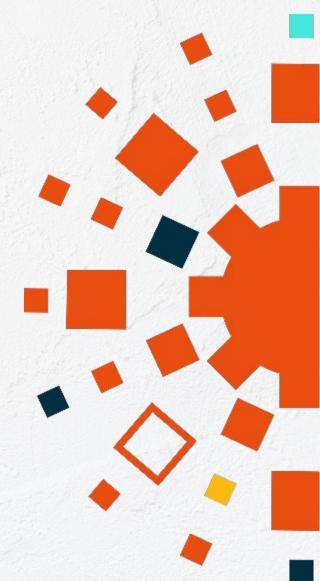


# **Advanced Manufacturing Technology Program (AMTP)**

Writing a Winning Application

Email: AMTP@ngen.ca

Website: https://www.ngen.ca/funding/challenge/advanced-manufacturing-2025



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## **AMTP – Key Dates and Application Process**

- Become an NGen member www.ngen.ca/me mbership
- **3. Screening -** Submit project for Screening (Expression-of-Interest) by August 20<sup>th</sup>, 2025
- **5. Full application** Complete and submit full application by September 23<sup>rd</sup>, 2025
- 7. Complete Contracting Requirements

~ Nov - Dec 2025

Commence project

- 2. Login to member portal and start a new project (Intake stage)
- **Available resources:**

AMTP Information Webinar - Slides

AMTP Information Webinar - Recording

4. NGen review:
Accepted projects
will move
forward and
Financial Due
Diligence (FDD)
begins

6. Assessment by an independent third-party panel of experts. Interviews, if required.

### **AMTP – Application Questions**

- Applicants expected to answer ten (10) questions maximum 7,000 characters per question.
- To ensure the level of information provided is fair for all applicants:
  - Any information provided above 7,000 characters will not be sent out to the Assessors.
  - No external links are allowed.
- Consider utilizing graphs and charts as they will not count towards the total word count. Text-heavy tables will count towards the question character limit.
- The questions must be answered within the portal.
- The Assessors will answer two (2) yes/no gateway questions.
  - Is the project in scope for funding for this challenge?
  - Is the project recommended for funding based on the overall application?

### Q1: What is the overall opportunity that the project addresses?

### **Response guidance:**

- Outline the big-picture motivation and the overall advanced manufacturing objectives that the project intends to achieve.
  - This question response provides the high-level introduction to the overall project and key project elements.
- Provide an overview of the project considering both technology and business impacts, highlight other strategic benefits.
- Outline what the project team needs to do to successfully achieve the project objectives within the desired timeframe and budget.
  - What are the specific challenges, research questions, and/or technical complexities that need to be addressed within the timeframe of the project?
- Describe the nature of the challenges facing you and/or your potential customers, along with the potential market challenges or barriers to entry that the project addresses.
- How will the outcomes of the project overcome these challenges?
- Clearly describe the project partners and how the partners will collaborate towards achieving the overall opportunity the project addresses.

### Q2: What is transformative about the project?

### **Response guidance:**

This question response is where the consortium can plainly demonstrate the Transformative nature of the project

- Clearly define the transformative advanced manufacturing aspects of the project and what new knowledge pertaining to advanced manufacturing is being created by each partner organization.
- Identify the extent to which the project is transformative and innovative both technically and commercially for each partner:
  - Outline the current state-of-the-art manufacturing processes and technologies for your industry (or sector) and describe how this project pushes the boundaries in the context of advanced manufacturing.
  - How will the project lead to technological and business advantages that will allow Canadian companies to leapfrog global competitors
    and become world leaders in the application and/or production of advanced manufacturing technologies?
  - Describe how the project will be recognized globally as conferring or strengthening Canadian leadership in advanced manufacturing.
  - Highlight the Technology Readiness Level (TRL) and/or Manufacturing Readiness Level (MRL) roadmap from the beginning of the project as applicable per partner.

### Q2: What is transformative about the project?

- Explain how the project has the potential to transform or support the transformation of each partner organization.
  - Outline the Background IP expected to be leveraged during the project as well as the Foreground IP expected to arise during the project and discuss how you intend to leverage this IP.
    - Build this narrative by using and referring to the IP Tables (Appendix 3).
    - Note that IP is not limited to patents; other IP types such as trade secrets, know-how, copyright, registered industrial designs, trademarks, etc., may be relevant.
    - Refer to the IP Guide for definitions.
- Provide evidence for all statements above. This could include the results of patent searches, competitor analyses, literature surveys, and/or benchmarking strategic analysis/roadmaps.

