

FINANCIAL STATEMENTS 2022 / 2023
FOR THE YEAR ENDED MARCH 31, 2023

I N N O V A T I O N

I N N O V A T I O N

I N N O V A T I O N

I N N O V A T I O N

I N N O V A T I O N

CONTENTS

02 Independent Auditor's Report

Financial Statements

04 Balance Sheet

05 Statement of Operations

06 Statement of Changes in Fund Balances

07 Statement of Cash Flows

08 Notes to Financial Statements

Web: oc-innovation.ca

Mail: info@oc-innovation.ca

Toll Free: 1.866.759.6014

LinkedIn: Ontario Centre of Innovation

X (formerly Twitter): OCInnovation

YouTube: Ontario Centre of Innovation

OCI is committed to being an inclusive organization and strongly believes that the diversity of race, gender, ethnicity, demographic, and opinion helps create a more equitable and vibrant innovation ecosystem in Ontario. We actively assess every aspect of our business, as well as our internal and external interactions, to implement changes that ensure that diversity and inclusion are driving our decisions.

FOR MORE THAN 36 YEARS, OCI has played a key role in the innovation ecosystem, from catalyzing innovation through industry-academic partnerships to connecting collaborators across the province, with the vision of being at the centre of innovation in Ontario—driving economic growth and job creation through investments in the commercialization and adoption of new technologies.

OCI builds bridges between sectors, sparking vibrant collaborations that lead to the creation of products and jobs that make a real impact in the lives of Ontarians now and into the future. OCI helps ensure Ontario is where next happens. We accelerate job creation through innovation, commercializing game-changing research by connecting industry and academia.

INDEPENDENT AUDITOR'S REPORT

To the Members of Ontario Centre of Innovation

Opinion

We have audited the financial statements of Ontario Centre of Innovation (the "Organization"), which comprise the balance sheet as at March 31, 2023, and the statements of operations, changes in fund balances and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2023, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.

INDEPENDENT AUDITOR'S REPORT

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

BDO Canada LLP

Chartered Professional Accountants,
Licensed Public Accountants

Toronto, Ontario
July 10, 2023

BALANCE SHEET

AS AT MARCH 31

Assets

	2023	2022
	\$	\$
Current Assets		
Cash and cash equivalents	87,776,029	102,679,722
Accounts receivable	4,046,926	444,795
Grants receivable (Note 2)	927,773	1,645,050
Prepaid expenses and project advances	10,120,326	14,566,719
	102,871,054	119,336,286
Ready 4 Market and LSIF investments (Note 3)	5,125,087	4,633,899
Other investments (Note 4)	3,739,482	4,776,307
Property and equipment (Note 5)	649,710	831,191
	112,385,333	129,577,683

Liabilities and Fund Balances

	2023	2022
	\$	\$
Current liabilities		
Accounts payable and accrued liabilities	21,674,579	26,146,286
Deferred grants and contributions (Note 6)	40,396,900	78,597,426
	62,071,479	104,743,712
Deferred grants and contributions (Note 6)	26,983,144	3,974,307
Ready 4 Market and LSIF investment liability (Note 3)	5,125,087	4,633,899
	94,179,710	113,351,918
Fund balances		
Internally restricted (Note 7)	10,494,528	10,494,528
Unrestricted	7,711,095	5,731,237
	18,205,623	16,225,765
	112,385,333	129,577,683

The accompanying notes are an integral part of these financial statements.

On behalf of the Board:



Director



Director

STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31

	2023	2022
	\$	\$
Revenue (Note 8)		
Grant	47,243,361	76,315,314
Membership	2,457,795	1,394,388
Other government contributions	549,940	1,210,001
Interest	541,245	148,849
Other	652,447	49,685
	51,444,788	79,118,237
Expenses		
Program expenditures	38,160,568	67,573,756
Events and sponsorships	44,728	40,821
	38,205,296	67,614,577
Program development, delivery and administration	11,259,634	11,894,170
	49,464,930	79,508,747
Excess (deficiency) of revenues over expenses for the year	1,979,858	(390,510)

The accompanying notes are an integral part of these financial statements.

