September 8, 2017

Dear [Redacted - s.40(1)]

Re: Your request for access to information under Part II of the Access to Information and Protection of Privacy Act, 2015 [Our File #: PRE/41/2017]

On July 24, 2017, the Premier’s Office received your request for access to the following records/information:

“All correspondence related to the RDC by the Premier, his officials and staff for the period of January 1, 2016 to July 24, 2017.”

On August 9, 2017 you clarified you were seeking records related to the closure of the RDC. I am pleased to inform you that a decision has been made by the Chief of Staff of the Premier’s Office to provide access to some of the requested information related to the closure of the Research and Development Corporation (RDC).

Access to 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):

27. (1) In this section, "cabinet record" means

(i) that portion of a record which contains information about the contents of a record within a class of information referred to in paragraphs (a) to (h).

(2) The head of a public body shall refuse to disclose to an applicant

(a) a cabinet record.

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;

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

(d) 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;

(g) 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

We are unable to provide you with records that are created during the process of developing or preparing a submission for the Cabinet. Therefore, access to pages 115-136 are withheld in accordance with the following exceptions to disclosure, as specified in the Act:

27. (1) In this section, "cabinet record" means

(h) a record created during the process of developing or preparing a submission for the Cabinet

(2) The head of a public body shall refuse to disclose to an applicant

(a) a cabinet record.

Also, a portion of the records (Pages 31-33) has been removed in accordance with Section 21 of the Research and Development Council Act which states:

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

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 this decision by asking 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 copy of this section of the Act has been enclosed for your reference). 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 response 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
St. John’s, NL. A1B 3V8
Telephone: (709) 729-6309
Toll-Free: 1-877-729-6309
Facsimile: (709) 729-6500

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 (a copy of this section of the Act has been enclosed for your reference).

Responsive records will be published following a 72 hour period after the response is sent electronically 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. If you have any further questions, please feel free to contact me by telephone at (709)729-3570 or by e-mail at joybuckle@gov.nl.ca.

Sincerely,

[Signature]

Joy Buckle
ATIPP Coordinator
Enclosures
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.
Direct appeal to Trial Division by an applicant

52. (1) Where an applicant has made a request to a public body for access to a record or correction of personal information and has not filed a complaint with the commissioner under section 42, the applicant may appeal the decision, act or failure to act of the head of the public body that relates to the request directly to the Trial Division.

(2) An appeal shall be commenced under subsection (1) 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) Where an applicant has filed a complaint with the commissioner under section 42 and the commissioner has refused to investigate the complaint, the applicant may commence an appeal in the Trial Division of the decision, act or failure to act of the head of the public body that relates to the request for access to a record or for correction of personal information.

(4) An appeal shall be commenced under subsection (3) not later than 15 business days after the applicant is notified of the commissioner’s refusal under subsection 45(2).
We can chat about this when you get a chance. Thanks, Ted

Ted Lomond  
Deputy Minister  
Dept. of Tourism, Culture, Industry and Innovation  
2nd Floor, West Block, Confederation Building  
St. John’s, NL A1B 4J6  
Telephone: 709-729-4732

Ted, here is a first draft of the notes for the premier’s meeting with the chair. Let us know if there is anything missing.
Meeting with RDC’s Chair of Board

Key Messages:

- GNL has been confident in the work of the Board of Directors for the Research and Development Corporation and are pleased many decisions made, such as the support to the Iron Ore Company of Canada (IOC) for its industrial trial of an innovative technology for the recovery and refining of iron ore in western Labrador and investments in the Research Inspired Student Enrichment (RISE) Awards since 2011.

- GNL considers the experience, unique talents, scientific knowledge and business acumen brought to the Corporation by board members to be invaluable, and will leave a lasting impact in our community.

- RDC has strengthened the R&D focus in several industries and in our public institutions to deliver long-term economic prosperity for Newfoundland and Labrador.

- The Board has been successful in its responsibility for ensuring accountability and transparency of programs, priority-setting, and management of project funding as stated in the Research and Development Council Act.

- As outlined in The Way Forward, government has been assessing the roles of the Agencies, Boards and Commissions (ABCs) to identify efficiencies. We have been looking at areas where there’s areas of duplication, and looking for opportunities where there’s already synergies between ABC’s activities and core government department activities.

- As a result of the review of RDC, through an efficiencies lens, and a lens to identify opportunities for better alignment, government is taking steps to merge RDC with the Department of Tourism, Culture, Industry and Innovation (TCII).

- This is not an erosion of support for R&D activity, but a union with other essential innovation supports. The intent is to maintain the positive impacts of RDC’s client program while reducing administrative costs, protecting program funding and redirecting a higher percentage of R&D activity to commercially focused outcomes.

Rationale for the Decision:

- Maintaining a totally separate organization with a relatively narrow research mandate is no longer a cost-effective option. 27(1)(i), 27(2)(a)
- Of the 130 business clients funded by RDC, TCII has supported or is actively working on applications from 90 of those firms.

- RDC and TCII often end up duel sponsoring events thus the provincial contribution is unnecessarily greater, displacing larger contributions from sponsors such as the federal government and private sector.

- RDC has recently shifted into providing applied R&D services to industry, government and academia. While we applaud RDC’s recognition of a research opportunity gap, this Government’s interests are not to pursue activities, or establish competitive facilities that could legitimately be developed by the private sector or post-secondary institutions in the province.

**Fiscal Considerations**

- RDC has a projected budget deficit of $1.9 million for 2017-18.

**Desirable Next Steps:**

- Government wants to have an amicable relationship with the current Board members though the transition phase of the transferring the lines of business and operations of the RDC into TCII.
In particular, Government respects the economic and employment contributions made by Rutter Inc., The Cahill Group of Companies, and PF Collins to this province and values the advice you provide to this government. We would like to maintain that relationship in to the future.
E-mail Message

From: Premier. (EX:fo=PSNL/ou=Exchange Administrative Group
(FYDIHOA2SPDLT/cn=Recipients/cn=Premier.e8e)
To: Ploughman, Mark B [SMTP.MarkBPloughman@rdc.org]
Cc: 
Sent: 4/25/2017 at 2:53 PM
Received: 4/25/2017 at 2:53 PM
Subject: RE: RDC Note

Thank you Mark. I will pass it along.

Kind regards,

Joanne Young / Information Management Specialist

Office of the Premier
Executive Council
Government of Newfoundland & Labrador
8th Floor East Block, Confederation Complex
P.O. Box 8700, St. John’s NL A1B 4J6

709-729-3570 | HYPERLINK "mailto:premier@gov.nl.ca"premier@gov.nl.ca

cid:image001.jpg801D2B2CD.31A2AC30

From: Ploughman, Mark B
Sent: Monday, April 24, 2017 10:21 AM
To: Premier,
Subject: RDC Note

Premier,

Attached is the note that Fraser shared with the Clerk.

Mark Ploughman

Sent from my BlackBerry 10 smartphone on the Bell network.
RDC as a Crown Corporation

The Research & Development Corporation (RDC) exists as a Crown Corporation to deliver on its mandate of economic growth through investments in Research and Development (R&D). There are several structural reasons why RDC is a Crown Corporation rather than being housed in a government department. They are:

- **RDC is governed by a Board of Directors** with business experience, research experience, local knowledge, and international perspectives. The Board is business-focused and govern RDC like they would run their own operations. Directors cover all segments of the R&D landscape and provide high quality expertise and direction to RDC management. Strong Board members inform RDC’s strategic direction, oversee management, and ensure effective delivery. This expertise would be lost should RDC cease to be a Crown Corporation.

- **RDC has a clear and focused R&D mandate** that supports business and academia to deliver applied R&D and strong economic outcomes. RDC’s focus positively impacts NL job skills and competitiveness to drive economic growth in a wide range of industries within all regions of the province. This clear focus would be lost within a department with competing internal interests.

- **RDC is flexible and aligned with the R&D needs of business, academia and the province.** RDC’s flexibility allows it to partner with the business community and respond to their technical needs. As a result of its Board governance, RDC proactively chases opportunities and reacts to capture them as they arise. The lack of flexibility within a department would prohibit successful delivery.

- **RDC carries funds across fiscal years.** To ensure performance for multi-year R&D projects, RDC withholds funds against approved projects and only disburses when milestones are successfully completed. By managing funds in this way, RDC can ensure the delivery of R&D outcomes that are key economic drivers. This ability to hold clients to account would be lost should RDC cease to be a Crown Corporation.

RDC as a Responsible Steward of Public Funds

RDC is cognizant of the fact that it receives government funds. Decisions are made with a clear lens as to the effective use of public monies. Examples include:

- **RDC’s compensation aligns well with that of core government.**

- **RDC is audited by and works closely with the Auditor General (AG).** The AG audits RDC annually and there have been no material concerns raised throughout RDC’s entire history.

- **RDC rigorously evaluates its investment of funds to maximize economic returns to the province.**

RDC as a High Performer

Critical to the success of all high performing organizations are its people. Should RDC be moved within a department, much of its talent will be lost.

Consistent with all high performing organizations, RDC starts with strategy, builds a plan to deliver it and measures performance against it. RDC has established hard targets and developed Key Performance
Indicators (KPIs) to measure progress. It is useful to review RDC’s performance against the objectives of *The Way Forward: A vision for sustainability and growth in Newfoundland and Labrador.*

1. **A Stronger Economic Foundation – RDC’s Approach**

**Economic Return on Investment**

<table>
<thead>
<tr>
<th>Project Activity</th>
<th>Business Revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>$4</td>
<td>$9</td>
</tr>
</tbody>
</table>

For each $1 RDC invests

**Leveraged Funds**

<table>
<thead>
<tr>
<th>RDC Investment</th>
<th>Business Leverage</th>
<th>Federal Leverage</th>
</tr>
</thead>
<tbody>
<tr>
<td>$138 million</td>
<td>$166 million</td>
<td>$125 million</td>
</tr>
</tbody>
</table>

2. **A More Efficient Public Sector – RDC’s Approach**

- Delivering efficient services to clients:
  - Program approval times: 37 business days
  - Time to contract: 26 business days
  - Time to payment: 19 business days
- With a 15% budget cut in 2016-17, RDC went through a leaner/flatter review, eliminated 8 positions, and made other structural changes:
  - Changes in positions from Director to Manager
  - Merging of divisions

3. **Better Services – RDC’s Approach**

- Achieving a high degree of client satisfaction:
  - 84% *very satisfied* with their experience with the RDC funding program.
  - 16% *satisfied*.
- Regularly evaluating performance:
  - “RDC has a high level of alignment to the current R&D market” as demonstrated by a 2015 market alignment study conducted by KPMG and the Conference Board of Canada.
  - Every RDC program evaluated within 3 years of launch and improvements made.
4. Better Outcomes – RDC’s Approach

- Concerted efforts have led to a dramatic increase in business R&D activity.