## Q3: What is the nature and size of the potential market the project will address?

#### **Response guidance:**

For each project partner, describe the market(s) that you are entering as a result of this project OR describe the existing market that you are operating within and how the project outcomes will enhance your competitive position within the market.

- Include details such as:
  - The target market, including the size, margins, market leaders, key competitors, price competition, barriers to entry
  - Dynamics of the market(s) including historical and projected growth rates
  - Quantify the market differentiators for your project outcomes
  - Identify and analyze adjacent markets where the new knowledge could be commercialized
  - The specific target product, platform and service applications underpinning the market
  - The expected share of market to be captured because of this project
  - The opportunity timeline and when you expect benefits to be realized
  - The impact of the project on existing or future customer relationships

## Q4: How will the results of the project be commercialized?

### **Response guidance:**

This question response is where applicants can demonstrate the Applied nature of their project

- Ensure there is a compelling commercialization plan describing how this project proposal's benefits will be achieved. The commercialization plan should highlight the new business opportunities anticipated by each partner in collaboration and individually.
  - Describe what project outputs will be commercialized, such as new or improved products, services, processes, capabilities, intellectual property, or applications.
  - Describe the potential to commercialize these outputs in the existing market, future markets, or adjacent markets as defined in Question 3.

## Q4: How will the results of the project be commercialized?

- Describe how each of these outputs will be achieved along with a measurable timeline and key performance indicators (KPIs) for commercialization. Consider including:
  - A roadmap showing the route to market.
  - The number of manufacturers or facilities the technology will be implemented in.
  - Highlight your competitive advantage and value proposition.

## Q4: How will the results of the project be commercialized?

- Describe the plan for the management and commercialization of Intellectual Property, whether explicit (e.g., in written contracts) or implied (e.g., by way of sales).
- Recall that IP is not limited to patents; other IP types such as trade secrets, know-how, copyright, registered industrial designs, trademarks,
   etc., may be relevant. Refer to the IP Guide for definitions.
- Use Appendix 3 IP Tables to indicate the parties (including any third parties) expected to develop, own, and/or access each of the listed Project IP assets.
- Outline the strategy for protecting such IP assets. Include details regarding any contemplated patent application filings.
- Outline any other commercial spill-over opportunities and highlight how your activities will contribute to the wider industry and other sectors.

# Q5: What economic benefits is the project expected to deliver to those inside and outside the consortium, and over what timescale?

### **Response guidance:**

- Projects must deliver significant economic benefits to their collaborating partners.
- As part of this response, identify the economic benefits the project will have for the participating project partners and other suppliers/partners inside and outside the project. How does the partnership help each partner achieve greater economic growth?
- The economic case can be strengthened by representing additional direct and indirect economic benefits. Examples include:
  - The potential economic opportunity to implement the solutions in multiple manufacturers/facilities.
  - The economic value associated with:
    - Efficiency gains
    - Reduced downtime
    - Reduced manufacturing footprint
    - Positive environmental benefits
    - Reduced material usage
    - Higher quality output
    - Reduced scrap and warranty.

## Q5: What economic benefits is the project expected to deliver to those inside and outside the consortium, and over what timescale?

- Ensure that the tables in the application portal show the job impact for each project partner over the project's duration, 0-2 years after, and 3-5 years after as discreet (not cumulative) timespans.
  - Please identify:
    - The number of direct jobs created,
    - The number of direct jobs maintained/safeguarded,
    - The number of indirect jobs created within the supply chain (consider referencing multiplier effects based on direct jobs),
    - The number of indirect jobs maintained/safeguarded (consider referencing multiplier effects based on direct jobs).
- Aligned with the jobs tables populated, in the question response, highlight the types and roles of jobs that the partners will create.

## Q5: What economic benefits is the project expected to deliver to those inside and outside the consortium, and over what timescale?

