
**Overarching Strategy**
The Overarching Strategy provides a general framework for the Bruce Centre of Excellence’s specific goals and aspirations and defines the scope of what the Centre should undertake to create an environment of economic development and innovation in the region. As the term overarching suggests, these strategies will affect everything the Centre undertakes and expects to achieve.

**Business Case**
The Business Case provides the business rationale for undertaking the project and defines the parameters and management factors involved in developing the Centre of Excellence as it fits into the overall development agenda of the region. It will provide a tool to guide the design, management, and evaluation of the project.

**Operating Model**
The Operating Model makes it possible to deliver the strategy and business case – how the Centre will deliver value to users as well as how the organization will function. The Operating Model represents the bridge between the strategy and the day-to-day operations that guide the Centre’s team, providing the context, and enabling the behaviours that help realize the strategy and vision.

**Financial Forecast**
The Financial Model provides details on the operational and financial requirements of the Centre. The model will help attract investment and serve as a financial guide to running the Centre. Further, it helps identify future revenue and expenditure trends that may have an immediate or long-term influence on the Centre’s policies, strategic goals and/or services.

**Tactical Roadmap**
The Tactical Roadmap provides an interactive and detailed time-bound analysis of each activity required for successful establishment of the Bruce Centre of Excellence. The roadmap includes the major steps and milestones needed to reach the detailed objectives outlined in each of the previous chapters.
Executive Summary

The key insights from developing the Overarching Strategy, Business Case, Operating Model, and Financial Forecast for the Bruce Centre of Excellence are outlined below.

STRATEGY

1. The mission of the Bruce Centre of Excellence is to facilitate collaboration between the energy and environmental sectors, government and academia partners in skilled workforce development and business innovation. The vision is to be a centralized platform for skilled workforce development and a driver of small medium enterprise growth and innovation in the energy and environmental sectors.

2. To achieve the vision and mission, the Centre must leverage the key strengths currently facing the region, which include a strong reputation in the energy sector, established support programs already in place, a location ready for build, and a culture/community willing to help. In turn, the Centre must overcome the region’s key weaknesses, which include a lack of an academic presence, decreasing levels of business to business collaboration and a deficiency of entrepreneurial spirit.

BUSINESS CASE

1. The Bruce Centre of Excellence opportunity is in its infancy and has huge growth potential as there is currently no recognized ‘Regional Innovation Centre’ (“RIC”) located in mid-Western Ontario and no energy specific “RIC” located in all of Ontario.

2. With a growing population, an improving labour force, and several successful frameworks from similar innovation strategies, the time is now to advance emerging technologies, build an environmentally and energy focused innovation cluster and utilize existing assets to diversify into alternative industries.

OPERATING MODEL

1. With a not-for-profit organizational structure and through a 50/50 public/private funding model, the Bruce Centre of Excellence will offer training development programs, provide career and mentorship services, organize community events and coordinate support services, in addition to many other offerings.

2. The Centre will require an experienced Board of Directors to guide overarching decisions and must be supported by a skilled management team to enable daily operations.

FINANCIAL FORECAST

1. The financial forecast illustrates the requirement for significant upfront government support, with a desired future state of a 50/50 public/private funding distribution.

2. Based on projected expenses using a cost per square foot approach, the Bruce Centre of Excellence can expect revenue and expenses of approximately $2M in year one, rising to nearly $3M by year three.

TACTICAL ROADMAP

1. Scheduled to begin during Q1 2019, the first activity needed to be carried out is the selection of the Board of Directors. Subsequent, during Q2 2019 the Fundraising Committee, and Executive Director.

2. All twenty-five activities must be executed in order to achieve an expected launch date in Q2 2021.
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Strategy Leading Practices – What’s Next?

In Deloitte’s experience, the leading practice to creating a wholesome business plan leverages a top-down approach, beginning with the development of the vision, mission, and values (as illustrated in the framework below).

- The Business Continuum (figure 1.1) will provide the structure and basis for the analysis of the Bruce Centre of Excellence Business Plan.

### Figure 1.1 - The Business Continuum

- Strategy
- Business Case
- Operating Model
- Financial Forecast
- Tactical Roadmap

**Strategy**

The vision, mission and values of the organization. Examples:
- What are our goals and aspirations?
- What is our value proposition?
- What are our strengths and weaknesses?

**Business Case**

The “who, what and how” of the organization. Examples:
- What problem are we trying to solve?
- What are the prioritized opportunities?
- What should the role of each function be in the context of the organization?

**Operating Model**

Configuration of capabilities into business units, shared functions and the ecosystem. Example:
- A function organizing into distinct sections focusing on strategic planning, energy, technology, etc.

**Financial Forecast**

Configuration of the inputs and outputs required to determine the financial feasibility of the organization. Examples:
- Sponsorship and membership fees
- Government grants

**Tactical Roadmap**

Combination of the next steps required to carry out the operating model. Examples:
- Approach potential clients to gauge interest
- Determine how to execute specified service offerings
To effectively prepare a business plan for the Bruce Centre of Excellence, it is critical to first lay out the strategy for the components of its makeup. The ‘Trades and Skilled Workforce Secretariat’ and ‘Business Incubation/Acceleration’ pillars will be created under a singular operating model but inspired by separate goals, aspirations, and value propositions.

**Trades and Skilled Workforce Secretariat**

**What are our goals and aspirations?**
- Be employer driven; working with various private sector organizations to provide collaborative training for various employers in a one-stop shop location
- Be utilized by the school boards to provide opportunities for students to become more engaged in the trades
- Create a platform to advance employer training requirements and provide skills upgrading for underemployed / unemployed
- Develop talent - have an inclusive and robust talent pipeline - that attracts, develops & retains top talent in the region of Bruce County and provides a platform for connecting businesses & workers with potential opportunities
- Help Bruce and the surrounding region residents benefit from economic upswing
- Improve local training opportunities and encourage more local employers to participate in experiential learning opportunities
- Develop clear career path messages for local opportunities and coordinate agencies that are already involved in this arena

**What is our value proposition?**
- Focus on education early – engaging with both industry and academia from the onset, to capture interest of pre-secondary and post-secondary students
- Trades and skilled workforce development – extend the focus beyond the skilled trades and across multiple industries and become a centralized location and hub for employment opportunities and skills training/programs that benefits current and future industries in the region
- Public and private sector training and development – build reliance in other areas outside of academia, in order to generate robust economic development and training programs
- Entrepreneurship courses - co-development of programing, such as entrepreneurship courses - designed for emerging business leaders and innovators that want to learn the foundations of entrepreneurship
Strategy Overview

To effectively prepare a business plan for the Bruce Centre of Excellence, it is critical to first lay out the strategy for the components of its makeup. The ‘Trades and Skilled Workforce Secretariat’ and ‘Business Incubation/Acceleration’ pillars will be created under a singular operating model but inspired by separate goals, aspirations, and value propositions.

Business Incubation & Acceleration

What are our goals and aspirations?

- Focus on small-medium enterprises (SME’s), start-ups & grow-up’s – to support both new and existing businesses
- Develop targeted mentorship programs to foster an ecosystem of stakeholder support
- Anchor collaboration - promote and enable diversity and collaboration between industry, government, & academia partners
- Increase economic diversity - create a diverse economy that is sustainable over the long-term and can respond to challenges and opportunities
- Create a shift in cultural mindset - foster an innovative and inclusive local mindset to develop a reputation for strong integration, incubation and acceleration of new business and its members

What is our value proposition?

- Cross-industry and functional promotion/marketing – communicate opportunities the region has to offer within the energy and environmental sectors
- Creating mentorship/support/investor programs – generate educational, financial, and network support for entrepreneurs and SME’s to incubate new business ideas and growth
- Establishing a “collision network” – facilitate collaboration between the people and the community by establishing a culture and network around the idea of sharing best practices on innovation, finance, and market delivery ideas
**Strategy**

**Strengths & Weaknesses**

With many successful innovation programs already established in Canada, Bruce County’s economy, location, readiness to build, and willing project partners make the area primed and ready to join the movement. This will set the stage for Bruce County to become a national and global centre for skilled workforce development and business incubation & acceleration.

