



# VITAE

LEARN WELL : LIVE WELL

STRATEGIC COOPERATIVE BUSINESS PLAN - DRAFT V5 - PART 3 of 3  
MARKETS AND FORECASTS NOTES



MULTI-STAKEHOLDER COOPERATIVE SCOPING REPORT  
Revised May 12, 2021

Envisioning a Canadian-Led Cooperative of Living Labs for  
Community Use and Innovation in Resource Productivity

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# VITAE

## LEARN WELL : LIVE WELL

### STRATEGIC COOPERATIVE BUSINESS PLAN

DRAFT 1; April 26, 2021

## Part 3 of 3

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### NOTE

Costs are not part of this document. The following cost factors however are all key considerations in the proforma for financial planning:

1. Direct costs<sup>1</sup> directly linked to project work requiring human and capital resources;
2. Indirect costs not specifically project linked, but the cost of doing business.
3. Fixed costs or one-off charges, not linked to the project length
4. Variable costs: Expenses changing in proportion to production output or sales;
5. Sunk costs that have already been incurred and which are unrecoverable;
6. Relevant costs affected by specific decision under consideration;
7. Opportunity costs -the forgone benefit that would have come from abandoned option(s)

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<sup>1</sup> Class D Estimates; +/- 25%

## MARKETS & FORECASTS INTRODUCTION

According to McKinsey, contrary to popular beliefs, cooperatives and mutuals grow at similar rates as publicly traded companies. It's the way they grow and their opportunities that make them different. Based on their analysis, there are two primary growth opportunities for coops. First they should play to their natural strengths to pursue market-share gains, by delivering unique member and customer experiences. The second big opportunity growth for coops, and possibly the one with the most potential, is to more actively pursue opportunities in fast growing markets. More importantly, co-ops are the possible solution to growing long-term care issues.

To ensure the success of the VITAE cooperative, which is in the formation process to concentrate on living labs, the details of the 'why', how and what the organization will do to leverage these opportunities is posted under the [VITAE INITIATIVES and other website pages](#). But at a high level, the organization will play to the founders, members, investors, and other supporters' natural strengths to pursue broad market-share gains by ensuring that it is a generative multi-stakeholder cooperative. As well, more actively pursuing opportunities in fast growing markets *-products, customers or geographies-* is in large part behind the VITAE rationale and continued learning and living well concepts.

Further, as growth, shrinking, and rebuilding metabolic systems to new standards and qualities need to become more integrated/integrative to foster regenerative cultures, protective of their human values. Thus, the aim is to expand on the innovative systems and technology design that is already in progress to leverage the best investment opportunities from new policies and megatrends. Especially as the global circular economy alone represents a 4.5 trillion USD opportunity for growth,<sup>2</sup> the resource revolution, and other fast growing megatrends to meet growing population needs that present the greatest investment opportunities of the century. To succeed with new wealth-building opportunities however over the following are key:

- A "multi-decade economic transition from one set of primary resources to another;
- Unleashing substantial economic growth and productivity improvements;
- Enabling millions to enter the middle-class that can give birth to new industries<sup>3</sup>
- Reclaim and reinvent old public and private assets that have turned into liabilities,

Cooperatively, we thus could now all have access to the benefits of the fastest growing residential, industrial, commercial and institutional strengths, which collectively could add up to well over 100 trillion USD in wealth-building opportunities by 2030. Lastly, through holistic change management systems aligned with much needed and long overdue positive [regulative, collaborative, integrative and \(re\)generative outcomes](#) for situational contexts *-ecology, economics, politics and culture-* as well as the complexity contexts *-governance, operations, personnel and environment-* As such, this Strategic Cooperative Business Plan - Draft V5 - **Part 3 of 3**, summarizes the extensive markets research and identified requirements for success.

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<sup>2</sup> World Business Council on Sustainable Development ([WBCSD-2017 CEO Guide to the Circular Economy](#))

