May 8, 2019

Re: Your request for access to information under Part II of the Access to Information and Protection of Privacy Act, 2015 (TCII/36/2019)

Dear [redacted]

On April 10, 2019, The Department of Tourism, Culture, Industry and Innovation received your request for access to the following records/information:

"Requesting copies of email, meeting agenda, meeting minutes, and correspondence relating to untendered contribution agreement between GovNL (through TCII) and Bluedrop Performance Learning. Date ranges from October 2016 to March 2018. See also:

https://www.releases.gov.nl.ca/releases/2017/aesl/1019n02.aspx

https://www.releases.gov.nl.ca/releases/2018/tcii/0529n02.aspx"

I am pleased to inform you that a decision has been made by the Deputy Minister for the Department of Tourism, Culture, Industry and Innovation to provide access to some of the requested information. Access to the remaining records, and/or information contained within the records, has been refused in accordance with the following exception to disclosure, as specified in the Access to Information and Protection of Privacy Act (the Act): Section 29 (1)(a); Section 40(1); Section 39(1)(a)(ii), 39(b), 39(c) (i); Section 30(1)(a); Section 31(1)(l); Section 35(1)(d); Section 35(1)(f); Section 35(1)(g).

Pages 65-66 and 108-110 have been removed in their entirety under sections 34(1)(a)(i) and 27(1)(h), 27(2)(a).

Please be advised that you may ask the Information and Privacy Commissioner to review the processing of your access request, as set out in section 42 of the Access to Information and Protection of Privacy Act (the Act). A request to the Commissioner must be made in writing within 15 business days of the date of this letter or within a longer period that may be allowed by the Commissioner.

The address and contact information of the Information and Privacy Commissioner is as follows:

Office of the Information and Privacy Commissioner
2 Canada Drive

P.O. Box 8700, St. John's, NL, Canada A1B 4J6 www.gov.nl.ca
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.

If you have any further questions, please contact me by telephone at 709-729-3356 or by email at heatherbrown@gov.nl.ca.

Sincerely,

Heather Brown
ATIPP Coordinator
Policy advice or recommendations

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

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

Disclosure harmful to personal privacy

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

Disclosure harmful to business interests of a third party

39. (1) The head of a public body shall refuse to disclose to an applicant information

(a) that would reveal

(i) trade secrets of a third party, or

(ii) commercial, financial, labour relations, scientific or technical information of a third party;

(b) that is supplied, implicitly or explicitly, in confidence; and

(c) the disclosure of which could reasonably be expected to

(i) harm significantly the competitive position or interfere significantly with the negotiating position of the third party,

(ii) result in similar information no longer being supplied to the public body when it is in the public interest that similar information continue to be supplied,

(iii) result in undue financial loss or gain to any person, or

(iv) reveal information supplied to, or the report of, an arbitrator, mediator, labour relations officer or other person or body appointed to resolve or inquire into a labour relations dispute.

Legal advice

30. (1) The head of a public body may refuse to disclose to an applicant information

(a) that is subject to solicitor and client privilege or litigation privilege of a public body; or
Disclosure harmful to the financial or economic interests of a public body

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

(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;

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

(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

Disclosure harmful to law enforcement

31. (1) The head of a public body may refuse to disclose information to an applicant where the disclosure could reasonably be expected to

(l) reveal the arrangements for the security of property or a system, including a building, a vehicle, a computer system or a communications system;

Disclosure harmful to intergovernmental relations or negotiations

34. (1) The head of a public body may refuse to disclose information to an applicant if the disclosure could reasonably be expected to

(a) harm the conduct by the government of the province of relations between that government and the following or their agencies:

(i) the government of Canada or a province,

Cabinet confidences

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

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

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

(a) a cabinet record;
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).
Email Message

From: Lomond, Ted [EX:O=PSNL/OU=EXCHANGE ADMINISTRATIVE GROUP (FYI)BOHF23SPDLTVCN=RECIPIENTS/CN=LOMOND, TED73F]
To: Joy, Carla [SMTP:CarlaJoy@gov.nl.ca]
Cc: Parsons, Taylor [SMTP:tparsons@gov.nl.ca]
Sent: 10/27/2016 at 6:52 PM
Received: 10/27/2016 at 6:52 PM
Subject: FW: WorkSmartNL

Attachments: WorkSmartNL -- Whitepaper.docx

Ted Lomond
Deputy Minister

Dept. of Business, Tourism, Culture and Rural Development

2nd Floor, West Block, Confederation Building

St. John's, N.L. A1B 4J6

Telephone: 709-729-4732

From: Emad Rizkalla [mailto:*************]
Sent: Thursday, October 27, 2016 12:48 PM
To: Lomond, Ted
Cc: Kielley, Marc
Subject: WorkSmartNL

Hello Ted,

I understand that today is eventful. I hope all goes well.

As discussed, attached is our whitepaper outlining the vision we want to pursue with the Province. We have had off the record calls with the Feds and I am confident that there is an innovation fund that will provide the Province all the new monies to do this project. Roxie Wheaton, who is now ADM at ServiceNL is very interested. Roxie was very interested in this when she was ADM at AESL, but now that she and Dennis Hogan are not there -- so we have interest from Walt Mavin level but have not dug in so far. Roxie knows the value for AESL and can speak to it.
Of course, your department would benefit through training for SMEs... so we see 3 Departments benefiting. We have some very big projects around the world in the pipe... so we are hopeful this can catch fire in the Provincial Government and get to a yes very quickly. I know the Province needs some wins in this tough environment. We are currently scheduling some visitors coming to visit NL in January to March timeframe. They will be coming from [redacted] We would love to be able to say we are working on this initiative and bring them into our Provincial government as a customer and a partner. [redacted] S.39(1)(a)(ii), 39(b), 39(c)(i)

Bottom line... this project will not tax the Provincial budget, advance the skills of our workforce and SMEs, and improve service delivery across the Province while allowing for savings. And Bluedrop will create at [redacted] and possibly many more. [redacted] S.39(1)(a)(ii), 39(b), 39(c)(i)

Cheers,

Emad
Potential copyright material

If you wish to obtain a copy please contact the ATIPP Office at (709) 729-7072 or atipppoffice@gov.nl.ca.
Meeting Note
Department of Business, Tourism, Culture and Rural Development

Meeting between BTCRD and Bluedrop Performance Learning
Thursday, November 3, 2016, 11:00am
BTCRD Executive Boardroom

Attendees:
Emad Rizkalla, CEO, Bluedrop
Tom Loder, VP, Sales & Account Management - Bluedrop Learning Networks, Bluedrop
Mimi Sheriff, Program Director, Bluedrop
Ted Lomond, Deputy Minister, BTCRD
Ben Gardner, ADM, Business, BTCRD
Taylor Parsons, Development Officer, BTCRD

Purpose of Meeting:
• The meeting is at the request of Mr. Emad Rizkalla to discuss the WorkSmartNL Whitepaper shared with Mr. Ted Lomond on Thursday, October 27, 2016.

Background:
• Bluedrop Performance Learning Inc. is a publicly-traded global human performance improvement consulting/development firm founded in 1992.

• Bluedrop has two complementary lines of business: Bluedrop Training and Simulation (BTS) focused on complex equipment and mission training and Bluedrop Learning Networks (BLN) focused on employment outcomes and worker safety.

• The combined company has approximately 175 employees with the majority located in Atlantic Canada, and its headquarters in St. John’s. The firm generates about $25 million in annual sales.

• Although the firm is publicly-traded it remains [redacted] (S.39(1)(a)(ii), 39(b), 39(c)(i))

• BTS operates within the defense and aerospace sector, providing custom courseware development, training products, low cost simulation and resource augmentation solutions to improve the safety, productivity and efficiency of military and civil aviation personnel. BTS clients include Boeing, Lockheed Martin and Sikorsky.

• BLN provides software as a service (SaaS)-based workforce development solutions for government, NGOs and corporate clients to improve employment outcomes and keep workers safe.

• In 2009, through the former Commercialization Program, the department invested $500,000 in Bluedrop’s commercialization of its CoursePark® technology (cloud based learning management solution). [redacted] S.39(1)(a)(ii), 39(b), 39(c)(i)

• Bluedrop is one of two NL firms participating in the federal government’s Accelerated...
Growth Services initiative designed to better support Canadian growth-oriented firms facing unique innovation and internationalization challenges with coordinated services tailored to specific client needs.

**Discussion Item #1** – Bluedrop’s proposed *WorkSmartNL* Initiative

- Mr. Rizkalla wishes to provide additional detail on the benefits of the proposed *WorkSmartNL* initiative. (Whitepaper attached in Appendix A).

**Analysis**

- *WorkSmartNL* is a globally advanced learning technology designed to improve the skills and capabilities of NL’s workforce and make small businesses more competitive. This unique technology will build upon Bluedrop’s existing software, SmartForceNL, already purchased and deployed by the provincial government.

- Bluedrop proposes a 4-year, $6.4 million initiative, partnering with the Departments of Advanced Education, Skills and Labour (AESL), Business, Tourism, Culture and Rural Development (BTCRD) and ServiceNL to deploy *WorkSmartNL*. The project is intended to help improve service delivery, demonstrate global innovation and showcase ‘digital by design’. Bluedrop suggests the project can primarily be paid for through untapped federal funding (*LMDA-Research and Innovation funding*).