STATEMENT OF CHANGES IN FUND BALANCES

FOR THE YEAR ENDED MARCH 31

	Internally Restricted	Unrestricted	2023 Total	2022 Total
	\$	\$	\$	\$
Fund balances , beginning of year	10,494,528	5,731,237	16,225,765	16,616,275
Excess (deficiency) of revenue over expenses for the year	—	1,979,858	1,979,858	(390,510)
Fund balances , end of year	10,494,528	7,711,095	18,205,623	16,225,765

The accompanying notes are an integral part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31

	2023	2022
	\$	\$
Cash was provided by (used in)		
Operating activities		
Excess (deficiency) excess of revenue over expenses for the year	1,979,858	(390,510)
Items not involving cash		
Amortization of property and equipment	191,653	203,258
Accrued interest on other investments	(39,659)	(67,520)
Disposal of Ready 4 Market and LSIF investments (Note 3)	1	—
Writedown of Ready 4 Market and LSIF investments (Note 3)	6,374,981	2,874,984
Reversal of writedown of Ready 4 Market and LSIF investments (Note 3)	(491,170)	(3,123,546)
Fair value change in other investments	1,076,484	441,159
Changes in non-cash working capital balances		
Accounts receivable	(3,602,131)	819,086
Grants receivable	717,277	(1,280,115)
Prepaid expenses and project advances	4,446,393	9,075,740
Accounts payable and accrued liabilities	(4,471,707)	(5,471,964)
Deferred grants and contributions	(15,191,689)	(42,443,277)
Ready 4 Market and LSIF investment liability (Note 3)	491,188	4,633,899
Purchase of Ready 4 Market and LSIF investments (Note 3)	(6,375,000)	(3,125,000)
	(14,893,521)	(37,853,806)
Investing activity		
Purchase of property and equipment	(10,172)	(62,213)
Decrease in cash and cash equivalents	(14,903,693)	(37,916,019)
Cash and cash equivalents, beginning of year	102,679,722	140,595,741
Cash and cash equivalents, end of year	87,776,029	102,679,722

The accompanying notes are an integral part of these financial statements.

NOTES TO FINANCIAL STATEMENTS

MARCH 31, 2023

1. Significant Accounting Policies

The following is a summary of significant accounting policies:

(a) General Information

Ontario Centre of Innovation (“OCI”) was incorporated under the Corporations Act (Ontario) on July 3, 2003 as a not-for-profit corporation without share capital. OCI’s principal objectives are to: stimulate, promote, foster, sponsor and direct fundamental and applied research in support of the changing needs of, and challenges faced by Ontario industries; facilitate the training and education of researchers, scholars, scientists and engineers in areas relevant to Ontario industries; and facilitate the transfer, sharing and diffusion of learning, knowledge and technology between Ontario universities and industries.

(b) Basis of Accounting

The Organization has prepared its financial statements in accordance with Canadian accounting standards for not-for-profit organizations.

(c) Revenue Recognition

OCI funds various research projects and activities out of funds received as grant revenue from the Ministry of Economic Development Job Creation and Trade (“MEDJCT”), other provincial and federal government sources and from industry. OCI follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. As part of OCI’s operations, project partners are required to co-fund various projects and activities; however, OCI does not recognize these partners’ cash and in-kind contributions in its financial statements as they are provided by the project partners directly to performing organizations.

Contributions for the purchase of property and equipment are deferred and amortized into revenue on a straight-line basis at a rate corresponding with the amortization rate for the related property and equipment. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Membership revenue is recognized evenly over the length of the membership if the amount is measurable and considered collectible.

Interest income from Ready 4 Market and LSIF investments is recorded on a cash basis due to the uncertainty of the future performance of the investees.

Interest from other investments is recorded on an accrual basis, with amounts recorded in the year in which they are earned.

(d) Cash and Cash Equivalents

Cash and cash equivalents consist of cash and highly liquid investments with initial maturities of three months or less.

(e) Ready 4 Market and Life Sciences Innovation Fund (“LSIF”) Investments

OCI receives shares of non-affiliated companies, representing either a recovery of OCI’s costs associated with a research project or compensation for the work OCI provides to bring the opportunity to an investment ready state and as part of the consideration for providing loans and debentures. The investments are in companies in which OCI has neither control nor the ability to exercise significant influence. Ready 4 Market and LSIF Investments are initially recorded at the amount invested and immediately reduced to a nominal value through an impairment provision due to the uncertainty in the future performance of the underlying companies. An allowance against face value recognizes this uncertainty. Any funds collected as repayment of the principal or interest are recognized as an offset to the related program expenditures at the time of the repayment, excluding Ready 4 Market and LSIF investment repayments (Note 3). The impairment provision is reversed upon occurrence of an event indicating a substantive improvement in the investee. If an investment becomes publicly traded, any remaining impairment provision is reversed and the investment is carried at fair value.

