September 8, 2017

Re: Your request for access to information under Part II of the Access to Information and Protection of Privacy Act, our file # TCII/17/2017

On July 24, 2017 the Department of Tourism, Culture, Industry and Innovation received your request for access to the following record:

Please provide all correspondence between RDC’s Board of Directors and the Department of TCII (including The Minister, his staff and officials) between the dates of January 1, 2016 to July 24, 2017.

This request was later clarified to include the former BTCRD and current TCII Executive team for the relevant time period, specifically, the Minister, Executive Assistant, Deputy Ministers, Assistant Deputy Ministers, Directors of Policy & Strategic Planning and Directors of Communications and then further clarified to request correspondence pertaining to the shutdown of the RDC.

I am pleased to inform you that a decision has been made by the Deputy Minister of the Department of Tourism, Culture, Industry and Innovation to provide access to some of the requested information. Access to the remaining records, and/or information contained within the records, has been refused in accordance with the following exceptions to disclosure, as specified in the Access to Information and Protection of Privacy Act (the Act), Sections 29, 35, 40 as well as Section 21 of the Research and Development Corporation Act. Please note that pages 62 – 64 have been fully redacted per sections 21(1)(a) and 21(1)(b) of the RDC Act and 35(1)(b), 35(1)(d), and 35(1)(g) of the ATIPP Act.

As required by 8(2) of the Act, we have severed information that is unable to be disclosed and have provided you with as much information as possible. In accordance with your request for a copy of the records, the appropriate copies have been enclosed.

Please be advised that you may appeal the decision to provide partial access and ask the Information and Privacy Commissioner to review the decision to provide partial access to the requested information, as set out in section 42 of the Act. A request to the Commissioner must be made in writing within 15 business days of the date of this letter or within a longer period that may be allowed by the Commissioner. Your appeal should identify your concerns with the request and why you are submitting the appeal.

The appeal may be addressed to the Information and Privacy Commissioner as follows:

Office of the Information and Privacy Commissioner
2 Canada Drive
P. O. Box 13004, Stn. A
P.O. Box 8700, St. John’s, NL, Canada A1B 4J6 t 709.729.7000 f 709.729.4858
You may also appeal directly to the Supreme Court Trial Division within 15 business days after you receive the decision of the public body, pursuant to section 52 of the Act.

For your reference, the sections of the Access to Information and Protection of Privacy Act and Research and Development Corporation Act cited above are attached.

Please be advised that responsive records will be published following a 72 hour period after the response is sent electronically to you or five business days in the case where records are mailed to you. It is the goal to have the responsive records posted to the Completed Access to Information Requests website within one business day following the applicable period of time. Please note that requests for personal information will not be posted online.

If you have any further questions, please contact me by telephone at (709) 729-2888 or by e-mail at ChristinaHarrington@gov.nl.ca.

Sincerely,
Christina Harrington
ATIPP Coordinator
Policy advice or recommendations

29. (1) The head of a public body may refuse to disclose to an applicant information that would reveal

(a) advice, proposals, recommendations, analyses or policy options developed by or for a public body or minister;

(b) the contents of a formal research report or audit report that in the opinion of the head of the public body is incomplete and in respect of which a request or order for completion has been made by the head within 65 business days of delivery of the report; or

(c) draft legislation or regulations.

(2) The head of a public body shall not refuse to disclose under subsection (1)

(a) factual material;

(b) a public opinion poll;

(c) a statistical survey;

(d) an appraisal;

(e) an environmental impact statement or similar information;

(f) a final report or final audit on the performance or efficiency of a public body or on any of its programs or policies;

(g) a consumer test report or a report of a test carried out on a product to test equipment of the public body;

(h) a feasibility or technical study, including a cost estimate, relating to a policy or project of the public body;

(i) a report on the results of field research undertaken before a policy proposal is formulated;

(j) a report of an external task force, committee, council or similar body that has been established to consider a matter and make a report or recommendations to a public body;

(k) a plan or proposal to establish a new program or to change a program, if the plan or proposal has been approved or rejected by the head of the public body;

(l) information that the head of the public body has cited publicly as the basis for making a decision or formulating a policy; or

(m) a decision, including reasons, that is made in the exercise of a discretionary power or an adjudicative function and that affects the rights of the applicant.

(3) Subsection (1) does not apply to information in a record that has been in existence for 15 years or more.

2015 cA-1.2 s29

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Disclosure harmful to the financial or economic interests of a public body

35. (1) The head of a public body may refuse to disclose to an applicant information which could reasonably be expected to disclose

(a) trade secrets of a public body or the government of the province;

(b) financial, commercial, scientific or technical information that belongs to a public body or to the government of the province and that has, or is reasonably likely to have, monetary value;
plans that relate to the management of personnel of or the administration of a public body and that have not yet been implemented or made public;

information, the disclosure of which could reasonably be expected to result in the premature disclosure of a proposal or project or in significant loss or gain to a third party;

scientific or technical information obtained through research by an employee of a public body, the disclosure of which could reasonably be expected to deprive the employee of priority of publication;

positions, plans, procedures, criteria or instructions developed for the purpose of contractual or other negotiations by or on behalf of the government of the province or a public body, or considerations which relate to those negotiations;

information, the disclosure of which could reasonably be expected to prejudice the financial or economic interest of the government of the province or a public body; or

information, the disclosure of which could reasonably be expected to be injurious to the ability of the government of the province to manage the economy of the province.

The head of a public body shall not refuse to disclose under subsection (1) the results of product or environmental testing carried out by or for that public body, unless the testing was done

(a) for a fee as a service to a person or a group of persons other than the public body; or

(b) for the purpose of developing methods of testing.

Disclosure harmful to personal privacy

40. (1) The head of a public body shall refuse to disclose personal information to an applicant where the disclosure would be an unreasonable invasion of a third party's personal privacy.

(2) A disclosure of personal information is not an unreasonable invasion of a third party's personal privacy where

(a) the applicant is the individual to whom the information relates;

(b) the third party to whom the information relates has, in writing, consented to or requested the disclosure;

(c) there are compelling circumstances affecting a person's health or safety and notice of disclosure is given in the form appropriate in the circumstances to the third party to whom the information relates;

(d) an Act or regulation of the province or of Canada authorizes the disclosure;

(e) the disclosure is for a research or statistical purpose and is in accordance with section 70;

(f) the information is about a third party's position, functions or remuneration as an officer, employee or member of a public body or as a member of a minister's staff;

(g) the disclosure reveals financial and other details of a contract to supply goods or services to a public body;

(h) the disclosure reveals the opinions or views of a third party given in the course of performing services for a public body, except where they are given in respect of another individual;

(i) public access to the information is provided under the Financial Administration Act;

(j) the information is about expenses incurred by a third party while travelling at the expense of a public body;
(k) the disclosure reveals details of a licence, permit or a similar discretionary benefit granted to a third party by a public body, not including personal information supplied in support of the application for the benefit;

(l) the disclosure reveals details of a discretionary benefit of a financial nature granted to a third party by a public body, not including

(i) personal information that is supplied in support of the application for the benefit, or

(ii) personal information that relates to eligibility for income and employment support under the *Income and Employment Support Act* or to the determination of income or employment support levels; or

(m) the disclosure is not contrary to the public interest as described in subsection (3) and reveals only the following personal information about a third party:

(i) attendance at or participation in a public event or activity related to a public body, including a graduation ceremony, sporting event, cultural program or club, or field trip, or

(ii) receipt of an honour or award granted by or through a public body.

(3) The disclosure of personal information under paragraph (2)(m) is an unreasonable invasion of personal privacy where the third party whom the information is about has requested that the information not be disclosed.

(4) A disclosure of personal information is presumed to be an unreasonable invasion of a third party's personal privacy where

(a) the personal information relates to a medical, psychiatric or psychological history, diagnosis, condition, treatment or evaluation;

(b) the personal information is an identifiable part of a law enforcement record, except to the extent that the disclosure is necessary to dispose of the law enforcement matter or to continue an investigation;

(c) the personal information relates to employment or educational history;

(d) the personal information was collected on a tax return or gathered for the purpose of collecting a tax;

(e) the personal information consists of an individual's bank account information or credit card information;

(f) the personal information consists of personal recommendations or evaluations, character references or personnel evaluations;

(g) the personal information consists of the third party's name where

(i) it appears with other personal information about the third party, or

(ii) the disclosure of the name itself would reveal personal information about the third party; or

(h) the personal information indicates the third party's racial or ethnic origin or religious or political beliefs or associations.

(5) In determining under subsections (1) and (4) whether a disclosure of personal information constitutes an unreasonable invasion of a third party's personal privacy, the head of a public body shall consider all the relevant circumstances, including whether

(a) the disclosure is desirable for the purpose of subjecting the activities of the province or a public body to public scrutiny;

(b) the disclosure is likely to promote public health and safety or the protection of the environment;

(c) the personal information is relevant to a fair determination of the applicant's rights;

(d) the disclosure will assist in researching or validating the claims, disputes or grievances of aboriginal people;

(e) the third party will be exposed unfairly to financial or other harm;
(f) the personal information has been supplied in confidence;

(g) the personal information is likely to be inaccurate or unreliable;

(h) the disclosure may unfairly damage the reputation of a person referred to in the record requested by the applicant;

(i) the personal information was originally provided to the applicant; and

(j) the information is about a deceased person and, if so, whether the length of time the person has been deceased indicates the disclosure is not an unreasonable invasion of the deceased person’s personal privacy.

2015 cA-1.2 s40

Access or correction complaint

42. (1) A person who makes a request under this Act for access to a record or for correction of personal information may file a complaint with the commissioner respecting a decision, act or failure to act of the head of the public body that relates to the request.

(2) A complaint under subsection (1) shall be filed in writing not later than 15 business days

(a) after the applicant is notified of the decision of the head of the public body, or the date of the act or failure to act; or

(b) after the date the head of the public body is considered to have refused the request under subsection 16 (2).

(3) A third party informed under section 19 of a decision of the head of a public body to grant access to a record or part of a record in response to a request may file a complaint with the commissioner respecting that decision.

(4) A complaint under subsection (3) shall be filed in writing not later than 15 business days after the third party is informed of the decision of the head of the public body.

(5) The commissioner may allow a longer time period for the filing of a complaint under this section.

(6) A person or third party who has appealed directly to the Trial Division under subsection 52 (1) or 53 (1) shall not file a complaint with the commissioner.

(7) The commissioner shall refuse to investigate a complaint where an appeal has been commenced in the Trial Division.

(8) A complaint shall not be filed under this section with respect to

(a) a request that is disregarded under section 21;

(b) a decision respecting an extension of time under section 23;

(c) a variation of a procedure under section 24; or

(d) an estimate of costs or a decision not to waive a cost under section 26.

(9) The commissioner shall provide a copy of the complaint to the head of the public body concerned.

2015 cA-1.2 s42

Direct appeal to Trial Division by a third party

53. (1) A third party informed under section 19 of a decision of the head of a public body to grant access to a record or part of a record in response to a request may appeal the decision directly to the Trial Division.
(2) An appeal shall be commenced under subsection (1) not later than 15 business days after the third party is informed of the decision of the head of the public body.

(3) Where a third party has filed a complaint with the commissioner under section 42 and the commissioner has refused to investigate the complaint, the third party may commence an appeal in the Trial Division of the decision of the head of the public body to grant access in response to a request.

(4) An appeal shall be commenced under subsection (3) not later than 15 business days after the third party is notified of the commissioner’s refusal under subsection 45 (2).

Records of commercially sensitive information

21. (1) Notwithstanding section 7 of the Access to Information and Protection of Privacy Act, 2015, in addition to the information that shall or may be refused under Part II, Division 2 of that Act, the chief executive officer, or the head of another public body,

(a) may refuse to disclose to an applicant under that Act commercially sensitive information of the council; and

(b) shall refuse to disclose to an applicant under that Act commercially sensitive information of a third party

where the chief executive officer, taking into account sound and fair business practices, reasonably believes

(c) that the disclosure of the information may

(i) harm the competitive position of;

(ii) interfere with the negotiating position of, or

(iii) result in financial loss or harm to

the council or the third party; or

(d) that information similar to the information requested to be disclosed

(i) is treated consistently in a confidential manner by the third party, or

(ii) is customarily not provided to competitors by the council or the third party.

(2) Where an applicant is denied access to information under subsection (1) and a request to review that decision is made to the commissioner under section 42 of the Access to Information and Protection of Privacy Act, 2015, the commissioner shall, where he or she determines that the information is commercially sensitive information,

(a) on receipt of the chief executive officer’s certification that he or she has refused to disclose the information for the reasons set out in subsection (1); and

(b) on confirmation of the chief executive officer’s decision by the board of directors of the council,

uphold the decision of the chief executive officer or head of another public body not to disclose the information.

(3) Where a person appeals,

(a) under subsections 52 (1) and (2), subsections 53 (1) and (2) or section 54 of the Access to Information and Protection of Privacy Act, 2015, from a decision under subsection (1); or
(b) under subsections 52 (1) and (2), subsections 53 (1) and (2) or section 54 of the Access to Information and Protection of Privacy Act, 2015, from a refusal by a chief executive officer under subsection (1) to disclose information, paragraph 59 (3)(a) and section 60 of that Act apply to that appeal as if Part II, Division 2 of that Act included the grounds for the refusal to disclose the information set out in subsection (1) of this Act.

(4) Paragraph 102 (3)(a) of the Access to Information and Protection of Privacy Act, 2015 applies to information referred to in subsection (1) of this section as if the information was information that a head of a public body is authorized or required to refuse to disclose under Part II, Division 2 of that Act.

(5) Notwithstanding section 21 of the Auditor General Act, a person to whom that section applies shall not disclose, directly or indirectly, commercially sensitive information that comes to his or her knowledge in the course of his or her employment or duties under that Act and shall not communicate those matters to another person, including in a report required under that Act or another Act, without the prior written consent of the chief executive officer.

(6) Where the auditor general prepares a report which contains information respecting the council, or respecting a third party that was provided to the council by the third party, a draft of the report shall be provided to the chief executive officer, and he or she shall have reasonable time to inform the auditor general whether or not in his or her opinion the draft contains commercially sensitive information.

(7) In the case of a disagreement between the auditor general and the chief executive officer respecting whether information in a draft report is commercially sensitive information, the auditor general shall remove the information from the report and include that information in a separate report which shall be provided to the Lieutenant-Governor in Council in confidence.

