

# National Cybersecurity Consortium

## Corporate Plan 2024-2025



[www.ncc-cnc.ca](http://www.ncc-cnc.ca)

# Part 1

## Executive Summary

The National Cybersecurity Consortium (NCC) is a not-for-profit organization dedicated to advancing Canada's cybersecurity ecosystem through research and development, commercialization, and training.

Created by centres of cybersecurity expertise at five Canadian universities - Concordia University, Toronto Metropolitan University, the University of Calgary, the University of New Brunswick, and the University of Waterloo – the NCC is responsible for distributing funds from the Government of Canada's Cyber Security Innovation Network (CSIN), a program of the Ministry of Innovation, Science and Economic Development (ISED). The NCC will be distributing up to \$65m in grants through to fiscal 2026-2027.

### Strategic Approach

The NCC focused on building its operational foundations to support program delivery in fiscal 2023-24. Transitioning from a start-up team, and working closely with the Board of Directors, the NCC's permanent staff successfully delivered on its first call for proposals in late 2023 and launched its 2024 Call for Proposals in January.

The NCC continues to build its operational capacity, and its reputation within the Canadian cybersecurity ecosystem through three distinct strategic phases:

- 1. Phase One** – Building the Foundations (Spring 2022 through Fall 2023): the NCC focused on identifying and establishing the critical operational elements required to deliver on the NCC's vision, mission, and programs.
- 2. Phase Two** – Activation (Fall 2023 through Winter 2025): The NCC will build on core business activities, launch, and expand membership, and activate NCC program activities and ecosystem engagement.
- 3. Phase Three** – Full Operations (Winter 2025 through Winter 2027): The NCC will build on its leadership role in the Canadian cybersecurity ecosystem and solidify engagement, program, and administrative operations.

This Corporate Plan continues the NCC's work in Phase Two of the organization's strategic phases, which are guided by the following objectives:

- Creating a strong, accountable **governance** structure
- Establishing strategic and effective **operations**
- Designing and delivering robust **programming and member engagement**
- Shaping a public presence and delivering strong **communications and ecosystem outreach**.

**Planned activities** to support these objectives in 2024-2025 fiscal year include:

- Expanding the Board of Directors to reflect a diverse, pan-Canadian approach to cybersecurity issues
- Continue to build and assess the NCC's administrative and program delivery team
- Complete all annual reporting requirements and processes
- Continue to build a strong working relationship with ISED, including the timely submission of all documentation as required under the Contribution Agreement and to ensure they are meeting the needs of the NCC moving forward
- Deliver timely and defensible decisions on the NCC's 2024 Call for Proposals
- Activate the membership strategy, including working to continually expand and deliver on the NCC's value proposition
- Build on training and outreach activities to increase ecosystem engagement
- Host the first annual conference of the NCC.

This Corporate Plan presents expected revenue, planned expenditures, and cash flow requirements, phased by quarter, for the 2024-2025 fiscal year.

The NCC will assess and record risks and mitigation strategies on a semi-annual basis. These identified risks for the 2024-2025 fiscal year are described, along with suggested mitigation strategies (see Part 6).

## Part 2

# Introduction

### 2.1 About the NCC

The NCC is a federally incorporated not-for-profit organization committed to the advancement of Canada's cybersecurity ecosystem. The organization was founded in 2020 by centres of cybersecurity expertise at five Canadian universities: Concordia University, Toronto Metropolitan University, the University of Calgary, the University of New Brunswick, and the University of Waterloo. On February 17, 2022, the Government of Canada committed up to \$80 million over four years to the NCC through the Cyber Security Innovation Network (CSIN) program. This funding is a foundational investment that is intended to support the growth of Canada's cybersecurity ecosystem through collaboration amongst academic, not-for-profit, and private sector participants.

### 2.2. Our vision

The NCC's vision is to advance Canada's cybersecurity ecosystem through research and development, commercialization, and training.

### 2.3. Our mission

The NCC's mission is to grow a pan-Canadian network that works with private and public sectors to lead world-class cybersecurity innovation and talent development and to increase cybersecurity-related economic activity in Canada.

