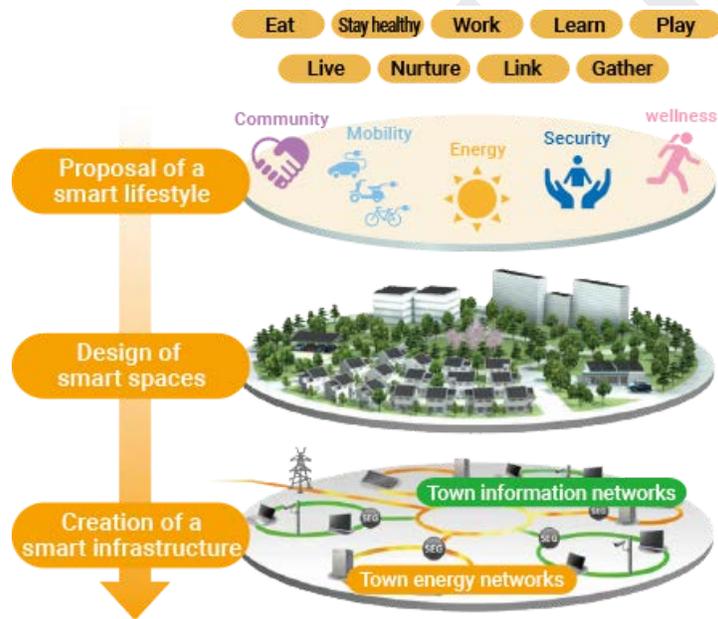


VITAE

LEARN WELL : LIVE WELL



A Summary of the VITAE Business Scoping Report for a New Generative Multi-Stakeholder Cooperative Model Aimed at the Co-creation of Continued Learning, Innovation, and Living Labs.

DRAFT V7

September 7, 2022

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EXECUTIVE SUMMARY

For Business Purposes

If ever there was a time for open cooperation to remake our old and failing systems, this is it. Not only for obvious economic or environmental reasons, but also to ensure that the values we hold dear, and the human and cultural social support services we need are protected. This business scoping report provides a high level view at the proposed generative business model needed to do so, in our new and fast changing era and. It highlights VITAE's organizational values, governance, goals and a clear set of strategies for a highly generative business model.

“In action, the culture, managerial and operational processes, and technology of the generative organization is adaptive and modular, allowing multiple programs and institutions to build, share, and deploy information and services on an ongoing and evolving basis. Additionally, social networks and advanced information analytics will help organizations synthesize information and trends across the ecosystem of organizations, jurisdictions, and communities in order to become predictive in nature.” Using the Leadership for a Networked World¹ language, the intent of VITAE's generative business model designs is focused on:

- Outcomes and Impact Design: system solutions
- Organizational and Practices Design: a new multi-stakeholder cooperative (MSC) model
- Systems and Technology Design: continued learning, innovation, and living lab models.

Note: The word ‘waste’ in this report refers to all forms -solid, liquid, air emissions- due to system design, build, finance, operations, maintenance and recovery processes. As any waste decreases value and supply chains costs. Thus, it reduces the real economic, social and environmental value, and can increase the threats and liabilities across any system, which could/should be ‘lean’, optimizing resources and eliminating waste from transportation, inventory, motion, waiting, overproduction, over-processing, defects and non utilized talent.

The purpose of this business scoping report summary, which is a living document, is threefold.

1. Present challenging issues, impacts, and VITAE proposed researched design solutions for a generative multi-stakeholder cooperative model, starting from Eastern Ontario.
2. Gather feedback and start-up support to initiate the co-op model and in integrated platform for continued learning, innovation, and living lab ecosystem
3. Invite interested parties to send expressions of interest for the next steps: Plan the community; Set-up a communication strategy; Ensure simple and sustainable processes; manage the startup and community; Organize events; And keep stakeholders motivated.

Questions/Comments: E-mail: info@vitaegroup.ca Tel.: +1 (613) 795-4632

Crowdfunding Campaign: <https://is an initiative gofundme/d0cadf44>

¹ Leadership for a Networked World (LNW) of Harvard Kennedy School's Technology and Entrepreneurship Center

VITAE: A Generative Multi-Stakeholder Co-op for Continued Learning, Innovation and Living Labs

