

Annual Report 2015-16



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Message from the Chair

It's exciting to be part of something from the very beginning and my fellow board members and I are pleased to be part of the birth of the Trillium Network. Much progress has been made in its first year. We started with a passion for manufacturing and a willingness to do practical things to support the sector's growth in Ontario. Now, less than a year later and with the support of the Government of Ontario, we are starting to see results.

Our small staff led by Paul Boothe has done a good job in starting the organization, and the Trillium office on Richmond Street in London is starting to hum with activity as our student interns work on geo-mapping and profiling some of Ontario's hidden manufacturing success stories.

In this coming year, we look forward to beginning to realize the potential of the Network. We are planning a busy year of 'connecting, convening, and collaborating' with the many like-minded organizations in our province working to support a vibrant, prosperous advanced manufacturing sector in Ontario.

Manufacturing is an important sector in Ontario and we are pleased that the Trillium Network has made such an important contribution in its first year, meeting all of the milestones the Board set out for the Network. We are committed to even greater accomplishments in future years.

CAROL STEPHENSON

Chair of the Board
Trillium Network for Advanced Manufacturing



Message from the Managing Director

The past eleven months have been a whirlwind of activity getting the Trillium Network for Advanced Manufacturing up and running. While much of the time has been spent with lawyers and accountants and landlords, we have also had a chance to get a real start on each of our three core initiatives in support of manufacturing: business mentoring, educational partnerships and investment attraction.

With lots of help and encouragement from our board and our partners in business, government, and civil society, we are looking forward to a full year of growth and development in Year 2. I am particularly proud of our work in collaboration with the Lawrence National Centre for Policy and Management at the Ivey Business School to profile some of Ontario's 'hidden' manufacturing success stories. The stories of some of these firms are nothing short of inspiring.

I'll close with a word of thanks to our staff, Denise Deschênes-McKay, our efficient Office Manager, Deputy Directors Dave Hudson and David Moloney, and Program Officer Omar Fayoumi who worked so diligently on our geo-mapping program. Working with such a great team makes it fun to come to the office each day or wherever the work of the Trillium Network takes us.

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, Trillium connects, convenes and collaborates with like-minded individuals and organizations to support the manufacturing sector. We use our network to connect partners to make them aware of the many initiatives underway to support manufacturing. When appropriate, we convene groups to discuss issues and opportunities facing Ontario manufacturers. Finally, we look for opportunities to collaborate with partners on projects of common interest.



The Trillium Team

BOARD OF DIRECTORS

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

STAFF

Paul Boothe, Managing Director
David Hudson, Deputy Director
David Moloney, Deputy Director
Denise Deschênes-McKay, Office Manager
Omar Fayoumi, Program Officer

PARTNERS

The list of Trillium Network partners is growing. Current partners include:

Automotive Parts Manufacturers' Association
Automotive Policy Research Centre
Business Council of Canada
Business Development Bank of Canada
Canadian Manufacturers and Exporters
City of Toronto
Conference Board of Canada
Export Development Canada
FedDev Ontario
Innovation, Science and Economic
Development Canada
Institute for Competitiveness and Prosperity
Lawrence National Centre for Policy
and Management
Ministry of Economic Development,
Employment and Infrastructure
Mowat Centre
Waterloo Economic Development Corporation

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 Business Development Bank of Canada and other partners to establish and grow Ontario Global 100, a business mentorship organization that aims to support the next generation of Ontario's global exporters.

EDUCATIONAL PARTNERSHIPS

We are working with partners to develop geo-mapping software to facilitate the connection of firms and educational institutions to collaborate on skills development and business-led research and development.

INVESTMENT ATTRACTION

We are working with federal and provincial partners to support the work of Canada's Auto Advisor, Ray Tanguay, whose mission is to attract new and renewal auto investment to the Ontario automotive cluster.

Year One Performance Report

In our first year of operation, much of the work of the Trillium Network staff has been around establishment of the organization. To this end, a number of administrative milestones were achieved including:

- Incorporation of the Trillium Network as a not-for-profit organization.
- Recruitment of our Board of Directors and staff.
- Negotiation of a Funding Agreement with the Province of Ontario.
- Rental and fitting up of our office space at 575 Richmond Road, London, Ontario.
- Establishing our presence on the internet (TrilliumMfg.ca) and social media (@TrilliumMfg).



Initiatives

In keeping with our three priorities, we completed or made progress in a number of areas:

FIRM PROFILES

As part of our efforts to change the narrative around manufacturing in Ontario, Trillium partnered with the Lawrence National Centre for Policy and Management to produce profiles of less-well-known successful Ontario manufacturers. The profiles consist of a standard business description, as well as a short narrative article suitable for media dissemination. To date, twenty-one profiles have been completed, posted on the Trillium website, and promoted on social media.

Profiling Hidden Successes

For every high-profile plant closure reported in the media, there are many manufacturing firms being established or growing in Ontario. In an effort to find out about these hidden manufacturing success stories, the Trillium Network and the Ivey's Lawrence Centre are collaborating to disseminate their stories. On any given week, you can find student interns from Western University traveling around the province to interview firm executives and document their stories. We invite you to visit the Profiles page of the Trillium Network website to share in our excitement about these great, under-the-radar Ontario manufacturers.

