ROI

RETURN ON INNOVATION

OCI Where Next Happens

Ontario

OCI ANNUAL REPORT

2021–2022



TABLE OF CONTENTS

Where Next

ABOUT US

- What We Do 1
- Board Chair's Letter 2
- President & CEO's Letter 3
- What Sets Us Apart 4
- Impact 5
- Accelerating Innovation for 35 Years 6
- Made-In-Ontario Solutions 8
- Working Together with Our Ecosystem Partners 10

OCI PROGRAMS & COMPANY SUCCESS STORIES

- Overview 11
- Voucher for Innovation and Productivity (VIP) 12
- ENCQOR 5G 14
- Next Generation Networks Program (NGNP) 16
- Market Readiness Co–investment Fund (MR) 18
- Ontario Vehicle Innovation Network (OVIN) 20
- Skills & Talent Strategy for the Mobility Sector 22

WHAT'S NEW

- Helping Companies Scale-Up and Succeed 24
- One to Watch 26
- Partnerships 28
- Mind to Market Award 29
- OCI Innovation in Action: A Conversation with Leadership 30

OCI GOVERNANCE

- Board of Directors 32
- Executive Team 33

WHAT WE DO

About us

REAFFIRMING OUR COMMITMENT TO ONTARIO

For more than 35 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.

MANDATE

Develop and deliver programs that accelerate the development, commercialization, and adoption of advanced technologies to drive job creation.

VISION

To be at the centre of innovation in Ontario – driving economic growth and job creation through investments in the commercialization and adoption of new technologies.

MISSION

To bring industry, academic, and government partners together and invest in collaborative R&D, technology development, and commercialization opportunities that will generate the highest return on innovation for Ontarians.



HON. VIC FEDELI

Minister of Economic Development, Job Creation and Trade

"Congratulations to the Ontario Centre of Innovation for your more than 35-year commitment to innovation. You continue to build important bridges, connecting industry and academia that have led to the creation of innovative products and new jobs across Ontario. A big thank you to all the innovators, entrepreneurs and industry leaders from across the province for your dedication to building Ontario and strengthening the province's economy as we work together to bring more innovative Ontario-made solutions to the world."

Hon. Vic Fedeli

OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 1 2022-10-18 8:50:15 AM

BOARD CHAIR

Message



For someone like myself, whose roots are in education and economic development, joining OCI in 2014 presented an exciting opportunity. As President of Niagara College at that time, I, like many of my academic counterparts across the province, recognized the power and impact of OCI programs and their ability to engage a large number of postsecondary students in applied research opportunities. I also was impressed with how OCI promotes a strong entrepreneurial spirit and innovation throughout industry. It has been extremely rewarding to be part of OCI and to witness countless success stories of connecting education with small- to medium-sized enterprises, thereby fuelling the engine of growth in Ontario's economy.

*I have seen first-hand the value and remarkable promise of the highly skilled, diverse, and creative talent coming out of Ontario's institutions, and the advancements commercializing significant innovations that have resulted from the work of research departments with companies across all sectors. It has been more than a decade since OCI launched the Experiential Learning Program which linked post-secondary students to industry, leading to new innovations and start-ups. This concept was eventually expanded into the Campus-Linked Accelerator Program and many other initiatives followed, including the current Talent*Edge *program, all feeding the pipeline of innovative talent that can turn ideas into tangible products and services, while fostering the potential for entrepreneurial success.*

More broadly, OCI continues to support the high-potential companies that are the future growth engines of Ontario. At the same time, the development and commercialization of advanced technologies is now more critical than ever before. This is an exciting time for OCI as we build on our strong foundation of past achievements to capitalize on new opportunities in advanced and emerging technologies. OCI's Five-Year Strategic Plan, which was created through extensive consultation with our stakeholders, provides a roadmap to meet the ever-changing needs of our community and enables us to be agile in responding to emerging opportunities.

'Where Next Happens' has been the prevailing hallmark of the organization for many years. It signifies both a commitment and a challenge, pointing to our dedication to being on the leading edge of innovation, and underscoring the importance of working collaboratively with the innovation ecosystem and serving a leadership role, as our Vision Statement notes, at the Centre of innovation in Ontario.

It truly has been my great pleasure to be a part of OCI's legacy and to have helped continue this unique success story.

I would like to thank the Government of Ontario for their ongoing support of our many efforts. I especially want to thank the members of the Board of Directors and President & CEO Claudia Krywiak, who have brought tremendous strategic vision, insight and invaluable expertise to all of our deliberations on behalf of OCI and to the dedicated staff who have brought this vision to life.



Dan Patterson
Board Chair, OCI

OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 2 2022-10-18 8:50:16 AM

PRESIDENT & CEO

Message



Anniversaries provide us with a time for reflection, allowing us to look back at the many OCI initiatives and programs of the past 35 years that have helped weave a lasting legacy of innovation across Ontario and continue to support the ever-changing face of innovation in its many forms.

Starting from the original sector centres established in 1987, to the many advanced technology initiatives today, OCI has remained collaborative, connected and forward looking. We are proud of the outcomes of our past that have led to the results of today and the continued impact we have had on investment, job creation and economic growth in our province.

Throughout our history, as the Centres merged into the Ontario Centres of Excellence in 2004, and ultimately became the Ontario Centre of Innovation in 2020, we remain deeply grateful for the constant support of the Government of Ontario and their recognition of the important role innovation plays in the continued prosperity of the province.

Working hand in hand with our industry, government, and post-secondary institution partners, over the years we have had the privilege to support a richly detailed quilt of initiatives that have included strategic partnerships with provincial partners Alberta, Quebec and a recent partnership across the border with Michigan; international partnerships for technology initiatives in priority economies that provided access to new markets for Ontario companies; young entrepreneurship initiatives that fostered the next generation of innovators and provided a path to graduating with a degree and a company; industry-academic collaboration programs; innovation procurement initiatives through programs demonstrating the benefit of new technologies; transformative automotive and mobility technologies; digital infrastructure programs with Canada's R&D leaders; and finally, our unforgettable and impactful Discovery conferences.

Throughout the years, we have connected the dots and the people across the technology spectrum, from agriculture to quantum computing. Our work, like that of the companies we serve, is an ongoing process of resilience, reinvention and realignment, always reaching for better opportunities and outcomes as we move forward to drive post-COVID economic recovery.

My sincere thanks to our Board of Directors and in particular the leadership of Dan Patterson who has guided us through an unprecedented period, and to the OCI staff who have shown unwavering dedication and commitment.

A heartfelt thank you to all those whose contributions made the last 35 years possible, and I look forward to continuing the journey into the Next 35.



Claudia Krywiak
President & CEO, OCI

OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 3 2022-10-18 8:50:17 AM

WHAT SETS US APART

About us

Experienced Business Development Team

Our on-the-ground, experienced business development (BD) team not only helps build industry–academic collaborations to commercialize innovation but also supports high-potential companies in adopting emerging technologies.

Strong Knowledge of Communities

We convene stakeholders from across industry, SMEs, academia, and government to meet the unique economic development needs of each region.



Requirement for Matching Industry Funds

Our unique 2:1 private-sector matching requirement leads to follow-on investments by angel investors and venture capital funds resulting in many multiples of invested dollars.

De-risking Expertise

We attract private investors and other funders to otherwise overlooked companies due to our strong expertise in de-risking innovation.

Unparalleled Network

A gateway to Ontario's innovation ecosystem, we continue to expand our powerful network of partners, including government, large industry, academia, SMEs, entrepreneurs, investors, and other key players.

