

Help B.C. companies remove defined commercial and investment-readiness barriers.

- Improve readiness for investor, lender, enterprise-customer, procurement, supply-chain, partner, and research-collaboration due diligence.
- Provide access to qualified professional services that may otherwise be difficult for early-stage companies to finance.
- Strengthen the financial, governance, legal, privacy, cybersecurity, regulatory, standards, and commercial systems needed to grow and compete.
- Create tangible readiness assets that support investment, market entry, procurement, partnerships, and scale.
- Position companies to diversify markets, participate in domestic and global supply chains, and pursue larger commercialization, research, or financing opportunities.

Key Dates

- **November 2, 2026:** Application intake opens
- **November 27, 2026:** Application intake closes
- **December 15, 2026:** Award decisions to be shared with applicants
- **March 19, 2027:** All projects must incur all costs and submit post-project report.
- **March 20, 2028:** Results reporting on first year of traction follow-up.

Funding Available

- Non-repayable grants of up to $30,000 per company
- Covers up to 75% of total project costs
- Requires a minimum 25% cash contribution from the applicant.
- All funded activities must be completed by March 20, 2027.
- All awards are competitive and subject to available Program funding. <u>Meeting the eligibility requirements does not guarantee funding.</u>

Who Can Apply

Applicants must:

- Be a for-profit company headquartered in British Columbia.
- Be incorporated and in good standing in British Columbia or federally.
- Be a small or medium-sized enterprise (499 employees or fewer).
- Own, license, or otherwise hold the rights required to commercialize the proposed product, service, or technology.
- Be developing or commercializing an innovative product, service, or technology with a credible domestic or international market opportunity.
- Have reached a stage where the proposed readiness work can be acted on by March 19, 2027. Identify a specific commercial or investment-readiness barrier and the next investment, market-entry, procurement, supply-chain, partnership, regulatory, or research milestone the project is intended to unlock.
- Have the operational and financial capacity provide matching funds to complete the project and provide any required applicant contribution.

Prioritization Criteria:

Primary Prioritization:

Applications will be prioritized based on evidence of company readiness and engagement within the innovation ecosystem. Priority consideration will be given to companies that have demonstrated one or more of the following:

- Participation in accelerator or incubator programs.
  - Applicants are encouraged to submit letters of support from their accelerator incubator program partners.
- Completion of intellectual property (IP) training or development activities.
- Successful execution and delivery of previously funded innovation, research, or commercialization projects.

  Project size value minimum
- Attraction of private investment, including pre-seed or seed-stage financing.
  - *Note: This program is intended to support early-stage companies. Organizations that have raised Series A financing or beyond considered outside the target stage of the program.*

Secondary Prioritization:

Application may also be prioritized by alignment to the Look West Provincial Economic Strategy Priority Areas including:

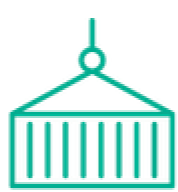
Explore targeted sectors

Energy

Expanding clean energy capacity to power major projects and economic growth.

Critical Minerals

Accelerating critical-mineral development and processing to strengthen supply chains and reach global markets.



Trade and logistics

Doubling throughput and exports to non-U.S. markets

Maritime

Expanding and optimizing our maritime sector

AI & quantum computing

Investing in high-tech and emerging technologies, expanding market potential

Aerospace

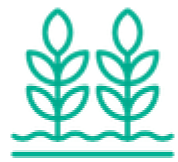
Expanding aerospace capacity for successful national and international defence contracts

Life Sciences

Enhancing life sciences and biomanufacturing capabilities

Construction innovation

Driving economic growth through construction innovation, creating a hub for advanced building technologies