- Ensure that the tables in the application portal show the expected additional revenue that will be generated for each partner as a result of the project: 0-2 years after the project and 3-5 years after the project.
- Aligned with the revenue tables populated, in the question response, indicate any commercial opportunities for other manufacturers/industry sectors arising from the application of the technology, or for the existing supply network upstream and downstream.
- Highlight if the project will create spin-off business opportunities (new businesses, new or expanded supplier or partner relationships) in
   Canada and globally.

### **Response guidance:**

This question response is where the applicants can demonstrate the Enduring benefits of the proposed project.

- Projects must provide enduring ecosystem benefits. Benefits cannot accrue to one partner; the project must leave a legacy beyond the partners for Canadian manufacturing.
- Highlight any intent to make IP accessible (whether commercially or free of charge) by third parties such as other NGen members.
- It is also important to highlight any workforce development and Equity, Diversity & Inclusion (EDI) opportunities practiced by the partners.
- Describe how the project will help promote Canadian capabilities and create a widespread positive impact leaving a legacy in manufacturing in Canada for the partners and beyond (consider how the project impacts the supply chain, and the industry sector both domestically and internationally). Examples could include:

- Workforce Development:
  - How will the project encourage the engagement of women, indigenous, and underrepresented groups in the workforce and enhance or create equity, diversity, and inclusion efforts?
  - Outline the opportunities for attracting, training, developing, and retaining a highly skilled talent pool.
  - Outline any initiatives to engage students in the project.
- Other Social Benefits:
  - Social inclusion
  - Enhanced quality of life
  - Public empowerment
  - Health and safety

- Industry knowledge:
  - Will the project serve as a model, learning platform, or data lake for others?
  - Will the project generate any intellectual property that others can use to accelerate technology applications or scale-up manufacturing in Canada?
  - Will the project influence the activities of colleges, universities, research institutes, or public services, resulting in the diffusion of this knowledge back into the industry?
- Infrastructure support:
  - Will the project help to develop or support the use of tools, testbeds, data, and technology platforms that will foster future technology development, adoption, scale-up, and commercialization activity in Canadian manufacturing?
- Collaborative Networks:
  - Will the project further enhance the ability of industry partners, post-secondary education institutions, research centers, and other private and public organizations to work together to strengthen advanced manufacturing in Canada?
  - Will the project provide greater capacity, opportunities, and capabilities to support SMEs?

- Environmental Benefits:
  - GHG, particulate matter reduction
  - Process and resource efficiency
  - Better energy management
  - Reduced volatile organic compounds
  - Reduced land degradation
  - Reduced water usage
  - Carbon footprint and emissions reduction
  - Use or creation of sustainable materials
  - Reuse, recycle, and remanufacture
  - Other life-cycle benefits
  - Other sustainability opportunities
- Any other benefits regulatory, certification, standards development, regional and policy benefits, etc.

### Q7: What is the overall project plan?

#### **Response guidance:**

- As part of this question response, describe the overall project plan, identifying key project management tools and mechanisms (e.g., Quality Management Systems) that will be implemented to provide confidence that sufficient control will be in place to deliver the project on time, within budget, and according to the specifications.
- Provide a summary of the project, including work package descriptions, a description of the key project milestones, resource and management requirements, and key metrics to measure success.
- The assessment and scoring for this question will consider both, the written answer and Appendix 1. In evaluating the project plan, the assessors will consider the following:
  - Is there sufficient detail provided when considering the complexity of the project?
  - Is there sufficient detail to understand the tasks involved and the resources required?
  - Is the timing of the key milestones realistic?
  - Is there a demonstration of sufficient resource commitment and capability to undertake the project?
  - Is the Project Plan aligned with the costs described in the response to Question 10?

## Q8: What is the overall risk management plan?

#### **Response guidance:**

- NGen recognizes that projects of this type are inherently risky and therefore have adequate arrangements for managing this risk.
- As part of this question response, describe the Risk Management approach, including the management tools and mechanisms to identify,
   evaluate and address the project risks.
- Key risks identified in Appendix 2, Risk Register, should be elaborated upon as part of the answer to this question. For example, the scope and results of any freedom-to-operate assessments should ideally be discussed.
- The assessment and scoring for this question will consider both, the written answer and Appendix 2.
- Assessors will be looking to see that all key risks are identified and that there is sufficient risk in the project to warrant NGen funding.

