

Critical Technology Initiatives Call for Proposals

Submission Guidelines

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Overview

Ontario's Critical Technology Initiatives (CTI) provides funding for initiatives that support the government's goal of:

- accelerating the **adoption** of enabling critical technology solutions amongst Ontario companies and within key sectors that unlock productivity gains and support innovation, and
- enabling the **development, commercialization and demonstration** of innovative critical technology solutions by Ontario technology companies to address domestic and global business needs and future market opportunities.

For the purposes of this Call for Proposals, critical technologies are identified as 5G (including advanced networks), artificial intelligence (AI), blockchain, cybersecurity, quantum, and robotics. Key sectors that could be referenced in a proposal include, but are not limited to, Advanced Manufacturing, Auto, Life Sciences, Mining, Agriculture and Smart Infrastructure.

CTI funding will support selected initiatives until March 31, 2026.

The CTI is a **discretionary, non-entitlement program** administered by the Ministry of Economic Development, Job Creation and Trade. Funding will be awarded on a competitive basis. Funding will be in the form of a conditional grant (transfer payment agreement, or "TPA"). There is no assurance of funding for any application. The CTI has a limited funding allocation, and in some instances applications that meet all program criteria and objectives may not be approved for funding as there may be other projects which more effectively meet the CTI criteria and objectives. Ontario has the sole right to approve funding, and all decisions are final.

How to Submit

Proposals must be submitted through Transfer Payment Ontario (TPON) by 5:00 EST on April 24, 2023.

Proposals must be submitted using the CTI Call for Proposals Application Form which can be download in TPON.

The following templates and attachments must accompany the completed Proposal Application Form:

- Proposal Budget (template provided in TPON)
- Certificate of Incorporation
- Financial Statements (Lead Organization, most recent, consecutive 3 years)

Proposals that include one or more Delivery Partner must also provide:

- Letters of Support and Commitment

Proposal are being sought through two Streams.

Stream 1: Single Technology Domain. Proposals that support one technology domain.

Parameters:

- Proposals must be seeking provincial funding support between \$5M to \$30M.
- Applicant must demonstrate ‘technology expertise and leadership’ in the related technology domain identified.
- Funding will be for a single recipient (and that recipient will be the sole signatory to any eventual funding agreement with the Ministry) but may include multiple Delivery Partners.

Stream 2: Multiple Technology Domains. Proposals that support multiple technology domains.

Parameters:

- Proposals must be seeking provincial funding support between \$5M and \$60M.
- Applicant must demonstrate the ability to act as a ‘central coordinating leadership and facilitation role’.
- Funding will be for a single recipient (and that recipient will be the sole signatory to any eventual funding agreement with the Ministry) but may include multiple Delivery Partners.

Eligibility

Submissions through Stream 1 and Stream 2 must be received from a single Lead Organization which must be either:

1. Ontario or Canadian incorporated Not-for-profit (NFP) organization, or
2. Consortium of companies and other NFPs participating as Delivery Partners under a lead Ontario or Canadian incorporated NFP organization. All consortium partners must have an Ontario footprint, with at least one of the partners being an Ontario headquartered company.

A Lead Organization can only submit one proposal through the CTI Call for Proposal. A Lead Organization will not be allowed to act as a Delivery Partner in any other CTI Agreement.

The following organizations are ineligible to act as the Lead Organization. However, they are eligible to be members of the consortium of Delivery Partners:

- Municipal or regional economic development agencies and/or corporations
- Small Business Enterprise Centres
- Angel investor organizations
- Post-Secondary Institutions (colleges, universities, hospitals)
- Government enterprises
- Retail Services
- Professional Services
- Personal Services
- Free-standing Restaurants and Golf Courses.

The Lead Organization is meant to act in the lead role in relation to the proposal and in relation to the Ministry in the following ways:



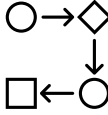

- execution of the Agreement with the Ministry,
- primary contact for the Agreement including communications and reporting,
- submission of reports including receipts for reimbursement, and
- overall project management.

While the Lead Organization will be the sole entity to execute any eventual agreement with the Ministry, Delivery Partners may be subcontracted by the Lead Organization in order to deliver various activities and deliverables set out in the agreement. An organization may only act as a Delivery Partner in one CTI Agreement.