Impact (definition) - each strength and weakness is graded on a scale of potential impact (low, medium or high) and is based on what, how, and who is impacted.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Impact</th>
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<tbody>
<tr>
<td>The Bruce Power and Bruce County multi-year partnership that attracts business investment and expansion into the local region has created a cluster of world class intellectual talent.</td>
<td>High</td>
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<tr>
<td>The Bruce region has a strong reputation in the energy sector, allowing the area to build a culture and support system that nurtures entrepreneurial spin-offs in energy but also other industries.</td>
<td>High</td>
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<tr>
<td>The Bruce County region is well-positioned for a centralized skill training facility and program as a number of locations are available for building development.</td>
<td>High</td>
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<tr>
<td>Bruce County has many regional assets including, the 'STEM Program', the 'Innovation, Creativity and Entrepreneurship (ICE) Program', and the 'Four County Labour Market Partnership Board'. The region can leverage these assets, in addition to the programs and opportunities through regional education organizations, to build a reputation for economic &amp; skilled workforce development.</td>
<td>High</td>
</tr>
<tr>
<td>The Spruce the Bruce program was introduced in 2011 to support local community efforts to facilitate long-term revitalization plans. The Business to Bruce Program was introduced in 2016 to support business development, recruitment, and enhancement. As such, Bruce County can leverage these programs to bring together stakeholders, build community capacity to assist with strategic policy and capital investment, and inspire, attract and support business owners and entrepreneurs by engaging the local communities and municipalities.</td>
<td>Medium</td>
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</table>

<table>
<thead>
<tr>
<th>Weaknesses</th>
<th>Impact</th>
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<tbody>
<tr>
<td>The absence of a local university and private school system, in addition to the limited relationship between industry, local colleges and the public school system has created a gap in the talent pipeline.</td>
<td>High</td>
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<tr>
<td>The Bruce region’s current infrastructure - education facilities, transportation, refining cellular &amp; mobile networks, and support organizations (hospitals, grocery stores, restaurants, hotels) - needs to be supported and enhanced in order to attract top talent.</td>
<td>High</td>
</tr>
<tr>
<td>Brand awareness - tourism awareness is strong, however, the County itself is not known as a cluster centre or centre of business and entrepreneurial activities.</td>
<td>Medium</td>
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<tr>
<td>The region is currently suffering from a lack of collaboration, integration, and diversity in the workforce.</td>
<td>Medium</td>
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<tr>
<td>The entrepreneurial culture could be better mobilized, beyond the usual chamber and service club memberships.</td>
<td>Medium</td>
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</table>
Strategy Vision, Mission & Values

The first step in the formulization of a comprehensive business plan is to formulate the mission, vision and values. These elements help to table-set the high-level direction, scope and strategic objectives of the remaining business plan components.

What is a mission statement?
Deloitte defines a mission statement as a formal summary of the aims and values of an organization. It is intended to ensure that everyone in the organization is “on the same page” and to serve as a baseline for effective business planning.

What is a vision statement?
Deloitte defines a vision statement as an aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action.

What’s the difference?
A mission is different from a vision in that the former is the cause and the latter is the effect; a mission is something to be accomplished whereas a vision is something to be pursued for that accomplishment

Why are they important?
Together, mission and vision guide strategy development, help communicate the organization’s purpose to stakeholders, and inform the goals and objectives set to determine whether the strategy is on track.
Business Case
The Business Case, using insights gained by the MaRS report, Project Innovate, and Deloitte’s strategy development tools, will formalize and build the business rationale for undertaking the project and further define the parameters and management factors involved in developing the Bruce Centre of Excellence.

The **Business Case** provides an instrument to **forecast, monitor** and **assess** the **cost and benefits** of the undertaking. It creates the necessary discipline, provides ongoing control, minimizes the risks and provides a clear direction.

**Problem Definition**
- Provides management with the key problem being addressed and an outline of the key steps necessary to address the problem
- Gives stakeholders a sense of where the things are headed if projects are implemented

**Economic Landscape**
- Creates a climate for rigorous analysis using economic research
- Calls for consideration of issues upfront
- Reaffirms support and consensus going forward

**Prioritized Opportunities**
- Identifies the opportunities and threats of the project
- Assesses the impact of the risks and rewards associated with the project

**Stakeholders & Outcomes**
- Establishes consensus on key stakeholders and how they are impacted
- Allows for identification of strategic outcomes and benefits from executing the project
A Bruce Centre of Excellence would support Bruce County and its surrounding regions in addressing its increasing labour shortage, lack of diversified entrepreneurial activity, and decreasing level of collaboration between industry and education.

Bruce County currently faces an increasing labour shortage because:
- Bruce Power’s Life Extension Program, will require thousands of people for the next 20+ years that the current population of Bruce County can’t fulfill
- Since the Economic Development and Innovation partnership was formed, hundred’s of new jobs are expected to be created in the nuclear and construction industries

The establishment of the Bruce Centre of Excellence would address the labour shortage by:
- Growing the overall talent pipeline
- Training the current population to develop the necessary experience and skills to be successful in specific job functions or industries

The Bruce region currently faces a lack of diversified entrepreneurial spirit because:
- The absence of a local university and private school system, in addition to the limited relationship between industry, local colleges and the public school system has created a gap in the talent pipeline.
- The region of Bruce has a lack of brand awareness. While tourism can be strong, the County is not known as a centre of business and entrepreneurial activities.

The establishment of the Bruce Centre of Excellence would address the three pillars required to spur entrepreneurial and economic growth:
- Allocate resources to research & innovation
- Grow and develop a talent pool
- Incubate business innovation

The region of Bruce has experienced a decreasing level of collaboration because:
- There is currently no recognized Regional Innovation Centre (RIC) in mid-Western Ontario and no energy specific RIC in Ontario
- There are no active mentorship programs or shared services platforms

The establishment of the Bruce Centre of Excellence would improve collaboration opportunities by:
- Creating stronger connections with the education system by providing opportunities for students to become more engaged in the workforce
- Building networks for partnerships with business, government, associations and other key stakeholders
**Business Case**

**Economic Landscape**

As a region of energy excellence, with a growing population and an improving labour force, Bruce County represents a major opportunity to advance emerging technologies, build an environmentally and energy focused innovation cluster and utilize existing assets to diversify into alternative industries.

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**Geography**

The Bruce region is known for its magnificent views, rock formations, hiking trails, and beaches, appealing to a diverse market with strengths in tourism, agriculture and energy.

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**Labour Force**

Bruce County’s unemployment rate improved from 2011 to 2016 and with the recent formation of the Business to Bruce Program and the Life Extension Program, this trend is expected to continue going forward.

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**Demographics**

Despite an increase in the population from 2011-2016, the average age in Bruce County is significantly older than the rest of Ontario, indicating an aging population that needs a youthful injection for sustainable growth.

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**Source:** “Find Yourself In Bruce County” – Bruce County Economic Development Strategic Plan 2017 - 2021
Business Case

Prioritized Opportunities

With several opportunities and threats facing Bruce County, it is vital to prioritize them based on their potential impacts and likelihood of occurring so that an effective action plan, contingency plan and/or mitigation plan can be properly planned and developed.

### Opportunities

- Bruce Power’s multi-year, multi-billion dollar Life Extension Program, announced in 2015, will require thousands of people each year for the next 20 years and beyond.
- Community involvement and local government support has been strong thus far, and is expected to continue to be available going forward.
- ‘Project Innovate,’ Bruce County’s regional innovation strategy has recently kicked off and one of its key priority initiatives is to help with the establishment and continual operation of the Bruce Centre of Excellence.
- There are successful frameworks from past innovation strategy facilities and programs that have addressed the current challenges faced by Bruce County including the need for innovation, collaboration and talent integration.

### Threats

- Bruce Power is currently the anchor for the Bruce County region, and should an unforeseen event affect Bruce Power, Bruce County’s reliance on Bruce Power would severely affect the innovation strategy going forward.
- Bruce County is surrounded by several other regions who could pose as competition for potential investments towards infrastructure, labour and talent based movements.
- The distances between significant populations of the segments most likely to set up businesses is substantial as it creates many strong business location choices.
- An aging population presents a significant challenge for the Bruce County region as the demand for technological advancement and skills continues to rise, the supply of labour is not growing at the same pace.

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**Prioritization Score**

- All identified opportunities and threats are scored across impact and probability

**Impact**

- Where, how severe, and who is impacted if this opportunity or threat is realized?

**Probability**

- What is the likelihood that this opportunity or threat will occur?

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**Prioritization Score**

<table>
<thead>
<tr>
<th>Impact</th>
<th>Probability</th>
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<tbody>
<tr>
<td>Low</td>
<td>Low</td>
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<tr>
<td>Medium</td>
<td>Medium</td>
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<tr>
<td>High</td>
<td>High</td>
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**Business Plan**

Bruce Centre of Excellence
Increased access to skilled workforce, improved integration and collaboration opportunities, and positive economic development are a few of the many impactful benefits that would be shared amongst the key stakeholders directly involved with the development of the Bruce Centre of Excellence.