Aug 30, 2022

<p>PROBLEM</p> <p>OLD DEGENERATIVE SILOED BUSINESSES STRUCTURES DIVIDED GROWTH PLACES of individual short-term learning, innovating & living systems DEGENERATIVE ECOSYSTEMS (Networks of interconnected systems) focused on quantity inputs and outputs These result in degenerative designs and cultures, leading to divided portfolios, programs, projects and initiatives with a drive to conquer for keeping our engineered institutions, including our corporations on business as usual paths.</p>	<p>SOLUTION</p> <p>A GENERATIVE MULTI-STAKEHOLDER CO-OP (MSC) AN INTEGRATED PLATFORM for public-private-people' partnerships (3P & 4P) in continued learning, innovating & living systems GENERATIVE ECOSYSTEMS concentrating on whole systems, with feedback loops, outcomes and impacts These result in regenerative designs and cultures, leading to integrated portfolios, programs, projects and initiatives with a will to cooperate for remaking our engineered institutions, including our corporations, using bio-inspired system change methodologies.</p>	<p>UNIQUE VALUE PROPOSITION</p> <p>LEARN WELL : LIVE WELL ... through cooperative learning, innovating, and living lab models that generate immediate to long-term individual and community success; pursuing socio-economic, cultural health, safety, and environmental wellness. OUTCOMES & IMPACTS: Grow from regulative and collaborative to integrative, and (re)generative growth. See 1 Page Outcomes Flyer https://vitaegroup.ca/wp-content/uploads/2020/12/OUTCO-MES-FLYER.pdf</p>	<p>UNFAIR ADVANTAGE</p> <p>SYSTEM THINKING SKILLS A Generative Co-op Model for green infrastructures Industry Change Large & Int'l Project Management Experience Partnership & Lab Experience Creative Servant Leadership Sustainable Development Subject Matter Expertise Existing Customers >70 Automated Courses Large International Network Data, Info and Effects. Extensive market knowledge Lean & Agile Growth.</p>	<p>CUSTOMER SEGMENTS</p> <p>USERS: Communities of place, interest & profession with specific concerns PRIVATE ACTORS: Practical know-how and resources providers KNOWLEDGE INSTITUTES: Expertise and scientific substantiators PUBLIC ACTORS: Long-term perspectives & regulatory roles INTEGRATED SECTORS: Green Infrastructure, Development, Real Estate and Recovery Supply & Value Chains for sustainable net-zero and living community system development: including continued education, innovation, and care.</p>
<p>EXISTING ALTERNATIVES</p> <p>BUSINESS AS USUAL w/old infrastructures & broadband systems. OTHER SOCIAL SPACE FOR RESEARCH IN INNOVATION - i.e.: Hubs to meet individual Goals; Coworking Spaces & Corporate R&D Labs for Economic Benefits;</p>	<p>KEY METRICS</p> <p>HUMAN SERVICES VALUE Outcomes and Impact Design Organizational and Practice Design Systems and Technology Design</p>	<p>HIGH-LEVEL CONCEPT</p> <p>MSC: Like 'desjardins Group' or other large co-ops, but focused on continued learning, innovation, and living systems for the health & well-being of people and the planet. LABS: Similar to European Network of Living Labs (ENOLL) but from Canada and Western World Concentration/Focus</p>	<p>CHANNELS</p> <p>Critical Path Support: Pull Comms Mass Distribution: Push Comms/Broadcasting Elevated Co-op/Collaborships: Consultation Integrative Ed: Participation ecosystem channels Guarded Partnership (Re)Generative Innovations: Guarded Comms. Go-Fund-Me</p>	<p>EARLY ADOPTERS</p> <p>BASED ON EUROPEAN NETWORK ON LIVING LABS (ENOLL) Academic: 30% Research & Development: 40% Private: 20% Public: 10%</p>
<p>COST STRUCTURE</p> <p>PREMIUM VALUE DRIVEN PROPOSITIONS Phase 1) Integrated Information Management, Intelligent Technology and Information Communication Technology (IM/IT & ICT) Platform for Net-Zero and Living Ecosystems Capital Cost: \$4.32 M; Impact Investment Needed \$490K A high degree of personalized service in which employees find alignment between their personal values and the organization's values creating a unified, motivated, and regenerated workforce. Management and leadership set examples for the organization and live the values preached, for net-zero and living infrastructure systems Phase 2) Physical MSC HQ and Continued Learning, Innovation, Living Lab Models Impact Investments: 30-40% Respectively</p>		<p>REVENUE STREAMS</p> <p>MULTI-STAKEHOLDER REGENERATIVE AND CO-OP STREAMS, Investment; Membership Shares; 'Free' Money; Debts for from Green Funds and for Community Wealth Building for continued learning, innovation and living labs. Portfolio, Program & Project Management Office (PMO) with aligned Change Management Support Goods and Services, including consulting, advising, quantity surveying, budgeting, scheduling, integrating, etc. A generative integrated information management/intelligent technology platform and applications for net zero and living ecosystems accessible to multi-level stakeholders</p>		<p>REVENUE STREAMS</p> <p>MULTI-STAKEHOLDER REGENERATIVE AND CO-OP STREAMS, Investment; Membership Shares; 'Free' Money; Debts for from Green Funds and for Community Wealth Building for continued learning, innovation and living labs. Portfolio, Program & Project Management Office (PMO) with aligned Change Management Support Goods and Services, including consulting, advising, quantity surveying, budgeting, scheduling, integrating, etc. A generative integrated information management/intelligent technology platform and applications for net zero and living ecosystems accessible to multi-level stakeholders</p>



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LEAN CANVAS

INTRODUCTION

Our dynamic development environments demand continued change management.

At a time when individuals, groups, and communities need to more than ever think in more (re)generative, lean, agile, and sustainable (re)development system terms, to meet our ever-growing needs and demands, challenges abound. From global warming, conflicts, housing, food, care, wellbeing, and aging insecurities, labor shortages, inequalities, waste, etc., issues have morphed into wicked problems that cannot be fixed without major system changes. Seniors, women, LGBTQ2S+, essential service workers, students, gig workers, small-medium enterprises -our economy's backbone as main job creation sources, accounting for over 95% of firms and 60-70% of employment, and those with special needs, all increasingly feel the pain.

In Canada, while we still place among high performing countries and economies, assets and resources are wasted, and while rapidly modernizing countries are making fast pace gains, our advantages have diminished. Countries with lower levels of education attainment, outperform our people on basic adult skills:² literacy, numeracy, and problem solving, which decrease over time. With the average Canadian age of 42, the growing gap between seniors and children; and the number of seniors expected to reach over 9.5 million by 2030, making up 23% of Canadians, this should concern all of us. Especially as even large-scale immigration cannot soften the blow of our aging workforce (Statistics Canada). The cumulative impacts of this, climate change, failing infrastructures, put us all at risk. Thus, lifelong education; workplace skills training; highest level of skills or education attainment; science, technologies, engineering, and mathematics (STEM); income advantage for post-secondary graduates all need to improve.

Improving on these is as critical for businesses to remain relevant, as it is to ensure our safety, health, continued care, and well-being. Failing to do so will perpetuate vicious cycles made worse by the new pandemic and climate change era, causing more premature deaths; wasting more investments, assets, resources, and opportunities. Conversely, through physical and virtual social spaces for research in innovation, like learning, innovation, or living labs, we can accelerate changes and remake our engineered institutions, including our corporations, into living systems.' Which include our economic, social, environmental, and cultural systems.

By integrating entrepreneurship and ecology into STEM programs, greater **ESTEEM** would emerge. Arts, recreation and culture initiatives would boost creativity -a critical executive and management skill. ESTEEM combined with generative, creative, lean, and agile growth are what deliver system end-to-end solutions and community wealth building. To that effect, the VITAE proposal is to establish a generative **multi-stakeholder cooperative** business model to co-create **learning, innovation and living labs**. In turn, these labs have been proven to influence objectives of old continued education, innovation, as well as research and development systems. The key results are felt in various ways across all living systems.

² Conference Board of Canada - How Canada Performs; worldtop20.org



THE STRATEGY

Image Source: Sparks Architects Home Farm Concept for the next generation of urban retirement housing.

The Vision

VITAE is a latin word, meaning or pertaining to life. Which in one word says why the organization was created: **A world where safe and healthy environments to continuously learn well, and thereby live well are accessible to all.** Just imagine what we could achieve in such a world, for our people, planet, prosperity, and [seventh generation](#).