BUSINESS-TO-BUSINESS MENTORING

Working with BDC, we developed the Ontario Global 100 concept and recruited Don Morrison as its chairman. We worked with Don to recruit a core of founding members (the mentors) and held our inaugural meeting on March 30th. In the coming months, OG100 will begin to recruit regular members and hold mentoring events.

OG100

Ontario Global 100 (OG100) is a new not-for-profit organization dedicated to helping Ontario firms realize their potential in international markets. Modelled on the very successful Quebec-based organization, Quebec Global 100, OG100 aims to provide CEO-level business mentoring by the top twenty Ontario exporters to the next eighty. Spearheaded by BDC and the Trillium Network, the concept took flight with the recruitment of Chairman Don Morrison. Don has since recruited eight additional founding members and is in the process of selecting the first firms to be mentored. Trillium is proud to be a member of OG100 and looks forward to a year of growth for the organization.

EDUCATIONAL PARTNERSHIPS

The goal in the first year was to pilot a geo-mapping program to help link manufacturers with educational institutions. The pilot has been completed and has met our expectations for functionality. We are now in the process of improving the underlying databases. We have been helped on the manufacturing side through our partnerships with APRC and ISED who have both given us access to their data. We are currently exploring partnerships with Council of Ontario Universities (COU) and OntarioColleges.ca to develop manufacturing-related skills and R&D data sources.

The Geo-Mapping Program (GMP)

The geo-mapping program is a piece of innovative software that uses geo-spatial technology to help manufacturing firms meet their skills and innovation needs. Specifically, the software will help firms and educational institutions develop partnerships by allowing them to search easily for matches. This year saw the successful development of a pilot project. Work next year will focus on data collection and dissemination.

INVESTMENT ATTRACTION

The goal for the first year was to complete a report for senior officials in Ottawa (Clerk of the Privy Council) and Queen's Park (Cabinet Secretary) documenting current investment attraction processes in Canada and comparing them to Pro-Mexico. The report was completed and submitted. In addition, Paul Boothe and David Moloney supported the work of Ray Tanguay, Auto Advisor to Federal and Ontario governments, as he began his efforts to attract new automotive mandates to Canada.

Supporting the Auto Advisor

Ray Tanguay, Trillium Network Board Vice-Chair and former chair of Toyota Motor Manufacturing Canada, has been appointed Auto Advisor by federal and Ontario ministers. Paul Boothe and David Moloney have been providing strategic advice on investment attraction to both Ray and government officials as they look to attract new production and R&D mandates to Ontario.

Statement of Financial Position as of March 31, 2016

ASSETS CURRENT

Cash	\$	99,235
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HST rebate recoverable		11,865
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		111,100
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Capital assets		25,115
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	\$	136,215
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LIABILITIES AND NET ASSETS CURRENT

Accounts payable and accrued liabilities	\$	4,500
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Source deductions payable		45,977
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Deferred revenue		60,623
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		111,100
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Deferred contributions related to capital assets		25,115
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NET ASSETS		—
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	\$	136,215
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Statement of Operations as of March 31, 2016

REVENUE

Grants	\$	411,225
Amortization of deferred contributions related to capital assets		3,037
Interest		1,446
	\$	415,708

EXPENSES

Salaries, benefits and consulting fees	\$	295,612
OG 100 membership fees		50,000
Geomapping programming fees		29,103
Rent		9,576
Professional fees		9,198
Website development and maintenance		7,536
Meetings and travel		6,649
Amortization of capital assets		3,037
Utilities		2,365
Office and general		1,979
Insurance		653
	\$	415,708

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 18, 2016 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.

Year Two Operating Plan

With successful completion of both Year 1 objectives, Year 2 will be dedicated to building the organization further and continuing to work on our three priority objectives.

Objective 1: Building the Organization

- Recruitment of 5 additional partner organizations.
- Linking partners and promoting their activities through the web and social media.

Objective 2: Work in Three Priority Areas

BUSINESS-TO-BUSINESS MENTORING: We will participate in and support the growth of OG100. Our goal will be to attract 10 founding members and 20 regular members to the organization over the year and to begin regular events for members.

EDUCATIONAL PARTNERSHIPS: We will populate the GMP with manufacturing firm data from our partners, and establish partnerships with colleges and universities and others to gain access to data on their skills and R&D capacities. We will link with BDC, EDC and EDOs interested in using the GMP to help match educational institutions with client manufacturing firms.

INVESTMENT ATTRACTION: We will expand our work supporting the Auto Advisor, working with the Canadian Automotive Partnership Council committees that we established at his request. We will also partner with MEDEI to explore the possibility of training for EDOs in investment attraction and site certification. Finally, we will continue our partnership with the Lawrence Centre to double the number of completed firm profiles to 40 by March 2017.

2017-19 Financial Plan

REVENUE	YEAR ENDING (CAD \$)		
	2017	2018	2019
Province	500,000	500,000	500,000
Carry-forward	61,000	—	—
Total	561,000	500,000	500,000

EXPENSES

Staff	370,000	370,000	370,000
Accommodation	20,000	20,000	20,000
Office Expenses and Supplies	22,000	22,000	22,000
OG100	50,000	50,000	15,000
Events and Travel	20,000	20,000	40,000
Projects and Miscellaneous	79,000	18,000	33,000
Total	561,000	500,000	500,000

TRILLIUM NETWORK
FOR ADVANCED MANUFACTURING

Connect.
Convene.
Collaborate.

Trillium Network for
Advanced Manufacturing
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