### Business Case

**Stakeholder Analysis**

<table>
<thead>
<tr>
<th>Stakeholder Category</th>
<th>What are their needs?</th>
<th>How will they be impacted?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Academic Institutions</strong>&lt;br&gt;University, College, High School, and grade Schools across Ontario and Canada</td>
<td>→ Attract ambitious, high-caliber students&lt;br&gt;→ Collaboration and knowledge exchange with industry&lt;br&gt;→ Local opportunities for students and new graduates&lt;br&gt;→ Community with risk-taking culture that seeks to cultivate the next generation of entrepreneurs and innovations</td>
<td>→ Enhanced ability to attract the best and the brightest&lt;br&gt;→ Dynamic local labour markets that provide opportunities for students and graduates&lt;br&gt;→ Local network of accomplished entrepreneurs and venture capitalists who can provide opportunities, mentorship, and support</td>
</tr>
<tr>
<td><strong>Small-to-Medium Enterprises</strong>&lt;br&gt;Independent businesses that employ fewer than 500 employees</td>
<td>→ Financial support and access to resources as they grow&lt;br&gt;→ Close proximity to other SMEs&lt;br&gt;→ Access to capital, talent, and affordable / flexible working spaces&lt;br&gt;→ Connections with larger, more established enterprises</td>
<td>→ Increased financial support from angel investors / venture capitals&lt;br&gt;→ Increased availability of space and support (e.g., funds, programming)&lt;br&gt;→ Flexible and affordable spaces to innovate and build/test products&lt;br&gt;→ Cross-pollination opportunities with industry leaders and entrepreneurs</td>
</tr>
<tr>
<td><strong>Large Enterprises</strong>&lt;br&gt;Independent or subsidiary businesses that employ more than 500 employees</td>
<td>→ Financial support and opportunities to build strategic partnerships&lt;br&gt;→ Exposure to leading edge and disruptive innovation&lt;br&gt;→ Collaboration and cross-pollination with entrepreneurs and SMEs&lt;br&gt;→ Access to top talent, new markets, and consumers</td>
<td>→ Increased financial support from angel investors / venture capitals&lt;br&gt;→ Ability to integrate into growing innovation ecosystem&lt;br&gt;→ Exposure to, and opportunities to collaborate with, entrepreneurs and SMEs&lt;br&gt;→ Access to top talent and innovative thinking&lt;br&gt;→ Ability to serve as mentors and potential investors / business partners</td>
</tr>
<tr>
<td><strong>Government Institutions</strong>&lt;br&gt;Municipal, Provincial, and Federal organizations</td>
<td>→ Align with ‘Developers’ on infrastructure opportunities&lt;br&gt;→ Enhanced local, national, and international profile&lt;br&gt;→ Compile and maintain key economic data&lt;br&gt;→ Drive economic growth in Bruce County area</td>
<td>→ Can be advocates for the removal of legislative obstacles to training programs and infrastructure demands&lt;br&gt;→ Help build awareness of programs and by gathering testimony for employers/employees utilizing the programs and services</td>
</tr>
<tr>
<td><strong>Underrepresented Workforce</strong>&lt;br&gt;Including women, indigenous communities, young entrepreneurs</td>
<td>→ Opportunities for business and community mentorship&lt;br&gt;→ A resource for individuals to find opportunities that match their skillset&lt;br&gt;→ Support services for women and young entrepreneurs</td>
<td>→ Increased access to jobs, space, opportunities and support&lt;br&gt;→ Exposure to, and opportunities to collaborate with, entrepreneurs and SMEs</td>
</tr>
<tr>
<td><strong>Unions</strong>&lt;br&gt;The Power Workers’ Union, The Society of Energy Professionals, CUPE, EPSCA, etc.</td>
<td>→ Continual training and education for their members&lt;br&gt;→ Advance partnerships with and collaboration with other organizations&lt;br&gt;→ Access to peers and coaches who have gone through similar processes&lt;br&gt;→ Space and support to develop and grow ideas</td>
<td>→ Increased availability of space and support (e.g., funds, programming)&lt;br&gt;→ Access to work space, coaching, and a network of like-minded workers at large enterprises&lt;br&gt;→ Ability to stay in the Bruce County region as they become successful and grow</td>
</tr>
<tr>
<td><strong>Community Service and Business Organizations</strong>&lt;br&gt;Partnerships with existing networks</td>
<td>→ Jobs and prosperity for residents through economic development&lt;br&gt;→ Deliberate acceptance programs &amp; new comer&lt;br&gt;→ Supporting families and community members moving/staying in the area&lt;br&gt;→ Strong, balanced economy that can withstand market changes</td>
<td>→ Positive economic development and growth&lt;br&gt;→ Home base for high-growth businesses&lt;br&gt;→ Foreign investment, job creation, tax revenue, and improved infrastructure</td>
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**Deloitte. Private**

**Business Plan**

**Bruce Centre of Excellence**

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Business Case Outcomes

The Bruce Centre of Excellence will produce a number of benefits, and is closely aligned to key regional priorities that were developed as part of ‘Project Innovate,’ Bruce County’s regional innovation strategy.

<table>
<thead>
<tr>
<th>Highlights</th>
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<tbody>
<tr>
<td>Economic Development</td>
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<tr>
<td>→ The Bruce Centre of Excellence opportunity is in its infancy and has huge growth potential as there is currently no recognized ‘Regional Innovation Centre’ (RIC) located in mid-Western Ontario and no energy specific RIC in Ontario</td>
</tr>
<tr>
<td>→ The Bruce Power and Bruce County multi-year partnership that attracts business investment and expansion into local region has created an energy cluster of intellectual talent.</td>
</tr>
<tr>
<td>→ Bruce Power’s multi-year, multi-billion dollar Life Extension Program, announced in 2015, will require thousands of people each year for the next 20 years and beyond.</td>
</tr>
<tr>
<td>Talent</td>
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<tr>
<td>→ Reinforce the local region as global destination for top talent and create world-class jobs for Canadians</td>
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<tr>
<td>→ Attract new, top talent from around the world and benefit from their connections and experiences</td>
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<tr>
<td>→ Retain graduates from top Canadian academic institutions who might otherwise look elsewhere</td>
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<tr>
<td>→ Facilitate better flow of labour between Bruce County and other regions in Ontario and Canada</td>
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<tr>
<td>Infrastructure</td>
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<tr>
<td>→ Expand availability of flexible space within the Bruce region to retain existing firms, attract new firms, and offer more startup mentoring and peer-to-peer networking</td>
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<tr>
<td>→ Create stepping stones for small businesses, providing a full pathway solution to becoming large enterprises</td>
</tr>
<tr>
<td>→ Create space and opportunity for deliberate cross-pollination and accidental collisions.</td>
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<tr>
<td>Reputation</td>
</tr>
<tr>
<td>→ Build on the Bruce region’s existing reputation as a skilled workforce development and energy hub</td>
</tr>
<tr>
<td>→ Establish the Bruce region as the global energy leader</td>
</tr>
<tr>
<td>→ Leverage current corporate relationships to attract additional multinational corporations to establish new operations or move existing operations</td>
</tr>
<tr>
<td>→ The Bruce region has a strong reputation in the energy sector, which will allow the area to build a culture and support system that will nurture entrepreneurial spin offs.</td>
</tr>
<tr>
<td>Ecosystem</td>
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<tr>
<td>→ Grow and strengthen the existing domestic ecosystem through an injection of expertise</td>
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<tr>
<td>→ Scale home-grown innovation across industries and geographies</td>
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<tr>
<td>→ Create more opportunities for cross-pollination and collaborative problem solving</td>
</tr>
<tr>
<td>→ Expand existing energy cluster</td>
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<tr>
<td>→ Create high-density pockets of employment</td>
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Regional Priority Alignment

Increase Economic Diversity
Create a diverse economy that is sustainable over the long-term and can respond to challenges and opportunities

Grow, Attract and Retain Talent Locally
Have an inclusive and robust talent pipeline that attracts, develops & retains top talent in the region of Bruce County

Improved Infrastructure
Ensure the regional infrastructure and lifestyle enables the goals with regards to public transportation, high-speed internet, education facilities and general standard of living

Shift in Cultural Mindset
Foster an innovative and inclusive local mindset to support integration of community members and improve the standard of living in Bruce County

Anchor Collaboration
Promote and enable diversity and collaboration between industry, government, & academia partners
Operating Model
An operating model is defined as the set of capabilities required to support the organization’s business model and the configuration of those capabilities into specific units or functions.

**Definitions**
- **Services** refers to the scope of services that the organization will provide to clients.
- **Clients** refers to the scope and reach of the organization, providing a view of the end-state ‘clients’ that services will be provided to.
- **Funding** refers to the mechanisms through which the services are paid for, whether that be on a pay-per-service basis or as an overall overhead cost.
- **Capabilities** refers to the skills and experience that the organization will need to have access to in order to deliver the agreed services to clients.
- **Channels** refers to the methods through which the organization will communicate with their clients.
- **Metrics** refers to the reporting of calculated measures at both operational and strategic levels, to demonstrate the overall performance of the organization.
- **Interactions** refers to the mechanisms through which clients will engage with the organization, ranging from simple service desk interactions, through to major investment requests.
- **Technology** defines the systems and tools that the organization requires to be able to effectively deliver the agreed set of services.
- **Sourcing** refers to the strategy by which all capabilities and services will be sourced, taking into account the mix of insourcing and outsourcing options available in the wider market.
- **Location** defines the geographical locations from which the organization will deliver services.
- **Roles & Responsibilities** defines the specific remit and scope of each work stream of the organizational model.
- **Organizational Structure** refers to the overall structure of the organization and associated elements, detailing the key work streams and core capabilities of each.
- **Governance** refers to the structures and forums through which the organization provides oversight and control over technology services and capabilities.

**An organization’s operating model serves as the basis for its design and structure. Operating model decisions drive organization and job design activities.**
Invest Ottawa illustrates a successful framework on how a non-profit organization can leverage its geographical region, economy, community network, and public/private support to spur entrepreneurial spirit, job growth, innovation and talent attraction.

WHAT
Invest Ottawa is a non-profit organization that facilitates economic growth and job creation in the city of Ottawa. Invest Ottawa accomplishes this by giving entrepreneurs access to resources and coaches to help them start and grow their businesses; by promoting Ottawa’s diversified economy and high quality of life to attract companies to set up shop and generate jobs; and by delivering programs and initiatives that increase entrepreneurial momentum. In short, Invest Ottawa is an economic development agency that delivers collaborative economic development programs and initiatives aimed at increasing entrepreneurial momentum, jobs and growth in the city of Ottawa.