(f) Other Investments

Guaranteed Investment Certificates (GICs) and fixed income investments are carried at fair value. Proceeds from the sale of these investments are recognized as revenue at the time the investments are sold.

(g) Property and Equipment

Purchased property and equipment for use by OCI are recorded at cost less accumulated amortization. Amortization is provided on a straight-line basis over their estimated useful lives as follows:

Computer equipment	3 years
Furniture and fixtures	5 years
Leasehold improvements	Term of lease

(h) Financial Assets and Liabilities

OCI initially measures its financial assets and financial liabilities at fair value. OCI subsequently measures all its financial assets and liabilities at amortized cost with the exception of Ready 4 Market and LSIF investments and other investments (see Note 1e and f).

(i) Income Taxes

OCI is a not-for-profit organization under the Income Tax Act (Canada) and accordingly is exempt from income taxes under Section 149(1)(j) of the Income Tax Act (Canada).

(j) Use of Estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. The estimates are reviewed periodically and as adjustments become necessary they are reported in the year in which they become known. Actual results could differ from those estimates. Accounts requiring significant estimates include the collectability of accounts and loans receivable, the valuation of investments and the timing related to deferred grants and contributions.

2. Grants Receivable

	2023	2022
	\$	\$
Ministry of Labour, Training and Skills Development	—	333,089
Ministry of Health — Laboratories & Genetics	—	11,300
Ministry of Economic Development, Job Creation & Trade	727,832	737,732
Federal Economic Development Agency for Southern Ontario	199,941	562,929
	927,773	1,645,050

3. Ready 4 Market and LSIF Investments and Ready 4 Market and LSIF Investment Liability

	2023	2022
	\$	\$
Ready 4 Market and LSIF investments and loans receivable	5,125,087	4,633,899
Ready 4 Market and LSIF investment liability	(5,125,087)	(4,633,899)

OCI has recognized a provision for impairment on the Ready 4 Market and Life Sciences Innovation Fund ("LSIF") investments due to uncertainty in the future performance of the underlying companies. In 2023, OCI invested \$6,375,000 (2022—\$3,125,000) in Ready 4 Market and LSIF investments and provided for the amount by an impairment of \$6,374,981 (2022—\$2,874,984). Additionally, there was a reversal of \$491,170 (2022—\$3,123,546) of previous impairment provisions, as the value of the impaired assets were determined to be higher. Furthermore, there was a disposal of \$1 (2022—\$Nil) in Ready 4 Market and LSIF investments.

During 2022, OCI signed a Master Agreement with MEDJCT, effective April 1, 2021, whereby any future proceeds from investment are due to MEDJCT. As a result, there is a Ready 4 Market and LSIF investment liability recognized equivalent to the carrying amount of the Ready 4 Market and LSIF investments.

The Ready 4 Market and LSIF investment portfolio is a combination of unsecured promissory notes and convertible secured debentures. The unsecured promissory notes are non-interest bearing. The convertible debentures bear interest at the bank's prime lending rate plus 1% or 2% per annum or the fixed rate of 6% to 8%. Interest is calculated and compounded as per the terms of the debentures and have maturity dates varying from 12 to 36 months. In the event of a significant financing undertaken by the underlying entity, the outstanding convertible debentures and interest (if applicable) will be converted into common shares as per the terms of the agreements.

4. Other Investments

	2023	2022
	\$	\$
Guaranteed Investment Certificates (GICs)	3,051,319	4,067,520
Publicly traded companies	365,680	386,288
Private companies	322,483	322,499
	3,739,482	4,776,307

The GICs are non-redeemable with annual interest rates ranging between 1.52% and 2.06% (2022—1.52% and 2.06%) and maturing between April 2024 and November 2026 (2022—May 2023 and November 2026).

Investments in publicly traded companies were written down by \$20,624 (2022—\$497,152) to reflect the market rate as at the report date.

Investments in private companies decreased by \$16 (2022—increased by \$55,993) as a result of an impairment (2022—reversal of a previous impairment).

Investments in publicly traded companies are not held with the intention of short-term trading. Accordingly, they are classified as long-term.