(8) Notwithstanding the Citizens’ Representative Act, the council, another public body, or an officer, member or employee of one of them is not required to provide commercially sensitive information, in any form, to the citizens’ representative in the context of an investigation of a complaint under that Act.

2008 cR-13.1 s21; 2015 cA-1.2 s132
Hi Mark:

Pls see Minister's feedback throughout.

Thanks,

Jan Halliday
Administrative Assistant
to the Minister
Dept. of Tourism, Culture, Industry and Innovation
2nd. Floor, West Block
Telephone: (709) 729-4729
Feedback provided.
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MESSAGE FROM THE CHAIR

As Chair of the Research & Development Corporation (RDC), and on behalf of the Board of Directors, I am pleased to present RDC's Strategic Plan for 2017-2020. This plan builds upon the goals and priorities that have been achieved over the past three-year strategic planning period, and presents RDC's strategic priorities for the next three years.

In the current period of low commodity prices and economic slowdown, the primary way for Newfoundland and Labrador to achieve sustainable economic growth is to upgrade and diversify its economy. In this dynamic environment, investments in research and development (R&D) by government, industry and educational institutions are essential for generating the productivity gains required for long-term economic prosperity.

As the provincial institution responsible for strengthening the focus, quantity, quality and relevance of R&D in the province, RDC has consistently worked to support R&D projects with strong potential for economic impacts, provide professional R&D solutions to fill gaps identified by industry, and leverage its relationships to help foster R&D collaborations. During the 2017-2020 period, this diversified approach to strengthening R&D in the province will continue through our work to deliver on five overarching strategic goals.

These goals will guide RDC to continue focusing its R&D supports in priority sectors, while allowing flexibility to support high potential R&D opportunities across all sectors. This strategy will continue to emphasize applied R&D, increase the commercialization of industry and academic R&D outcomes, and provide professional R&D solutions to a diverse client base. Further attention will also be given on increasing R&D collaboration, specifically between academic researchers and industry, and more broadly on working to improve public understanding of the role of R&D in supporting innovation and economic growth.

The Board is accountable for the preparation of the plan and the achievement of its goals and objectives. This plan has been developed in accordance with the legislative requirements of the Transparency and Accountability Act, and in consideration of the strategic directions of the Government of Newfoundland and Labrador.

My signature indicates the Board's full accountability for the strategic directions of the organization.

Sincerely,

Fraser H. Edison
Chair, Board of Directors
Research & Development Corporation
STAFF & BUDGET

RDC currently employs 39 staff (24 female, 15 male) through a main office in St. John's and a field site in Argenta. In 2016-17 RDC received a budgetary allocation of $18.9 million.

GOVERNANCE

RDC reports through the Minister responsible for RDC. RDC's Board is comprised of residents and non-residents of the province, representing RDC's key stakeholders including industry, academia and the Provincial Government.

RDC's Board consists of 7 to 11 members who meet statutory requirements in terms of their research, business, and academic credentials.

MANDATE

The mandate of RDC is to “strengthen the focus, quantity, quality and relevance of research and development undertaken in the province and elsewhere for the long-term economic benefit of the province” (Research and Development Council Act).

LINES OF BUSINESS

R&D PROGRAMS

RDC delivers R&D programs that support highly-qualified people, cutting-edge R&D projects, and world-class research infrastructure. These programs are regularly evaluated to ensure they are achieving objectives. An overview of R&D Programs is provided in ANNEX A.

R&D SOLUTIONS

RDC delivers applied R&D services needed by businesses, to help them solve their technical challenges right here in Newfoundland and Labrador. This includes development of RDC-owned labs, test sites and facilities, most notably the Coastal Exposure Materials Testing Services site. An overview of R&D Solutions is provided in ANNEX B.

COLLABORATION

To best support all client groups, RDC works with Provincial and Federal Government partners to develop R&D policy and advance strategic initiatives that maximize potential long-term economic benefits. This includes working with Federal Government departments and agencies to identify, lead and/or leverage R&D opportunities for Newfoundland and Labrador.
PRIMARY CLIENTS

BUSINESS
RDC works with industry to increase its R&D capacity, productivity, and competitiveness to grow, diversify and strengthen Newfoundland and Labrador’s economy. To achieve this, RDC offers a range of R&D programs and targeted initiatives aimed at enhancing business growth and development opportunities.

ACADEMIA
RDC works with academia to identify and deliver R&D projects with industry relevance, develop new or expand existing R&D infrastructure and equipment, and develop highly-qualified researchers and students. RDC also works to facilitate local, national, and international collaborative R&D projects with business to drive commercialization of research outcomes.

VISION
RDC is a catalyst for growth in R&D capabilities that drive an innovative Newfoundland and Labrador economy.
RDC VALUES

EXCELLENCE
We pursue excellence and quality in all that we do. We deliver superior service for our clients and exceptional support for our stakeholders by recruiting and empowering highly capable people. We work to exceed expectations and strive to set new standards for excellence.

DRIVE
We believe in what we do. We are committed to making a difference. We bring energy and commitment to every task we undertake. We seek to make a difference in everything we do.

INTEGRITY
We behave with integrity. We have high ethical and moral standards. We are trusted by our partners and respected by our stakeholders.
COLLABORATION

We focus on team building across the organization and thrive on partnerships with our stakeholders. We believe a strong emphasis on collaboration offers the greatest returns and our success is based upon shared interests and open communication.

ACCOUNTABILITY

We are accountable to our employees, our stakeholders, the public and our owner. We take this responsibility seriously and are always guided to act in a manner that respects our public mandate. We make decisions and accept responsibility for our actions.

Impact not a value?
link to commercialization & economic growth
VALUE OF R&D
THE VALUE OF R&D

The Conference Board of Canada highlights that "R&D spending indicates how committed a country is to generating new ideas that could lead to new or improved products, processes, and services."[1] In a world of rapid change, economic prosperity is increasingly tied to successfully generating and commercializing new knowledge. This is why R&D is an engine of growth in the most innovative economies. R&D drives business productivity, produces new services and products, disseminates new knowledge in the form of publications, and broadly improves quality of life for all people.
R&D investment intensity in Newfoundland and Labrador lags the Canadian average, which itself is backsliding in its performance relative to Canada's peer group of countries. In fact, as the chart below demonstrates, R&D expenditure intensity would have to double in the Province to reach the Canadian average.

### TOTAL R&D EXPENDITURES AS % OF GDP

<table>
<thead>
<tr>
<th>Country</th>
<th>% GDP</th>
</tr>
</thead>
<tbody>
<tr>
<td>NL</td>
<td>0.88%</td>
</tr>
<tr>
<td>AB</td>
<td>1.05%</td>
</tr>
<tr>
<td>NS</td>
<td>1.14%</td>
</tr>
<tr>
<td>ON</td>
<td>2.03%</td>
</tr>
<tr>
<td>CANADA</td>
<td>2.92%</td>
</tr>
<tr>
<td>OECD</td>
<td>2.4%</td>
</tr>
<tr>
<td>FINLAND</td>
<td>0.7%</td>
</tr>
</tbody>
</table>

R&D expenditures in NL would have to DOUBLE to reach the average Canadian Intensity.


While Newfoundland and Labrador's R&D intensity has improved since the creation of RDC, much work is still needed. One key facet of improving performance is to increase the level of business expenditures in R&D—a priority for RDC. RDC has demonstrated significant growth in business R&D investment since 2010 and has worked to strengthen academic collaborations with business to generate commercial outcomes. Both of these activities drive overall business expenditures in R&D which in turn will impact the overall level of R&D investment intensity in the Province.
"Concentration is the key to economic results"

— Peter F. Drucker

THE RDC APPROACH

RDC is a provincial crown corporation modeled on best R&D practices of the world's most innovative countries. RDC's mandate is to increase the focus, quantity, quality, and relevance of R&D in the province for economic benefit. Our independence enables us to be nimble, entrepreneurial, and able to quickly adapt to a rapidly changing economic landscape. Our role as a crown corporation enables us to be thoroughly informed of government initiatives and to invest public funds in priority areas. Leveraging these two organizational strengths allows RDC to play a critical role in the provincial innovation ecosystem, routinely helping R&D stakeholders in government, industry and academia to collaborate and innovate for greater success.

RDC drives economic outcomes through R&D projects. RDC does not simply provide funding for projects. RDC builds projects with clients, co-funders and partners and helps manage them towards results. RDC identifies gaps in the local market and establishes facilities to meet the needs of R&D performers. By capitalizing on quality stakeholder relationships, RDC also brokers new partnerships through its network to facilitate world-class R&D opportunities. Through RDC’s efforts, R&D activity is increased, capacity is strengthened and economic benefits are realized. The impacts are significant: highly qualified people are retained; businesses are expanded; innovative products and processes are developed or improved; and success is realized.
STRATEGIC GOALS
STRATEGIC GOAL 1
SPECIALIZING TO CAPITALIZE ON COMPETITIVE ADVANTAGES

RDC will focus R&D activities into the priority sectors of energy, mining and minerals, and ocean technology to capitalize on areas of provincial competitive advantage. This focused approach offers the highest potential for maximizing the economic and ultimately social returns produced by public R&D investment.

GOAL
By March 31, 2020, RDC will have supported increased R&D investment in the priority sectors of energy, mining and minerals, and ocean technology.

MEASURE
Supported increased R&D investment in priority sectors

THREE YEAR INDICATORS *
1.1 Ratio of projects funded in priority sectors versus all other sectors
1.2 Amount of R&D investment leveraged in priority sectors
1.3 Number of highly qualified people (HQP) supported in priority sectors

2018 OBJECTIVE
By March 31, 2018, RDC will have delivered programs and performed R&D that focus R&D investment into priority sectors.

2019 OBJECTIVE
By March 31, 2019, RDC will have continued to deliver programs and performed R&D that focus R&D investment into priority sectors.

2020 OBJECTIVE
By March 31, 2020, RDC will have undertaken activities to support increased R&D investment in priority sectors.

*These indicators will be used to measure success on the Goal and Objectives.
STRATEGIC GOAL 2
BROAD SECTOR SUPPORT TO BUILD NEW COMPETITIVE ADVANTAGES

RDC will provide broad sector support to promote R&D in emerging sectors of competitive advantage. A diversified economy is more resistant to economic downturns and this approach will enable RDC to further strengthen provincial R&D capabilities and leverage new investments in exciting technologies with competitive value.

GOAL
By March 31, 2020, RDC will have supported increased R&D investment in other sectors where there is potential for economic growth and diversification in NL.

MEASURE
Supported increased R&D investment in other sectors

THREE YEAR INDICATORS *
2.1 Amount of R&D investment leveraged in other sectors
2.2 Number of highly qualified people (HQP) supported in other sectors

2018 OBJECTIVE
By March 31, 2018, RDC will have delivered programs and performed R&D that strengthen R&D investment in other sectors.

2019 OBJECTIVE
By March 31, 2019, RDC will have continued to deliver programs and performed R&D that focus R&D investment in other sectors.

2020 OBJECTIVE
By March 31, 2020, RDC will have undertaken activities to support increased R&D investment in other sectors.

* These indicators will be used to measure success on the Goal and Objectives.
STRATEGIC GOAL 3
SUPPORT APPLIED R&D AND COMMERICALIZATION

RDC will focus its efforts on supporting applied R&D and commercialization, including through academic research, in an effort to maximize economic returns on all public R&D investments. This goal will help guide RDC in advancing a vision of an innovative provincial economy in which business needs drive R&D investments and academia excels at collaborating with industry to generate and commercialize new knowledge.

GOAL
By March 31, 2020, RDC will have supported increased applied R&D and commercialization of research outcomes

MEASURE
Supported increased applied R&D and commercialization of research outcomes

THREE YEAR INDICATORS *

3.1 Ratio of business-led R&D projects funded vs all other projects

3.2 Number of industry R&D performers attracted to NL with RDC support

3.3 Number of large-scale demonstration projects with commercialization potential completed

3.4 Number of start-ups working to commercialize research outcomes supported

2018 OBJECTIVE
By March 31, 2018, RDC will have delivered programs that support increased applied R&D and the commercialization of research outcomes

2019 OBJECTIVE
By March 31, 2019, RDC will have continued to deliver programs that support applied R&D and the commercialization of research outcomes

2020 OBJECTIVE
By March 31, 2020, RDC will have undertaken activities to support increased applied R&D and the commercialization of research outcomes

*These indicators will be used to measure success on the Goal and Objectives
STRATEGIC GOAL 4
PROVIDING R&D SOLUTIONS

RDC will build relevant research infrastructure and provide specialized R&D solutions to industry and academic clients to increase R&D capacity in Newfoundland and Labrador. Public R&D can help bridge market gaps and increase capabilities required to conduct leading R&D here in the Province.

GOAL

By March 31, 2020, RDC will have performed R&D and pursued opportunities as a service provider that expand R&D capabilities and attract investment to NL.

MEASURE

Increased R&D performed by RDC and investment attracted

THREE YEAR INDICATORS *

4.1 Number of R&D test sites, labs and facilities owned and operated

4.2 Amount of revenue generated from external sources by performing contract R&D, testing and certification

4.3 Number of collaborative research projects in which RDC participates

2018 OBJECTIVE

By March 31, 2018, RDC will have performed basic R&D and pursued opportunities as a service provider to expand R&D capabilities and attract investment to NL.

2019 OBJECTIVE

By March 31, 2019, RDC will have continued to perform R&D and pursue opportunities to expand R&D capabilities and attract investment to NL.

2020 OBJECTIVE

By March 31, 2020, RDC will have undertaken activities to perform advanced R&D and pursued opportunities to expand R&D capabilities and attract investment to NL.

*These indicators will be used to measure success on the Goal and Objectives.
"Innovation distinguishes between a leader and a follower."

- Steve Jobs

STRATEGIC GOAL 5
INCREASING COLLABORATION AND PUBLIC AWARENESS OF THE VALUE OF R&D

RDC will serve as a catalyst to support increased R&D collaboration between businesses, academia and government and to broadly increase public awareness of the value of R&D as an economic driver. Transitioning to an innovative economy will require a greater public understanding of the role of R&D in support of innovation, growth and economic diversification and strong linkages between stakeholders to maximize returns on all R&D investments.

GOAL
By March 31, 2020, RDC will have strengthened its position in the local R&D landscape by increasing collaboration and public awareness of the importance of R&D to the NL economy.

MEASURE
Increased collaboration and general awareness of the value of R&D.

THREE YEAR INDICATORS *

5.1 Number of news releases profiling significant R&D investments and client R&D outcomes delivered

5.2 Number of media events demonstrating the value of R&D held

5.3 Number of collaborative research network projects supported

2018 OBJECTIVE
By March 31, 2018, RDC will have undertaken activities to strengthen its position in the local R&D landscape through collaboration and increased public awareness of the importance of R&D.