## Q9: Describe the collaboration and the partner skills, experience, resources, and access to facilities to deliver the identified benefits?

### **Response guidance:**

This question response is where the applicants can demonstrate the Collaborative nature of the project idea.

- Describe the collaborative nature of the project and how the consortium working together will achieve more than if they were working individually.
- Describe how partners will develop relationships, build trust, and share knowledge.
- Describe any additional collaborative activities related to suppliers, sub-contractors, and academic or research organizations involved in the project.
- Demonstrate there are appropriate management reporting and governance structures between the consortium partners to manage and deliver the project. Consider including a governance structure diagram.
- Use and refer to the IP Tables (Appendix 3) to demonstrate the collaborative nature of the project wherever applicable in terms of joint development of foreground IP and/or access to background and foreground IP during and after the project.

## Q9: Describe the collaboration and the partner skills, experience, resources, and access to facilities to deliver the identified benefits?

- Demonstrate that the consortium has the right skills and experience to deliver the project successfully.
- Include a high-level description of the partners' record of accomplishment in achieving similar projects.
- Describe the accomplishment of project team members in undertaking and exploiting the results of technology projects to show the consortium's capability to develop and commercialize the technology.
- Demonstrate appropriate access to facilities and resources, including identifying and allocating appropriate space and infrastructure for the project to succeed (consider floor space, specialized equipment needs, specialized resources, etc.).

#### **Response guidance:**

#### Part 1:

- Articulate why NGen funding is being requested, how it will benefit the project, and demonstrate that the activities are in addition to regular business undertakings of the applicants. Questions to consider:
  - Will the project's technical or commercial scope be affected by NGen support?
  - Why is NGen funding critical to undertake the project as proposed?
  - Does NGen funding allow the project to be undertaken differently (more quickly, at a larger scale, with more partners)?
  - Would the collaborative partnerships have been formed without the project?
  - Is the project too risky for commercial investors?

### Response guidance (continued):

#### Part 2:

- Provide a breakdown of the costs per work package and milestone, and per partner, showing how it aligns with the project plan.
- Consider also adding to Appendix 1 along with describing it in this response.
- Using the Financial Workbooks, indicate the anticipated project budgeted costs, making clear the level of contribution from all participants and the level of funding required from NGen.
- In the response, provide supporting information and an explanation of extraordinary or specialized project costs.
  - For each partner, ensure that all key points relating to these costs are described per cost category.
  - Ensure the project funding is not subsidizing production.

- Consider providing additional explanation of the eligible costs in the finance workbooks. Including:
  - Labour: Justification for the use of labour with especially high rates.
  - **Subcontract:** Explain the reason for and use of subcontractors, their impact on the project, and why they are not formal project partners. Provide context on high-value adding subcontractors such as academia or NRC.
  - **Equipment:** Describe the capital required with a justification of why it is necessary to achieve the goals of the project and a rationale for any pieces of capital equipment exceeding \$1M CAD.
  - Materials: Please explain any excessive amounts of material or the use of expensive materials. The amount of material listed should be for the purposes of the project's R&D aspects and linked to the prove-out advanced manufacturing technologies and processes capability.

- It is recognized that other funding sources may be required to complete the project. Specify other government or private sector funding sources necessary to achieve the project goals.
- To further enhance the value for money case, please outline if the project has the potential to attract future government or private sector investment in the short, medium, and long term.
- In evaluating this question, the assessors will consider the following questions:
  - Has the project presented a clear case that these activities are in addition to regular business undertakings?
  - Has a realistic budget breakdown been provided, and is the budget realistic and reasonable for the scale and complexity of the project?
  - Is a financial commitment from other sources demonstrated for the balance of the project costs?
  - Is the project providing value for money for NGen funding? Considering the project's total potential impact and return against the amount of funding being requested.