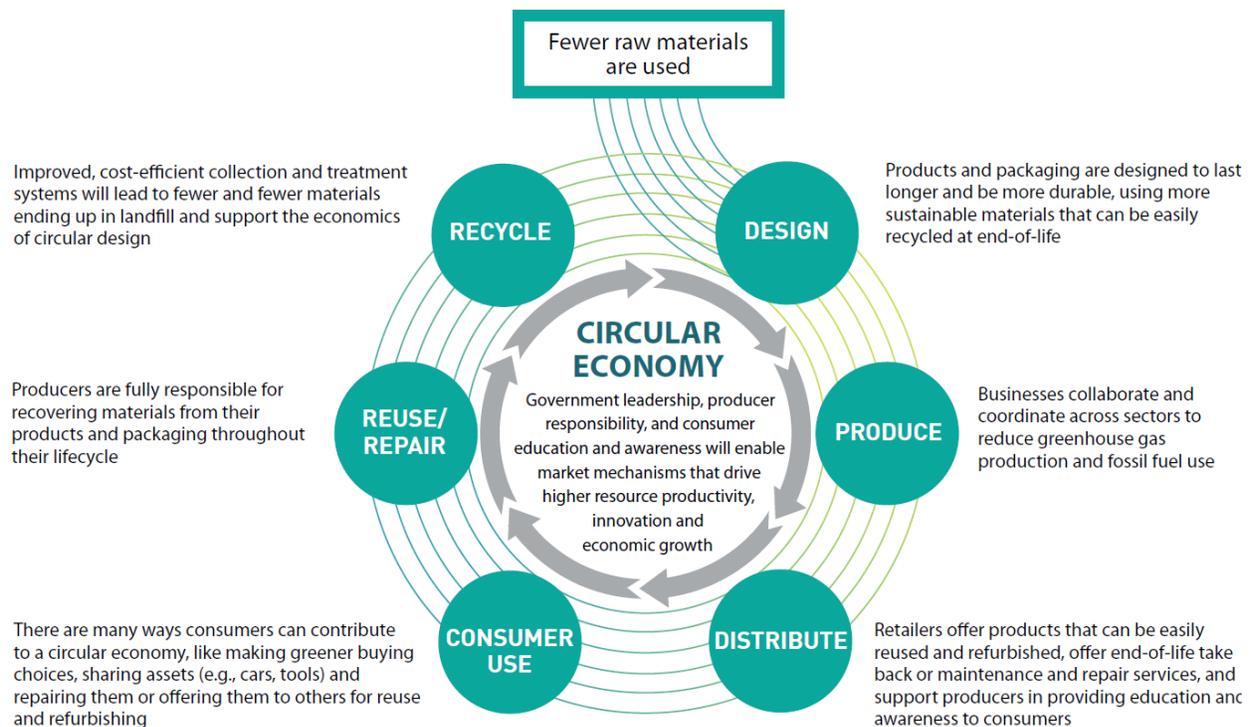
<sup>3</sup> Heck and Rogers (2014) The Resource Revolution Cycle

## CIRCULAR ECONOMY

The circular economy is a new way of looking at the relationships between markets, customers and natural resources <sup>4</sup>

Worldwide, are working towards acknowledging the benefits of a circular economy, with policies to shift from linear to circular economic systems. And although the definitions vary, the idea is that linear economies mix-up technical and biological materials in ways that waste finite resources through 'take-make-dispose' systems. Whereas in circular economies, biological and technical materials are complementary and never wasted to optimize all sources and resources.

In **Ontario's Resource Recovery and Circular Economy Act of 2016**, the aim is to minimize the use of raw materials; maximize the useful life of materials and other resources through resource recovery; and minimize waste generated at the end-of-life of products and packaging.



A major challenge for any Canadian province or US state however, is that the industrial, commercial and institutional waste portion of NAFTA, did not change with the new Canada, US, Mexico Agreement. Plus with Canada being the largest and the US the third largest waste producer per capita among advanced countries, and none of the 3 countries having a federal waste management strategy, current isolated strategies that do not concentrate on the factors that cause building and food waste only transfer problems from one system to the next, in one way or another. VITAE addresses this from the onset.

<sup>4</sup> CEO Guide to the Circular Economy by the World Business Council for Sustainable Development

## VITAE SYSTEMS INTENT

Model systems built on strengths and opportunities, while eliminating weaknesses and threats.<sup>5</sup>