### 2.4. Our values

- **Partnership** | We promote and cultivate collaboration and partnership opportunities between academia and the private and public sectors.
- **Growth** | We build innovative cybersecurity systems to establish economic growth and sustainability for Canada and Canadians.
- **Research and Innovation** | We build and sustain robust research and development partnerships with industry.
- **Human Resources Skilled in Cybersecurity** | We develop and offer training programs that meet the true cybersecurity needs of the private and public sectors.
- **Knowledge Sharing** | We create a knowledge-sharing community in which access to expertise is available anytime, anywhere from experts and peers.

- **Inclusion** | We integrate the principles of equity, diversity, and inclusion across all areas of the NCC, and promote an inclusive organizational culture that values diverse perspectives and contributions.

## 2.5. Our commitment to accountability

In carrying out our mission, the NCC is committed to the highest standards of accountability and transparency.

We adhere to best practices in governance by ensuring that appropriate authorities, accountabilities, and decision-making structures are established. This includes attracting a highly qualified and diverse Board of Directors, articulating clear roles and responsibilities for NCC management and Board members, establishing appropriate Board oversight committees, and ensuring clear and strategic communication between the organization's management and the Board.

Transparency and accountability underpin all NCC operations. Our operations will be guided by key oversight documents and processes, including corporate plans, annual reports, external financial audits, ongoing risk management assessments and responses, and performance monitoring.

## 2.6. Our focus

The NCC cultivates collaboration and capacity-building in the private and public sectors across five focus areas:

1. **Critical infrastructure protection:** to develop solutions that enable proactive monitoring and real-time detection and mitigation to restore critical infrastructure from damage and interruptions inflicted by cyber-attacks.
2. **Human-centric cybersecurity:** to understand how human factors influence and impact security and privacy requirements in order to develop new human-centric cybersecurity solutions.
3. **Network security:** to develop tools, techniques, and procedures to safeguard computer networks and hosts from both internal and external exploits.
4. **Privacy and privacy enhancing technologies:** to develop protective technologies across many different environments that safeguard individuals and data from privacy violations.
5. **Software security:** to develop tools, methods, and practices to reveal and cure vulnerabilities before software is released to end-users.

## 2.7. Context

The need for talent development, innovation, commercialization, and collaboration across Canada's cybersecurity ecosystem continues to grow. The increasing adoption of new technologies like artificial intelligence, the Internet of Things and the worldwide surge in remote and hybrid work has created new and emerging threats to Canada's critical infrastructure, particularly within sectors like energy and utilities, financial services, transportation, and health care.

Cybersecurity solutions, products, services, and expertise must keep pace with Canada's digital transformation. The NCC believes this will require significant expansion of shared effort and investment in research, innovation, commercialization, and training across private and public sectors over at least the next decade. We also believe the NCC is well-positioned to provide the leadership that Canada's cybersecurity ecosystem needs to keep Canadians safe.

# Part 3

## Strategic Approach

Since September 2022, the Board of Directors of the NCC has been focused on building the administrative foundations of the organization to support the delivery of programs in 2023 and beyond. In its work, it is taking a measured approach, prioritizing its activities to effectively align resources and to best ensure organizational success and sustainability for the future.

### 3.1. Our work

The NCC continues to build its operational capacity, and its reputation within the Canadian cybersecurity ecosystem through three distinct strategic phases:

- 1. Phase One – Building the Foundations** (Spring 2022 through Fall 2023): the NCC has focused on identifying and establishing the critical operational elements required to deliver on the NCC's vision, mission, and programs.
- 2. Phase Two – Activation** (Fall 2023 through Winter 2025): The NCC will build on core business activities, launch, and expand membership, and activate NCC program activities and ecosystem engagement.
- 3. Phase Three – Full Operations** (Winter 2025 through Winter 2027): The NCC will build on its leadership role in the Canadian cybersecurity ecosystem and solidify engagement, program, and administrative operations.

The NCC is currently in Phase Two of its operations, building organizational capacity and expanding its presence and value within the Canadian cybersecurity ecosystem.

In its past fiscal year, the NCC was successful in establishing and expanding its Board of Directors, key committees, and policies; putting in place start-up financial and HR systems; and delivering on the first call for proposals. The NCC also established and launched its public presence, built a membership model, and planned for the effective delivery of its 2024 Call for Proposals.