2019 OBJECTIVE
By March 31, 2019, RDC will have continued to undertake activities to strengthen its position in the local R&D landscape through collaboration and increased public awareness of the importance of R&D.

2020 OBJECTIVE
By March 31, 2020, RDC will have strengthened its position in the local R&D landscape through collaboration and increased public awareness of the importance of R&D.

*These indicators will be used to measure success on the Goal and Objectives.
# R&D Programs

**R&D Vouchers**
Facilitates business access to external resources, including scientific and technical equipment, expertise, and research facilities

Maximum RDC contribution $15,000

**R&D Proof of Concept**
Increases the technical capacity of businesses to perform R&D with commercial potential

Maximum RDC contribution $250,000

**EmployR&D**
Enables businesses to hire recent PhD graduates to support R&D activities

Maximum RDC contribution $75,000 / year (Maximum 2 years)

**SensorTECH (2015-17)**
Supports research, development and deployment of sensor technologies

**Maximum RDC contribution**
Academia: $500,000
Business: $750,000

**CollaborativeR&D**
Supports academic-led collaborative R&D projects with business and government partners

Maximum RDC contribution $500,000

**IgniteR&D**
Provides funding for first time researchers or those new to the province

Maximum RDC contribution $100,000

**LeverageR&D**
Strengthens R&D capacity through leveraging private and non-provincial public funding sources

Maximum RDC contribution $500,000

**Research Inspired Student Enrichment (RISE) Awards**
Exposes high school students to research activities at an early stage in their education

Maximum RDC contribution $150,000
Anually

**ArcticTECH (2015-19)**
Advances R&D in support of the development of Arctic and other harsh environment technologies

**Maximum RDC contribution**
Academia: $250,000
Business: $750,000

**GeoEXPLORE (2017-19)**
Enhances geoscience R&D capacity in support of mineral and petroleum exploration and development

**Maximum RDC contribution**
Academia: $250,000
Business: $750,000

**PetroleumR&D Accelerator**
Strengthens R&D in support of petroleum exploration, development and operations

Maximum RDC contribution $5,000,000
ANNEX B
R&D SOLUTIONS OVERVIEW
R&D SOLUTIONS

R&D Solutions strives to help solve R&D challenges by operating facilities capable of providing high quality R&D services to industry, government, and academia. These facilities are developed through a structured stage gate process that includes market assessment, competitor analysis, and determining potential customer needs. We have one facility in operation, Coastal Exposure, and a second, Oversea Atlantic, that is currently conducting a pilot project to better understand the opportunity before requesting full facility sanction by our Board of Directors.

COASTAL EXPOSURE

Corrosion and materials failure create serious issues in harsh marine environments that can lead to major problems in health and safety, the environment, and productivity if not addressed. RDC’s Coastal Exposure Materials Testing Services assists clients to develop solutions for material and equipment performance in harsh operating environments around the world. Laboratory testing of coatings and materials often fail to accurately represent harsh real-world northern environments, as they lack the low temperatures that may cause coating embrittlement, freeze-thaw cycles that can impact coating adhesion, and the effect of ocean-borne salt spray and wind on the materials being tested. The Coastal Exposure facility offerings include a meteorological tower for weather data, equipment racks for exposing panels, space for larger samples and equipment for exposure, and services such as coating thickness measurement, visual inspections, and pull-off adhesion testing to test coating performance.

OVERSEA ATLANTIC

Newfoundland and Labrador’s offshore resource industry has fuelled an increasing interest in ocean technology research and development because of the unique risk of ice and iceberg impact in this region. Improved knowledge of iceberg drift mechanisms, and the development of reliable iceberg drift models based on meteorological influences, will assist the offshore industry with decisions regarding response to iceberg threats. RDC’s Oversea Atlantic Ocean Observation Services intends to offer year-round field testing to develop solutions and technologies for ice and ocean observation. The facility’s offerings, planned for the 2018 ice season, will include a 97’ freestanding tower to host third party radar and monitoring equipment, ocean current profiling equipment to measure current strengths in the water column, a high definition camera for visual identification and classification of iceberg salt profiles, and meteorological equipment to measure wind speed and direction. Clients can either install their own equipment at the site, or purchase data collected by RDC-managed equipment.
STRATEGIC DIRECTION

Strategic directions are the high-level physical, social or economic objectives communicated by government through platform documents, Throne and Budget Speeches, policy documents and other communiqués. Strategic directions normally require action by more than one government entity to achieve.

The Transparency and Accountability Act requires departments and public bodies to consider the strategic directions of government in the preparation of their performance-based plans. This coordination helps facilitate the integration of planning practices across government and ensure that all entities are moving forward on key commitments in unison.

The strategic directions related to RDC are provided in the chart below.

<table>
<thead>
<tr>
<th>TITLE</th>
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<tbody>
<tr>
<td>Research and Development (R&amp;D)</td>
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<table>
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<tr>
<th>INTENDED OUTCOME</th>
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<tr>
<td>Enhanced R&amp;D activity to strengthen the economic foundation for an innovative and knowledge-based economy in Newfoundland and Labrador</td>
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</table>

<table>
<thead>
<tr>
<th>FOCUS AREAS</th>
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<tbody>
<tr>
<td>RDC strives to strengthen R&amp;D in the province by making strategic investments in world class:</td>
</tr>
<tr>
<td>- R&amp;D Projects</td>
</tr>
<tr>
<td>- R&amp;D Infrastructure</td>
</tr>
<tr>
<td>- Highly Qualified People with R&amp;D Expertise</td>
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</table>

<table>
<thead>
<tr>
<th>SOURCE OF DIRECTION</th>
</tr>
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<tbody>
<tr>
<td>Research and Development Council Act</td>
</tr>
<tr>
<td>&quot;The object of the council is to strengthen the focus, quality, quantity and relevance of research and development undertaken in the province and elsewhere for the long-term economic benefit of the province by promoting, stimulating and supporting the effective utilization of science and technology by industry, government, academic institution or other organizations and, for this purpose, to undertake either singly or in conjunction with others, the research, development, surveys, investigations and operations that may, in the opinion of the council, be appropriate.&quot;</td>
</tr>
</tbody>
</table>
SOURCE OF DIRECTION

Ministerial Mandate Letter, 2016-17

Research Funding

"Work with your colleagues to support Newfoundland and Labrador's public post-secondary institutions to expand research and educational programming in fields that foster economic growth for the province. The goal is to increase the province's profile as a global leader in these industries and to facilitate the development of a skilled workforce to support them."

Energy

"Work to position the province as a global Centre of Excellence for deepwater oil and gas development. This would include encouraging and funding research and design efforts in areas such as subsea resources extraction, ice management and operating in extreme weather, corrosion mitigation, enhanced oil recovery, logistics and maritime transportation and other fields that foster the innovation needed to overcome the challenges of oil and gas extraction in similar locations."

The Way Forward

"To achieve our vision, the actions we will take are designed to achieve four objectives:

1. a more efficient public sector;
2. a stronger economic foundation;
3. better services; and,
4. better outcomes."

CONTACT US

Further information about RDC and its programs is available from RDC's website at www.rdc.org

Specific inquiries may be directed to info@rdc.org or 709.758.0913

Research & Development Corporation
Newfoundland and Labrador
68 Portugal Cove Road,
St. John's, Newfoundland and Labrador, Canada A1B 2L9
Hi Marc,

Levi will be forwarding the package this afternoon.

Cheers,

Mark

Sent from my BlackBerry 10 smartphone on the Bell network.

Hi Mark,

This is to confirm I will be attending the RDC Board meeting on Wednesday, June 14. Could you please send the agenda and briefing materials at the first opportunity.

Regards,
Marc

Marc Kiely
Assistant Deputy Minister. Regional Development & Diversification
Tourism, Culture, Industry and Innovation
Government of Newfoundland and Labrador

t (709) 729-5161
e MarcKiely@gov.nl.ca

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Harrington, Christina

From: Kielley, Marc
Sent: Wednesday, August 9, 2017 9:01 AM
To: Harrington, Christina
Subject: FW: RDC Board of Directors meeting - June 14, 2017

Follow Up Flag: Follow up
Flag Status: Flagged

Please note that documents 3 - 6 and 7a - 12 were not responsive to the request but can be provided if needed. Only documents relating to the shut down of the RDC have been included.

Re ATTIPA

Marc Kielley
Assistant Deputy Minister, Regional Development & Diversification
Tourism, Culture, Industry and Innovation
Government of Newfoundland and Labrador

t (709) 729-5161
e MarcKielley@gov.nl.ca

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From: May, Levi
Sent: Friday, June 09, 2017 2:37 PM
To: Kielley, Marc
Cc: Ploughman, Mark B
Subject: FW: RDC Board of Directors meeting - June 14, 2017

Hi Marc,

Below is an e-mail from Mark regarding the Board meeting next week.

Regards,
Levi

Dear Board Members,

The June meeting will be held on Wednesday June 14, 2017 at 8:30 AM in RDC's Executive Boardroom. A continental breakfast will be available at 8:00 AM.
The Board dinner will be held on Tuesday June 13th at 7:00 PM at Bacalao Nouvelle, 65 LeMarchant Road, telephone 579-6565.

In preparation of our meeting, please find attached the following documents.

1. Meeting Note
2. Draft Agenda June 14, 2017
3. Draft Minutes March 8, 2017
4. Financial Update to March 31, 2017
5. Legal Entity Financial Statement March 31, 2017
6. Programs Performance and Impact 2016-17
7. CEO Update
7a. Annex A to CEO Update – Vision 2020
8. Decision Note – Annual Report 2016-17
9. Decision Note – Delegation of Authority
10a. Draft Resolution – Project Authorities
10. Agenda for the Human Resources Committee meeting June 13, 2017
11. Agenda for the Finance & Audit Committee meeting June 13, 2017

Documentation for both the HR and F&A Committee meetings were sent separately to respective members.

Should you have any questions regarding these materials in advance of our meeting, please let me know. If you are unable to attend an event, please let Levi know at your earliest convenience.

Cheers,

Mark Ploughman
A/Chief Executive Officer

Research & Development Corporation
68 Portugal Cove Road
St. John’s, NL
A1B 2L9

Tel 1.709.758.0912 Fax 1.709.758.0927

www.rdc.org
June 2017 Meeting Note
RDC Board of Directors

Focus & Format:
- The June meeting serves as a year in review. It provides an opportunity to discuss progress and achievements, as well as priorities and challenges looking ahead. After the meeting on Wednesday afternoon, Muriel Attané and Dr. Laurier Schramm will give a presentation to Board members and RDC staff on RTOs in Europe and Canada.
- With the exception of Tanny Collins, all Board members are expected to be in attendance. Both the HR and Finance and Audit Committees are scheduled to meet on Tuesday, June 13. Fred Cahill will Chair the Finance and Audit Committee meeting.
- Mark Ploughman will support the Chair, with Levi May serving as Board Secretary, no guests external to RDC will be attending.

Key Issues:

Government Relations
- The Board will receive an update on recent discussions with Premier Ball, Minister Mitchelmore and other Government of Newfoundland and Labrador (GNL) officials regarding the future of RDC. This will include a discussion on information provided to GNL regarding the rationale for RDC being a Crown Corporation and the concept of a new Innovation Agency. Materials are included in the Board package.

RDC's 2016-17 Annual Report
- The Board will consider the draft framework and key messages for RDC's 2016-17 Annual Report which is published annually on September 30.

Changes to Delegation of Authority
- The Board will consider a request to delegate authorization of approvals for program applications of $50,000 and under to the Director, Program Delivery.

Regular Business:
- RDC's year-end financial statements will be presented, after the Finance Committee has approved the statements and received the annual presentation from the Office of the Auditor General.
- Directors will receive a summary 2016-17 programs performance and impact synopsis.

RDC, June 2017
Meeting of the RDC Board of Directors  
Wednesday June 14, 2017  
8:30 am to 3:30 pm  
Argyle Boardroom, 68 Portugal Cove Road, St. John’s, NL

<table>
<thead>
<tr>
<th>Summary of Decisions Required</th>
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<tbody>
<tr>
<td>Declaration of Conflict of Interest</td>
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<tr>
<td>Approval of Agenda</td>
</tr>
<tr>
<td>Adoption of Minutes March 8, 2017</td>
</tr>
<tr>
<td>Approval of Legal Entity Financial Statements</td>
</tr>
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</table>

8:30 – 8:35 Conflict of Interest Discussion and Declaration  
*For Discussion: At every Board meeting, Directors discuss any perceived or potential conflicts of interest at the outset of the meeting.*

8:35 – 8:40 Review of Agenda  
*For Decision: Review and agree to agenda*  
The meeting agenda will be reviewed and confirmed.

8:40 – 8:45 Review of Minutes  
*For Decision: Review and adoption of Minutes*  
Minutes from the March 8, 2017 Board meeting to be reviewed and adopted.

8:45 – 9:15 Human Resources Committee Update – L. Schramm/ K. Spencer  
*For Information: The HR Committee will provide an update to the Board on its activities including the CEO Performance Report 2016-17 and Performance Contract 2017-18.*

9:15 – 9:45 Finance and Audit Committee Update and Financial Update – F. Cahill/L. May  
*For Information: The Finance and Audit Committee will provide an update on RDC financials activities for the period ended March 31, 2017.*  
*For Decision: The Board is being asked to approve the March 31, 2017 legal entity financial statements.*

9:45 – 10:15 RDC’s Programs Performance 2016-17 – P. Clarke/M. LeDrew  
*For Information: Paula and Melissa will discuss the performance and impact of RDC’s commercial and non-commercial programs.*
10:15 – 10:30  Health Break

10:30 – 11:00  A/CEO Update – M. Ploughman
   For information: The A/CEO will provide an update on current operations.

11:00 – 12:00  Government Relations
   For information: The Board Chairman and A/CEO will provide an update on recent interactions with the Government of Newfoundland and Labrador and seek discussion and input from Board members.

12:00 – 1:00  Lunch

1:00 – 1:30  Annual Report – A. Morgan
   For Decision: Angela Morgan will propose a framework and key messages to inform the drafting of RDC’s 2016-17 Annual Report, which is published annually on September 30.

1:30 – 2:00  Changes to Delegation of Authority – M. Ploughman
   For Decision: The Board is being asked to approve the delegation of final decision authorizations on all approvals of $50,000 and under to the Director, Program Delivery for a trial period of one year. The process will be reviewed in Q4 2017-18 to determine the efficiency and efficacy of this delegation change.