## REQUIREMENTS & NEEDS

1. **Follow the generative multi-stakeholder cooperative mission principles** in creating **VITAE Learn Well Live Well smartest cooperative community principles** to grow living lab expertise, infrastructures and resources. This is the first and possibly the most critical requirement to meet the growing **regulative, collaborative, integrative and generative outcomes** to ensure productive net-zero and living systems insight development.
2. **Provide expertise, infrastructure and resources** to transform degenerative large size regional patches with robust learning and living metabolism with normative guidelines:<sup>6</sup>
  - 2.1. **Make the long-term business case** requiring decades to a century of productive land and resources care, and socio-economic benefits, including: a) Investment by participating enterprise(s)/organization(s); b) Investment in employment; and c) Revenue for participating enterprise(s)/organization(s)
    - 2.1.1. Combine information technology, nanoscale-materials science, and biology with industrial technology yields substantial productivity increases;
    - 2.1.2. Adapt generative management approaches to rely more on integrated systems complying with emerging regulations for 'Well' built environments
    - 2.1.3. Ensure high executive-level diversity to ensure long-term value creation<sup>7</sup>
    - 2.1.4. Create continued learning and living systems based on human values;
    - 2.1.5. Foster creative life cycle thinking, progressive social and emotional proficiency, along with creative, lean, agile and regenerative leadership.
    - 2.1.6. Discover, (re)develop and deliver positive outcomes in **Enterprise/Organization Portfolio, Program and Project Contexts**.
    - 2.1.7. WELL Certification<sup>8</sup> on learning and living facilities, including those for Continued Care Retirement Communities to learn well and live well.
    - 2.1.8. Seek high resource productivity in critical markets
    - 2.1.9. Facilitate the honing of 21st century skills to facilitate systems productivity (Innovation, effectiveness, efficiency and labor market flexibility)

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<sup>5</sup> Focus on such threats as discrimination and leadership weaknesses and threats, mindful that leadership or C-suite executives are responsible for building, motivating and leading workforces to excellence. Although gains for women, minorities, cultural differences, LGBTQ rights have improved, much more needs to be done as still only 25% of the top 1000 companies (by revenue) have women serving in 5 critical C-suite positions; 34% of Fortune 500 companies' women and minorities have BoD seats; 6% of the top 1000 companies have women as CEOs Discrimination including. Further ageism -a hurtful form of discrimination that imposes hefty socio-economic burdens, costing the U.S. healthcare system about \$63 billion and the U.S. economy \$850 billion a year (Accius & Suh, 2020; Levy et al., 2020). Although there are no statistics in Canada on ageism, the practice exists here as well.

<sup>6</sup> "Metabolism of the Anthroposphere. Analysis-Evaluation-Design"; Baccini and Brunner (2nd ed.), MIT Press 2012, Cambridge MA

<sup>7</sup> Companies w/diverse at high executive-level are 21% more likely to outperform their peers in EBIT margins and are 27% more likely to outperform peers in long-term value creation (*McKinsey & Company*)

<sup>8</sup> -a world leading tool to advance health and well-being in buildings important in the fight against Covid and for living labs.

## 21st Century Skills for effective cooperation and efficient ICT systems use

*Adapted from the World Economic Forum Chart for the digital economy*

<b>FOUNDATIONAL LITERACIES</b>	<b>COMPETENCIES</b>	<b>CHARACTER QUALITIES</b>
<i>to apply core skills to everyday tasks</i>	<i>needed to approach complex challenges</i>	<i>to approach the changing environments</i>
<ul style="list-style-type: none"> <li>➤ Literacy</li> <li>➤ Numeracy</li> <li>➤ Scientific</li> <li>➤ ICT</li> <li>➤ Financial</li> <li>➤ Cultural &amp; Civic</li> </ul>	<ul style="list-style-type: none"> <li>➤ Critical thinking/ problem-solving</li> <li>➤ Creativity</li> <li>➤ Communications</li> <li>➤ Self-Regulation</li> <li>➤ Collaboration</li> <li>➤ Integration</li> </ul>	<ul style="list-style-type: none"> <li>➤ Curiosity</li> <li>➤ Creativity</li> <li>➤ Persistence/Grit</li> <li>➤ Adaptability</li> <li>➤ Generative Leadership</li> <li>➤ Social, Ecological &amp; Cultural Awareness</li> </ul>