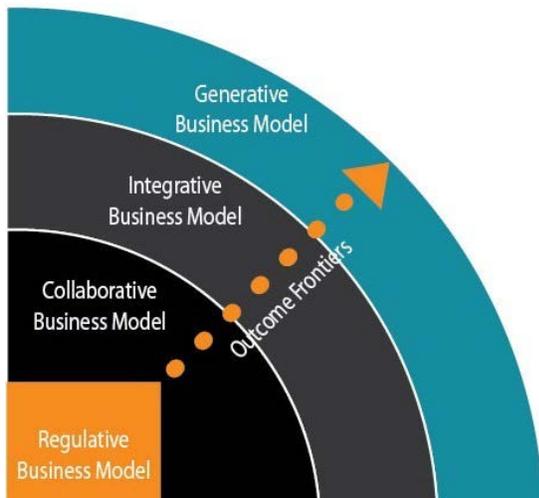
The Mission and Values

In the words of evolution biologist Dr Elisabeth Sahtouris, "*we are capable of regaining our reverence for life, of replacing the drive to conquer with the will to cooperate, of remaking our engineered institutions, including our corporations into living systems*". Thus, and as we revere life, **the VITAE mission is to cooperate in remaking our engineered institutions into living systems**, anchored in the same values that guide the global sustainable development goals.

- **People** and culture for healthy lives, knowledge, women and children inclusion;
- **Prosperity** and innovation to grow a strong inclusive and transformative economy;
- **Planet** and universality to protect our ecosystems for all societies and our children;
- **Partnership** and integration to catalyze global solidarity for sustainable development;
- **Dignity** and equity to end poverty and fight inequalities; and
- **Justice** and human rights to promote safe and peaceful societies and strong institutions.

This set of values is as key to succeed in the mission, as it is to transform our old degenerating egocentric and wasteful linear systems to become biocentric and resourceful cyclical or reach ambitious net-zero goals. But to meet our huge materials, food, energy and water resource-productivity gains needed, these values, along with regenerative design and redevelopment principles are absolutely critical. Only this way can the integration challenges be overcome, and whole regions be restored, and as integral to living natural systems as possible.

Efficiency in Achieving Outcomes



Effectiveness in Achieving Outcomes³

THE GENERATIVE BUSINESS MODEL

Generative Human Services Value

VITAE's "culture, managerial to operational processes, and technology of the organization are adaptive and modular, allowing multiple programs and institutions to build, share, and deploy information and services on an ongoing evolving basis. Social networks and advanced information analytics also help synthesize information and trends across ecosystems of organizations, jurisdictions, and communities to become predictive in nature"⁴ To succeed at this level, demands a genuine commitment to generative or productive governance, substance (matter, energy, information), and environmental outcomes, for the greater good.

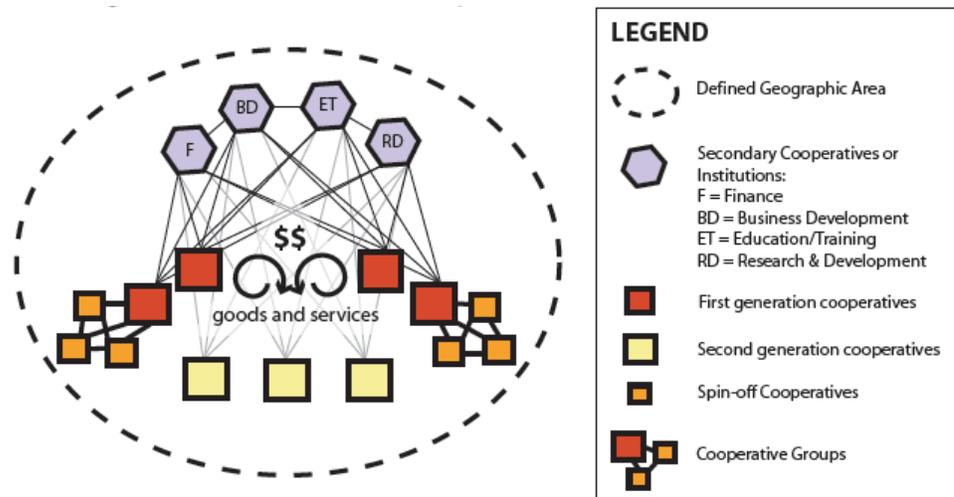
Outcomes and Impact Design

VITAE captures community-wide and partner-wide sustainable development goal outcome measures in order to predict service needs, forge new partnerships, generate new resources, and create new high quality impact solutions. VITAE's outcomes and impact design focuses on the the following solution revolution strategies:

1. Change the Lens -Use a Different View to Reveal Blind Spots and Untapped Opportunity;
2. Target the Gaps -Develop New Markets by Meeting Neglected Needs
3. Rethink Constraints -Focus on an End Goal and Consider Outside Resources
4. Embrace Lightweight Solutions -Sometimes the Best Solutions Are Also the Cheapest
5. Buy Differently -If a Purchase Is a Vote, Are You Driving the Right Outcomes?
6. Measure What Matters - For VITAE, this means
 - A long-term perspective, decades to a century (7 generations);
 - Large sized regions, including hinterlands;
 - Sound knowledge of our assets/liabilities, resources, and waste stocks and flows;
 - Designing metabolic systems in only location and project contexts; and
 - Considering regional idiosyncrasies to manage system changes.

³ Image Source: Harvard's Leadership for a Networked World's Human Services Value Curve

⁴ Harvard, Leadership for a Networked World - Learning Program Network



A Co-op Network Model of Endogenous Development

Organizational and Practice Design

Generative business models are “boundaryless” and able to evolve policy, governance, programs, and processes dynamically to meet changing community outcome needs, while co-creating high positive impact solutions with all stakeholders. VITAE’s organizational and practice design is inspired by emerging multi-stakeholder cooperative (MSC) models for wealth building and endogenous development (originating from within an organism). MSCs are similar to conventional co-ops in that the same principles⁵ apply. The main difference is that as widely diverse stakeholders and investors can become co-owners and grow the geographic area, they can blend social, economic, and environmental activities or services provisioning, along with democratic participation anchored in integrated governance principles,⁶ all in one swoop. In practice, this will allow VITAE to grow organically, and meet its objectives.

- First Generation Co-ops: Education, Innovation, Living Lab Co-ops, starting from a blend of inter-connected stakeholders transforming degenerative worker forces, housing/buildings, consumption and production, farms, etc to become net-zero.
- Second Generation Co-ops: Regenerative Aging in Place/Continued Care Co-ops
- Spin-off Co-ops: Long-Term Care *and/or* other Living System R&D Co-ops

Systems and Technology Design

Generative businesses leverage quality predictive analytics and holistic social technologies to organize information wide across communities; track service loads and metrics, predict service demand, and communicate impact measures. VITAE’s systems and technology design is citizen-centric, and influenced by Nobel Prize-winning economist Richard Thaler and Harvard Law School Professor Cass Sunstein’s ‘[Nudge Loop](#)’, helping shift behaviors while maintaining freedom of choice analyzing and improving public value and outcomes; behavioral economic; choice architecture; design thinking; outcome measures. A key system and technology design for this is an integrated platform (See Page 13)

⁵ International Cooperative Principles include: Voluntary Open Membership; Member Control; Cooperation Among Cooperatives; Autonomy and Independence; Member Economic Participation; for the Community; Education Training and Information

⁶ Integrated Governance Principles -effectiveness, accountability, inclusiveness, information and related technologies.