RDC Business Projects

- Realizing significant economic impact through:
  - New jobs
  - New products and services
  - Increased business revenue
  - Improved productivity
  - Enhanced quality of life
Please set up a meeting with Patricia, Ted and I this week.

-----Original Message-----
From: Hearn, Patricia A. (Deputy Minister)
Sent: Sunday, May 28, 2017 10:58 AM
To: Mercer, Greg <GregMercer@gov.nl.ca>
Subject: Fw: Enhancing Innovation Newfoundland and Labardor

Greg,
This is better. But what I still think is missing in our ecosystem is someone sparking the innovation culture and celebrating it. If you get a chance, check out New Brunswick’s Innovation Foundation (NBIF) website. For instance, they have Breakthru Start-up Competitions and Boot Camps. RDC has a competition where students write an essay on importance of R&D. But in fairness to them, that is closer to their narrower mandate. Which comes to the crux -- mandate should be different and that should be driver of everything else.

Maybe you and me and Ted should discuss.
Patricia

Sent from my BlackBerry 10 smartphone on the Bell network.

Original Message
From: Connors, Virginia <VirginiaConnors@gov.nl.ca>
Sent: Wednesday, May 24, 2017 3:29 PM
To: Hearn, Patricia A. (Deputy Minister)
Subject: Enhancing Innovation Newfoundland and Labardor

Hi Patricia,
Forwarding the attached presentation to you at Greg’s request.
Cheers,
Virginia

Please open the attached document. It was sent to you using a Xerox multifunction printer.

Attachment File Type: pdf, Multi-Page
Multifunction Printer Location: 8\Confederation\St John’s\NL\CAN\ Device Name: XR9C9S4E5E97C9

For more information on Xerox products and solutions, please visit http://www.xerox.com
ENHANCING INNOVATION IN NEWFOUNDLAND AND LABRADOR

Follow-up Meeting with Premier
May 2017

RDC
OVERVIEW

- What We Heard
- Proposed Solution
- Addressing the Discussion Points
WHAT WE HEARD
DISCUSSION POINTS

Impacting Effectiveness

- Improved Efficiency if RDC and TCII combined
- Duplication between RDC and TCII
- Lack of Alignment/Collaboration between RDC and line departments
- Displaced Federal Leverage
- Narrow focus on Priority Sectors
- Cost Savings can be realized
- Value of the Crown Model
- RTO (Research & Technology Organization) perceived as infrastructure
PROPOSED SOLUTION
RECOMMENDATION

Launch a new innovation agency to support jobs and growth
WHAT IS INNOVATION?

- Creating value from new ideas, products, technology, services and processes

- A catalyst for productivity, competitiveness, job creation and economic growth in all jurisdictions
VISION FOR NEW AGENCY

To enable a culture of innovation for the long-term economic benefit of Newfoundland and Labrador
BUSINESS INNOVATION –
NEW AGENCY FOCUS

- Early stage support for start-ups
- R&D funding
- R&D services
- Innovation investment for business growth – technology commercialization
VALUE OF INTERMEDIARY

Innovation Agency

Provincial Departments and Agencies

Incubators, Accelerators, VCs, others

R&D Performers

Academic Institutions

Businesses

Federal Partners
ADDRESSING THE DISCUSSION POINTS
DRIVING EFFECTIVENESS

- **Efficiency/Duplication:** Single entity for R&D and innovation investments using a best practice model

- **Alignment/Collaboration:**
  - Re-structure, launch new initiatives and align agency investments with provincial priorities (*The Way Forward*)
  - New accountability model through 'Outcome Agreements'
  - Collaborate with provincial departments to refine agency priorities and support their innovation initiatives

- **Leverage:** Identify, support and develop initiatives that strategically target federal and industry funding

- **Priority Sectors:** Align priority sectors with *The Way Forward*
• **Cost Savings:** Gained by consolidating budgets and reducing duplication

• **Crown Model:**
  - Best practice delivery model (e.g. focus on client service, driving outcomes)
  - Preferred model of Business Innovation Agenda Private Sector Advisory Committee

• **RTO Adds Value:**
  - Fills technical service gaps identified by business
  - Fosters greater collaboration among other RTOs
  - Generates revenue
  - Strengthens provincial capacity in areas of competitive advantage
THANK YOU
From: Fraser Edison [mailto:fedison@rutter.ca]
Sent: Friday, June 16, 2017 11:31 AM
To: Mitchelmore, Christopher <CMitchelmore@gov.nl.ca>
Cc: Ball, Dwight <DwightBall@gov.nl.ca>; Ploughman, Mark B <MarkBPloughman@rdc.org>
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 302, St. John’s, Newfoundland
Canada, A1B 4C5
Dir: +1-709-748-7105
Cell: +1-709-748-7105
Fax: +1-709-748-7635
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
Dear Fraser,

I acknowledge receipt of your letter. A response will be forthcoming. I look forward to our meeting this week to further discuss.

Regards,

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

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

Sent from my BlackBerry 10 smartphone on the Bell network.

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 Hallott Crescent, Suite 102, St. John's, Newfoundland
Canada, A1B 4C5
Dir: +1-709-748-2105
Cell: +1-709-275-40(1)
Fax: +1-709-776-7655
fedison@rutter.ca
The attachment to this email is a duplicate of the letter found on page 76 of these records.
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.

29(1)(a), 35(1)(b), 35(1)(d), 35(1)(g)
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
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,

[Signature]

Fraser Edison, Chair, RDC Board of Directors
Sincerely,

[Signature]

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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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, quality, quantity 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,

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 Argentina. 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 industry 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 owners. 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.
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.” 11 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.

---

"Concentration is the key to economic results. No other principle of effectiveness is violated as constantly today as the basic principle of concentration." – Peter F. Drucker

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>Province</th>
<th>% of GDP</th>
</tr>
</thead>
<tbody>
<tr>
<td>NL</td>
<td>0.81%</td>
</tr>
<tr>
<td>AB</td>
<td>1.03%</td>
</tr>
<tr>
<td>NS</td>
<td>1.33%</td>
</tr>
<tr>
<td>ON</td>
<td>2.09%</td>
</tr>
<tr>
<td>CANADA</td>
<td>2.45%</td>
</tr>
<tr>
<td>OECD</td>
<td>2.14%</td>
</tr>
<tr>
<td>FINLAND</td>
<td>2.32%</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 2019 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 revitalize 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 breaks 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 in 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 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.

* Percentages will be used to measure success of 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 including those identified as key opportunities for the province in the Way Forward. A diversified economy is more resilient 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 *

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 COMMERCIALIZATION

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. 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 *

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
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. 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 in 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.

*These indicators will be used to measure success on the Goal and Objectives.

STRATEGIC GOAL 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 *
5.1 Number of R&D test sites, labs and facilities owned and operated
5.2 Amount of revenue generated from external sources by performing contact R&D, testing and certification
5.3 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 as a service provider 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>R&amp;D Vouchers</td>
<td>Facilitates business access to external resources, including scientific and technical equipment, expertise, and research facilities</td>
<td>$15,000</td>
</tr>
<tr>
<td>R&amp;D Proof of Concept</td>
<td>Increases the technical capacity of businesses to perform R&amp;D with commercial potential</td>
<td>$250,000</td>
</tr>
<tr>
<td>EmployR&amp;D</td>
<td>Enables businesses to hire recent PhD graduates to support R&amp;D activities</td>
<td>$75,000 / year (Maximum 2 years)</td>
</tr>
<tr>
<td>SensoTECH (2015-17)</td>
<td>Supports research, development and deployment of sensor technologies</td>
<td>$300,000</td>
</tr>
<tr>
<td></td>
<td>Maximum RDC contribution</td>
<td>$750,000</td>
</tr>
<tr>
<td>CollaborativeR&amp;D</td>
<td>Supports academic-led collaborative R&amp;D projects with business and government partners</td>
<td>$500,000</td>
</tr>
<tr>
<td>IgniteR&amp;D</td>
<td>Provides funding for first time researchers or those new to the province</td>
<td>$100,000</td>
</tr>
<tr>
<td>LeverageR&amp;D</td>
<td>Strengthens R&amp;D capacity through leveraging private and non-provincial public funding sources</td>
<td>$500,000</td>
</tr>
<tr>
<td>Research Inspired Student Enrichment (RISE) Awards</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>ArctiTECH (2015-19)</td>
<td>Advances R&amp;D in support of the development of Arctic and other harsh environment technologies</td>
<td>$250,000</td>
</tr>
<tr>
<td></td>
<td>Maximum RDC contribution</td>
<td>$750,000</td>
</tr>
<tr>
<td>GeoEXPLORE (2017-19)</td>
<td>Enhances geoscientific R&amp;D capacity in support of mineral and petroleum exploration and development</td>
<td>$250,000</td>
</tr>
<tr>
<td></td>
<td>Maximum RDC contribution</td>
<td>$750,000</td>
</tr>
<tr>
<td>PetroleumR&amp;D Accelerator</td>
<td>Strengthens R&amp;D in support of petroleum exploration, development and operations</td>
<td>$5,000,000</td>
</tr>
</tbody>
</table>

Leverage R&D information is available online at [www.RDC.org/Funding](http://www.RDC.org/Funding)
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.

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, 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, 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."

"
I will invite both now.

Thank you,
Kerry

---

From: Quinlan, Krista  
Sent: Tuesday, July 18, 2017 2:49 PM  
To: Chaytor, Kerry <KerryChaytor@gov.nl.ca>  
Subject: Re: RDC

I think half an hour. I think Cindy would be good to have there as well given nature of the discussion.

Sent from my BlackBerry 10 smartphone on the Bell network.

---

From: Chaytor, Kerry  
Sent: Tuesday, July 18, 2017 2:48 PM  
To: Quinlan, Krista  
Subject: RE: RDC.

Thanks Krista; will an half hour suffice or do you need an hour?

---

From: Quinlan, Krista  
Sent: Tuesday, July 18, 2017 2:46 PM  
To: Chaytor, Kerry <KerryChaytor@gov.nl.ca>  
Subject: RDC

Ted also?

---

Organizer: Chaytor, Kerry  
When: 10:00 AM - 10:30 AM July 19, 2017  
Subject: RDC  
Location: Premier's Boardroom
Please note that the total amount of funding, as highlight below, is approximately $40 million.

