



**TRILLIUM NETWORK**  
FOR ADVANCED MANUFACTURING



# **Annual Report**

## **2020-2021**

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# Message from the Chair

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As we move into the second year of the Covid pandemic, the Trillium Network for Advanced Manufacturing has stayed true to its core mission; Connect, Convene and Collaborate. We have raised the profile of the advanced manufacturing sector and partner associations by writing and sharing success stories. We assisted governments with data and trend analysis. We also provided a unique asset tool – TrilliumGIS – that identifies, catalogues and maps manufacturing companies and their capabilities.

As these tumultuous times recede, we have confidence that the Ontario manufacturing sector will recover. However, there are many questions. What will be the auto of the future? How can Ontario industry best contribute to, and gain from, the evolution of new technology? How can underrepresented groups be encouraged to participate in advanced manufacturing?

We have a fantastic team working at the Trillium Network. They have shown their ability to dig deep, especially in the last twelve months. We work with other players in the sector and produce reports highlighting current success stories and the trends that will impact many Ontario manufacturers in the future.

The Trillium Network has established connections with 25 partners interested in the manufacturing sector – governments, cities, and economic development groups. We continue to seek additional ones. As the connectivity with these partners and the industry grows, we have realized that our communication must also rise to the task. We considerably increased our use of the social media that industry players pay attention to and have found that our ‘hits’ have increased threefold over the past few months. The message is getting out!

The Trillium Network is a small organization. By leveraging our network, we help guide the discussion and share information to keep the entire ecosystem informed and responsive. We look forward to continuing to support Ontario manufacturing as it continues its high pace of change in the next year.

## **BEN WHITNEY**

Chair of the Board

Trillium Network for Advanced Manufacturing

# Message from the Managing Director

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What a year it has been.

The COVID-19 pandemic has changed so much of what we do. After spending so much time in the last fiscal year traveling between London, Toronto, Ottawa, Thunder Bay, and elsewhere in Ontario, we can count on one hand how many times we've met in our offices at Western. We've welcomed several new members to our board and team, although not everyone has met in person. We have learned to be platform-agnostic, and have become equipped to carry out our work via Google Meets, Zoom, MSTeams, Skype, WebEx, and several other applications that we've already forgotten about.

Despite all these changes we continue to support Ontario's advanced manufacturing ecosystem. And if there is any silver lining to the pandemic, it's that it has reinforced the importance of a dynamic, diverse, and innovative advanced manufacturing ecosystem to the health and well-being of Ontario's economies and communities. This, by extension, reinforces the importance of the work that we do.

Speaking of work, we sure got a lot done over the last year. We published several reports that focused on everything from the automotive industry to craft brewing to gender diversity. We released an augmented version of TrilliumGIS that is open-access and relies on a database of manufacturers built entirely by our team. This database is currently the most comprehensive source of information about manufacturers

in Ontario in existence. We convened roundtables with stakeholder groups and released our new podcast, 'Making it in Ontario.' We continue to publish profiles of innovative Ontario manufacturers and work closely with our partners to support them however we can.

I would like to thank our board of directors for their ongoing support. I would like to thank our team for their boundless efforts during these trying times. Without them nothing gets done. I would also like to recognize the contributions of Jonathan Soriano, Alister Smith, and David Moloney, all of whom left to pursue other opportunities recently. And last, but certainly not least, we would like to thank Paul Boothe, our founder, for his vision and leadership over the years. Paul will be retiring from our board this Spring and we wish him nothing but the best.

I look forward to a time when we can travel, meet in person, and maybe even shake hands again. Until then, I can

assure you that our team will continue our work in support of Ontario's advanced manufacturing ecosystem and its stakeholders.

## **BRENDAN SWEENEY**

Managing Director

Trillium Network for Advanced Manufacturing

## **Our Mission**

The Trillium Network for Advanced Manufacturing is a non-profit organization dedicated to raising public and investor awareness of Ontario's advanced manufacturing ecosystem, with the intention of supporting growth and improving competitiveness. We connect with like-minded partners to ensure that our work is timely and relevant. We convene and participate in virtual and in-person meetings and workshops with partners on a regular basis. We collaborate with our partners to learn more about their priorities and identify synergistic initiatives of common interest.