HOW
Invest Ottawa is government run and is actively working to encourage internet of things (IoT) innovation in the Ottawa area, and promote Ottawa as an ideal location for entrepreneurs and start-ups to thrive and scale. Invest Ottawa’s accelerator program implements the best-proven practices from incubators and accelerators around the world. In a phased and milestone-based approach, founders push themselves over twelve to eighteen months to create a scalable and globally competitive technology company.

WHERE
Beyond attracting capital investment, Invest Ottawa will help to attract top talent to the Ottawa region, and create new jobs. Spurring IoT innovation will also help to establish Ottawa, and Canada, as players on the global IoT scene. Although a large percentage of its clients focus on technology, Invest Ottawa provides resources and mentorship to all businesses.

WHO
Invest Ottawa is a non-profit organization that serves as the lead economic development agency for the city. All of Invest Ottawa’s services are made possible by generous support from its municipal, provincial, federal and private partners. The private sector is involved with Invest Ottawa in many ways: first, as clients of the organization and, second, as advisors through the Invest Ottawa Board of Directors and its working groups. As a non-profit, Invest Ottawa does not provide any funding to businesses, however, it can help businesses access government grants, secure loans and connect you to angel investors and venture capitalists.
Communitech, a Kitchener-Waterloo based micro-ecosystem for innovation, incubation and commercialization, represents a successful framework on how to leverage network and community support, academia and available infrastructure to support the development of companies (at all stages), with access to capital, customers and talent.

Communitech was founded in 1997 by a group of entrepreneurs committed to making the Kitchener-Waterloo region a global innovation leader. Communitech helps corporations engage with startups, develop new products quickly, foster a culture of innovation, and attract and retain the best talent. In return, they make the Waterloo Region stronger by being marquee customers, investors and partners to local companies, bringing a global perspective and name recognition to their ecosystem.

Communitech has built a micro-ecosystem for innovation, incubation and commercialization of start up ideas by facilitating training for skilled labour to keep up with demand and by creating an ecosystem of helping companies at all stages with access to capital, customers, and talent. Communitech’s financial sustainability model allows it to leverage corporate partnerships in order to help them continue to deliver high-quality programs and events across the board.

The Communitech Hub has created an "Innovation District", by attracting 65 new companies to the downtown Kitchener, Ontario area. Since 2010, 863 new startup companies have been created and 1,600 new startup jobs have been generated. In total, close to 4,000 new jobs have been created in existing tech firms and companies have attracted $350 million in equity investments.

Communitech operates on a public-private partnership funding model. Their private contributions are matched by investments from the Government of Canada, the Province of Ontario, and the cities of Kitchener and Waterloo. Communitech supports a community of more than 1,400 companies — from startups to scale-ups to large global players.

Sources: Communitech_Annual_Report_FY17.pdf communitech.ca/who-we-are/
Operating Model Case Study #3

Alabama Industrial Development Training (AIDT), established with the mandate to provide quality workforce development opportunities by helping to connect its citizens with local businesses, provides an effective model on how to co-create training content to provide pre-employment and on-the-job training programs to connect a skilled workforce with new and existing industries.

WHAT

AIDT was established in 1970 as a contract program reporting to the State Board of Education through the Department of Education. The Mission of AIDT is to provide quality workforce development for Alabama’s new and expanding businesses, and to expand the opportunities of its citizens through the jobs these businesses create. AIDT has provided thousands of skilled, motivated employees to Alabama industries since 1971.

HOW

AIDT was established to build a healthy state economy by recruiting and training a skilled workforce to attract new industries to the state and to expand existing industries. Job-specific pre-employment and on-the-job training programs are provided at the Alabama Workforce Training Centre (AWTC). The program provides a full range of customized technical training programs that are offered at no cost to employers and to the trainees. Leadership training programs are also available. In addition to training, AIDT offers trainee recruitment and screening, safety assistance, industrial maintenance assessments and improvement/process assessments.

WHERE

AIDT operates in a 56,000 square foot facility named AWTC and is located in Birmingham, AL. The AWTC is operated by AIDT in partnership with several entities including the Birmingham Business Alliance, private manufacturing and construction companies, community colleges, The Alabama Technology Network and the State Department of Education. Training is conducted by staff or contracted instructors and delivered through classrooms or Mobile Training Units (MTUs) customized to meet specific company needs. MTUs go directly to the employer site to provide classroom and hands-on training.

WHO

There is no legislation specifically creating or managing AIDT. It exists through annual line item funding in the Education Trust Fund budget. In 2012, AIDT became a division of the Alabama Department of Commerce, where decisions are made that guide AIDT and its structure.

Source: aidt.edu
Operating Model Case Study #4

Supercom is a contracting and training joint venture run by six First Nation communities across whose traditional land the power line upgrading project will cross. The mandate shows how to maximize community involvement in projects with multi-national organizations by supplying skilled labour, negotiating service and supply contracts, and cultivating business partnerships.

The East-West Tie Transmission Project was identified as a top five priority transmission projects by the Ontario Power Authority to provide a reliable and cost-effective long-term electricity supply to northwestern Ontario. Industrial activities in the Northwest, particularly in the mining sector, are expected to drive strong electricity demand growth in the coming decade.

SuperCom, a group of six Indigenous communities (Fort William First Nation, Red Rock Indian Band, Pays Plat, Pic River, Pic Mobert and Michipicoten) in the project area, identified a need for education and skills training to respond to the opportunities presented by development and operation of the transmission line.

A regional training strategy, developed in partnership with the SuperCom project team and Confederation College, was developed to identify an innovative and collaborative model for education, skills training and employment; outline a collaborative approach between the SuperCom Project Team and the strategy partners; and guides activities and outline additional information required to move forward with project development and implementation.

Through Confederation’s relationship with Apple Canada, technology (i.e. use of iPads) can be incorporated to connect with participants, to conduct surveys and to incorporate evaluative tools. Use of technology allows participants and the project to be monitored through all activities and phases of the project. Working with the project evaluator, the College and SuperCom develop results-based indicators tied to project objectives. Summative indicators such as # of participants trained, # graduates, # work placements completed, # employed, # continuing to education are incorporated and reported on. Other indicators, such as access to training, increased educational attainment, client/employer satisfaction will be developed and implemented in collaboration with the evaluator.

Confederation College and SuperCom use a community-based approach, working closely with the six communities to guide an education and skills training process to engage SuperCom community members in skills training, which leads to sustainable employment opportunities. A third-party evaluator is contracted to oversee development and implementation of the evaluation component of the project in collaboration with the College and SuperCom. Proposed evaluations includes both a year-by-year formative and end-of-project final impact evaluations.

Source: confederationcollege.ca/skilled-trades
Operating Model Stakeholder Interviews

Through one on one interviews, with over twenty stakeholders, consensus on the 13 key elements of a successful operating model was established.

<table>
<thead>
<tr>
<th>What?</th>
<th>How?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Services</strong></td>
<td><strong>Funding</strong></td>
</tr>
<tr>
<td>• Training / education – future is in digital (virtual reality) vs. bricks, tools, in-class</td>
<td>• Sponsorship from both public and private businesses (of all sizes), including SME’s and entrepreneurs</td>
</tr>
<tr>
<td>• Information sessions – to connect businesses with potential workers and students with job board postings and ‘meet &amp; greets’</td>
<td>• Membership fees – charge for services the Centre will offer including training classes and guidance counseling</td>
</tr>
<tr>
<td>• “Collision events” – between small and large companies for key supports</td>
<td>• Public support from government (all three levels)</td>
</tr>
<tr>
<td>- Large companies can offer access to customers and customer channels, both online and offline</td>
<td>• Require a taskforce or fundraising committee of full time employees or volunteers to discover funding and revenue streams</td>
</tr>
<tr>
<td>• Support and integration services – marketing, accounting, financing, mentorship programs to be shares amongst businesses</td>
<td><strong>Capabilities</strong></td>
</tr>
<tr>
<td>- Provide access to latest programs, equipment and basic materials – apprenticeship programs, AI, 3D printers, robotics, etc.</td>
<td>• Diverse and experienced Board of Directors and leadership team</td>
</tr>
<tr>
<td><strong>Customers</strong></td>
<td><strong>Channels</strong></td>
</tr>
<tr>
<td>• High school, University, and College students</td>
<td>• Online channel – including an online portal &amp; website</td>
</tr>
<tr>
<td>• Entrepreneurs, employees of small-medium businesses who lack the resources available at larger companies</td>
<td>• In-person channel - on premise office space for training and access to guidance counsellors/support staff</td>
</tr>
<tr>
<td>• Employees of large companies willing to add apprenticeship programs</td>
<td>- Flexible working hours with open-door policy</td>
</tr>
<tr>
<td>• Unions and union representatives</td>
<td><strong>Metrics</strong></td>
</tr>
<tr>
<td>• Government and political institution representatives</td>
<td>• # of jobs created, # of courses completed, # of new business/patents, # of public/private partnerships/sponsors, % of unemployment rate</td>
</tr>
<tr>
<td>• Indigenous community members</td>
<td><strong>Business Plan</strong></td>
</tr>
</tbody>
</table>
| • The target is in the people that will be trained & re-skilled - not the businesses themselves. | Bruce Centre of Excellence
Operating Model Stakeholder Interviews

Through one on one interviews, with over twenty stakeholders, consensus on the 13 key elements of a successful operating model was established.