The NCC hired three key permanent administrators: its Executive Director, its Director of Finance, and its Director of Grant Administration and Membership. Cybersecurity expertise in Canada is in high demand, and the NCC was fortunate to secure Dr. Ken Barker from the University of Calgary as its Scientific Director.

The NCC will seek to hire a Director of Intellectual Property and Partnerships to join its senior leadership team. This role will serve to provide expertise to Ultimate Recipients with respect to the leveraging and development of their intellectual

property, as well as to facilitate and build relationships between organizations, researchers, and capital in the cybersecurity space in Canada.

Maintaining close connection with the ever-changing needs of Canada's cybersecurity/privacy ecosystem will, in part, be facilitated by advice received from various stakeholders. To facilitate stakeholder input, the NCC will expand and redefine the activities of the current Scientific Operations Advisory Committee (SOAC). This expansion will require a reconsideration of the current SOAC mandate to better reflect the desire to have committee members provide advice across the entire ecosystem including academic, non-for-profit, and private sector experts.



# Part 4

## Planned Activities

### Phase Two: Activation (Fall 2023 through Winter 2025)

As the NCC continues through Phase Two of its strategic development, it is expected that there will continue to be rapid growth and a broad expansion of the organization's profile within the ecosystem.

Building on the governance and operational foundations that were laid in Phase One, and the operational success of the first part of Phase Two, the NCC will continue to provide effective grant programs and high-quality outreach activities to attract members, potential ultimate recipients, and future grant partners.

#### **Planned activities to create a strong, accountable governance structure**

1. Expand the Board of Directors, in alignment with a carefully crafted skills matrix, to accurately reflect the pan-Canadian nature of the NCC and to enhance cyber expertise
2. Expand the Scientific Operations Advisory Committee (SOAC) to provide the NCC with guidance and insight into the cybersecurity ecosystem
3. Hold the NCC's first Annual Conference

Expanding the Board of Directors is being undertaken in a measured manner to ensure that the people that join the Board bring the required skills and ecosystem understanding to the oversight of the NCC. By considering any potential gaps in the NCC's skills and diversity matrix, the organization will aspire to meet the Government of Canada's 50-30 challenge and will ensure the Board composition includes members from across Canada who bring cybersecurity industry, research, and technical expertise from both the private and public sectors. This expansion will occur in two phases: an additional four members on board by Q1 2024-2025, and a second tranche of 5 to 7 members by Q3 of 2024-2025.

Under the guidance of the Scientific Director, the Scientific Operations and Advisory Committee will provide key insights into the needs of Canada's cybersecurity community and serve as a key conduit to building pan-Canadian relationships that will drive expanded research, development, and commercialization projects across the country. Recruitment for additional members will be continuous through Q2 2024-2025, with initial meetings to occur in Q2.

The NCC's first Annual Conference will be held in association with CS-CAN in November of 2024, during the NCC's Q3.