Delivery Partners can be not-for-profit or for-profit organizations that provide support to the Lead Organization's proposal. Delivery Partner contributions could come in different forms, some examples could include access to infrastructure and delivery of programs and services. The ministry reserves the right to request and receive copies of any legal documents between the Lead Organization and Delivery Partners (e.g., partnership agreements, contracts, etc.).

Submission Requirements

Proposals submitted through Stream 1 and Stream 2 must propose initiatives that address three (3) or more of the following four (4) program pillars.

Program Pillars	 Infrastructure	 Commercialization	 Technology Adoption	 Talent
Example program elements*	<ul style="list-style-type: none"> • Living Labs • Testbeds • Facilities and equipment (e.g., computer hardware / software) • Centre of Excellence / Hub 	<ul style="list-style-type: none"> • Commercialization project funding • Support for Demos / pilots • Challenge Funding 	<ul style="list-style-type: none"> • Adoption project funding • Technology assessments • Use cases 	<ul style="list-style-type: none"> • Workforce development • Training • Internships • Talent attraction

** Example program elements have been provided for illustrative purposes only and are not mandatory elements of any response to this Call for Proposal.*

To help guide responses, the following information provides contextual insight into the program pillars. This section also provides details on programmatic elements that must be included in proposals.

Infrastructure: Access to leading-edge critical technology infrastructure (e.g., advanced networks, specialized computers, 5G data communication equipment, advanced software, etc.) is essential for companies adopting, developing, testing, and demonstrating new innovative solutions. For many companies, this technology is either cost prohibitive to acquire or to access. This limits their ability to advance or adopt new innovative products and services.

Proposals that address this program pillar must provide access to relevant leading-edge technology infrastructure for participating Small and Medium Enterprises (SMEs). The technology(ies), method of access, terms of that access, and key program timelines/milestones must be detailed in the proposal. Proposals must also detail the knowledge-sharing plan (i.e., engaging SMEs and key sectors) and technology support (i.e., dedicated specialist, number of hours, etc.) provided to companies accessing the technology infrastructure.

Proposals should provide evidence that the technology to which access is being provided is leading-edge, required by SME innovators and/or adopters across sectors and is difficult and/or cost prohibitive to access.

The proposed technology infrastructure component could include “living labs” that provide an environment that is as near to real-world as possible. Technical infrastructure could also include access to testing and certification environments that allow participating companies to validate and certify new innovative solutions being developed or considered for adoption.

Creating supportive environments and facilitating the development of communities of practice are important in maximizing the potential of an innovation-driven economy. Creating spaces for innovators and adopters within and across critical technology domains will encourage collaboration and the sharing of best practices.

Proposals responding to this program pillar could create a “Centre of Excellence”, with programs to provide access to facilities equipment, and virtual infrastructure (plug in applications, software and connectivity, enabling the growth and enhancement of sector clusters and regional capacity). The focus of activities may be related to planning, prioritizing and building critical technology knowledge and capabilities and would reflect the stage and maturity of the critical technology domain(s) being supported.

Other areas of focus may include ecosystem capacity initiatives including marketing, support for collaboration and connections, site visits to access test beds / live labs and awareness building

Commercialization: Many companies are unable to obtain or commit the funds necessary to undertake high-risk projects related to the commercialization of new and innovative critical technology products or services.

Proposals that address this program pillar must include a project funding component that provides participating SMEs with funding for innovation projects (proof of concept, testing, demonstration, etc.). Details on the recruitment (including key sectors), intake, evaluation, contracting with SMEs and key timelines/milestones for this project funding must be clearly provided in the response. Proposals must also include an IP strategy that describes how SMEs will work towards creating, protecting and commercializing new IP; and the budget, resources, and governance framework your organization or consortium has for IP.

Additional program elements that support the commercialization path of new innovations, such as industry-led challenges that connect innovators to real-world problems, would also be in scope for this program pillar.

Technology Adoption: Many companies aiming to adopt new critical technology solutions require support in assessing needs and determining suitable technologies to achieve desired outcomes (i.e., productivity gains, supporting innovation, increased capacity, etc.). At the same time, many companies are unable to obtain or invest the funds necessary to undertake high-risk projects related to the adoption of critical technologies.

Proposals that address this program pillar must include a project funding component that provides participating Ontario companies with matched funding for adoption projects (integration and implementation projects, etc.). Details on the recruitment of participating SMEs (including in key sectors), intake, evaluation, contracting with participating companies, and associated key timelines/milestones must be clearly provided in the response.