**Where?**

**Location**
- The location of the Centre must be located conveniently to serve all neighboring communities at one of the potential sites, which are primed and ready for build
- The Centre must support both businesses and people of surrounding communities to promote collaboration

**Sourcing**
- Vital to have flexible service hours (similar to restaurant hours) - training sessions, job fairs and career counselling needs to be offered during but also outside standard working hours
- Implement face-to-face and digital pathways for communication

**Interactions**
- Online platform – must create a website and app to allow for accessible interaction between stakeholders
- In-person office – physical space to facilitate live interaction between each stakeholder group
- Government funding is key – so must interact and align with government mandates and priorities

**Technology**
- Potential to include virtual reality within training
- Robust technology for conferencing, meeting and teaching
- It is still early on in process to determine which technology resources, but important to implement advanced technological capabilities from the onset

**Who?**

**Decision Rights**
- Board of Directors in place to make key overarching decisions
- Imperative to have representatives from each stakeholder group on the Board of Directors and on leadership team

**Organization Structure**
- 50/50 public/private partnership model
  - Support is required from all stakeholders: government, businesses, academia, entrepreneurs, etc.
- Not for profit - “lean & mean” organization structure
  - With a lack of excessive funding, especially in the early stages, important for leadership to run a lean organization, only spending money when necessary

**Roles and Responsibilities**
- Executive Director to make day-to-day decisions
  - This should be a young, vibrant leader, someone with charisma
- Despite different departments/elements, need to ensure the message is a ‘one-stop shop’ for both business incubation/acceleration and skilled workforce development
- Advisory Committee – to work and align goals with Regional Innovation Taskforce
- Managers should be required to oversee the key specific service offerings and manage specific client groups
Establishing the client base and the service offerings provide the basis for the operating model and set the framework for the subsequent components to build upon.

- **Services** refers to the scope of services that the organization will provide to clients.
- **Clients** refers to the scope and reach of the organization, providing a view of the end-state ‘clients’ that services will be provided to.

### Services

**Talent Development**

- **Training**
  Classroom and virtual training for job-specific pre-employment and on-the-job training programs

- **Talent Platform**
  Portal for stakeholders to interact, perform online training tutorials, and stay up to date on job opportunities and corporate events

- **Career Services**
  Networking opportunities for businesses and prospective employees/students to interact and one-on-one guidance to help people to make career, educational, and life decisions

**Business Incubation & Acceleration**

- **Mentorship Services**
  Program for people to obtain educational, financial, and network support from their peers

- **‘Collision’ Events**
  Facilitate events to promote sharing of best practices on innovation, finance, and market delivery

- **Support & Integration Services**
  Enable the business community to help reduce cost through economies of scale and standardized support and processes

### Clients

**Academic Institutions**

- University, College, High School, and grade Schools across Ontario and Canada

**Small-to-Medium Enterprises**

- Independent businesses that employ fewer than 500 employees

**Large Enterprises**

- Independent or subsidiary businesses that employ more than 500 employees

**Underrepresented Workforce**

- Including women, indigenous communities, young entrepreneurs

**Unions**

- The Power Workers’ Union, The Society of Energy Professionals, CUPE, EPSCA, etc.

**Community Service and Business Organizations**

- Partnerships with existing networks

Although there are different service offerings in both pillars, the two will intersect through shared space, technology, and governance.
Operating Model Funding & Capabilities

Through a public and private funding model, the Bruce Centre of Excellence will leverage service revenue, government grants, and sponsorship from businesses, individuals and academia to support the skills and experience required to provide the services to its clients.

- **Funding** refers to the mechanisms through which the services are paid for, whether that be on a pay-per-service basis or as an overall overhead cost.
- **Capabilities** refers to the skills and experience that the organization will need to have access to in order to deliver the agreed services to clients.

### Where will the funding come from?

In order to support clients and provide the services they desire, Bruce County will require both public and private funding from a variety of partners. Funding can come in multiple forms including time, money or resources.

- **Public & private business sponsorship**
  - Examples include:
    - Shared services
    - Business sponsorships
    - Service revenue

- **Private individual sponsorship**
  - Examples include:
    - Membership fees
    - Mentorship
    - Pay-per-use

- **Government funding**
  - Examples include:
    - Government grants (provincial & federal)
    - Access to resources

- **Academic funding**
  - Examples include:
    - Classroom space
    - Teaching hours
    - Pay-per-use

### Where will the funding be used?

The funding will be used to build specific capabilities in order to deliver the services to clients.

- **Leadership team** – a diverse and qualified Board of Directors and supported by competent managers

- **Operations** – support services including the marketing, technology, and data management teams and the facilities management expenses

- **Technology** - to develop an online platform which includes a career portal, learning management system, website, and iOS application

- **Execution team** – the skilled people network which includes experienced educators, guidance counselors and mentors
Operating Model Channels & Metrics

The Bruce Centre of Excellence will leverage several layers and channels to communicate with clients. Through these pathways, performance will be measured by maintaining a financial and operational record of specified metrics, chosen precisely to manage success.

- **Channels** refers to the methods through which the organization will communicate with their clients.
- **Metrics** refers to the reporting of calculated measures at both operational and strategic levels, to demonstrate the overall performance of the organization.

### Social Media
- Connect with members through website, app and social media - allows businesses, students and other stakeholders to interact online.

### Print & Digital Advertising
- Use physically printed media, such as magazines and newspapers, to reach clients - also use digital media, such as banner ads, mobile advertising, or television commercials.

### Job Fairs / Information Sessions
- Host or have a presence at job fairs or information sessions where employers, recruiters, and schools interact and give information to potential employees – what the program entails, what the workload requirements are, and all the other prerequisites.

### Referral Marketing
- Promote services to new customers through individual referrals (word of mouth) - businesses can influence this through incentive strategies as well.

### Search Engine Optimization
- Leverage data from SEO companies to target specific clients by marketing services most relevant to their online tendencies.

### Email Blasts
- Partner with academic institutes and businesses to circulate emails to students and employees with information on the service offerings.

### Key Metrics to Measure and Manage Success

<table>
<thead>
<tr>
<th>Metric</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td># of Courses Completed</td>
<td></td>
</tr>
<tr>
<td># of Community Events</td>
<td></td>
</tr>
<tr>
<td># of Jobs Created and Filled</td>
<td></td>
</tr>
<tr>
<td># of New Businesses and Products</td>
<td></td>
</tr>
<tr>
<td># of Sponsors and $ Fundraised</td>
<td></td>
</tr>
</tbody>
</table>

- To create a sustainable competitive advantage, it is important to track performance of the Bruce Centre of Excellence using key metrics.
- Please note that these are just a few examples of potential metrics that can be used to track performance.
To effectively reach our clients and meet the identified metrics, specific interaction and technology requirements will be essential to execute the service offerings and where they will be delivered.

- **Interactions** refers to the mechanisms through which clients will engage with the organization, ranging from service desk interactions to major investment requests.
- **Technology** defines the systems and tools that the organization requires to be able to effectively deliver the agreed set of services.
- **Sourcing** refers to the strategy by which capabilities and services will be sourced, taking into account the mix of insourcing/outsourcing options available in the market.
- **Location** defines the geographical locations from which the organization will deliver services.

### Interactions

**How will clients engage with us?**
- Online (self serve) - current and prospective clients can engage through the online platform and a central customer service email inbox.
- One-on-one – through a customer service help-desk and phone hotline, customers can obtain answers for their questions through one-on-one interaction.
- Group networking & collaboration – clients can engage through training development during scheduled appointments, information sessions, job fairs or ‘collision’ events.

### Technology

**What technology is required to deliver the services?**
- Online training capabilities through a learning platform to facilitate remote training services and personalized training development.
- State-of-the-art website and iOS application to direct social media advertising and other online marketing strategies, enabling interaction with clients.
- LEED platinum building design with smart technology, compatible with all laptops, computers and smartphones, to support conferencing, meetings and trainings.

### Sourcing

**How will we execute the services?**
- Recruit skilled teachers, guidance counselors, mentors and other paraprofessionals to enable the service offerings.
- Partner with a learning management system software and service compatible with the online platform to allow for remote learning and personalized trainings.
- Outsource training opportunities to industry specialists to perform learning development and services on-site but also at off-site locations.

### Location

**Where will the services be delivered?**
- The Bruce Centre of Excellence location will be located conveniently to serve all neighboring communities at one of the potential sites, which are primed and ready for build.
- Specific services will be available through an online platform, to enable digital interaction and remote learning.
- Partner with surrounding communities to build network, lend office space & share support services in neighbouring communities.
The governing body for the Bruce Centre of Excellence will follow a top-down approach, with the Board of Directors establishing and supervising the key strategic initiatives, the Executive Director managing day-to-day operations and Officers handling specific division tasks.

- **Organizational Structure** refers to the overall structure of the organization and associated elements, detailing the key work streams and core capabilities of each.
- **Governance** refers to the structures and forums through which the organization provides oversight and control over technology services and capabilities.

### Organization Structure & Governance (Initial)

- Board of Directors
- Executive Director
- Talent Development Project Committee
- Business Incubation Project Committee
- Communications Officer
- Technology Officer
- Employees, Teachers, Volunteers

### Organization Structure & Governance (scaled as required)

- Board of Directors
- Executive Director
- Talent Development Project Committee
- Business Incubation Project Committee
- Finance Officer
- Communications Officer
- Technology Officer
- Service Operations Coordinator
- Service Operations Officer
- Employees, Teachers, Volunteers

An illustrative example of the initial org. structure required as the Bruce Centre of Excellence is launched.

