



Annual Report
2018–2019

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Parmerit: Automated special purpose machining cell

Message from the Chair



Ten years ago, the global economy was in the grip of the world financial crisis. No sector was harder hit than manufacturing in North America. It was a frightening time for Ontario manufacturers. Pundits were asking whether we were witnessing the end of Canadian manufacturing - a sector that drives jobs and prosperity for our economy.

What a difference a decade makes. Manufacturing has recovered and gone on to grow sales both domestically and internationally. We have successfully re-negotiated our trade agreement with the US and Mexico (yet to be ratified) and have opened new markets in Europe and across the Pacific. Manufacturers across the province are busy producing goods and related services and worrying about finding talent rather than keeping customers.

Of course, challenges remain. The rise of digital manufacturing is one of those challenges and the pace of innovation to reduce costs and time to market while improving quality is relentless. Ontario firms of every size and market niche need to be leaders in adopting digital techniques and processes if we are to compete successfully. Although there are bright spots among Ontario manufacturers, our assessment is that overall our sector is not keeping up to our leading edge competitors.

That is why digital manufacturing and how to speed its adoption in Ontario is a top-of-mind issue for the Trillium Network. Last year we began work to identify

early adopters and learn from them. In the coming year we will work with our partners to expand our knowledge in this area and disseminate the lessons widely among Ontario manufacturers.

Digital manufacturing isn't the only challenge firms face. Capitalizing on new trade agreements in Europe and Asia needs to be a priority as well. The world trading system is under stress and as the US and China seek a way to structure their trading relations, Canadian firms currently operating or seeking to expand sales to our second largest customer are feeling the pressure.

That's why the Trillium Network is working with our partners, Ontario Global 100 (OG100) and EDC, to make Ontario firms aware of both opportunities for firms and the services available to them as they seek to grow internationally.

Finally, spreading the news of Ontario's manufacturing successes continues to be a priority for the Trillium Network. Our profiles of successful Ontario firms and related organizations continue to grow. The dedication and drive of the firms we profile inspires us every day to support their growth in every way we can - and makes us look ahead to the future with optimism.

CAROL STEPHENSON

Chair of the Board

Trillium Network for Advanced Manufacturing

Message from the Managing Director



For me, the best thing about working at the Trillium Network is the connections it gives you with manufacturing firms and the people who work to make them a success. The connections come in many ways. Our work with our partners, especially Ontario Global 100 (OG100), EDC and BDC has introduced us to some great companies who are manufacturing leaders - sometimes in the innovative products and services they produce, sometimes in the design and production processes they use, and sometimes in the far-flung markets where they find their customers.

For example, one Ontario firm is designing and building new hardware and AI-based software to move quality control to the next level - inspecting every single unit produced more quickly and thoroughly than humans. Another is using digital design and process control to build world-class racing boats for the Olympics. A third is using internet-of-things technology to help firms avoid unplanned maintenance that drives up the cost of production.

Of course, the reason these companies are so successful is because they have great people leading them - not just as senior managers, but throughout the organizations. Over and over again as we meet these firms we see a culture of innovation and excellence in everything they do. Being a leader in your industry is hard work and these companies are filled with hard workers who want to compete and excel. The truly successful firms recognise and cultivate the contributions of every employee, at every level.

Great people are not just found in the manufacturers we encounter. The Trillium Network has them too. Our Research Associates are heading off to new challenges after a year of pushing forward on our R&D Heat Map project. Our Program Officer, David Zhang, who led our TrilliumGIS project for the past two years, is heading back to school to pursue an advanced degree. I am grateful to all of them, and to our Office Manager and Deputy Directors for their ongoing contributions since the Trillium Network began four years ago.

Finally, having a great Board of Directors - leaders in their own right with a wealth of practical manufacturing experience - makes my job a lot easier. I am grateful to all the board members for their commitment to the Trillium Network and to Ontario manufacturing. Trillium, and Ontario manufacturing, have both come a long way in the past four years. But global competition is not letting up and neither can we. We look forward to continuing to support Ontario manufacturers as they compete and prosper in the coming year.

PAUL BOOTHE

Managing Director

Trillium Network for Advanced Manufacturing

Our Mission

The Trillium Network for Advanced Manufacturing is a non-profit organization dedicated to supporting the growth of Ontario manufacturing. Working with our partners, the Trillium Network connects, convenes and collaborates with like-minded individuals and organizations to support the sector. We use our network to connect partners in order to make them aware of the many initiatives underway to encourage manufacturing. When appropriate, we convene groups to discuss issues and opportunities facing Ontario firms. Finally, we look for opportunities to collaborate with partners on projects of common interest.



The Trillium Team

BOARD OF DIRECTORS

The Trillium Network is governed by a Board of Directors chaired by Carol Stephenson. Current board members include Paul Boothe, Richard Dicerni, Ian Howcroft, Ray Tanguay (Vice-Chair), and Ben Whitney.