Program elements that provide support for the development of adopter needs assessments, use cases, etc., would also be in scope for this program pillar.

Talent: The development and adoption of critical technology solutions requires specialized talent. Innovators often look to recent post-secondary graduates with specialized knowledge to help develop new innovative products and services. At the same time, SME adopters also require talent with specialized skills with an ability to bridge the gap between critical technologies and existing company business processes. Technology adopters often face a lack of foundational knowledge about new critical technologies, the relevance of these technologies to their business as well as the complex process of adoption.

Proposals that address this program pillar should provide details on how the program elements would support job creation and retention in Ontario. Programs that respond to this pillar must also include at least one of the following:

1. Internship program that helps SMEs identify, recruit and subsidize the cost of students and recent post-secondary graduates from specialized programs aligned to the six critical technologies.
2. Suite of specialized training solutions (e.g., reskilling, upskilling) in identified sectors (e.g., advanced manufacturing, auto, etc.). The target audience for this training could include:
 - senior managers in key sectors employed in companies that are actively considering the adoption of critical technologies in their businesses, and
 - front line employees in key sectors employed in companies that are actively considering the adoption or integration of new critical technologies in their businesses.

Required Outcomes

Responses to the Call for Proposals must clearly demonstrate how the proposed program elements will support the following desired outcomes:

1. **Technology Adoption:** improve business productivity and spur innovation through critical technology adoption including increased access (e.g., facilities, equipment, software, connectivity), real-world testing and demonstration (e.g., sector-specific testbed)
2. **Technology Development:** increase and scale business growth through the development and commercialization of new critical technology applications and solutions
3. **Commercialization and Intellectual Property:** create and commercialize new Intellectual Property (IP) in critical technologies*
4. **Supply Chain:** strengthen supply chains through the development and adoption of industry-enabling technologies
5. **Jobs & Talent:** create high-value technology jobs, and support technology talent development in key sector(s)

* The Lead Organization and Delivery Partners (if applicable) will connect participating SMEs with Intellectual Property Ontario (IPON) to ensure the IP (i.e., ideas, products, and start-ups) generated from these highly innovative and impactful CTI program(s)/initiative(s) is protected as appropriate.

Eligible Expenses

Funding provided under the CTI will only go towards the reimbursement of Eligible Expenditures, as outlined below.

Eligible Expenditures are costs directly attributable to, and necessary for the carrying out the proposed initiative. In order to be eligible, the cost must be incurred and paid on or after the effective date of any transfer payment agreement entered into between the province and the recipient, up to and including the project completion date.

Eligible Expenditures are actual cash outlays that must be documented through invoices, receipts, or records acceptable to Ontario and are subject to verification by an independent auditor. Evidence of payment must be maintained for audit purposes. Acting reasonably, Ontario’s decisions as to the expenditure eligibility and valuation are final and determinative.

ELIGIBLE EXPENDITURES	INELIGIBLE EXPENDITURES
<p>The following may be adjusted dependent on program requirements at the agreement stage:</p> <ol style="list-style-type: none"> 1. Costs related to establishing and delivering the core functions of the program(s)/initiative(s) – Description and Timelines, and in keeping with Province budget allocation. 2. Costs by the Recipient to participants for delivery of the program(s)/initiative(s), including infrastructure. 3. Costs related to Recipient management and delivery including: <ol style="list-style-type: none"> a. <i>Salaries, Wages and Benefits</i> <ul style="list-style-type: none"> • Salaries • Benefits • Consultant Fees • Contractors Fees • Recruiting Expenses • Expenses related to employee termination 	<p>In general, Ineligible Expenditures include (but are not limited to):</p> <ol style="list-style-type: none"> 1. Entertainment expenses and alcoholic beverages 2. Expenses associated with lobbying or government relations activities 3. Costs associated with travel, activities or operations performed outside of Ontario, unless the proposed expenditures are directly related to the operation of the Recipient in carrying out the CTI and provided that the Recipient obtains prior written approval of Ontario 4. Legal, accounting and consulting fees in connection with financial reorganization, security issues, capital stock issues, obtaining of patents and licenses and prosecution of claims against Ontario 5. Federal and provincial income taxes, excess profit taxes or surtaxes and any special expenses incurred in relation to taxes