---

From: Joyce, Luke  
Sent: Wednesday, July 19, 2017 3:58 PM  
To: Mondon, Tansy <TansyMondon@gov.nl.ca>; Releases, News <news@gov.nl.ca>; Foote, Carla <CarlaFoote@gov.nl.ca>; Barfoot, Scott <ScottBarfoot@gov.nl.ca>; Card, Jason <JasonCard@gov.nl.ca>; Cannizzaro, Michelle <MichelleCannizzaro@gov.nl.ca>  
Cc: Humber, Eric <EricHumber@gov.nl.ca>  
Subject: RE: NR to be issued at the start of news conference tomorrow (around 11:30 am)  
Importance: High

Hi Jason:

Below is the TCII news release for your review.

Thanks,
- Luke

---

Tourism, Culture, Industry and Innovation  
July 20, 2017

**Provincial Government Announces Creation of InnovateNL**

The Provincial Government today announced the creation of InnovateNL, which is the next step in its 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.

InnovateNL will support government's approach to working smarter and more collaboratively. It will also:

- Streamline client access to government supports;
- Leverage research and innovation resources;
- Extend innovation programming province-wide;
- Provide a full continuum of supports for clients from idea to market to internationalization;
- Ensure other non-funding business supports are provided to clients and available in a timely manner;
- Focus research and technology investments to projects/clients with global reach; and;
- Build on priorities of The Way Forward.
As part of InnovateNL, all funding programs and services of the Research & Development Corporation will be integrated into the Department of Tourism, Culture, Industry and Innovation. There will be no changes to program funding allocations. In total, InnovateNL will bring the Department’s current combined budget for economic development to approximately $xx.

To guide the priorities of InnovateNL, a new board of directors has been created. Further details are noted in the backgrounder below. Full integration is expected to be completed by mid-Fall. The Board will be known as the NL Innovation Council.

The Provincial Government launched an engagement process for its new Business Innovation Agenda in November 2016. The agenda is expected to be launched in September. During the engagement sessions, stakeholders identified a need for one-stop coordinated advice, integrated service delivery and routing matched with employer needs as well as better linkages to various sources of capital required.

The development of a new Business Innovation Agenda is a priority in The Way Forward: A Vision for Sustainability and Growth in Newfoundland and Labrador. The vision guides Provincial Government actions to achieve greater efficiency, strengthen the province’s economic foundation, enhance services, and improve outcomes to promote a healthy and prosperous province.

Quotes

“InnovateNL will accelerate business growth in Newfoundland and Labrador. It will result in improved service delivery, better alignment of programs and services and increased collaboration and greater opportunity to leverage funding from federal and industry partners. I look forward to working with the new InnovateNL board, as well as our industry partners to support all regions of Newfoundland and Labrador.”

Honourable Christopher Mitchelmore
Minister of Tourism, Culture, Industry and Innovation

“This represents a comprehensive, holistic approach to supporting the development of a vibrant innovation sector in Newfoundland and Labrador. Companies and individuals require a wide variety of programs and services to develop and commercialize their products and services in our modern economy. Enhanced coordination and tailoring these supports to match specific needs will make them more effective. This, along with the benefits of input from a diverse council, will significantly help provincial innovators broaden and diversify our economy.”

Mark Dobbin, Chair, NL Innovation Council

“As a member of the academic community, I am so pleased to join my industry colleagues on the InnovateNL Board. Together we can leverage research resources to advance innovation, commercialization and internationalization of new and existing enterprises in our province. A focused approach to creating economic and social prosperity through research, investment and collaboration will benefit the entire province.”

Dr. Jacqueline Walsh, Vice-Chair, NL Innovation Council and Assistant Professor of Business Administration, Grenfell Campus, Memorial University

“As a business owner who started from an idea 10 years ago, and a client of the Department of Tourism, Culture, Industry and Innovation, I understand the importance of support programs to foster business through various stages of growth and development. A continuum of supports is necessary to help businesses in the province to grow and thrive in local, national and international markets. InnovateNL will streamline access to government supports and will efficiently provide a range of funding and non-funding supports from idea generation to market to internationalization. I am excited...
to be a member of the InnovateNL Board and look forward to providing input to help businesses grow and thrive in the province."
Adam Anderson, Board Member, NL Innovation Council and President and CEO of Resource Innovations

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Learn more
Follow us on Twitter: @GovNL and @TCII_GovNL

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Mark Dobbin
Killick Capital Inc.
mdobbin@killickcapital.com

Dr. Jacqueline Walsh
Grenfell Campus, Memorial University
jswalsh@grenfell.mun.ca

Adam Anderson
Resource Innovations
adam@resourceinnovations.ca

BACKGROUNDER: Members of the InnovateNL Council and InnovateNL Model

The following individuals have been appointed to the InnovateNL Council for a two-year term:

Mark Dobbin (Chair)
Mark Dobbin is the Founder and President of Killick Capital Inc. From 1998 to 2003, Mr. Dobbin was the Chairman and CEO of Vector Aerospace Corporation, a globally-recognized aviation repair and overhaul company. Prior to that, he spent 17 years at CHC Helicopter Corporation, the world’s largest helicopter company, where he served as senior vice president and a member of the Board of Directors. Mark is a graduate of Memorial University of Newfoundland Bachelor of Commerce (co-op) program and holds an MBA from Dalhousie.

Mark served on the Board of Directors of Stratos Global Corporation, Aurora Energy Resources Inc., Newfoundland and Labrador Hydro, Verafin Inc., and Aerospace Industries Association of Canada. Currently, Mark sits on the boards for Killick’s investee companies (see Portfolio), including Max Arts-Athletics-Wellness, CT Aerospace, and Celtx.

Adam Anderson
Adam Anderson has supervised various forest management operations in locations across Canada (Newfoundland Labrador, Nova Scotia, New Brunswick, Ontario, Manitoba and British Columbia) and is very experienced in managing large groups of people and working with the public, forest contractors, company officials, government officials and tourism operators. In recent years, Adam has been project manager / technical lead on four large scale ecological land classification projects
across Canada, spanning two provinces and a landscape of nearly six million hectares. Adam has a strong background in technical data collection and forest research, and has extensive experience in preparing technical reports and presenting them to the public and other interested parties.

Adam is a Registered Professional Forester recognized by the Canadian Institute of Forestry as a member of the Newfoundland and Labrador Professional Foresters Association. He has a Bachelor of Science Degree in Forestry from the University of New Brunswick, as well as a Technical Forest Diploma from the College of the North Atlantic in Newfoundland and Labrador.

Carey Bonnell
Carey has gained broad experience in the area of fisheries innovation, development and sustainability starting initially with his early upbringing in a small fishing community on Newfoundland’s Northern Peninsula. He began his career as a technical assistant at the Fishing Technology Unit at the Marine Institute, progressing through educational roles with the MI and the College of the North Atlantic. His varied career includes time in Nunavut in various senior roles until joining the Canadian Centre for Fisheries Innovation as an Industrial Liaison Officer and was promoted to the position of Managing Director. He is currently Head of the School of Fisheries within the Fisheries and Marine Institute of Memorial University. Carey serves as the Senior Industry Co-Chair of the Canadian Seafood Value Chain Roundtable as well as the President of the International Association of Fish Inspectors.

Carey holds both a Bachelor of Science and Masters in Fisheries Resource Management from Memorial University. He is currently pursuing his Doctoral studies at the University of Calgary in the area of Academic Leadership in Higher Education.

Charlene Brophy
As President and CEO of FONEMED, Charlene Brophy has brought her knowledge of our health care system into developing countries and communities which otherwise would not have access to medical care. She has provided direct oversight for the establishment of tele-health centers at multiple international locations including Bangladesh, Manila, Haiti, Venezuela and Peru. Today, FONEMED has over 150 employees in Canada and the United States, with many more working in international health contact centres. Close to 100 employees are based in Newfoundland and Labrador alone.

Charlene has authored and co-authored multiple publications and abstracts. She is a recipient of the Business Excellence Award from the St. John’s Board of Trade for leading innovation and her outstanding contribution to the provincial economy by growing a global business out of the headquarters in St. John’s.

Charlene was recently awarded the CBC Innovator of the Year Award by Atlantic Business Magazine and has been recognized as one of the Top 50 CEOs in Atlantic Canada. Charlene firmly believes in supporting the communities in which FONEMED operates and sits on the board of various local non-profit organizations.

Lynn Morrissey
Lynn Morrissey is an Assistant Professor with the Faculty of Business Administration, Memorial University, overseeing the design of the business communications course and coordinating the teaching team. Since 2004, Lynn has also been the Faculty Advisor for Enactus Memorial, a student volunteer organization on campus. She has worked with hundreds of students and coached over 40 presentation teams. Under her direction, the team’s success has been unprecedented. To date, they have won nine national competitions, as well as the world competition in 2008 and 2016. The team will again represent Canada at the 2017 Enactus World Cup in London, England.
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Gina is a graduate of Mount Saint Vincent University, and has 20 years of experience as an entrepreneur and an advisor to regional and national organizations in business, government, and academic sectors. She is a firm believer in social responsibility, with personal commitments in developing communities internationally, and, among many other corporate initiatives, a commitment to Home Again Furniture Bank, a new and innovative charity that Genoa is pleased to be the lead sponsor of in Newfoundland and Labrador.

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From: Mundon, Tansy  
Sent: Wednesday, July 19, 2017 3:38 PM  
To: Releases, News; Foote, Carla; Barfoot, Scott; Joyce, Luke  
Cc: Humber, Eric  
Subject: NR to be issued at the start of news conference tomorrow (around 11:30 am)  
Importance: High

Please see attached news release for approval to issue tomorrow to coincide with 11:30 am event. Please note there is a funding number missing, but in the interest of time I am sending this along for review and will send number once it has been confirmed.

Thanks,

Tansy

Tourism, Culture, Industry and Innovation
July 20, 2017

Provincial Government Announces Creation of InnovateNL

The Provincial Government today announced the creation of InnovateNL, which is the next step in its 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.

InnovateNL will support government’s approach to working smarter and more collaboratively. It will also:
- Streamline client access to government supports;
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Ensure other non-funding business supports are provided to clients and available in a timely manner;  
Focus research and technology investments to projects/clients with global reach; and,  
Build on priorities of The Way Forward.

As part of InnovateNL, all funding programs and services of the Research & Development Corporation will be integrated into the Department of Tourism, Culture, Industry and Innovation. There will be no changes to program funding allocations. In total, InnovateNL will bring the Department's current combined budget for economic development to approximately $xx.

To guide the priorities of InnovateNL, a new board of directors has been created. Further details are noted in the backgrounder below. Full integration is expected to be completed by mid-Fall. The Board will be known as the NL Innovation Council.

The Provincial Government launched an engagement process for its new Business Innovation Agenda in November 2016. The agenda is expected to be launched in September. During the engagement sessions, stakeholders identified a need for one-stop coordinated advice, integrated service delivery and routing matched with employer needs as well as better linkages to various sources of capital required.