GOALS, OBJECTIVES AND KEY RESULTS

Integration, Harmonization and Priorities

On 25 September 2015, all UN Member countries adopted the **17 Sustainable Development Goals (SDG) and 169 Targets** of the "Transforming our world: the 2030 Agenda for Sustainable Development". But to reach any of these ambitious goals or targets demands, integration and harmonization are as imperative as prioritizing. The following are the five prioritized SDGs that VITAE is concentrated for its start-up for a green infrastructure, broadband network,

1. **Establish a generative multi-stakeholder cooperative (MSC) by 2023**
 - a. **SDG 17: Partnership for the Goals:** Strengthen the means of implementation and revitalize the global partnership for sustainable development
2. **Model the SMARTEST⁷ learning, innovation and living labs, and test by 2024**
 - a. **SDG 4: Quality Education:** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
 - b. **SDG 9 Industry, Innovation and Infrastructure:** Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.
3. **Provide an integrated platform and ecosystem by 2025**
 - a. **SDG 11 Sustainable Cities and Communities:** Make cities and human settlements inclusive, safe, resilient and sustainable.
 - b. **SDG 12 Sustainable Consumption and Production:** Ensure sustainable consumption and production patterns.

Each of these five goals are essential to achieve the transformations required to meet the intents of 'leave no one behind' as well as 'circularity and decoupling':

1. Education, Gender and Inequality
2. Health, Well-being and Demography
3. Energy, Decarbonization, and Sustainable Industry
4. Sustainable Food, Land, Water and Oceans
5. Sustainable Cities and Communities
6. Digital Revolution for Sustainable Development

⁷ SMARTEST: Specific - Measurable - Attainable - Relevant/Reiterative - Time-Bound - Educational - Significant - Towards

Common Multi-Stakeholder Cooperation Harmonization and Integration Intents

- **Drivers:** Develop various wasted or under-utilized local assets, resources, and recoverable investments (the missing link to supply chains) to benefit communities of place, interest and profession. Especially as Canada has the dubious honor of wasting more per capita, and has one of the highest vacant homes in the world...
- **Owners:** Promote local, broad-based ownership as the foundation of thriving regional sustainable development of social, economic, and environmental systems.
- **Multipliers:** Encourage institutional buy-local strategies to keep circulating regionally.
- **Collaborators:** Bring many players to the table: nonprofits, philanthropy, cities, etc.
- **Inclusion:** Aim to create inclusive, living wage jobs that help all groups, organizations, and communities enjoy economic, food, housing, and continued care security.
- **Workforces:** Link training, coaching, mentoring to employment for women, youth, Indigenous persons, newcomers, racialized groups, people with disabilities, LGBTQ2S+ under-represented in decision-making, and management positions
- **Systems:** Develop institutions, integrated systems and technology platforms, for supportive ecosystems to create a new normal of economic activity.

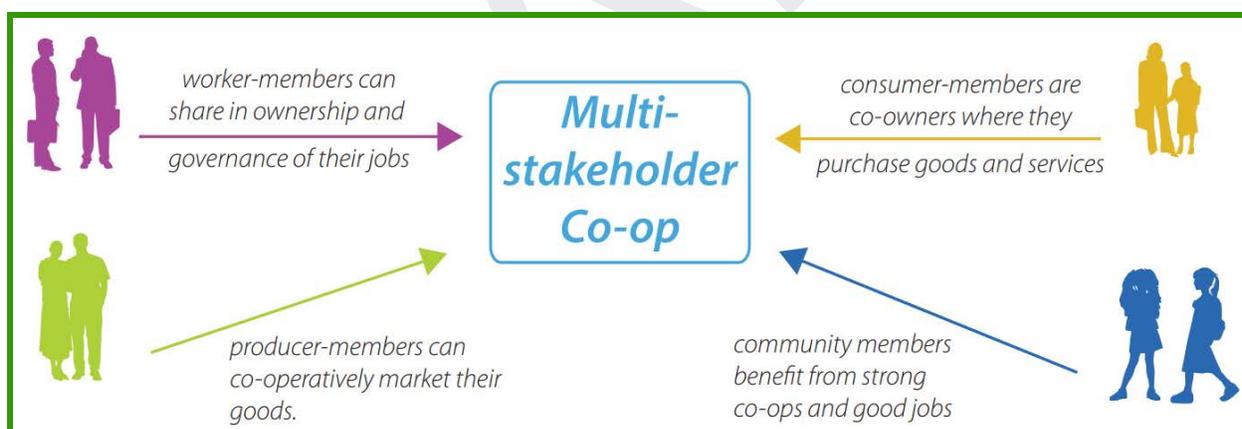
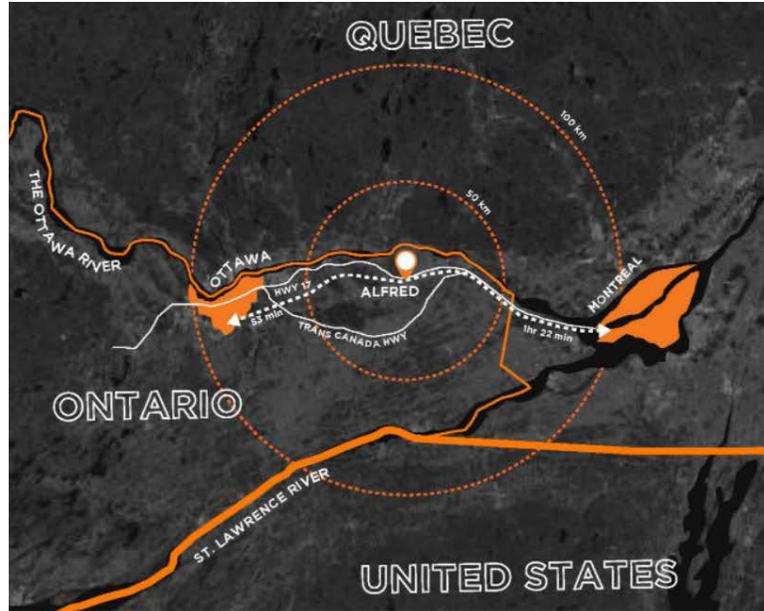