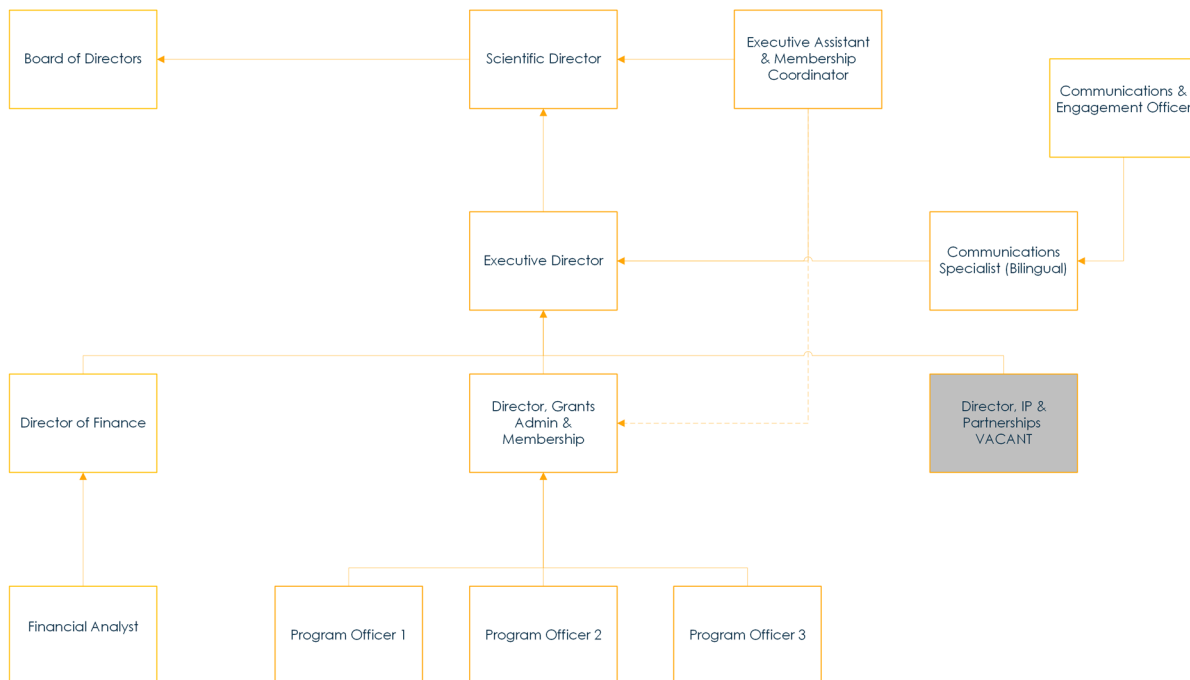
## Planned activities to establish strategic and effective operations

1. Hire the Director, Intellectual Property & Partnerships
2. Complete the NCC's financial audit and Annual Report for 2023-2024
3. Ensure ongoing timely and accurate reporting to ISED

Ensuring the NCC has the appropriate staff complement for the work it intends to undertake in 2024-2025 continues to be a priority. The leadership team reconsidered the roles included in the organization chart in the 2023-2024 Corporate Plan and made a conscious determination to focus on core operations, removing several proposed roles. These decisions were made to improve organizational efficiency, thereby scaling the growth of the staff complement more appropriately to the planned activities of the organization.

The NCC's 2023-2024 audit and Annual Report will be completed and ready for presentation to the NCC's Board and Membership at the organization's Annual General Meeting in June of 2024.

Figure 1: Organizational Structure for the NCC – FY 2024-2025



## **Planned activities to design and deliver exceptional value to the Canadian cybersecurity ecosystem**

1. Deliver timely and defensible results for the 2024 Call for Proposals
2. Provide regular and ongoing activities for members, including hosting the NCC's 2024 Annual Conference
3. Articulate the value of an NCC membership, expand our membership base, and provide exceptional opportunity and value to those members

As with its first call in 2023, the NCC will provide an open, fair, and transparent process in the selection of successful grant recipients in the 2024 Call for Proposals.

To provide potential applicants with greater flexibility, and a clearer application process than previously offered, the 2024 Call for Proposals consists of three stages, which will begin with a Letter of Intent, where applicants can provide to the NCC a high-level description of their project, including budget parameters and potential partners. This phase will also allow the NCC to determine if there are synergies across proposed projects, and to see if pan-Canadian partnerships can be built between applicants.

Once the LOI has been reviewed and accepted by the Scientific Director, the applicants will be invited to submit documentation to support a scientific review of their project in Stage 2. This more fulsome submission will be reviewed by the NCC's Evaluation Committee (EC), which will be comprised of academics and private sector experts in various areas of the cybersecurity environment and whose membership will be ultimately approved by the Board of Directors. The EC will score projects that will form the basis of a consensus process to align scores, and then those projects will be ranked.

Consensus meetings among the EC will capture diverse viewpoints to ensure that the strongest projects are being funded to support developments with the greatest impact on the Canadian cybersecurity ecosystem.

Projects that lack sufficient merit based on the scientific review will be notified that they will not be continuing to the end of this stage.

Those projects deemed to have sufficient merit will be asked to submit a complete application in Stage 3. This may provide applicants with an opportunity to provide clarity on Stage 2 elements but is primarily an opportunity to submit for review all additional materials required to constitute a full application. Final rankings will be determined at the end of Stage 3 based on both Stage 2 and 3 materials.

Once the selected project list has been approved by the NCC's Board of

Directors, successful applicants will be informed. Public announcements of the NCC's grants will be made in mid-October (Q3, 2024-2025), to align with cybersecurity month in Canada.

