

# **Memorandum of Understanding (MOU)**

**Between**

**Nuclear Innovation Institute**

**And**

**Corporation of the County of Bruce**

**with respect to**

**Execution of the Nuclear Innovation Institute**

August 2019

This Memorandum of Understanding (MOU) outlines the initial terms and understanding between the Nuclear Innovation Institute (NII) and the Corporation of the County of Bruce (Bruce County) in execution and operations of NII.

This MOU is intended to outline Bruce County's areas of interests as it relates to the physical execution and operations of NII and how it will further support NII in execution as an initial participant.

Once in effect, this agreement supersedes the May 2018 MOU between Bruce Power and Bruce County with respect to *Establishing an Applied Research Centre*.

## **Background**

In May 2018, Bruce Power and Bruce County entered into an MOU with respect to establishing an applied research and training centre which outlined their participation in developing and advancing the Nuclear Innovation Institute (NII).

Over the past year, Bruce Power and Bruce County have been establishing details of NII including the drafting of a Business Plan which was prepared in participation by both parties. The Business Plan reflects areas of interest as defined and endorsed by Bruce County, namely the Bruce Centre of Excellence Business Plan.

In June 2019, the initial development period for NII ended, with NII becoming an independent organization under Canada's Not-for-Profit Corporations Act with a Board of Directors and dedicated staff. As a not-for-profit organization, which relies on funding from its membership, NII will receive direction from its Board of Directors while prioritizing and advancing its core operations.

To advance Bruce County's role as a founding participant in establishing NII, Bruce County will adopt through this MOU, Guiding Principles designed to achieve the following objectives:

1. Reinforce Bruce County's interests by participating directly with NII to support the successful execution of its mandate, and;
2. Define what role Bruce County wishes to engage in, and contribute to the execution of NII's mandate.

### **Guiding Principles**

A Nuclear Innovation Institute Business Plan was drafted and reviewed by both Bruce Power and Bruce County, resulting in the following set of Key Strategy Objectives:

- A. To support implementation of data analytics, modernization and digital technology in the nuclear industry that will make operations more efficient, adaptable and cost-effective;
- B. To identify practical and sustainable solutions to minimize local impacts of climate change and environmental protection;
- C. To foster collaboration in identifying and implementing new and innovative thinking to create a sustainable economy that, is flexible and responsive to current and future challenges and opportunities;
- D. To advance opportunities that will develop a robust talent pipeline – to attract, develop and retain top talent in the region through the support of advanced education for youth and engagement of the under-represented workforce, that meet the needs of our current and future labour force;
- E. To provide local governments across Bruce, Grey and Huron Counties with opportunities to improve efficiencies and enhance service delivery and investigate and develop leading-edge practices and innovations relevant to the municipal sector;
- F. To connect rural residents, communities and businesses with access to the future of innovative technologies and emerging employment opportunities, and;

- G. To foster an innovative and inclusive environment that supports integration, incubation and acceleration of business opportunities for new and emerging technologies.

To inform future decision making and engagement from Bruce County as it relates to NII, Bruce County through execution of this MOU, agrees to adopt the following Guiding Principles:

1. Maintain representation as a founding participant and as a voting Director on the NII's Board of Directors;
2. Contribute support to the successful operation of NII, especially in the early years of development, through the identification of in-kind contributions and other support mechanisms;
3. Advance participation with NII to build and manage a facility for NII, should the need arise, or circumstances allow for it;
4. Contribute support to the advancement of the Talent Development and Training Coordination Hub through funding applications, and;
5. Support the advancement of the Business Development Hub for NII incorporation by 2022.

### **Opportunities for County Involvement with NII**

Going forward, both parties agree that:

#### **(1) Representation & Engagement**

Bruce County will have one (1) Director position on the NII Board of Directors, with full voting rights and any other opportunities as provided by this position being equal or the same as any other member of the Board.

Bruce County staff will continue to work collaboratively with NII staff through regular engagement and meetings.

The Director appointed to the NII's Board of Directors will be selected by Bruce County Council, for a term to be determined by them (Bruce County Council).

#### **(2) Membership Contributions**

As a participant in establishing NII, and having an ongoing interest in its successful operations, Bruce County will identify in-kind resources and contributions that will be made to NII annually.

This may include (but is not limited to): use of staff time to share expertise and knowledge in key functional areas; seconding positions on a temporary basis to support NII operations (that will continue to be paid/ employed by Bruce County); use of physical space in the short term for Innovation Teams to operate.

Bruce County will develop an in-kind and resource contribution plan annually in concert with the annual budget process to be approved by Bruce County Council.

### **(3) Facility Development and Management**

There may be interest in securing additional space in Saugeen Shores as the needs and functions of NII grow. If additional space is required, should the circumstances allow it, Bruce County agrees to serve as the landlord of the facility, contributing support to the management, development and physical operations of the facility. Such services would be Bruce County's long-term commitment as an initial founding member.

If additional space is required, a separate agreement on design, development and physical management of the building will be developed between Bruce County and NII, including:

- Funding of a Project Management Firm for the development of the building;
- Managing and overseeing the design and development of the building, and;
- Overall facility management and lease arrangements for operations.