The development of a new Business Innovation Agenda is a priority in The Way Forward: A Vision for Sustainability and Growth in Newfoundland and Labrador. The vision guides Provincial Government actions to achieve greater efficiency, strengthen the province's economic foundation, enhance services, and improve outcomes to promote a healthy and prosperous province.

**Quote**

"InnovateNL will accelerate business growth in Newfoundland and Labrador. It will result in improved service delivery, better alignment of programs and services and increased collaboration and greater opportunity to leverage funding from federal and industry partners. I look forward to working with the new InnovateNL board, as well as our industry partners to support all regions of Newfoundland and Labrador."

Honourable Christopher Mitchelmore
Minister of Tourism, Culture, Industry and Innovation

"This represents a comprehensive, holistic approach to supporting the development of a vibrant innovation sector in Newfoundland and Labrador. Companies and individuals require a wide variety of programs and services to develop and commercialize their products and services in our modern economy. Enhanced coordination and tailoring these supports to match specific needs will make them more effective. This, along with the benefits of input from a diverse council, will significantly help provincial innovators broaden and diversify our economy."

Mark Dobbin, Chair, NL Innovation Council

"As a member of the academic community, I am so pleased to join my industry colleagues on the InnovateNL board. Together we can leverage research resources to advance innovation, commercialization and internationalization of new and existing enterprises in our province. A focused approach to creating economic and social prosperity through research, investment and collaboration will benefit the entire province."

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Learn more
Follow us on Twitter: @GovNL and @TCII_GovNL

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mdobbin@killickcapital.com

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Mark served on the Board of Directors of Stratos Global Corporation, Aurora Energy Resources Inc., Newfoundland and Labrador Hydro, Verafin Inc., and Aerospace Industries Association of Canada. Currently, Mark sits on the boards for Killick’s investee companies (see Portfolio), including Max Arts-Athletics-Wellness, CT Aerospace, and Celtx.

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Charlene has authored and co-authored multiple publications and abstracts. She has been the recipient of the Business Excellence Award from the St. John’s Board of Trade for leading innovation and her outstanding contribution to the provincial economy by growing a global business out of the headquarters in St. John’s.

Charlene was recently awarded the CBC Innovator of the Year Award by Atlantic Business Magazine and has been recognized as one of the Top 50 CEOs in Atlantic Canada. Charlene firmly believes in supporting the communities in which Fonemed operates and sits on the Board of various local non-profit organizations.

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InnovateNL Model

Tansy Mundon
Director of Communications
Department of Tourism, Culture, Industry and Innovation
Government of Newfoundland and Labrador
709-729-4653
tansymundon@gov.nl.ca
Approved with the correct funding amount inserted.

From: Joyce, Luke
Sent: Wednesday, July 19, 2017 3:58 PM
To: Mundon, Tansy <TansyMundon@gov.nl.ca>; Releases, News <news@gov.nl.ca>; Foote, Carla <CarlaFoote@gov.nl.ca>; Barfoot, Scott <ScottBarfoot@gov.nl.ca>; Card, Jason <JasonCard@gov.nl.ca>; Cannizzaro, Michelle <MichelleCannizzaro@gov.nl.ca>
Cc: Humber, Eric <EricHumber@gov.nl.ca>
Subject: RE: NR to be issued at the start of news conference tomorrow (around 11:30 am)
Importance: High

Hi Jason:

Below is the TCII news release for your review.

Thanks,
- Luke

Tourism, Culture, Industry and Innovation
July 20, 2017

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Adam Anderson, Board Member, NL Innovation Council and President and CEO of Resource Innovations

- 30 -

Learn more
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Charlene was recently awarded the CBC Innovator of the Year Award by Atlantic Business Magazine and has been recognized as one of the Top 50 CEOs in Atlantic Canada. Charlene firmly believes in supporting the communities in which FONEMED operates and sits on the board of various local non-profit organizations.

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In his career, he has operated at a Senior Executive level in the Construction, Medical, Energy and Information Technology sectors.

Well-seasoned in global business environments, Ron has an extensive network of business contacts, partners and distributors including relationships with numerous Canadian Embassies and Consulates around the world.

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Andy has extensive experience in Indigenous business development as well as human resources. He has been involved in negotiating business partnerships in a broad range of industries as well as community cooperation agreements with the mining industry in Labrador. Andy has worked with Service Canada and the Department of Advanced Education and Skills, positions both relating to assisting employers with business development and human resource matters. Andy was named one of the Top 50 CEOs in Atlantic Canada by Atlantic Business Magazine in both 2016 and 2017.

Andy is originally from Charlottetown, on the south coast of Labrador and currently resides in Happy Valley-Goose Bay, NL. He has a Bachelor of Arts in French and Business from Memorial University of Newfoundland.

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Jacqui has a Ph.D. in intellectual property law from the University of Leicester, a MBA from Memorial University and a LL.B. from the University of New Brunswick.

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As a co-owner of a digital strategy consulting firm, Mandy helped consulting clients with growth and innovation strategy - whether internally through culture and employee engagement or externally through product-market fit, new idea vetting, accessing new markets or attracting their ideal customer. More recently she has co-founded Jellyfish, to continue working to help CEOs achieve their own vision of success through bespoke design strategy.

Mandy is a member of the provincial Business Innovation Agenda Private Sector Advisory Committee and has been a mentor for Propel ICT since their first NL cohort in 2015. Mandy is a co-founder of Common Ground Coworking, past-Chair of the national Canadian Bar Association Privacy & Access Law Section, past-Chair of the Newfoundland and Labrador Association of Technology Industries, a member of the Startup Committee of iTechLaw, and a former director at both St. Michael's Printshop and the Newfoundland and Labrador Organization of Women Entrepreneurs (NLOWE).

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From: Mundon, Tansy  
Sent: Wednesday, July 19, 2017 3:38 PM  
To: Releases, News; Foote, Carla; Barfoot, Scott; Joyce, Luke  
Cc: Humber, Eric  
Subject: NR to be issued at the start of news conference tomorrow (around 11:30 am)  
Importance: High  

Please see attached news release for approval to issue tomorrow to coincide with 11:30 am event. Please note there is a funding number missing, but in the interest of time I am sending this along for review and will send number once it has been confirmed.

Thanks,  
Tansy

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Tourism, Culture, Industry and Innovation  
July 20, 2017  

Provincial Government Announces Creation of InnovateNL  

The Provincial Government today announced the creation of InnovateNL, which is the next step in its 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.

InnovateNL will support government's approach to working smarter and more collaboratively. It will also:

- Streamline client access to government supports;
- Leverage research and innovation resources;
- Extend innovation programming province-wide;
- Provide a full continuum of supports for clients from idea to market to internationalization;
• Ensure other non-funding business supports are provided to clients and available in a timely manner;
• Focus research and technology investments to projects/clients with global reach; and,
• Build on priorities of The Way Forward.

As part of InnovateNL, all funding programs and services of the Research & Development Corporation will be integrated into the Department of Tourism, Culture, Industry and Innovation. There will be no changes to program funding allocations. In total, InnovateNL will bring the Department’s current combined budget for economic development to approximately $xx.

To guide the priorities of InnovateNL, a new board of directors has been created. Further details are noted in the backgrounder below. Full integration is expected to be completed by mid-Fall. The Board will be known as the NL Innovation Council.

The Provincial Government launched an engagement process for its new Business Innovation Agenda in November 2016. The agenda is expected to be launched in September. During the engagement sessions, stakeholders identified a need for one-stop coordinated advice, integrated service delivery and routing matched with employer needs as well as better linkages to various sources of capital required.

The development of a new Business Innovation Agenda is a priority in The Way Forward: A Vision for Sustainability and Growth in Newfoundland and Labrador. The vision guides Provincial Government actions to achieve greater efficiency, strengthen the province’s economic foundation, enhance services, and improve outcomes to promote a healthy and prosperous province.

Quote

“InnovateNL will accelerate business growth in Newfoundland and Labrador. It will result in improved service delivery, better alignment of programs and services and increased collaboration and greater opportunity to leverage funding from federal and industry partners. I look forward to working with the new InnovateNL board, as well as our industry partners to support all regions of Newfoundland and Labrador.”
Honourable Christopher Mitchelmore
Minister of Tourism, Culture, Industry and Innovation

“This represents a comprehensive, holistic approach to supporting the development of a vibrant innovation sector in Newfoundland and Labrador. Companies and individuals require a wide variety of programs and services to develop and commercialize their products and services in our modern economy. Enhanced coordination and tailoring these supports to match specific needs will make them more effective. This, along with the benefits of input from a diverse council, will significantly help provincial innovators broaden and diversify our economy.”
Mark Dobbin, Chair, NL Innovation Council

“As a member of the academic community, I am so pleased to join my industry colleagues on the InnovateNL Board. Together we can leverage research resources to advance innovation, commercialization and internationalization of new and existing enterprises in our province. A focused approach to creating economic and social prosperity through research, investment and collaboration will benefit the entire province.”
Dr. Jacqueline Walsh, Vice-Chair, NL Innovation Council and Assistant Professor of Business Administration, Grenfell Campus, Memorial University

“As a business owner who started from an idea 10 years ago, and a client of the Department of Tourism, Culture, Industry and Innovation, I understand the importance of support programs to foster business through various stages of growth and development. A continuum of supports is necessary to help businesses in the province to grow and thrive in local, national and international markets. InnovateNL will streamline access to government supports and will efficiently provide a range of funding and non-funding supports from idea generation to market to internationalization. I am excited to be a member of the InnovateNL Board and look forward to providing input to help businesses grow and thrive in the province.”
Adam Anderson, Board Member, NL Innovation Council and President and CEO of Resource Innovations

- 30 -

Learn more
Follow us on Twitter: @GovNL and @TCII_GovNL

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Mark Dobbin
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mdobbin@killickcapital.com

Dr. Jacqueline Walsh
Grenfell Campus, Memorial University
jswalsh@grenfell.mun.ca

Adam Anderson
Resource Innovations
adam@resourceinnovations.ca

BACKGROUNDER: Members of the InnovateNL Council and InnovateNL Model

The following individuals have been appointed to the InnovateNL Council for a two-year term:

Mark Dobbin (Chair)
Mark Dobbin is the Founder and President of Killick Capital Inc. From 1998 to 2003, Mr. Dobbin was the Chairman and CEO of Vector Aerospace Corporation, a globally-recognized aviation repair and overhaul company. Prior to that, he spent 17 years at CHC Helicopter Corporation, the world’s largest helicopter company, where he served as senior vice president and a member of the Board of Directors. Mark is a graduate of Memorial University of Newfoundland Bachelor of Commerce (co-op) program and holds an MBA from Dalhousie.