# The Trillium Team

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## BOARD OF DIRECTORS

The Trillium Network for Advanced Manufacturing is governed by a Board of Directors chaired by Ben Whitney. Board members include Paul Boothe, Ian Howcroft, Paul Madden, Jayson Myers, Alison Newton, and Ray Tanguay.

## PARTNERS

Automate Canada  
Automotive Parts Manufacturers' Association  
Automotive Policy Research Centre  
Build a Dream  
Business Council of Canada  
Business Development Bank of Canada  
Canadian Manufacturers and Exporters  
Canadian Vehicle Manufacturers Association  
City of Brampton Economic Development Office  
City of Toronto  
City of Vaughan Economic Development Office  
Conference Board of Canada  
County of Simcoe Economic Development Office  
Economic Developers Council of Ontario  
Excellence in Manufacturing Consortium  
Export Development Canada  
FedDev Ontario  
Golden Horseshoe Food and Farming Alliance  
Innovation, Science and Economic Development Canada  
Invest Stratford  
Lawrence National Centre for Policy and Management  
Ministry of Economic Development, Job Creation and Trade  
National Research Council of Canada  
Niagara Industrial Association  
Ontario Auto Mayors  
Ontario Craft Brewers  
Waterloo Economic Development Corporation  
Western University NEST  
Windsor-Essex Economic Development Corporation  
Yves Landry Foundation

## STAFF (2019-2020)

Brendan Sweeney, Managing Director  
David Hudson, Deputy Director  
David Moloney, Deputy Director  
Alister Smith, Deputy Director  
Denise Deschênes-McKay, Operations Manager  
Nick Persichilli, Communications Officer  
Shannon Miller, Program Officer  
Jack Mordue, Program Officer  
Erman Sener, Program Officer  
Jonathan Soriano, Program Officer  
Eva Kwan, Mitacs Intern/Research Associate  
Umair Khot, Mitacs Intern/Research Associate  
Talissa Watson, Mitacs Intern/Research Associate  
Jake Anderson, Research Associate  
Brandon Chang, Research Associate  
Kriti Jangpangi, Research Associate  
Sumeeta Prihar, Research Associate  
Han Sheng Chiang, Mitacs Intern  
Trevor Coppins, Mitacs Intern  
Sneha Reddy Kayyuru, Data Analyst  
Mubasshira Khalid, Data Analyst

## WHAT WE DO

We are currently focusing our work on the following areas:

**Industry 4.0:** how manufacturers are adopting and developing new production technologies.

**The Manufacturing Workforce:** understanding the evolving skill requirements of manufacturers.

**Manufacturing Growth Segments:** quantifying and qualifying growing manufacturing industries.

**Asset Mapping:** building and improving our database of Ontario manufacturers and their capabilities.

**The Impact of COVID-19:** the economic impact of COVID-19 on Ontario manufacturing.

**Canada's Automotive Industry:** the impact of electrification and other technologies.

# 2020-2021 Performance Report

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We continue to grow our network and achieve our mandate of raising awareness of Ontario's advanced manufacturing ecosystem despite the challenges presented by the pandemic.

Our network of partners grew with the addition of Build a Dream, the Canadian Vehicle Manufacturers Association (CVMA), the City of Brampton Economic Development Office, the City of Vaughan Economic Development Office, the Economic Developers Council of Ontario (EDCO), and the Niagara Industrial Association (NIA). We maintained deep engagement with these and other partners, collaborating on several projects and participating in more than 200 meetings, events, workshops, and consultations. We launched our inaugural roundtable discussions with industry association leaders, municipal economic development officers, and university co-operative education professionals in the Winter of 2021.

We increased our online presence substantially through an updated website and sustained attention to our social media activities. Visits to our website, followers on Twitter, and impressions on LinkedIn increased over the year. We anticipate that this trajectory will continue in the new fiscal year as the result of podcasts, video updates, and blog posts.