Image Source: CCEDNET

Benefits of a Multi-Stakeholder Co-op <i>with a generative integrated governance</i>	Benefits of a Single Membership Class Co-op <i>with conventional fiduciary governance.</i>
Learning, innovation and living lab members can co-own where they learn, innovate, live, buy goods and services.	Consumer Co-op members purchase goods and services
Same as for housing co-op, + option to co-own affordable housing and public spaces to age in place for continued care	Housing Co-op members have access to affordable housing
Same as for producer co-op + option for continued learning, innovation and living systems through symbiotic programs.	Producer Co-op members market and distribute their products
Same as worker + workers govern their own respective job terms and conditions (i.e. hours, remote work, etc.)	Worker co-op members own and operate where they work
Community benefits are limitless wrt wealth-building, health, wellbeing, learning, innovations, living systems, including for affordable housing, aging in place and continued care.	Community benefits are limited to the objective of the organization.

VITAE Learning Labs	VITAE Innovation Labs	VITAE Living Labs
<p>A learning lab is defined as a physical, digital and human space for observation, experimentation and evaluation, to rethink and enrich learning and teaching attitudes and practices at the university. A learning lab is an incubator of pedagogical innovation and digital learning structured on three dimensions: spaces, activities and communities. (Sanchez, E., Paukovics, E., Cheniti-Belcadhi, L. <i>et al.</i> 2021).</p>	<p>Innovation labs are initiator led rooms designed for spatial reconfiguration, participant observation (G&M Kacmar, 1991), writing spaces, materials for visualization, information, and communication technologies to support brainstorming and distributed group working (Nunamaker, Applegate & Konsynski, 1988)</p>	<p>Living labs are executor led physical regions or virtual realities, or interaction spaces, in which stakeholders form Public-Private-People Partnerships (4Ps) of companies, public agencies, universities, users, and other stakeholders, all collaborating for creation, prototyping, validating, and testing of new technologies, services, products, and systems in real-life contexts. (Leminen, 2013; Westerlund & Leminen, 2011)</p>
<p>VITAE Lab Types Focus</p> <p>Irreversible Megatrends: Hyper-connectivity; Demographic Shifts; and Environmental Crisis Societal Megatrends: Health and Well-being Revolution; Diversity as the New Normal</p>		
<p>Discovery, Development, Delivery, Operations, and Maintenance Learning Labs Focus: Irreversible Megatrends</p>	<p>Disruptive, Rapid, Open/co-creative, Cultural, Intrapreneurship, Social, and Sprint Innovation Labs.</p>	<p>Utilizer, Enabler, Provider, and User Driven Living Labs Focus Societal Megatrends</p>
<p>VITAE Lab Principles</p>		
<ul style="list-style-type: none"> ➤ Learn: Plan and Acquire Knowledge ➤ Do: Best Practice Behavior ➤ Study: Check, Coaching and Reflections ➤ Act: Reinforce Good Habits <p>Framework based on OECD Learning Compass 2030 for individual, Community, and Planet Well-Being through its framework on Knowledge, Skills, Attitudes and Values building.</p>	<ul style="list-style-type: none"> ➤ People: Encourage talent to try, fail fast and learn from mistakes, and the modernization ➤ Structure: Meet organic physical, temporal and collaborative needs for complex adaptive systems, low centralization and formalization of Ecosystem ➤ Strategy: Provide a road map for innovation ➤ Processes: Digitize activities to funnel and propel innovation (Gallup Workplace) 	<ul style="list-style-type: none"> ➤ Provide value for all stakeholders, and added value for customers and users ➤ Manage sustainability, and dueling priorities ➤ Influence sustainable net-zero development and innovation processes ➤ Carrying out innovation activities in realistic, natural, and real life settings ➤ Creating an innovation process that is as open as executors will allow (Research Gate)



MARKETS

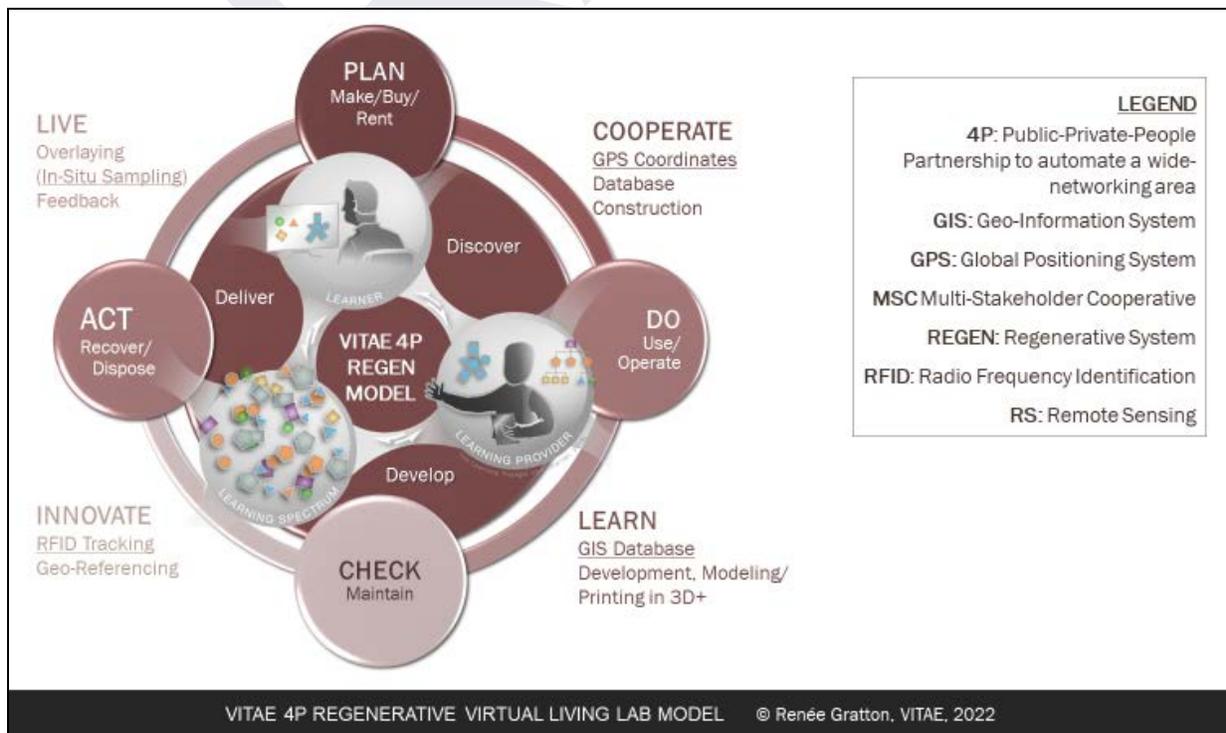
Geographics	Demographics	Psychographics	Behavior
1. Canada & USA 2. North America 3. South. America 4. Global	5. Any Gender 6. Any Ethnicity 7. Pre-Teens & Up 8. Low-Middle Class	9. Working Class 10. Seeks Value & Care 11. Loves Learning 12. Concerned with the future	13. Democratic Actor 14. Good Citizen 15. Collaborates 16. Co-op Supporter
Technographic Segments			
Transactional	Customers	Generational	Firmographic
1. Research (40%) 2. Academic (30%) 3. Private (20%) 4. Public (10%)	5. Learners 6. Innovators/Inventors 7. Community Minds 8. Businesses: B2B, SMEs & Gig Workers	9. Boomers (1946-64) 10. Gen X (1965-76) 11. Gen Y (1977-95) 12. Gen Z (1996-2010) 13. Gen Alpha (2011-2024)	14. Development, Real Estate Use & Recovery Sectors 15. Infrastructure, incl. Broadband, Education, Innovation 16. Climate Change
Value and Supply Chains:			
Based on North American Industry Classification System (NAICS)			
Administration Support, Waste Management, and Remediation Services; Agriculture, Forestry, and Fishing; Arts, Entertainment and Recreation; Construction; Educational Services; Healthcare and Social Services; Manufacturing Professional Services, Scientific and Technical Services; Others Services; Real Estate, Rental and Leasing; Public Administration and Safety			