<p><i>b. Office Expenses & Equipment</i></p> <ul style="list-style-type: none"> • Administrative Supplies • Meetings • Rent • Leasehold improvements • Telephone, Fax • Computer & related equipment • Legal • Insurance <p><i>c. Marketing</i></p> <ul style="list-style-type: none"> • Promotional Material • Events <p><i>d. Travel expenses</i></p> <ul style="list-style-type: none"> • Travel within the Province of Ontario directly related to the operation of the program(s)/initiative(s). • Travel expenses must be modest and appropriate, and strike a balance among economy, health & safety, and efficiency of operations and incurred in accordance with the Broader Public Sector Expenses Directive. • In no event will Ontario pay for travel expenses that exceed the rates set out in the Ontario's Travel, Meal and Hospitality Expenses Directive. <p><i>e. Audit Expenses</i></p> <ul style="list-style-type: none"> • Costs related to delivering the program(s)/initiative(s), including, but not limited to forums and workshops. <p>4. Other costs that, in the opinion of the Province, are considered necessary for the successful implementation of the program(s)/initiative(s) and have been approved in writing prior to being incurred.</p>	<p>6. Costs, including taxes, for which the Recipient has received, will receive, or is eligible to receive, a rebate, credit or refund</p> <p>7. Fines and penalties</p> <p>8. Donations in the form of goodwill and other intangibles (such as intellectual property, including licenses and patents)</p> <p>9. Opportunity costs</p> <p>10. Standard discounts</p> <p>11. Interest charges</p> <p>12. Allowance for interest on invested capital, bonds, debentures, bank or other loan together with related bond discounts and finance chargers</p> <p>13. Losses on investments, bad debts and related collection expenses</p> <p>14. Losses on other projects or contracts</p> <p>15. Amortization of unrealized appreciation of assets</p> <p>16. Depreciation of assets paid for by Ontario</p> <p>17. Expenses and depreciation of excess facilities</p> <p>18. All costs that are not Eligible Expenditures</p> <p>19. Any costs as determined by the Province from time to time in its' sole discretion.</p>
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Funds in any eventual TPA between the province and a successful recipient will be disbursed at milestone completion throughout the project in accordance with the payment schedule set out in the agreement. At each milestone, in addition to any conditions of funding associated with the milestone, there are reporting requirements outlined in the agreement that must be provided to and approved by the Ministry prior to disbursement of funds. Potential applicants should be aware that the Ministry does not reimburse HST.

Budget

A budget estimate must be included in the proposal. The budget estimate must separate eligible proposal costs by program pillar and program administration. The budget estimate must be submitted using the template included in the CTI Call for Proposals application found on TPON. Once completed, ensure that the table representing the budget estimate is uploaded into TPON as an attachment.

A more detailed budget will be required for successful proposals at the contracting stage.

Sources of funding

The total amount of provincial funding cannot exceed 50% of the total Eligible Expenditures of the proposal. CTI funding cannot be stacked with other sources of provincial funding. A stacking limit of 50% from all government sources will be applied.

Proposals must detail the source of funds for all Eligible Expenditures included in the budget. The source of funds must detail the non provincial funding as either cash contributions, in-kind contributions or other government funding. For more details on these sources of non provincial funding, see Appendix C.

KPIs and Reporting

The following level one KPIs will be used to measure the economic impact of any proposals funded through this CFP. When completing the Proposal's Application Form, you will need to include a 3-year target for all level one KPIs. Enter a zero (0) for those KPIs that are not applicable to your proposal.

Level one KPIs	# Jobs Created
	# Jobs Retained
	\$ CTI Contribution Leveraged
	# Participating SMEs
	# IP Generated
	# SME Projects Funded

The following level two KPIs are being collected through the submission process but will not be used in the evaluation of the proposal. Relevant level two KPIs will be collected over the life the of project for successful proposals. Relevant level two KPIs (and any additional KPIs agreed with the Lead Organization) will be included at the time of contracting in the TPA.

Level two KPIs	# Highly Qualified Personnel (HQP) Trained
	# HQP Retained
	# Internships Created
	# Interns Retained
	# Training participants (All)
	\$ Training participants (All)
	# New Technology Products/Services Developed
	# New Technology Products/Services Launched
	\$ Invested in SME projects
	# Process improvements
	# Patent applications filed
	# Patents granted
	# Trademark
	# Copyright
	# New licenses
	\$ Sales
	\$ Capital raised (e.g., VC, Angel)
	# Regions Supported
	# New Living / Testing Lab(s) created
	\$ Invested in New Living / Testing Lab(s)
\$ Invested in Infrastructure	
# Companies Accessing Infrastructure	

Applicants should note that any payments under an eventual TPA between the province and a recipient will be linked to appropriate performance measures and reporting requirements; and the TPA will include the ability for the Ministry to withhold and/or reduce disbursements if performance measure targets and/or reporting requirements are not met, in compliance with the government's Transfer Payment Accountability Directive.