STAFF

Paul Boothe, Managing Director
David Hudson, Deputy Director
David Moloney, Deputy Director
Alister Smith, Deputy Director
Denise Deschênes-McKay, Office Manager
David Zhang, Program Officer
Omar Imambaccus, Research Associate
Maria Shaposhnikova, Research Associate

PARTNERS

Trillium Network Partners include:

Automotive Parts Manufacturers' Association
Automotive Policy Research Centre
Bluewater Technology Access Centre
Business Council of Canada
Business Development Bank of Canada
Canadian Manufacturers and Exporters
City of Toronto
Conference Board of Canada
Excellence in Manufacturing Consortium
Export Development Canada
FedDev Ontario
Innovation, Science and Economic Development
Canada
Institute for Competitiveness and Prosperity
InvestinOntario
InvestStratford
Lawrence National Centre for Policy and Management
Ministry of Economic Development, Job Creation
and Trade
Mowat Centre
National Research Council of Canada
Waterloo Economic Development Corporation
Waterloo Region Manufacturing Innovation Network
Yves Landry Foundation

What We Do

Building on the recommendations of the Lawrence Centre's study "Future of Canadian Manufacturing: Learning from Leading Firms", we are currently focusing on three areas:

BUSINESS-TO-BUSINESS MENTORSHIP

We are working with partners to support and grow Ontario Global 100 (OG100), a business mentorship organization that aims to support the next generation of Ontario's global exports.

EDUCATIONAL PARTNERSHIPS

We are working with our partners to collect and map current and potential future connections between firms and education and research organizations to encourage collaboration on skills and business-led research and development.

INVESTMENT ATTRACTION AND TRADE PROMOTION

We are working with our federal, provincial, and private-sector partners to develop software to support manufacturing investment attraction in Ontario. Working with OG100 and our partner, the Ministry of Economic Development, Job Creation and Trade, we are disseminating information to firms seeking to locate or expand operations in Ontario or to grow sales in foreign markets.

2018-19 Performance Report

The Trillium Network continued to expand its reach last year in supporting Ontario manufacturers. Our network of partners grew with the addition of InvestStratford. We maintained our deep engagement with partners, participating in 23 partner-related meetings and events.

Social media remains a key tool for us to engage manufacturers, governments and the public. Our presence on Twitter continues to grow with a 31 percent increase in followers and 59 percent increase in overall reach over the last year. This year we added LinkedIn to our social media portfolio and have seen steady growth in our footprint on that platform throughout the year.

Our profiles of Ontario manufacturing success stories continue to grow, exceeding our target of 80 for the year. The profiles, which feature both firms and the organizations that support them, highlight the wealth of highly-competitive, innovative firms that are growing, creating jobs, expertise and wealth across the province.

We partnered with Ontario 360 at the University of Toronto's Munk School of Global Affairs and Public

Policy to publish a study on manufacturing competitiveness. The main focus of our study was on regulatory reform and we presented the results at University of Toronto to policy makers and academics.

We continue to collaborate with our partner OG100 on events that aim to develop and mentor the next generation of export leaders. In addition to profiling OG100 members, we participated as speakers in two member forums. A highlight was our Vice-Chair's (Ray Tanguay) forum on the Toyota production system.

With the support of FedDev Ontario and the Province of Ontario our geo-mapping application, TrilliumGIS, continues to attract new users. The application is now undergoing a software and data update to keep it current and add new functionality.

Finally, on the governance side, we have met our balanced budget target and conducted and published our third GHG audit. We offset necessary GHG emissions to maintain our standing as a carbon-neutral organization.