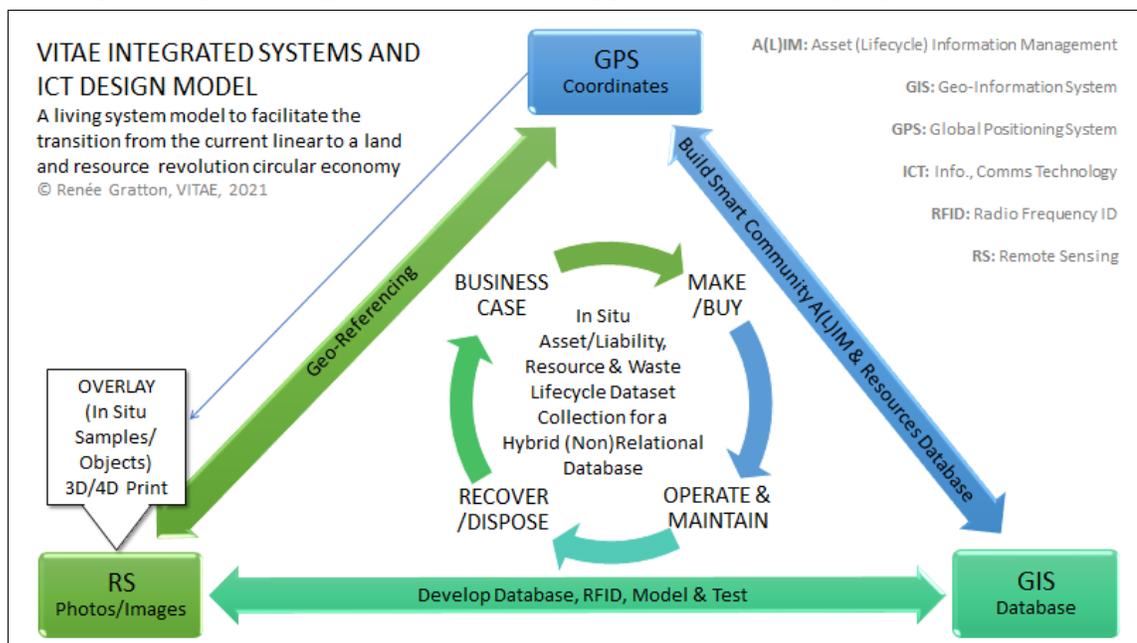
## Business Stressors to solve to productively solve complex problems

<p><b>FASTEST GROWING JOBS</b></p> <ol style="list-style-type: none"> <li>1. Registered &amp; Practitioner Nurse</li> <li>2. Personal Support &amp; Child Care Workers</li> <li>3. Truck/Delivery Drivers</li> <li>4. College or Vocational Instructor</li> <li>5. Business Management Consultant</li> <li>6. Welder, Steam/Pipefitter</li> <li>7. Industrial Electrician</li> <li>8. Occupational/Physiotherapy Assistant</li> <li>9. Software Engineer/Designer, IT Support &amp; Help Desk</li> <li>10. Construction Estimator</li> <li>11. Veterinary Technician/Assistant</li> <li>12. Security analysts and Architects</li> <li>13. Project/Program and Change Managers</li> <li>14. Administration Assistants Customer Support</li> <li>15. Procurement &amp; supply chain specialists</li> <li>16. Warehouse workers</li> <li>17. Cleaners and maintenance workers</li> <li>18. Sales Reps</li> <li>19. Cook, Kitchen Help, Food Prep</li> <li>20. Psychologist, Community, Social Service Workers</li> <li>21. Visiting Homemakers</li> <li>22. Computer Programmers</li> <li>23.</li> </ol>	<p><b>BIGGEST JOB LOSS SECTORS</b></p> <ol style="list-style-type: none"> <li>1. Food Service</li> <li>2. Hospitality</li> <li>3. Travel</li> <li>4. Recreation Venues</li> <li>5. Airlines &amp; Airports</li> </ol> <p><b>TOP EXECUTIVE WORRIES<sup>9</sup></b></p> <ul style="list-style-type: none"> <li>➤ Recession Risks</li> <li>➤ Growth Achievements</li> <li>➤ Cost Controls</li> <li>➤ Disruptive technologies</li> <li>➤ Aging demographics</li> <li>➤ Globalization</li> <li>➤ Talent acquisition/ retention</li> <li>➤ Expertise Shortage</li> <li>➤ Next-gen. Leadership</li> <li>➤ Creative Culture Building</li> <li>➤ Telework/care/medicine</li> </ul> <p><b>KEY EXECUTIVE NEEDS</b></p> <ul style="list-style-type: none"> <li>➤ Give clear directions</li> <li>➤ Prevent staff burnout &amp; discrimination</li> <li>➤ C-Suite diversity &amp; equity</li> <li>➤ Others</li> </ul>
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<sup>9</sup> Northeastern University D'Amore McKim School of Business

1. **Set open boundaries for large sized regions** to (re)connect with hinterland (outbacks and ‘agropolis’) and leverage the best circular economy investment opportunities<sup>10</sup>
  - 1.1. **Built Environments:** Buildings Renovations and Upgrades; Building Materials Reuse and Infrastructure Recycling *-bio-inspired living and net-zero systems*
  - 1.2. **Mobility:** Multimodal mobility infrastructure; Automotive refurbishment, remanufacturing, and repair infrastructure
  - 1.3. **Plastic Packaging:** Innovative reuse business models for plastic packaging; Plastic collection, sorting, and recycling infrastructure
  - 1.4. **Fashion:** Rental and resale business models for clothing; Clothing collection, sorting, and recycling infrastructure
  - 1.5. **Food:** Tools enabling farmers to shift to regenerative agricultural production; Food surplus, by-product collection, redistribution, and valorisation infrastructure