Strengthening collaboration and connections across the cybersecurity ecosystem is central to the vision of the NCC. Ecosystem engagement and outreach will be essential to realizing the NCC's mission to spur world-class cybersecurity innovation and talent development, and to increase cybersecurity-related economic activity in Canada. Creating and supporting such relationships is critical to the long-term sustainability of the NCC. Identifying, engaging, and growing the NCC membership among cybersecurity experts, partners, and other ecosystem stakeholders from the private and public sectors will be a key priority.

**Planned activities to shape a public presence and deliver strong communications and ecosystem outreach**

1. Execute and refine the NCC's Communications Plan
2. Increase ecosystem engagement through a growing schedule of events, both in-person and online
3. Host the first annual conference of the NCC in 2024, and develop a program for the NCC Conference in 2025

The NCC will have an increasingly active presence on social media (notably LinkedIn and Threads) and will be communicating with members and potential members via email throughout fiscal 2024-2025. The hiring of a Communications & Outreach Officer in Q4 of 2023-2024 has significantly increased the NCC's capacity for executing targeted communications with the ecosystem.

The NCC's 2024 Conference will be a one-day program, scheduled for November of 2024 (Q3) in Toronto, ON. Program development has been underway since Q3 of 2023-2024.

The NCC's 2025 Conference will take place in Banff, AB in June of 2025 (Q1 of 2025-2026) over three days. Construction of the conference program and promotion of the event will occur throughout Q2, Q3 and Q4 of 2024-2025.

## Part 5

# Financial Plan

### 5.1. Anticipated revenue and planned expenditures for fiscal year (FY) 2024-2025

The NCC anticipates that revenue from ISED and membership fees, balancing planned expenditures for FY 2024-25 for both network and administrative activities will total \$12.345 million. It is composed of the following:

- ISED Contribution – Network Activities (Grants) - \$9.036 million
- ISED Contribution – NCC Administration - \$3.124 million
- Membership Revenues - \$0.185 million

### 5.2. NCC Network Activities - \$9.036m

The NCC successfully completed its first Call in 2023, with successful projects announced on October 31, 2023. Of the \$11.2 million worth of grants awarded, it is anticipated that \$4.508 million worth of funds will flow to 2023 Ultimate Recipients in FY 2024-2025.

The 2024 Call for Proposals has been launched in January, with results to be published in October of 2024. The value of the 2024 Call for Proposals has been estimated at \$18.111 million, although the final value will be determined by the scope of successful funded projects.

With an estimated total value of \$18.111 million for the 2024 Call for Proposals, it is anticipated that \$4.528 million of that total value will be distributed to successful Ultimate Recipients in FY 2024-2025.

Ultimate Recipient matching funds for the first Call total \$28.004 million, for a leverage ratio of 2.48. The estimate of matching funds for the 2024 Call for Proposals are \$42.561 million, a leverage ratio of NCC funds of 2.35.

### 5.3. NCC administration costs (\$3.309 million)

The NCC anticipates that resources from ISED and membership revenues to support NCC administration costs in fiscal year 2024-25 will total \$3.309 million.

### 5.4. Direct labour costs (\$1.578 million)

The NCC anticipates that direct labour costs will amount to \$1.578 million in FY 2024-2025. This will support 15 full-time equivalents (FTEs) by the completion of FY 2024-2025. This reflects the permanent positions that are proposed in Figure 1 – Organizational Structure of the NCC Part 4.

## **5.5. Indirect costs – overhead (\$1.053 million)**

It is anticipated that the NCC's indirect costs will be \$1.053 million. Indirect costs include employee benefits, and expenses related to legal advice, insurance, strategic planning processes, and third-party recruitment for senior leadership and the Board.

## **5.6. Direct costs (\$0.577 million)**

The NCC anticipates that the organization's direct costs in FY 2024-2025 will be \$0.577 million. Direct costs include expenses related to website development, external audit, the NCC annual conferences, software subscriptions and platform construction to support NCC's financial and data management activities, network outreach activities, brand development, and translation services.

## **5.7. Equipment costs (\$0.026 million)**

The NCC anticipates that equipment costs in FY 2024-2025 will be \$0.026 million. Costs include the acquisition and/or replacement of computers for permanent staff, and allowances for home office equipment.