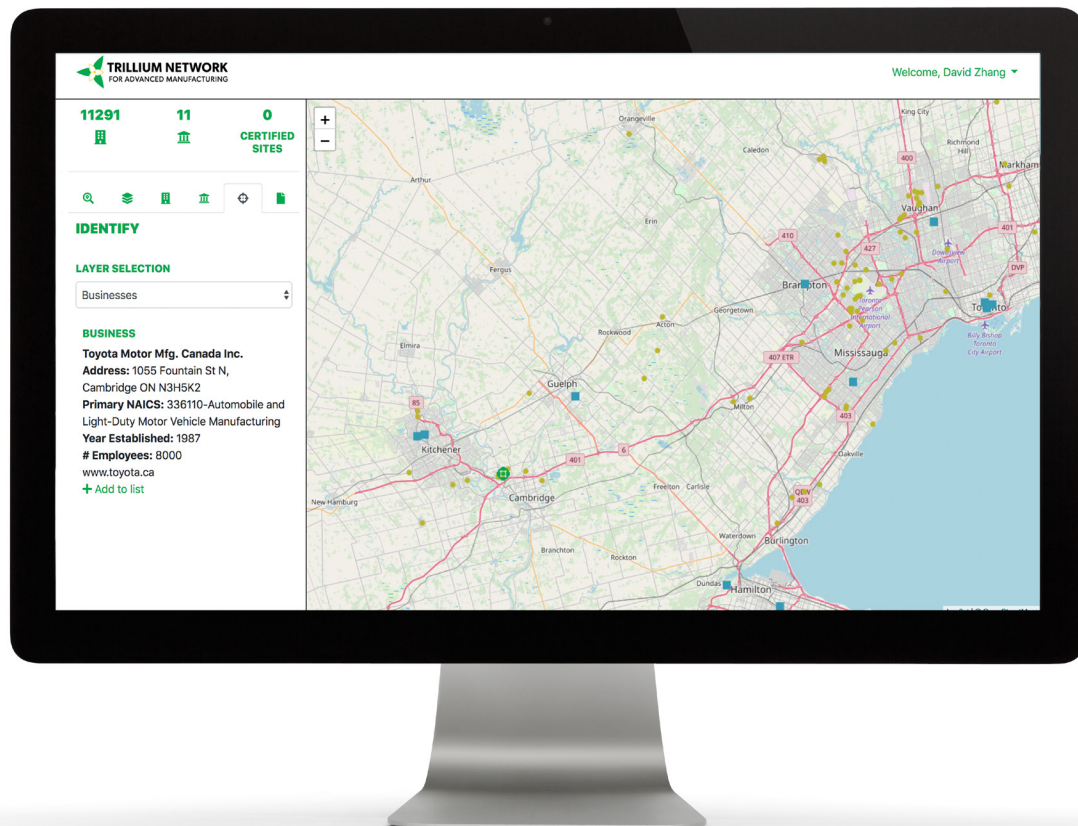


SHIMCO: Current product line-up



AGNORA: Microsoft's 5th Avenue architectural glass store front

Initiative: TrilliumGIS



TrilliumGIS: Map interface

TrilliumGIS underpins one of the Trillium Network's key priorities: to work with federal, provincial and local partners to support the attraction of domestic and foreign investment in manufacturing. In support of this priority, TrilliumGIS provides decision-quality data, free of charge, to a broad range of target users, including:

- Firms throughout Ontario's manufacturing sector, particularly SMEs;
- Firms outside Ontario looking for supply chain partners as well as potential investment opportunities;
- Post-secondary educational and research institutions across the province that are looking for training and research partners;
- Employers and agencies at the federal, provincial, regional and local government levels; and,
- Researchers and think-tanks.

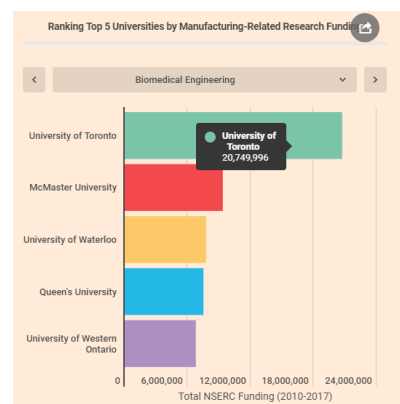
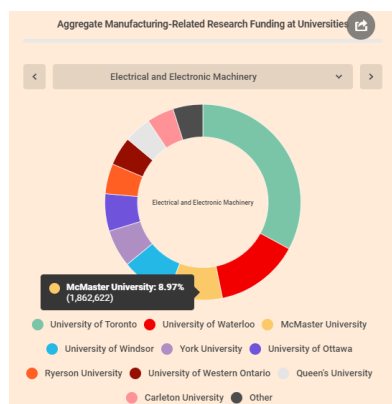
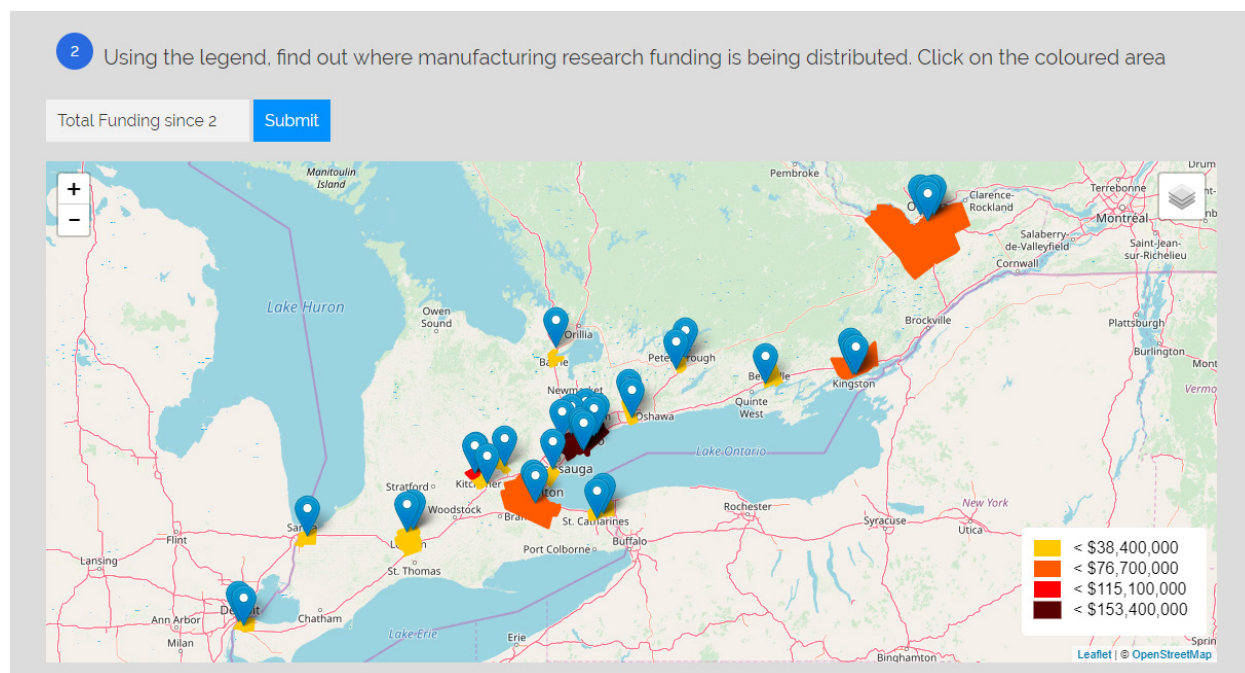
Key Elements of TrilliumGIS