OUR STRATEGIC PLAN GOALS: A ROADMAP FOR THE NEXT FIVE YEARS

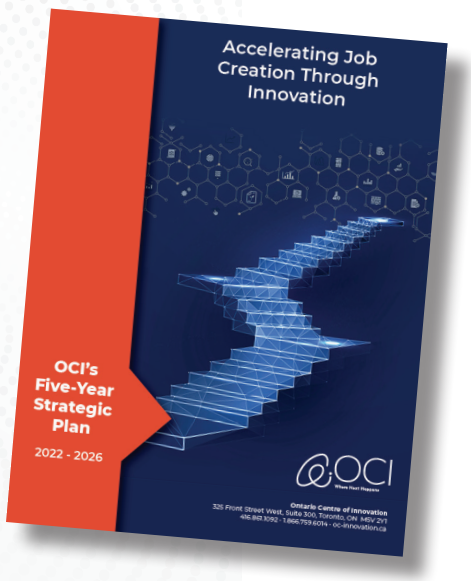
ACCELERATE the commercialization of IP to drive economic growth in Ontario

CATALYZE the adoption of advanced technologies to create new, and re-invigorate existing, industries

ADVANCE Ontario's talent to acquire the skills to succeed in the digital economy and provide companies with a competitive edge

CONNECT researchers, entrepreneurs, and investors, and enable coordination across the innovation ecosystem to help companies scale-up

BUILD AND SUSTAIN organizational capacity to ensure OCI has the resources and talent to deliver on priorities while meeting industry, government, and academic stakeholder expectations



OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 4 2022-10-18 8:50:18 AM

IMPACT

OUTCOMES ACHIEVED FISCAL YEAR 2021-2022*

$218M
Total Program Investment
into Collaborative R&D and Commercialization Projects

$150M
Co-investment
from Industry and Partners

2.2x Leverage

959
Ontario Companies Supported

6,642
Jobs
New & Retained

$349M
Incremental Sales Revenues
by OCI-supported Companies

$800M
Private Sector Follow-on Investment

*includes retrospective survey results

OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 5 2022-10-18 8:50:18 AM

OCI ACCELERATING INNOVATION FOR 35 YEARS

For more than 35 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.

To help recognize this anniversary milestone, OCI convened a panel of company Founders to highlight made-in-Ontario success stories from the past three decades that were supported by OCI in the early years of their journey.

The panel of Founders, including Hydrostor, Smarter Alloys, StormFisher and P&P Optica, spoke to their achievements from their initial engagement with OCI, and the importance of early-stage support in enabling the development, commercialization, and adoption of advanced technologies.

OCI is immensely proud of the success achieved by these companies, as well as the thousands of other innovative SMEs who have benefitted from OCI support and who have helped build and sustain economic prosperity across Ontario.



"Where OCI is successful is through the multidisciplinary approach, bringing together those multiple centres of excellence. Our company has scanned the entire gambit of industries, and it's that type of innovation that drives the economy. We were lucky to have OCI's support."

Olga Pawluczyk – P&P Optica

"We now have an entirely new business line that came out of us working with OCI, who helped us unpack our business and understand what we could do. OCI's support allowed us to be on this journey that we're now on."

Brandon Moffatt – StormFisher

CELEBRATING *Innovation* 35 YEARS

OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 6 2022-10-18 8:50:21 AM

Playing a key role in Ontario's innovation ecosystem

"It was difficult to develop infrastructure using venture capital funding. It was a really challenging early stage of the company. OCI supported us in a number of projects and connected us with universities. Now we're out developing large plants all over the world and secured billions worth of revenue contracts. We have an exciting future, but I don't know if we would have gotten here without support in those early days from OCI."

Curtis VanWalleghem – Hydrostor

"Smarter Alloys has been commercializing our smart material in a variety of applications ranging from medical devices to our recent work in the energy space. OCI has been critical in supporting our ability to unlock the potential of our material in a range of commercial applications."

Ibraheem Khan – Smarter Alloys



OUR HISTORY

1987 – The Ontario Centres of Excellence (OCE) program is established as seven sector-based centres
- Manufacturing Research Corporation of Ontario
- Ontario Centre for Materials Research
- Waterloo Centre for Groundwater Research
- Institute for Space and Terrestrial Science
- Information Technology Research Centre
- Telecommunication Research Institute of Ontario
- Ontario Laser Lightwave Research Centre

1997 – The seven centres are merged into four

2004 – The centres are further amalgamated into the Ontario Centres of Excellence Inc.

2004 – **David McFadden** – Board Chair 2004–2010

2006 – First Discovery Conference

2008 – OCE establishes the Centre for Commercialization of Research (CCR) under the federal government's Networks of Centres of Excellence program to support the growth of early-stage companies

2010 – **Sean Conway** – Board Chair 2010–2012

2012 – OCE supports experiential learning for student entrepreneurs and introduces a Social Innovation program to link Ontario's business community with nonprofits to collaborate on innovative projects

2012 – World's Largest Business Mentoring Event sets Guinness Record at Discovery Conference

2012 – Southern Ontario Smart Computing Innovation Platform (SOSCIP) program is launched

2012 – **Michael Nobrega** – Board Chair 2012–2019

2013 – Voucher for Innovation and Productivity program is launched

2013 – OneEleven is founded by OCI, OMERS Ventures and TMU

2014 – Talent*Edge* program is launched

2014 – Campus Linked Accelerator program is launched

2016 – IBM Innovation Incubator program is launched

2016 – TargetGHG program is launched

2017 – OVIN program is launched

2018 – ENCQOR 5G and Next Generation Networks programs are launched

2019 – **Dan Patterson** – Board Chair 2019-present day

2019 – COVID-19 Collaboration Platform connecting companies across Ontario

2020 – Ontario Centres of Excellence is renamed Ontario Centre of Innovation

2020 – OneEleven joins OCI

OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 7 2022-10-18 8:50:24 AM

ONTARIO INNOVATION SHOWCASE

Ready Today, Resilient Tomorrow



PROVIDING SOLUTIONS TO OUR POST-PANDEMIC CHALLENGES

Cloud Diagnostics Canada – Kitchener: Telemedicine and remote patient monitoring platform (RPM) called Connected Health delivers virtual mental health services for those who are vulnerable or living in remote communities.

Cloud DX piloted an impact analysis of its system to determine if RPM can lower readmissions and improve mental health outcomes for chronic liver disease patients. The project secured new customers both in Canada and internationally, with contract values estimated at $1.1 million.



Drone Delivery Canada – Vaughan: Customizing, deploying, and operating commercially viable drone delivery systems, focusing on remote northern Ontario communities.

Drone Delivery's funding went towards assessing the commercial feasibility of using drones to delivery specialized medical cargo to remote, isolated, Indigenous, and hard-to-reach locations. The study indicated that the project was feasible, and Drone Delivery is focused on the next steps of partner identification and other financial and marketing analysis.



ONTARIO INNOVATION SHOWCASE BY THE NUMBERS:

19
Companies highlighted in the showcase

70+
One-on-one meetings held between potential solution adopters and participating companies

Award recipients of
$50,000
for Feasibility and Economic Impact Assessments

OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 8 2022-10-18 8:50:26 AM

Making a Difference in the fight againt COVID-19

Throughout the pandemic, the Government of Ontario has helped identify and support made-in-Ontario solutions to address the challenges and impact of COVID-19 on communities and build a more resilient province in responding to current and future challenges, through the Ontario Together Fund. Some of these innovative solutions were highlighted at the Ontario Innovation Showcase on October 20 and 21, 2021.

OCI, supported by the Ontario Together Fund, delivered the virtual Ontario Innovation Showcase which provided a platform for 19 companies to highlight their solutions that responded to various COVID-related challenges, such as virtual mental health supports and optimization of supply chain efforts.

kama.ai – Toronto: The kama DEI system uses natural language understanding to learn, recognize, and respond to customers based on their own personalities, focusing on First Nations communities.

With its award from the showcase, kama.ai conducted a feasibility study to determine whether emotionally aware conversational intelligence can be used to address health questions for community members of the Mushkegowuk Tribal Council for 7 Cree Nation Communities. The project reported six jobs retained, two new customers secured, and $150K in follow-on investment.