Our profiles of innovative Ontario manufacturers remain an important initiative. While these activities were delayed due to the pandemic, we published 17 profiles in the fiscal year. Several of these profiles resulted from a collaboration with the City of Vaughan.

We published several reports. In May 2020, we published a report on the evolution of Canada's automotive industry between 2010 and 2019. This report raised questions about the impact of electrification on the industry moving forward, a subject on which we continue to focus. In June 2020, we published a report on the evolution of Ontario's craft brewing industry, which stands out as the most comprehensive study of this industry ever completed. In February 2021, we published a report that identified five Ontario manufacturers that have made progress on gender diversity. After only two months, this report became the most downloaded of any publication in our organization's history. We recently published a report that explores how Brampton manufacturers engage with automation, robotics, and advanced production technologies. This report was the result of a collaboration with the City of Brampton.

We launched our augmented version of TrilliumGIS in November 2020. This open-access platform includes information about over 8,000 Ontario manufacturers and their capabilities. The platform is supported by a database that relies exclusively on publicly available information compiled by Trillium Network staff. Hundreds of manufacturers, policy-makers, and other industry stakeholders rely on TrilliumGIS for industry intelligence. We continue to make improvements to data and functionality.

We continue to collaborate with OG100 and participate in that organization's events and workshops. Finally, we met our targets of good governance by maintaining a balanced budget and offsetting GHG emissions to maintain carbon neutrality.



## Initiative: TrilliumGIS

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The Trillium Network launched an updated version of TrilliumGIS in November 2020. The updated TrilliumGIS is open-access and based entirely on publicly available establishment-level data compiled by our staff, often in collaboration with our municipal, provincial, and industry association partners. TrilliumGIS included information about more than 6,000 manufacturing establishments upon its release. As of April 2021, TrilliumGIS features information about more than 8,000 manufacturing establishments. We expect to add information about another 2,000 manufacturers in the first quarter of the 2021 fiscal year.

To promote the updated version of TrilliumGIS, our team gave virtual demonstrations to partners and stakeholders. In November and December 2020, we hosted 21 virtual demonstrations to organizations, including municipal economic development offices, MEDJCT, ISED, and industry associations. These demonstrations helped promote TrilliumGIS and acquaint users with new features and functionalities. We also promoted TrilliumGIS through a presentation at the annual EDCO conference in January 2021.

The reception from our partners and stakeholders has been tremendously positive. The number of users increased by more than ten times that of previous versions. Our partners and stakeholders use TrilliumGIS to support economic development, partnership-building, research and information-

gathering, and investment attraction initiatives. That said, we aim to continually improve and augment TrilliumGIS. To do so, we solicit feedback through mechanisms built into TrilliumGIS and our regular stakeholder engagement.

The TrilliumGIS platform is valuable in and of itself. There is also considerable value in the database of manufacturers and capabilities that is the source of information for TrilliumGIS. This database is created, maintained, and updated by Trillium Network staff. In creating this database, staff develop a deep knowledge of Ontario manufacturers. Moreover, all of these data are compiled from publicly available information, which means there are no restrictions on sharing information with partners to support their specific activities and initiatives.

We look forward to updating, improving, and promoting TrilliumGIS on an ongoing basis. In addition to adding and updating information about Ontario manufacturers, we will be working to improve the mobile functionality of TrilliumGIS and identify potential ‘verticals’ and additional uses for our unique asset- and capability-mapping platform.



# Initiative: Gender Diversity and Ontario Manufacturing

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A skilled and talented workforce is critical to the competitiveness of Ontario manufacturers. However, a growing majority of manufacturers face challenges recruiting and retaining skilled and talented workers. At the same time, the participation of certain demographic groups - notably women and younger persons - in the manufacturing workforce is low. In order to remain competitive and innovative, manufacturers need to employ our best and brightest. And 50 percent of our best and brightest are women.

Increasing gender diversity is emerging as a priority for manufacturers across a range of industries. To learn about the most effective ways to engage women, the Trillium Network identified five Ontario-based manufacturers that had either achieved gender parity, or had made significant progress in recruiting and retaining women in the past decade. Through case studies of the companies (Honda, Sanofi, Muskoka Brewery, MAD Elevator, Cascades), our research team identified ten important and actionable lessons for manufacturers seeking to increase gender diversity.