- The initiative sets to improve the competitiveness of NL’s SMEs by helping current workers with soft skills such as customer service, people skills, task management and leadership training; it will also help job seekers gain necessary training through virtual assistance to more quickly land a job in our diversifying economy; and expedite any targeted service delivery to the public for training related activity that is being moved online (partially or fully).

- Bluedrop wishes for the Government of Newfoundland and Labrador to be global leaders in using the highly targeted online learning, virtual employment support, Bluedrop’s Integrated Skills Management platform, interactive kiosks, enhanced employer engagement, and targeted labour market information. This project will lead to other work other around the world for Bluedrop, creating 39((i)ii), 39((b)), 39((c))will be created in this first few months of this initiative.

**Labour Market Development Agreement**

- Newfoundland and Labrador’s Labour Market Development Agreement (LMDA) has been in place since 2008 through AESL. Funding can be utilized to implement three labour market-related measures: Employment Assistance Services, Labour Market Partnership, and Research and Innovation. To date, AESL focused on the Employment Assistance Services and Labour Market Partnerships to meet the provinces labour market demand. AESL is
currently exploring programming options for the untapped Research and Innovation measure.

- AESL is proposing the Newfoundland and Labrador Research and Innovation Program (NLRI) which will provide LMDA funding to support projects that include: research studies, service delivery improvements and model testing; information and/or data development; program/project evaluations; and demonstration projects. The outcomes and recommendations of program activities will inform AESL labour market policies, programs and services. The draft guidelines for project funding suggest a project must be completed within a maximum of two years.

- The 2016-17 LMDA allocation is $126.04 million for programming and $8.5 million for administration. The Province allocates approximately $96.5 million annually for skills development, education and training of Employment Insurance (EI) clients. The remaining $30.2 million is allocated for Job Creation Partnerships, Labour Market Partnerships, wage subsidies, self-employment assistance and employment services for targeted clients, such as persons with disabilities.

Potential Speaking Points

- BTCRD acknowledges that Bluedrop has had successful engagement with the provincial government through the introduction of SmartForceNL. Bluedrop has also been a cooperative and compliant client of BTCRD, with many positive engagements with staff and Executive.

- BTCRD realizes that for Bluedrop to be better positioned to seek global clients, it needs to demonstrate its WorkSmartNL technology works well in rural and urban areas and having the Government of Newfoundland and Labrador as an early adopter is recognition of its confidence in Bluedrop and its technology.

- The proposed partnership demonstrates benefit for Bluedrop, the provincial government and customers/clients of government. BTCRD would like to learn more about the specific types of training for SME’s existing employees and would like an opportunity to recommend areas of training priorities.

- The WorkSmartNL initiative demonstrates the strong desire for partnership and engagement and links well to provincial priorities. BTCRD will engage with AESL and ServiceNL to determine the desirability to jointly participate and determine whether a 4-year project will be feasible under the new LMDA Research and Innovation guidelines.

Prepared/approved by: T. Parsons/

November 2, 2016
Appendix A

Bluedrop Performance Learning

*WorkSmartNL Whitepaper*
Hi everyone,

It was great meeting with you yesterday. As per our discussion, attached is the WorkSmartNL white paper and I also included the presentation that includes the scenarios.

Once you’ve had an opportunity to review, we’ll circle back for a meeting to discuss particular elements of the paper and how this may need to be shaped to better reflect some of your operational realities.

We are wondering if the follow up meeting can happen later next week or early the following week. After that, myself and Emad will be away for at least two weeks. Please let me know what works for you and I’ll set up the meeting.

I’ve copied Taylor Parsons from BTCRD as an FYI because after this meeting, all three departments (AESL, BTCRD and ServiceNL) will get together.

If you have any questions, please let me know. Otherwise, we look forward to discussing this with you in person over the next week or so.
Have a great long weekend.

Best,

Tom

Bluedrop Learning Networks

0: [Redacted] | 800.563.3638 [Redacted] S.40 (1)

M: [Redacted] [Redacted] [Redacted] S.40 (1)

HYPERLINK "mailto:tomloder@bluedrop.com"tomloder@bluedrop.com | HYPERLINK "http://www.bluedrop.com/"bluedrop.com

TSX-V: BPL | HYPERLINK "http://www.bluedrop.com/email-disclaimer/"Email Disclaimer
Potential copyright material

If you wish to obtain a copy please contact the ATIPP Office at (709) 729-7072 or atippoffice@gov.nl.ca.
Hon. Dwight Ball  
Premier of Newfoundland and Labrador

The Office of the Premier  
Confederation Building, East Block  
P.O. Box 8700  
St. John’s, NL  
A1B 4J6

Dear Premier Ball,

**Benefits for Bluedrop and the Technology Cluster in the region**

- In the next 7 years, we envision Bluedrop growing into a 500 person technology powerhouse. Bluedrop can become an “anchor tenant” in the region’s Atlantic Canadian technology cluster by exporting workforce technologies and solutions that are unique in the world.
- We are excited about being included as an Accelerated Growth company, and are working with governmental partners right now on ways to advance this vision.

**Company background:**

- Bluedrop’s roots are a small student company known as ZeddComm which began as a Memorial University class engineering project in 1992.
- Bluedrop was carved out in 2004 with under 10 staff and less than $1M in revenues. Today, Bluedrop has almost 200 staff, with over 90% based in Atlantic Canada. We have sizeable clients in over a dozen countries and have grown our revenues by 550% in the past 5 years.
- Last year Bluedrop spent almost $4M in R&D to build globally unique technologies that can solve problems others are not tackling. The company remains proudly headquartered in NL and is now publicly traded (BPL.V)

**Accelerated Growth, NL and Global Exports: Technology and Impact**

- The Province can play a tremendous role by becoming an early adopter for us to showcase the upgraded technology to the world. There is already significant interest in our Virtual Workforce Hub from [redacted].
- While we are fortunate to have rolled out most of the system in Los Angeles county (the largest county in the US) - it is a completely urban setting: we want to highlight across a wide urban/rural setting.

**Government as an Early Adopter**

- The Province’s decision to pilot the first version of Bluedrop’s technology in 2011, began our story in workforce development. The success of the SmartForceNL 1.0 initiative quickly generated new regional and international customers from other Provinces, Not-for-Profits, and Foundations—creating 40 well-paying tech jobs in the process.
Our ability to quickly demonstrate local success with our governments has become a key pillar of our growth strategy. Bluedrop is confident it can...

Not only will we help improve service delivery and reduce the costs of delivering such services, we will diversify the economy in the process.

I hope to meet with you to discuss this vision further.

Sincerely,

Emad
Meeting Note
Department of Tourism, Culture, Industry and Innovation
Meeting with Bluedrop Performance Learning Inc.
March 29, 2017, 3:30pm, Premiers Office Boardroom

Attendees:  Honourable Dwight Ball, Premier
            Emad Rizkalla, President and CEO, Bluedrop Performance Learning Inc.
            Others TBD

Purpose of Meeting:
• The meeting is at the request of Mr. Emad Rizkalla to discuss the following related to
  Bluedrop’s latest technology:
  o How becoming an early adopter of the technology can contribute to the Government of
    Newfoundland and Labrador’s (GNL) digital by design commitment;
  o Benefits of GNL and the Government of Nova Scotia (GNS) piloting the technology
    simultaneously; and
  o How GNL’s early participation can lead Atlantic Canada to become a Centre of
    Excellence in Workforce Learning.

• There is no formal agenda for this meeting.

Background:
• Bluedrop Performance Learning Inc. (Bluedrop) is a global human performance
  improvement consulting/development company headquartered in St. John’s, Newfoundland
  and Labrador. It was founded in 1992 by Mr. Emad Rizakella and has two complementary
  lines of business: Bluedrop Training and Simulation (BTS) focused on complete equipment
  and mission training; and, Bluedrop Learning Networks (BLN) focused on providing e-
  government services globally to improve worker skills, employment outcomes and worker
  safety.

• In addition to Mr. Rizkalla as CEO, Bluedrop’s other executive are Mr. Bernard Beckett as
  Chief Financial Officer, and Mr. John Moores as Chief Operating Officer.

• Bluedrop’s Board of Directors are Mr. Derrick Rowe (Chairman), Mr. Tom Astle, Mr. Paul
  Sparkes, Mr. Andrew Youngman and Mr. Rizkalla.

• The combined company has approximately 175 employees with the majority located in
  Atlantic Canada. The firm generates approximately $25 million in annual sales.

• Bluedrop is a current client of the new Accelerated Growth Services (AGS) initiative. Federal
  ministers and Atlantic premiers officially expanded AGS into Atlantic Canada on January 27,
  2017. This initiative provides financing support, advisory solutions, and expert counselling to
  select high growth companies to help propel them to success.

• In 2011, Bluedrop implemented SmartForceNL for AESL, formally the Department of Human
  Resources, Labour and Employment. SmartForceNL was aimed at increasing access to
  just-in-time training for job seekers, current workers and employers. It exceeded all targets
  and was recognized by the Canadian Federation of Independent Business as a key initiative
  that reduced bureaucratic red tape.
The success of SmartForceNL has been replicated in all Atlantic Provinces; a demonstration of leadership from GNL. Bluedrop has recently expanded capabilities to its SmartForce technology with even greater benefits for clients and end users.

In 2015 Bluedrop signed a five-year contract with WorkplaceNL to better manage health and safety certification training and help improve workplace safety in NL. WorkplaceNL’s certification training standards enables over 260 approved training providers to publish course offerings to an on-line marketplace; creating a one-stop shop for workers and their employers to register for the occupational health and safety certification training needed to maintain legislative compliance. Each worker has a secure personalized record of mandatory safety training that they can access and share online with their employer. Workers and employers have access to real-time certification training records through a web-enabled device including smartphones, allowing effective monitoring of expiry dates on required training, and ensuring workplace compliance with OH&S legislation.