MindBeacon – Toronto: Virtual web-based platform provides Therapist-Assisted Internet-Based Cognitive Behavioural Therapy (TAiCBT), focusing on primary care in the province of Ontario.

MindBeacon's feasibility study investigated how to increase access to supports via primary care referral, the initial entry point for most mental health care seekers. Outcomes of the study have opened the door to potential primary care partners for the TAiCBT program.



ShiftLink – Markham: Leveraging mobile application technology to maximize the effectiveness of the total skilled labour pool by distributing shifts to qualified and available staff based on their professional credentials and personal preferences; focusing on the South Simcoe Ontario Health Team (OHT) and community.

Funding for ShiftLink allowed the company to assess the feasibility of implementing its shift management software into Ontario Health Teams. The study indicated barriers to implementation at the systems-level with OHTs, highlighting opportunities for further customer procurement.



OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 9 2022-10-18 8:50:28 AM

WORKING TOGETHER

With Our Ecosystem Partners

OCI's expansive network connects the entire innovation ecosystem and ultimately accelerates the development, commercialization and adoption of new technologies, driving job creation and long-term economic prosperity for SMEs across Ontario.

WE CONNECT ONTARIO'S SMEs TO:



OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 10 2022-10-18 8:50:28 AM

PROGRAMS

Supporting SMEs Across Ontario



OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 11 2022-10-18 8:50:28 AM

VIP

Voucher for Innovation and Productivity

The VIP program supports collaboration between industry and academia to solve an industry-based problem and drive the commercialization of intellectual property.

These specialized collaborations drive revenue generation, grow businesses, and create high-value jobs for Ontario companies, improving Ontario's competitiveness.



e-ZINC | A complete paradigm shift in energy storage

A carbon-free world depends on the production of intermittent renewable energy sources like wind and solar. But storing and distributing that energy is equally important, especially as the demand to enhance the reliability and resiliency of renewable energy assets increases, particularly in off-grid communities which currently rely on diesel generators for their power needs. e-Zinc's solution, which provides multi-day energy storage, could eliminate the need for these generators altogether. The technology is also able to operate in cold and hot climates and is made of abundant and recyclable materials.

Through VIP, e-Zinc collaborated with researchers at the University of Waterloo to develop a low-cost, safe and environmentally benign zinc–air battery which can be integrated into micro-grids with solar/wind power and is designed to deliver energy for long durations. In a world increasingly affected by climate change, having an environmentally sensitive power source is vital to help power businesses through multi-day outages caused by natural disasters such as wildfires, earthquakes, or floods.

e-Zinc has since gone on to secure a Series A round of US$25 million, expanded its team to 35 staff, and has been recognized by *Corporate Knights* as one of the 50 fastest growing green companies in Canada.

"OCI's support was vital to the acceleration of the R&D of our air cathode, the most critical component of e-Zinc's technology. OCI enabled the exploration of a novel materials and manufacturing approach which has the potential to significantly increase the cathode's performance and decrease costs."

James Larsen, CEO



3	US$25M	2
Jobs New & Retained	Series A Round Closed	Trade Secrets

OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 12 2022-10-18 8:50:30 AM

VIP

Voucher for Innovation and Productivity

PROGRAM INVESTMENT

$14.3M
Program Investment

$7.9M
Co-investment from Industry and Partners

VIP PROGRAM OUTCOMES 2021–2022*

$16.9M
Incremental Sales Revenues

$28.4M
Private Sector Follow-on Investment

589
Jobs New & Retained

253
Ontario Companies Supported

*includes retrospective survey results

MANNIN RESEARCH | Protecting against the uncertain future of the pandemic



If the past few years of the pandemic have taught us anything, it's to expect the unexpected. And while countless people, health agencies, healthcare workers and countries have successfully mobilized to battle COVID-19, there is much more work to be done.

The team at Mannin Research has developed an innovative use of an everyday drug delivery product to help defend against the worst outcomes for patients with Acute Respiratory Distress Syndrome (ARDS), as a result of the body's response to infectious diseases like COVID-19.

The VIP project enabled Mannin to combine an established drug delivery approach with appropriate active agents to repurpose a patented platform technology from McMaster's Sheardown Lab to mitigate the spread in vulnerable populations and minimize their risk of COVID-19 infection.

Of course, this is no over-the-counter nasal spray; it's an innovative, protective mucoadhesive micelle-based system which, when delivering Mannin's novel and proprietary new drug, provides a rapid method for the patient to get through the worst effects of acute respiratory distress syndrome (ARDS).

"ARDS patients need better ways to support them while in critical care in the hospital, and new drug and delivery methods are a way to help them. Doing this with OCI's support, in our Ontario R&D laboratories, and being able to hire the best people to develop our prototypes, is a win-win-win for Ontario, our biotech community and most of all our patients. We thank the team at OCI for their support and vision in getting this success."

Dr. George Nikopoulos, President & CEO

10
Jobs New & Retained

$13.1M
Follow-on Investment

3
Prototypes Developed

OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 13 2022-10-18 8:50:31 AM

ENCQOR 5G

ENCQOR 5G is a transformational Canada–Ontario–Québec partnership focused on driving innovation and adoption in the field of disruptive 5G technologies. The partnership establishes the first Canadian pre-commercial 5G testbed and infrastructure enabling SMEs to develop, demonstrate, and commercialize new products and services – the key to making the digital economy a reality.

ENCQOR 5G brings together five global digital technology leaders – Ericsson, Ciena, Thales, CGI, and IBM – with provincial delivery partners Prompt, Innovation ENCQOR, and OCI. The program is supported with funding from industry and the governments of Canada, Ontario and Québec.



HITCH | Empowering young minds with ebooks

The most significant enabler for a better and more sustainable human future is education. It has the power to lift populations out of poverty, remove barriers for individuals, and create a sustainable path to a more stable future. There are more than 250 million African students, and all need access to educational resources today and in the future.

HITCH has developed a unique learning platform that intelligently curates the best educational videos, automatically aligning them with local curriculums and textbooks and storing them on battery-powered video hotspots for convenient student and teacher access offline, via WiFi or local networks. Now with an expanded partnership with Learn Africa, Nigeria's largest textbook publisher, HITCH is set to build on its library of world-class educational videos for teachers and students with enhanced multimedia functionality – and the impact and benefits it will bring.

HITCH utilized the 5G program to upgrade their product backhaul to ensure full 5G capabilities. They used the testbed to test and validate their product and simulate performance on a 5G network. HITCH is going beyond traditional educational resources to improve learning outcomes and exam preparations for K–12 students in Africa and beyond.



6	$1M
Jobs New & Retained	Incremental Sales Revenue

"OCI support has been instrumental in not only accelerating our technology roadmap and product testing/iteration capacity, it has been a steadfast illustration and an impactful reminder of the world-class competitive advantage of building our company from a base in Ontario. We cannot overemphasize the importance of OCI in helping us prove our technology's robustness and effectiveness, which has supported us to close $1M in sales, with a corresponding expansion to at least 500K users in the next 12 months."

Uche Onuora, CEO and Co-founder

OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 14 2022-10-18 8:50:32 AM

ENCQOR 5G

PROGRAM INVESTMENT

$67.1M
Program Investment

$53.8M
Co-investment from Industry and Partners

ENCQOR 5G OUTCOMES 2021–2022*

$19.2M
Incremental Sales Revenues

$30.3M
Private Sector Follow-on Investment

908
Jobs New & Retained

378
Ontario Companies Supported

*includes retrospective survey results

ENERTICS | A safer, smarter way to protect critical industrial assets.

Based in Milton, Enertics is helping medium-to-large size industrial customers and manufacturers stay one step ahead of the health and maintenance of their critical assets like motors, compressors, gear boxes and pumps used in their processes. From fewer planned outages to reducing unplanned maintenance costs to preventing dreaded catastrophic failures, their solution can help deliver millions of dollars of savings, as well as increased productivity.