The Bruce County will only play such a role as provided above if there is a multi-year, long-term agreement to lease the facility.

### **(4) Centre Operations Overview**

Through the Nuclear Innovation Institute Business Plan, Strategic Areas of focus have been identified to achieve the vision, mission and strategic objectives of the Institute.

These core strategic areas are:

1. **Advance Technology Hub:** will create a space for innovation teams to revolutionize business through the collaboration and development of new technologies that apply to current business operations and future business opportunities. The hub will also include the opportunity to engage the public sector in accessing the opportunities NII brings to the region.
2. **Talent Development and Training Coordination Hub:** is designed to establish a centralized hub for engaging and preparing tomorrow's workforce for future employment and training opportunities and creating a regional talent pipeline in current and future industries with an emphasis on youth, under-employed workers and the under-represented workforce.

3. **Business Development Hub:** will build a diverse and sustainable regional economy that supports industry growth over the long term through business development, with a focus on small-medium enterprises, start-ups and grow-ups to support both new and existing businesses.

## **(5) Centre Operations - Ongoing Bruce County Support**

As NII transitions from the development phase into execution, there will be opportunities for Bruce County to continue to support NII's advancement. The following outlines Bruce County's areas of interests and how it will further support NII in execution.

### **1. Advanced Technology Hub**

- A. Bruce County will advance the Advanced Technology Hub and Centre objectives by:
  - continuing to support Bruce Power as a major contributor to providing clean, affordable, reliability electricity in Ontario's supply mix, and;
  - positioning the region as a lead producer and exporter of life-saving medical isotopes.

### **B. Municipal Innovation Council**

Bruce County has an interest in participating on the Municipal Innovation Council.

The Municipal Innovation Council is led by Saugeen Shores through a partnership agreement with NII. Saugeen Shores will be advancing commitments through separate agreements between NII/ Saugeen Shores and participating municipalities.

### **2. Talent Development and Training Coordination Hub**

#### **A. Trades and Skilled Workforce Secretariat**

Bruce County has played a pivotal role in the establishment of the Talent Development Hub through the formation of the Trades and Skilled Workforce Secretariat.

The Talent Development Officer position will transition, to fully function within the NII by October 31, 2019. A separate funding agreement to support the position in the interim has been established.

The Talent Development Officer will have a reporting relationship to the President of the NII.

Bruce County and NII will collectively identify opportunities to secure government funding for advancing projects/ priority pieces of the Talent Development Hub. Specifically, there may be opportunities related to the Trades and Skilled Workforce Secretariat Action Plan where the County can partner with NII as well as other regional partners to support the advancement of the Action Plan.

### **3. Business Development Hub**

#### **A. Regional Economic Development**

As part of the Centre for Regional Economic Development, Bruce Power, Bruce County and OCNI's jointly funded Economic Development position will physically locate in NII's facility once the location is operational.

Additionally, Bruce County will support Regional Economic Development and Business Development through the co-location of its lakeshore Business Development function, Ontario Network of Entrepreneurs location and the Small Business Enterprise Centre when the Business Development Hub is fully operational

#### **B. Business Incubation and Acceleration**

The Business Incubation and Acceleration function is in the development phase and therefore requires additional resources in the initial years of NII's formation in order to advance. It is envisioned that this function would be fully integrated into the operations of the NII by 2022.

Bruce County recognizes that in order to advance the Centre for Business Incubation and Acceleration, additional support and resources from Bruce County are required in this initial development phase. These resources will be linked directly to NII.

NII will support Bruce County in the development of this Centre to help ensure alignment with the NII's vision, mission and strategic objectives, and overall Centre objective of:

A growth in ideas and opportunities from across the region and within the NII will create and spark new and emerging business development opportunities for the region. Business incubation and acceleration services will provide an opportunity to incubate and grow new businesses; new and emerging technologies and opportunities that advance the nuclear industry and other compatible energy technologies.

Once operational, the Centre for Business Incubation and Acceleration will be fully integrated into NII with a detailed funding model in place to support its continued integration and operations beyond 2022.

**(6) Timelines**

This MOU is at-will and may be modified or amended by written agreement of authorized officials from Bruce County and NII. Each party shall have the right to terminate this MOU by giving at least three months' notice in writing to the other party at any time. This MOU shall become effective upon signature by the authorized officials and is valid until March 31, 2022 and will remain in effect unless modified or terminated by any one of the parties. This MOU will not be automatically renewed and will be reviewed before the end date with a view to assessing delivery against the objectives set out in this MOU and whether a renewed working relationship aligns with the strategies and objectives of the Parties.

**(7) Single Point of Contacts**

For the purpose of facilitating the implementation of this memorandum, the single points of contact are:

Murray Clarke  
Acting CAO, Bruce County  
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The Parties executed this MOU on the 1st of August 2019.

**Nuclear Innovation Institute**

**Corporation of the County of Bruce**

**Per:**

**Per:**

**Name:** Frank Saunders

**Name:** Murray Clarke

**Title:** President,  
Nuclear Innovation Institute

**Title:** Acting CAO,  
Bruce County

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