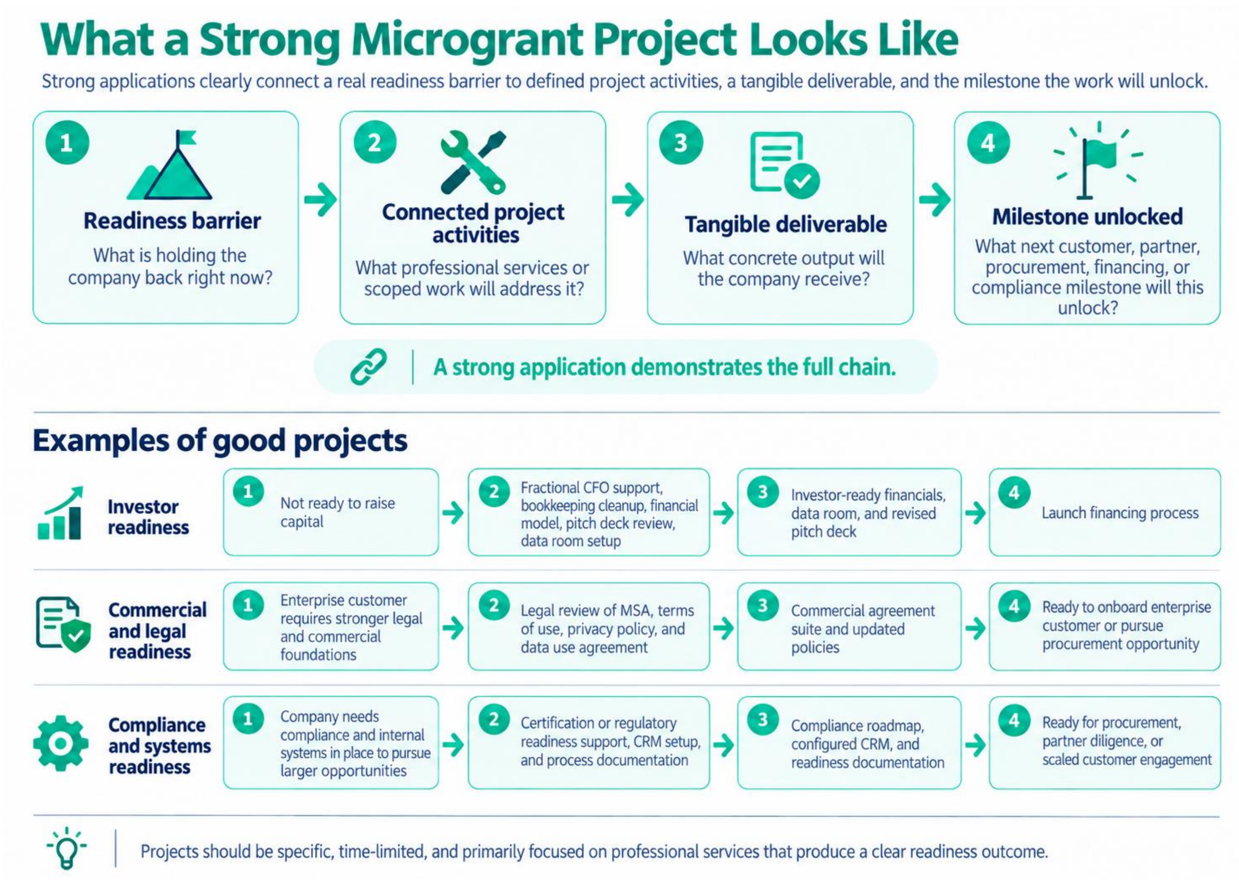
Agriculture

Growing agriculture and food production, exports

Tourism

Strengthening B.C.'s tourism and outdoor recreation industry

Note: This program is expected to be competitive. In the last intake, Innovate BC received over 800 applications. This is not intended to discourage eligible companies from applying; rather, it is to emphasize the importance of submitting a complete, focused application that clearly addresses the program's criteria. Strong applications should clearly identify the commercial or investment-readiness barrier, explain why the proposed project is timely and important, demonstrate the company's readiness to execute, and show how the work will create meaningful benefits for the company's B.C. operations.