### **Appendix 1 – Project Plan**

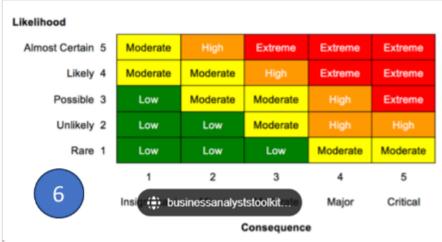
- The assessment and scoring for the project plan will consider both the written answers and Appendix 1.
- Consortiums should adopt a project planning methodology that is familiar to them. Do not invent new planning processes that are not easily understood or executable upon by all partners.
- Consider detailing out in the manner of a Gantt chart:
  - Project phases these are big bucket phases of the entire project within the NGen project timelines
  - Work packages these are typically sub-packages of work that can be carved out in groups
  - Tasks detailed task-level activities that are reasonable in length and progress is measurable in bite-sizes
  - Milestones with clear deliverables consider measure of success, project objectives, and/or KPIs
- Additionally, discuss and align on:
  - Resource allocation ensuring each partner can dedicate the required resource pool for the project duration
  - Cost allocation aligned with the budgets each partner allocates for the project
  - Dependencies amongst all tasks helping understand the sequence of events and potential roadblocks
- Knowing and outlining the critical path of the project will help set the project up for success and active management.

### Appendix 2 – Risk Register

- It is preferred that companies use their own risk management framework with the response guidance to develop the risk management plan
- In the absence of an internal risk management framework, it is encouraged that companies use the guidance to develop a plan. The table below is an example for such a framework:

ID	Theme	Risk Details	Owner	Likelihood	Impact (Conseque nce)	Risk Score	Treatment Strategy	Likelihood	Impact (Consequenc e)	Residual Risk	Comments
1	Technical	Technical risk in project description	Partner 1	5	4	20	Mitigate: Details about risk mitigation.	5	2	10	
		1	2			3	4			5	

- 1. Risk statement should be written in a cause-and-effect manner
- 2. Identify an owner for each risk
- 3. The risks should have a relative ranking
- 4. Strategies can include Avoid, Transfer, Mitigate (reduce), Accept (manage)
- 5. The Strategy and subsequent ranking should make sense
- 6. The risk rankings should have a legend to understand the scoring

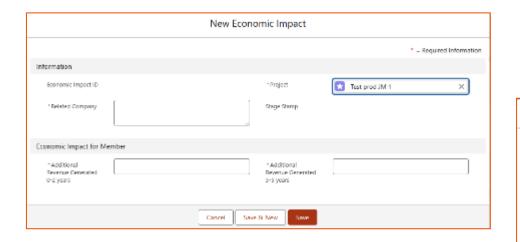


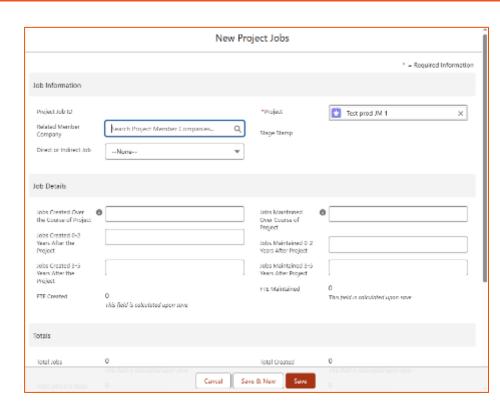
### **Appendix 3 – IP Tables**

- Refer to the IP Guide here: NGen AMTP IP Guide.
  - This provides a high-level definition of Intellectual Property and its different types.
  - It also provides general best practices of IP management
  - Guidance on developing IP-related aspects of a project application
- Aligning with the responses to the 10-questions above, each project must upload a completed document of the IP Tables that outlines
   Background and Foreground IP surrounding this project.
- Refer to the IP Tables template here: NGen IP Tables v1.1.docx
- IP is not just limited to Patents. It also includes Know-how, Confidential information, Trade secret, Industrial design, Trademark, and Copyright.
- Ensure you are budgeting adequate IP-related costs when developing your project budgets.
- Remember, all three appendices become part of the project's journey and will evolve, adapt, and refine as the project progresses.

## **AMTP – Application Details – Tables**

 Aligning well with responses in the application questions (such as question 3, 4, 5, 6, and 9), fill out Application Details Tables for Jobs, Economic (Revenue) growth, and Academic/Research engagements that the project can bring about.