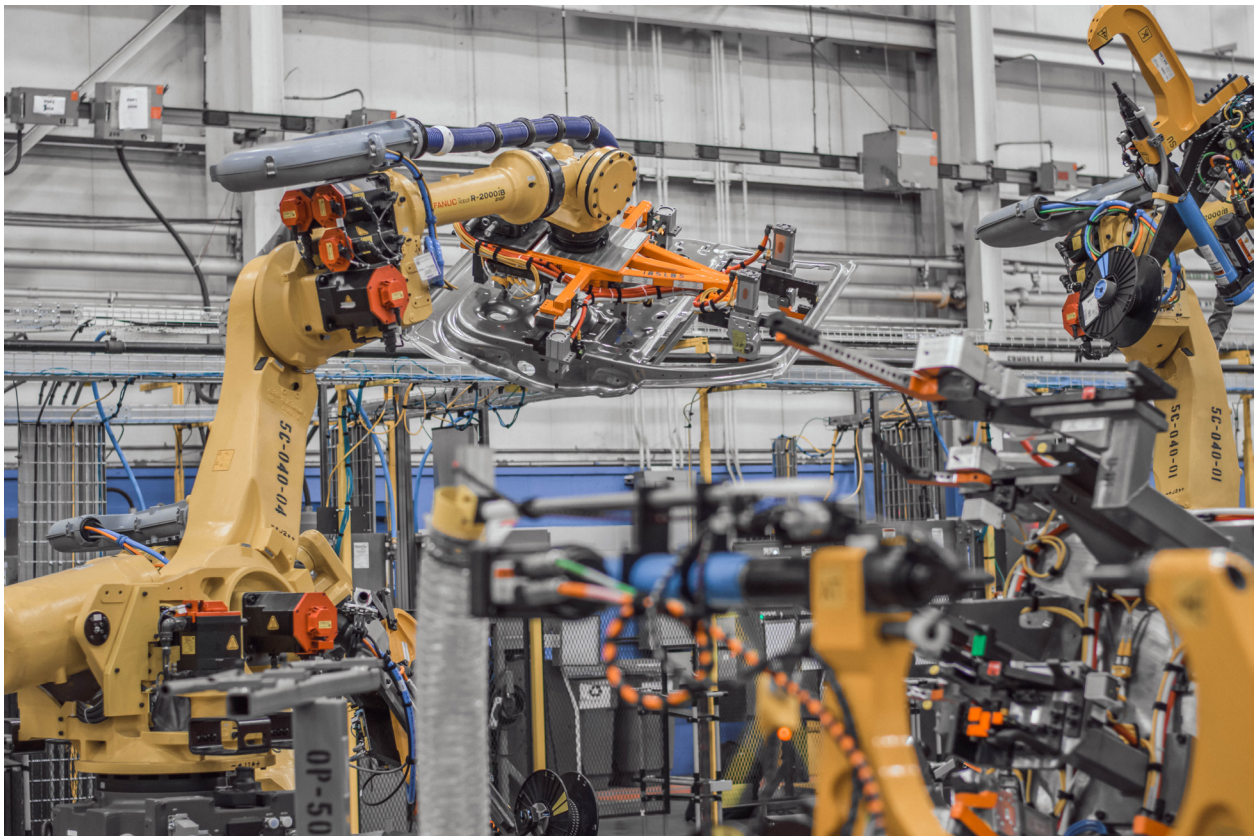
- Geospatial data that can be used to locate and visually display firms, educational institutions, transportation infrastructure and labour characteristics of the selected regions.
- Firm data including products and services, employment characteristics and markets.
- Educational institution data with filters permitting search by academic programs and school name.
- A map of certified sites in Ontario that provides comprehensive information about pre-qualified industrial properties.
- A search function that allows users to search by business type, product category, NAICS code, NAICS description, and geographic location.
- A customized report facility allowing reports to be generated in response to specific queries.
- A mobile version of TrilliumGIS is available with key search and mapping features