Mark served on the Board of Directors of Stratos Global Corporation, Aurora Energy Resources Inc., Newfoundland and Labrador Hydro, Verafin Inc., and Aerospace Industries Association of Canada. Currently, Mark sits on the boards for Killick’s investee companies (see Portfolio), including Max Arts-Athletics-Wellness, CT Aerospace, and Celftx.

Adam Anderson
Adam Anderson has supervised various forest management operations in locations across Canada (Newfoundland Labrador, Nova Scotia, New Brunswick, Ontario, Manitoba and British Columbia) and is very experienced in managing large groups of people and working with the public, forest contractors, company officials, government officials and tourism operators. In recent years, Adam has been project manager / technical lead on four large scale ecological land classification projects across Canada, spanning two Provinces and a landscape of nearly six million hectares. Adam has a strong background in technical data collection and forest research, and has extensive experience in preparing technical reports and presenting them to the public and other interested parties.

Adam is a Registered Professional Forester recognized by the Canadian Institute of Forestry as a member of the Newfoundland and Labrador Professional Foresters Association. He has a Bachelor of Science Degree in Forestry from
the University of New Brunswick, as well as a Technical Forest Diploma from the College of the North Atlantic in Newfoundland and Labrador.

**Carey Bonnell**

Carey has gained broad experience in the area of fisheries innovation, development and sustainability starting initially with his early upbringing in a small fishing community on Newfoundland’s Northern Peninsula. He began his career as a technical assistant at the Fishing Technology Unit at the Marine Institute, progressing through educational roles with the MI and the College of the North Atlantic. His varied career includes time in Nunavut in various senior roles until joining the Canadian Centre for Fisheries Innovation as an Industrial Liaison Officer and was promoted to the position of Managing Director. He is currently Head of the School of Fisheries within the Fisheries and Marine Institute of Memorial University. Carey serves as the Senior Industry Co-Chair of the Canadian Seafood Value Chain Roundtable as well as the President of the International Association of Fish Inspectors.

Carey holds both a Bachelor of Science and Masters in Fisheries Resource Management from Memorial University. He is currently pursuing his Doctoral studies at the University of Calgary in the area of Academic Leadership in Higher Education.

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InnovateNL Model

Strategic Drivers/Policy Instruments

The Way Forward

- Business Innovation Agenda
- Market Development
- Knowledge Transformation

Federal Direction

- Strategic Sectoral Strategy
- Innovation and Skills Plan
- Innovation Catalyst

GNI’s Research and Innovation Priorities

- Strategic Directions

NL Innovation Council

- New Talent
- Advancing Innovation

Competitive Environment for Growth

InnovateNL Priorities/Policy Implementation

Increasing the Competitiveness and Productivity of NL Businesses

- Accelerating commercially focused R&D
- Business growth through internationalization
- Accelerated Growth Service
- Business Financing
- Procurement opportunities
- Sector priority initiatives

Strong and Supportive Innovation Ecosystem

- Institutional R&D
- Incubators and accelerators
- Sector development & diversification
- Regional economic development
- Partnerships, networks and collaborations

Tansy Munden
Director of Communications
Department of Tourism, Culture, Industry and Innovation
Government of Newfoundland and Labrador
709-729-4653
tansymunden@gov.nl.ca
Please see attached materials for tomorrow's announcement at 11:30 a.m. The news release has already been sent through to news releases so I have not attached again.

The media advisory will be issued at 8:30 a.m., with media briefing to begin at 11:00 a.m.

Please let me know if you have any questions.

Thanks,

Tansy

Tansy Mundon
Director of Communications
Department of Tourism, Culture, Industry and Innovation
Government of Newfoundland and Labrador
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Key Messages
InnovateNL
July 20, 2017

- The Provincial Government has announced the creation of InnovateNL, which is the next step in its 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.

- Innovation is a priority of our government, as referenced in The Way Forward. This marks an important step in our approach to working smarter, more collaboratively and more efficiently.

- InnovateNL will support government’s approach to working smarter and more collaboratively. It will also:
  - Streamline client access to government supports;
  - Leverage research and innovation resources;
  - Extend the provincial reach of programming;
  - Provide a full continuum of supports for clients from idea to market to internationalization;
  - Ensure other non-funding business supports are provided to clients and available in a timely manner;
  - Focus research and technology investments to projects/clients with global reach; and,
  - Build on priorities of The Way Forward.

- As part of InnovateNL, all funding programs and services of the Research & Development Corporation will be integrated into the Department of Tourism, Culture, Industry and Innovation. There will be no changes to program funding allocations. In total, InnovateNL will bring the Department’s combined current budget for economic development to approximately $40 million.

- To guide the priorities of InnovateNL, a new board of directors has been created. Full integration is expected to be completed by mid-Fall.

- The Provincial Government launched an engagement process for its new Business Innovation Agenda in November 2016. The agenda is expected to be launched in September. During the engagement sessions, stakeholders identified a need for one-stop coordinated advice, integrated service delivery and routing matched with employer needs as well as better linkages to various sources of capital required.

- The development of a new Business Innovation Agenda is a priority in The Way Forward: A Vision for Sustainability and Growth in Newfoundland and Labrador. The
vision guides Provincial Government actions to achieve greater efficiency, strengthen the province’s economic foundation, enhance services, and improve outcomes to promote a healthy and prosperous province.

Secondary Messages

- We appreciate this may be a sensitive time for RDC employees. We will be discussing HR issues with them first. We expect to do that within the coming days.

- Today we are focused on the creation of InnovateNL. There will be a transition period of approximately three months and we will provide an update to the public as the transition occurs.

- Clients should continue to contact the same individuals. They will be notified if/when that changes.

- The new NL Innovation Council is comprised of experienced and qualified individuals in the innovation space. The representatives chosen are well recognized leaders in the innovation ecosystem and reflect a broad skill set and diversity of experience.
Event Scenario

The Honourable Chris Mitchelmore, Minister of Tourism, Culture, Industry and Innovation

Event name: Announcement of the creation of InnovateNL

Organized by: Tourism, Culture, Industry and Innovation

Contact: Tansy Mundon, Director of Communications, 729-4653/ 693-1865

Date: Thursday, July 20, 2017

Start time: Media briefing to begin at 11:00 a.m.; News conference to begin at 11:30 a.m.

Location: Newfoundland and Labrador Association of Technology Industries
391 Empire Avenue, Suite # 5

Duration of speech: 5 minutes

Dress: Business

Order of events (all times are approximate):

11:00 a.m. Media briefing with Ted Lomond, Deputy Minister.

11:30 a.m. Event begins. Ron Taylor welcomes those in attendance and invites Minister Mitchelmore to speak.

11:31 a.m. Minister Mitchelmore speaks.

11:36 a.m. Ron thanks Minister Mitchelmore and invites Mark Dobbin, Chair, to speak about the importance of streamlining client access to government supports and supporting clients.

11:40 a.m. Mark Dobbin speaks.

11:44 a.m. Ron thanks Mark Dobbin and invites Dr. Jacqueline Walsh, Vice-Chair, to speak about the importance of focusing research and technology investments to projects/clients with provincial and global reach and leveraging other research resources.

11:45 a.m. Dr. Jacqueline Walsh speaks

11:49 a.m. Ron thanks Dr. Walsh. Ron thanks those in attendance and opens to questions from the media.

11:50 a.m. Questions from media.
11:55 a.m. News Conference ends. Photo op to follow.

Event setup:
- Boardroom of NATI set up in theatre style (25 chairs)
- Four chairs at the front of the room with podium to the right.
- Government banner set up behind the podium.
Q and As
InnovateNL

1. How will InnovateNL practically work?

InnovateNL, through the Department of Tourism, Culture, Industry and Innovation, will be a network for the delivery of provincial innovation programs and services to clients in a seamless and more efficient manner.

InnovateNL will support government’s approach to working smarter and more collaboratively. It will also:
- Streamline client access to government supports;
- Leverage research and innovation resources;
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- Provide a full continuum of supports for clients from idea to market to internationalization;
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- Focus research and technology investments to projects/clients with global reach; and,
- Build on priorities of The Way Forward.

As part of InnovateNL, all funding programs and services of the Research & Development Corporation will be integrated into the Department of Tourism, Culture, Industry and Innovation. There will be no changes to program funding allocations.

2. Why you doing this now?

Innovation is a priority of our government, as referenced in The Way Forward. This marks an important step in our approach to working smarter, more collaboratively and more efficiently.

This new approach allows for more flexibility to action priorities of initiatives identified in the Way Forward, such as the Business Innovation Agenda.

3. Will we be the only province in Canada without a crown corporation dedicated to R&D?

No, there are different models for research and development throughout the country. Ontario, British Columbia and PEI, for example, deliver innovation supports through a mix of Ministry services and academic or private research institutions. Not all models are alike. InnovateNL and the new NL Innovation Council allow for a more collaborative approach within government and with all stakeholders in the innovation ecosystem, broadening our provincial reach.
4. Will all employees of RDC be laid off? Will some be transferred to the department?

All employees currently remain at RDC for now. Government will be undertaking a staffing review to determine additional requirements needed within TCII to deliver the innovation programming. We will be completing this review as quickly as possible. We appreciate this may be a sensitive time for employees. We will be discussing HR issues with them first. We expect to do that within the coming days.

5. You must have an idea how many employees will remain?

We appreciate this may be a sensitive time for employees. We will be discussing HR issues with them first. We expect to do that within the coming days.

6. What will happen to the RDC building?

Today we are focused on the creation of InnovateNL. There will be a transition period of approximately three months and we will provide an update to the public as the transition occurs. Space requirements will be assessed through the integration process of RDC programs with TCII programs.

7. Is this just window dressing and really about saving money? How much will you save?

This is not about money. It is part of our government’s commitment to fostering innovation in the province. It is about creating a seamless experience for clients and ensuring broader reach of innovation and research supports across the province. Through the process, we do anticipate some administrative savings coinciding with the elimination of duplication and improvement of client service. We will update the public on those savings when we know more. However, all program funding remains in place.

8. Do you feel confident you can achieve the same outcomes as RDC on research and development?

Yes. We feel there are synergies and benefits for clients as a result of having all programs and supports in one place and are focused on the opportunity to improve outcomes for clients.

9. Will you honour all existing RDC commitments?

Yes.

10. Who do clients of RDC contact as of today?
Clients should continue to contact the same individuals. They will be notified if/when that changes.

11. Will RDC employees who remain continue to receive the same salary?

Out of respect for employees of RDC, I will not be discussing HR details today.

12. What will happen to R&D solutions?

All RDC programs are moving into TCII. InnovateNL will ensure the appropriate program mix that best supports individuals and companies to realize potential. It is not government’s intention to compete with private sector or academic institutions who offer technical services.

13. How was the new board selected? Was the Independent Appointments Commission used? If not, why not?

This is a tier 3 board, so the Independent Appointments Commission process was not required. Generally to meet tier 3 categorization requirements a board would not have a substantive operating role. Responsibility for program delivery in this case is resting with TCII employees.