Agenda item #1: Improving Government Service Delivery through SmartForceNL 2.0

- Mr. Rizkalla will provide an overview of Bluedrop’s proposed four-year pilot program of SmartForceNL 2.0 with GNL.

- The Departments of TCII, SNL and AESL received a concept paper for the initiative in October 2016.

Analysis

- Bluedrop is proposing that GNL implement a four-year pilot program of SmartForceNL 2.0, a ‘Virtual Workforce Hub’ that allows GNL to expand services offered throughout the province while allowing departments to locate their resources where needed.

- SmartForceNL licensing will be extended to include all government departments to support their digital by design initiative, beginning with ServiceNL and TCII.

- SmartForceNL 2.0 will assist ServiceNL with online tests for driver’s permits, food and safety training and help TCII leverage the platform to streamline its application processes, and expand its training programs in areas such as export readiness, productivity and trade agreements. It will also be designed to support AESL’s ability to leverage the expanded capabilities from SmartForceNL so that it can provide virtual career tools, enabling job seekers and employers to access services without having to visit employment/career offices.

- Bluedrop’s proposal of SmartForceNL 2.0 program includes:
  - 60 hours of targeted just-in-time training of strategic importance;
  - tailored intake/assessment tools based on the needs they are for;
  - virtual collaboration tools reducing the need for clients to visit provincial offices such as instant messaging capabilities, real time chat, real time resume building and review tools, and interview preparation training and critique tools;
  - enhanced service delivery through the development of scalable services that allow people to stay at home as opposed to visit government offices; and,
  - the development of auditing tools for various inspection services mandated to SNL such as busses and food service.

- Bluedrop advises it will hire \[\text{person}\] in the province to support SmartForceNL 2.0 implementation to local provincial offices including the three participating departments,
and ensure adoption from the business community. Jobs within the term of this project may be created, as this pilot will result in other contracts.

- Total proposed cost for the pilot project outlined in the concept paper, including one time set up, licensing and operating costs for four years is $7.4 million. The budget breakdown is:
  - $3.2 million
  - $6.2 million

Bluedrop suggests cost savings each year depends on how aggressively each department chooses to cut costs and restructure service delivery in response to time saving.

- Bluedrop’s concept paper raised the idea of accessing funding from the Labour Market Development Agreement (LMDA) to cover the costs of the program.

- Members of TCII and SNL’s Executive met with the firm to discuss the project. Both departments can see the merit of the project, however have not completed a detailed analysis, and have not identified potential sources of funding for a project of this magnitude.

- AESL Executive have not met with Bluedrop yet, and suggested they meet first with the OCIO as lead for digital-by-design. Bluedrop met with OCIO and received positive initial reaction.

Potential Speaking Points
- Bluedrop is an important firm to driving the knowledge-based economy in Newfoundland and Labrador and dedicated to increasing employment in the province. GNL is pleased Bluedrop is an AGS client, and continues see opportunities to collaborate with the Provincial Government.

- Bluedrop’s technology may help GNL reach its ‘digital-by-design’ commitment. Unfortunately, fiscal realities have left us making tough choices about the projects we can invest in. The Provincial Government will give consideration to supporting SmartForceNL 2.0.

Proposed Actions
- Request AESL to investigate the ability to leverage funding under LMDA to build upon the existing perpetual license that it has already procured from Bluedrop.

- Explore opportunities to participate in a pilot project as early adopters, but one that that is affordable to GNL and start with projects that have a cost-savings component.
Potential Speaking Points
• It is through firms like Bluedrop with connections to NL and NS that help bond the provinces and economies together. GNL looks forward to hearing more about GNS progress on a pilot project.

• Extending Bluedrop’s SkillsOnlineNS technology in NS will not only benefit that province, but it will help to standardize skills and service delivery across the region.

Proposed Actions
• No action required pending a decision on Agenda Item #1.

Agenda item #3: Bluedrop’s Aspiration of Atlantic Canada to be a Centre of Excellence in Workforce Learning Technologies and
• Mr. Rizkalla will provide an overview of Bluedrop’s vision for Atlantic Canada to be a Centre of Excellence in Workforce Learning Technologies.

Analysis
• S.29 (1) (a)
• Bluedrop believes Atlantic Canada can lead the world in leveraging learning technology in the continuous improvement of its workforce. This would be achieved through lifelong learning, credential mobility across borders, red tape reduction and advancing the quality and consistency of services offered for job seekers and small businesses.

• Bluedrop sees the vision of Centre of Excellence in Workforce Learning Technologies aligning well with the goals of the Atlantic Canada Growth Strategy. It is an opportunity for the four provinces to share content to save money and improve outcomes.

Potential Speaking Points
• Bluedrop’s vision for an Atlantic Canada Centre of Excellence in Workforce Learning Technologies is commendable and focusing on developing a technology cluster in the region is consistent with discussions under the Atlantic Growth Strategy.

• Bluedrop should continue discussions with the other Atlantic Provinces about the shared priority of investing in a skilled workforce.

• GNL will determine if it has a more active role for a Centre of Excellence when it determines the level of participation it can have with SmartForceNL 2.0.

Proposed Actions
• No action required pending a decision on Agenda Item #1.

Prepared/Approved by: T. Parsons
Ministerial Approval: Received from Hon. Christopher Mitchelmore

March 22, 2017
Meeting Note
Department of Tourism, Culture, Industry and Innovation
Meeting with Bluedrop Performance Learning Inc.
Time, Date and Location to be Determined

Attendees:
Honourable Dwight Ball, Premier
Emad Rizkalla, President and CEO, Bluedrop Performance Learning Inc.
Others TBD

Purpose of Meeting:
- The meeting is at the request of Mr. Emad Rizkalla to discuss the following related to Bluedrop’s latest technology:
  o How becoming an early adopter of the technology can contribute to the Government of Newfoundland and Labrador’s (GNL) digital by design commitment;
  o Benefits of GNL and the Government of Nova Scotia (GNS) piloting the technology simultaneously; and
  o How GNL’s early participation can lead Atlantic Canada to become a Centre of Excellence in Workforce Learning.

- There is no formal agenda for this meeting.

Background:
- Bluedrop Performance Learning Inc. (Bluedrop) is a global human performance improvement consulting/development company headquartered in St. John’s, Newfoundland and Labrador. It was founded in 1992 by Mr. Emad Rizkalla and has two complementary lines of business: Bluedrop Training and Simulation (BTS) focused on complete equipment and mission training; and, Bluedrop Learning Networks (BLN) focused on providing e-government services globally to improve worker skills, employment outcomes and worker safety.

- In addition to Mr. Rizkalla as CEO, Bluedrop’s other executive are Mr. Bernard Beckett as Chief Financial Officer, and Mr. John Moores as Chief Operating Officer.

- Bluedrop’s Board of Directors are Mr. Derrick Rowe (Chairman), Mr. Tom Astle, Mr. Paul Sparkes, Mr. Andrew Youngman and Mr. Rizkalla.

- The combined company has approximately 175 employees with the majority located in Atlantic Canada. The firm generates approximately $25 million in annual sales.

- Bluedrop is a current client of the new Accelerated Growth Services (AGS) initiative. Federal ministers and Atlantic premiers officially expanded AGS into Atlantic Canada on January 27, 2017. This initiative provides financing support, advisory solutions, and expert counselling to select high growth companies to help propel them to success.

- In 2011, Bluedrop implemented SmartForceNL for AESL, formally the Department of Human Resources, Labour and Employment. SmartForceNL was aimed at increasing access to just-in-time training for job seekers, current workers and employers. It exceeded all targets and was recognized by the Canadian Federation of Independent Business as a key initiative that reduced bureaucratic red tape.
The success of SmartForceNL has been replicated in all Atlantic Provinces; a demonstration of leadership from GNL. Bluedrop has recently expanded capabilities to its SmartForce technology with even greater benefits for clients and end users.

**Agenda item #1: Improving Government Service Delivery through SmartForceNL 2.0**
- Mr. Rizkalla will provide an overview of Bluedrop’s proposed four-year pilot program of SmartForceNL 2.0 with GNL.
- The Departments of TCII, SNL and AESL received a concept paper for the initiative in October 2016.

**Analysis**
- Bluedrop is proposing that GNL implement a four-year pilot program of SmartForceNL 2.0, a ‘Virtual Workforce Hub’ that allows GNL to expand services offered throughout the province while allowing departments to locate their resources where needed.
- SmartForceNL licensing will be extended to include all government departments to support their digital by design initiative, beginning with ServiceNL and TCII.
- SmartForceNL 2.0 will assist ServiceNL with online tests for driver’s permits, food and safety training and help TCII leverage the platform to streamline its application processes, and expand its training programs in areas such as export readiness, productivity and trade agreements. It will also be designed to support AESL’s ability to leverage the expanded capabilities from SmartForceNL so that it can provide virtual career tools, enabling job seekers and employers to access services without having to visit employment/career offices.
- Bluedrop’s proposal of SmartForceNL 2.0 program includes:
  - 60 hours of targeted just-in-time training of strategic importance;
  - tailored intake/assessment tools based on the needs they are for;
  - virtual collaboration tools reducing the need for clients to visit provincial offices such as instant messaging capabilities, real time chat, real time resume building and review tools, and interview preparation training and critique tools;
  - enhanced service delivery through the development of scalable services that allow people to stay at home as opposed to visit government offices; and,
  - the development of auditing tools for various inspection services mandated to SNL such as busses and food service.