Their ENCQOR 5G project – which tested the backward compatibility of their solution on the 5G network and developed natively embedded 5G connectivity – is proving to be successful at home and overseas. In Ontario and India, Enertics has secured multiple end-user contracts and is looking forward to launching the eM Saver product in other global markets in 2022.

"The ENCQOR 5G project helped us accelerate the technology development and testing, ultimately helping us to go to the global market faster. We appreciate the ongoing support from the OCI team to help us grow as a global company and create technology jobs in Ontario."

Bobby Sagoo, CEO & Founder



5
Jobs New & Retained

$250K
Follow-on Investment

$690K
Incremental sales revenue

OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 15 2022-10-18 8:50:33 AM

NGNP

Next Generation Networks Program

NGNP provides SMEs with access to an ultra-high-speed, open multi-vendor network and cloud testbed, which provides technical services to support the development of new digital technologies, products and services.

The program is offered through a partnership between the Centre of Excellence in Next Generation Networks (CENGN), OCI and the Government of Ontario.



SPACEiSHARE | A new marketplace for rental space

City dwellers are always in the market for storage, parking and rental space. The problem is, so much of it is too expensive. Introducing a new solution: SpaceiShare, Canada's first transactional sharing economy site for space. It's a new online community where people can go to share storage, parking and more, in a safe, trusted and reliable environment – at up to 60 per cent savings.

SpaceiShare is a smart, simple and innovative way for people to make or save money with their extra parking spots, bedrooms, crawlspaces and more. Hosts love it because it gives them a way to list and rent their unused space to make up to $5,000/year. Renters love it because it offers them a more cost-effective way than traditional means to store their extra stuff, park their cars and give them more breathing room on the home front.

SpaceiShare utilized the CENGN testbed to facilitate development and testing using data centres and cloud computing, as well as implementing/ensuring multitenancy capabilities of their mobile application using CENGN's multi-vendor cloud infrastructure.

4	$3M
Jobs New & Retained	Follow-on Investment

"OCI was instrumental in SpaceiShare's success. Without their financial support, our story might have ended like so many other start-ups. However, their funding enabled us to keep going, especially during the difficult times. Since then, we've received funding from a great investor group that has enabled us to now open up in the US. We are very thankful to OCI for the support over the years."

Sarah Selhi, CEO



OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 16 2022-10-18 8:50:34 AM

NGNP

Next Generation Networks Program

PROGRAM INVESTMENT

$29.8M
Program Investment

$13.2M
Co-investment from Industry and Partners

NGNP OUTCOMES 2021–2022*

$25.2M
Incremental Sales Revenues

$39M
Private Sector Follow-on Investment

720
Jobs New & Retained

176
Ontario Companies Supported

*includes retrospective survey results

SPOONITY | Serving up the latest in loyalty

Few things are more important to the hospitality, food & beverage, and retail industries than loyal customers. And yet the average loyalty program is generic or outdated. Until now. Spoonity is helping its clients retain and grow their customers with powerful, customized digital loyalty programs.

Coffee shops, quick-service restaurants, pharmacies, retailers, and hotels are all growing their online business, leveraging shopper data, gaining consumer insights, expanding customer lifetime value, and turning loyal customers into brand advocates with Spoonity's robust set of tools and services.

Spoonity utilized the CENGN testbed to evaluate potential performance improvements using a new de-centralized system architecture deployment with regional instances of replicated API cores and shared microservices combined with the Kubernetes container orchestration system.

Spoonity is creating loyal customers of its own, and it's no wonder when its omni-channel marketing tools and promotions, connections to third-party services, e-gift cards, online ordering platforms, and more can all integrate seamlessly into merchant operations.



"As a long-time valued partner of Spoonity's, OCI's innovative programs enables us to leverage new technologies and expand our team in ways that would otherwise be out of reach. Their continued support has enabled us to work on new and innovative ways to bring businesses and customers closer together."

Max Bailey, CEO

3
Jobs New & Retained

$270K
Follow-on Investment

OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 17 2022-10-18 8:50:35 AM

MR

Market Readiness Co-investment Fund

The Market Readiness Co-investment Fund is Ontario's leading early-stage direct investment fund for Ontario companies and entrepreneurs with competitive and transformational IP. It helps build disruptive next-generation technologies and supports the growth of these companies into scalable businesses.

The objective of the program is to accelerate the commercialization of IP, prepare companies for seed investment, and to attract private sector follow-on investment.



NEUROVINE | Envisioning smarter brain health for all

Every year, the global economic cost of concussion injuries is $400B – which is a huge concern for patients, clinicians and the healthcare industry. Neurovine has a solution: a personalized, evidence-based recovery solution for mild traumatic brain injury (mTBI), also known as concussion. Its breakthrough, proactive approach speeds up recovery, improves mental health for patients and supports clinical care by making the invisible nature of concussion visible for patients, clinicians, and coaches.

Validated at the Elizabeth Bruyère Research Institute and currently undergoing U.S. FDA registration and a randomized control trial, the Neurovine approach to the market follows the traditional outpatient medical device pathway, where clinicians pay an annual licence for access to the backend web portal and patients pay a monthly software fee. Connecting patients with their own brain data and their clinician so they can be empowered on their path to recovery is their mission.

8	$1.8M
Jobs New & Retained	Follow-on Investment

"The MR program at OCI provided amazing financial and advisory support in our early days to get the company off the ground. We are thankful for the opportunity to be part of this program."

Ashleigh Kennedy, CEO and Co-founder



OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 18 2022-10-18 8:50:36 AM

MR

Market Readiness Co-investment Fund

PROGRAM INVESTMENT

$27.4M
Program Investment

$24.3M
Co-investment from Industry and Partners

MARKET READINESS OUTCOMES 2021–2022*

$83.8M
Incremental Sales Revenues

$194.5M
Private Sector Follow-on Investment

1149
Jobs New & Retained

18
Ontario Companies Supported

*includes retrospective survey results

SWTCH | EV charging where it's needed most

The world's demand for electric vehicles is increasing every day. This also means that the need for charging power stations is, too. Enter SWTCH, an electric vehicle charging and energy management solution that's ready to meet that demand. With wide appeal for landlords looking to attract high-value tenants and residents in urban multi-tenant settings, SWTCH offers ways to increase property value and demonstrate sustainability leadership by helping its clients contribute to their triple bottom line.

A turnkey, future-proof, and scalable solution, SWTCH handles it all, from design to supply to installation and maintenance. Multi-family or commercial, new construction or retrofit, SWTCH is streamlining the charging experience for drivers while optimizing usage and revenue for charger owners. This exciting cleantech investment is still growing – and worth getting charged up about.

"With the support of OCI, SWTCH was able to accelerate the commercialization of our EV charging platform that reduces the financial and technological barriers faced by property management companies and real estate developers in the deployment of EV charging infrastructure in multi-unit residential and commercial buildings. This will pave the way for greater EV adoption among the millions of Ontarians living and working in multi-tenant settings."

Carter Li, CEO



30
Jobs New & Retained

$2.7M
Incremental Sales Revenue

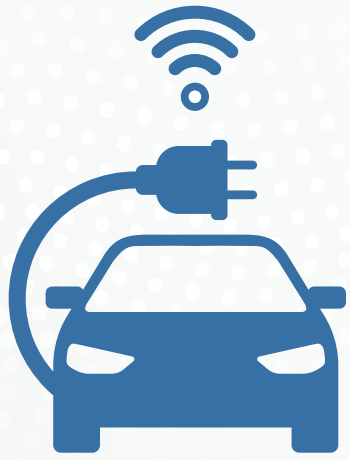
OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 19 2022-10-18 8:50:37 AM

OVIN

Ontario Vehicle Innovation Network

OVIN is an initiative of the Government of Ontario, led by OCI, designed to reinforce Ontario's position as a North American leader in advanced automotive technology and smart mobility solutions such as connected, autonomous, electric, and low-emission vehicle technologies.