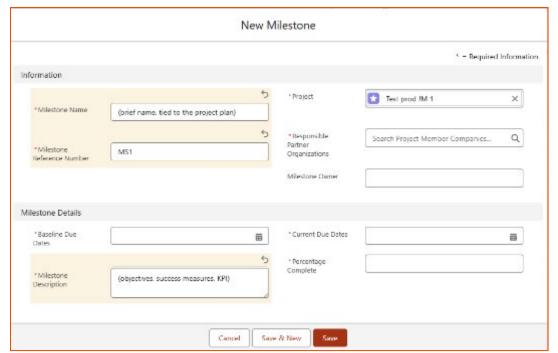




New Academic/Research Involvement									
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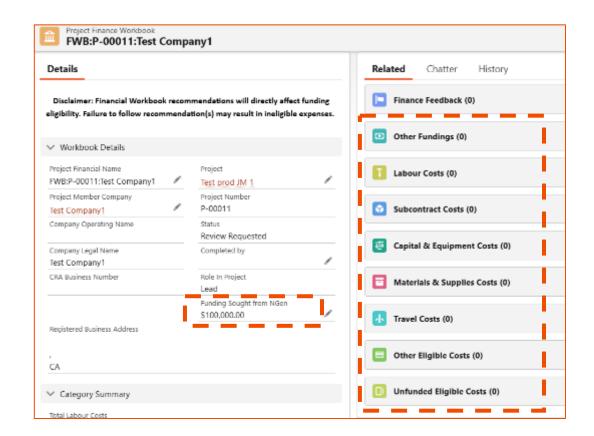
## **AMTP – Application Tables**

- The Milestone Register, must be aligned with Appendix 1 Project Plan, as well as the application questions (such as question 7).
- Create milestones that can be measured with objective outcomes with realistic dates based on preceding linked tasks and activities.
- Assign a responsible partner organization as the primary owner (even if this is a shared milestone).
- A good project plan has good clarified milestones spaced well throughout the project.



### **AMTP – Financial Workbooks**

- Read the Finance Guide: AMTP Finance Guide.
- Build a realistic budget, by planning for various scenarios of the project.
- Ensure there is management buy-in for the expected spend.
- Each partner organization in the project only has access to their own
   Finance Workbook.
- Ensure budgets are well explained in Question 10 for all partners.
- Ensure Funding Sought from NGen is filled in by all partners.
  - Maximum 40% reimbursement of consortium's total funded eligible costs
  - No one partner can receive more than 70% of this reimbursement
- NGen can provide initial feedback on budgets ahead of time.



### **AMTP – Financial Due Diligence (FDD)**

- FDD is carried out at an organizational-level directly between NGen and the organization. It is a mandatory requirement for all project partners to clear FDD. Review the entire FDD process here: <u>Financial Due Diligence</u>.
- The goal of FDD is for NGen to carry out a financial assessment to ensure each respective organization on the project can support commitment to the project for the entire duration of the project (on top of regular business undertakings).
- Along with a Credit review, factors that play into the evaluation typically drawn from Financial Statements include, but not limited to:
  - Operating Cashflow
  - Profitability
  - Liquidity
  - Leverage/Indebtedness
  - Business Information including articles of incorporation, corporate structure, listings of directors and officers, capitalization table, etc.
- Other deliverables might include, but not limited to, a Cashflow Forecast or evidenced Term-Sheet/Financing to support your ability future Cashflow.
- Ensure your FDD contact identified in the Application Agreement is registered as a member and available during this period.
- Only the signatory of the Application Agreement can affect a change or addition to the originally identified FDD contact.
- If in doubt on any aspects of FDD contact <a href="mailto:ProjectFinance1@ngen.ca">ProjectFinance1@ngen.ca</a>.
- Projects that do not clear FDD, might risk not getting funded, regardless of the quality of the application. Engage early and actively!

## Win Win Win

- Read the Project guide, Finance guide, and IP Guide in detail. Challenge Programs: Home | AMTP
- Don't start by answering the questions. Have a partnership meeting with your collaborators and plan the project with your partners.
- Think about how you achieve the NGen program goals, your goals as the lead, and your partners' goals.
- Build relationships with your partners: build trust; get to a first name basis.
- What are the issues you are trying to solve? Talk about them!
- The more you put in at this stage the more you will get out. The project will be easier and more effective when it launches.