- Bluedrop advises it will hire [redacted] employees in the province to support SmartForceNL 2.0 implementation to local provincial offices including the three participating departments, and ensure adoption from the business community. [redacted] jobs within the term of this project may be created, as this pilot will result in other contracts.

- Total proposed cost for the pilot project outlined in the concept paper, including one time set up, licensing and operating costs for four years is $7.4 million. The budget breakdown is:
  - [redacted]
  - [redacted]

Bluedrop suggests cost savings each year depends on how aggressively each department chooses to cut costs and restructure service delivery in response to time saving.
• Bluedrop’s concept paper raised the idea of accessing funding from the Labour Market Development Agreement (LMDA) to cover the costs of the program.

• Members of TCII and SNL’s Executive met with the firm to discuss the project. Both departments can see the merit of the project, however have not completed a detailed analysis, and have not identified potential sources of funding for a project of this magnitude.

• AESL Executive have not met with Bluedrop yet, and suggested they meet first with the OCIO as lead for digital-by-design. Bluedrop met with OCIO and received positive initial reaction.

### Potential Speaking Points

• Bluedrop is an important firm to driving the knowledge-based economy in Newfoundland and Labrador and dedicated to increasing employment in the province. GNL is pleased Bluedrop is an AGS client, and continues see opportunities to collaborate with the Provincial Government.

• Bluedrop’s technology may help GNL reach its ‘digital-by-design’ commitment. Unfortunately, fiscal realities have left us making tough choices about the projects we can invest in. The Provincial Government will give consideration to supporting SmartForceNL 2.0.

### Proposed Actions

• Request AESL to investigate the ability to leverage funding under LMDA to build upon the existing perpetual license that it has already procured from Bluedrop.

• Explore opportunities to participate in a pilot project as early adopters, but one that that is affordable to GNL and start with projects that have a cost-savings component.

### Agenda item #2: Extending Bluedrop’s SkillsOnlineNS in Nova Scotia

• Mr. Rizkalla will provide an overview of Bluedrop’s discussions with the Government of Nova Scotia.

### Analysis

• Similar to a pilot project with GNL, 

• 

• 

• 

• 

S.35 (1) (d), S.29 (1) (a)

S.35 (1) (d), S.29 (1) (a)

S.35 (1) (d), S.29 (1) (a)
Potential Speaking Points
• It is through firms like Bluedrop with connections to NL and NS that help bond the provinces and economies together. GNL looks forward to hearing more about GNS progress on a pilot project.

• Extending Bluedrop’s SkillsOnlineNS technology in NS will not only benefit that province, but it will help to standardize skills and service delivery across the region.

Proposed Actions
• No action required pending a decision on Agenda Item #1.

Agenda item #3: Bluedrop’s Aspiration of Atlantic Canada to be a Centre of Excellence in Workforce Learning Technologies and
• Mr. Rizkalla will provide an overview of Bluedrop’s vision for Atlantic Canada to be a Centre of Excellence in Workforce Learning Technologies.

Analysis
• Bluedrop believes Atlantic Canada can lead the world in leveraging learning technology in the continuous improvement of its workforce. This would be achieved through lifelong learning, credential mobility across borders, red tape reduction and advancing the quality and consistency of services offered for job seekers and small businesses.
• Bluedrop sees the vision of Centre of Excellence in Workforce Learning Technologies aligning well with the goals of the Atlantic Canada Growth Strategy. It is an opportunity for the four provinces to share content to save money and improve outcomes.

Potential Speaking Points
• Bluedrop’s vision for an Atlantic Canada Centre of Excellence in Workforce Learning Technologies is commendable and focusing on developing a technology cluster in the region is consistent with discussions under the Atlantic Growth Strategy.

• Bluedrop should continue discussions with the other Atlantic Provinces about the shared priority of investing in a skilled workforce.

• GNL will determine if it has a more active role for a Centre of Excellence when it determines the level of participation it can have with SmartForceNL 2.0.

Proposed Actions
• No action required pending a decision on Agenda Item #1.

Prepared/Approved by: T. Parsons
Ministerial Approval: Received from Hon. Christopher Mitchelmore

March 22, 2017
Meeting Note
Department of Tourism, Culture, Industry and Innovation
Meeting with Bluedrop Performance Learning Inc.
Time, Date and Location to be Determined

Attendees: Honourable Dwight Ball, Premier
            Emad Rizkalla, President and CEO, Bluedrop Performance Learning Inc.
            Others TBD

Purpose of Meeting:
- The meeting is at the request of Mr. Emad Rizkalla to discuss the following related to
  Bluedrop’s latest technology:
  - How becoming an early adopter of the technology can contribute to the Government of
    Newfoundland and Labrador’s (GNL) digital by design commitment;
  - Benefits of GNL and the Government of Nova Scotia (GNS) piloting the technology
    simultaneously; and
  - How GNL’s early participation can lead Atlantic Canada to become a Centre of
    Excellence in Workforce Learning.
- There is no formal agenda for this meeting.

Background:
- Bluedrop Performance Learning Inc. (Bluedrop) is a global human performance
  improvement consulting/development company headquartered in St. John’s, Newfoundland
  and Labrador. It was founded in 1992 by Mr. Emad Rizkalla and has two complementary
  lines of business: Bluedrop Training and Simulation (BTS) focused on complete equipment
  and mission training; and, Bluedrop Learning Networks (BLN) focused on providing e-
  government services globally to improve worker skills, employment outcomes and worker
  safety.
- In addition to Mr. Rizkalla as CEO, Bluedrop’s other executive are Mr. Bernard Beckett as
  Chief Financial Officer, and Mr. John Moores as Chief Operating Officer.
- Bluedrop’s Board of Directors are Mr. Derrick Rowe (Chairman), Mr. Tom Astle, Mr. Paul
  Sparkes, Mr. Andrew Youngman and Mr. Rizkalla.
- The combined company has approximately 175 employees with the majority located in
  Atlantic Canada. The firm generates approximately $25 million in annual sales.
- Bluedrop is a current client of the new Accelerated Growth Services (AGS) initiative. Federal
  ministers and Atlantic premiers officially expanded AGS into Atlantic Canada on January 27,
  2017. This initiative provides financing support, advisory solutions, and expert counselling to
  select high growth companies to help propel them to success.
- In 2011, Bluedrop implemented SmartForceNL for AESL, formally the Department of Human
  Resources, Labour and Employment. SmartForceNL was aimed at increasing access to
  just-in-time training for job seekers, current workers and employers. It exceeded all targets
  and was recognized by the Canadian Federation of Independent Business as a key initiative
  that reduced bureaucratic red tape.
• The success of SmartForceNL has been replicated in all Atlantic Provinces; a demonstration of leadership from GNL. Bluedrop has recently expanded capabilities to its SmartForce technology with even greater benefits for clients and end users.

Agenda item #1: Improving Government Service Delivery through SmartForceNL 2.0
• Mr. Rizkalla will provide an overview of Bluedrop’s proposed four-year pilot program of SmartForceNL 2.0 with GNL.

• The Departments of TCII, SNL and AESL received a concept paper for the initiative in October 2016.

Analysis
• Bluedrop is proposing that GNL implement a four-year pilot program of SmartForceNL 2.0, a ‘Virtual Workforce Hub’ that allows GNL to expand services offered throughout the province while allowing departments to locate their resources where needed.

• SmartForceNL licensing will be extended to include all government departments to support their digital by design initiative, beginning with ServiceNL and TCII.

• SmartForceNL 2.0 will assist ServiceNL with online tests for driver’s permits, food and safety training and help TCII leverage the platform to streamline its application processes, and expand its training programs in areas such as export readiness, productivity and trade agreements. It will also be designed to support AESL’s ability to leverage the expanded capabilities from SmartForceNL so that it can provide virtual career tools, enabling job seekers and employers to access services without having to visit employment/career offices.

• Bluedrop’s proposal of SmartForceNL 2.0 program includes:
  o 60 hours of targeted just-in-time training of strategic importance;
  o tailored intake/assessment tools based on the needs they are for;
  o virtual collaboration tools reducing the need for clients to visit provincial offices such as instant messaging capabilities, real time chat, real time resume building and review tools, and interview preparation training and critique tools;
  o enhanced service delivery through the development of scalable services that allow people to stay at home as opposed to visit government offices; and,
  o the development of auditing tools for various inspection services mandated to SNL such as busses and food service.

• Bluedrop advises it will hire employees in the province to support SmartForceNL 2.0 implementation to local provincial offices including the three participating departments, and ensure adoption from the business community.

• Total proposed cost for the pilot project outlined in the concept paper, including one time set up, licensing and operating costs for four years is $7.4 million. The budget breakdown is:
  o
  o

Bluedrop suggests cost savings each year depends on how aggressively each department chooses to cut costs and restructure service delivery in response to time saving.
• Bluedrop’s concept paper raised the idea of accessing funding from the Labour Market Development Agreement (LMDA) to cover the costs of the program.

• Members of TCII and SNL’s Executive met with the firm to discuss the project. Both departments can see the merit of the project, however have not completed a detailed analysis, and have not identified potential sources of funding for a project of this magnitude.

• AESL Executive have not met with Bluedrop yet, and suggested they meet first with the OCIO as lead for digital-by-design. Bluedrop met with OCIO and received positive initial reaction.