The most important of these lessons was that any and all progress made by these five companies was the result of conscious and intentional efforts - there were no happy accidents. Other lessons pointed to the importance of data analysis, flexibility and work-life balance, communication, and involving women in designing and implementing policies and programs to increase gender diversity. Most of the actionable lessons can be implemented independently of one another and do not require a significant financial investment.

This report is an important component of our initiatives related to workforce development and Ontario's advanced manufacturing ecosystem. The report received substantial media attention and led to several podcasts and speaking engagements in the weeks and months following its release. The report also provides a platform for other projects, including a report that focuses on the experiences of racialized women who own or lead manufacturing companies in Ontario. We are also actively seeking to collaborate with manufacturers that choose to act on one or more of our ten lessons and hope to learn about their experiences building a more inclusive workplace.

# Profile: Crystal Fountains

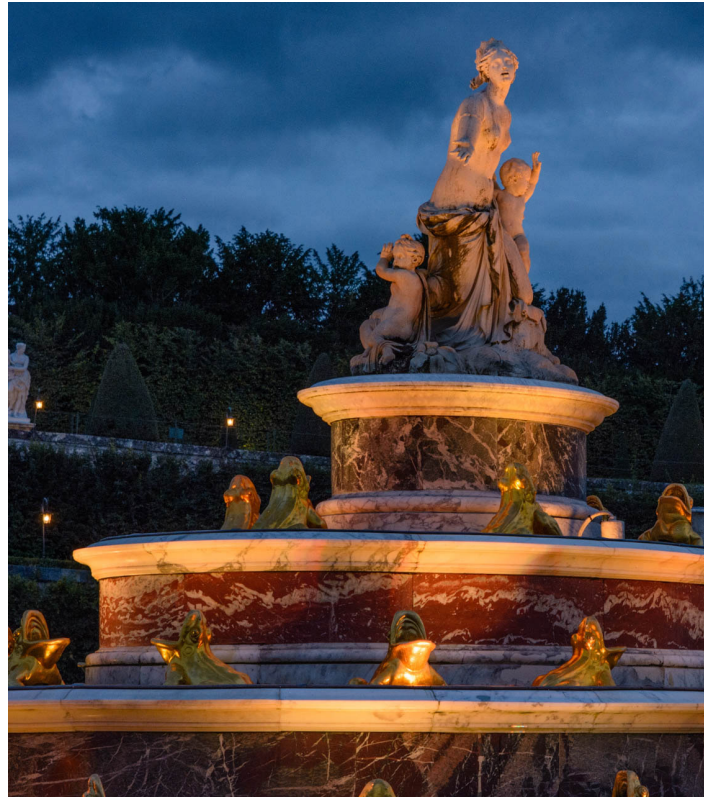
When the recession of the early 1990s caused sales of fountain equipment in North America to dry up, Crystal Fountains targeted the Middle East as a new market, specifically the growing potential in the U.A.E.. Crystal Fountains entered this market despite having no history there. Since then, the company has been involved in hundreds of projects throughout the region, including the water feature located at the residential entrance of the Burj Khalifa and the marina entrance at the Dubai Creek Harbour.

Crystal Fountains is a third generation, family-owned company whose first contract was for Expo '67, the international event held in Montréal as part of Canada's centennial celebration. The company has since designed and built internationally recognized projects attracting millions of visitors each year, the geyser-like Eaton Centre fountain, the Crown Fountain in Millennium Park in Chicago, and the renovation of the lighting at water features surrounding the Palace of Versailles in France.

Crystal Fountains was founded in 1966 by Roger L'Heureux. Not long after, the company got its first big opportunity to showcase its capabilities. This came in the form of a contract to work with famous Canadian sculptor Gerald Gladstone. Gladstone was the architect of several Expo 67' structures and hired Crystal Fountains to develop water features to enhance the visitors' experience.