2. **Develop a cooperative generative mobile app** for sustainability imperatives<sup>11</sup>



VITAE ECO MODEL 1: Integrated Systems and Information Communication Technology Design

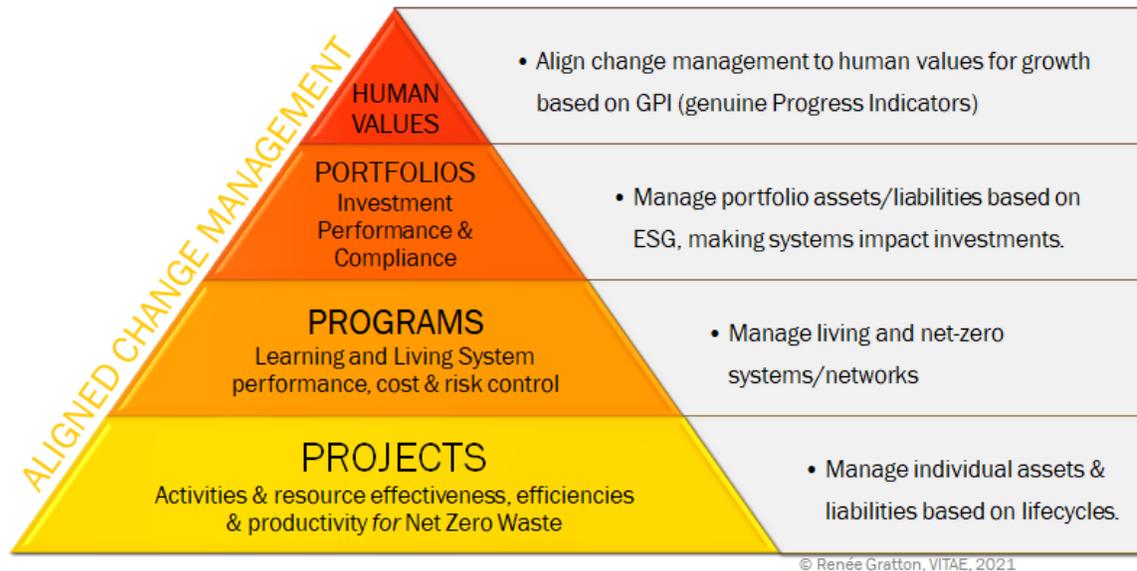
The app should facilitate the following

- 2.1. Net zero residential, industrial, commercial and institutional transitions;
- 2.2. Sustainable and integrated IT and technologies for living systems
- 2.3. Responsible value (demand) and supply chains;
- 2.4. Sustainable measurements and verifications;
- 2.5. Leadership development, and (re)generative talent organization
- 2.6. Sustainable consumer/consumption experiences, for all consumer ‘classes’

<sup>10</sup> Ellen MacArthur Foundation, The circular economy: a transformative Covid-19 recovery strategy: How policymakers can pave the way to a low carbon, prosperous future (2020)

<sup>11</sup> This model was built on the former Waste Saver Beta Mobile App, to meet emerging policies and standards addressing circular economy, asset management, net-zero and living systems.

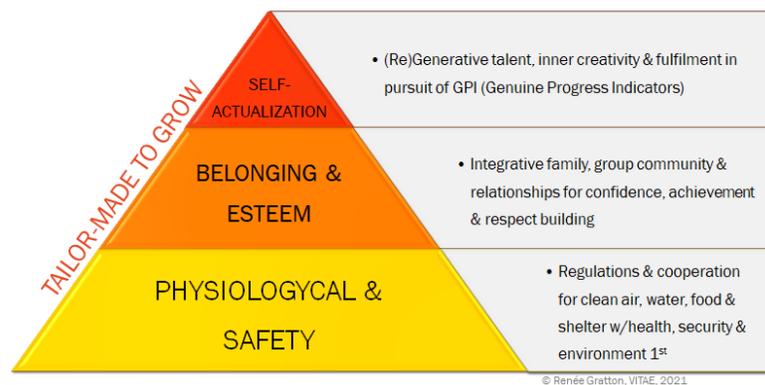
3. **Design metabolic systems** in the context of a living development strategy as required for whole urban systems, with the aligned leadership and management systems necessary for heuristic (trial-and-error) comparative procedures. This is not only key to deliver certified facilities under 'WELL' or other system, but also in the transition to transform GDP (Gross Domestic Product) driven economic system driven by market value or size, towards GPI (Genuine Progress Indicators driven by human values.