Potential Speaking Points

• Bluedrop is an important firm to driving the knowledge-based economy in Newfoundland and Labrador and dedicated to increasing employment in the province. GNL is pleased Bluedrop is an AGS client, and continues see opportunities to collaborate with the Provincial Government.

• Bluedrop’s technology may help GNL reach its ‘digital-by-design’ commitment. Unfortunately, fiscal realities have left us making tough choices about the projects we can invest in. The Provincial Government will give consideration to supporting SmartForceNL 2.0.

Proposed Actions

• Request AESL to investigate the ability to leverage funding under LMDA to build upon the existing perpetual license that it has already procured from Bluedrop.

• Explore opportunities to participate in a pilot project as early adopters, but one that that is affordable to GNL and start with projects that have a cost-savings component.

Analysis

S.35 (1) (d), S.29 (1) (a)
Potential Speaking Points

- It is through firms like Bluedrop with connections to NL and NS that help bond the provinces and economies together. GNL looks forward to hearing more about GNS progress on a pilot project.

- Extending Bluedrop's SkillsOnlineNS technology in NS will not only benefit that province, but it will help to standardize skills and service delivery across the region.

Proposed Actions
- No action required pending a decision on Agenda Item #1.

Agenda item #3: Bluedrop's Aspiration of Atlantic Canada to be a Centre of Excellence in Workforce Learning Technologies and

- Mr. Rizkalla will provide an overview of Bluedrop's vision for Atlantic Canada to be a Centre of Excellence in Workforce Learning Technologies.

Analysis

- Bluedrop believes Atlantic Canada can lead the world in leveraging learning technology in the continuous improvement of its workforce. This would be achieved through lifelong learning, credential mobility across borders, red tape reduction and advancing the quality and consistency of services offered for job seekers and small businesses.
Meeting with Senior Officials to discuss
Bluedrop Performance Learning's SmartForceNL 2.0 Concept
April x, 2017
2nd Floor, West Block, TCII Boardroom

List of Invitees:
Ted Lomond, Deputy Minister, TCII
Patricia Hearn, Deputy Minister, IGA
Genevieve Dooley, Deputy Minister, AESL
Ellen MacDonald, Chief Information Officer, OCIO
Roxie Wheaton, Assistant Deputy Minister, ServiceNL
Taylor Parsons, Economic Development Officer, TCII

AGENDA:

1. Recap of Meeting between Premier Ball and Bluedrop Performance Learning
   - T. Lomond to summarize direction from meeting on Wednesday, March 29, 2017

2. Define Proposed Pilot Project
   - Discuss requirements for Bluedrop's detailed proposal
   - Determine departmental needs from the project; Digital by design outcomes
   - Consider potential funding sources for the project including departmental budgets and LMDA
   - Identify early cost savings by implementing SmartForceNL 2.0

3. Nova Scotia Pilot Project
   - Decide how a pilot project with GNS may factor into NL's efforts

4. Next Steps
   - Set timelines for project advancement
   - Form an interdepartmental working group
   - Identify members of the working group
Outcomes Note

Meeting with Senior Officials to discuss
Bluedrop Performance Learning’s SmartForceNL 2.0 Concept
Wednesday April 4, 2017, 4:00-5:30 p.m.

Present:
Ted Lomond, TCII
Taylor Parsons, TCII
Patricia Hean, IIAA
Genevieve Dooling, AESL
Walt Mavin, AESL
Roxie Wheaton, Service NL
Craig Harding, OCIO
Susan Wilkins, OCIO

Purpose of Meeting:
These were a meeting to discuss Bluedrop Performance Learning’s proposed SmartForceNL 2.0 solution and how becoming an early adopter of the technology can contribute to the acceleration of a NL growth firm, and also contribute to GNL’s digital by design commitment.

1. Summary of Discussion- (Agenda items 1-3)
   • T. Lomond provided a high-level overview of the discussion between GNL and Bluedrop indicating that: [redacted]
   • An overview of the seven components of LMDA was provided by W. Mavin: the four benefits - Skills Development, Job Creation Partnership, Self-Employment and Targeted Wage Subsidy; and the three measures - Research and Innovation, Employment Assistance Services and Labour Market Partnership. Key points made about LMDA included:
     1. The four benefit programs are direct benefits to EI eligible recipients and not meant for projects of this nature.
     2. LMDA is not intended for government departments (not intended to benefit AESL).
     3. The new Research and Innovation component is a call for proposals ($1.5 million allocated for 2017-17). May be able to cover some elements of the project, but funding level caps are much smaller than the proposed costing by Bluedrop.
   • AESL indicated they may see uses for Bluedrop’s technology, however have two main concerns they would want addressed:
     1. [redacted]
     2. [redacted]

S.29 (1) (a), S.34 (1) (a) (i)
R. Wheaton provided through examples a detailed overview of how clients of Service NL could be great beneficiaries of Bluedrop’s technology. She indicated they have 22 different ideas that could shift what they do from a ‘regulator approach’ to a ‘knowledge approach.’ She acknowledged that Service NL does not have a budget for making this digital shift, but feels strongly that this is the right direction to move in. She also indicated this shift would be supported by industry as Service NL receives many complaints and concerns that regulations are stifling business success, and it is costly to train people.

S. Wilkins with OCIO indicated the next steps in Digital by Design are to contract a team to build a business case, use cases and priority for online services. This may take up to 6 months and funding for this has been approved. The potential Bluedrop initiative does not necessarily have to wait for this next step in digital by design to be completed. C. Harding wanted to ensure this differs from the AMANDA system government recently invested in. The group agreed that it is different and the two systems complement each other. OCIO’s main comment:
- The OCIO sees many uses for this technology however this is a high cost solution and we need to develop the business case.

The group discussed the fact that Bluedrop is looking for a reference from NL to market themselves in other jurisdictions and countries. Because of this, can Bluedrop partner with NL and suggest alternate funding models?

Initial discussion among the group occurred about ‘alternative funding models’ for a project of this nature. It was raised that a ‘fee for service’ could be built in, where Bluedrop could provide the service at no cost to government, but would be the beneficiary of fees charged to service users. No clear decision was made to explore this avenue.

Determined that if this project was positioned as a research project (a pilot) there would be no reason not to sole source from Bluedrop as research is exempt from procurement.

2. **Next Steps**

The following next steps were determined:

1. OCIO (S. Wilkins) will assign a Business Analyst from OCIO to connect with each department to identify what needs and priorities they have for the technology.
   - Each department would identify a contact person to work with OCIO. (Contacts identified to date: Walt Marvin, AESL, Taylor Parsons, TCII) Service NL and IIAS?

2.
4. Next meeting date was not confirmed, but would be set as required.
Bluedrop sees the vision of Centre of Excellence in Workforce Learning Technologies aligning well with the goals of the Atlantic Canada Growth Strategy. It is an opportunity for the four provinces to share content to save money and improve outcomes.

Potential Speaking Points

- Bluedrop should continue discussions with the other Atlantic Provinces about the shared priority of investing in a skilled workforce.

Proposed Actions

- No action required pending a decision on Agenda Item #1.

Prepared/Approved by: T. Parsons/T. Lomond
Ministerial Approval: Received from Hon. Christopher Mitchelmere

March 23, 2017

[Signature] Mitchelmere
Meeting #2 with Senior Officials
Bluedrop Performance Learning's SmartForceNL 2.0 Concept

Friday, May 5, 2017
1:00-2:00 p.m.
2nd Floor, West Block, TCII Executive Boardroom

List of Invitees:
Ted Lomond, Deputy Minister, TCII
Patricia Hearn, Deputy Minister, IGA
Genevieve Dooling, Deputy Minister, AESL
Ellen MacDonald, Chief Information Officer, OCIO
Roxie Wheaton, Assistant Deputy Minister, Service NL
Taylor Parsons, Economic Development Officer, TCII

AGENDA:

1. Recap of Bluedrop's request to GNL

2. Status update from OCIO regarding business case development

3. Update on discussion with Government of Nova Scotia (GNS)

4. Brief discussion on Bluedrop's other efforts - Employment and Social Development Canada (ESDC)

5. Next steps
Outcomes Note

Meeting #2 with Senior Officials
Bluedrop Performance Learning’s SmartForceNL 2.0 Concept
Friday May 5, 2017, 1:00-2:00 p.m.

Present:
Ted Lomond, TCII
Genevieve Dooling, AESL
Roxie Wheaton, Service NL
Ellen MacDonald, OCIO
Patricia Hearn, IIAS
Taylor Parsons, TCII

Purpose of Meeting:
To continue the discussion from April 4, 2017 meeting to determine if there is a business case for GNL to support Bluedrop’s SmartForceNL 2.0 proposed concept, and explore possible options for funding.

1. Summary of Discussion- (Agenda items 1-4)
   - At the April meeting, OCIO committed to determining whether there was a business case for GNL to enter into a contract with Bluedrop for its SmartForceNL 2.0 technology.