Manufacturing operations were initially located in downtown Toronto. The company later moved to Scarborough in the 1970s and eventually to Vaughan in 2000. The company believes that their location in Vaughan affords them advantages in terms of access to a fast-growing labour market, transportation networks, while maintaining access to downtown Toronto. The second and third generations of the L'Heureux family continue to be active in day-to-day operations, with Roger's son Paul serving as acting CEO, David as Director of Business Development, and grandson Darcy as VP of Sales and Marketing. Roger's legacy continues to weave its way through the company, which leverages the strong values of the family business while capitalizing on opportunities to expand globally, enhancing world famous attractions with breathtaking water features.

The company has 75 full-time employees, the majority of whom are located in Vaughan. Others work at offices in Dubai and Warsaw. Crystal Fountains' R&D staff is responsible for designing new products. Their ideas go to the production engineering department, where they are turned into models. Throughout the process, quality control staff test products prior to full production. A team of software engineers and developers



■ Image Credit - Crystal Fountains

construct virtual simulations. Crystal Fountains refers to their simulation program as WATERlab™, which showcases how various features - like lighting and water sequence a.k.a the show - will look like in their intended location. The company knows that WATERlab™ will further enhance the remote management of water features from Vaughan. The research-intensive nature of these activities allow Crystal Fountains to take advantage of federal Scientific Research and Experimental Development (SRED) tax credits. Partnerships with local post-secondary institutions, including Humber College, George Brown College, and York University, help the company identify and recruit future employees with unique skills.

Collaboration with clients, suppliers, and other partners is critical to any Crystal Fountains project, especially considering that the fountains it makes are often one component of a larger project. Today, architects, landscape architects, engineers, and installers from a variety of trades are part of this collaborative effort. The company works closely with architects and landscape architects to bring their creative vision to life for the space. Engineers ensure the physical design will function as planned. The company also works closely with installers who are typically subcontracted from the location of the build.



This staffing model reflects the fact that each jurisdiction has different licencing requirements for the trades who work on the projects. Rather than directly licencing and employing staff, Crystal Fountains hires local talent qualified to work in the area.

Innovation is a constant at Crystal Fountains as all of their projects are unique. Emerging technology enables the company to place LED lighting under water that ranges in acidity, salinity, and in temperatures that range from minus 20 to plus 60 degrees Celsius. Understanding how to program the operating technology and determining what types of materials will withstand the conditions are crucial. While some complex functions have been outsourced, the company looks to bringing strategic oversight capability in-house so it can easily adapt to changes and better control its supply chain.

Crystal Fountains is proudly Canadian. The L'Heureux family believes that this is part of its competitive edge given the reputation for quality that accompanies a Made in Canada label. This advantage has helped Crystal Fountains reach \$20 million in sales, placing them among the top companies globally in its highly specialized sector. Prior to the COVID-19 pandemic the company was on track for its biggest year, supplying products to World Expo 2020 in Dubai. Despite facing challenges associated

with the pandemic, the company found the time and resources to contribute to the Ventilators for Canadians initiative, helping design ventilators to address shortages in Canadian hospitals.

With global expansion continuing to fuel Crystal Fountains' growth plans, the company is looking to further expansion in the Middle East, Western Europe and Southeast Asia. Europe proves to be a challenging market for the company due to import duties that can price non-European companies out of projects in that region. The company works closely with Export Development Canada (EDC), a vital partner when working on overseas projects. EDC assists Crystal Fountains to identify local suppliers and understand local languages and business cultures so it can function effectively when working abroad.

Crystal Fountains believes that its skilled employees and values-based approach to doing business will ensure that it continues to play a critical behind-the-scenes role in developing unique showpieces that create lasting impressions around the world. Readers are encouraged to visit the company's website ([link below](#)), built entirely by the creative employees of Crystal Fountains, for a round-the-world tour of the many sites that have been enhanced by its work.



■ Image Credit - Crystal Fountains



## Profile: Muskoka Brewery



■ Image Credit - Muskoka Brewery

For many in Ontario, craft beer is associated with community and relaxing natural environments. While Ontario has over 300 craft breweries, for none of them is this association more apparent than for Bracebridge's Muskoka Brewery. Crafted in the heart of Ontario's cottage country and emblemized by the iconic chair of the same name, the Muskoka Brewery exemplifies the important relationships craft brewers have with local communities.