14. Are you concerned about the impact this magnitude of job loss could have the economy, especially in light of the recent increase in unemployment?

InnovateNL is a catalyst for economic growth. All employees currently remain at RDC. We appreciate this may be a sensitive time for employees. We will be discussing HR issues with them first. We expect to do that within the coming days.

15. Did the board being let go do anything wrong/are you dissatisfied with their performance as you were with the Marble Mountain Development Corporation?

Today’s announcement relates to a more focused approach to using innovation, not the performance of RDC or the former board. As the Minister of Tourism, Culture, Industry and Innovation and on behalf on the Government of Newfoundland and Labrador, I would like to sincerely thank all of the volunteer board members of the Research & Development Corporation for their time and commitment while they served on the board. We truly value and respect the level of expertise, knowledge and experience that each of the board members has brought forward to help advance research and development throughout our province.

16. Is there overlap between RDC and TCII clients?

Of the 130 business clients funded by RDC, TCII has supported or is actively working with 90 of those clients (70 per cent). We recognize that it has not always
been clear to business clients who they should approach and how they can move back and forth between TCII and RDC program as their needs change. This is due to a variety of factors, including differing interpretations of pre-commercial and commercial activity; duplicate information requirements; and, separate due diligence processes.

For example, given the nature of technology firms in particular, they often operate in pre-commercial and commercial spaces at the same time based on different business opportunities. Hence, being a client of both RDC and TCII simultaneously. This has proven to be disruptive to the client, with time delays in coordinating efforts between TCII and RDC. This is a prime example of why the client would be better served with one point of contact for provincial funding instead of two.

17. How will these changes impact clients?

During the transitional period the new board will work closely with government to ensure there will be no disruption in programming and services for the corporation’s clients. In fact, clients will have the opportunity to avail of a broader range of services, such as business counselling and most importantly, there will be better continuity of case management.

18. What will clients experience as a result of these changes to RDC?

With this new alignment, clients will see a reduction in red tape, an improvement in quality and consistency, and an increase in connectivity to ensure excellence in advice and guidance that they are receiving.

19. Will unionized positions be affected as a result of this RDC merger?

No. Employees of RDC are not unionized positions. New positions created in the department to support InnovateNL will be union positions which are publicly advertised.
InnovateNL Announcement
Timeline

Thursday, July 20, 2017

• 8:30 a.m. - Media Advisory to be issued.
• 8:45 a.m. - Mtgs with former CEOs.
• 9:00 a.m. - Minister of TCII to meet with former RDC board members to advise of their termination as a member of the Board and thank for service. Letters to be issued.
• 9:15 a.m. - TCII DM (as RDC Acting CEO) will convey government’s decision to RDC staff. Bring department comptroller to arrange signing authority. Bring HR person to remain physically in building for remainder of day.
• 11:00 a.m. - Media Briefing (TCII DM) Eric to attend.
• 11:30 a.m. - TCII Minister to hold news conference to discuss changes to delivery of innovation services.
• 11:35 a.m. - InnovateNL news release to be issued as well as news release to announce appointment of acting CEO.

Communications materials:
• TCII Minister’s Speaking Notes
• Key Messages
• Q & As
• Technical Briefing Presentation
• Sharable - InnovateNL

Other materials:
• Letters to Board Members
• Email to staff (RDC and TCII)
• Client Scripts

Other:
Immediately following the announcement, and up to the first week:
• Friday July 21 or Monday July 24, DM will meet with all RDC staff.
• Contact all RDC clients to reassure them that existing funding arrangements would be unaffected by the change in Board composition.
• HR preparations are completed as needed
• TCII Minister to speak at various events to be determined (i.e. Chambers/business organization on innovation).
• Following up news releases/announcements re: InnovateNL in weeks following.

Within three weeks:
• RDC staff needed for the transition period are identified and contracts secured for their continued services during the transition period
• Terminations of other RDC staff begin
• Recommendation is sought and the direction is provided in respect of the preferred amalgamation option to achieve optimal RDC integration with TCII
• Depending on the direction provided in respect of the amalgamation option, necessary legislation is tabled in the House – with the goal to be passed before the conclusion of the spring sitting.
• Cancel contracts as needed.

Summer/Fall:
• Transitional staff begin final handover process.
• Building to be vacated for TW to repurpose (end of August, if possible)
• Announcement of release of business innovation agenda. This will also contain recommendations made possible by integration of RDC.
• Competitions initiated to fill new permanent positions in TCII
• As positions are filled, transitional staff complete handover of their functions
• All permanent positions are filled, any remaining transitional staff are terminated
• TCII reports to Treasury Board on anticipated savings
• Roundtable discussions/consultations with key stakeholders.
• Revisions to RDC Act

Fall:
• Tabling of revised RDC ACT
Thank you, Ron. Good morning everyone.

It is a pleasure for me to be here today and to be joined by so many people with a common passion for innovation in our province.

Today I am excited to announce the creation of InnovateNL, which is the next step in our government’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.

InnovateNL will support government’s approach to working smarter and more collaboratively. It will also:
  - Streamline client access to government supports;
  - Extend the provincial reach of programming;
o Leverage research and innovation resources;
  o Provide a full continuum of supports for clients from idea to market to internationalization;
  o Ensure other non-funding business supports are provided to clients and available in a timely manner;
  o Focus research and technology investments to projects/clients with global reach; and,
  o Build on priorities of The Way Forward.

• As part of InnovateNL, all funding programs and services of the Research & Development Corporation will be integrated into the Department of Tourism, Culture, Industry and Innovation. There will be no changes to program funding allocations. In total, InnovateNL will bring the Department’s combined current budget for economic development to approximately $40 million.

• To guide the priorities of InnovateNL, an internal transition team and a new board of directors has been created. I am pleased to announce that Mark Dobbin has agreed to chair the NL Innovation Council. The following individuals have agreed to serve as members:
- Adam Anderson, Resource Innovations Inc.;
- Carey Bonnell, Marine Institute;
- Charlene Brophy, FONEMED;
- Lynn Morrissey, Memorial University;
- Gena Pecore, Genoa Design International;
- Josh Quinton, Bloomberg
- Ron Taylor, NATI;
- Andy Turnbull, Nunacor Development Corporation;
- Dr. Jacqueline Walsh (Vice-Chair), Grenfell Campus, Memorial University; and
- Mandy Woodland, Mandy Woodland Law

- Thank you to each and every one of you.

- I am excited about the coming weeks and months and what we can accomplish together. I am equally excited about the new opportunities InnovateNL will create for clients. It is just the beginning.

- Our government recently launched an engagement process for its new Business Innovation Agenda. The agenda is expected to be launched in September.
• During the engagement sessions, stakeholders identified a need for one-stop coordinated advice, integrated service delivery and routing matched with employer needs as well as better linkages to various sources of capital required.

• The development of a new Business Innovation Agenda is a priority in The Way Forward: A Vision for Sustainability and Growth in Newfoundland and Labrador. The vision guides Provincial Government actions to achieve greater efficiency, strengthen the province’s economic foundation, enhance services, and improve outcomes to promote a healthy and prosperous province.

• InnovateNL will accelerate business growth in Newfoundland and Labrador. It will result in improved service delivery, better alignment of programs and services and increased collaboration and greater opportunity to leverage funding from federal and industry partners.

• I look forward to working with the new InnovateNL board, as well as industry as our partners to support all regions of Newfoundland and Labrador.

• Thank you.
Tourism, Culture, Industry and Innovation
July 20, 2017

Provincial Government Announces Creation of InnovateNL

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To guide the priorities of InnovateNL, a new board of directors has been created. Further details are noted in the backgrounder below. Full integration is expected to be completed by mid-Fall. The Board will be known as the NL Innovation Council.

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Quotes

“InnovateNL will accelerate business growth in Newfoundland and Labrador. It will result in improved service delivery, better alignment of programs and services and increased collaboration and greater opportunity to leverage funding from federal and industry partners. I look forward to working with the new InnovateNL board, as well as our industry partners to support all regions of Newfoundland and Labrador.”
Honourable Christopher Mitchelmore
Minister of Tourism, Culture, Industry and Innovation

“This represents a comprehensive, holistic approach to supporting the development of a vibrant innovation sector in Newfoundland and Labrador. Companies and individuals require a wide variety of programs and services to develop and commercialize their products and services in our modern economy. Enhanced coordination and tailoring these supports to match specific needs will make them more effective. This, along with the benefits of input from a diverse council, will significantly help provincial innovators broaden and diversify our economy.”
Mark Dobbin, Chair, NL Innovation Council

“As a member of the academic community, I am so pleased to join my industry colleagues on the InnovateNL Board. Together we can leverage research resources to advance innovation, commercialization and internationalization of new and existing enterprises in our province. A focused approach to creating economic and social prosperity through research, investment and collaboration will benefit the entire province.”
Dr. Jacqueline Walsh, Vice-Chair, NL Innovation Council and Assistant Professor of Business Administration, Grenfell Campus, Memorial University

“As a business owner who started from an idea 10 years ago, and a client of the Department of Tourism, Culture, Industry and Innovation, I understand the importance of support programs to foster business through various stages of growth and development. A continuum of supports is necessary to help businesses in the province to grow and thrive in local, national and international markets.
InnovateNL will streamline access to government supports and will efficiently provide a range of funding and non-funding supports from idea generation to market to internationalization. I am excited to be a member of the InnovateNL Board and look forward to providing input to help businesses grow and thrive in the province.

Adam Anderson, Board Member, NL Innovation Council and President and CEO of Resource Innovations

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Learn more
Follow us on Twitter: @GovNL and @TCII_GovNL

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Adam Anderson
Resource Innovations
adam@resourceinnovations.ca

BACKGROUND: Members of the InnovateNL Council and InnovateNL Model

The following individuals have been appointed to the InnovateNL Council for a two-year term:

Mark Dobbin (Chair)
Mark Dobbin is the Founder and President of Killick Capital Inc. From 1998 to 2003, Mr. Dobbin was the Chairman and CEO of Vector Aerospace Corporation, a globally-recognized aviation repair and overhaul company. Prior to that, he spent 17 years at CHC Helicopter Corporation, the world’s largest helicopter company, where he served as senior vice president and a member of the Board of Directors. Mark is a graduate of Memorial University of Newfoundland Bachelor of Commerce (co-op) program and holds an MBA from Dalhousie.

Mark served on the Board of Directors of Stratos Global Corporation, Aurora Energy Resources Inc., Newfoundland and Labrador Hydro, Verafin Inc., and Aerospace Industries Association of Canada. Currently, Mark sits on the boards for Killick’s investee companies (see Portfolio), including Max Arts-Athletics-Wellness, CT Aerospace, and Celtx.