   - E. MacDonald provided a high-level summary of OCIO’s findings from its engagement with departments:
     o Service NL was asked to narrow down its list of 20+ projects to its top three priorities. Service NL determined the written driver’s exams, food safety training and electrical inspections was the most critical deliverables and tied to legislation. Food safety is also a commitment in The Way Forward - “By December 31, 2017, our Government will implement food safety training requirements for food service workers employed in commercial food service establishments”

     o The industry/business specific regulatory training identified by Service NL will directly benefit individuals, business and sectors. The benefits to the Department/government is secondary.

     o TCII did not identify any immediate training priorities, but indicated there are existing training offerings that could be incorporated (capacity building modules, export 101) as well as actions from two ongoing priorities (Social Enterprise Action Plan and the Business Innovation Agenda) where both highlighted skills and talent training requirements, particularly functional business training requirements – e.g. product pricing)

     o AESL determined it did not have any immediate training requirements as Apprenticeship is its priority, and that initiative is underway.

     o Some OCIO staff had a demonstration of WorkplaceNL technology. They indicated WorkplaceNL are very pleased with the solution and its relationship with Bluedrop. The technology is meeting its needs and expectations. OCIO highlighted that the project was contracted under a very different funding model.
• Discussed LMDA funding and the possibility of accessing the funds (based Service NL's priority areas). G. Dooling reiterated that she does not see a fit with LMDA funds.

• All agreed that a clearly defined scope of work is required for this concept. It was agreed that the scope would be much narrower than what Bluedrop proposed. This could be developed by finding a 'user case', and developing a project team to define the scope of the project.

• All agreed a summary/conclusion would have to be presented soon back to PO.

2. Next Steps
The following next steps were determined:

1. 

2. 

3. If/when funding is identified for the project, a project team will be established to begin defining the scope of the project and build a 'user case' for the SmartForceNL 2.0 technology, starting with Service NL projects.
5. Next meeting date was not confirmed, but would be set after above next steps are completed.
Outcomes Note

Meeting between GNL and ESDC
Bluedrop Performance Learning’s SmartForceNL 2.0 Concept
Wednesday, May 17, 2017, 11:00am-12:00 p.m. NST

Present:
Ted Lomond, Deputy Minister, TCII
Roxie Wheaton, Assistant Deputy Minister, Service NL
Walt Mavin, Director, AESL
Taylor Parsons, Economic Development Officer, TCII
Stephen Johnson, Director General, ESDC- participated via teleconference
Duncan Shaw, Director, ESDC-participated via teleconference

Purpose of Meeting: 
whether LMDA may be a source of funding for the project.

1. Summary of Discussion
   • Everyone participating at the meeting acknowledged they had received a copy of Bluedrop’s concept and presentation briefing deck on SmartForceNL 2.0, so there was an understanding that Bluedrop requests to GNL is to undertake a 4-year pilot project to demonstrate the benefits of its Bluedrop360 technology across government departments and create a NL Worker Passport that gives every individual in the Province a lifelong learning record that is transferrable from employer to employer.

   • R. Wheaton provided a brief overview from Service NL’s perspective on how the SmartForceNL 2.0 initiative will greatly improve the outcomes for the department’s clients and employees whereby having training requirements satisfied through customized online training for NL.

   • W. Mavin noted that with regards to any potential funding from the LMDA that AESL must ensure that it meets with the parameters laid out in the Agreement. Normally funding requests to assist with the development of training would be submitted by an external organization such as an industry association wherein the proposed training is designed to address a labour market issue. The program from which such an initiative would be supported would be the Labour Market Partnership (LMP) measure. W. Mavin also noted that the issue of procurement is a concern from a LMDA perspective.
Also indicated that NL is a leader with this type of workforce technology – and this project has opportunity to maintain NL as a leader.

- D. Shaw spoke about the $1.8 billion over six years for LMDA – which means there will be additional monies available to the provinces.  

- Under LMP, employers can access assistance from the Province if there are imminent layoffs of their staff and they want to help employees transition to a new job; and this measure is now being broadened to include companies that are going through technological and structural changes.

- D. Shaw indicated he would like to work with W. Mavin and Candice Ennis-Williams of Advanced Education, Skills and Labour to flesh out this new area and determine how it could work for the SmartForceNL 2.0 initiative.

- Discussed the Research and Innovation measure under LMDA. W. Mavin indicated the priorities for this funding is innovative and pilot initiatives intended to identify methods to better assist individuals in preparing for and finding employment.

- Also discussed the idea that there may be other accounting methods that could be used to determine which benefit and measure could be drawn from after the specific training module is determined, which would support a more seamless frontline service.
2. Next Steps
The following next steps were determined: S.39(1)(a)(ii), 39(b), 39(c)(i)

1.

2.

3.
Meeting between GNL and ESDC

Bluedrop Performance Learning's SmartForceNL 2.0 Concept

Wednesday, May 17, 2017
11:00 am-12:00 p.m.NST
2nd Floor, West Block, TCII Executive Boardroom- If attending in person

List of Invitees:
Government of Newfoundland and Labrador:
  Ted Lomond, Deputy Minister, TCII
  Roxie Wheaton, Assistant Deputy Minister, Service NL
  Walt Mavin, Director, AESL
  Taylor Parsons, Economic Development Officer, TCII

Government of Canada:
  Stephen Johnson, Director, ESDC
  Duncan Shaw, Director, ESDC

AGENDA:

1. Brief overview of Bluedrop’s proposed project to GNL

2. Brief overview of Bluedrop’s discussions with ESDC on SmartForceNL 2.0

3. General discussion re: LMDA utilization for SmartForceNL 2.0
Good afternoon everyone,

AESL continues to assess Bluedrop’s proposal for Smartforce 2.0. While there have been several meetings related to this subject, there are a number of questions that remain unanswered from AESL’s perspective. AESL is seeking clarification on the following series of questions related to the Bluedrop proposal.

I therefore request that you provide your feedback to me via email by COB on Tuesday, June 27.

Your input will assist AESL in completing a more fulsome assessment.

Thanks
Walt
From: Parsons, Taylor  
Sent: Friday, May 19, 2017 9:12 AM  
To: Lomond, Ted; MacDonald, Ellen; Dooling, Genevieve (AES); Wheaton, Roxie T; Hearn, Patricia A. (Deputy Minister)  
Cc: Mavin, Walt; Wilkins, Susan; Joy, Carla; Savory, Pamela; Foote, Sheila M; Greeley, Barb; Bailey, Bev  
Subject: Final Outcomes Note- May 5, 2017 meeting re: SmartForceNL 2.0

Good Morning Everyone,

Here is the final Outcomes Note from the May 5, 2017 meeting regarding SmartForce NL 2.0. Thank you for your input.

One of the next steps identified was to [redacted]. That meeting was held on Wednesday, May 17, 2017. I will circulate the Outcomes Note for the meeting next week, once I receive input from the participants.

Thanks - and have a wonderful long weekend!
Taylor

Taylor Parsons | Economic Development Officer  
Major Initiatives Unit, Business Analysis Division  
Department of Tourism, Culture, Industry and Innovation  
☎: 709-729-2685  
✉️: tparsons@gov.nl.ca  

Newfoundland  
Labrador
Hi guys

I’m not sure if I’ll be reachable for the conversation today – Taylor, I believe you have 30 minutes. I wanted to make sure that we get the following covered

- 
- 
- 
- 

Taylor, if I cannot join the call, if you can get back to me with brief notes on these items that would be great. I will do my best to follow up with you later.

Thanks,

Tom
Hi all,

I got a LinkedIn post out about the announcement on Wed afternoon. We have had a respectable response to the story in the first 48 hours—see attached screen shot (6400 views, lots of likes etc.).

If you check the date on the screenshot from the post—it is clear that this news has set LinkedIn history (by being posted a full month in the future)! People have told me that a good entrepreneur must be able to suspend reality. This vision is clearly ahead of its time. We are perhaps working too hard to ‘future proof’ the solution.

Ok... I will stop! Thanks again for the hard work on this... I will look forward to the Premier cutting a ribbon to formally launch the system early in the fall (yes—that was a sneaky ask).
Potential copyright material

If you wish to obtain a copy please contact the ATIPP Office at (709) 729-7072 or atippoffice@gov.nl.ca.
Hi Taylor,

Below is a summary of our engagement with ServiceNL to date, as well as a breakdown of the resulting deliverables. In addition, if you require any help with extrapolating any of the key content from our documentation I am only too happy to help.

<table>
<thead>
<tr>
<th>Date</th>
<th>Engagement</th>
<th>Outcome/Deliverable</th>
</tr>
</thead>
</table>
| May 18, 2017     | Initial phone call with Roxie to discuss ServiceNL’s top priority content areas:  
|                  | • Driver’s Safety/Driver’s Permitting  
|                  | • Food Safety  
|                  | • Tobacco Control                                                            | Engagement Strategy  
|                  | Document: This document outlined our intention to engage with stakeholders in order to elicit requirements for the training and assist with scope definition |
| June 28, 2017    | Follow-up meeting with Roxie and meeting with RANL  
|                  | Goals of these meetings were to:  
|                  | • Review the proposed engagement strategy  
|                  | • Identify a list of stakeholder groups for each content area, and start mapping out the needs of each stakeholder group  
|                  | • Engage with RANL to get an industry perspective of the requirements         | Stakeholder Map: This document clearly defined the major stakeholder groups for each content area, and described how we would engage with each group moving forward. It also identified specific of the follow-up meetings that we needed to schedule with stakeholders. |
| August 8-9, 2017 | Follow up meetings with representatives from Department of Health, Environmental Officers, and Regional Directors from ServiceNL | Content Development Approach Document: This document captured all of the requirements elicited to date. Based on the requirements, it defined the scope of the initial content development efforts. |

Proposed Deliverables for Initial ServiceNL Content Development (Equivalent of approx. [Redacted] of classroom training)

S.39(1)(a)(ii), 39(b), 39(c)(i)

Description
Tobacco Control for Owners/Employers
Target audience for this course is owners/managers of tobacco retail stores. This course will provide an overview of the legislation, as well as practical guidelines for putting policies and procedures into place. It will include printable resources that will help retailers develop and implement policies and procedures (such as a policy template, etc.).