An illustrative example of the org. structure required as the Bruce Centre of Excellence is scaled.
The governing body for the Bruce Centre of Excellence will follow a top-down approach, with the Board of Directors establishing and supervising the key strategic initiatives, the Executive Director managing day-to-day operations and Non-Executive Directors handling specific division tasks.

• **Roles & Responsibilities** defines the specific remit and scope of each work stream of the organizational model.

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Directors</td>
<td>• Hire/support/evaluate/discharge Executive Director&lt;br&gt;• Review and approve annual budget&lt;br&gt;• Review and approve major organizational decisions, commitments, and plans including expenditures and leases&lt;br&gt;• Evaluate progress toward program and financial goals&lt;br&gt;• Ensure the continuity of the organization through development and recruitment of executive staff&lt;br&gt;• In conjunction with executive staff, provide leadership on organizational transition, structure and planning</td>
</tr>
<tr>
<td>Fundraising Committee</td>
<td>• Search out and obtain fundraising from various private and public partners&lt;br&gt;• Ensure there’s a specific fundraising target&lt;br&gt;• Ensure prospect research occurs to identify how much money might be raised from different types of resources&lt;br&gt;• Identify specific, potential sources of funds from a diverse mix of sources&lt;br&gt;• Ensure effective administrative systems to track grants and donations</td>
</tr>
<tr>
<td>Executive Director</td>
<td>• Lead the development of the organization’s short- and long-term strategy&lt;br&gt;• Evaluate the work of other executive leaders within the company&lt;br&gt;• Maintain awareness of the competitive market landscape, expansion opportunities, industry developments, etc.&lt;br&gt;• Ensure that the organization maintains high social responsibility&lt;br&gt;• Assess risks to the organization and ensure they are monitored and minimized</td>
</tr>
<tr>
<td>Project Committees</td>
<td>• Oversee the divisions of each individual service line pillar&lt;br&gt;• Guide the officers and coordinators to ensure alignment with overall strategic goals of the Centre&lt;br&gt;• Vote on and then implement all day-to-day strategic decisions</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance Officer</td>
<td>• Ensure legal and regulatory compliance for all accounting and financial reporting functions&lt;br&gt;• Manage corporate sponsors, and oversee financial division employees</td>
</tr>
<tr>
<td>Communications Officer</td>
<td>• Oversee implementation of the marketing strategy - including campaigns, events, digital marketing, and PR&lt;br&gt;• Develop and advocate the brand on social networks, and manage online trainings, online course content and job portal&lt;br&gt;• Implement community outreach programs, organizing events, coordinating volunteers, writing and releasing publicity material such as press releases&lt;br&gt;• Develop public relations strategies that will promote the organization's mission</td>
</tr>
<tr>
<td>Technology Officer</td>
<td>• Manage the website and iOS application, including the online training platform, to ensure smooth technical operations&lt;br&gt;• Work with Communications Officer to manage the online media content&lt;br&gt;• Oversee system design and changes in system architecture</td>
</tr>
<tr>
<td>Service Operations Officer &amp; Coordinator</td>
<td>• Align training and development with an organization’s goals by creating or selecting course content and materials&lt;br&gt;• Coordinate mentors to align with prospective clients, helping to facilitate the services.&lt;br&gt;• Implementation of community activities, ‘collision’ events, public programs, community meetings/gatherings, and more&lt;br&gt;• Note – the Service Operations Coordinator is needed only as capacity is gained and operations are scaled</td>
</tr>
<tr>
<td>Employees, Teachers, and Volunteers</td>
<td>• Run the day to day activities of specific job function&lt;br&gt;• Arrive on time to perform activities such as career counselling&lt;br&gt;• Meet the needs of clients by executing the specified services in a professional manner&lt;br&gt;• Perform the facilities management activities to ensure a clean and healthy working environment</td>
</tr>
</tbody>
</table>
Operating Model Summary

The operating model outlines how the Centre will deliver value to users as well as how the organization will function. It represents the bridge between the strategy and the day-to-day operations that guide the Centre’s team, providing the context, and enabling the behaviours that help realize the strategy and vision.

WHAT

The Bruce Centre of Excellence will provide specific service offerings for talent development and business incubation. For talent development, the Centre will provide a talent services portal and platform, in addition to career development services. For business incubation and acceleration, the Centre will offer mentorship services, collision events and integration services, in an effort to spur overall business collaboration. Although there are different service offerings in each pillars, the services will intersect through shared space, technology, and governance.

HOW

To support the service offerings, public funds will be raised through government (provincial and federal) grants and private funding will be raised through business sponsorships. The funding will be used to establish service operations, a competent leadership team, technological capabilities and a skilled execution employee network. Through social media, print and digital advertising, referral marketing and more, the Centre will utilize a multitude of networks to communicate with clients.

WHERE

Clients will engage the Centre through 3 main vehicles: online (self-serve option), a one-on-one help desk and hot line, or through group networking events. The Centre will be developed leveraging LEED platinum design and the online services will be provided through a partnership with a learning management software system, utilizing smart technology compatible with most computers, laptops and smartphones. The Bruce Centre of Excellence will be located to serve all neighboring communities.

WHO

A Board of Directors, who will be supported by a Fundraising Committee and an Executive Director, will govern the Bruce Centre of Excellence. At launch, the Executive Director will work alongside a project committee for each pillar, in addition to a Communications Officer and Technology Officer. As the Centre is scaled, a Service Operations Officer and Coordinator, in addition to a Finance Officer will be required. A strong employee network of teachers, office staff, guidance counselors and facility management staff will be required at launch and will develop as the Centre grows.
Financial Forecast
The financial forecast creates a clear path to achieve the organization’s goals. The forecast is built using Deloitte’s experience with similar operating models, incorporating a non-profit organization structure and the desired state of a 50/50 public/private funding distribution.

### Definitions
- **Public Funding** - refers to government grants and includes grants at Federal and Provincial level – funds are not expected to be repaid
- **Private Sponsorships** - refers to financial support provided from private businesses looking to assist
- **Service Operations** - refers to revenue generated from membership fees, pay-per-use trainings and other service revenue
- **Programs & Events** - refers to the costs in setting up information sessions, job fairs, trainings and other community projects/events, including marketing and communication expenses
- **Operations** - refers to all ongoing business expenses not including or related to direct labor or direct programs/overhead
- **Talent** - refers to salaries and wages for both full-time and part-time employees

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Funding 1</td>
<td>$1,552,000</td>
<td>$1,630,000</td>
<td>$1,676,000</td>
</tr>
<tr>
<td>Private Sponsorships 1</td>
<td>$388,000</td>
<td>$698,000</td>
<td>$1,118,000</td>
</tr>
<tr>
<td>Service Operations 2</td>
<td>$60,000</td>
<td>$72,000</td>
<td>$86,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$2,000,000</td>
<td>$2,400,000</td>
<td>$2,880,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Programs &amp; Events 3</td>
<td>$1,000,000</td>
<td>$1,200,000</td>
<td>$1,440,000</td>
</tr>
<tr>
<td>Operations 3</td>
<td>$450,000</td>
<td>$540,000</td>
<td>$648,000</td>
</tr>
<tr>
<td>Talent 3</td>
<td>$550,000</td>
<td>$660,000</td>
<td>$792,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$2,000,000</td>
<td>$2,400,000</td>
<td>$2,880,000</td>
</tr>
</tbody>
</table>

1. Revenue projections are based on Deloitte’s experience with non-profit organizations, who operate on a public/private funding model. In year 1, public funding will represent 80% of the total funds raised, with private sponsorships providing the remaining 20%. In year 2, the breakdown will move to a 70/30 split and by year 3, it will move to a 60/40 split. Long-term, the organization will operate on a 50/50 public/private funding model.

2. The projection is built off a targeted year 1 membership base of 200 members. Growth is expected at 20% each year.

3. Based on Deloitte’s experience with similar operating models, expenses are estimated based on cost per square foot, assuming a facility size of approximately 10,000 square feet.

From year 1 to year 3, the projected funding split moves closer to a public/private funding equilibrium, ultimately targeting a 50/50 distribution.
Tactical Roadmap
Below is an illustrative, time-bound roadmap to determine the exact activities required for a successful pre-launch.

**Pre-launch Activities**

**WHO**
- Org. Structure & Governance
  - A1 - Select B.O.D.
  - A2 - Select F.C. and E.D.
- Roles & Responsibilities
  - A4 - Review and approve operational budget & direction
  - A9 - Select Project Committee members
  - A15 - Select Operational Officers
  - A5 - Determine fundraising target and identify potential sources
  - A7 - Establish plan for executing operational growth

**WHERE**
- Location
  - A3 - Confirm location and design for Centre
- Sourcing
- Technology
- Interactions
- Metrics
- Channels
- Capabilities
- Funding
- Clients
- Services

**HOW**
- A6 - Research available government funding
- A8 - Apply for government grants
- A13 - Confirm and supplement list of potential businesses for sponsorship
- A12 - Determine and prioritize specific clients
- A14 - Align with clients on training content
- A10 - Evaluate options and select partner for learning management system
- A17 - Source data and information for career services platform
- A20 - Identify/recruit execution team
- A11 - Design website and iOS application
- A16 - Determine and purchase/procure exact technology capabilities
- A23 - Establish process and procedures
- A21 - Determine most appropriate metrics for kickoff
- A18 - Develop message for marketing campaign
- A19 - Prioritize channels for kickoff
- A22 - Launch social media advertising
- A24 - Test website configuration and compatibility of learning portal
- A25 – Plan for execution of services to clients
A detailed description of each of the activities illustrated on the strategic roadmap.