5. Property and Equipment

	2023	2023	2023
	\$	\$	\$
	Cost	Accumulated Amortization	Net
Computer equipment	300,921	264,499	36,422
Furniture and fixtures	369,606	358,160	11,446
Leasehold improvements	1,438,744	836,902	601,842
	2,109,271	1,459,561	649,710

	2022	2022	2022
	\$	\$	\$
	Cost	Accumulated Amortization	Net
Computer equipment	300,921	244,127	56,794
Furniture and fixtures	359,435	330,754	28,681
Leasehold improvements	1,438,744	693,028	745,716
	2,099,100	1,267,909	831,191

Included in the statement of operations is amortization of \$191,653 (2022—\$203,258).

6. Deferred Grants and Contributions

Deferred base funding represents unspent government funds from MEDJCT, which represents funding received or receivable during the current year that is related to subsequent years' operations.

Deferred program contributions include committed, but unspent, funds which are for externally restricted operations representing funding received or receivable during the current year that is related to subsequent years' operations.

Deferred other contributions include committed, but unspent, government and other funds, which are externally restricted for other programs representing funding received during the current year that is related to subsequent years' operations.

6. Deferred Grants and Contributions (Continued)

	2023	2023	2023	2023	2023
	\$	\$	\$	\$	\$
	Deferred grants and contributions, beginning of year	Grants and contributions received/billed	Amounts recognized as revenue	Repayments, transfers, and adjustments	Deferred grants and contributions, end of year
Base Funding	1,587,543	906,219	(2,493,762)	—	—
Target Greenhouse Gases	16,220,659	—	(227,506)	(15,993,153)	—
Health Technologies Fund	619,580	—	—	(619,580)	—
International Research Collaboration Program	415,904	—	(89,080)	(326,824)	—
Evolution of Networked Services through a corridor in Quebec & Ontario					
for Research & Innovation (ENCQOR)	1,068,578	2,460,342	(2,436,393)	(2,271)	1,090,256
Centre of Excellence in Next Generation	815,700	5,523,167	(4,809,235)	—	1,529,632
Ontario Vehicle Innovation Network (OVIN)	34,137,327	18,820,000	(15,510,638)	(54,843)	37,391,846
Ready 4 Market Program (R4M)	783,230	3,120,690	(4,503,133)	599,213	—
Ontario Labour Market Partnerships (OLMP)	9,541,110	108,901	(1,908,920)	(33,896)	7,707,195
Collaborate 2 Commercialize (C2C)	16,931,037	11,382,240	(8,505,783)	(1,212,217)	18,595,277
Life Science Innovation Fund (LSIF)	—	2,500,000	(2,500,000)	—	—
Digitalization Competence Centre (DCC)	—	1,416,729	(350,891)	—	1,065,838
Other Contributions	451,065	(396,721)	(11,954)	(42,390)	—
	82,571,733	45,841,567	(43,347,295)	(17,685,961)	67,380,044
Less: Current portion					40,396,900
					26,983,144

6. Deferred Grants and Contributions (Continued)

	2022	2022	2022	2022	2022
	\$	\$	\$	\$	\$
	Deferred grants and contributions, beginning of year	Grants and contributions received/billed	Amounts recognized as revenue	Repayments, transfers, and adjustments	Deferred grants and contributions, end of year
Base Funding	20,053,319	3,109,610	(1,522,067)	(20,053,319)	1,587,543
Young Entrepreneur Seed Program	(62,401)	—	—	62,401	—
Talent Edge Program	267,976	—	—	(267,976)	—
Target Greenhouse Gases	23,935,406	—	(7,817,176)	102,429	16,220,659
IBM Innovation Incubator Project	302,986	—	—	(302,986)	—
Health Technologies Fund	619,580	—	—	—	619,580
Small Business Innovation Challenge	1,435,362	—	—	(1,435,362)	—
Automotive Supplier Competitiveness Improvement Program	989,950	—	(105,762)	(884,188)	—
International Research Collaboration Program	739,466	176,998	(500,560)	—	415,904
Colleges Applied Research and Development Fund	261,264	—	—	(261,264)	—
Evolution of Networked Services through a corridor in Quebec & Ontario for Research & Innovation (ENCQOR)	13,475,202	—	(12,406,624)	—	1,068,578
Centre of Excellence in Next Generation	17,382,086	—	(16,566,386)	—	815,700
Ontario Vehicle Innovation Network (OVIN)	43,425,736	6,000,000	(15,288,409)	—	34,137,327
Market Readiness Co-Investment Program (MR)	—	5,036,150	(4,252,920)	—	783,230
Ontario Labour Market Partnerships (OLMP)	—	12,478,561	(2,987,428)	49,977	9,541,110
Collaborate 2 Commercialize (C2C)	—	12,076,158	(9,391,560)	14,246,439	16,931,037
Other Contributions	2,189,078	3,377,552	(5,248,346)	132,781	451,065
	125,015,010	42,255,029	(76,087,238)	(8,611,068)	82,571,733
Less: Current portion					78,597,426
					3,974,307