Tobacco Control for Employees/Staff
Target audience for this course is employees/staff at tobacco retail stores. This course will provide an overview of the legislation and outline the general responsibilities of employees/staff. It will include a simple scored assessment, so that employers have a means of validating that their employees understand the legislation.

Food Safety Basics
This basic course will address the following topics, which were identified through discussions with EHOs:
- Dishwashing/types of dishwashers
- Cooling
- Hot holding
- Sanitizing
- Defrosting
- Cooking
- Cross Contamination
Target audience is FOH and BOH employees in licensed, fixed and mobile food premises, people applying for temporary premise licenses, non-profit organizations/volunteers, home-based business owners and students (who are looking for entry level jobs in the food industry).

What to Expect When We're Inspecting
To explain the inspection process and criterion. This would be available to owners and managers of licensed, fixed and mobile food premises. Representatives from this group have expressed frustration because they don’t always understand the criterion they’re being inspected against.

Temporary Food Premises
A standalone module that addresses specific situations/issues related to temporary food premises, such as how to set up a temp hand washing station, how to sanitize utensils, etc.

Home-Based Food Businesses
A standalone module that addresses specific situations/issues related to home-based businesses. For example, why it's important to have a separate hand-washing station (separate from the dishwashing station).

A Volunteer's Guide to Cooking for Crowds
A standalone module that identifies special considerations for events where food is being prepared/served to large numbers of people.

Ace Your Opening Inspection
This would target people who are in the process of opening a new food premise, and need to understand what is required for the initial opening inspection.
Driving Training Course & Exam
To replace (and improve upon) the existing driver's training handbook and paper-based exam. The learning components of the course will contain practice questions, so that users have an opportunity to test their comprehension and so that they can see the types of questions they'll need to answer.
Will need to include a test bank of questions, to ensure that users don't receive identical versions of the exam.

Supplemental Safety/Awareness Modules
4 supplemental modules that will address specific, high-impact issues that are strategically aligned to ServiceNL's targets for improving driver's safety, decreasing emissions, etc.
Exact topics are TBD

Cheers,
Kelly
Hey Taylor

Here are the draft notes. One will be in the form of an email to your department and the other will be a letter to the Premier.

Thanks,

Tom

Email to the Department

Hi Taylor,

As your Department finalizes the SkillsPassNL approval and contract, we wanted to highlight and formalize our commitment to this partnership over the next four years. As you know, we have set a target of [target number] years as we grow. But today, I am pleased to tell you we will also be making a formal commitment to the Province on the R&D spending we will undertake on the Skillspass platform during the 4 years.

Over four years, the Province will spend $5.4M in licensing and support for the platform and we will match that investment right here in NL in R&D activities to further the Skillspass platform. This amount will be exclusive of any Provincial R&D funding support. All enhancements to our technology will be shared with GNL [shared technology]

This commitment will ensure that our footprint for growth in Skillspass remains firmly planted in NL. That commitment to building world class skills at home was always our intent and we believe that this commitment demonstrates that and locks in that value for the Province. We can make this a contractual obligation and be fully accountable to the Province over the 4 year program to provide this benefit.

Emad will be writing the Premier to share this good news with him.

All the best,

Tom

Letter to the Premier

Dear Premier Ball,
I am writing to follow up on the Skillspass NL release and event in Corner Brook on July 11, 2017. As you may know, we have been pursuing the opportunity to partner with the Province on Skillspass NL for about 15 months. This is a lifetime for the technology industry and I hope to have your support again to finish the process.

That said, I am confident we have a very compelling value proposition for the workers of this Province and we already have widespread business support - I am writing to outline a new element of Bluedrop’s commitment.

As part of the Skillspass NL project, Bluedrop will strengthen our commitment to NL by

Through this investment, Bluedrop will build highly specialized and highly paid skills at home. Our investment will be contractually binding and use funds that are exclusive of any Provincial R&D funding support. Any enhancements or new features completed on our technology as a result of our R&D spending will be shared with GNL years. We are offering a unique value proposition to the Province by investing every dollar we receive for Skillspass licensing back into the product and Province. The desire to build world class capabilities at home was always our intent and we believe that Bluedrop’s R&D commitment will lock in that value for the Province.

The idea for Skillspass NL started during a meeting with a previous AESL ADM who saw a unique opportunity to build on Bluedrop’s enormous success with SmartForceNL (with AESL) and the Safety Training Registry (with WorkplaceNL). With over 60,000 users on Bluedrop’s technology in NL alone, we all saw the opportunity to dramatically expand the scope of the offering and generate substantial new benefits for our workforce. After significant consultations with key players in several Provincial departments, Skillspass NL was born. The program will now touch every worker and job seeker in NL, allow for the delivery of blended learning to all of them, enhance workforce skills development/management, improve regulatory compliance, increase government efficiencies, and strengthen the competitiveness of NL workers and businesses.

After the Skillspass technology is implemented Province wide, we will work together to validate the benefits, improve the functions and sell it to the world. A key benefit that the Province will immediately realize is the leveling of the playing field for skills development to citizens in both rural and urban settings. For Bluedrop, delivering on this goal is critical because our most prominent client, based in Los Angeles, is in a densely urban setting ... so we also need to demonstrate this rural/urban benefit to support our global sales.

Having GNL as a partner in adopting the technology was our immediate and only ask from the Province as an Accelerated Growth Company. It remains our only ask. We have grown over 550% in the 5 years up to 2016 and created over 100 jobs in our new Halifax division alone - I believe the potential for Skillspass is even larger and the vast majority of the related growth will be in NL. The annual fees we will receive from GNL on this project are less than 5% of Bluedrop annual revenues. But GNL participation as a client test site and reference will help us double our revenues within a few years. Even today we need this partnership to help us secure imminent opportunities in

I appreciated your personal support and your vision on this file. It is heartening that you share our desire to have NL lead the country (and indeed the world) in lifelong skills development and management. Your involvement in July has us within sight of the finish line and I am seeking your immediate support once again to cross it together.
I hope you can join me at Bluedrop to cut a ribbon together for SkillsPass NL before the first snow fall! This will be a very good news story for all—and I am keen on delivering the benefits in rapid succession.

Regards,

Emad Rizkalla

Cc Ted Lomond
Cc Patricia Hearn
Cc Peter Miles
Hi Taylor,

Below are some links that you might find useful

Thank you

Tom

https://www.huffingtonpost.com/emad-rizkalla/pregnant-and-promoted_1_b_13490132.html


https://dreambuilder.org/news/
Hi Taylor,

Below is a brief write up on accessibility for our platform. Please let me know if you have any questions.

Thank you

Tom
Potential copyright material

If you wish to obtain a copy please contact the ATIPP Office at (709) 729-7072 or atipoffice@gov.nl.ca.
Hi Taylor,

Our answers are below. Please let me know if you have any questions.

Thanks!

Tom

1.

2.
From: Parsons, Taylor [mailto:tparsons@gov.nl.ca]
Sent: Tuesday, November 21, 2017 4:48 PM
To: Tom Loder
Subject: Questions

I have a couple of questions that has been asked, and appreciate input:
There are many others however I believe I can answer

Thanks,

Taylor

"This email and any attached files are intended for the sole use of the primary and copied addressee(s) and may contain privileged and/or confidential information. Any distribution, use or copying by any means of this information is strictly prohibited. If you received this email in error, please delete it immediately and notify the sender."
Hi all,

I am writing to ensure that we are headed for a decision before 2017 ends. This being the last week of the year, I assume it is now or never. While this timeframe has caused some challenges, I have pushed to make this work for our accountants and Board.

I genuinely appreciate the work done to get us where we are. I know that there have been hurdles to overcome and some exceptional work completed. I know that we all recognize we are at the moment of truth for this file. I am optimistic. So much so, that I can envision a second Skillpass NL related announcement this April. I envision Premier Ball and I announcing an expansion of staff in
NL in relation to a Bluedrop win in Ontario. If this happens, it will be a testament to GNL’s national leadership in demonstrating how lifelong learning technology can build the workforce of the future. Let’s make it happen.

Emad
Potential copyright material

If you wish to obtain a copy please contact the ATIPP Office at (709) 729-7072 or atipoffice@gov.nl.ca.
Ok

Best Regards,

Christopher Mitchelmore, MHA
St. Barbe-L'anse aux Meadows

Minister of Tourism, Culture, Industry and Innovation
Minister Responsible for Francophone Affairs

t. 709.454.2633
e. cmitchelmore@gov.nl.ca

On Jan 4, 2018, at 8:13 PM, Lomond, Ted <TedLomond@gov.nl.ca> wrote:

Thanks. Ted

Sent from my BlackBerry 10 smartphone on the Bell network.

FYI, we’re going to go with this.

On July 22, 2017, the Provincial Government announced it had agreed to enter into an agreement-in-principle with Bluedrop Performance Learning to pilot SkillsPass. Government expects to be in a position to have a formal announcement regarding the status of this partnership in the coming weeks.

Thanks,

Tansy

From: Card, Jason
Sent: Thursday, January 4, 2018 3:01 PM
To: Mundon, Tansy <TansyMundon@gov.nl.ca>; Cannizzaro, Michelle <MichelleCannizzaro@gov.nl.ca>; Foote, Carla <CarlaFoote@gov.nl.ca>; Barfoot, Scott <ScottBarfoot@gov.nl.ca>; Joyce, Luke <LukeJoyce@gov.nl.ca>
Could we go with something like this?