Initiative: R&D Heatmap

The R&D Heatmap provides analysis of the distribution of federal manufacturing-related research grants across Ontario. Using federal manufacturing funding data from NSERC (Natural Science and Engineering Research Council) from the year 2010 until 2017, the tool allows users to search and filter the

data based on their queries. Manufacturing-related funding data is available in 27 categories selected by the Trillium Network to create a comprehensive database. There are 23 universities and 24 colleges in the database covering approximately 2,150 manufacturing-related research projects.





Top – Valiant TMS: Aerospace workstation; Bottom– Valiant TMS: Automotive line

Initiative: Ontario's Economic Competitiveness

The Trillium Network collaborated with Ontario 360 at University of Toronto's Munk School of Global Affairs and Public Policy to look at how to strengthen Ontario's economic competitiveness. Here's what we found.

Ontario has a serious competitiveness challenge. The warnings of senior business leaders and various policy commentators over the past few years have so far been largely ignored. Failure to address this challenge threatens Ontario's long-term prosperity.

While Ontario holds many attractions for entrepreneurs and business investment – political stability, a well-educated workforce, good infrastructure, and so on – policymakers have, in recent years, taken its business competitiveness for granted. Much political and media attention has been directed to the vibrancy of the high-tech sector. But not all sectors of Ontario's economy have similarly grown and prospered in recent years. Manufacturing and other industries in Ontario have been losing ground to competitors in other jurisdictions, especially in the critical United States market.

Economic commentators have pointed out some recent signs of malaise. Non-residential business investment has been sluggish and has lagged that of other economies in the Organisation for Economic Co-operation and Development (OECD). Ontario firms have been investing more funds outside the country than foreign firms have been investing in Ontario. Exports have been growing slowly. Lengthy delays have hampered project approvals in energy and non-energy sectors alike. Business confidence, as measured by industry association surveys, has flagged.

The underlying problems plaguing Ontario's competitiveness are wide-ranging. They include

high personal and corporate tax rates, a considerable regulatory burden on business, high energy costs, infrastructure delays, and inefficient business approval processes.

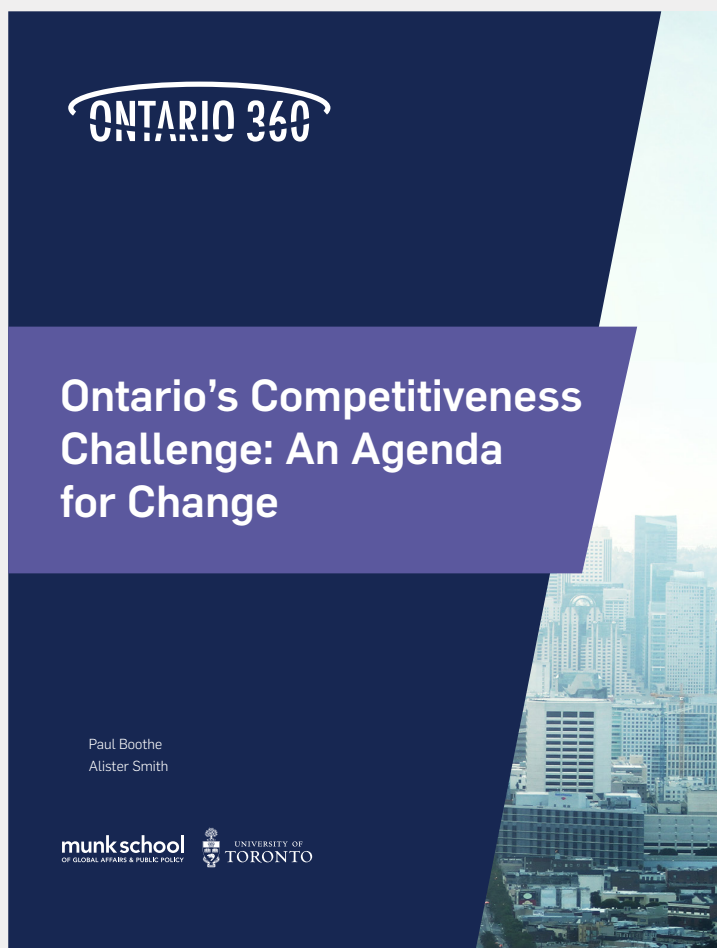
High marginal tax rates on middle- to high-income earners, including entrepreneurs, have discouraged investment and innovation – at least in areas outside technology (where federal and provincial financial support plays an important role). This situation has worsened with the recent sharp reductions in U.S. federal personal tax rates. On the corporate tax front, recent U.S. changes have eliminated the corporate tax advantage Canada once enjoyed.