VITAE ECO MODEL 2: Progressive Alignment Model

4. **Consider idiosyncrasies**

Metabolic processes vary widely between regions.<sup>12</sup> Demographics and systems organizational change levers<sup>13</sup> also influence in various situational contexts<sup>14</sup> and differential contexts<sup>15</sup>. Thus, fundamental tools/ tool boxes knowledge is key to face fast urbanization and other systemic complex stocks and flows challenges<sup>16</sup>



<sup>12</sup> Canada has the third largest per-capita natural resource endowment in the world, BUT wastes the most per capita .

<sup>13</sup> Change Levers governance, structure, aim, ethos, process, substance -matter/material, information, energy- and environments

<sup>14</sup> Project situated development contexts include things have refer to location factors: politics, ecology, economics and culture

<sup>15</sup> Project differential contexts are success factors: *presiding conventions, institution/organization, operations and maintenance, staff*

<sup>16</sup> Safe final sinks depend on materiality generally accepted accounting principles terms -the events/information are any events or facts affecting the judgment of an informed investor that should be publicly disclosed along with corresponding financial statements.

## FORECAST FACTORS

Proforma and forecast details will be part of the final business plan and financial strategy.<sup>17</sup>

8. **Global Market Growth Forecast Sampling:** based on the VITAE concept to address living system expertise, infrastructure innovations and fast growing resources needs:

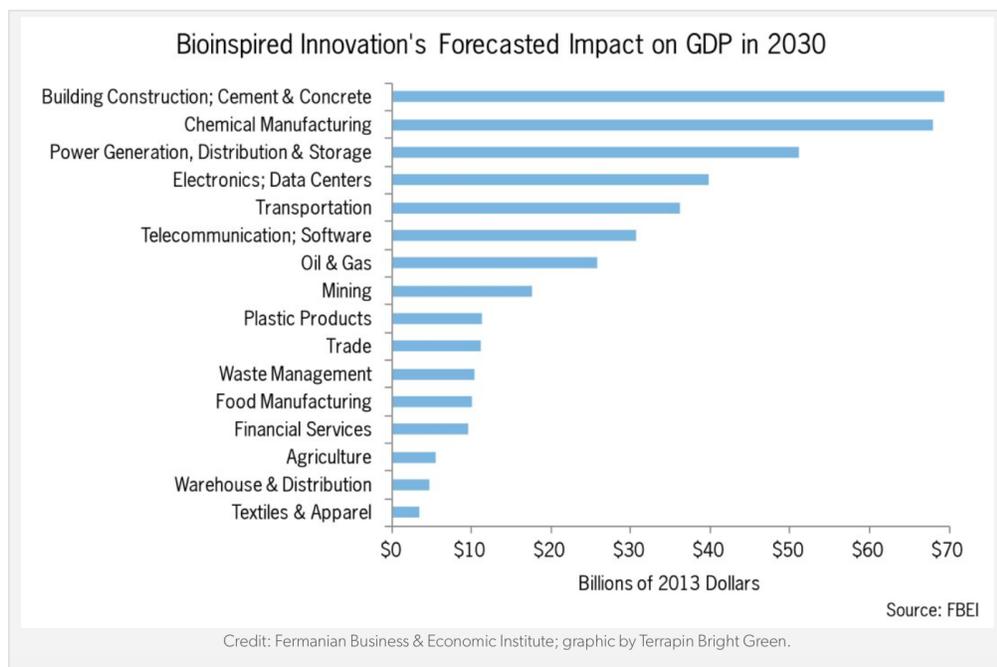
8.1. **Agriitecture** *the art, science, and practice of incorporating agriculture into the built environment (inside or outside of buildings) to leverage microclimates infrastructures and resources, challenging old wasteful practices.*

8.2. **Bio Inspired Innovation Markets** Although benefits are not evenly distributed across all industries, those best faring reflect the measure of the extent to which fields have been the most avid adopters of biomimetic processes

8.2.1. Chemical Manufacturing; Waste management and remediation services;

8.2.2. Architectural, engineering and related services; Textile and products mills; Transportation equipment manufacturing; Utilities; Warehousing/Storing

8.2.3. Computer, electronic products equipment and appliances; Construction; Food, beverage and tobacco products; Information technology; Plastics and rubber products manufacturing; Printing and related activities; Air, rail, water, truck and pipeline transportation services; Mining, quarrying, oil and gas extraction, petroleum and coal products manufacturing; Apparel, leather and allied products; and paper manufacturing.