2:00 – 2:15  In Camera

2:15  Adjourn

2:30 – 3:30  European and Canadian RTO Overview – M. Attané/L. Schramm
   For information: Muriel Attané and Laurier Schramm will give a presentation to Board members and RDC staff on research and technology organisations (RTOs) in the European community and Canada.
CEO UPDATE

RDC Board Meeting – June 14, 2017
INDEPENDENT APPOINTMENTS COMMISSION (IAC)

- **Current Status**
  - Board Chair has submitted RDC profile to Minister, which includes vacancy profile, selection criteria and recruitment strategy, with request to initiate the process with the IAC
    - Possible candidates have been identified for application

- **Competency Matrix**
  - Board member competencies compiled in support of recruitment process, to ensure gaps are filled
• **Ministerial Briefings:** In support of strategy to educate Cabinet on the value of R&D and RDC's critical role in delivering economic impact, the following meetings were held:

<table>
<thead>
<tr>
<th>Minister</th>
<th>Subject</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Christopher Mitchelmore, TCII</td>
<td>Meeting to prepare for Resource (Estimates) Committee, and appear with TCII before Committee in House of Assembly</td>
<td>May 1</td>
</tr>
<tr>
<td>Premier D. Ball &amp; Minister C. Mitchelmore</td>
<td>With Board Chair, meet to discuss RDC and ABC status</td>
<td>May 3</td>
</tr>
<tr>
<td>Minister C. Mitchelmore</td>
<td>Strategic Plan edits</td>
<td>May 30</td>
</tr>
</tbody>
</table>
Key Executive Engagement with Government:

<table>
<thead>
<tr>
<th>Department</th>
<th>Subject</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>DMs of Finance, Fisheries, NR &amp; AES</td>
<td>Deputy Ministers' More Effective Business Financing Committee</td>
<td>March 3</td>
</tr>
<tr>
<td>DM Natural Resources</td>
<td>Overview of RDC</td>
<td>March 9</td>
</tr>
<tr>
<td>Auditor General’s office Staff</td>
<td>Prepare for annual audit of year end financials</td>
<td>March 22</td>
</tr>
<tr>
<td>DM Health &amp; Community Service</td>
<td>Overview of RDC</td>
<td>April 4</td>
</tr>
<tr>
<td>DM TCII</td>
<td>Discuss new structure and GRI items</td>
<td>April 17</td>
</tr>
<tr>
<td>Executive Directors Planning &amp; Coordination, Cabinet Secretariat</td>
<td>GRI</td>
<td>April 25</td>
</tr>
<tr>
<td>CEO WorkplaceNL</td>
<td>Research Initiatives discussion</td>
<td>May 11</td>
</tr>
</tbody>
</table>
From: Fraser Edison <fedison@rutter.ca>
Sent: Friday, June 16, 2017 4:01 PM
To: Mitchelmore, Christopher
Cc: Ball, Dwight; Ploughman, Mark B
Subject: RDC BoD Letter re. Strategic Plan

The Honourable Christopher Mitchelmore,

Please find attached a letter from the RDC Board of Directors in response to your feedback on our Strategic Plan 2017-2020.

I look forward to our related discussion on June 22.

Regards,
Fraser

Fraser Edison
President & CEO
30 Hallett Crescent, Suite 102, St. John's, Newfoundland Canada, A1B 4C5
Dir: +1-709-748-7105
Cell: +1-709-644-40(1)
Fax: +1-709-576-7635
fedison@rutter.ca

www.rutter.ca
Authorized OceanWaveS Representative
June 16, 2017

The Honourable Christopher Mitchelmore  
Minister of Tourism, Culture, Industry and Innovation  
Minister Responsible for the Research & Development Corporation  
West Block, Confederation Building  
P.O. Box 8700  
St. John’s, NL A1B 4J6

Dear Minister Mitchelmore,

The Research & Development Corporation’s Board of Directors met on June 14, 2017. At that time, we discussed a number of strategic items including your feedback on our draft Strategic Plan 2017-2020 to remove the goal to deliver R&D Solutions. As you have been advised, these goals were approved by the Board on March 8, 2017 and are consistent with the Corporation’s legislated mandate to strengthen the focus, quantity, quality and relevance of R&D for the long-term economic benefit of Newfoundland and Labrador.

The Board of Directors is charged with the responsibility to set strategic direction and monitor its effectiveness for RDC, as in any Crown Corporation. We also hold RDC Management accountable for how the strategy is delivered. We do this through quarterly and ad hoc meetings. The Board is comprised of highly engaged Directors who are committed to the successful achievement of RDC’s mandate and who use their expertise to inform strategic directions. We have expended considerable effort to define this strategy and stand fully behind it.

The R&D Solutions (research services) line of business is a significant component of the Board’s approach to delivering against RDC’s mandate. At our meeting this week, the Board’s strong support for this line of business was reiterated. This facet of our strategy is consistent with RDC’s positioning as an intermediary in the innovation landscape.

Given the significant discussions currently underway regarding RDC’s future, the Board feels that making substantive changes to RDC’s strategic direction at this time is premature. Depending on the outcome of those discussions, the organization may fundamentally change over the coming months which could result in a significant shift in the mandate and strategic goals. The Board of Directors is therefore requesting that no changes be made to the current goals in Strategic Plan 2017-2020 and that you provide your approval for submission for tabling by the June 30 deadline. Once the future direction of RDC is known, the entirety of RDC’s strategy will likely be revisited.

Sincerely,

Fraser Edison, Chair, on behalf of the RDC Board of Directors

cc. The Honourable Dwight Ball, Premier of Newfoundland and Labrador
Per actions arising from this week’s board meeting, please find attached the correspondence forwarded to Minister Mitchelmore.

Mark Ploughman
A/Chief Executive Officer

Research & Development Corporation
68 Portugal Cove Road
St. John’s, NL
A1B 2L9

Tel 1.709.758.0912 Fax 1.709.758.0927

www.rdc.org

From: Fraser Edison [mailto:fedison@rutter.ca]
Sent: Friday, June 16, 2017 11:31 AM
To: Mitchelmore, Christopher
Cc: Ball, Dwight; Ploughman, Mark B
Subject: RDC BoD Letter re. Strategic Plan

The Honourable Christopher Mitchelmore,

Please find attached a letter from the RDC Board of Directors in response to your feedback on our Strategic Plan 2017-2020.

I look forward to our related discussion on June 22.

Regards,
Fraser

Fraser Edison
President & CEO
30 Hallett Crescent, Suite 102, St. John’s, Newfoundland Canada, A1B 4C5
Dir: +1-709-748-7105
Cell: +1-709- - 401
Fax: +1-709-576-7635
While unfortunately not able to attend meeting due to previous commitments, well done

Tanny

On Fri, Jun 16, 2017 at 4:17 PM Ploughman, Mark B <MarkBPloughman@rdc.org> wrote:

Per actions arising from this week’s board meeting, please find attached the correspondence forwarded to Minister Mitchelmore.

Mark Ploughman
A/Chief Executive Officer

Research & Development Corporation
68 Portugal Cove Road
St. John’s, NL
A1B 2L9

Tel 1.709.758.0912 Fax 1.709.758.0927

www.rdc.org

The Honourable Christopher Mitchelmore,
Please find attached a letter from the RDC Board of Directors in response to your feedback on our Strategic Plan 2017-2020.

I look forward to our related discussion on June 22.

Regards,

Fraser

Fraser Edison
President & CEO
30 Hallett Crescent, Suite 102, St. John's, Newfoundland
Canada, A1B 4C5
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Authorized OceanWaveS Representative
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Bernard (Tanny) Collins, Chairman
Phone 709-40(1) / Fax 709-
www.pfcollins.com/

PF Collins International Trade Solutions
Hon. Christopher Mitchelmore  
**MHA for St. Barbe-L'lanse Aux Meadows**

Minister of Tourism, Culture, Industry and Innovation  
Minister Responsible for the Research and Development Corp.

Confederation Building – West Block  
Department of Business, Tourism, Culture and Rural Development, 2nd Floor  
P.O. Box 8700  
St. John's, NL A1B 4J6  
Tel: (709) 729-4728  
Fax: (709) 729-0654

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Good morning Chris,  
First I would like to thank you for meeting with Mark and I, we hear you and we will follow up with a note to you later today.  
Attached is the letter I wrote you re new directors. It is clearly stated what is needed in this document.  
Kind Regards  
Fraser

From: Fraser Edison [mailto:fedison@rutter.ca]  
Sent: Friday, June 23, 2017 8:58 AM  
To: Mitchelmore, Christopher <CMitchelmore@gov.nl.ca>  
Cc: Ploughman, Mark B <MarkBPloughman@rdc.org>  
Subject: FW: Board Appointments
Dear Minister Mitchelmore,

By legislation, RDC Board members may only serve a total of 6 consecutive years. As of July 29, 2017 two of our Board members will expire because they have served the maximum 6 years. This will leave us without the numbers and skills required by our legislation. As enumerated in the attached document, we will require up to three new members with R&D experience (either active researchers or persons directly overseeing R&D activities).

Since our recent meeting with the premier regarding possible change, operationally and direction I can only assume the board of RDC should continue with its good governance and follow the existing legislation.

I therefore formally request that you contact the Independent Appointments Commission to initiate the recruitment process for new RDC Board members.

Kind regards,

Fraser
Profile - Research & Development Corporation (RDC)  
Reporting to The Honourable Christopher Mitchelmore, Minister Responsible for RDC  
Last revised: May 17, 2017

Statute/Authority:
The Research and Development Council Act (the Act) establishes RDC as a Crown Corporation. The Act was proclaimed in December 2009. Section 6 of the Act outlines the requirement for a Board of Directors (the Board).

Purpose/Function:
As stated in section 4 of the Act, the purpose of the Corporation is “to strengthen the focus, quantity, quality and relevance of research and development for the long-term economic benefit of the province”. RDC currently maintains two lines of business to fulfill that mandate:

- R&D Programs: Funding programs for business and academic clients
- R&D Solutions: Applied R&D services to solve business problems

RDC recognizes three priority sectors in areas of competitive advantage for Newfoundland and Labrador, namely energy, ocean technology, and minerals and mining. However, RDC supports R&D activities across diverse sectors that have economic potential such as health and life sciences, aquaculture, fisheries, and advanced manufacturing.

RDC is funded by the Provincial Government but through the Act has “full authority to administer the money for the purposes and objects of the Act”. The Board exercises all of the powers and discharges all of the duties of the Corporation and administers and manages its business.

Directors are expected to regularly attend all quarterly and ad hoc meetings of the Board. All Directors serve on standing committees, of which there are two: the Finance and Audit Committee and Human Resources Committee. These Committees support the strong governance model practiced by RDC.

Role of the Board Chair: The Chair retains a number of responsibilities, including:

- Provides leadership to the Board and maintains active relationships with Provincial Government stakeholders.
- Provides oversight for meeting agendas and ensures meetings run smoothly to achieve their desired objectives.
- With the advice and input of the Board, sets the CEO’s priorities and signs the CEO performance contract (required by all government entities).
- Administers the CEO’s employment contract with the Provincial Government.
- Signs contracts and agreements on behalf of RDC which may be delegated as set out in by-laws.
- Signs RDC’s public 3-year Strategic Plans and Annual Reports, which are required by all public entities.

For additional information on the role of RDC, please visit www.rdc.org.
Profile - Research & Development Corporation (RDC)  
Reporting to The Honourable Christopher Mitchelmore, Minister Responsible for RDC  
Last revised: May 17, 2017

Structure:

By legislation, the Board must include 7 - 11 members, and the blend must satisfy:
- 2 persons not residents of the province
- 3 persons from the private sector
- 3 persons who are active researchers
- 1 person who is employed by a publicly funded post-secondary educational institution in the province
- RDC’s CEO (non-voting)
- Assistant Deputy Minister Responsible for Innovation (non-voting)

Board members are recruited on the basis of their skills and experience.

Cabinet appoints the Board and selects a Chair and Vice Chair.

There were 7 members appointed to the initial Board in 2009 in addition to the 2 non-voting permanent members. That number remained constant with renewals and new appointments in 2011, and increased to 8 members in 2014. The Board is presently comprised of 8 members.

Competency Profile:

Those who make up the Board should collectively possess the following core competencies:
- Strategic Planning
- Financial Expertise/Literacy
- Research and Development (R&D) Knowledge
- Executive Experience and Leadership
- Governance
- Risk Management
- International Exposure
- Priority Sector Experience (energy, ocean technology, minerals and mining)

Qualifications:

Directors require an understanding of R&D and its value to the provincial economy. Individuals who have worked in an R&D environment or who have performed R&D would be strongly preferred.

Some personal attributes that should be represented by Directors include:

- High ethical standards and integrity
- Appreciation of the responsibilities to the public
- Business-like approach to governance
- Flexible, responsive and willing to consider others’ opinions;
- Capable of a wide perspective on issues while retaining focus on R&D
Profile - Research & Development Corporation (RDC)
Reporting to The Honourable Christopher Mitchelmore, Minister Responsible for RDC
Last revised: May 17, 2017

- Ability to listen and work as a team member
- Strong reasoning skills

Time Commitments:
The Board meets four times annually with set dates and focus areas for each meeting. These are:

- Annual General Meeting (June): This meeting focuses on reviewing RDC's performance over the previous year. It also includes an opportunity to meet R&D stakeholders.
- Progress Reporting (September): This meeting serves as an opportunity for the Board to assess progress against priorities.
- Budget Meeting (November): RDC's annual expenditure budget is set by the Board at this meeting, as a budget submission is due to government in November each year.
- Strategy Meeting (March): The Board reviews progress and sets out strategy for the year.

While each Board meeting has a set theme, there are typically ad-hoc items that need Board attention; most notably, high-value R&D project approvals or program renewals. Additional meetings are called as necessary.

The two standing committees meet a day ahead of scheduled Board meetings. Board meetings are typically one day in length while standing committees generally meet for a half day.

Board members are also expected to spend time to review materials and prepare for Board and Committee meetings. Meeting materials are circulated one week prior to meetings.

Remuneration:
Level II – At this level, the nature of the Board, Commission or Agency is such that members require professional credentials and/or expertise. As such, compensation is awarded to reflect the nature of this expertise.