## **5.8. Subcontractor and consultant costs (\$0.025 million)**

It is anticipated that the NCC's subcontractor and consultant costs will be \$0.025 million. Subcontractor and consultant costs will be primarily related to support for hiring and other human resources activities, plus the support of moderators for staff and/or board development activities.

## **5.9. Travel and outreach costs (\$0.07 million)**

The NCC's travel and outreach costs are anticipated to be \$70,000 CAD. Travel and outreach costs will be primarily related to stakeholder engagement.

## Part 6

# Risks and Mitigation

Reflecting its commitment to a robust, accountable, and prudent approach to corporate governance, the NCC will regularly identify, assess, and manage any risks related to its objectives and planned activities. As part of its regular operations, the NCC senior team will review and assess all risks.

### 6.1. Risks and mitigation categories

Organizational risks will be monitored and mitigated according to the four categories described below and in alignment with the planned objectives and activities in this Corporate Plan.

Risk Area	Description
<b>Financial</b>	The risk of financial loss due to the ineffectiveness of financial processes for reporting, budgeting, funding allocation, and fiscal stewardship.
<b>Operational</b>	The risk of direct or indirect loss or inability to provide core services and programs, especially to stakeholders, resulting from inadequate or failed internal processes, legal issues, people, and systems or from external events.
<b>Strategic</b>	The risk associated with changes or impacts to the organization's governance and strategy direction, selection, and execution, or resulting in a lack of achievement of the organization's overall objectives.
<b>Reputational</b>	The risk of loss of reputation and credibility with ecosystem partners, government, and the public. The risk could involve actions or events that create a lasting negative image of, or loss of confidence in, the overall operations of the organization.

## 6.2. Identified risks and proposed mitigations

Category	Risk	Mitigations
<b>Financial</b>	<p>Working capital may not be available to fund all planned expenses in the first year due to a lag of up to three months between funding request submissions and receipt of funds from ISED.</p> <p>Consequently, cash flow delays could impact or curtail operations and program funding.</p>	<ul style="list-style-type: none"> <li>● Improved processes for preparing and submitting requests to ISED for both administrative and grant fund advances</li> <li>● Expansion of NCC financial team and implementation of ERP platform to further rationalize internal processes</li> <li>● Consideration of an organizational line of credit</li> </ul>
	<p>NCC administration costs for salaries, systems or other overhead could exceed the allocation in the Contribution Agreement funding envelope.</p>	<ul style="list-style-type: none"> <li>● Reconsideration from previous corporate plan with respect to size and rate of growth of NCC staff complement</li> <li>● Ensuring strong membership growth to support administrative activities</li> </ul>
	<p>The NCC's 1:1 fund-matching model could pose a risk that partners will be unable to deliver the required matching cash and in-kind contributions set out in the Contribution Agreement.</p>	<ul style="list-style-type: none"> <li>● The NCC will clearly communicate matching criteria to partners in its Calls for Proposals and communications and will require written acknowledgement from proponents as part of the submission requirements for all Calls for Proposals.</li> <li>● The NCC will require documentation from Ultimate Recipients confirming involvement of Participating Organizations through the development of Ultimate Recipient Agreements (URA) before advancing funding</li> </ul>



Category	Risk	Mitigations
<b>Program and Operations</b>	The organization could experience delays in implementing systems, processes, and procedures, which could impact timelines set out in the ISED Contribution Agreement and the implementation of organizational activities.	<ul style="list-style-type: none"> <li>● The NCC may engage external technical expertise to support implementation of systems, in a cost-effective manner;</li> <li>● The NCC will continuously monitor and assess progress of operations, and adjust to match capacity.</li> </ul>
	Given cybersecurity sector labour challenges, the inability to recruit and retain highly skilled and well-established staff in a timely and effective way could pose a risk to operational delivery.	<ul style="list-style-type: none"> <li>● The NCC will develop a robust and compelling recruitment strategy and process.</li> <li>● The NCC leverage the cybersecurity expertise and networks of the five founders to identify potential candidates.</li> <li>● The NCC will develop a competitive compensation plan aligned with benchmarks in the finance, IT, and cybersecurity industries.</li> </ul>
	The success of the Calls for Proposals could be affected by ill-considered timelines, dissatisfaction of applicants, low-quality proposals, etc.	<ul style="list-style-type: none"> <li>● The NCC has adapted its Calls processes significantly since the first call with the goal of streamlining processes and minimizing the work required by applicants, so their time investment scales with their likelihood of success.</li> <li>● The NCC will continuously develop and update clear communications and application processes and materials that provide straightforward guidance and clarity on the application process and requirements.</li> </ul>