Eligible Activities and Costs

Eligible activities must be directly connected to a defined commercial or investment-readiness barrier, be incremental to the applicant's ordinary operations, and be completed within the approved project period. Projects should strengthen the company's ability to attract investment, meet buyer or partner requirements, enter markets, or scale. Activities may include, but are not limited to, the following:

Investment and Financial Readiness

- Fractional CFO or specialized financial advisory services for a defined readiness project.
- Financial modelling, forecasting, cash-flow planning, scenario analysis, unit economics, and capital requirements analysis.
- Preparation of audited, reviewed, or compiled financial statements.
- Audit readiness, financial-control improvements, and management reporting required for financing or due diligence.
- One-time bookkeeping remediation, account reconciliation, or financial-record clean-up required for an approved readiness milestone.

- Capitalization-table review, shareholder-record reconciliation, and related governance or transaction preparation.
- Investor-ready data-room planning, organization, and preparation.
- Investment strategy, financing planning, investor targeting, and due diligence preparation.
- Preparation or review of pitch decks, investment memoranda, financial materials, and investor presentations.
- Pitch coaching, investor-meeting preparation, and due diligence coaching.
- Governance development, including board and advisory structures, delegations of authority, and governance policies.

Commercial Strategy, Systems, and Revenue Infrastructure

- Fractional CMO, CRO, revenue-operations, or other commercial advisory services for a defined strategy or systems project.
- Commercialization, market-entry, market-diversification, export-readiness, pricing, packaging, channel, procurement, or enterprise-sales planning tied to a specific readiness decision.
- Sales-process and revenue-operations design, including qualification criteria, pipeline stages, reporting, and account planning.
- Targeted customer, buyer, partner, or market validation required to make a specific commercialization or market-entry decision.
- Enterprise-customer onboarding, vendor or supplier qualification, implementation, customer-success, procurement, or supply-chain readiness process development.
- Customer relationship management system selection and implementation.
- Initial CRM configuration, data migration, pipeline design, reporting, workflow automation, and staff enablement.
- First-year licensing costs for CRM platforms such as HubSpot where the software is integral to the approved project.
- Initial implementation of contract-management, customer-onboarding, revenue-operations, or management-reporting systems.
- Review and refinement of customer-facing or commercial materials required for a defined enterprise, procurement, market-entry, partnership, or financing opportunity.

Legal, Intellectual Property, and Transaction Readiness

- Development or review of master service agreements, statements of work, customer contracts, vendor agreements, and supplier agreements.
- Terms of service, terms of use, privacy policies, privacy notices, and related customer-facing legal documentation.
- Data-processing, data-use, data-sharing, and data-access agreements.

- Technology licensing, software licensing, distribution, reseller, referral, manufacturing, and strategic-partnership agreements.
- Intellectual property strategy, freedom-to-operate assessments, patentability assessments, and new filings tied to a defined commercialization objective.
- Intellectual property assignment, ownership, licensing, and commercialization arrangements.
- Non-disclosure agreements, confidentiality agreements, material transfer agreements, and collaborative research and development agreements.
- Legal review of enterprise-customer, procurement, supply-chain, financing, market-entry, or partnership terms.
- Legal and structural preparation for an anticipated financing or commercial transaction.

Privacy, Cybersecurity, Regulatory, Standards, and Certification Readiness

- Privacy, data-governance, and data-management assessments.
- Cybersecurity gap assessments and readiness planning.
- Readiness assessments, gap analyses, control design, policy development, evidence planning, testing, and preparation for recognized standards, assurance frameworks, certifications, or regulatory approvals.
- Examples may include information-security, privacy, quality-management, and environmental-management frameworks; relevant ISO and IEC standards; electrical and product-safety certification; electromagnetic-compatibility and wireless or radio approvals; and medical-device, food-safety, or other sector-specific requirements.
- Development of incident-response, access-control, information-security, data-retention, business-continuity, or vendor-management policies.
- Enterprise-customer security, privacy, data, or compliance questionnaire readiness.
- Regulatory pathway assessments, compliance strategies, and submission planning.
- Certification, testing, audit, assessment, filing, or application costs required for a defined commercial, procurement, supply-chain, market-entry, or partnership opportunity.