<table>
<thead>
<tr>
<th>LEVEL II</th>
<th>CHAIR</th>
<th>VICE CHAIR</th>
<th>MEMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Normal working day or greater</td>
<td>$335</td>
<td>$285</td>
<td>$240</td>
</tr>
<tr>
<td>Half normal working day or less</td>
<td>$165</td>
<td>$140</td>
<td>$120</td>
</tr>
</tbody>
</table>
Profile - Research & Development Corporation (RDC)
Reporting to The Honourable Christopher Mitchelmore, Minister Responsible for RDC
Last revised: May 17, 2017

Term:

Directors are appointed for terms up to three years. Directors continue to hold office until they are reappointed or replaced. They can be reappointed but cannot serve more than six consecutive years. The Chief Executive Officer and Assistant Deputy Minister with responsibility for Innovation are permanent members.

Vacancy Profile:

The current Board composition is as follows.

<table>
<thead>
<tr>
<th>Name</th>
<th>Position Title</th>
<th>Appointment Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Fraser Edison</td>
<td>Chair</td>
<td>17-Jun-14</td>
</tr>
<tr>
<td>Mr. Fred Cahill</td>
<td>Vice Chair</td>
<td>31-Oct-14</td>
</tr>
<tr>
<td>Mr. Bernard Collins</td>
<td>Director</td>
<td>17-Jun-14</td>
</tr>
<tr>
<td>Dr. Brian Veitch*</td>
<td>Director</td>
<td>29-Jul-11</td>
</tr>
<tr>
<td>Dr. Laurier Schramm*</td>
<td>Director</td>
<td>29-Jul-11</td>
</tr>
<tr>
<td>Ms. Muriel Attané</td>
<td>Director</td>
<td>09-Jul-15</td>
</tr>
<tr>
<td>Ms. Karen Muggeridge</td>
<td>Director</td>
<td>09-Jul-15</td>
</tr>
<tr>
<td>Mr. Bob Cooper</td>
<td>Director</td>
<td>09-Jul-15</td>
</tr>
<tr>
<td>Mr. Mark Ploughman</td>
<td>Non-Voting Director/Acting CEO</td>
<td></td>
</tr>
<tr>
<td>Mr. Marc Kiellie</td>
<td>Non-Voting Director/Acting ADM Innovation</td>
<td></td>
</tr>
</tbody>
</table>

*Will have served their maximum six consecutive years upon expiry of their current term
The composition of the Board after July 29, 2017 will be:

<table>
<thead>
<tr>
<th>Name</th>
<th>Gender</th>
<th>Legislative Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fraser Edison (Chair)</td>
<td>M</td>
<td>X</td>
</tr>
<tr>
<td>Fred Cahill (Vice Chair)</td>
<td>M</td>
<td>X</td>
</tr>
<tr>
<td>Bernard Collins</td>
<td>M</td>
<td>X</td>
</tr>
<tr>
<td>Karen Muggeridge</td>
<td>F</td>
<td>X</td>
</tr>
<tr>
<td>Muriel Attané</td>
<td>F</td>
<td>X</td>
</tr>
<tr>
<td>Bob Cooper</td>
<td>M</td>
<td>X</td>
</tr>
<tr>
<td>Mr. Mark Ploughman (Acting CEO)</td>
<td>M</td>
<td>NA</td>
</tr>
<tr>
<td>Mr. Marc Kiolley (acting ADM)</td>
<td>M</td>
<td>NA</td>
</tr>
</tbody>
</table>

Without new appointments, RDC will not meet its legislative requirements beyond July 29, 2017. The required profiles are:

- Researcher (x3)
- Newfoundland and Labrador Post-Secondary Academic (x1)

To address these needs, it would be preferable to appoint:

- A researcher employed in a publicly funded post-secondary educational institution in the province
- Two researchers:
  - One from outside the province
  - One from business

This mix of appointments would address all four outstanding legislative attributes and would provide a balanced set of perspectives. Active researchers from outside the province offer the promise of different viewpoints, expertise and connections. Business researchers know well the importance of applied R&D and how to make it profitable. A local post-secondary researcher provides in-province knowledge as well as insight into the academic endeavor.

With respect to research disciplines, having coverage within RDC’s priority sectors of energy, mining/minerals and ocean technology would be an asset. **Researchers within such fields should be prioritized highly for consideration.**
Additional Information:

Board members will need to be comfortable operating in a high performing organization with numerous performance metrics as well as internal and independent external analyses. The evaluation of new and existing initiatives as well as fulfillment of strategic objectives is core to a Board member’s responsibilities. Progress against operational performance targets is reviewed quarterly with the Board and R&D Programs and Solutions are reviewed on an annual schedule.

Unless new appointees have experience working in R&D in some capacity, they will likely struggle to discharge their responsibilities as RDC Board members.
Mark

It appears that the Minister is unlikely to change his mind, so it does not seem like there is much of a choice. However ..

Karen

Sent wirelessly from my BlackBerry device on the Bell network.

Envoyé sans fil par mon terminal mobile BlackBerry sur le réseau de Bell.

From: "Ploughman, Mark B" <MarkBPloughman@rdc.org>
Date: Fri, 23 Jun 2017 14:54:56 +0000
To: Ploughman, Mark B; Bob Cooper; Brian Veitch; Fred Cahill; Muriel Attané; Tanny Collins; Schramm, Laurier
Cc: Fraser Edison; May, Levi; Kielley, Marc
Subject: Re: Strategy Plan - Urgent

Dear Board Members,

Fraser and I met with the Minister yesterday to address the issue of the board approved strategic plan submitted to government. It was clear from the discussion that the Minister is unsupportive of the costs of the R&D Solutions initiatives relative to the revenue being generated from these activities. In the current environment of fiscal restraint, it seems unlikely that he will change his position on this aspect of RDC's operations. We requested that he provide such direction in writing and he, in turn, advised that he would reflect on it. Our assessment is that he will follow through on this in order to advance the strategic plan to the next stage with the removal of the R&D Solutions goal.

Regards,

Mark

Mark Ploughman
R&D Research & Development Corporation
68 Portugal Cove Road
St. John's, NL
A1B 2L9

Tel 1.709.758.0912 Fax 1.709.758.0927

www.rdc.org

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Harrington, Christina

From: Mitchelmore, Christopher
Sent: Friday, June 23, 2017 6:03 PM
To: George, Bradley; Halliday, Janice; Lomond, Ted
Subject: Fw: Followup from June 22 meeting
Attachments: Follow up Correspondence from June 22 Meeting.pdf

Sent from my BlackBerry 10 smartphone on the Bell network.

From: Ploughman, Mark B <MarkBPlooughman@rdc.org>
Sent: Friday, June 23, 2017 5:58 PM
To: Mitchelmore, Christopher
Cc: Ball, Dwight; Fraser Edison - Rutter Inc. (fedison@rutter.ca)
Subject: Followup from June 22 meeting

Minister,

Per Fraser’s earlier email, please find attached a note outlining possible actions in response to our discussion yesterday.

Thanks again for taking the time to discuss these issues.

Best regards,

Mark

Mark Ploughman
A/Chief Executive Officer

Research & Development Corporation
68 Portugal Cove Road
St. John’s, NL
A1B 2L9

Tel 1.709.758.0912 Fax 1.709.758.0927

www.rdc.org
June 23, 2017

The Honourable Christopher Mitchelmore
Minister of Tourism, Culture, Industry and Innovation
Minister Responsible for the Research & Development Corporation
West Block, Confederation Building
P.O. Box 8700
St. John’s, NL A1B 4J6

Minister,

Thank you for taking the time to meet with us yesterday and speaking candidly to the issues that are currently in front of us. We heard you clearly and are prepared to take the necessary actions.

On the matter of the R&D Solutions goal in the strategic plan to be submitted to government, we have corresponded with our board and requested their approval for its removal from the document. Assuming our request is supported, we will submit the amended document immediately upon receiving their response.
With respect to RDC’s overall operating structure and model, much effort has been expended to develop an organization that is both performance-based and client-focused. This has been done under the guidance of an experienced, engaged and business-focused board of directors. RDC continually evaluates its operating expenditures to minimize spending without negatively impacting our clients. For example, vacant positions are not automatically filled without exploring alternative organizational or technological solutions to fill gaps. Using this approach, we grew capability in the R&D Solutions division without proportionally increasing total headcount. Furthermore, savings found in operations are generally used to fund additional projects under our R&D Programs line of business. We strongly believe RDC represents a robust model from which others can learn. As we have indicated, we welcome the opportunity to subject the organization to a full performance audit. Furthermore, once direction is received regarding the future configuration of RDC, there will be additional areas to be explored for further savings.

We look forward to receiving further direction.

Sincerely,

Fraser Edison, Chair, RDC Board of Directors

Mark Ploughman, RDC CEO (A)

cc. The Honourable Dwight Ball, Premier of Newfoundland and Labrador
From: Muriel Attané <[redacted]>
Sent: Saturday, June 24, 2017 9:20 AM
To: Fraser Edison
Cc: Bernard (Tanny) Collins; Fred Cahill; Ploughman, Mark B; Schramm, Laurier; Veitch, Brian; Kielley, Marc; May, Levi
Subject: Re: Strategi Plan - Urgent

Yes a great pity! I am not sure we can push any forward

Regards,
Muriel

Muriel Attane
Secretary General
EARTO

On 24 Jun 2017, at 13:34, Fraser Edison <fedison@rutter.ca> wrote:

Thank you Tanny, I agree, we now need to move on and let the minister do what he believes is right. We have put a last ditch effort to the minister but we now need the board to agree on our request which will allow RDC to file its strategic plan to meet the June 30 deadline.

Fraser

Sent from my iPad

On Jun 24, 2017, at 8:55 AM, Bernard (Tanny) Collins <bcollins@pfcollins.com> wrote:

- Fraser and Mark, thank you for your continued efforts to pursue RDC's mandate to develop World class research capability in the Province.

Tanny

On Fri, Jun 23, 2017 at 12:25 PM Ploughman, Mark B <MarkBPloughman@rdc.org> wrote:
Dear Board Members,

Fraser and I met with the Minister yesterday to address the issue of the board approved strategic plan submitted to government. It was clear from the discussion that the Minister is unsupportive of the costs of the R&D Solutions initiatives relative to the revenue being generated from these activities. In the current environment of fiscal restraint, it seems unlikely that he will change his position on this aspect of RDC’s operations. We requested that he provide such direction in writing and he, in turn, advised that he would reflect on it. Our assessment is that he will follow through on this in order to advance the strategic plan to the next stage with the removal of the R&D Solutions goal. Therefore, we feel that it is prudent to remove the goal from our submitted strategic plan and are seeking your approval to do so.

Regards,

Mark

Mark Ploughman
A/Chief Executive Officer

Research & Development Corporation
68 Portugal Cove Road
St. John’s, NL
A1B 2L9

Tel 1.709.758.0912 Fax 1.709.758.0927

www.rdc.org
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Bernard (Tanny) Collins, Chairman

www.pfccollins.com

PF Collins International Trade Solutions
Harrington, Christina

From: Veitch, Brian <bveitch@mun.ca>
Sent: Sunday, June 25, 2017 7:55 PM
To: Schramm, Laurier; Ploughman, Mark B; Fred Cahill;
turns; ‘Muriel Attané’; ‘Bernard (Tanny) Collins’
Cc: Fraser Edison - Rutter Inc. (fedison@rutter.ca); May, Levi; Kielley, Marc
Subject: Re: Strategi Plan - Urgent

Dear all,
Like Laurie, I’m expired as a board member, so I offer my thoughts in that capacity.

Bes regards,
Brian

From: "Schramm, Laurier" <[redacted]>
Date: Saturday, June 24, 2017 at 6:41 PM
To: "Ploughman, Mark B" <MarkBPloughman@rdc.org>, "[redacted]", Brian Veitch <bveitch@mun.ca>, Fred Cahill <fchill@cahill.ca>, [redacted], [redacted], "Muriel Attané" <[redacted]>, "Bernard (Tanny) Collins"
Cc: Fraser Edison <fedison@rutter.ca>, "May, Levi" <levimay@rdc.org>, "Kielley, Marc" <MarcKielley@gov.nl.ca>
Subject: RE: Strategi Plan - Urgent

As a newly retired Board Member I can’t vote on this, so I’ll simply offer a perspective as a caring stakeholder of RDC.

Best wishes to all regardless,
From: Ploughman, Mark B [mailto:MarkBPloughman@rdc.org]
Sent: June 23, 2017 8:55 AM
To: [Redacted]
Cc: Fraser Edison - Rutter Inc. (fedison@rutter.ca) <fedison@rutter.ca>; May, Levi <levimay@rdc.org>; Kielley, Marc <MarcKielley@gov.nl.ca>
Subject: Stratigi Plan - Urgent
Importance: High

Dear Board Members,

Fraser and I met with the Minister yesterday to address the issue of the board approved strategic plan submitted to government. It was clear from the discussion that the Minister is unsupportive of the costs of the R&D Solutions initiatives relative to the revenue being generated from these activities. In the current environment of fiscal restraint, it seems unlikely that he will change his position on this aspect of RDC’s operations. We requested that he provide such direction in writing and he, in turn, advised that he would reflect on it. Our assessment is that he will follow through on this in order to advance the strategic plan to the next stage with the removal of the R&D Solutions goal.

We therefore feel that it is prudent to remove the goal from our submitted strategic plan and are seeking your approval to do so.

Regards,

Mark

Mark Ploughman
A/Chief Executive Officer

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Dear All,

Some more though reading the last emails and especially from Rob: I think before taking a Board decision you will need to get the formal request from the Minister in writing (with some kind of background explanation why I guess) so then whatever may happen can be discussed on some more formal basis on our side. \(29(1)(a)^\).

Kind regards,

Muriel

---

From: Robert Cooper [mailto:]
Sent: lundi 26 juin 2017 00:19
To: Schramm, Laurier <; Ploughman, Mark B <MarkBPloughman@rdc.org>; Veitch, Brian <bveitch@mun.ca>; Cahill <; Muriel Attané <; Bernard (Tanny) Collins <; Fraser Edison - Rutter Inc. (fedison@rutter.ca) <fedison@rutter.ca>; May, Levi <levimay@rdc.org>; Kielley, Marc <MarcKielley@gov.nl.ca>
Subject: Re: Strategi Plan - Urgent

Mark

\(29(1)(a)\)
Bob

On Sat, Jun 24, 2017 at 6:41 PM, Schramm, Laurier <laurier.schramm@rogers.com> wrote:

As a newly retired Board Member I can't vote on this, so I'll simply offer a perspective as a caring stakeholder of RDC.