The business was founded in July of 1996 by Gary McMullen and Kirk Evans. The two quickly perfected their recipe and began production. Tragically, two months later, Evans passed away and what followed was a classic story of community support – logistics companies offered free distribution, family and friends provided labour for things such as labelling bottles, and local community members provided capital infusions through stock purchases. The community was dedicated to ensuring the business survived.

That year, Muskoka's Cream Ale was recognized as the best Canadian ale at the Canadian Brewing Festival. McMullen took this as a sign to persevere and to continue innovating and making great beer. In 2008, Bob MacDonald became a part owner and helped the brewery expand. In 2012, The brewery was upgraded from its original 8,000 square-foot facility to one with over 40,000 square-feet of production space.

Part of Muskoka's success is the result of their ability to identify market trends before they reach Ontario. Team members visit conferences, trade shows, and craft beer hotspots such as Southern California and Colorado. Quick to identify the growing market for India Pale Ales (IPAs), Muskoka Brewery launched its "Mad Tom IPA" in 2011 and was one of the first Ontario breweries to do so. Since then, the brewery has introduced many successful products with a wide range of styles and flavour profiles.

Over the past decade, the market for craft beer has grown substantially. However, Todd Lewin, current President of the Muskoka Brewery, expects growth to plateau in the near future. This, when combined with the over 300 new breweries that have entered the Ontario market since 2000 and ongoing competition from large internationally-based breweries, means that Muskoka is looking for new competitive advantages and ways to diversify. To Lewin, this means leveraging the brand to become a destination brewer and venturing into the production of craft spirits.

Beer tourism refers to travel with the primary purpose of visiting craft breweries or beer-based events and has risen in popularity in Ontario. The Muskoka Brewery has embraced beer tourism and built a taproom and patio at its facility to attract visitors. In this respect, Muskoka benefits from having other local breweries nearby to draw more individuals to the area. Moreover, the brewery has plans to expand its taproom, as the growth of beer tourism already has the brewery at capacity for visitors on many summer days.

In addition to expanding the tourism side of the business, Muskoka is diversifying its product line by offering craft spirits. Similar to the sudden popularity of craft beer, Lewin sees growing interest from younger segments of the market in craft liquor and "ready to drink" premixed cocktails. In 2015, Muskoka invested in a still and partnered with Junction 56 in Stratford, Ontario to develop its own brand of gin. While this may provide an important source of revenue moving forward,



Lewin notes that Ontario's craft distilling industry is still evolving and is not as well developed as craft brewing.

Still inspired by the support from the local community back in 1996, the Muskoka Brewery remains dedicated to giving back and has developed many initiatives to do so. In 2018, the brewery launched its Community Venture Fund where it directed a portion of sales to community-based charitable initiatives and events. The brewery is also the first in Canada to be certified as a living wage employer. Working with local and provincial partners focused on poverty reduction, the Muskoka Brewery set its minimum wage based on the cost of living in the area with a level of comfort of living factored in. The brewery has promoted this initiative and helped other local businesses adopt similar standards. Muskoka's commitment to its employees and the community earned it a place within the ten most admired corporate cultures in the nation, as ranked by Waterstone Human Capital in 2016.

Muskoka's commitment to community and its investments in distilling equipment proved critical during the COVID-19 pandemic. In March 2020, Muskoka began producing hand sanitizer, which was in short supply. These efforts were supported by other local businesses and the Ontario Craft Brewers (OCB), of which Muskoka is a proud member. In addition to supplying an essential good to local frontline healthcare workers, producing hand sanitizer helped Muskoka maintain staffing levels (and even made for a bit of overtime) during an uncertain time.

The Muskoka Brewery employs approximately 130 people (including approximately 25 seasonal employees). Employment now is nearly ten times higher than it was a decade ago, due in part to recent growth and expansion. Many of the brewers are graduates of Niagara College's Brewmaster and Brewery Operations Management program, including the current Brewmaster who taught in the program. Unlike many other manufacturers who face challenges recruiting and retaining staff, Muskoka seldom has trouble filling vacant positions, drawing hundreds of applications from candidates across the province. Lewin credits this to the company's brand, culture, and ongoing commitment to their employees.