An increase in personal income tax rates for high-income earners is part of a broader emphasis on equity over economic efficiency in provincial policy. A growing regulatory burden is also part of this trend. According to the Canadian Federation of Independent Business (CFIB), Ontario's regulatory cost burden is the highest among all the provinces. Despite efforts over the past few years to reduce administrative burden, Ontario has continued to receive poor grades from the CFIB on its progress in reducing red tape.

We make two main recommendations to underpin a regulatory reform agenda that should be effected through a one-window approach for business approvals.

To stop the proliferation of new regulations, we recommend an intelligent application of a 2-for-1 (TFO) rule to apply to new regulations, a separate challenge function within government focused on managing and minimizing the regulatory burden, and better use of stakeholder consultations.

To streamline existing regulations, we recommend an 80-20 rule approach, by which we mean that policymakers ought to focus on a targeted subset of the regulatory burden that is disproportionately costly and problematic. Inviting firms to identify a small number of the most burdensome regulations and



reforming those should make the process manageable and focused on where reform will have the greatest impact.

Even if competitiveness is not a goal in itself, prosperity should be. And competitiveness is a necessary ingredient for investment, innovation, productivity, and, ultimately, higher living standards for Ontarians. The seriousness of the competitiveness challenge facing Ontario needs to be recognized. The views of those closest to the problem, the business community, cannot be discounted. Every year, corporate decisions are taken to invest in new plants or plant expansions either in Ontario or elsewhere, most often in the U.S. When these decisions go against investing more in Ontario, potential jobs and income are lost.

If there is the will, much can be done to address the underlying issues affecting Ontario's competitiveness. While all elements that we have identified will need to be addressed – including business and personal taxation, the regulatory burden, electricity costs, skills training, business services, approval processes, and investment attraction – we have focused our attention on one important area where we think the new Ontario government can make a real difference for Ontario businesses: Reducing the regulatory burden on business and improving business-facing processes. Progress in this area will signal, in a concrete way, that Ontario is indeed open for business.

Initiative: CenterLine Profile

The Windsor area has long had a reputation for two great things: its strong, close-knit community and thriving automotive industry. CenterLine (Windsor) Limited (CenterLine) is a company that has helped build this reputation and continues to reinforce it today. As a manufacturer of custom automated welding and assembly lines, as well as resistance welding-related brand products, CenterLine is a key economic driver for Windsor.

Built on a customer-focused approach to business, CenterLine primarily serves automotive original equipment manufacturers (OEMs) as well as Tier-1 suppliers. The company is known worldwide as a leader in fastener welding technology, that is used in the production of various automotive components. There are few vehicles on the road in North America that have not had some input from CenterLine at some point in the production process.

CenterLine was founded by Windsor locals Fred Wigle and Donald Beneteau in 1957, using 1,000 square feet of manufacturing space in downtown Windsor. Its initial projects included producing Chrysler ashtrays and Ford tail fins, but over time, the company shifted its focus to automation. In 1998, ownership was consolidated to the Beneteau family, and today Donald's son, Michael, is the firm's chief executive officer.

While the first 40 years of CenterLine's operations consisted of steady, solid growth, the past two decades have seen its rapid expansion. Since 1998, the company has doubled in size and it now holds over 80 patents. This success can be attributed

to a number of factors, but chief among them are CenterLine's customer-focused approach and its ownership's commitment to employees and the community. Both factors foster an environment of productivity and innovation. On a day-to-day basis, employees strive to uphold the reputation of CenterLine, which translates into quality products and customer service. Coupling this attitude with decades of experience in welding and robotics has propelled CenterLine to the forefront of its industry.

A common phrase heard at CenterLine, that originated with its founders, is, "make the customer a hero." The company prides itself on never walking away from a customer, regardless of the financial implications. This strategy is highly valued by CenterLine's customers because they operate in an industry where stakeholders are constantly looking for ways to minimize risk. Customers often approach CenterLine with their riskiest projects because they are confident in the team's technological capabilities and reliability.

From an internal business standpoint, two management strategies that allow CenterLine to take this customer-first approach are reinvesting in the company and focusing on long-term goals. The Beneteau family members understand that reinvesting back into CenterLine signals to customers that they have confidence in the business and are willing to invest in its future success. Additionally, management sets long-term objectives so the team can focus on sustainable growth instead of honing in on short-term goals like quarterly profits; this allows project managers at CenterLine to be flexible with customers to ensure that projects are completed to all stakeholders' satisfaction.