Through programs such as research and development (R&D) support, talent and skills development, technology acceleration, business and technical support, and demonstration grounds, OVIN helps Ontario-made automotive and mobility technology SMEs to thrive and drive the future of cleaner and safer transportation.



eLEAPPOWER | Charging into the future

The race is on for charging and electric vehicle technologies in the automotive industry: consumers and manufacturers alike want vehicles that power up faster, drive farther, and do it while reducing costs and carbon footprint. eLeapPower is helping overcome these hurdles thanks to their innovative EV powertrain Smart Inverter System, cars and trucks can drive farther and charge faster, do so directly from renewable sources, and help remove the need for an on-board charger which itself provides savings in cost, weight, and space under the hood.

eLeapPower has signed a multi-year, multi-million-dollar contract with a global vehicle manufacturer to provide eLeapPower inverters to their best-selling line of fully electric vehicles. The technology is proven, tested and heading for production in 2023. And that's just the jumping-off point for eLeapPower, with plans to roll out their smart inverters across buses, trucks, and passenger vehicles with automobile manufacturers.

eLeapPower also has an award-winning wireless charging solution that is in development for introduction with one of their automotive partners.

22	4
Jobs New & Retained	Patents Created

$21M

Private Sector Follow-on Investment



"OCI provided eLeapPower with a valuable platform to accelerate customer engagement and technology demonstration."

Tony Han, Founder & CTO

OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 20 2022-10-18 8:50:38 AM

OVIN

Ontario Vehicle Innovation Network

PROGRAM INVESTMENT

$49M
Program Investment

$34.6M
Co-investment from Industry and Partners

OVIN OUTCOMES 2021–2022*

$50M
Incremental Sales Revenues

$183.8M
Private Sector Follow-on Investment

1,100
Jobs New & Retained

106
Ontario Companies Supported

*includes retrospective survey results

PITSTOP | Predicting vehicle failures before they happen

With software growth comes data, and modern cars and trucks produce roughly 2TB of raw data every single day. For AI and predictive analytics software company Pitstop, that data is the key to predicting a safer future on the road for thousands of vehicles.



Pitstop is a fleet maintenance platform powered by AI. Its predictive insights help clients reduce recalls, increase operational efficiency and drive uptime. Their main target customer – fleet managers overseeing 50+ vehicles in the trucking industry – are able to automate and improve their maintenance processes like never before with prioritized fault codes, predictive alerts organized by severity, and much more. Pitstop has already enrolled more than 500,000 connected vehicles and is growing by more than 800 per cent every quarter.

And that's just the start for Pitstop. The company is also helping many software-driven EV clients with its powerful AI platform and enabling clients at the enterprise level to monitor and optimize their global operations by unlocking the full value of their vehicle data.

"We are experiencing the biggest change in the transportation industry in the past 100 years. Vehicle electrification, connected vehicles, same-day delivery logistics, and shared mobility are changing the way people access goods and services.

It is inevitable for AI to be used to optimize fleet efficiency, which is what we have accomplished here with Fleet Complete and OCI. OVIN helped enable the innovation of deploying prognostics to any vehicle type across all major components and it is an incredible technical feat. It will be core to the future of mobility – the way we move people and goods."

Shiva Bhardwaj, CEO & Founder

17
Jobs New & Retained

$350K
Incremental Sales Revenue

OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 21 2022-10-18 8:50:40 AM

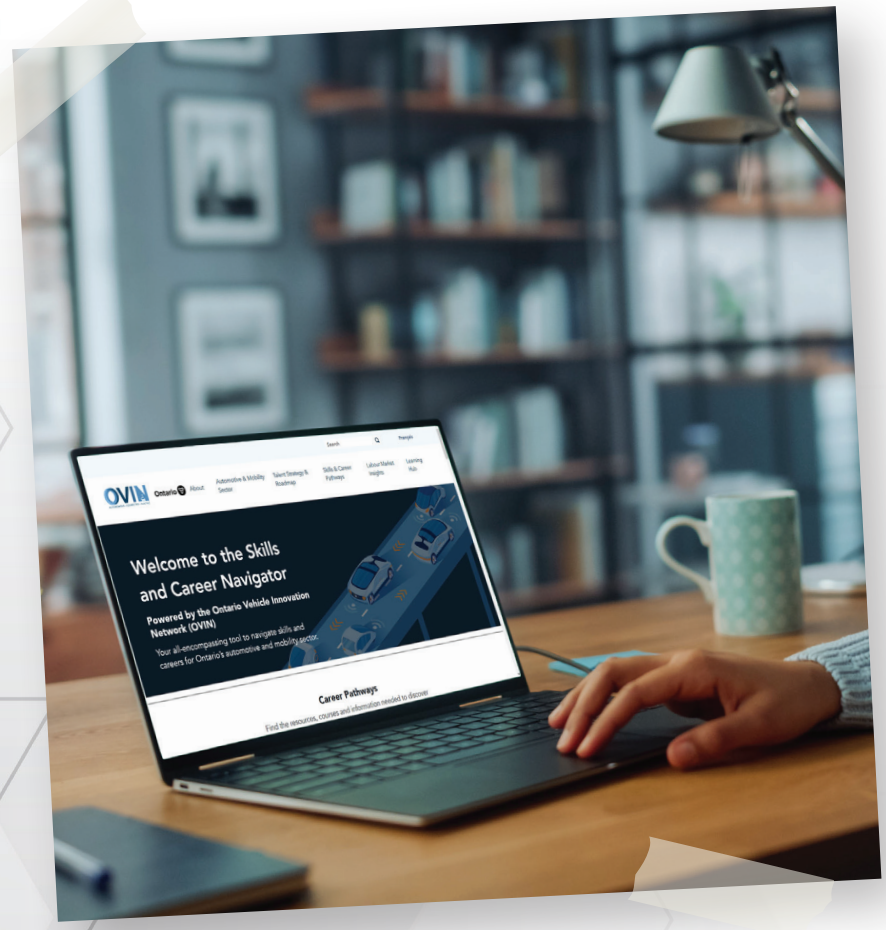
SKILLS & TALENT STRATEGY

for the Mobility Sector

NAVIGATING FUTURES IN THE AUTO INDUSTRY WITH A NEW ONLINE TOOL

Long-term success starts with a plan. This year, as part of their Talent Strategy & Roadmap, OVIN developed and released a Skills & Career Navigator platform to help create a highly skilled, adaptable, and diverse workforce in the auto sector, now and into the future.

This tool is a centralized source of information designed to help Ontarians who are interested or currently working in the automotive and mobility sector to better understand the sector's transition, and to navigate learning and career pathways based on their unique experiences and skillsets. Created in collaboration with Invest Ottawa and a broad range of stakeholders, it's free to use, provides personal recommendations and is full of interactive data on Ontario's labour market.