As part of the provincial government's support for the craft brewing industry, Muskoka Brewery has taken advantage of several funding programs – most notably FedNor and the Eastern Ontario Development Fund. These grants and interest-free loans provided the business with the funds it needed to pursue expansion and hire additional workers. Despite this, Lewin recognizes that more can be done to simplify the navigation of funding opportunities and making clear the application qualifications for each. Muskoka Brewery has been in operation for a quarter century, and it is one of the largest and most well-established craft brewers in Ontario. The brewery has benefited from remaining ahead of market demand and maintaining a strong and consistent brand that many customers can connect with. With these two key advantages separating them from competitors, the Muskoka Brewery is poised to remain among the leaders of Ontario's craft brewing industry moving into the future.



# Statement of Financial Position as of March 31, 2021

ASSETS CURRENT	2021	2020
Cash	\$ 390,754	37,125
Short-term Investments	\$ -	91,500
Grants Receivable	\$ -	-
HST Rebate Recoverable	\$ 10,884	18,164
Prepaid Expenses	\$ 10,057	19,602
	\$ 411,695	166,391
Capital Assets	\$ 10,471	10,303
	\$ 422,166	176,694
 LIABILITIES AND NET ASSETS CURRENT	 2021	 2020
Accounts Payable and Accrued Liabilities	\$ 18,103	7,105
HST Payable	\$ 30,595	1,020
Source Deductions Payable	\$ 13,369	-
Deferred Revenue	\$ 38,722	66,118
	\$ 74,243	74,243
Deferred Contributions Related to Capital Assets	\$ 10,303	10,303
	\$ 315,260	84,546
Net Assets	\$ 106,906	92,148
	\$ 422,166	176,694

## Auditor's Statement

The financial summary is an excerpt from the complete Financial Statements of the organization, which were audited by BDO Canada LLP, dated May 12, 2020 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, 2021

REVENUE	2021	2020
Grants	\$ 524,327	445,390
Honorariums	\$ 31,000	7,500
Amortization of Deferred Contributions Related to Capital Assets	\$ 2,901	5,768
Interest - Ministry	\$ 1,674	2,036
Interest - Other	\$ 964	648
	<b>\$ 560,866</b>	<b>461,342</b>

EXPENSES	2021	2020
Salaries, Benefits and Consulting Fees	\$ 405,553	278,715
Projects and Initiatives	\$ 26,841	57,082
Software and Website	\$ 46,722	29,125
OG100 Membership Fees	\$ 14,651	16,573
Rent	\$ -	16,320
Professional Fees	\$ 23,192	15,362
Meetings and Travel	\$ 5,632	14,407
Office and General	\$ 15,414	11,390
Publications and Promotions	\$ 3,221	6,477
Amortization of Capital Assets	\$ 2,901	5,768
Insurance	\$ 1,738	1,738
Bank Charges, Interest and Penalties	\$ 218	237
	<b>\$ 546,108</b>	<b>453,194</b>
Excess of Revenue Over Expenses from Operations	<b>\$ 14,758</b>	<b>8,148</b>

# 2021-22 Operating Plan

To raise public and investor awareness of Ontario's advanced manufacturing ecosystem to support growth and competitiveness, we will focus on achieving the following objectives:

## **OBJECTIVE 1: BUILD AND PROMOTE OUR NETWORK AND ITS CAPABILITIES**

We will promote our work through our website, social media platforms, TrilliumGIS, our new podcast 'Making it in Ontario,' and quarterly online video updates. We will increase our social media presence by at least 20 percent from the previous year. We will increase the number of published company profiles by 20.

We will broaden and deepen our partnerships with industry associations, municipal economic development offices, and educational and research institutions through roundtables and other initiatives. We will maintain close communication with MEDJCT and endeavour to support provincial initiatives wherever possible. We will continue to contribute to OG100.