<https://medium.com/@scflores2/how-nature-inspires-design-biomimicry-44e4433a3963>

<sup>17</sup> The final business and financial plan will only be available to co-founders and environmental, social economic impact investors.

- 8.3. Circular economy:** Today's business practices will contribute to a global gap of eight billion tons between the supply and demand of natural resources by 2030.<sup>18</sup> Two thirds of only 8 matters -*steel, aluminum, plastic, cement, glass, wood, primary crops and cattle*- are key to socio-economic and environmental issues<sup>19</sup>
- 8.4. Construction** "As the world recovers from COVID, construction volumes are expected to increase globally by an average of 3.2% a year. Double-digit percentage increases are expected in seven countries... It is estimated that the value of global construction output in US dollars will increase from \$11.6 trillion in 2020 to around \$14.8 trillion in 2030. (Construction 2030)
- 8.5. Continued care retirement community market** -*The largest segment of the retirement community market, accounting for \$106.5 billion or 48.7% of the total in 2019. The assisted living facilities market is expected to be the fastest-growing segment going forward at a CAGR of 12.2%- (Research and Markets.com)*
- 9. Segment Identification** with about 100 trillion USD in investment opportunities by 2030
- 9.1. Upper Market Segment:** *Similar to ENoLL (European Network of Living Labs)*
- 9.1.1. Academic -30%
  - 9.1.2. Research and Innovation (NFP, Public-Private) -40%
  - 9.1.3. Public Entity (Municipality, Regional, Provincial/State, Federal Gov't) -10%
  - 9.1.4. Private Companies -20%
- 9.2. Middle Market Segment:** *To successfully start, the current focus on East Ontario*
- 9.2.1. Demographics: age, gender, ethnicity, income, education level, profession
  - 9.2.2. Psychographic: values, life goals, beliefs, lifestyles, hobbies, personalities
  - 9.2.3. Geographic: town, city, region, province/state, country, continent
  - 9.2.4. Behavioral: brand loyalty and certifications
  - 9.2.5. Technographic, Generational/Life Stage, Transactional, Firmographic,
- 9.3. Base Market Segments:** *Initially, industry market segments will come from:*
- 9.3.1. Administration Support; Waste Management & Remediation Services
  - 9.3.2. Agritecture, Forestry, Fishing & Hunting
  - 9.3.3. Arts, Entertainment and Recreation
  - 9.3.4. Construction
  - 9.3.5. Educational Services
  - 9.3.6. Healthcare and Social Services
  - 9.3.7. Other Services
  - 9.3.8. Professional Services + Professional, Scientific and Technical Services
  - 9.3.9. Real Estate, Rental and Leasing

<sup>18</sup> equal to the total resource 2014 usage in North America; translating to \$4.5 Tr of lost economic growth by 2030; and as much as \$25 Tr by 2050 (Accenture Strategy, Waste to Wealth)

<sup>19</sup> (World Business Council on Sustainable Development)

- 9.3.10. Public Administration and Safety
- 9.3.11. Others: Accommodation and Food Services; Financial and Insurance; Information; Manufacturing; Mining; Retail Trade; Transportation and Housing; Thematic Reports; Utilities; Wholesale Trade.

**10. SWOT Analysis Summary**

- 10.1. Strengths:** Create a new industry from integrating emerging markets; Policy and legislative support; Widely and easily accessible; Tax break in some zones
- 10.2. Weaknesses:** Lack of interest by BAU businesses; Lack of deep knowledge on complex socio-economic issues; Myths about costs for net-zero/living systems;
- 10.3. Opportunities:** Global megatrends and rapidly growing markets adding up to over 100 trillion USD investment opportunities by 2030
- 10.4. Threats:** Slow Covid Recovery and/or a global economic recession or depression; Competition from other countries; Greenwashing and protectionism.

**11. Revenues Sources<sup>20</sup>**

- 11.1. Impact Investments** The following is a micro sampling of the various types.
  - 11.1.1. **Private Investors** -*Potential Major Capital Investors are confidential, in kind or proving seed support via [GoFundMe Crowdfunding Campaign](#).*
  - 11.1.2. **Public Programs** by such organizations as National Research Council; Canada Mortgage and Housing; Future Skills Centre; etc.

