

## CRIN Sustainability Plan

(abbreviated)

### Objective

This sustainability plan describes various pathways for the long-term viability of CRIN beyond the window of commitment outlined in the Strategic Innovation Fund (SIF) Contribution Agreement. A key objective is for these pathways to remain aligned with **CRIN's vision: Canada is the global leader in producing clean hydrocarbons from source to end use** and remain true to the fundamental principle that CRIN will not compete with existing organizations and will be complementary and collaborative.

### Strategic Mission – Goals

CRIN is a pan-Canadian network of networks focused on ensuring Canada's energy resources can be sustainably developed and integrated into the global energy supply. **CRIN's mission is to enable energy solutions that will be applied across Canadian industries, and with the potential for global export, to increase competitiveness and decrease GHG emissions from source to end use.**

CRIN is working to enable the conditions of success required to accelerate the development, deployment and widespread adoption of technologies through:

- Better alignment; deeper connection; increased collaboration
- Improved understanding of industry needs and communication
- Higher trust

Through two streams of focus – **Technology Enablement** and **Ecosystem Development** (including Member Engagement and Marketing/Communications Programming,) CRIN will connect the Canadian oil and gas sector across its value chain from source to end-use with the diverse set of organizations and individuals needed to collaborate on the co-creation and commercialization of solutions. It will increase the mobilization of existing organizations, networks and resources, identify and fill gaps, and enable the highest impact innovations. It will be underpinned by events and communication initiatives to support progressive member engagement to facilitate networking and the ability for people to find others, share knowledge, and broaden outreach.

CRIN will leverage the relationships, diversity and expertise within industry, entrepreneurs, investors, academia, governments, and many other sectors within the CRIN network to achieve the mission.

CRIN's strategic focus is on the later stages of technology development (higher Technology Readiness Levels (TRLs)) to enable scaling through commercialization and then widespread adoption. CRIN consolidates the 'industry pull' to support and accelerate technology progression through to commercialization that will also enable earlier stage technology development that fuels future development. CRIN will endeavour to extend the ecosystem to create the critical 'end-user pull' to

enable broad adoption of technologies beyond immediate industry implementation and into other industries and to build acceptance in Canadian communities and utilities of the offerings the oil and gas sector can bring to society and the net zero future.

## Sustainability Plan Strategy

The approach for the Sustainability Plan is to build on the base case upon which CRIN was founded.

This plan depicts a pre-SIF base case, followed by a period of SIF funding (current SIF Contribution Agreement) and includes efforts to maintain the minimum needs to ensure that CRIN meets all SIF requirements going forward. The plan also includes work to grow and strengthen the network. This strengthening may result in alternative flowthrough funding pathways from multiple sources that are operational in advance of early 2024. The sustainability plan contemplates both a sequential model where network growth is funded through multiple sources in sequence and also recognizes that alternative flowthrough funding could be operationalized sooner while the current SIF agreement is in progress, hence running in parallel.

In year 2 of the current SIF agreement (2021), CRIN is implementing the Technology Development and Deployment (TD&D) competitions and launching Ecosystem Support and Development programming. CRIN is actively learning and building capacity and capability and in doing so is able to pursue alternative future funding, increasing the probability of enabling a concurrent funding model.

This plan is underpinned by Annual Business Planning with the CRIN Operations team working with the Steering Committee and committees of the Board. Annual Business Planning will trigger annual reviews and connectivity with this strategic plan and will drive revisions so that the strategy remains relevant and compelling.

CRIN's strategic plan must be fluid and nimble to respond to the needs of the Network and to reflect the Rainforest innovation culture upon which CRIN is founded. Furthermore, as CRIN continues to develop capacity and capability, the Steering Committee and Board will be developing strategies to enhance and build on this plan with stakeholder engagement and workshops to ensure CRIN remains true to its vision and principles in the Canadian energy innovation ecosystem supporting Canada's multiple pathways to net zero.

In the [full Sustainability Plan document approved by the CRIN Board](#) <linked to full board approved document> is a description of a simple pathway for CRIN sustainability. It has been developed so that a **Base Case** is the minimum level of operation necessary for the ten (10) years following the SIF Contribution Agreement Completion Date of March 31, 2024 and to meet Annual Performance Benefit Reporting (APBR) commitments to March 31, 2034.