STAKEHOLDERS AND PLATFORM

The Generative MSC & Labs Public-Private- <i>People</i> Partnerships (3Ps/4Ps) Stakeholders	
THE DETECTORS - Responsible for Entity Tasks	THE EFFECTORS - Responsible for Activity Tasks
<p>PEOPLE - ETHOS <u>The Purpose Definers</u> Community Culture Progress Generate the reason 'WHY' the MSC exists and its values</p>	<p>PRIVATE - AIM <u>The Innovation Supporters</u> Business Learning Development Collaborate on the 'WHAT' of the Operations from the MSC and the labs</p>
<p>PARTNERS - (INFRA)STRUCTURES <u>The ESTEEM Builders</u> (<i>Entrepreneurship, Science, Technology, Engineering, Ecology & Mathematics</i>) Professional Growth Management Integrate 'WHO' is needed for decision-making</p>	<p>PUBLIC - PROCESS <u>The Sustainable Development Goals Processors</u> Education Offerings and Marketing Regulate 'WHERE' and 'WHEN' to take measurement and verification control actions</p>

A Regenerative Multi-Stakeholder Cooperative Network Platform

The following diagram builds on the above for the initial VITAE 4P regenerative living lab model - an important system to facilitate portfolio, program, project or initiative discovery, development, and delivery processes to achieve ambitious sustainable development goals.



See the Virtual Living Lab Concept [here](#) for details

BUDGET

Preliminary Expert Judgment Budget

The following table is an expert judgment budget, based on skills, expertise, and specialized knowledge in relevant areas; leveraging training, educational background, career experience, product/market knowledge; and historical data; subject to change without notice.

ITEM	ESTIMATES Cdn Dollars	NOTE
INTEGRATED INFORMATION MANAGEMENT, INTELLIGENT TECHNOLOGY, AND COMMUNICATION PLATFORM FOR NET-ZERO AND LIVING ECO-SYSTEMS w/Integrated Regenerative Lean, and Agile Systems Solutions for Project Acceleration		
Incorporation Cost	10,000	Gov't filing fees + Legal counsel time/fees
Generative Business Plan	25,000	Integrated, Lean & Agile (ILA) Development
Legal Fees	15,000	ILA & Partnership Agreements
ILA Project Office	60,000 180,000	6 months 3 years to model, test & transfer to O&M
Staff, Contractors & Event Expenses	300,000 3,600,000	3 FTE * 6 mths: Model R&D & Prelim. Tests 6 FTE * 3 Yrs: Deliver, Tests, Close; Produce
Equipment, Software Licenses & Fees	20,000 40,000	Basic & Ltd Advanced Systems for 6 Months Advanced to Pro for 3 Years
Marketing & Communications	10,000 400,000	Website & Marketing Complex Application
Education/Training	50,000	Certify Team & Educate Stakeholders
CYBER EXPERT JUDGMENT BUDGET	\$490,000 \$4,320,000	6 months Model R&D & Cyst.Prelim. Testing Deliver Governance, Facilities & Production
PHYSICAL MSC HQ AND LEARNING, INNOVATION & LIVING LAB MODEL OPTIONS W/Public Transit, Clean Power, Rural Broadband, New Trades and Markets for Net-Zero Continued Learning, Innovation, and Living Systems, including for continued care.		
HQ, & LABS CAPITAL BUDGET ⁸	\$7,000,000 \$10,000,000	Opt.1: FERCA ⁹ Acquire & Redevelop Opt.2: Alfred Campus Lease, Fit-up, O&M

⁸ While the proposal is not fixed on the properties listed, and could be done elsewhere, FERCA and the Alfred Campus have been identified as the best location for the generative multi-stakeholder cooperative to have its headquarter, data center, as well as model and learning labs, innovation labs, and a mixed-use neighborhood living labs for community use and regeneration innovations.

⁹ FERCA: Ferme d'éducation et de recherche du campus d'Alfred (Alfred Campus Education and Research Farm) located between Montreal and Ottawa) for the first Holistic Canadian Rural Living Lab Model to introduce