**11.2. Memberships**

BENEFITS	1	2	3
VITAE Logo use	X	X	X
Office - Representation contact point	X	X	X
Cooperation - High LLs quality networks	X	X	X
LLs Publications - Updates	X	X	X
Internationalisation	X	X	X
Community of Place Interest and Profession Networks	X	X	X
Generative Governance - (re)generative cultures	O	X	X
Agency Services - Supporting team building	O	X	X
Expert Groups - Thematic group leadership	O	X	X
Learning Labs -for Living Labs and/or xpertise commercialisation	O	X	X
North American Pilots - Performing on VITAE's behalf	O	X	X
Cross-border living lab services	O	X	X

<sup>20</sup> Similar to ENoLLL (European Network of Living Labs) proven model

- 11.3. Consultancy and Support Services** based on **living lab types and needs** -i.e.:
- 11.3.1. **Business Modeling:** Build/refine business models in a co-creative way that optimises the expertise, infrastructure and resources of living labs
  - 11.3.2. **Change Management** to facilitate alignment of portfolios
  - 11.3.3. **Data:** Digital Advertising, Internet of Things, Traffic Management, etc.
  - 11.3.4. **Internationalisation:** Product/service systems tests for living labs in different countries to reduce failure risks when going trans-national;
  - 11.3.5. **Innovation Ecosystem Support Services** to build and manage complex multi-stakeholder partnerships with academia, government, industry...
  - 11.3.6. **Learning Labs:** Tailored webinars, lessons w/experts, automated courses, educational materials for sustainable and living systems learning, mentorship, coaching, tiny mobile learning; gamification, etc.
  - 11.3.7. **Management Support** i.e. support to Ontario Asset Regulation 588/17<sup>21</sup>, Ontario Waste Free-Circular Economy Strategy or other new policies
  - 11.3.8. **Panel Management** to find test-users to validate products/services to motivate innovation and continued improvement acceleration.
  - 11.3.9. **Program, Project and Initiative Management Support Services**, especially for communities and innovations
  - 11.3.10. **R&D In-House, Open Innovation Platforms and Pilots** for insights of whether to move from concept idea to actual product/service systems, including testbeds, field trials, prototyping, special pilots, market pilots
- 11.4. Leasing/Subleasing** learning and/or living facilities
- 11.5. Podcasts:** Affiliate Marketing, Sponsors, Advertising; Premium Content
- 11.6. Product/Services Sales** for Net-zero and living systems
- 11.7. Rentals :** space accommodations and/or equipment and/or Rent-to-Own
- 11.8. Partnerships** for (re)generative living systems's major capital projects will ideally use proven Public- Private-People-Partnerships (4P) low risk community service models. Where a 4P is not possible, the most appropriate Public-Private-Partnership (PPP) will be selected. Key partnerships will cross industry boundaries such as for '*agritecture*', continued learning and living systems portfolios, such as for continued learning, living, care, etc.



<sup>21</sup> <https://www.ontario.ca/page/municipal-asset-management-planning>

## ADDITIONAL INFORMATION

**INITIATIVES**      <https://vitaegroup.ca/vitae/>

**MISSION 2030**      <https://vitaegroup.ca/vitae/mission-2030/>

**CO-OP**      <https://vitaegroup.ca/vitae/vitae-co-op/>

- 2 page - Promo Brochure
- 1 page Intended Outcomes (PESTLE Analysis Outcomes)
- Strategic Cooperative Business Plan - Draft V5 - Part 1 of 3
- VITAE Model 1 Concept Presentation

**ALFRED**      <https://vitaegroup.ca/vitae/alfred-on-2/>

- Location Details
- Upper Campus Concept (pdf available upon request)
- Lower Campus - Strategic Cooperative Business Plan - Draft V5 - Part 2/3; Industries & FERCA Physical Living Lab Scoping Report

**BUSINESS FIT**      <https://vitaegroup.ca/vitae/business-fit/>

### MIT CLIMATE COLAB

As I had with **MISSION 2030**, which was the 2013 Popular Choice Award winning contest entry for the Waste Management category, the VITAE concept was entered in the **Building Workspaces Contest Entry -How can greenhouse gas emissions from the building sector be reduced?** Currently, there are 7 proposals

<https://www.climatecolab.org/contests/2017/buildings-workspace/c/proposal/1334682>

### GO-FUND-ME

The VITAE Co-op Start-up crowdfunding campaign is open at

[https://www.gofundme.com/f/vitae-coop-startup?utm\\_medium=email&utm\\_source=product&utm\\_campaign=p\\_email%2B2300-co-team-welcome](https://www.gofundme.com/f/vitae-coop-startup?utm_medium=email&utm_source=product&utm_campaign=p_email%2B2300-co-team-welcome)

**RENEE GRATTON** - Initiator of **MISSION 2030** and VITAE

<https://vitaegroup.ca/drivers/communication/people/>

<https://www.linkedin.com/in/renee-l-gratton-59b05020/>

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613-795-4632