Review Process and Evaluation Framework

Each submission will be reviewed by an internal team. A final score will be determined and agreed for each submission. Submissions that meet the minimum threshold will proceed to a technical and financial due diligence assessment.

Submissions received through the CTI Call for Proposal will be evaluated based on the following key criteria.

Organizational Capacity to Deliver: will consider the Lead Organization's ability to deliver the range of initiatives contained in the CTI proposal across the selected program pillars. Previous experience, operational history, evidence of past success as well as the strength of the team and any Delivery Partners will be considered in assessing these criteria.

Program / Initiatives and Alignment with CTI Objectives: will review the strength of the proposed programs / initiatives outlined in Section G of the Proposal Application Form and their alignment with the objectives of the CTI. The workplan, key milestones and deliverables will be considered in assessing these criteria.

Economic, Technological, Sectoral and Regional Impacts/Outcomes: will consider how the proposed activities and deliverables support the desired outcomes of the CTI as outlined in the Required Outcomes section above. The proposal's potential benefits to regional economies, technology clusters as well as any sector-specific and/or technology-specific impacts will be considered. Level one KPIs will also be considered through this criteria assessment.

Incrementality and Business Need(s): will review the proposed activities and deliverables in adding incremental value to Ontario's innovation ecosystem. Analysis of business need(s) and market opportunity(ies) with the critical technologies will also be considered.

Operational and Security Risks: will review the operational and security (e.g., data protection, geo-strategic threats, etc.) risks identified in delivering the proposed activities and deliverables. The proposal's control and governance structures and mitigation plan to manage the risks will be evaluated.

Budget and Source of Funding: will review the alignment of the budget to the proposed milestones and deliverables, the reasonableness of the forecast costs and the proposal's ability to leverage the provincial contribution.

Decision

The Ministry reserves the right, in its sole discretion, to fund or not fund any proposal received through the CTI Call for Proposals. The Ministry also reserves the right to impose whatever conditions it deems advisable in the acceptance of a proposal and in any related funding agreement.

Please note the Ministry may share the proposal and any documentation submitted in support of the proposal with other ministries or agencies of the Ontario government or external advisors (technical and/or financial) for the purpose of assessing and evaluating the proposal.

Note again that not all submissions will necessarily be funded and that proponents may not get all the funding requested, given that funding under the CTI program is limited.

Appendix A: Grant Agreement

Note, no formal legal relationship will be created between the province and an applicant unless and until the execution of a formal transfer payment agreement between them.

Should an applicant's project be chosen by the Ministry pursuant to this call for proposals as a project to be funded pursuant to the CTI, the successful applicant will be expected to enter into a transfer payment agreement with the Crown as represented by the Ministry of Economic Development, Job Creation and Trade.

The agreement will address detailed terms and conditions for the disbursement of the grant that include, but are not limited, to:

- project description and timelines;
- project budget;
- project management;
- mode and schedule of payments;
- accountability framework;
- reporting requirements, and site visits by Ministry staff;
- corrective action; and
- insurance requirements.

Potential applicants should be aware that a transfer payment agreement is not a procurement and is not a negotiation for services to be rendered to the Government of Ontario. Successful recipients will receive funding in line with the pre-established funding criteria and program design, which is modeled to comply with the Government's Transfer Payment Accountability Directive. The general terms of the transfer payment agreement are firm requirements that are standardized across government.

The Ministry expressly disclaims any obligation to an applicant or the creation of a legal relationship prior to the execution of the Transfer Payment Agreement. The Ministry shall not be liable for any expenses incurred by the applicant, including the costs of any project, except as specified under the terms and conditions of such a fully executed Transfer Payment Agreement.

Appendix B: Access to Information and Commercially Sensitive Information

The Ministry is an institution for the purposes of the Freedom of Information and Protection of Privacy Act (FIPPA) and as such must adhere to the Act as well as authoritative orders, decisions and policies of the Information and Privacy Commission (IPC). Please note that any final transfer payment agreements which form the subject matter of any access to information request may be disclosed in accordance with FIPPA or any order of the IPC or of a court of competent jurisdiction.