Multi-Stakeholder Cooperative Membership Classes (based on OREC business model) For works and services; management and maintenance; operations and maintenance; build, operate, transfer concessions; and privatization	
MSC Membership \$100 one time for life membership share	Access to investment opportunities; A voice at member meetings; An opportunity to join an advisory team; Discounts with other members, and all MSC events, goods and services.
Investors Preferred Shares Valued at \$500 each Class A Min.: 5 @ \$500 = \$2,500 Class B Min.: \$5,000 w/RRSP or TFSA	Must 1st purchase a membership share for the right to buy investment/preferred shares; Restricted to holding 20% of the MSC board seat.
Learning, Innovation and Living Lab Partnerships (similar on the European Network of Living Labs Model) Activities only open to members are: Annual General Meetings (AGM) which all members are invited to attend, Working Groups, and Thematic Groups.	
Regulative Members Organizations selected and approved per the MSC governing process \$2,400 for 3 years + \$300 re-evaluation to remain a member	Included in the communication channels with the right to be present and participate in member only activities. Regulative members have no voting rights at the AGM
Learning Lab Members Similar to Regulative Members helps organization and strategize; Part of the Ca\$capacity Building Program \$5,700 Annual Fee	Only approved Living Labs can become learning lab members with the full rights to act, represent and vote; submit candidates for the MSC elected bodies, which has all powers allowing the realization of the objects and activities.
Innovation Lab Members Unselected organizations involved in (re)generative innovation objects and activities, not selected as a living lab \$5,700 Annual Fee	Access to member activities, without voting rights, but the rights to act or represent the MSC and labs; able to submit candidates as officers for elected bodies (without AGM voting rights if elected)
Living Labs (LL) Members or Public-Private-People Partners (4Ps)¹⁰ Duly selected organizations \$1,500 One-time Administration Fee \$400 Re-Evaluation \$Additional for the virtual LL options	If the organization is not mature enough to be selected but has a sound startup they may have to be linked to the capacity building program and re-evaluated after 1 year. LL Members have the same rights as regulative members

¹⁰ Public-Private-People Partnerships (4Ps) are companies, public agencies, research and learning/development institutions, users, and other stakeholders, all collaborating towards generative creation, prototyping, validating, and testing of new technologies, services, products, and systems in real-life contexts.

BUSINESS VALUE

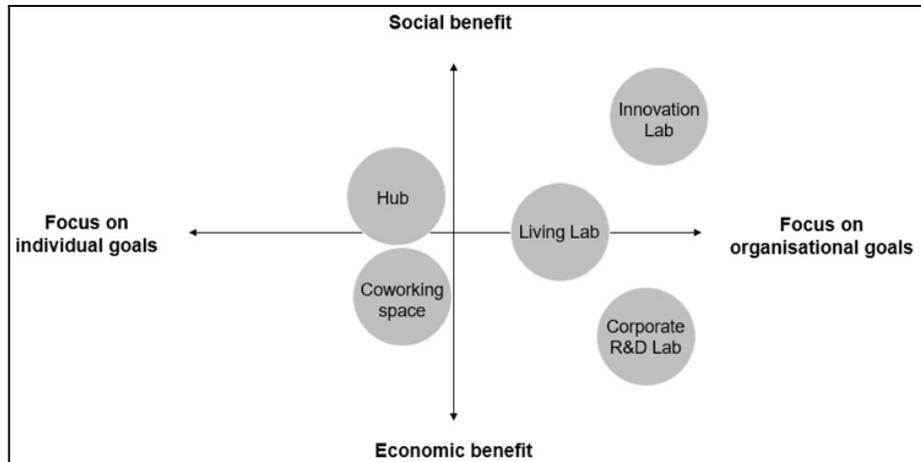


Diagram Source: [Innovation Management - How to choose the right innovation intermediary.](#)

Competitive Business Benefits

- **Economic:** Growth, Internal Efficiency; Risks Management; Return on Investments;
- **Environmental:** Renewable Resources; Emissions/Pollution Controls; and Biodiversity
- **Social:** Equality, Diversity, Health, Safety, Well-being; Community Wealth