## **OBJECTIVE 2: FOCUS ON WORK IN PRIORITY AREAS**

### **Industry 4.0**

We will work with partners to collect and disseminate information related to the adoption of Industry 4.0 to help Ontario-based manufacturers improve competitiveness and productivity. We will do so by identifying Ontario manufacturers that are adopting particular technologies associated with Industry 4.0 (e.g. digital twins) in order to identify how these technologies support their growth and competitiveness.

### **Investment and Innovation in Ontario's Automotive Industry**

We will undertake a project that examines the economic impact of recently-announced investments in Ontario's automotive industry and identify the capabilities of Ontario manufacturers as they relate to next-generation vehicle propulsion technologies (including battery-electric vehicle technologies). We will undertake this work in collaboration with partners such as NGen, CVMA, APMA, APRC, and the Ontario Auto Mayors.

### **Skills, Talent, and Workforce Development**

We will work with partners to collect and disseminate information about the evolving skills and workforce needs of Ontario manufacturers, especially during the post-COVID recovery. We will collaborate with educational institutions to support their cooperative and work-integrated learning initiatives related to manufacturing. We will continue our work related to diversity and inclusion in Ontario's advanced manufacturing ecosystem, emphasizing the experience of BIPOC owners and leaders and on initiatives to encourage younger persons to consider careers in manufacturing.

### **Medical Devices and Life Sciences**

We will complete a profile of Ontario's medical device and life science manufacturing industries. This industry profile will help to better understand the economic impact, competitive dynamics, labour markets, and infrastructural needs of what has emerged as a critical component of Ontario's advanced manufacturing ecosystem. Similar to our report on breweries, this report will be informed by government statistics and interviews with manufacturers.

### **Asset and Capability Mapping**

We will maintain and augment our database of Ontario manufacturers and their capabilities and disseminate these data through our TrilliumGIS platform. We will share these data with MEDJCT and other partners to support economic development and investment attraction initiatives, such as Invest Ontario. We will also undertake a new initiative to map publicly-funded and non-profit 'assets' that support manufacturers in Ontario. These assets include R&D facilities, incubators, and other like-minded non-profit organizations.



### OBJECTIVE 3: EQUITY, DIVERSITY, AND INCLUSION (EDI)

We will support equity, diversity, and inclusion initiatives within our organization and in Ontario's advanced manufacturing ecosystem. This includes recruiting staff that are diverse in age, gender, and ethnicity. It also includes working with partners and manufacturers to support initiatives to increase diversity in Ontario's manufacturing workforce.

### OBJECTIVE 4: GOOD GOVERNANCE

We will meet our financial target of budget balance. We will offset our emissions and meet our environmental target of being a carbon-neutral organization. We will operate according to principles of good governance and in accordance with the Canada Not-for-Profit Corporations Act. We will commit to paying staff and contractors a living wage.



# Trillium Network 2022-2024 Financial Plan

REVENUE		2022	2023	2024
Province	\$	498,300	498,500	498,500
Interest on Provincial Funding	\$	1,700	1,500	1,500
Provincial Carry Forward + HST Rebate	\$	49,600	36,900	18,000
Other Revenue	\$	229,000	0	0
Other Carry Forward	\$	109,900	110,600	111,300
Interest on Other Carry Forward	\$	700	700	700
<b>Total Revenue</b>	<b>\$</b>	<b>889,200</b>	<b>648,200</b>	<b>630,000</b>

## EXPENSES

Staff	\$	530,000	410,000	410,000
Accomodations	\$	10,000	20,000	20,000
Office Expenses & Supplies	\$	30,000	25,000	25,000
OG100	\$	15,000	15,000	15,000
Travel & Event Expenses	\$	15,000	20,000	20,000
Projects and Initiatives Expenses	\$	130,000	20,000	20,000
Miscellaneous Expenses	\$	5,000	5,000	5,000
HST Expenses	\$	6,000	3,000	3,000
<b>Total Expenses</b>	<b>\$</b>	<b>741,000</b>	<b>518,000</b>	<b>518,000</b>
<b>Surplus</b>	<b>\$</b>	<b>148,200</b>	<b>130,200</b>	<b>112,000</b>



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