Category	Risk	Mitigations
<p><b>Governance &amp; Strategy</b></p>	<p>The NCC could confront challenges establishing and retaining a Board with no conflicts of interest, and that reflects its commitments to regional diversity, EDI, and Official Languages.</p>	<ul style="list-style-type: none"> <li>● The NCC will expand its Board incrementally to ensure that sufficient expertise and diversity is included in its membership.</li> <li>● Board Conflict of Interest and Code of Conduct policies are in place and appropriate onboarding processes will ensure that all Board members understand their importance.</li> <li>● The NCC Board and senior team will implement a clear process to monitor and manage potential conflicts of interest.</li> <li>● The NCC will review and update its Board skills and diversity matrix that reflects its commitments to regional diversity, EDI, and Official Languages. It will proactively address potential bias in its Board construction.</li> </ul>
	<p>The long-term sustainability of the organization could be threatened if the NCC is unable to create robust and reliable future revenue streams to support operations.</p>	<ul style="list-style-type: none"> <li>● The NCC will pursue its strategies as defined in its Sustainability Plan as part of its requirements under the Contribution Agreement with ISED.</li> <li>● The NCC will continue to pursue its membership strategy with a focus on ever-increasing value propositions with a clear, revenue-positive fee structure.</li> </ul>

Category	Risk	Mitigations
<b>Reputational</b>	Perceptions of conflicts of interest could affect the NCC's reputation.	<ul style="list-style-type: none"> <li>• The NCC will make public its conflict-of-interest guidelines for Board members and team members.</li> <li>• The NCC will generally adopt and follow a philosophy of proactive, open, and transparent communications.</li> </ul>
	Member or ecosystem dissatisfaction with the NCC in relation to operational progress, programs, funding, value creation for members, etc., could negatively impact the perceived success of the organization.	<ul style="list-style-type: none"> <li>• The NCC will continue regular stakeholder communications and outreach. Communications will focus on clear and targeted messaging related to NCC calls and activities.</li> <li>• To help identify potential issues early, the NCC will develop and deliver annual member satisfaction surveys.</li> <li>• With primary support from the Scientific Director, the Director of Intellectual Property and Partnerships and the Board of Directors, the NCC will hold ongoing dialogue with members of the Canadian cybersecurity ecosystem, with a commitment to continuous improvement</li> <li>• An expanded Scientific Operations Advisory Committee (SOAC) will be established to ensure the NCC is well informed about changes appearing across the ecosystem.</li> </ul>
	Cybersecurity issues or breaches within the NCC or its partners (e.g., founder institutions, funding partners or Ultimate Recipients of NCC funds) could pose a major reputational risk to the organization.	<ul style="list-style-type: none"> <li>• The NCC will develop a Cybersecurity Plan that outlines cybersecurity expectations and requirements for the NCC and Ultimate Funding Recipients.</li> <li>• Proof of robust cybersecurity plans, processes, and procedures will be required before funding is awarded to Ultimate Recipients.</li> </ul>
	Failure to meet Key Performance Indicators (KPIs) as per the requirements of the Contribution Agreement could jeopardize ISED funding.	<ul style="list-style-type: none"> <li>• The NCC will implement quarterly, semi-annual and annual reporting requirements to the NCC Board with clear guidance for Ultimate Recipients.</li> <li>• The Director of Grant Administration and Memberships will regularly engage with Ultimate Recipients to identify and proactively address emerging concerns with KPIs.</li> </ul>

During Q1 of 2024-2025, the Board of Directors will define a “risk registry” and outline the responsibility of various Board committees in the identification and mitigation of risks to the organization. As appropriate, those committees will report to the Operational Leadership Committee (OLC) which will report on risk to the Board as a whole.