Another key driver of CenterLine's growth is its commitment to its employees and community. In today's competitive business landscape, finding and retaining the talent necessary for success in manufacturing is a big challenge for any company



CenterLine: Shop Floor

in Ontario. To ensure that graduates are qualified for the workforce, CenterLine is closely involved with local high schools and post-secondary institutions. The company hosts an annual Grade 9 day at a local high school where it introduces students to the trades and the different types of career opportunities in advanced manufacturing. In addition to offering the largest apprenticeship program in the Windsor area, CenterLine partners with St. Clair College and several Ontario universities to assist with curriculum development, funding, instructing opportunities, and co-op program support.

A key challenge for CenterLine is dealing with the loss of many experienced, tenured employees as they approach retirement. However, CenterLine has been taking steps to ensure this issue can be overcome.

Its workforce encompasses a wide range of ages and the firm hires young employees on a consistent basis. Moreover, CenterLine invests in many of its "rising stars" by grooming them for senior positions and assisting with their further education, such as MBA or Master of Engineering degrees.

What does the future hold for CenterLine? The company realizes that there is a significant opportunity to continue expanding globally. With OEMs producing vehicles across the globe, these firms are expressing the desire to use the same production processes in all of their factories. CenterLine's reputation for innovation and a customer-focused approach make it the perfect candidate for becoming an even bigger partner in the global supply chain for OEMs.

Initiative: AGNORA Profile

Most Ontarians know the town of Collingwood for being a four-season, world-class tourist destination. However, you might be surprised to discover that it is also home to one of the top architectural glass manufacturing companies in the world. The company, AGNORA, fabricates the largest architectural glass in North America at its 280,000 square foot facility right on Mountain Road in Collingwood.

Despite its advanced technological capabilities and expertise in the glass industry, the employees at AGNORA do not think of it as a glass company at all. Instead, CEO Richard Wilson notes that it is a customer-service company that just happens to fabricate glass. This attitude underpins the culture at AGNORA and is the reason why the company has grown to become such a dominant player in the industry.

AGNORA's glass can be found in some of the sleekest, most exciting, and cutting-edge projects in North America. Recent examples include air traffic control towers, the Cadillac Fairview Shops at Don Mills, an all-glass staircase at the Onassis Cultural Center in New York, and a 13-panel, digitally-printed glass mural depicting the history of basketball for Kansas University. It has also completed many projects for high-end retailers on 5th Avenue in New York such as Microsoft, Chanel, Dolce & Gabbana, and H&M, and is a major supplier to Apple.

AGNORA's story began in 2011 when Richard Wilson was presented with the opportunity to purchase the Collingwood manufacturing plant, formerly known as Barber Glass. Wilson had spent the previous 15

years in the construction industry, building homes and completing renovations for customers in Southern Ontario, and was one of Barber Glass' largest customers. Despite not knowing anything about fabricating glass, Wilson saw the deal before him as favourable and recognized its value because of his past relations with the company. He decided to take a leap of faith and purchased the plant, launching AGNORA.

One might expect that having no experience in manufacturing would make things very challenging as Wilson looked to grow AGNORA into a successful business. However, Wilson believes this is his biggest blessing. His years of experience managing construction projects gave him a firm understanding of precisely what contractors and architects value. Namely, they need suppliers who can deliver high-quality products on time, and who have exceptional customer service. He also understood that the market was trending towards oversized glass, which at the time, was impossible to get in North America.

Spurring from this knowledge came AGNORA's strategy, which it continues to follow today. It differentiates itself by being able to produce the highest-quality and largest-sized architectural glass (up to 130" X 300") in North America while offering the best customer service in the industry.

AGNORA excels in customer service by fostering a company culture which is truly unique. From those working at the reception desk to the employees operating the tempering machine on the plant floor, everyone genuinely expresses that they love their jobs and are proud to work there.

When it comes to hiring new employees, AGNORA focuses on hiring for fit as opposed to hiring for skill. Wilson prioritizes mindset and character far above knowledge or skill set. As there is limited to no industry experience with oversized glass, AGNORA is full of competent individuals who can teach new



AGNORA: Internal glass wall installation

hires the necessary skills for operating the machinery. Even more interesting is the fact that at the end of the day, it is the employees who decide whether a new hire is a right fit for the company. Three current employees mentor each prospective employee for three months, and at the end of that period, the mentors decide whether the employee should stay. This enables the employees at AGNORA to continue to surround themselves with motivated, enthusiastic, and passionate individuals.

AGNORA does not face many of the same challenges confronting manufacturers today. It has no problem attracting talent because people are excited by the fascinating projects it undertakes and the

incredible employee experience. Nor does it face significant competitive pressures, as it is unique in its capabilities in North America. Furthermore, AGNORA spends substantial time assisting competitors and disseminating its knowledge about glass fabrication throughout the industry by speaking at events and meeting with a variety of stakeholders.

The most significant challenge on the horizon for the company is determining how much and how quickly it wishes to grow. While Wilson recognizes that growth is usually a good thing and the company needs to remain innovative and competitive, he does not want the culture at AGNORA to change at all.