Best wishes to all regardless,
From: Ploughman, Mark B [mailto:MarkBPloughman@rdc.org]
Sent: June 23, 2017 8:55 AM
To: Laurier L. Schramm <laurier.schramm@src.sk.ca>; Veitch, Brian <bveitch@mun.ca>; Fred Cahill <fred.cahill@mun.ca>; Muriel Attané
Schramm, Laurier <laurier.schramm@src.sk.ca>; 'Bernard (Tanny) Collins'
Cc: Fraser Edison - Rutter Inc. (fedison@rutter.ca) <fedison@rutter.ca>; May, Levi <levimay@rdc.org>; Kielley, Marc
<MarcKielley@gov.nl.ca>
Subject: Strategi Plan - Urgent
Importance: High

Dear Board Members,

Fraser and I met with the Minister yesterday to address the issue of the board approved strategic plan submitted to government. It was clear from the discussion that the Minister is unsupportive of the costs of the R&D Solutions initiatives relative to the revenue being generated from these activities. In the current environment of fiscal restraint, it seems unlikely that he will change his position on this aspect of RDC’s operations. We requested that he provide such direction in writing and he, in turn, advised that he would reflect on it. Our assessment is that he will follow through on this in order to advance the strategic plan to the next stage with the removal of the R&D Solutions goal. So. We therefore feel that it is prudent to remove the goal from our submitted strategic plan and are seeking your approval to do so. 29(1)(a)

Regards,

Mark
Mark Ploughman
A/Chief Executive Officer

Research & Development Corporation
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Harrington, Christina

From: Ploughman, Mark B
Sent: Monday, June 26, 2017 5:04 PM
To: Fred Cahill; Veitch, Brian; Schramm, Laurier;
      Muriel Attanâ€‘; 'Bernard (Tanny) Collins'
Cc: Fraser Edison - Rutter Inc. (fedison@rutter.ca); May, Levi; Kielley, Marc
Subject: Strategic Plan - R&D Solutions
Attachments: Follow up Correspondence from June 22 Meeting.pdf

Duplicate of letter dated June 23, 2017 already included.

Dear Board Members,

Thank you for your thoughtful responses to a complex problem. Fraser and I spoke this afternoon and agreed that, given the feedback we have received, we should await a formal response from the Minister and review that before advancing any further positions.

As you will recall, the board directed that a letter be sent to the Minister requesting that direction regarding distinct components of RDC’s strategy be withheld until such time that a decision on RDC’s future as a crown corporation is finalized. Fraser and I had a follow up meeting with the Minister on Thursday, June 22nd. Subsequent to that meeting, we felt that the Minister was determined to provide such direction (with respect to R&D Solutions) and that we should provide additional evidence clarifying both the costs associated with R&D Solutions and the opportunities that would ultimately be lost by curtailing that activity (copy of letter attached). We articulated the fact that RDC pursues these initiatives with fiscal prudence and sound business practices and are prepared to take action should the initiative not meet our metrics for success. In the meeting, we also suggested that, before finalizing any decision, he might consult with his colleagues in the department of Natural Resources, given that stakeholders within their portfolio are key beneficiaries for the initiatives currently underway.

On the matter of Laurier’s and Brian’s terms as board members, those terms do not expire until July. We have also revisited the act (see below) and determined that the terms remain in force until the positions are replaced. It now remains with the Minister to initiate that process with the Independent Appointments Commission. We have provided him all of the necessary documentation. Please accept my apologies for previously messaging that there was a “hard stop” once a 6 year term was expired. Brian and Laurier therefore remain as voting members.

From: RESEARCH AND DEVELOPMENT COUNCIL ACT

Tenure of members

7. (1) Members of the board, whether appointed before or after this Act comes into force, shall be appointed for a term of up to 3 years but may be removed by the Lieutenant-Governor in Council for cause.

(2) A member of the board is eligible to be reappointed but a person shall not serve for longer than 6 consecutive years.

(3) Subsections (1) and (2) do not apply to the chief executive officer and the assistant deputy minister referred to in paragraph 6 (3)(b).

(4) Notwithstanding subsection (2), where the term of office of a member of the board expires he or she continues to be a member of the board until reappointed or replaced.

29(1)(a) (5) The exercise of the powers of the board is not impaired by a vacancy on the board.
I will keep you posted with any new developments.

Best regards,

Mark Ploughman
A/Chief Executive Officer

Research & Development Corporation
68 Portugal Cove Road
St. John's, NL
A1B 2L9

Tel 1.709.758.0912 Fax 1.709.758.0927

www.rdc.org
Feels like catch-and-release except in reverse!
Sounds like Brian and I are back ... for now.

Laurie

From: Ploughman, Mark B [mailto:MarkBPloughman@rdc.org]
Sent: June 26, 2017 1:34 PM
To: Fred Cahill <fj.cahill@cahill.ca>; Veitch, Brian <bveitch@mun.ca>; Schramm, Laurier <lschramm@saskpolytech.ca>; ‘Muriel Attané’; ‘Bernard (Tanny) Collins’
Cc: Fraser Edison - Rutter Inc. (fedison@rutter.ca); May, Levi <levimay@rdc.org>; Kielley, Marc <MarcKielley@gov.nl.ca>
Subject: Strategic Plan - R&D Solutions

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(4) Notwithstanding subsection (2), where the term of office of a member of the board expires he or she continues to be a member of the board until reappointed or replaced.

(5) The exercise of the powers of the board is not impaired by a vacancy on the board.

I will keep you posted with any new developments.

Best regards,

Mark Ploughman
A/Chief Executive Officer

Research & Development Corporation
68 Portugal Cove Road
St. John's, NL
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intended recipient(s) of this email, please immediately notify the sender by return email and permanently destroy this email and all attachments. Thank you.
Harrington, Christina

From: Mitchelmore, Christopher
Sent: Tuesday, June 27, 2017 4:36 PM
To: 'Fraser Edison'
Cc: Ploughman, Mark B
Subject: RE: Board Appointments

Dear Fraser,

Thank you for forwarding along this additional information, as it pertains to Board Appointments.

Regards,

Hon. Christopher Mitchelmore
MHA for St. Barbe-L'Anse Aux Meadows

Minister of Tourism, Culture, Industry and Innovation
Minister Responsible for the Research and Development Corp.

Confederation Building – West Block
Department of Business, Tourism, Culture and Rural Development, 2nd Floor
P.O. Box 8700
St. John's, NL A1B 4J6
Tel: (709) 729-4728
Fax: (709) 729-0654

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From: Fraser Edison [mailto:fedison@rutter.ca]
Sent: Friday, June 23, 2017 8:58 AM
To: Mitchelmore, Christopher <CMitchelmore@gov.nl.ca>
Cc: Ploughman, Mark B <MarkBPloughman@rdc.org>
Subject: FW: Board Appointments

Good morning Chris,
First I would like to thank you for meeting with Mark and I, we hear you and we will follow up with a note to you later today.
Attached is the letter I wrote you re new directors. It is clearly stated what is needed in this document.
Kind Regards
Fraser

From: Fraser Edison
Sent: Saturday, May 27, 2017 3:53 PM
To: cmitchelmore@gov.nl.ca
Cc: Greg Mercer (gregmercer@gov.nl.ca) <gregmercer@gov.nl.ca>; Mark Ploughman (markbploughman@rdc.org) <markbploughman@rdc.org>
Subject: FW: Board Appointments

Dear Minister Mitchelmore,

By legislation, RDC Board members may only serve a total of 6 consecutive years. As of July 29, 2017 two of our Board members will expire because they have served the maximum 6 years. This will leave us without the numbers and skills required by our legislation. As enumerated in the attached document, we will require up to three new members with R&D experience (either active researchers or persons directly overseeing R&D activities). Since our recent meeting with the premier regarding possible change, operationally and or direction I can only assume the board of RDC should continue with it good governance and follow the existing legislation.
I therefore formally request that you contact the Independent Appointments Commission to initiate the recruitment process for new RDC Board members.

Kind regards,

Fraser
Harrington, Christina

From: Mitchelmore, Christopher
Sent: Tuesday, June 27, 2017 4:40 PM
To: George, Bradley; Halliday, Janice
Subject: FW: Followup from June 22 meeting

FYI

Hon. Christopher Mitchelmore
MHA for St. Barbe-L'anse Aux Meadows

Minister of Tourism, Culture, Industry and Innovation
Minister Responsible for the Research and Development Corp.

Confederation Building – West Block
Department of Business, Tourism, Culture and Rural Development, 2nd Floor
P.O. Box 8700
St. John’s, NL A1B 4J6
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From: Mitchelmore, Christopher
Sent: Tuesday, June 27, 2017 4:39 PM
To: Ploughman, Mark B <MarkBPloughman@rdc.org>
Cc: Ball, Dwight <DwightBall@gov.nl.ca>; Fraser Edison - Rutter Inc. (fedison@rutter.ca) <fedison@rutter.ca>
Subject: RE: Followup from June 22 meeting

Dear Mark,

Thank you for your correspondence. As requested in your letter, further direction will be forthcoming.

Regards,

Hon. Christopher Mitchelmore
MHA for St. Barbe-L’anse Aux Meadows

Minister of Tourism, Culture, Industry and Innovation
Minister Responsible for the Research and Development Corp.

Confederation Building – West Block
Department of Business, Tourism, Culture and Rural Development, 2nd Floor
From: Ploughman, Mark B  
Sent: Friday, June 23, 2017 5:58 PM  
To: Mitchelmore, Christopher <CMitchelmore@gov.nl.ca>  
Cc: Ball, Dwight <DwightBall@gov.nl.ca>; Fraser Edison - Rutter Inc. (fedison@rutter.ca) <fedison@rutter.ca>  
Subject: Followup from June 22 meeting

Minister,

Per Fraser’s earlier email, please find attached a note outlining possible actions in response to our discussion yesterday.

Thanks again for taking the time to discuss these issues.

Best regards,

Mark

Mark Ploughman  
A/Chief Executive Officer

Research & Development Corporation  
68 Portugal Cove Road  
St. John’s, NL  
A1B 2L9  

Tel 1.709.758.0912 Fax 1.709.758.0927  
www.rdc.org
Sent from my BlackBerry 10 smartphone on the Bell network.

From: Ploughman, Mark B <MarkBPloughman@rdc.org>
Sent: Wednesday, June 28, 2017 4:52 PM
To: Mitchelmore, Christopher
Cc: Fraser Edison - Rutter Inc. (fedison@rutter.ca); Ball, Dwight
Subject: Strategic Plan

Minister,

Further to our previous correspondence, we have consulted with our Board seeking their approval for the removal of the R&D Solutions goal from the strategic plan. We did not receive their approval. Please find attached correspondence outlining the board’s position on R&D Solutions, related risks and a commitment to pursue operational savings. We trust that this will serve to further inform your deliberations.

Mark Ploughman
A/Chief Executive Officer

Research & Development Corporation
68 Portugal Cove Road
St. John’s, NL
A1B 2L9

Tel 1.709.758.0912 Fax 1.709.758.0927

www.rdc.org
June 28, 2017

The Honourable Christopher Mitchelmore
Minister of Tourism, Culture, Industry and Innovation
Minister Responsible for the Research & Development Corporation
Government of Newfoundland and Labrador
West Block, Confederation Building
P.O. Box 8700
St. John’s, NL A1B 4J6

Dear Minister Mitchelmore,

As indicated in our correspondence dated Friday, June 23rd, 2017, we sought approval from our Board to remove the R&D Solutions goal from RDC’s strategic plan submission to government. We did not receive their approval.

The Board views the R&D Solutions line of business as an essential component of RDC’s strategy. While a small percentage of RDC’s investment portfolio, it is expected to be the one to make the greatest contribution to Newfoundland and Labrador’s economy. This has been repeatedly demonstrated in other jurisdictions within Canada, North America, Europe and the remainder of the world.

It is also significant that these initiatives are being pursued in rural areas of the province, where technology based employment is otherwise in decline.

We have an expert Board that has, over several years, deliberated this line of business extensively. As a result, RDC has developed a thorough and rigorous framework that guides the selection and development of opportunities.
While we are continually assessing opportunities to reduce costs, our Board has directed management to conduct a rigorous review to seek operational savings. As stated previously and as evidenced through our proactive disclosures, RDC is open and transparent and welcomes at any time an independent review of its performance and expenditures. We firmly believe that RDC’s model is one of the province’s best examples of the principles espoused in The Way Forward.

As a Board tasked with overseeing RDC’s strategy and effective allocation of its resources, we respectfully submit our strategic plan with the R&D Solutions goal included.

Sincerely,

Fraser Edison, Chair, RDC Board of Directors

Sincerely,

Mark Ploughman, RDC CEO (A)

cc. The Honourable Dwight Ball, Premier of Newfoundland and Labrador

Enclosure – RDC Strategic Plan 2017-2020
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   - Collaboration
   - Primary Clients
   - Vision
4. RDC VALUES
6. VALUE OF R&D
10. STRATEGIC GOALS
11. Strategic Goal 1: Specializing to Capitalize on Competitive Advantages
12. Strategic Goal 2: Broad Sector Support to Build New Competitive Advantages
15. Strategic Goal 5: Providing R&D Solutions
16. ANNEX A R&D PROGRAMS OVERVIEW
18. ANNEX B STRATEGIC DIRECTIONS
MESSAGE FROM THE CHAIR

As Chair of the Research & Development Corporation (RDC), and on behalf of the Board of Directors, I am pleased to present RDC's Strategic Plan for 2017-2020. This plan builds upon the goals and priorities that have been achieved over the past three-year strategic planning period, and presents RDC's strategic priorities for the next three years.

In the current period of low commodity prices and economic slowdown, the primary way for Newfoundland and Labrador to achieve sustainable economic growth is to upgrade and diversify its economy. In this dynamic environment, investments in research and development (R&D) by government, industry, and educational institutions are essential for generating the productivity gains required for long-term economic prosperity.

As the provincial institution responsible for strengthening the focus, quantity, quality and relevance of R&D in the province, RDC has consistently worked to support R&D projects with strong potential for economic impacts, provide professional R&D solutions to fill gaps identified by industry, and leverage its relationships to help foster R&D collaborations. During the 2017-2020 period, this diversified approach to strengthening R&D in the province will continue through our work to deliver on five overarching strategic goals.

These goals will guide RDC to continue focusing its R&D supports in priority sectors, while allowing flexibility to support high potential R&D opportunities across all sectors. This strategy will continue to emphasize applied R&D, increase the commercialization of industry and academic R&D outcomes, and provide professional R&D solutions to a diverse client base. Further attention will also be given to improving public understanding of the role of R&D in supporting innovation and economic growth. RDC will continue to increase R&D collaboration between academic researchers and industry, as well as between RDC and other government entities, to maximize the economic impact of all public R&D investments.