<table>
<thead>
<tr>
<th>#</th>
<th>Activity</th>
<th>Dependency</th>
<th>Description</th>
<th>Timeline</th>
<th>Responsibility</th>
</tr>
</thead>
</table>
| A1 | Select Board of Directors (B.O.D.)                                       | N/A        | • Gauge interest from business leaders, government agents, academia representatives, and union delegates in joining B.O.D.  
  • Screen & select candidates after extensive selection process                                                      | Q1 2019     | TBD                              |
| A2 | B.O.D. selects Fundraising Committee (F.C.) and Executive Director (E.D.)| A1         | • Review applications and profiles for F.C. members and E.D.  
  • Select the F.C. members and the E.D. after extensive selection process                                               | Q1 2019     | Board of Directors               |
| A3 | Confirm location and design build for Centre                             | N/A        | • Confirm location of the Centre is ready for build and has all necessary permits to do so  
  • Review design of the Centre’s build, ensuring space required for each pillar is sufficient                           | Q1 2019     | Board of Directors and Executive Director |
| A4 | B.O.D. and E.D. review and approve operational budget and organizational direction | A1, A2     | • Conduct a meeting for the B.O.D. and E.D. to approve the overarching direction for the Bruce Centre of Excellence  
  • Review the operational budget and direction to ensure the organization can continue to fund current and future commitments | Q1/Q2 2019  | Board of Directors and Executive Director |
| A5 | Determine fundraising target and identify potential sources              | A2         | • Conduct a meeting for the F.C. to determine exact fundraising targets, strategy to obtain the funds and identify future sources to focus on                                         | Q1/Q2 2019  | Fundraising Committee           |
| A6 | Research available government funding to align with government priorities and mandates | A2, A4     | • Conduct a meeting for the F.C. to review government mandates and priorities and to prepare applications for government grants from Federal and Provincial levels of government  
  • Engage government incentive specialists to determine available grant incentive programs                              | Q1/Q2 2019  | Fundraising Committee           |
| A7 | Establish plan for executing operational growth                          | A4         | • Evaluate and finalize the strategy for the Bruce Centre of Excellence by determining a set of clear priorities and building a comprehensive roadmap for post-launch success. | Q3 2019     | Board of Directors and Executive Director |
# Roadmap

**Next Steps**

A detailed description of each of the activities illustrated on the strategic roadmap.

<table>
<thead>
<tr>
<th>#</th>
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<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>A8</td>
<td>Apply for government grants from all three levels of government</td>
<td>A6</td>
<td>• Submit government grant applications to Federal and Provincial governments, outlining exactly what the funds will be used for and how the funds will be used to support government mandates and priorities</td>
<td>Q3/Q4 2019</td>
<td>Fundraising Committee</td>
</tr>
</tbody>
</table>
| A9  | Select Project Committee Members                     | A1, A2     | • Gauge interest from stakeholder groups in joining the Project Committee team for either the Business Incubation pillar or the Trades and Skilled Workforce Secretariat pillar  
  • Screen & select candidates after extensive interview process | Q3/Q4 2019        | Board of Directors and Executive Director                              |
| A10 | Evaluate options and select partner for learning management system | N/A        | • Evaluate learning management systems available on market by determining which systems best aligns with the strategy of the Centre.  
  • Select learning management software and work with partner to build platform compatible with the Centre’s goals and aspirations | Q3/Q4 2019        | Project Committee                         |
| A11 | Design website and iOS application                    | N/A        | • Evaluate and select partner to help design Bruce Centre of Excellence website and iOS application  
  • Work with partner to build website and application to ensure alignment with strategic objectives | Q4 2019           | Project Committee                          |
| A12 | Determine and prioritize specific clients within the identified groups to target | N/A        | • Review client groups and prioritize order for approach  
  • Determine how and best to approach each customer segment, comparing their wants/needs with service offerings | Q3/Q4 2019        | Executive Director and Project Committee |
| A13 | Confirm and supplement list of potential businesses for sponsorship | N/A        | • Review list of businesses who previously expressed interest in partnership or sponsorship  
  • Evaluate incremental businesses who may have interest in future partnership or sponsorship  
  • Determine best course of action in targeted approach to business partners | Q4 2019           | Executive Director and Project Committee |

**Deloitte.**

Private

**Business Plan**

Bruce Centre of Excellence
## Roadmap

### Next Steps

A detailed description of each of the activities illustrated on the strategic roadmap.

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<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>A14</td>
<td>Align with clients to determine training content that is most desired and relevant</td>
<td>A12</td>
<td>- Conduct brainstorming meeting with client focus group (reps from each stakeholder group) to determine which training types to be offered at launch</td>
<td>Q1 2020</td>
<td>Executive Director and Project Committee</td>
</tr>
</tbody>
</table>
| A15| Select Operational Officers                                                                      | A2, A10    | - Gauge interest for Operational Officer roles, to run specific divisions within specified pillar  
• Screen & select candidates after extensive interview process                                                                 | Q1/Q2 2020  | Executive Director and Project Committee |
| A16| Determine and purchase/procure exact technology capabilities                                      | N/A        | - Review technology capabilities required at launch  
• Evaluate potential partners to supply required technology, ensuring compatibility with strategic objectives and operational process | Q2/Q3 2020  | Executive Director and Technology Officer |
| A17| Source data and information for career services platform                                           | N/A        | - Review potential sources and industry best practices to leverage career services operations  
• Begin to source the career services data and information, ensuring alignment with operational strategy and objectives | Q2/Q3 2020  | Executive Director and Service Operations Officer |
| A18| Develop message for marketing campaign                                                             | A16        | - Develop clear career path messages for local opportunities  
• Cultivate messaging for training opportunities to be offered at the Centre and online | Q2/Q3 2020  | Executive Director and Communications Officer |
| A19| Prioritize channels for kickoff                                                                    | N/A        | - Review methods through which the organization will communicate with clients  
• Rank each method in order of importance, and prepare priority channels for launch | Q3/Q4 2020  | Executive Director and Service Operations Officer |
| A20| Identify/recruit skilled teachers, guidance counselors, mentors & paraprofessionals              | A14        | - Gauge interest from teachers, guidance counselors and mentors in joining the Bruce Centre of Excellence ‘execution’ team  
• Screen & select candidates after extensive interview process | Q3/Q4 2020  | Executive Director and Service Operations Officer |
# Activity Dependency Description Timeline Responsibility

<table>
<thead>
<tr>
<th>#</th>
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<th>Timeline</th>
<th>Responsibility</th>
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<tbody>
<tr>
<td>A21</td>
<td>Determine most appropriate metrics for kickoff</td>
<td>N/A</td>
<td>• Review metrics for which the organization will measure and track success</td>
<td>Q4 2020</td>
<td>Executive Director and Service Operations Officer</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Rank each metric and begin tracking of priority metrics</td>
<td></td>
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</tr>
<tr>
<td>A22</td>
<td>Launch social media advertising</td>
<td>A17</td>
<td>• Launch message for marketing campaign through extensive social media</td>
<td>Q1 2021</td>
<td>Executive Director and Communications Officer</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>advertising channel, including Facebook, Twitter, Instagram, LinkedIn, and</td>
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<td></td>
<td></td>
<td></td>
<td>others</td>
<td></td>
<td></td>
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<tr>
<td>A23</td>
<td>Establish process and procedures for help</td>
<td>A14</td>
<td>• Establish standard operating procedures (SOP’s) for operational staff, in</td>
<td>Q1 2021</td>
<td>Executive Director and Service Operations Officer</td>
</tr>
<tr>
<td></td>
<td>desk and customer service inquiries</td>
<td></td>
<td>preparation of launch</td>
<td></td>
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<tr>
<td>A24</td>
<td>Test website configuration and compatibility</td>
<td>A11</td>
<td>• Test the website operations and configuration in anticipation of launch</td>
<td>Q1/Q2 2021</td>
<td>Executive Director and Technology Officer</td>
</tr>
<tr>
<td></td>
<td>of learning portal</td>
<td></td>
<td>• Test compatibility of selected learning management system with website and</td>
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<td></td>
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<td>iOS application</td>
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<tr>
<td>A25</td>
<td>Plan for execution of services to clients</td>
<td>A14, A24</td>
<td>• Prepare for launch of Bruce Centre of Excellence by finalizing content for</td>
<td>Q1/Q2 2021</td>
<td>Executive Director and Service Operations Officer</td>
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<tr>
<td></td>
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<td>training development</td>
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<td></td>
<td>• Ensure people, process and technology are in place to deliver service</td>
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<td></td>
<td></td>
<td></td>
<td>offerings</td>
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Appendix
Appendix Case Studies – Environmental Scan

Creative Destruction Lab (CDL) and the Digital Media Zone

<table>
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<tr>
<th>Key Facts</th>
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</thead>
<tbody>
<tr>
<td>What? University run start-up incubators and accelerators</td>
</tr>
<tr>
<td>Where? Toronto, Canada</td>
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</table>

What...?
Both the Creative Destruction Lab (CDL) and the Digital Media Zone (DMZ) are incubators and accelerators created and partly run by academic institutions (University of Toronto and Ryerson, respectively). Both incubators provide programs and facilitation for current university students, recent grads, and experienced start-ups, and aim to connect participants with customers, advisors, influencers, and other entrepreneurs. Both the CDL and DMZ have the reputation of being leaders within the start-up acceleration and incubation space, and providing attractive alternatives to similar spaces/services in the U.S.