Adam Anderson
Adam Anderson has supervised various forest management operations in locations across Canada (Newfoundland Labrador, Nova Scotia, New Brunswick, Ontario, Manitoba and British Columbia) and is very experienced in managing large groups of people and working with the public.
contractors, company officials, government officials and tourism operators. In recent years, Adam has been project manager / technical lead on four large scale ecological land classification projects across Canada, spanning two provinces and a landscape of nearly six million hectares. Adam has a strong background in technical data collection and forest research, and has extensive experience in preparing technical reports and presenting them to the public and other interested parties.

Adam is a Registered Professional Forester recognized by the Canadian Institute of Forestry as a member of the Newfoundland and Labrador Professional Foresters Association. He has a Bachelor of Science Degree in Forestry from the University of New Brunswick, as well as a Technical Forest Diploma from the College of the North Atlantic in Newfoundland and Labrador.

Carey Bonnell
Carey has gained broad experience in the area of fisheries innovation, development and sustainability starting initially with his early upbringing in a small fishing community on Newfoundland’s Northern Peninsula. He began his career as a technical assistant at the Fishing Technology Unit at the Marine Institute, progressing through educational roles with the MI and the College of the North Atlantic. His varied career includes time in Nunavut in various senior roles until joining the Canadian Centre for Fisheries Innovation as an Industrial Liaison Officer and was promoted to the position of Managing Director. He is currently Head of the School of Fisheries within the Fisheries and Marine Institute of Memorial University. Carey serves as the Senior Industry Co-Chair of the Canadian Seafood Value Chain Roundtable as well as the President of the International Association of Fish Inspectors.

Carey holds both a Bachelor of Science and Masters in Fisheries Resource Management from Memorial University. He is currently pursuing his Doctoral studies at the University of Calgary in the area of Academic Leadership in Higher Education.

Charlene Brophy
As President and CEO of FONEMED, Charlene Brophy has brought her knowledge of our health care system into developing countries and communities which otherwise would not have access to medical care. She has provided direct oversight for the establishment of tele-health centers at multiple international locations including Bangladesh, Manila, Haiti, Venezuela and Peru. Today, FONEMED has over 150 employees in Canada and the United States, with many more working in international health contact centres. Close to 100 employees are based in Newfoundland and Labrador alone.

Charlene has authored and co-authored multiple publications and abstracts. She is a recipient of the Business Excellence Award from the St. John’s Board of Trade for leading innovation and her outstanding contribution to the provincial economy by growing a global business out of the headquarters in St. John’s.

Charlene was recently awarded the CBC Innovator of the Year Award by Atlantic Business Magazine and has been recognized as one of the Top 50 CEOs in Atlantic Canada. Charlene firmly believes in supporting the communities in which FONEMED operates and sits on the board of various local non-profit organizations.

Lynn Morrissey
Lynn Morrissey is an Assistant Professor with the Faculty of Business Administration, Memorial University, overseeing the design of the business communications course and coordinating the teaching team. Since 2004, Lynn has also been the Faculty Advisor for Enactus Memorial, a student volunteer organization on campus. She has worked with hundreds of students and coached over 40 presentation teams. Under her direction, the team’s success has been unprecedented. To date, they
have won nine national competitions, as well as the world competition in 2008 and 2016. The team will again represent Canada at the 2017 Enactus World Cup in London, England.

Lynn has received the Dean’s Teaching Award in recognition of her teaching excellence; the Dean’s Service Award; and the Dean’s Citizenship Award for exemplary service to the faculty. Most recently, Lynn received the President’s Award for Distinguished Teaching, the highest teaching award given at Memorial University. Lynn is also a member of the International Women’s Forum Canada through which she works with other senior leaders to influence key community initiatives.

Lynn has a Bachelor of Commerce degree and a Master of Business Administration from Memorial University.

Gena Pecore
Gina Pecore is the Chief Executive Officer of Genoa Design International. She began her career as a member of the Royal Canadian Navy during a period of transformation that included the commissioning of new warships and first-time placement of women at sea. This experience underpinned her progression over the next 25 years into a senior business leader whose values are driven by possibilities and empowerment.

Throughout her career, Gina has established and operated several businesses and earned international designations and recognition for her work in communications, training, facilitation and leadership. In 1995, she helped found Genoa Design International, and supported the company’s growth from a basement enterprise to an international operation. In 2012, she accepted a partnership role at Genoa and led the company’s 400 per cent growth over the next five years. Named CEO in 2017, Gina is now responsible for driving the company’s continued growth across Canada and the United States.

Gina is a graduate of Mount Saint Vincent University, and has 20 years of experience as an entrepreneur and an advisor to regional and national organizations in business, government, and academic sectors. She is a firm believer in social responsibility, with personal commitments in developing communities internationally, and, among many other corporate initiatives, a commitment to Home Again Furniture Bank, a new and innovative charity that Genoa is pleased to be the lead sponsor of in Newfoundland and Labrador.

Ron Taylor
Ron Taylor, CEO of NATI is an executive with over 20 years of international business experience working in Canada, the United States, South America, Europe and Asia. Originally from Toronto, Ontario he has been living in St John’s since 2002 and has been CEO at NATI since 2009.

In his career, he has operated at a Senior Executive level in the Construction, Medical, Energy and Information Technology sectors.

Well-seasoned in global business environments, Ron has an extensive network of business contacts, partners and distributors including relationships with numerous Canadian Embassies and Consulates around the world.

Andy Turnbull
Andy Turnbull is the Chief Executive Officer of the Nunacor Development Corporation, the Indigenous business development entity of the NunatuKavut Community Council, located in Happy Valley-Goose Bay. In this role he leads a group of wholly-owned companies as well as strategic partnerships in a wide range of sectors, such as hospitality, real estate, fisheries, engineering, mining services, and safety training. Andy has been a strong advocate for Indigenous participation in business in Labrador.
actively establishing partnerships and maintaining contact with key industry leaders to create opportunities for members of the Indigenous community.

Andy has extensive experience in Indigenous business development as well as human resources. He has been involved in negotiating business partnerships in a broad range of industries as well as community cooperation agreements with the mining industry in Labrador. Andy has worked with Service Canada and the Department of Advanced Education and Skills, positions both relating to assisting employers with business development and human resource matters. Andy was named one of the Top 50 CEOs in Atlantic Canada by Atlantic Business Magazine in both 2016 and 2017.

Andy is originally from Charlottetown, on the south coast of Labrador and currently resides in Happy Valley-Goose Bay, NL. He has a Bachelor of Arts in French and Business from Memorial University of Newfoundland.

**Josh Quinton**

Josh Quinton, Manager of the US east coast at Bloomberg L.P., has been a leader in the financial industry for the last 10 years in New York City. He is an award-winning global business manager having built analytics to bring transparency to the financial markets and advised some of the largest money managers in the world, including multinational corporations, pensions, hedge funds, central banks and heads of government in the United States and Canada.

In addition to several other charities in Newfoundland and Labrador and New York, Josh serves on the finance committee of the Grenfell Association of America in New York, which is committed to providing health care, education and social services to the coastal communities of northern Newfoundland and Labrador. He has been a strong mentor and advocate for Memorial’s Faculty of Business, regularly advising and connecting students with industry leaders. In 2011, he negotiated the donation and set up of a state of the art White Trading Lab at Memorial University. He was also the recipient of Memorial’s Alumni Horizon Award in 2012. Josh grew up in a small family business in Newfoundland and is passionate about supporting local entrepreneurship and promoting sustainability and innovation in the province.

Josh holds a Master’s degree in International Economics from Columbia University and a Bachelor of Commerce from Memorial University.

**Dr. Jacqueline Walsh**

Dr. Jacqueline Walsh is an assistant professor of business at Grenfell Campus, Memorial University. Jacqui practiced law in Newfoundland and Labrador for many years in private practice and as in-house counsel for some of the province’s most successful software companies. In addition, Jacqui spent many years volunteering her time with the Genesis Centre, NLAN, and Futurpreneurs. Jacqui moved to the west coast of the island in 2008 and began teaching entrepreneurship and strategy in the business program at Grenfell. She is actively involved with the Navigate Entrepreneurship Centre; founded the Enactus Grenfell team; completed the lean start-up training program; and is a member of the Newfoundland and Labrador Global Entrepreneurship Monitor team. Her research areas include the role of post-secondary institutions in regional economic development; the development of a culture of entrepreneurship and innovation in communities; and the improvement of commercialization skills in small firms.

Jacqui has a Ph.D. in intellectual property law from the University of Leicester, a MBA from Memorial University and a LL.B. from the University of New Brunswick.

**Mandy Woodland**
After working for many years in St. John's as a commercial lawyer with a large Atlantic Canadian firm, Mandy founded her virtual law firm in 2013 providing fixed-fee legal services, with an emphasis on privacy and technology, for commercial clients nationally.

As a co-owner of a digital strategy consulting firm, Mandy helped consulting clients with growth and innovation strategy - whether internally through culture and employee engagement or externally through product-market fit, new idea vetting, accessing new markets or attracting their ideal customer. More recently she has co-founded Jellyfish, to continue working to help CEOs achieve their own vision of success through bespoke design strategy.

Mandy is a member of the provincial Business Innovation Agenda Private Sector Advisory Committee and has been a mentor for Propel ICT since their first NL cohort in 2015. Mandy is a co-founder of Common Ground Coworking, past-Chair of the national Canadian Bar Association Privacy & Access Law Section, past-Chair of the Newfoundland and Labrador Association of Technology Industries, a member of the Startup Committee of ITechLaw, and a former director at both St. Michael’s Printshop and the Newfoundland and Labrador Organization of Women Entrepreneurs (NLOWE).

In 2016 she was recognized by NLOWE with the Entrepreneur of the Year – Innovation Award, and was awarded the Northwest Rotary Aidan Maloney Young Professionals Award for positively impacting both vocation and community.

Mandy has a Bachelor of Science from Memorial University where she also completed the coursework for the graduate program in Medicine (molecular biology) and worked within the Faculty of Medicine at Memorial as a research assistant before attending Dalhousie University (LL.B., '06). She also completed the Masters of Technology Entrepreneurship and Innovation (MTEI) program at Saint Mary’s University Sobey School of Business.
From: Joyce, Luke  
Sent: Wednesday, July 19, 2017 3:58 PM  
To: Mundon, Tansy <TansyMundon@gov.nl.ca>; Releases, News <news@gov.nl.ca>; Foote, Carla <CarlaFoote@gov.nl.ca>; Barfoot, Scott <ScottBarfoot@gov.nl.ca>; Card, Jason <JasonCard@gov.nl.ca>; Cannizzaro, Michelle <MichelleCannizzaro@gov.nl.ca>  
Cc: Humber, Eric <EricHumber@gov.nl.ca>  
Subject: RE: NR to be issued at the start of news conference tomorrow (around 11:30 am)  
Importance: High  

Hi Jason:

Below is the TCII news release for your review.