The Board is accountable for the preparation of the plan and the achievement of its goals and objectives. This plan has been developed in accordance with the legislative requirements of the Transparency and Accountability Act, and in consideration of the strategic directions of the Government of Newfoundland and Labrador.

My signature indicates the Board's full accountability for the strategic directions of the organization.

Sincerely,

[Signature]

F. H. Eldrons
Chair, Board of Directors
Research & Development Corporation
RDC OVERVIEW

STAFF & BUDGET
RDC currently employs 19 staff (24 female, 15 male) through a main office in St. John's and a field site in Argentia. In 2016-17 RDC received a budgetary allocation of $18.9 million.

GOVERNANCE
RDC reports through the Minister responsible for RDC. RDC's Board is comprised of residents and non-residents of the province, representing RDC's key stakeholders including industry, academia and the Provincial Government.
RDC's Board consists of 7 to 11 members who meet statutory requirements in terms of their research, business, and academic credentials.

MANDATE
The mandate of RDC is to "strengthen the focus, quantity, quality and relevance of research and development undertaken in the province and elsewhere for the long-term economic benefit of the province" (Research and Development Council Act).

LINES OF BUSINESS
R&D PROGRAMS
RDC delivers R&D programs that support highly-qualified people, cutting-edge R&D projects, and world-class research infrastructure. These programs are regularly evaluated to ensure they are achieving objectives. An overview of R&D Programs is provided in ANNEX A.

R&D SOLUTIONS
RDC delivers applied R&D services needed by businesses, to help them solve their technical challenges right here in Newfoundland and Labrador. This includes development of RDC-owned labs, test sites and facilities, most notably the Coastal Exposure Materials Testing Services site.

COLLABORATION
To best support all client groups, RDC works with Provincial and Federal Government partners to develop R&D policy and advance strategic initiatives that maximize potential long-term economic benefits. This includes working with Federal Government departments and agencies to identify, lead and/or leverage R&D opportunities for Newfoundland and Labrador.

PRIMARY CLIENTS
BUSINESS
RDC works with industry to increase its R&D capacity, productivity, and competitiveness to grow, diversify and strengthen Newfoundland and Labrador's economy. To achieve this, RDC offers a range of R&D programs and targeted initiatives aimed at enhancing business growth and development opportunities.

ACADEMIA
RDC works with academia to identify and deliver R&D projects with industry relevance, develop new or expand existing R&D infrastructure and equipment, and develop highly-qualified researchers and students. RDC also works to facilitate local, national, and international collaborative R&D projects with business to drive commercialization of research outcomes.

VISION
RDC is a catalyst for growth in R&D capabilities that drive an innovative Newfoundland and Labrador economy.
THE VALUE OF R&D

The Organization for Economic Cooperation and Development (OECD) explains that "Expenditure on research and development (R&D) is one of the most widely used measures of innovation inputs. R&D intensity (R&D expenditure as a percentage of GDP) is used as an indicator of an economy's relative degree of investment in generating new knowledge". In a world of rapid change, economic prosperity is increasingly tied to successfully generating and commercializing new knowledge. This is why R&D is an engine of growth in the most innovative economies. R&D drives business productivity, produces new services and products, disseminates new knowledge in the form of publications, and broadly improves quality of life for all people.
R&D investment intensity in Newfoundland and Labrador lags the Canadian average, which itself is backsliding in its performance relative to Canada's peer group of countries. In fact, as the chart below demonstrates, R&D expenditure intensity would have to double in the Province to reach the Canadian average.

**TOTAL R&D EXPENDITURES AS % OF GDP**

<table>
<thead>
<tr>
<th>NL</th>
<th>0.4%</th>
</tr>
</thead>
<tbody>
<tr>
<td>AB</td>
<td>1.0%</td>
</tr>
<tr>
<td>NS</td>
<td>1.3%</td>
</tr>
<tr>
<td>ON</td>
<td>2.0%</td>
</tr>
<tr>
<td>CANADA</td>
<td>1.6%</td>
</tr>
<tr>
<td>OECD</td>
<td>2.4%</td>
</tr>
<tr>
<td>FINLAND</td>
<td>3.3%</td>
</tr>
</tbody>
</table>

While Newfoundland and Labrador’s R&D intensity has improved since the creation of RDC, much work is still needed. One key facet of improving performance is to increase the level of business expenditures in R&D—a priority for RDC. RDC has demonstrated significant growth in business R&D investment since 2010 and has worked to strengthen academic collaborations with business to generate commercial outcomes. Both of these activities drive overall business expenditures in R&D which in turn will impact the overall level of R&D investment intensity in the Province.

---

**THE RDC APPROACH**

RDC is a provincial crown corporation modeled on best R&D practices of the world’s most innovative countries. RDC’s mandate is to increase the focus, quantity, quality, and relevance of R&D in the province for economic benefit. Our independence enables us to be nimble, entrepreneurial, and able to quickly adapt to a rapidly changing economic landscape. Our role as a crown corporation ensures that we are thoroughly informed of and aligned with government initiatives such as The Way Forward (see ANNEX B) and the 2016 Speech from the Throne commitment to resetting the provincial innovation agenda, and that we strategically invest public funds in priority areas for R&D. Leveraging these organizational strengths allows RDC to play a critical role in the provincial innovation ecosystem, routinely helping R&D stakeholders in government, industry, and academia to collaborate and innovate for greater success.

RDC drives economic outcomes through R&D projects. RDC does not simply provide funding for projects. RDC builds projects with clients, co-funders and partners and helps manage them towards results. RDC identifies gaps in the local market and establishes facilities to meet the needs of R&D performers. By capitalizing on quality stakeholder relationships, RDC also brokers new partnerships through its network to facilitate world-class R&D opportunities. Through RDC’s efforts, R&D activity is increased, capacity is strengthened and economic benefits are realized. The impacts are significant: highly qualified people are retained; businesses are expanded; innovative products and processes are developed or improved; and success is realized.
STRATEGIC GOAL 1
SPECIALIZING TO CAPITALIZE ON COMPETITIVE ADVANTAGES

RDC will focus R&D activities into the priority sectors of energy, mining and minerals, and ocean technology to capitalize on areas of provincial competitive advantage and align with government commitments from The Way Forward. This focused approach offers the highest potential for maximizing the economic and ultimately social returns produced by public R&D investment.

GOAL
By March 31, 2020, RDC will have supported increased R&D investment in the priority sectors of energy, mining and minerals, and ocean technology.

MEASURE
Supported increased R&D investment in priority sectors

THREE YEAR INDICATORS *
1.1 Ratio of projects funded in priority sectors versus all other sectors
1.2 Amount of R&D investment leveraged in priority sectors
1.3 Number of highly qualified people (HQP) supported in priority sectors

2018 OBJECTIVE
By March 31, 2018, RDC will have delivered programs and performed R&D that focus R&D investment into priority sectors.

2019 OBJECTIVE
By March 31, 2019, RDC will have continued to deliver programs and perform R&D that focus R&D investment into priority sectors.

2020 OBJECTIVE
By March 31, 2020, RDC will have undertaken activities to support increased R&D investment in priority sectors.

* These indicators will be used to measure success on the Goal and Objectives.
STRATEGIC GOAL 2
BROAD SECTOR SUPPORT TO BUILD NEW
COMPETITIVE ADVANTAGES

RDC will provide broad sector support to promote R&D in emerging sectors of competitive advantage and those identified as key opportunities for the province in The Way Forward. A diversified economy is more resistant to economic downturns and this approach will enable RDC to further strengthen provincial R&D capabilities and leverage new investments in exciting technologies with competitive value.

GOAL
By March 31, 2020, RDC will have supported increased R&D investment in other sectors where there is potential for economic growth and diversification.

MEASURE
Supported increased R&D investment in other sectors

THREE YEAR INDICATORS *
2.1 Amount of R&D investment leveraged in other sectors
2.2 Number of highly qualified people (HQP) supported in other sectors

2018 OBJECTIVE
By March 31, 2018, RDC will have delivered programs and performed R&D that strengthen R&D investment in other sectors.

2019 OBJECTIVE
By March 31, 2019, RDC will have continued to deliver programs and performed R&D that focus R&D investment in other sectors.

2020 OBJECTIVE
By March 31, 2020, RDC will have undertaken activities to support increased R&D investment in other sectors.

STRATEGIC GOAL 3
SUPPORT APPLIED R&D AND COMMERCIALIZATION

RDC will focus its efforts on supporting applied R&D and commercialization, including through academic research, in an effort to maximize economic return on all public R&D investments. RDC will also work with the Department of Tourism, Culture, Industry and Innovation to ensure appropriate and complementary supports are available across the innovation continuum. This goal will help guide RDC in advancing a vision of an innovative provincial economy in which business needs drive R&D investments and academia excels at collaborating with industry to generate and commercialize new knowledge.

GOAL
By March 31, 2020, RDC will have supported increased applied R&D and commercialization of research outcomes.

MEASURE
Supported increased applied R&D and commercialization of research outcomes

THREE YEAR INDICATORS *
3.1 Ratio of business-led R&D projects funded vs all other projects
3.2 Number of industry R&D performers attracted to NL with RDC support
3.3 Number of large-scale demonstration projects with commercialization potential completed
3.4 Number of start-ups working to commercialize research outcomes supported

2018 OBJECTIVE
By March 31, 2018, RDC will have delivered programs that support increased applied R&D and the commercialization of research outcomes.

2019 OBJECTIVE
By March 31, 2019, RDC will have continued to deliver programs that support applied R&D and the commercialization of research outcomes.

2020 OBJECTIVE
By March 31, 2020, RDC will have undertaken activities to support increased applied R&D and the commercialization of research outcomes.

* These indicators will be used to measure success in the Goal and Objectives.
STRAIGHTGO AL 4
INCREASING COLLABORATION AND PUBLIC AWARENESS OF THE VALUE OF R&D

RDC will serve as a catalyst to support increased R&D collaboration between businesses, academia and government and to broadly increase public awareness of the role of R&D as an economic driver. Partnerships will be strengthened, relationships brokered and opportunities seized in line with provincial priorities identified in The Way Forward. Transitioning to an innovative economy will require a greater public understanding of the role of R&D in support of innovation, growth and economic diversification and strong linkages between stakeholders to maximize returns on all R&D investments.

GOAL
- By March 31, 2020, RDC will have strengthened its position in the local R&D landscape by increasing collaboration and public awareness of the importance of R&D to the NL economy.

MEASURE
- Increased collaboration and general awareness of the value of R&D

THREE YEAR INDICATORS

- 4.1 Number of news releases profiling significant R&D investments and client R&D outcomes delivered
- 4.2 Number of media events demonstrating the value of R&D held
- 4.3 Number of collaborative research network projects supported

2018 OBJECTIVE
- By March 31, 2018, RDC will have undertaken activities to strengthen its position in the local R&D landscape through collaboration and increased public awareness of the importance of R&D.

2019 OBJECTIVE
- By March 31, 2019, RDC will have continued to undertake activities to strengthen its position in the local R&D landscape through collaboration and increased public awareness of the importance of R&D.

2020 OBJECTIVE
- By March 31, 2020, RDC will have strengthened its position in the local R&D landscape through collaboration and increased public awareness of the importance of R&D.

STRAIGHTGO AL 5
PROVIDING R&D SOLUTIONS

RDC will build relevant research infrastructure and provide specialized R&D solutions to industry and academic clients to increase R&D capacity in Newfoundland and Labrador. Public R&D can help bridge market gaps and increase capabilities required to conduct leading R&D here in the Province.

GOAL
- By March 31, 2020, RDC will have performed R&D and pursued opportunities as a service provider that expand R&D capabilities and attract investment to NL.

MEASURE
- Increased R&D performed by RDC and investment attracted

THREE YEAR INDICATORS

- S.1 Number of R&D test sites, labs and facilities owned and operated
- S.2 Amount of revenue generated from external sources by performing contract R&D, testing and certification
- S.3 Number of collaborative research projects in which RDC participates

2018 OBJECTIVE
- By March 31, 2018, RDC will have performed basic R&D and pursued opportunities as a service provider to expand R&D capabilities and attract investment to NL.

2019 OBJECTIVE
- By March 31, 2019, RDC will have continued to perform R&D and pursue opportunities to expand R&D capabilities and attract investment to NL.

2020 OBJECTIVE
- By March 31, 2020, RDC will have undertaken activities to perform advanced R&D and pursued opportunities to expand R&D capabilities and attract investment to NL.

* These indicators will be used to measure success on the Goal and Objectives.
## R&D Programs

<table>
<thead>
<tr>
<th>Program</th>
<th>Description</th>
<th>Maximum RDC Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>R&amp;D Vouchers</strong></td>
<td>Facilitates business access to external resources, including scientific</td>
<td>$15,000</td>
</tr>
<tr>
<td></td>
<td>and technical equipment, expertise, and research facilities</td>
<td></td>
</tr>
<tr>
<td><strong>R&amp;D Proof of Concept</strong></td>
<td>Increases the technical capacity of businesses to perform R&amp;D with</td>
<td>$250,000</td>
</tr>
<tr>
<td></td>
<td>commercial potential</td>
<td></td>
</tr>
<tr>
<td><strong>EmployR&amp;D</strong></td>
<td>Enables businesses to hire recent PhD graduates to support R&amp;D activities</td>
<td></td>
</tr>
<tr>
<td><strong>SensorTECH (2015-17)</strong></td>
<td>Supports research, development, and deployment of sensor technologies</td>
<td>$75,000 / year (Maximum 2 years)</td>
</tr>
<tr>
<td><strong>Maximum RDC contribution</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CollaborativeR&amp;D</strong></td>
<td>Supports academic-led collaborative R&amp;D projects with business and</td>
<td>$500,000</td>
</tr>
<tr>
<td></td>
<td>government partners</td>
<td></td>
</tr>
<tr>
<td><strong>Maximum RDC contribution</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>IgniteR&amp;D</strong></td>
<td>Provides funding for first time researchers or those new to the province</td>
<td>$100,000</td>
</tr>
<tr>
<td><strong>LeverageR&amp;D</strong></td>
<td>Strengthens R&amp;D capacity through leveraging private and non-provincial</td>
<td>$500,000</td>
</tr>
<tr>
<td></td>
<td>public funding sources</td>
<td></td>
</tr>
<tr>
<td><strong>Research Inspired Student Enrichment (RISE) Awards</strong></td>
<td>Exposes high school students to research activities at an early stage in their education</td>
<td>$150,000 Annually</td>
</tr>
<tr>
<td><strong>ArcticTECH (2015-19)</strong></td>
<td>Advances R&amp;D in support of the development of Arctic and other harsh</td>
<td>$250,000</td>
</tr>
<tr>
<td></td>
<td>environment technologies</td>
<td>Business: $750,000</td>
</tr>
<tr>
<td><strong>GeoEXPLORE (2017-19)</strong></td>
<td>Enhances geoscience R&amp;D capacity in support of mineral and petroleum</td>
<td>$250,000</td>
</tr>
<tr>
<td></td>
<td>exploration and development</td>
<td>Business: $750,000</td>
</tr>
<tr>
<td><strong>PetroleumR&amp;D Accelerator</strong></td>
<td>Strengthens R&amp;D in support of petroleum exploration, development and</td>
<td>$5,000,000</td>
</tr>
<tr>
<td></td>
<td>operations</td>
<td></td>
</tr>
</tbody>
</table>
ANNEX B
STRATEGIC DIRECTIONS

STRATEGIC DIRECTION

Strategic directions are the high-level physical, social or economic objectives communicated by government through platform documents, Throne and Budget Speeches, policy documents and other communiqués. Strategic directions normally require action by more than one government entity to achieve.