How...?
CDL and DMZ provide an interactive and collaborative space where like-minded individuals can collaborate on and develop groundbreaking technology innovations.

Benefits...?
CDL and DMZ have already proven their benefit to Canada by generating new jobs, companies, and attracting significant talent and media-coverage to the Canadian tech start-up landscape. These initiatives drive capital into Canada, and continue to build Canada’s reputation on the world-stage.

Ontario Centres of Excellence

<table>
<thead>
<tr>
<th>Key Facts</th>
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<tbody>
<tr>
<td>What? Invests with the goal of commercializing Canadian innovation</td>
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<tr>
<td>Where? Toronto, Canada</td>
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</table>

What...?
Ontario Centres of Excellence (OCE) connects entrepreneurs, start-ups, industry, academia and investors to commercialize early-stage Ontario innovation and compete globally. OCE also focuses on the development of “next generation” innovators through fellowships and programs, and provides tailored programs to commercialize innovations, transfer technologies and develop promising talent.

How...?
OCE has a significant interest in connected and autonomous vehicles through its Connected and Automated Vehicle (C/AV) Initiative. The C/AV Initiative aims to link the various technology clusters and regions across Ontario to create an ecosystem that makes Ontario the global epicenter of automotive technology development and demonstration.

Benefits...?
OCE’s initiatives help to drive the creation of new jobs, products, services, technologies, and businesses in Ontario, and have a positive social impact in communities across the province. They connect different players in the ecosystem, and streamline the funding application processes for companies and entrepreneurs.
Appendix  Case Studies – Environmental Scan

McMaster Innovation Park

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<tr>
<td><strong>What?</strong></td>
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<td><strong>Where?</strong></td>
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**What...?**
McMaster Innovation Park (MIP) is an award winning research and innovation park that offers collaborative spaces for start-ups, businesses and researchers to co-locate, connect and commercialize. MIP is home to CanmetMATERIALS, Canada’s largest research centre specializing in metals and materials fabrication, processing and evaluation, and the McMaster Automotive Resource Centre, a set of university labs where researchers, students and industry professionals work together to solve issues facing the automotive industry, and design solutions for the future.

**How...?**
MIP provides co-location and collaboration spaces for IoT-focused entrepreneurs and start-ups – in particular, those focused on smart manufacturing.

**Benefits...?**
MIP will help spur economic and social development by helping to facilitate and accelerate innovation, transfer of knowledge and the commercialization of research.

MaRS

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<td><strong>What?</strong></td>
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<td><strong>Where?</strong></td>
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**What...?**
As a world renowned urban innovation district, MaRS brings together entrepreneurs, corporations, mentors, investors, university institutions, and laboratories to test and build concepts. MaRS is a key player in Canada’s innovation ecosystem, and is home to the Canadian branches of some of the largest technology companies in the world. By providing space and facilitation programming for entrepreneurs, start-ups, small-to-medium enterprises, and industry experts, MaRS connects all parties necessary to foster and develop innovation.

**How...?**
Acting as a “connector”, MaRS provides the platform and resources that innovators need to succeed. Through cross-pollination and collaboration, companies can work with and learn from experienced counterparts to test the feasibility of their ideas and improve their likelihood of success.

**Benefits...?**
MaRS adds to the Corridors network and reputation, and contributes to the creation of new jobs, companies, and sources of capital.

Source: [mars.com/global/about-us](https://mars.com/global/about-us)

Source: [mcmasterinnovationpark.ca/about-us](https://mcmasterinnovationpark.ca/about-us)
Appendix ⋯ Case Studies – Environmental Scan

Lambton Energy Research Centre

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**What...?**
The Lambton Energy Research Centre’s goal is to advance the research, development and commercialization of renewable energy management and optimization technologies. The Centre’s Sustainable SmartHouse aids as an educational facility and testing laboratory for industrial partners pursuing research in renewable energy management and optimization, end-use hydrogen and fuel cells. The newly-renovated, world-class facility, was designed to bring together academic programing, industry-standard training, and research labs.

**How...?**
The Lambton Energy Research Centre was formed using a five-year College and Community Innovation Program Grant from the Natural Sciences and Engineering Research Council of Canada (NSERC). The official opening on September 20, 2018, came after a two-year, $14.2 million upgrade of the 34,000 sq. ft. facility, which also included the addition of 7,000 sq. ft. of training space.

**Benefits...?**
The Lambton Energy Research Centre received the government grant due to growing provincial and federal interests in the improvement, development and commercialization of energy storage, process optimization, management technologies and systems for residential, commercial and industrial applications. The Centre aims to address this growing interest.

Source: lambtoncollege.ca/about-us/centres/energy-research-centre/home
Over $6 Billion in government funding is potentially available to the Bruce Centre of Excellence and other local organizations that are looking to expand on creating jobs, workforce development and pre-commercialization ideas.

Examples of ‘Government Incentive (GI) Programs’ for organizations that support development of technology prior to commercialization include:

- **SWODF (Southwestern Development Fund) program.** GI program available for organizations that are located or planning to be located in SWO region investing more than $500K and creating a minimum of 10 jobs. The program will contribute up to 15% of the cost of the project including new equipment and building expansion cost. The maximum contribution is established at $1.5M.

- **SIF program (Federal program).** The purpose of this program is to support the development of innovative product or services at the pre-commercialization stage. It provides repayable and non-repayable contributions to support four distinct streams of activities:
  - **Stream 1:** Encourage research and development (R&D) that will accelerate technology transfer and commercialization of innovative products, processes and services;
  - **Stream 2:** Facilitate the growth and expansion of firms in Canada;
  - **Stream 3:** Attract and retain large scale investments to Canada; and
  - **Stream 4:** Advance industrial research, development and technology demonstration through collaboration between academia, non-profit organizations and the private sector.

The program is available to organizations of all sizes across all of Canada’s industrial and technology sectors. Minimum project size: $1M with a contribution up to 50% of the cost of the project including direct labor, overhead, subcontractor, consultants, direct materials and equipment, other indirect costs, land and buildings.

These are just two examples of potential programs and funds available in Ontario and Canada. It will be important for the Fundraising Committee for the Bruce Centre of Excellence to consult grant and incentive specialists to determine exactly which opportunities and programs are available.
Appendix: Workforce Development and Retraining Strategies

Developing the required workforce and utilizing the available funding to support business incubation, job creation, and workforce development will be imperative to the success of the Bruce Centre of Excellence.

Primary Example of Funding for Retraining your Workforce

- **The Canada Job Grant (CJG)** is a federal initiative that is administered at the provincial level and assists Canadian businesses with providing short-term third party training to new and existing employees that will help bridge workforce skills gaps.

  - Training program that will **cover 66% of the training fees** provided by a third party to upskill talent.
  - The program will **cover 83% of the training fees for organization** with less than 50 employees for training that creates new or better jobs, leads to job retention, and improves employability.
  - **Any business**, including not-for-profit organizations, with a plan to train Canadians for a new or better job is eligible to apply.
  - Eligibility criteria **apply to all employers** regardless of whether they are training one or multiple individuals.

Additional Information for CJG:

Be licensed to operate in Ontario; Be applying for training that is delivered in Ontario and is related to a job that is also located in Ontario; Comply with the Occupational Health and Safety Act and the Employment Standards Act.

An employer must not be: a federal, provincial or municipal government and/or agency; Be a designated broader public sector organization, as defined by the Broader Public Sector Accountability Act; Be district social services administration boards established under the District Social Services Administration Boards Act, notwithstanding their exclusion under the Broader Public Sector Accountability Act.

Additional Examples of Funding for Retraining your Workforce

**Funding Opportunities:**

- **IRAP program** to cover 80% of the technical labor and 50% of the subcontractor fees to provide expertise for the development of the new product or services.

- **Youth employment program.** The program will fund up to $20K in support of salary for Graduates of a recognized Post-Secondary institution with limited work experience in their field, Canadian Citizen or eligible to work in Canada, 18-30 years old, 6 months to a year of employment.

- **MITACS program** to support partnership between University and organization. 2 programs: Accelerate program for a 4 months module to resolve technical challenges. Organization pay $7,500 and MITACS pay $7,500. Elevate program contributes up to $60K/year in funding for a min 2 years duration project for post-doctoral graduates. The organization contribute to $30K and the program $30K.

- **Ontario Center of Excellence** also provides two programs (VIP I and VIP II). The VIP I program that contributes to $20k in funding. The organization provides equivalent amount as follow: 25% cash contribution and 75% in kind contribution. The VIP II program contributes up to $75K per year and the organization provides 50% cash contribution and 50% in kind contribution for project between one and two years duration.

These are additional examples of funding and incentives available in Ontario and Canada. Grant and incentive specialists will be required to identify which incentives are available.
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