Thanks,
- Luke

Tourism, Culture, Industry and Innovation  
July 20, 2017

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adam@resourceinnovations.ca

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Mark Dobbin (Chair)
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Mark served on the Board of Directors of Stratos Global Corporation, Aurora Energy Resources Inc., Newfoundland and Labrador Hydro, Verafin Inc., and Aerospace Industries Association of Canada. Currently, Mark sits on the boards for Killick’s investee companies (see Portfolio), including Max Arts-Athletics-Wellness, CT Aerospace, and Celtx.

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Adam is a Registered Professional Forester recognized by the Canadian Institute of Forestry as a member of the Newfoundland and Labrador Professional Foresters Association. He has a Bachelor of Science Degree in Forestry from the University of New Brunswick, as well as a Technical Forest Diploma from the College of the North Atlantic in Newfoundland and Labrador.

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Carey has gained broad experience in the area of fisheries innovation, development and sustainability starting initially with his early upbringing in a small fishing community on Newfoundland’s Northern Peninsula. He began his career as a technical assistant at the Fishing Technology Unit at the Marine Institute, progressing through educational roles with the MI and the College of the North Atlantic. His varied career includes time in Nunavut in various senior roles until
joining the Canadian Centre for Fisheries Innovation as an Industrial Liaison Officer and was promoted to the position of Managing Director. He is currently Head of the School of Fisheries within the Fisheries and Marine Institute of Memorial University. Carey serves as the Senior Industry Co-Chair of the Canadian Seafood Value Chain Roundtable as well as the President of the International Association of Fish Inspectors.

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Throughout her career, Gina has established and operated several businesses and earned international designations and recognition for her work in communications, training, facilitation and leadership. In 1995, she helped found Genoa Design International, and supported the company’s growth from a basement enterprise to an international operation. In 2012, she accepted a partnership role at Genoa and led the company’s 400 per cent growth over the next five years. Named CEO in 2017, Gina is now responsible for driving the company’s continued growth across Canada and the United States.

Gina is a graduate of Mount Saint Vincent University, and has 20 years of experience as an entrepreneur and an advisor to regional and national organizations in business, government, and academic sectors. She is a firm believer in social responsibility, with personal commitments in developing communities internationally, and, among many other corporate initiatives, a commitment to Home Again Furniture Bank, a new and innovative charity that Genoa is pleased to be the lead sponsor of in Newfoundland and Labrador.

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In his career, he has operated at a Senior Executive level in the Construction, Medical, Energy and Information Technology sectors.

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Andy has extensive experience in Indigenous business development as well as human resources. He has been involved in negotiating business partnerships in a broad range of industries as well as community cooperation agreements with the mining industry in Labrador. Andy has worked with Service Canada and the Department of Advanced Education and Skills, positions both relating to assisting employers with business development and human resource matters. Andy was named one of the Top 50 CEOs in Atlantic Canada by Atlantic Business Magazine in both 2016 and 2017.

Andy is originally from Charlottetown, on the south coast of Labrador and currently resides in Happy Valley-Goose Bay, NL. He has a Bachelor of Arts in French and Business from Memorial University of Newfoundland.

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money managers in the world, including multinational corporations, pensions, hedge funds, central banks and heads of government in the United States and Canada.

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From: Mundon, Tansy  
Sent: Wednesday, July 19, 2017 3:38 PM  
To: Releases, News; Foote, Carla; Barfoot, Scott; Joyce, Luke  
Cc: Humber, Eric  
Subject: NR to be issued at the start of news conference tomorrow (around 11:30 am)  
Importance: High

Please see attached news release for approval to issue tomorrow to coincide with 11:30 am event. Please note there is a funding number missing, but in the interest of time I am sending this along for review and will send number once it has been confirmed.

Thanks,  
Tansy

Tourism, Culture, Industry and Innovation  
July 20, 2017

Provincial Government Announces Creation of InnovateNL

The Provincial Government today announced the creation of InnovateNL, which is the next step in its 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.

InnovateNL will support government’s approach to working smarter and more collaboratively. It will also:
- Streamline client access to government supports;
- Leverage research and innovation resources;
- Extend innovation programming province-wide;
- Provide a full continuum of supports for clients from idea to market to internationalization;
- Ensure other non-funding business supports are provided to clients and available in a timely manner;
- Focus research and technology investments to projects/clients with global reach; and,
- Build on priorities of The Way Forward.

As part of InnovateNL, all funding programs and services of the Research & Development Corporation will be integrated into the Department of Tourism, Culture, Industry and Innovation. There will be no changes to program funding allocations. In total, InnovateNL will bring the Department’s current combined budget for economic development to approximately $xx

To guide the priorities of InnovateNL, a new board of directors has been created. Further details are noted in the backgrounder below. Full integration is expected to be completed by mid-Fall. The Board will be known as the NL Innovation Council.
The Provincial Government launched an engagement process for its new Business Innovation Agenda in November 2016. The agenda is expected to be launched in September. During the engagement sessions, stakeholders identified a need for one-stop coordinated advice, integrated service delivery and routing matched with employer needs as well as better linkages to various sources of capital required.

The development of a new Business Innovation Agenda is a priority in The Way Forward: A Vision for Sustainability and Growth in Newfoundland and Labrador. The vision guides Provincial Government actions to achieve greater efficiency, strengthen the province’s economic foundation, enhance services, and improve outcomes to promote a healthy and prosperous province.

Quote
“InnovateNL will accelerate business growth in Newfoundland and Labrador. It will result in improved service delivery, better alignment of programs and services and increased collaboration and greater opportunity to leverage funding from federal and industry partners. I look forward to working with the new InnovateNL board, as well as our industry partners to support all regions of Newfoundland and Labrador.”
Honourable Christopher Mitchelmore
Minister of Tourism, Culture, Industry and Innovation

“This represents a comprehensive, holistic approach to supporting the development of a vibrant innovation sector in Newfoundland and Labrador. Companies and individuals require a wide variety of programs and services to develop and commercialize their products and services in our modern economy. Enhanced coordination and tailoring these supports to match specific needs will make them more effective. This, along with the benefits of input from a diverse council, will significantly help provincial innovators broaden and diversify our economy.”
Mark Dobbin, Chair, NL Innovation Council

“As a member of the academic community, I am so pleased to join my industry colleagues on the InnovateNL Board. Together we can leverage research resources to advance innovation, commercialization and internationalization of new and existing enterprises in our province. A focused approach to creating economic and social prosperity through research, investment and collaboration will benefit the entire province.”
Dr. Jacqueline Walsh, Vice-Chair, NL Innovation Council and Assistant Professor of Business Administration, Grenfell Campus, Memorial University

“As a business owner who started from an idea 10 years ago, and a client of the Department of Tourism, Culture, Industry and Innovation, I understand the importance of support programs to foster business through various stages of growth and development. A continuum of supports is necessary to help businesses in the province to grow and thrive in local, national and international markets. InnovateNL will streamline access to government supports and will efficiently provide a range of funding and non-funding supports from idea generation to market to internationalization. I am excited to be a member of the InnovateNL Board and look forward to providing input to help businesses grow and thrive in the province.”
Adam Anderson, Board Member, NL Innovation Council and President and CEO of Resource Innovations

Learn more
Follow us on Twitter: @GovNL and @TCII_GovNL

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InnovateNL Model

Strategic Drivers/Policy Instruments
- The Way Forward
- Federal Direction
- GNL's Research and Innovation priorities
- NL Innovation Council

Competitive Environment for Growth

InnovateNL Priorities/Policy Implementation
- Increasing the Competitiveness and Productivity of NL Businesses
  - Accelerate commercialization of R&D
  - Business growth through internationalization
  - Accelerated Growth Services
  - Business financing
  - Procurement opportunities
  - Sector priority initiatives

Strong and Supportive Innovation Ecosystem
- Intersectorial R&D
- Incubators and accelerators
- Sector development & diversification
- Regional economic development
- Partnerships, networks, and collaborations

Tansy Mundon
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FYI – Opp NR

July 20, 2017
For Immediate Release

Liberals Bring Confusion to R&D Corporation with Sudden Changes
Steve Kent, Innovation Critic for the Official Opposition, said, "The Ball Liberals are bringing the arm’s-length Research & Development Corporation under departmental control in a sudden midsummer policy lurch that is raising concerns for the province’s innovation economy and millions in leveraged industry investments."

"Without being clear about the impact the change will have for the RDC’s current staff of professionals, the Liberals are creating a replacement entity and appointing a replacement board, led by one of their own internal officials who will be dividing his time as a Deputy Minister," said Kent.

"The RDC was established deliberately as an arm’s-length body under a well-planned, comprehensive innovation strategy with legislation that was carefully considered in the House of Assembly. Contrast that with the Liberal announcement that has come abruptly midsummer with the House closed and the Premier away, months after the agenda-setting 2017 Throne Speech that didn’t even mention this. The Liberals can’t even say what this really means for the operations of the RDC, which will now be trying to fulfill a legislated mandate under a cloud of uncertainty and confusion."

"The sudden apparent replacement of the world-renowned professionals who sit on the RDC board of directors is a cause for concern, raising questions within the very industry whose investments the province has been working very hard (and for years very successfully) to attract," said Kent.

"What does this mean for the clients of the programs that RDC has been using its expertise to deliver? How can the clients continue with R&D proposals and projects when the Corporation and possibly even the professionals they are dealing with will soon be eliminated?"

"The RDC doesn’t just oversee provincial investments. It works professionally with partners at the federal level and in the corporate, financial and academic communities, where a cloud of uncertainty
is the last thing proponents need when choosing where to invest and with whom to partner," said Kent.

"Does the line department have the expertise internally to take over the role of the RDC and secure those leveraged investments?"

"An example of an area where the RDC's independent expertise has proven successful is the oil and gas sector. The RDC has developed considerable expertise in this field over the past decade and driven applied research for the benefit of all players. That could be jeopardized if those professionals are lost and the line department lacks the expertise to do the job. Will the province's ability to leverage that money be compromised if our expertise is lost and our reputation is affected?" said Kent.

"We already saw the Ball government's innovation minister stand by silently while Nova Scotia's Dalhousie took away our hard-won lead in ocean technology. Such losses are consequences of not having a strategic plan – of making sudden, ad-hoc decisions without being able to provide complete answers."

"If there are consequences of destroying the independent body that was driving our innovation economy so successfully, the Ball Liberals will have undermined one of the remaining strong areas of our economy at a time when other areas of our economy are suffering badly from failed Liberal economic leadership," said Kent.

-30-

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