ovin-navigator.ca



OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 22 2022-10-18 8:50:44 AM

OVIN

Northern Ontario Regional Technology Development Site

NORTHERN PROMISE

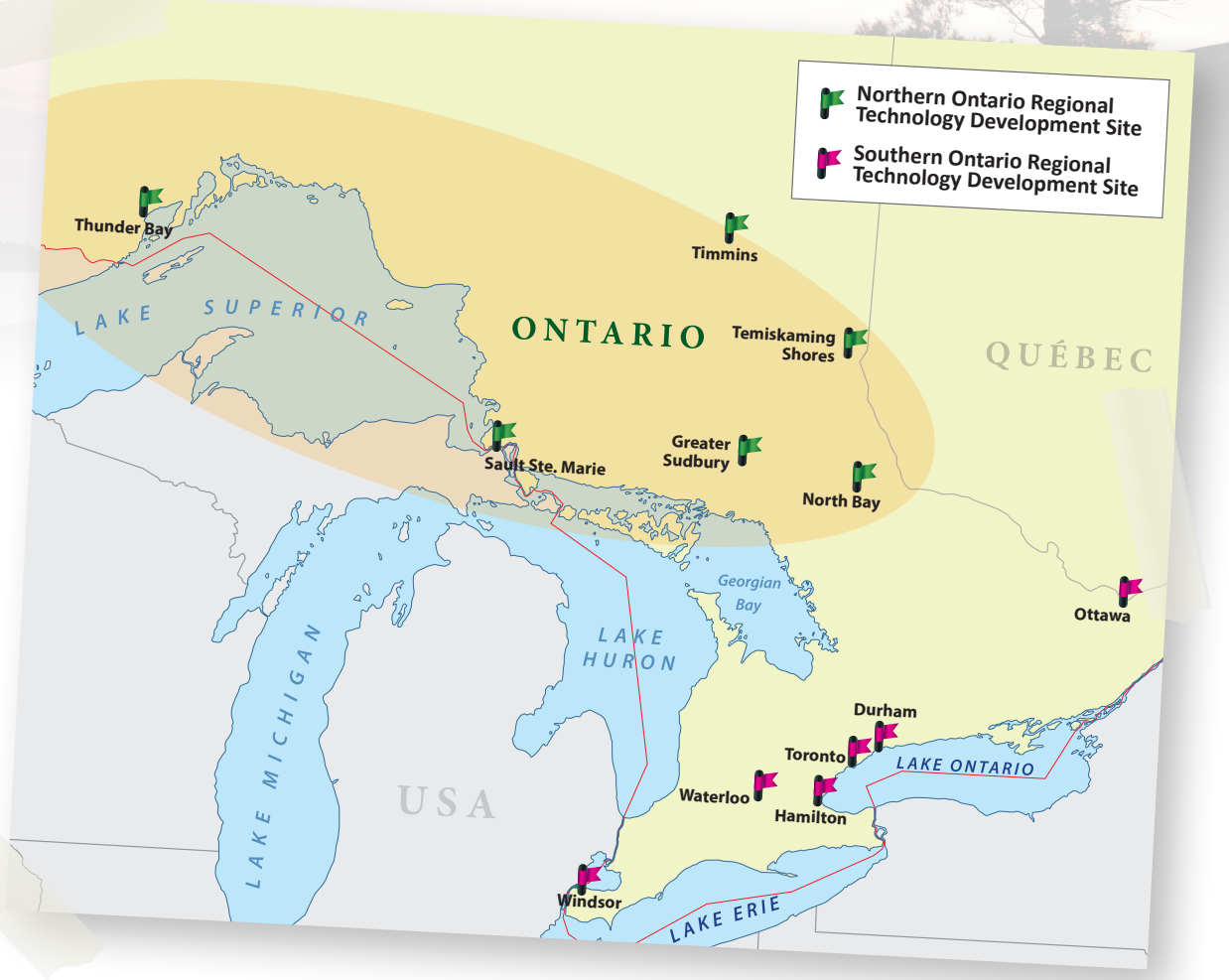
The global demand for electric vehicles is being met right here in Ontario, thanks to the OVIN Northern Ontario Regional Technology Development Site. Connecting Ontario's manufacturing might with Northern Ontario's mining and mineral expertise, talent and leadership, it will provide Northern and electric vehicle (EV) businesses with the support they need to help build the next generation of low-carbon, autonomous, electric and connected vehicles.

The Northern Site brings together post-secondary institutions, Regional Innovation Centres, incubators and accelerators, municipal and regional resources, industry and other regional collaborators. It will help businesses develop Ontario's EV supply chain, including initial critical minerals refining, downstream battery cell design and EV powertrain, manufacturing, and other related EV technologies.

There are seven Regional Technology Development sites.

The newly added Northern Ontario site includes: Greater Sudbury, Thunder Bay, Timmins, Temiskaming Shores, Sault Ste. Marie and North Bay partners.

The Southern Ontario sites are located in Waterloo, Ottawa, Hamilton, Durham, Windsor-Essex, Toronto.



OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 23 2022-10-18 8:50:46 AM

HELPING COMPANIES SCALE-UP

ONEELEVEN IS BACK IN FULL SWING



OneEleven continues to deliver as Canada's premier innovation hub for home-grown post-seed tech companies to grow and scale. By providing focused programming, they help member companies get the most out of their talent by ensuring emerging team leaders and people managers are growing and learning, just as fast as their companies are scaling.

Their new talent upskilling programming effort introduced last year is now bearing fruit. OneEleven currently has 36 member companies, all seed-backed, who have validated that the programming helps with employee retention. Recognizing the first-of-its-kind-in-Canada program around upskilling, VCs across Canada now send their portfolio company referrals to OneEleven as they acknowledge and value the unique support they provide.

OneEleven's bespoke programming is augmented by access to community peer groups, EIR (experts in residence), as well as curated mentors and advisors. These programs are designed to help companies scale and better prepare for growth opportunities.

As well, OneEleven has pioneered flexible working options for its members, helping with the safe return to in-office collaboration and helping companies reimagine the collaborative balance for hybrid working models. They've also returned to hosting major events for the tech community, including the annual Summer Social, Demo Days, and satellite events with the global Collision Conference.

Its member companies continue to be of the highest calibre, and support its vision to bring together Canada's best technology entrepreneurs to provide them with the resources they need to build globally competitive companies.

TORONTO BUSINESS DEVELOPMENT CENTRE



The Toronto Business Development Centre (TBDC) is Toronto's first start-up accelerator and a designated entity under Canada's Start-up Visa Program that serves as an ecosystem for immigrant entrepreneurs looking to establish a footprint in Ontario. Since its inception, TBDC has helped more than 9,000 domestic and immigrant entrepreneurs establish their businesses in Canada.

In 2020, TBDC worked with the Ontario Centre of Innovation (OCI) to develop a Soft-Landing

OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 24 2022-10-18 8:50:47 AM

HELPING COMPANIES SUCCEED

SOULROOMS

9	$1.3M
Jobs New & Retained	Follow-on investment

SoulRooms provides technology that organizes and leverages data across the rental journey to generate real-time actionable insights for enterprise rental owners and operators, helping them generate better asset returns.

Recently, in response to the humanitarian crisis in Ukraine, they designed an initiative that enabled prominent Canadian landlords to make their properties easily accessible to displaced Ukrainians arriving in Canada. Having aggregated 400+ units alongside $500,000 in rent discounts to assist incoming Ukrainians, their technology going forward will be available free of cost to assist with housing in times of need.



FABLE

47	$12.9M
Jobs New & Retained	Follow-on investment

Fable is an accessibility platform powered by people with disabilities. They quickly connect Fortune 500 companies, leading organizations and governments to people with disabilities for user research and accessibility testing.

Fable's work enables millions more users around the world to better access and contribute to the online world by not only solving digital accessibility issues, but also creating flexible and sustaining employment opportunities for many Ontarians with disabilities.



Program to assist high-potential start-ups and scale-ups with access to experienced entrepreneurs, intellectual property, and capital to enter and commercialize within the Ontario market. With a primary focus on India's rapidly expanding innovation ecosystem, TBDC has been working towards recruiting 500 high-potential Indian entrepreneurs and is recognizing trade and investment opportunities between Ontario and India through innovation and niche talent.

TBDC also works with OCI to match innovative businesses accepted under this program to Ontario's emerging rural communities to accelerate their growth. Through this partnership, the Soft-Landing Program has successfully built relationships with more than 40 non-urban communities in Ontario. Despite the challenges of the pandemic of the past 1.5 years, 134 international entrepreneurs have been accepted under the Soft-Landing Program and have generated more than $1.9M in revenue.

OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 25 2022-10-18 8:50:48 AM

ONE TO WATCH

While many of our public systems were put under immense pressure during the pandemic, none more so than Ontario's healthcare sector. In order to futureproof our province, OCI is supporting innovators committed to improving patient outcomes for a more resilient and responsive healthcare network.

A thriving life sciences sector not only helps build a competitive economy by commercializing the exceptional research being conducted at our acclaimed academic institutions, but when put in action also improves the lives of Ontarians.

That's why, this year, two life sciences companies – Epineuron and Paradox – are our Ones to Watch.

EPINEURON | The future of nerve care

If you injured a peripheral nerve last year, you are one of more than 17 million people worldwide (or 1 million in North America) who could be left with debilitating consequences. But that could be changing soon thanks to a new standard of care being developed by Epineuron. Building the world's first electroceutical device engineered to supercharge the nerve and accelerate regeneration, their technology delivers electrical stimulation that boosts the nerve's natural biochemical process to heal and repair itself when injured. Recent clinical evidence has validated the effectiveness of the paradigm, paving the way for a scalable, commercial solution.

For patients who need it, this is big news. The U.S. FDA agrees and has recently designated it a Breakthrough Device, making Epineuron one of the first Canadian companies to receive such a designation.



"OCI's investment helped us attract the right investors, with a track record of driving commercialization of innovative medical solutions from concept to market, while providing added capital to set our sights on bigger goals with a bigger team. Supporting local life science companies is now more critical than ever before to help fuel the growth of experienced talent in the sector."

Sergio Aguirre,
President and CEO

OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 26 2022-10-18 8:50:50 AM

ONE TO WATCH



PARADOX | Unravelling the future of protein misfolding diseases

In our bodies, healthy proteins are responsible for carrying out many of the essential functions we require for survival. However, there are some diseases where proteins can misbehave and assemble into abnormal shapes called amyloid which can then clog up organs and result in fatal outcomes. There are many types of protein misfolding diseases, many of which do not have a cure.

Paradox Immunotherapeutics is a biotech company that develops immunotherapies for diseases caused by protein misfolding, with an emphasis on amyloidosis (AL), a class of protein misfolding diseases that affects 300 people per million worldwide. Paradox uses an innovative drug design platform to create antibodies that work by selectively marking the problematic/misfolded proteins for removal using the body's immune system, while leaving the healthy proteins in the body untouched.

Paradox's lead program consists of antibodies for the treatment of immunoglobulin light chain AL, chronic and fatal diseases that affect the kidney, liver, and heart. Paradox is also developing follow-on programs targeting renal and neuro protein misfolding disease.

Co-founders Drs. Natalie J. Galant and Yulong Sun have assembled a team of expert scientists that have decades of experience in developing clinically and commercially validated antibody therapies. These founders are determined to disrupt the idea that protein misfolding diseases are incurable and are poised to leverage Paradox's antibody design platform to solidify Paradox's position as the global leader in protein misfolding therapeutics.



"OCI's funding and support has enabled Paradox to hire some of the very best scientific talent, increase our life sciences footprint in Ontario, and accelerate our commercial efforts with partners."

Natalie Galant, CEO

OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 27 2022-10-18 8:50:54 AM

PARTNERSHIPS

Unlocking the Power of Collaboration

INNOVATORS UNITE

When it comes to commercializing Intellectual Property (IP), Ontario innovators can face significant hurdles in the race to develop and protect what is theirs – including cost, expertise, and time. For this reason, organizations, researchers, policy makers and experts must come together to ensure that the critical resources Canadian businesses need to start and scale are easily accessible.

The **Innovation Asset Collective (IAC)** and **OCI** were pleased to announce a new partnership that will leverage collective resources to support SMEs that are commercializing IP. This partnership provides an opportunity to layer the expertise of both organizations to maximize the commercial impact of IP that is developed in Ontario.

IAC · CAI

READY TO MAKE A QUANTUM LEAP, TOGETHER

At the outset of 2022, **OCI** and **Quantum Industry Canada (QIC)** entered into a partnership with a mutual goal to accelerate the development, commercialization, and adoption of quantum technologies in Canada.

QIC is a consortium of Canadian quantum technologies companies that includes developers of technologies for quantum computing, quantum communications and cryptography, quantum sensing and quantum-safe cryptography, as well as companies using and developing applications of these technologies.

OCI and QIC are working to bring industry and academic collaborators together to drive the development of leading-edge applications and support the next generation of quantum start-ups.

QUANTUM INDUSTRY CANADA

OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 28 2022-10-18 8:50:54 AM

2021 MIND TO MARKET AWARD

The Mind to Market Award (M2M) is OCI's premier recognition of extraordinary achievements in next-generation technology commercialization and celebrates "best in class" R&D collaborations that drive the development of made-in-Ontario technologies.

The annual Award highlights leading-edge technologies by Ontario's innovators and highlights collaborations between the business and research communities that accelerate time to market. The Award is presented each year at OCI's Annual General Meeting.

The 2021 M2M winner, RockMass Technologies, is an industrial tech start-up that streamlines and digitizes geotechnical and geological mapping using advanced robotics and computing. They make mining faster and safer through digital data capture solutions.

Congratulations to RockMass Co-founders Shelby Yee and Matt Gubasta.









2021 M2M Sponsor

Special thank you to Christian Weedbrook, CEO, Xanadu Quantum Technologies.

XANADU

OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 29 2022-10-18 8:50:55 AM

OCI INNOVATION IN ACTION

As we come to the end of a busy and eventful year, we sit down with OCI leadership to hear what they have to say about where the organization has been, what they feel has gone well, what are the areas for growth, and what they're most excited about on the horizon. Here's a conversation with **Claudia Krywiak**, CEO and President, **Raed Kadri**, Vice President Strategic Partnerships and Head of Ontario Vehicle Innovation Network (OVIN) and **Hiten Makim**, Vice President, Finance & Operations.



Thanks everyone and welcome. To start us off, let's take a look back. From your perspective, what were the biggest wins over the last fiscal year at OCI?

Raed: For me, it has to be the new programming, new additions to the team, and outstanding outcomes generated as a return on taxpayer investment.

Claudia: I agree, Raed. Our outcomes stand out: everything from annual industry leverage, to job creation and retention, to such impressive follow-on numbers. It's great to see how we're continuing to successfully drive prosperity from innovation.

Hiten: Well, who am I to disagree with you both? Outcomes drive the bottom line. And that's always important in the world of finance.

With all of these successes from the past year, what are the organizational areas for growth at OCI?

Claudia: Accelerating not just the development and commercialization of new technologies, but also driving and catalyzing the adoption of advanced technologies by Ontario's key industries and sectors.

OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 30 2022-10-18 8:50:55 AM

What projects stand out as the most compelling to you as we move into 2023?

Raed: I'm most excited for the strategic projects that will bring together clusters across our province to support new technology development by Ontario companies that will export these technologies globally. Our advantage truly is the diversity of our economy, with globally relevant clusters in automotive, advanced manufacturing, information technology, cleantech and mining. As well as continuing to strengthen the links between these ecosystems and create a comprehensive, world-class supply chain greater than the sum of its parts.

Claudia: For me, it's hard to pick just one project. But my top choices are projects that accelerate commercialization in the life sciences sector; critical technologies such as AI, 5G and advanced networks, quantum technologies, and the electric vehicle projects in OVIN.

Hiten: I am most excited about our member companies scaling up and making huge waves in the Canadian tech community through our OneEleven program. I think being able to see the programs that are being delivered to member companies and to hear the positive feedback from them about what OneEleven means to the ecosystem has been thrilling for me to be part of.

Any closing remarks for the OCI team, clients and contributors as we embark on another year of innovation in Ontario?

Hiten: I want to thank all of our employees and partners, and look forward to another successful year working together in 2023.