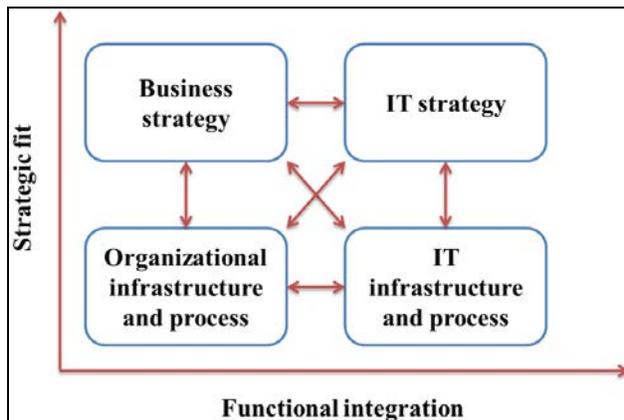


Image Source Science Direct¹¹

STRATEGIC BUSINESS FITS

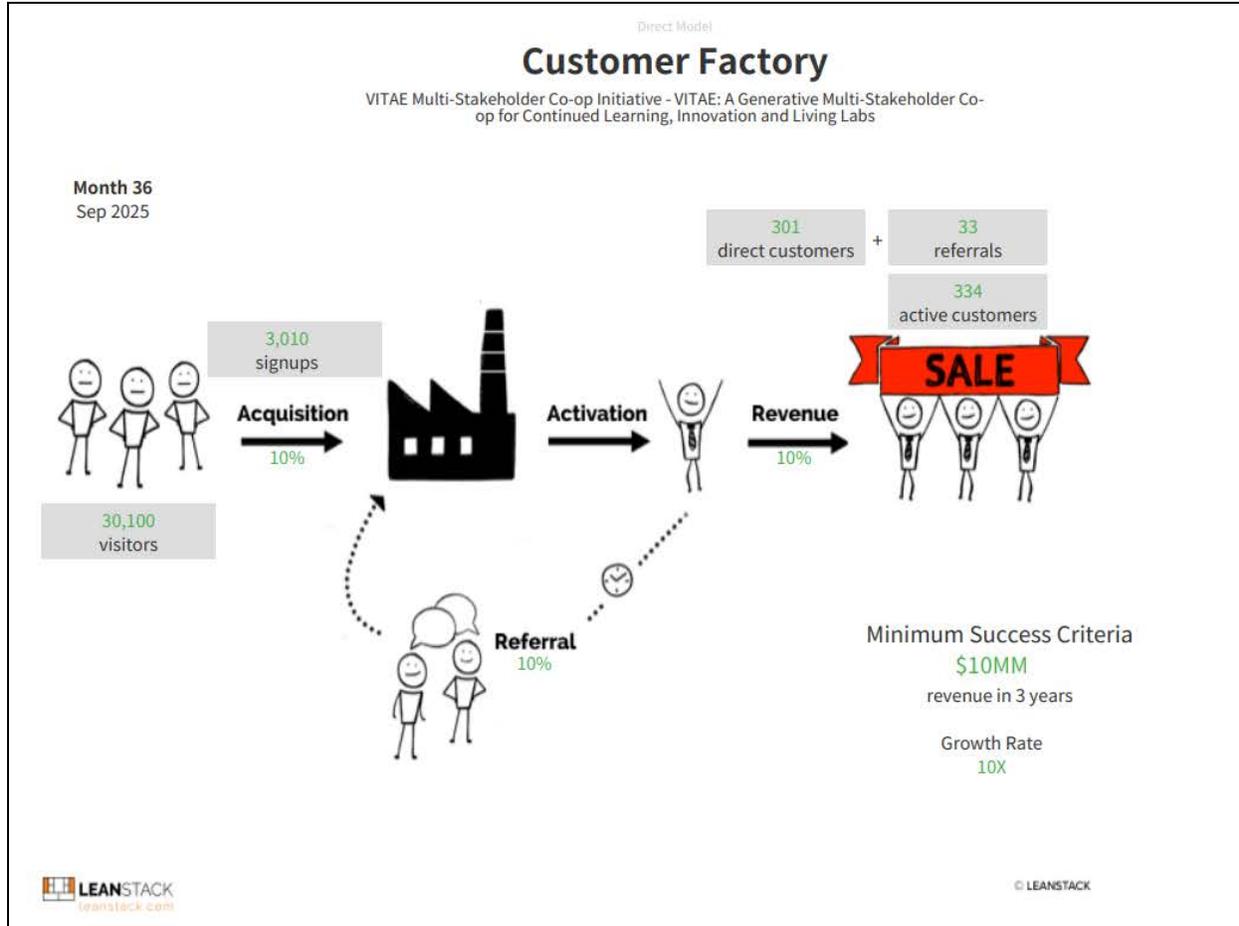
Strategic Fit and Motivational Factors

- **Market-related Fit** to meet fundamental physiological, safety, and security needs
- **Operating Fit** to meet relational social needs
- **Management Fit** to meet growth, esteem and self-actualization needs of related people, including organizational change management forces diversification, integrated governance, quality substance (matter, energy, and information) healthy and safe environments; generative clean (creative, lean, ecological, agile, and net-zero) development project methodology; and unique joint venture with arms length financing.

¹¹ The Role of mPOS System in Process Change and Strategy Change: A Situated Change Perspective

BUSINESS ASSUMPTIONS

VITAE Lean Traction Roadmap



NOTE: Based on a minimum success criteria of \$10MM per year for the startup, with an average pricing model of \$2,500.00/once, an expected acquisition rate of 10% and a customer referral rate of 10%, 1,004 new visitors per day need to be attracted after year 3 to maintain the current direct business model (as shown above). To improve, this will be revised to a hybrid model comprised of marketplace¹² and multi-sided¹³ models as VITAE is converted to a legal multi-stakeholder cooperative entity, and as real time data is generated through the platform. This will foster greater local democratic decision making and community wealth building to meet the growing needs of our aging workforce, especially for continued learning, innovation, and living systems, such as for aging in place, continued care and long-term care.^{14 15}

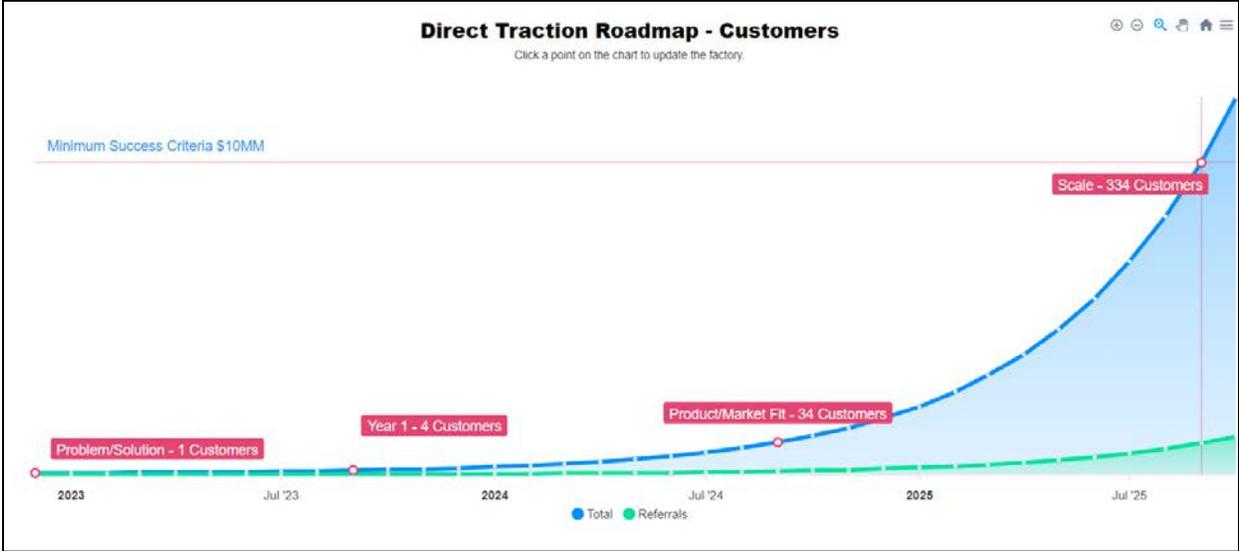
¹² The marketplace model is a multi-actor model made up of two distinct customer segments but instead of users and customers it contains buyers and sellers. i.e.: AirBnB, Etsy, and Ebay.

¹³ A multi-sided model is a multi-actor model defined by the existence of users that are separate from your customers. Examples: Twitter and Facebook. (e.g. Twitter, Facebook)

¹⁴ Long term care (LTC) and continuing care are part of the continuum of care serving individuals with complex health needs, such as seniors or people living with disabilities, who do not need acute care services. Continuing care spans a broad range of services.

¹⁵ See [here](#) for Ontario Long-term Care Association's 'About Long-term Care in Ontario: Facts and Figures'

Lastly, a hybrid market place and multi-sided model, early buy-in from development, realty, and recovery investment decision-making, or from women, 2SLGBTQ youth, gig workers, small-medium enterprises, subject matter experts, seniors, academia, etc. could also significantly change the criteria and direct traction roadmap assumptions shown here below.



ADDITIONAL INFORMATION

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MISSION 2030

MIT Climate CoLab Popular Choice Award-winning entry video

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

VITAE Cooperative

[Promo Brochure](#) and [Outcomes Flyer](#)

MIT Climate CoLab

[VITAE: Learn Well - Live Well; A Timely Cooperative Model](#)

Crowdfunding

[Go-Fund-Me](#) <https://gofund.me/f28cc7d9>

Other

Presentations and a copy of the complete business scoping report, including market research findings, further roadmap and framework details, analysis, etc, is available upon request for interested investors.