## Part 7

# Performance Management Monitoring Activities

The NCC's performance monitoring strategy outlines the process that the NCC will use to collect, track, and report on the key performance indicators (KPIs) set out in the Contribution Agreement with ISED.

### 7.1. Reporting roles and responsibilities

Within the NCC, the Director of Grant Administration and Membership will work with the Executive Director, and the Director of Finance to oversee the collection, monitoring, and reporting of KPIs. This group will also be responsible for setting KPI baselines and targets.

Most of the NCC's established KPIs require timely, accurate reporting from the Ultimate Recipients of NCC funds. The NCC has established a process by which Ultimate Recipients will report semi-annually on KPIs; the NCC will provide clear guidance to URs to help to ensure that these reporting requirements are met.

### 7.2. Reporting mechanisms

The table below describes the NCC's mechanisms to collect, monitor, and report on its KPIs.

<b>Reporting mechanism</b>	<b>Description</b>
<b>Project Reports</b>	In a given fiscal year, Ultimate Recipients will submit project reports semi-annually on their required KPIs.
<b>Annual Report</b>	The Director of Grant Administration and Memberships and the Director of Finance will work together to compile KPI data from Ultimate Recipients' project reports and submit their findings to ISED as part of the NCC's Annual Report. Inclusion in the Annual Report will ensure that the KPIs are made publicly available.
<b>Management Review</b>	If deemed necessary, ISED may conduct a management review of the NCC. ISED could ask for an update on KPIs as part of this review.

<b>Reporting mechanism</b>	<b>Description</b>
<b>Final Progress Report</b>	Within 90 calendar days of the Contribution Agreement completion date, the NCC must provide ISED with a final report on how the NCC has achieved its KPI targets.
<b>Post-Contribution Reporting in the Form of an Annual Report</b>	Once the completion date of the NCC Contribution Agreement is reached, the NCC will continue to provide post-contribution reporting for a five-year period, including any updates on achievement of its KPIs, in the form of an Annual Report to ISED.

### 7.3. KPI reporting schedule for 2024-2025

The table below provides a schedule for the NCC to collect, monitor and report on KPIs in 2024-25.

<b>KPI Mechanism</b>	<b>Preparation Time Frame</b>	<b>Deadline</b>
<b>Submission of Semi-annual Project Reports from Ultimate Recipients</b>	June 2024 and December 2024	July 31, 2024, and January 31, 2025
<b>Submission of Annual Report*</b>	Mid-May to mid-July 2025	July 31, 2025
<b>Submission of Corporate Plan</b>	November 2024 to January 2025	January 31, 2025

## **List of Appendices**

Appendix A – Board of Directors (as of January 31, 2023)

Appendix B - Projected 2024-25 Statement of Operations

## **Appendix A – NCC Board of Directors** (as of December 31, 2023)

**Dr. Charmaine B. Dean, Chair**

Vice President, Research and International  
University of Waterloo

**Dr. William Ghali**

Vice President, Research  
University of Calgary

**Dr. Steven Liss**

Vice President, Research and Innovation  
Toronto Metropolitan University

**Dr. David MaGee**

Vice President, Research  
University of New Brunswick

**Dr. Dominique Bérubé**

Vice-President, Research and Graduate Studies  
Université Concordia University

# Appendix B - Projected 2024-25 Statement of Operations

<b>STATEMENT OF OPERATIONS</b>		2024-25 Corporate Plan
<b>Revenue</b>		
ISED Contribution - Network Activities		9,035,766
ISED Contribution - Network Administration		3,124,060
Membership Contribution - Network Administration		185,390
<b>Total Revenue</b>		<b>12,345,216</b>
<b>Expenses</b>		
<b>Network Activities</b>		
Project Cost		9,035,766
<b>Total Network Activities</b>		<b>9,035,766</b>
<b>Network Administration</b>		
Direct Labour		1,578,000
Indirect Costs (overhead)		1,053,290
Direct Costs		557,160
Equipment		26,000
Subcontractors and consultants		25,000
Travel and Outreach		70,000
<b>Total Network Administration</b>		<b>3,309,450</b>
<b>Total Expenses</b>		<b>12,345,216</b>
<b>Excess of Revenue over Expenses</b>		<b>-</b>