Raed: It was great working with you, too, Hiten! As we continue to build on our more than 35 years of helping to facilitate innovation across Ontario, we are working together to drive innovation and commercialization, ensuring that the future is ushered in by Ontario. We are well-positioned to lead the world in developing and manufacturing these next-generation technologies.

Claudia: We are extremely proud of the successes of the hundreds of high-potential companies and entrepreneurs that we work with each year, some of whom are highlighted in our Annual Report. To bring a discovery to market, you need to identify a real-world problem it can solve, transform it into a viable product or service, find customers who are willing to drop whatever else they are doing instead and adopt it on a large scale, and attract investors who are willing to invest in it.

From its inception over 35 years ago, OCI's mandate has been to accelerate the development, commercialization, and adoption of new technologies to drive job creation and maximize the return on innovation to Ontarians. Here's to another year of doing precisely that in Ontario – Where Next Happens.

OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 31 2022-10-18 8:50:55 AM

OCI GOVERNANCE

OCI is a not-for-profit organization governed by an independent Board of Directors that includes observers from the provincial government. OCI is funded by the Government of Ontario and also receives funding from the Government of Canada.

BOARD OF DIRECTORS



Dr. Dan Patterson
(Chair of the Board)
President Emeritus
Niagara College
- EXECUTIVE COMMITTEE (CHAIR)



Caroline Hughes
Vice President,
Government Relations
Ford Motor Company of Canada
- GOVERNANCE & NOMINATING COMMITTEE



Janet Ecker
(Vice Chair and Secretary)
Corporate Director
- HUMAN RESOURCES & COMPENSATION COMMITTEE (CHAIR)
- EXECUTIVE COMMITTEE



Colin Kelleher
Kelleher Group
- FINANCE & AUDIT COMMITTEE



Dr. Malcolm Campbell
Vice President (Research)
University of Guelph
- HUMAN RESOURCES & COMPENSATION COMMITTEE



Andrea Mandel-Campbell
Founder & CEO, karibu
Operating Partner, Vertu Capital
- GOVERNANCE & NOMINATING COMMITTEE



Dr. Tom Corr
CEO
AI Partnerships Corp.
- GOVERNANCE & NOMINATING COMMITTEE



Dr. Graeme Moffat
Chief Scientist & Co-founder
System2 Neurotechnology and
Senior Fellow, Munk School of
Global Affairs, University of Toronto
- HUMAN RESOURCES & COMPENSATION COMMITTEE



David Cunningham
CEO
DeveloperMedia
- HUMAN RESOURCES & COMPENSATION COMMITTEE



Victoria Paine-Mantha
President
Brontaine Limited
- FINANCE & AUDIT COMMITTEE



Linda Franklin
President and CEO
Colleges Ontario
- GOVERNANCE & NOMINATING COMMITTEE (CHAIR)
- EXECUTIVE COMMITTEE



Dr. Claudia Krywiak
(Ex-Officio)
President and CEO
OCI



Mark Henderson
Principal
Nomofob Consulting
- FINANCE & AUDIT COMMITTEE (CHAIR)
- EXECUTIVE COMMITTEE

Ontario Centre of Innovation is a member of the Institute of Corporate Directors (ICD).

INSTITUTE OF CORPORATE DIRECTORS
INSTITUT DES ADMINISTRATEURS DE SOCIÉTÉS

OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 32 2022-10-18 8:50:57 AM

OCI LEADERSHIP

OBSERVERS



Stephen Rhodes
Deputy Minister of Economic Development, Job Creation and Trade, Government of Ontario



Anne Bermonte
Assistant Deputy Minister, Innovation, Scale-up and Regional Economic Development Division, Government of Ontario

EXECUTIVE TEAM



Dr. Claudia Krywiak
President and CEO



Hiten Makim
Vice President, Finance & Operations



Raed Kadri
Vice President, Strategic Initiatives, Business Development and Head of the Ontario Vehicle Innovation Network (OVIN)

OUR VALUES

COLLABORATION
The success of one advances the success of all

EMPOWERMENT & LEADERSHIP
Lead by example and instill confidence in each other

COMMUNICATION
Communicate clearly, openly and honestly

AGILITY
Be responsive and continuously adapt to meet opportunities

ACCOUNTABILITY
Act with integrity, and own our actions and results

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.

ANNUAL REPORT

Alicia Pereira
Director of Communications

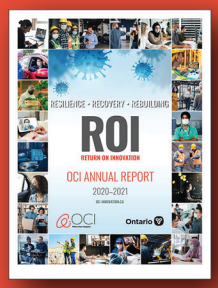
Sandy Bowers
Manager, Public Affairs

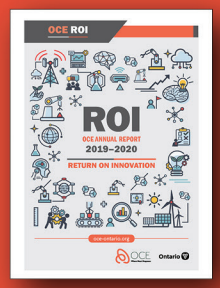
Deanna Tosto
Graphic Design Manager & Creative Lead

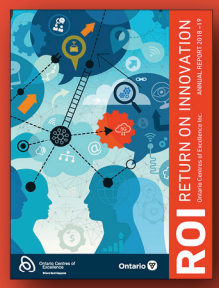
Rebecca Chiu
Communications Manager

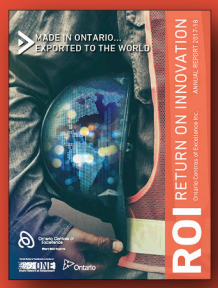
OCI Annual Report 21-22 - V11 Oct 17 Press Edits.indd 33 2022-10-18 8:50:59 AM

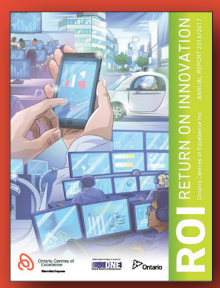
ACCELERATING INNOVATION IN ONTARIO FOR 35 YEARS



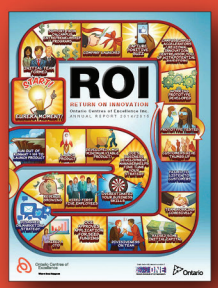


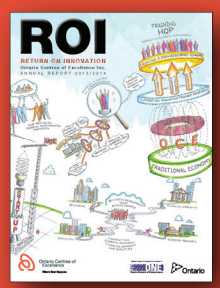


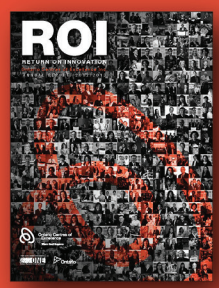


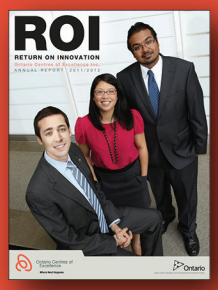




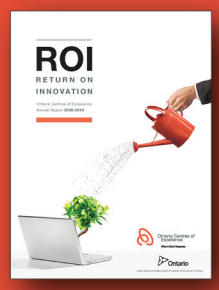


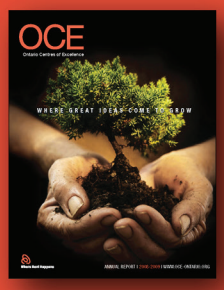




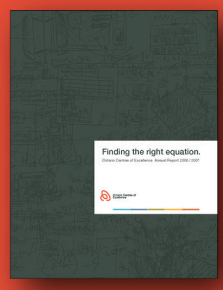




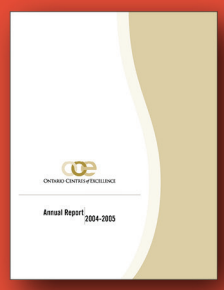














Ontario Centre of Innovation

325 Front Street West, Suite 300, Toronto, ON M5V 2Y1

t:416.861.1092 • 1.866.759.6014 • oc-innovation.ca

@OCInnovation

Ontario Centre of Innovation

Ontario Centre of Innovation