The base case maintains the commitment beyond the SIF Completion Date to:

- 1) achieve or exceed the Key Performance Indices (KPIs) and targets as set out in the Contribution Agreement (see KPIs as part of the Network Strategy)
- 2) ensuring Annual Performance Benefit Reporting to SIF is performed

Key Assumptions for the Base Case:

- CRIN will continue to be open and cost-free to individuals and organizations; the only prerequisites are to sign up to become a member of CRIN; review, sign and apply the social contract values and principles within their communities
- CRIN will leverage its network, investors, industry and others, for volunteers and support to programming and events
- CRIN will leverage its network post SIF contracts to assist with data collection and reporting
- CRIN as an overarching network of networks, will design and leverage momentum gained as a result of the SIF funding and will remain focused on its strategic objectives to maintain minimal activities, support events and the network of members
- CRIN will continue to be driven by and focus on industry pull; connecting innovators, solution providers and investors, avoiding duplication of efforts or competing with other organizations within the CRIN network to achieve results
- CRIN is agnostic and continues to support all pathways to realize a sustained diverse energy future by enabling connections and collaboration
- The base case model provides a foundation for more advanced funding models and role for CRIN, i.e., ‘**go-to platform**’ model is built on the Base Case

## The ‘go-to platform’ in the Canadian Energy Innovation Ecosystem

*- a strong and diverse network of networks built on trust, sharing and partnering*

*- complements and amplifies the multiple pathways to net-zero*

*- robust sector and technology communities*

*- end-user pull and innovation drives significant investment in the industry*

*- pursue and execute on multiple funding sources*

This description positions CRIN as the flowthrough funding platform that delivers on government and/or private sector innovation agendas relating to energy systems transformation with emphasis on Technology Readiness Levels (TRL) 6-9. This would require maintaining a critical mass of human resources to administer day to day operations and could expand or contract based on demand while leveraging partner resources and expertise to deliver on the goals.

This requires business planning with scope that is truly diverse (funding sources, sectors, skills and expertise, culture, partners), pan-Canadian and inclusive. Varied sources of funding include government grants, working with other funders (universities/investors) and other organizational funding mechanisms from public and private sectors.

Features of the ‘go to platform’:

- **Culture** – is modeling CRIN values and principles of the Rainforest and adoption of its’ social contract in everything we do
- **Equity, Diversity and Inclusivity** - is foundational to CRIN’s future success
- **End-User pull** – guides strategy, decisions and what we do everyday

- ✓ underlying principle for CRIN is to advance an Oil and Gas industry pull for new technologies to support the transformation to a diverse, sustainable energy future
- ✓ consider expanding the reach of CRIN to enable similar levels of transformation in other sectors of the Canadian economy that could be linked to supporting the heavy industrial sector; this would focus efforts to reach other sectors that represent large end users of oil and gas producer process technologies or users of hydrocarbon products, such as Mining, Cement, Aviation, Construction, Transportation, and others as part of the industry pull
- **Focus** – to create compelling options for significant investment in the industry
  - ✓ entrench an understanding on how important the Oil and Gas industry is, the commitment and future role that the sector will play in meeting Canada’s climate goals
  - ✓ deliver means and tools for creating value propositions for investment in the sector to compliment what is being done with smaller funders / investors, angels, VCs, bankers, etc.
  - ✓ create “end-user pull” so that large investors seek out investment in the industry

Key Assumptions:

- CRIN is agnostic and continues support to all pathways to realize a sustained diverse energy future by enabling connections and collaboration including working with other end user industrial sectors such as cement, petrochemicals, transportation, utilities, etc.
- CRIN is a trusted source for governments and funders (private, public)
- CRIN will pursue and execute on other multiple sources of funding, i.e., universities, private investors and organizations
- CRIN will not become a stand-alone accelerator that competes with other accelerators; instead, CRIN will activate the sector engagement plan for the accelerators and incubators that are members of CRIN [concierge of the accelerators]. This process could begin now and would assist other CRIN members in leveraging and connecting with the accelerator that is right for them and their stage of development
- CRIN’s focus on the later stage development (TRL 6-9) through to commercialization and deployment is complementary to other programs, e.g., SDTC is TRL 4-7. CRIN is not a competitive program – it is complementary to other programs
- Oil and gas sector in Canada will continue to contribute to Canada’s economy and will be part of a diverse sustained energy future through innovation
- Further expand CRIN’s membership and outreach to include industries that utilize products, innovate across value chain i.e., cement, steel, end user and others who may also benefit from oil & gas innovation
- Sectors will be part of CRIN’s sector engagement plans that and will not duplicate or compete with other organizations but seek to amplify, accelerate and connect technologies across multiple sectors

- CRIN leadership is open to all driven by the value that a diverse and inclusive network of networks provides

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