The Transparency and Accountability Act requires departments and public bodies to consider the strategic directions of government in the preparation of their performance-based plans. This coordination helps facilitate the integration of planning practices across government and ensure that all entities are moving forward on key commitments in unison.

The strategic directions related to R&D are provided in the chart below.

TITLE
Research and Development (R&D)

INTENDED OUTCOME
Enhanced R&D activity to strengthen the economic foundation for an innovative and knowledge-based economy in Newfoundland and Labrador

FOCUS AREAS
RDC strives to strengthen R&D in the province by making strategic investments in world class:
• R&D Projects
• R&D Infrastructure
• Highly Qualified People with R&D Expertise

SOURCE OF DIRECTION
Research and Development Council Act

"The object of the council is to strengthen the focus, quality, quantity, quality and relevance of research and development undertaken in the province and elsewhere for the long-term economic benefit of the province by promoting, stimulating and supporting the effective utilization of science and technology by industry, government, academic institutions or other organizations and, for this purpose, to undertake either singly or in conjunction with others, the research, development, surveys, investigations and operations that may, in the opinion of the council, be appropriate."
SOURCE OF DIRECTION

Ministerial Mandate Letter, 2016-17

Research Funding

"Work with your colleagues to support Newfoundland and Labrador's public post-secondary institutions to expand research and educational programming in fields that foster economic growth for the province. The goal is to increase the province's profile as a global leader in these industries and to facilitate the development of a skilled workforce to support them."

Energy

"Work to position the province as a global Centre of Excellence for deepwater oil and gas development. This would include encouraging and funding research and design efforts in areas such as subsea resources extraction, ice management and operating in extreme weather, corrosion mitigation, enhanced oil recovery, logistics and maritime transportation and other fields that foster the innovation needed to overcome the challenges of oil and gas extraction in similar locations."

The Way Forward

"To achieve our vision, the actions we will take are designed to achieve four objectives:

1. a more efficient public sector;
2. a stronger economic foundation;
3. better services; and,
4. better outcomes."

contact us

Further information about RDC is available online at www.rdc.org

Specific inquiries may be directed to info@rdc.org or 709.758.0913

Research & Development Corporation
Newfoundland and Labrador
68 Portugal Cove Road,
St. John’s, Newfoundland and Labrador, Canada A1B 2L9
Hi Carla,

Attached is an email from Mark Ploughman, Research & Development Corporation, to Minister Mitchelmore with a followup from their June 22 meeting.

Please copy the Premier on the Minister's response and email it to premier@gov.nl.ca account.

Thank you,
Joanen

-----< HP TRIM Record Information >-----

Record Number:    ICOR2017/2699
Title : Email from Mark Ploughman, Research & Development Corporation, to Minister Mitchelmore with a followup from their June 22 meeting

-----< HP TRIM Record Information >-----

Record Number:    ICOR2017/2699-01
Title : Attachment-Research & Development Corporation Newfoundland and Labrador
Dear Ms. Attane,

Please see attached correspondence.

Regards,

**Hon. Christopher Mitchelmore**

**MHA for St. Barbe-L’anse Aux Meadows**

Minister of Tourism, Culture, Industry and Innovation

Confederation Building — West Block
Department of Business, Tourism, Culture and Rural Development, 2nd Floor
P.O. Box 8700
St. John’s, NL A1B 4J6
Tel: (709) 729-4728
Fax: (709) 729-0654

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July 20, 2017

Ms. Muriel Attane

Dear Ms. Attane:

The Government of Newfoundland and Labrador is today announcing the creation of InnovateNL, which is the next evolution of the province's approach to fostering greater innovation and accelerating business growth in Newfoundland and Labrador. InnovateNL, through the Department of Tourism, Culture, Industry and Innovation, will be a single-window for the delivery of provincial innovation programs and services to clients in a seamless and more efficient manner.

As this initiative will be guided by a new governing body, "The NL Innovation Council", I am advising you that effective immediately, the appointments of all members of the previously titled Research and Development Council (RDC) have ended.

The Government of Newfoundland and Labrador wishes to acknowledge the time and expertise board members have contributed to helping advance research and development activity throughout Newfoundland and Labrador. At this time I would like to also personally recognize the level of service and commitment you brought to this very important volunteer board.

Sincerely,

CHRISTOPHER MITCHELMORE, MHA
District of St. Barbe - L'Anse aux Meadows
Minister
Dear Mr. Cooper,

Please see attached correspondence.

Regards,

Hon. Christopher Mitchelmore  
MHA for St. Barbe-L’anse Aux Meadows  
Minister of Tourism, Culture, Industry and Innovation

Confederation Building – West Block  
Department of Business, Tourism, Culture and Rural Development, 2nd Floor  
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July 20, 2017

Mr. Bob Cooper

Dear Mr. Cooper:

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Sincerely,

[Signature]

CHRISTOPHER MITCHELMORE, MHA
District of St. Barbe - L’Anse aux Meadows
Minister
Dear Ms. Muggeridge,

Please see attached correspondence.

Regards,

**Hon. Christopher Mitchelmore**  
*MHA for St. Barbe-L'anse Aux Meadows*

Minister of Tourism, Culture, Industry and Innovation

Confederation Building – West Block  
Department of Business, Tourism, Culture and Rural Development, 2nd Floor  
P.O. Box B700  
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July 20, 2017

Ms. Karen Mugeridge

Dear Ms. Mugeridge:

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Sincerely,

Christopher Mitchelmore, MHA
District of St. Barbe - L'Anse aux Meadows
Minister
Mr. Collins,

Please see attached correspondence.

Regards,

_Hon. Christopher Mitchelmore_  
*MHA for St. Barbe-L'anse Aux Meadows*

Minister of Tourism, Culture, Industry and Innovation  
Minister Responsible for the Research and Development Corp.

Confederation Building – West Block  
Department of Business, Tourism, Culture and Rural Development, 2nd Floor  
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July 20, 2017

Mr. Bernard Collins

Dear Mr. Collins:

The Government of Newfoundland and Labrador is today announcing the creation of InnovateNL, which is the next evolution of the province’s approach to fostering greater innovation and accelerating business growth in Newfoundland and Labrador. InnovateNL, through the Department of Tourism, Culture, Industry and Innovation, will be a single-window for the delivery of provincial innovation programs and services to clients in a seamless and more efficient manner.

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Sincerely,

Christopher Mitchelmore, MHA
District of St. Barbe - L’Anse aux Meadows
Minister
Harrington, Christina

From: Mitchelmore, Christopher  
Sent: Thursday, July 20, 2017 9:24 AM  
To:  
Subject: RDC Board Status  
Attachments: Schramm.pdf

Dear Dr. Schramm,

Please see attached correspondence.

Regards,

Hon. Christopher Mitchelmore  
MHA for St. Barbe-L’anse Aux Meadows  
Minister of Tourism, Culture, Industry and Innovation  
Minister Responsible for the Research and Development Corp.

Confederation Building – West Block  
Department of Business, Tourism, Culture and Rural Development, 2nd Floor  
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July 20, 2017

Dr. Laurier Schramm

Dear Dr. Schramm:

The Government of Newfoundland and Labrador is today announcing the creation of InnovateNL, which is the next evolution of the province’s approach to fostering greater innovation and accelerating business growth in Newfoundland and Labrador. InnovateNL, through the Department of Tourism, Culture, Industry and Innovation, will be a single-window for the delivery of provincial innovation programs and services to clients in a seamless and more efficient manner.

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Sincerely,

CHRISTOPHER MITCHELMORE, MHA
District of St. Barbe - L'Anse aux Meadows
Minister
Dear Dr. Veitch,

Please see attached correspondence.

Regards,

Hon. Christopher Mitchelmore  
**MHA for St. Barbe-L'Anse Aux Meadows**

Minister of Tourism, Culture, Industry and Innovation  
Minister Responsible for the Research and Development Corp.

Confederation Building – West Block  
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July 20, 2017

Dr. Brian Veitch  
bveitch@mun.ca

Dear Dr. Veitch:

The Government of Newfoundland and Labrador is today announcing the creation of InnovateNL, which is the next evolution of the province's approach to fostering greater innovation and accelerating business growth in Newfoundland and Labrador. InnovateNL, through the Department of Tourism, Culture, Industry and Innovation, will be a single-window for the delivery of provincial innovation programs and services to clients in a seamless and more efficient manner.

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Sincerely,

CHRISTOPHER MITCHELMORE, MHA  
District of St. Barbe - L’Anse aux Meadows  
Minister
Dear Fred,

Please see attached correspondence.

Regards,

*Hon. Christopher Mitchelmore*

*MHA for St. Barbe-L'Anse Aux Meadows*

Minister of Tourism, Culture, Industry and Innovation
Minister Responsible for the Research and Development Corp.

Confederation Building – West Block
Department of Business, Tourism, Culture and Rural Development, 2nd Floor
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July 20, 2017

Mr. Fred Cahill

Dear Mr. Cahill:

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Sincerely,

CHRISTOPHER MITCHELMORE, MHA
District of St. Barbe - L’Anse aux Meadows
Minister
Dear Fraser,

Please see attached correspondence.

Regards,

Hon. Christopher Mitchelmore  
MHA for St. Barbe-L'anse Aux Meadows

Minister of Tourism, Culture, Industry and Innovation  
Minister Responsible for the Research and Development Corp.

Confederation Building – West Block  
Department of Business, Tourism, Culture and Rural Development, 2nd Floor  
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July 20, 2017

Mr. Fraser Edison
fedison@rutter.ca

Dear Mr. Edison:

The Government of Newfoundland and Labrador is today announcing the creation InnovateNL, which is the next evolution of the province’s approach to fostering greater innovation and accelerating business growth in Newfoundland and Labrador. InnovateNL, through the Department of Tourism, Culture, Industry and Innovation, will be a single-window for the delivery of provincial innovation programs and services to clients in a seamless and more efficient manner.

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Sincerely,

[Signature]

CHRISTOPHER MITCHELMORE, MHA
District of St. Barbe - L’Anse aux Meadows
Minister
Sent from my iPhone

Begin forwarded message:

From: "Lomond, Ted" <TedLomond@gov.nl.ca>
Date: July 20, 2017 at 2:33:09 PM NDT
To: "Mitchelmore, Christopher" <CMitchelmore@gov.nl.ca>, "George, Bradley" <BradleyGeorge@gov.nl.ca>, "Joy, Carla" <CarlaJoy@gov.nl.ca>, "Mundon, Tansy" <TansyMundon@gov.nl.ca>
Subject: Re: RDC Board Status

This is positive

Sent from my BlackBerry 10 smartphone on the Bell network.

From: Mitchelmore, Christopher
Sent: Thursday, July 20, 2017 2:16 PM
To: George, Bradley; Joy, Carla; Lomond, Ted; Mundon, Tansy
Subject: FW: RDC Board Status

See below from a former RDC Board Member.

Hon. Christopher Mitchelmore
MHA for St. Barbe-L’anse Aux Meadows

Minister of Tourism, Culture, Industry and Innovation

Confederation Building – West Block
Department of Business, Tourism, Culture and Rural Development, 2nd Floor
P.O. Box 8700
St. John’s, NL A1B 4J6
Tel: (709) 729-4728
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recipient, please notify the sender immediately by return e-mail, and delete this message and any attachments from your system. Thank you.

From: Muriel Attané
Sent: Thursday, July 20, 2017 11:19 AM
To: Mitchelmore, Christopher <CMitchelmore@gov.nl.ca>
Subject: RE: RDC Board Status

Dear Mr Mitchelmore,

Your letter has been well received. It has been a pleasure to serve in RDC Board and wish you success with the installation of your new Innovation Agency. I believe you have great skills and capacities already in RDC that you will be able to utilize further for this new endeavor.

Please note that we are working at European level for the setting up of a new European Innovation Council, there are also various innovations agencies which are pretty advanced such as Innovation UK, Tekes in Finland, Vinnova in Sweden and BPI France. One of our partners in Brussels is also the EU association of Innovation Agencies called TAFTIE. Should your colleagues working on this new agency be happy to get linked to those for future benchmark, I am happy to make connections.

Kind regards,
Muriel

Muriel Attané
Secretary General
EARTO - European Association of Research & Technology Organisations

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Upcoming EARTO Events: Registration Open!

**EARTO Policy Event 2017** - Towards FP9: Maximising R&I Impact to Ensure Europe’s Position as Global Player - 11 October, Brussels

**EARTO Innovation Awards Ceremony 2017** - 11 October (evening), Brussels

**EARTO High-Level Debate** - Cohesion Policy Post 2020: Inter-Regional Collaboration of Innovation Hubs at the European Week of Regions and Cities (EWRC) - 12 October, Brussels

---

From: Mitchelmore, Christopher [mailto:CMitchelmore@gov.nl.ca]
Sent: jeudi 20 juillet 2017 13:59
To: Muriel Attané <40(1)>
Subject: RDC Board Status

Dear Ms. Attane,
Please see attached correspondence.

Regards,

Hon. Christopher Mitchelmore  
MHA for St. Barbe-L'ansé Aux Meadows

Minister of Tourism, Culture, Industry and Innovation

Confederation Building – West Block  
Department of Business, Tourism, Culture and Rural Development, 2nd Floor  
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