Collaborative Research and Future R&D Readiness

- Funding may support the professional planning and structuring required to enter a future research and development initiative. It does not fund the research and development work itself.
- Scoping a proposed collaborative research or development project.
- Preparing project objectives, workplans, budgets, milestones, governance, and partner roles.

- Identifying and engaging potential academic, research, industry, or commercialization partners.
- Establishing intellectual property ownership, commercialization, publication, confidentiality, and data-use terms.
- Preparing research collaboration, material transfer, data-sharing, or related agreements.
- Regulatory, ethics, certification, and commercialization planning for future research.
- Technical and commercial roadmapping required to define a larger research, development, demonstration, adoption, procurement, or commercialization opportunity.
- Professional support to prepare a company for a future provincial, federal, academic, industry, or private-sector research, development, demonstration, or commercialization funding opportunity.

Eligible Cost Types

- Arm's-length consulting and professional-service fees.
- Fractional executive and specialist fees associated with the approved project.
- Legal, accounting, audit, regulatory, certification, privacy, cybersecurity, governance, procurement, and investment-readiness services.
- Approved testing, assessment, audit, filing, application, and certification fees.
- First-year software or data costs that are integral to implementing an approved readiness system.
- Other direct third-party costs approved in advance by Innovate BC.

Note: Applicant salaries and internal employment costs are generally not eligible for reimbursement. Applicants may contribute internal staff time to manage and implement the project, but the primary purpose of the Microgrant is to purchase specialized external expertise and readiness work. Internal time may be necessary to deliver the project but **cannot be counted toward the 25% cash contribution or reimbursed as an eligible cost**

Other Activities

- Activities not listed above may be considered on a case-by-case basis where the applicant demonstrates that the project addresses a material readiness barrier, requires specialized external expertise, has a defined scope and deliverable, is appropriately sized for a grant of $30,000 or less, and is expected to unlock a credible commercial, investment, procurement, supply-chain, market-entry, regulatory, partnership, or research opportunity.

Examples of Expected Project Deliverables

- Audited, reviewed, or compiled financial statements and associated financial-readiness package.
- A financing-ready financial model, capitalization table, pitch deck, and structured investor data room.
- A suite of standardized commercial agreements or customer-onboarding documents.
- Updated terms of use, privacy documentation, and data-use agreements.
- A privacy, cybersecurity, standards, regulatory, product-approval, or certification readiness package that enables a defined customer, procurement, supply-chain, or target-market milestone.
- A configured and operational CRM with defined pipeline stages, workflows, and reporting.
- A documented enterprise-sales, vendor-qualification, procurement, supply-chain, revenue-operations, or customer-onboarding process.
- A structured collaborative research plan with defined partners, workplan, budget, and intellectual property or data framework.

Ineligible Expenses

- Funding cannot be used for:
- Costs incurred before written project approval and execution of a Funding Agreement.
- Salaries, wages, benefits, bonuses, or the hiring of permanent employees.
- Open-ended fractional executive engagements, general management retainers, or services that substitute for an ongoing staff function.
- Paid advertising, digital media, sponsorships, influencer campaigns, or broad marketing campaigns.
- Routine social-media management, content creation, public relations, general brand awareness, or ongoing promotional activity.
- Outsourced selling, lead generation, appointment setting, sales commissions, or performance-based compensation.
- Trade-show participation, conferences, travel, entertainment, customer hospitality, gifts, or promotional merchandise.
- General website development, redesign, or branding work that is not integral to a defined readiness deliverable.
- Routine bookkeeping, payroll administration, tax filing, or ongoing financial management that is not part of an approved readiness project.
- General corporate legal maintenance, litigation, disputes, or ongoing intellectual property prosecution and maintenance.
- Fundamental research, experimental development, product development, software engineering, prototype development, or manufacturing.
- Capital equipment, office equipment, infrastructure, inventory, or general information-technology purchases.