FIPPA provides every person with a right of access to information in the custody or under the control of the Ministry, subject to a limited set of exemptions. Section 17 of the Act provides a limited exemption for third party information that reveals a trade secret or scientific, commercial, technical, financial or labour relations information supplied in confidence where disclosure of the information could reasonably be expected to result in certain harms. Any trade secret or any scientific, technical, commercial, financial or labour relations information submitted to the Ministry in confidence should be clearly marked. The Ministry will notify the Lead Organization when access to a record that might contain information referred to in Section 17 has been requested so that the Lead Organization may make representations to the Ministry concerning disclosure.

Successful projects that are funded pursuant to a TPA, may also be subject to site inspections by Ministry representatives as well as their third-party technical advisors, as required. Site inspections are intended to allow Ministry staff to better understand the project and its proposed product, to further stakeholder relationships with grant recipients, and to ensure due diligence. Site visits will occur only as required by the Ministry, and the Ministry will inform the recipient of any intent to perform a site inspection in advance. Information obtained at site visits is also subject to FIPPA.

Note that applications submitted pursuant to this Call for Proposals will be subject to financial due diligence and technical assessments. This includes the use of third-party professionals bound by confidentiality obligations.

Potential Lead Organization's should consider seeking external legal advice before submitting an application.

Appendix C: Eligible Non-Provincial Funding

The following provides further detail on eligible sources of non provincial funding.

Eligible Matching Contributions

Eligible contributions must be directly related to the proposal and must be documented through invoices, receipts or records acceptable to Ontario and are subject to verification by an independent auditor.

Eligible Cash Contributions

- Cash contributions may be from, but not limited to, an institution, municipal or federal governments, foundations and/or private sector.
- Other sources must be deemed eligible by the Government of Ontario.
- Matching investments from participating SMEs for prototyping and/or demonstration projects as applicable.

Eligible In-Kind Contributions

- Contributions could be in the form of cash-equivalent goods or services. In-kind contributions must be essential, which, if not donated, would have to be purchased with program funds.
- Contributions could also include the time of individuals with third party organizations (e.g., experts in a specific area) spent in providing direction and participation. In some cases, the partners may provide specialized skills and advice or access to special equipment, space, data sets, etc.
- The donation of consulting and professional services can be considered as in-kind contributions if the services are directly related to carrying out the Partnership's Business Plan. The fees that the consultant or professional would customarily charge are eligible for consideration as an in-kind contribution, provided that the fees do not exceed fair market value for the service being donated.
- Donation of equipment and material can be considered as in-kind contributions. The donation shall be valued at the lesser of fair market value and the depreciated book value.
- Donations of space, necessary for the carrying out of the Partnership's Business Plan is eligible for consideration as an in-kind contribution at the lesser of the donor's net cost of providing the space or the fair market value.
- Leasehold improvements if the improvements are directly related to the carrying out of the Partnership's Business Plan. Approval will be done on a case-by-case basis.
- Infrastructure technology (e.g., hardware and software)

Ineligible Matching Contributions

The following contributions (but not limited to) are considered to be non-eligible:

- Contributions related to capital projects such as new building, land and vehicles not directly related to infrastructure technology.

If the eligibility of a matching contribution is unclear, the Lead Organization must seek clarification from the Government of Ontario. The Government of Ontario's decisions as to the matching contribution's eligibility and valuation shall be final and determinative.

Additional Considerations Regarding Matching Contributions

Private sector assets will be critical to a successful Partnership. These assets may include:

- **Tangible Assets** such as cash, specialized equipment, technology development tools and pilot plant facilities for product testing.
- **Intangible Assets** such as global intellectual property, technology development expertise, knowledge of and access to global supply chains, access to global sales and distribution, and customer and supplier connections.

Without assets from the private sector, the cost to establish a "level playing field" (with equivalent infrastructure and 'know how') would be insurmountable. In many cases, the intangible assets from the private sector are more important than cash.

While intangible assets will not be a required matching contribution, the Ministry will attempt to value these industry contributions appropriately by tying these intangible assets to the performance monitoring system that will be used to track outcomes related to the overall business ecosystem.

****Please note that these guidelines are subject to change without notice****