Statement of Financial Position as of March 31, 2019

ASSETS	2019	2018
CURRENT		
Cash	\$ 51,726	28,269
Short-term investments	75,823	–
Grants receivable	10,000	22,150
HST rebate recoverable	4,151	5,980
Prepaid expenses	945	3,151
	142,645	59,550
Capital assets	11,921	14,122
	\$ 154,566	73,672
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable and accrued liabilities	\$ 17,910	27,586
HST payable	10,855	–
Source deductions payable	14,222	15,809
Deferred revenue	15,658	16,155
	58,645	59,550
Deferred contributions related to capital assets	11,921	14,122
	70,566	73,672
Net Assets	84,000	–
	\$ 154,566	73,672

Auditor's Statement

This financial summary is an excerpt from the complete Financial Statements of the organization, which were audited by BDO Canada LLP, dated May 14, 2019 and as such does not contain all disclosures required under Canadian accounting standards for not-for-profit organizations. A copy of the complete audited Financial Statements is available from the organization upon request.

Statement of Operations as of March 31, 2019

REVENUE	2019	2018
Grants	\$ 496,278	549,052
Honorariums	84,000	–
Federal Economic Development Grant	18,204	81,798
Rent	5,038	3,779
Amortization of deferred contributions related to capital assets	2,201	8,078
Interest	1,441	373
	\$ 607,162	643,080
EXPENSES		
Salaries, benefits and consulting fees	\$ 426,231	476,424
Rent	20,187	16,275
Meetings and travel	22,862	24,653
OG100 membership fees	17,205	46,849
Professional fees	11,369	8,814
TrilliumGIS application development	6,959	50,016
Geomapping programming fees	5,686	–
Office and general	3,602	5,697
Bank charges, interest and penalties	3,027	504
Amortization of capital assets	2,201	2,738
Publications	2,110	1,685
Insurance	1,723	1,700
Utilities	–	2,385
	\$ 523,162	637,740
Excess of Revenue Over Expenses from Operations	\$ 84,000	5,340
Loss on disposal of capital assets	–	(5,340)
Excess of Revenue Over Expenses for the Year	\$ 84,000	\$ –

2019-20 Operating Plan

To support the growth of Ontario manufacturing, the Trillium Network will focus its efforts in the following areas:

Objective 1: Building the Network

Using our website and social media we will continue to promote the work of our partners and others that supports the growth of Ontario manufacturing. We will continue to add partners in a targeted way. We will increase the target number of manufacturing profiles from 80 to 100 and increase our target social media presence by 20 percent over 2018-19 target levels.

Objective 2: Work in Priority Areas

BUSINESS-TO-BUSINESS MENTORSHIP: We will work with our partners to contribute to OG100 by actively participating in OG100 events and developing and sharing manufacturing-related content via the OG100 portal. We will participate in the governance of OG100.

EDUCATIONAL PARTNERSHIPS: We will disseminate the results of our prototype 'heatmap' of Ontario's manufacturing research to encourage collaboration between research and training organizations and firms.

INVESTMENT ATTRACTION AND TRADE PROMOTION: Working with our federal (FedDev Ontario), provincial (MEDJCT) and private sector (Scott's Directories) partners, we will continue to expand the coverage of and enhance the functionality of TrilliumGIS.

ADOPTION OF INDUSTRY 4.0: Working with partners in OG100 and the NGen Manufacturing Supercluster, we will collect and disseminate information and best practices around digital manufacturing (Industry 4.0) to help Ontario firms meet the fast-changing global competition coming our way.

Objective 3: Good Governance

We will meet our financial target of budget balance. We will conduct and publish a GHG audit of our activities, offsetting all necessary emissions to meet our environmental target of being a carbon neutral organization.

Trillium Network 2020-22 Financial Plan

REVENUE	2020	2021	2022
Province	\$ 498,000	\$ 498,000	\$ 498,000
Carry Forward* + HST Rebate + GIC Interest	\$ 143,000	\$ 159,000	\$ 128,000
Total Revenue	\$ 641,000	\$ 657,000	\$ 626,000

EXPENSES

Staff	\$ 360,000	\$ 430,000	\$ 400,000
Accommodations	\$ 20,000	\$ 20,000	\$ 20,000
Office Expenses and Supplies	\$ 20,000	\$ 20,000	\$ 20,000
OG100	\$ 15,000	\$ 15,000	\$ 15,000
Travel & Event Expenses	\$ 30,000	\$ 20,000	\$ 15,000
Projects and Miscellaneous	\$ 30,000	\$ 20,000	\$ 20,000
HST Expense	\$ 15,000	\$ 12,000	\$ 12,000
Total Expenses	\$ 490,000	\$ 537,000	\$ 502,000

Surplus (Deficit)	\$ 151,000	\$ 120,000	\$ 124,000
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* Carry Forward includes \$84,000 in non-provincial grant revenue.

TRILLIUM NETWORK

FOR ADVANCED MANUFACTURING

Connect.
Convene.
Collaborate.

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