- Make sure all partners have buy-in from Senior Management and that you have the right people with influence on the project team.
- Get a strong project manager or someone who can lead the proposal and drive it to a successful conclusion.
- Sketch out the project scope, common objectives, high level deliverables, overall timelines.
- Brainstorm the project benefits and opportunities together as a consortium.
- Build the business case with your partners.
- The business case, project plan, and financials need to be mutually reinforced together with all project partners.
- Follow the guides to support the proposal development.
- Everyone approaches proposal development differently.

1 2 3 4

Collaborate Brainstorm Structure the Project Build the Business Case

- As a suggestion start with answering Questions 1 and 2 this will define the vision of the project and the highlight why it is transformative.
- Want feedback at this stage? Contact NGen and request feedback the earlier the better.
- Don't email your proposal or responses use the secure portal.
- Consider the detailed guidance on each question. Articulate what is most relevant to your project. Be as comprehensive as possible.
- Consider the amount of funding being requested and the impact the project can have on leaving a legacy for Advanced Manufacturing in Canada.
- Every project is unique therefore please include any other pertinent information not covered in this guidance.

- The Assessors are only able to assess what is provided in the application. To the best of your ability, try to address the relevant guidance provided for each question.
- Work with your partners to answer the questions and quantify all the benefits that might accrue for each partner.
- Don't lose sight of the NGen scope requirements:
  - How are you pushing the boundaries of Advanced Manufacturing?
  - What is Transformative in the project you are proposing?
  - What legacy is left in Advanced Manufacturing for Canada?
  - Is there a pathway to commercialization of the technologies?
  - Are you demonstrating meaningful collaboration?
- Where possible provide evidence for your statements; credible sources. Do you have market analysis or survey information?
- When putting together the case and brainstorming, think about what are the differentiating factors within your project that set it aside from all the other projects.
- Don't lose sight of clearing Financial Due Diligence.

## **AMTP – Beyond Application Development**



- Up to five (5) independent third-party panel of experts will review each application.
- The two key gateways Assessors will look for in context of this program's objectives and goals:
  - Is the project in Scope?
  - Would the project be recommended for funding?
- At NGen's discretion, select projects may be invited for a brief interview with the Assessment panel should further clarity be required on an Application.
- Detailed Assessor feedback will be provided to each project, regardless of Assessment outcome.
- Projects will be notified whether they are recommended for funding and enter a Contracting phase.
- Once Contracted, the project would enter a Monitoring (execution) phase.

## Webpage and Resources

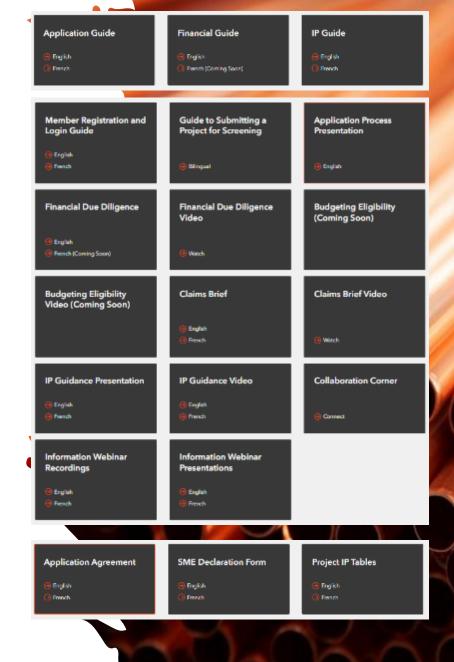
### NGen | Advanced Manufacturing Technology Program



### Background & Guidance Documents

Advanced digital, materials, and production technologies are helping manufacturers respond to and take advantage of shifting market dynamics by improving existing production and business processes, improving productivity, reducing costs and scaling up the production and commercialization of new products and services.

The objective of this Advanced Manufacturing Challenge is to strengthen the competitiveness of Canada's manufacturing sector, drive more innovation and investment in advanced manufacturing technologies in Canada, generate new commercial opportunities for Canadian companies in global markets, grow world-leading Canadian enterprises, and develop a modern and inclusive workforce with the skills to excel in advanced manufacturing.





### **Project Development Support**

- Do you need guidance on answering the application?
- Do you need advice on how to improve the IP aspects?
- Do you need advice on budgeting for the project?
- Other questions?

## Email us at AMTP@ngen.ca

### Official Guides, Resources, and Templates

https://www.ngen.ca/funding/challenge/advanced-manufacturing-2025