7. Internally Restricted Fund Balances

	2023	2022
	\$	\$
Operational reserve	6,000,000	6,000,000
Strategic initiatives	4,494,528	4,494,528
	10,494,528	10,494,528

The Board of Directors recognized the need for an operational reserve in the event of a wind-down of operations.

The Board of Directors have identified certain future initiatives of strategic importance to support the objectives of OCI.

8. Revenue by Program

	2023	2022
	\$	\$
OCI operations	4,409,933	8,296,512
Industry academic collaborative R&D	8,594,863	7,181,839
Commercialization and demonstration	10,118,348	4,252,920
Advanced technology platform	7,245,628	30,654,482
Ontario Vehicle Innovation Network (OVIN)	17,424,559	18,306,937
Digital solutions	397,710	—
Target GHG	227,505	7,817,176
OneEleven	3,026,242	2,608,371
	51,444,788	79,118,237

9. Commitments

	\$
Future minimum lease payments under operating lease are as follows:	
2024	1,504,000
2025	1,537,000
2026	1,563,000
2027	1,591,000
2028	267,000
	6,462,000

10. Pension Plan

OCI operates a defined contribution pension plan. The assets of the plan are held separately from those of OCI in an independently administered fund. The pension expense is equal to the contributions paid by OCI. The contributions paid and expensed by OCI for the year amounted to \$298,011 (2022—\$265,564).

11. Financial Instrument Risk Exposure and Management

OCI has a risk management framework to monitor, evaluate and manage the principal risks assumed with its financial instruments. The risks that arise from financial instruments include credit risk, interest rate risk, and liquidity risk. The risks have not changed from the previous year.

(a) Credit Risk:

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to meet its funding obligation. Financial instruments potentially exposed to credit risk include cash and cash equivalents, accounts receivable, grants receivable (Note 2), Ready 4 Market and LSIF investments (Note 3) and other investments (Note 4). Management considers its exposure to credit risk over cash and cash equivalent to be remote as OCI holds all its cash deposits and investments with three major Canadian banks. Accounts receivable is not concentrated and is mainly from Federal and Provincial Ministries. The allowance for doubtful accounts included in the accounts receivable as at March 31, 2023 was \$Nil (2022—\$Nil). Ready 4 Market and LSIF investments include unsecured promissory notes and convertible secured debentures. These specific unsecured promissory notes and convertible secured debentures are carried at nominal value due to uncertainty in the future performance of the underlying companies. An allowance against face value recognizes this uncertainty. If an event occurs that indicates a substantive improvement in the value of these investments, the impairment provision is subsequently reversed.

(b) Interest Rate Risk:

Interest rate risk arises from fluctuations in interest rates depending on prevailing rates. OCI has exposure to interest rate risk as it relates to its investments in GICs, however, management assesses that the impact on OCI financial position would be insignificant.

(c) Liquidity Risk:

Liquidity risk is the risk that OCI encounters difficulty in meeting its obligations associated with financial liabilities. Liquidity risk arises from accounts payable and accrued liabilities, Ready 4 Market and LSIF investment liability and commitments.

12. Comparative Figures

The comparative figures have been reclassified to conform with the financial statement presentation adopted for the current year.

NOTES

NOTES

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Ontario Centre of Innovation
325 Front Street West
Suite 300
Toronto ON M5V 2Y1

T 416.861.1092
T 1.866.759.6014
oc-innovation.ca

@OCIInnovation

A not-for-profit organization,
OCI is funded by the Government
of Ontario and works in partnership
with government, industry
and academia to commercialize
innovation and build a strong
provincial economy.