- Routine software subscriptions, renewals, or costs extending beyond the approved first-year implementation period.
- General working capital, rent, utilities, insurance premiums, depreciation, or internal overhead.
- Financing charges, interest, bank fees, debt repayment, dividends, or recoverable taxes.
- Fundraising commissions, brokerage fees, finder's fees, or success fees.
- In-kind contributions claimed as eligible project costs.
- Costs reimbursed by another funding source or costs that exceed applicable government funding-stacking limits.
- Non-arm's-length supplier costs that have not been disclosed and approved.
- Costs that exceed reasonable market rates or activities that can be adequately addressed through an existing publicly funded support service.

Application Process

Applicants must submit:

- A short online application outlining:
  - Company background, stage, and B.C. operations.
  - The market opportunity, target customer or market, and the company's current evidence of commercial readiness.
  - The specific readiness barrier, why it matters now, and the next investment, market-entry, procurement, partnership, compliance, or research milestone the project is intended to unlock.
  - The proposed activities, expected deliverables, how the company will use the results, and the expected benefits for its B.C. operations.
  - The project budget, applicant contribution, and timeline.
  - Other confirmed or anticipated public funding for the same activities.
- One supporting quotation and scope of work for each proposed professional service provider.
- A brief description of each provider's qualifications and relevant experience.
- A current investor pitch deck, customer deck, or concise company overview, as applicable to the proposed project.
- Other supporting information reasonably required to assess the company, project, provider, or proposed costs.
- Applicants should not upload privileged legal advice or unnecessary confidential, personal, or proprietary information. Where a proposed deliverable may be privileged or commercially sensitive, the application should describe the intended work and outcome without including protected content.
- Submitted applications will be reviewed based on the information provided. Incomplete applications or applications that do not meet the eligibility

requirements may not be considered. Innovate BC may request clarification or additional documentation during assessment.

Adjudication

Applications will be evaluated based on:

- Commercial context and materiality of the identified readiness barrier — 20%
- Strength of the proposed project design and tangible deliverables — 25%
- Expected increase in commercial and/or investment readiness — 25%
- Applicant readiness and capacity to complete the project and act on its results — 15%
- Service-provider quality, budget realism, and value for money — 15%

Strong applications will demonstrate:

- A specific and evidence-supported commercial or investment-readiness barrier.
- A clearly defined and time-limited scope of work.
- Activities that directly address the identified barrier.
- Tangible and verifiable project deliverables.
- A credible next financing, customer, procurement, regulatory, partnership, market-entry, or research milestone.
- The internal and financial capacity to use the project results.
- Qualified professional support at reasonable market rates.
- A proportionate and cost-effective use of Program funding.

Reimbursement & Reporting

Approved companies will be invited to enter into a Funding Agreement with Innovate BC. No project costs are eligible until Notice of Award and written approval from Innovate BC, and no funding will be released until the Funding Agreement has been fully executed. The contracting process may take approximately 4 to 6 weeks.

- Funding will generally be released against approved milestones or completed deliverables. Depending on the project and the Funding Agreement, Innovate BC may require provider invoices, proof of payment, confirmation of deliverable completion, or other supporting documentation.

- Material changes to the approved activities, service provider, budget, deliverables, or timeline require prior written approval from Innovate BC. Innovate BC is not obligated to approve project amendments.
- At project completion, funded companies will be required to submit:
    - A short final report describing the completed activities, deliverables, outcomes, learnings, and next steps.
    - Evidence that the approved deliverables were completed. Where deliverables are privileged or commercially sensitive, Innovate BC may accept an appropriate confirmation or non-confidential summary.
    - Invoices, proof of payment, or other financial documentation required by the Funding Agreement.
    - Any additional information reasonably required to confirm project completion and eligible costs.
- The final report will generally be due within 30 days of project completion. Funded companies may also be asked to provide follow-up information approximately 12 months after completion, including progress on financing, customer, procurement, or supply-chain opportunities, market entry or diversification, exports, commercial agreements, certifications, partnerships, research collaborations, revenue, productivity, employment, and follow-on funding.

Data Privacy

Innovate BC is committed to respecting your privacy. Innovate BC's Privacy Policy identifies what information is collected about you and how it's used by Innovate BC when you visit innovatebc.ca (the "Site"), apply to one of our funding calls, or communicate with Innovate BC. Please visit us here to learn more.

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