Sent from my BlackBerry 10 smartphone on the Bell network.

From: Mundon, Tansy  
Sent: Thursday, January 4, 2018 2:26 PM  
To: Cannizzaro, Michelle; Card, Jason; Foote, Carla; Barfoot, Scott; Joyce, Luke  
Cc: Humber, Eric  
Subject: FW: funding announced for skillpass NL

FYI, this was issued as an OC. http://www.exec-oic.gov.nl.ca/public/oic/details?order-id=8650 and is a follow up to the announcement in July  
http://www.releases.gov.nl.ca/releases/2017/exec/0711n01.aspx

Please see our suggested response:

From: Bonnie Belec  
Sent: Thursday, January 4, 2018 11:01 AM  
To: Mundon, Tansy  
Subject: funding announced for skillpass NL

Hey Tansy,

It’s Bonnie Belec. Spoke to you many time over the years in my former life at The Telegram.

I’m now doing some work for allnewfoundlandlabrador.com.

Province just announced the funding for SkillsPass NL, just wanted to ask if there were any further details available. Such as when government hopes to get it going and what is hopes to achieve.

Thanks,

Bonnie
From: Kelly Simms
Sent: Friday, January 5, 2018 1:45 PM
To: Parsons, Taylor
Subject: RE: Content Scoping + Meeting follow up

Ok, perfect – thank you for the clarification. And for one piece of clarity on the Cannabis Retail Training, we are suggesting this can be done under SkillsPass, we just need to work out incorporating NLC etc.

At the time when we met with Service NL and did some preliminary scoping the Drivers’ training / permitting was 6 hours classroom training (3 hours eLearning).

Cheers,
Kelly

From: Parsons, Taylor [mailto:tparsons@gov.nl.ca]
Sent: Friday, January 05, 2018 12:52 PM
To: 'Kelly Simms' <kelly.simms@gov.nl.ca>
Subject: RE: Content Scoping + Meeting follow up

Thanks Kelly.

The OC reflects the ‘authorization for TCIi to approve funds into future fiscal years.’ It does not reflect the total amount including this fiscal year. Based on negotiations of this agreement, TCIi is able to approved ‘up to’ $5 million.

With respect to the Cannabis Retail Training, government will look at all of its options with respect to other training providers as well.

I'll get back to you on timing of the next meeting.

Taylor

From: Kelly Simms
Sent: Friday, January 05, 2018 12:36 PM
To: Parsons, Taylor
Subject: Content Scoping + Meeting follow up

Hi Taylor,
Just following up on a few things from our meeting yesterday. If you have a few mins today to talk though please give my office or cell a call. If not, email is always fine!

A quick question on the Order in Council...The total adds up to just over $4M...Is that because Year 1 funds (before March 31st 2018) does not need to be included in the OC announcement?
Cannabis Retail Training
  o Based on preliminary analysis the Cannabis Training for store retailers could require about 8 hours of classroom training (or 4 hours eLearning). This would be a good starting point to help with estimates. This content would also be
  o NLC would need to be set up on the system as well as require some ongoing support. There would be additional fees for this.
  o Taylor, Do these additional fees need to go back through an approval process with Cabinet? Based on the high priority nature of this is it correct to assume it would be included in Year 1 funds (Before March 31st, 2018)?

Service NL – Content Scoping
  o Bluedrop did some preliminary scoping with Service NL on the top three priority courses they identified: Tobacco control, Food Safety and Drivers’ Safety/Drivers’ Permitting. We have since learned that the Drivers’ content would be LMDB ineligible.
  o At that time estimates for Tobacco control was 2 hours classroom training (1 hour eLearning)
  o At that time estimate for Food Safety was 9 hours classroom training (4.5 hours eLearning)
  o We provided Roxie with these estimates as well, but I’ll send her a note by way of reminder in preparation for your meeting on Monday.

AESL – Content Scoping
  o Bluedrop has done some analysis on AESL content developed previously and will be sending Walt Mavin at AESL our proposed approach and what that would mean for how many classroom hours required.

In the meantime, we are working on updating the statement of work to include the items we discussed yesterday. Did you want to set some time up in our calendars for next week to discuss the outcome of your Monday meeting?

Cheers,
Kelly

“This email and any attached files are intended for the sole use of the primary and copied addressee(s) and may contain privileged and/or confidential information. Any distribution, use or copying by any means of this information is strictly prohibited. If you received this email in error, please delete it immediately and notify the sender.”
Hi Folks: I am attaching 2 documents 1 ) a revised spreadsheet and 2 ) copy of early thinking re three skills pass courses a) food safety, tobacco control and Drivers licence. I am sharing this for a couple of reasons.

From: Kelly Simms [mailto:XXXXXXXXXXX]
Sent: Friday, January 5, 2018 2:06 PM
To: Wheaton, Roxie T <RoxieWheaton@gov.nl.ca>
Subject: Service NL - SkillPass Content Development Projects

Hi Roxie,

Happy New Year and hope you had a nice Christmas! I just wanted to touch base again now that there is an approval to commit funds to the SkillsPass project. I also understand from Taylor there will a meeting soon to discuss the content development projects etc. To that end I wanted to provide you with those estimates we prepared on the three priority projects: Tobacco Retail, Food Safety and Drivers’ Training/Permitting so you have them close at hand.

Breakdown in Classroom hours:
Tobacco Retail – 2 hours classroom training (1 hour eLearning)
Food Safety – 9 hours classroom training (4.5 hours eLearning)
Drivers’ Training / Permitting – 6 hours classroom training (3 hours eLearning)

I’ve also attached the initial content development approach document we prepared back in August should you need a quick reference. Any questions please let me know. Look forward to working with you this!

Cheers,
Kelly
Potential copyright material

If you wish to obtain a copy please contact the ATIPP Office at (709) 729-7072 or atippoffice@gov.nl.ca.
Hi Taylor,

Based on our review of other jurisdictions we have seen classroom courses that run from 5 – 8 hours in length. The conversion would be 2.5 - 4 hours of eLearning. The program for retailers could cover topics like:

The Legal Information
Safety & Security
Checking ID's
Handling Tricky Situations
Consumer Safety & Education

Some other ideas and considerations for content around cannabis could be:

- [redacted]
- [redacted]

Let me know if you would like to talk through any of this.

Glad to hear progress is being made with AESL... And keep me posted on the NLC front.

Cheers,
Kelly

---

Hi Kelly,

When we were on the call you gave an estimate on the number of eLearning hours it would be for the cannabis retail training (based on your review of other jurisdictions). Can you send me a line on that as we will be discussing with NLC who are interested, so I would like to have it as part of my total. I'm also back and forth with AESL, so we're making some progress.

Thanks,
Taylor

Taylor Parsons | Economic Development Officer
Major Investment Projects Unit, Business Analysis Division
Department of Tourism, Culture, Industry and Innovation
☎: 709-729-2685
✉️: tparsons@gov.nl.ca
"This email and any attached files are intended for the sole use of the primary and copied addressee(s) and may contain privileged and/or confidential information. Any distribution, use or copying by any means of this information is strictly prohibited. If you received this email in error, please delete it immediately and notify the sender."
That being the case I can live with your original

but I don’t think there’s any room to move beyond 60 eLearning hours. Some of the highlights:

- 
- 
- 
- 

Things are starting to get back on track this week, so just waiting on JPS to give me some time to work on the contribution agreement.

Taylor
From: Parsons, Taylor  
Sent: Thursday, January 25, 2018 11:23 AM  
To: Wheaton, Roxie T <RoxieWheaton@gov.nl.ca>  
Subject: RE: Service NL - SkillPass Content Development Projects

So the 120 hours Bluedrop keeps referring to they are now saying are ‘classroom hours’. We actually only get 60 eLearning hours total, based on how they calculate classroom to eLearning conversion.

Taylor

From: Wheaton, Roxie T  
Sent: Thursday, January 25, 2018 11:10 AM  
To: Parsons, Taylor  
Subject: RE: Service NL - SkillPass Content Development Projects

So going on the basis that we still have 120 hours to work with:

I would like to see

I think are part of the project team work plan when we have a couple of demonstration examples to share is to hold a work shop with other Department on ideas/priorities generation. This would need to be done in the first 6 months. If no ideas/commitment come forward that the hours are up for grabs. Because we need to make sure every hour is assigned.

That is my thinking.

Call me if you want to chat. What is the next step? I have not engaged Blue Drop. I have been waiting until the contract is signed.

From: Parsons, Taylor  
Sent: Thursday, January 25, 2018 10:48 AM  
To: Wheaton, Roxie T <RoxieWheaton@gov.nl.ca>  
Subject: RE: Service NL - SkillPass Content Development Projects

Hi Roxie,

Sorry I didn’t get back to you on this – I’ve been trying to sort out the allocation of eLearning hours. It turns out

So here’s the first draft breakdown on notional eLearning hours:

<table>
<thead>
<tr>
<th>SNL</th>
<th>AESL</th>
<th>TCII</th>
<th>NLC</th>
<th>Other Dept.</th>
</tr>
</thead>
</table>

S.29 (1) (a)
I'd be happy to have your thoughts.

Taylor

From: Wheaton, Roxie T
Sent: Friday, January 19, 2018 3:46 PM
To: Parsons, Taylor; Mavin, Walt
Subject: FW: Service NL - SkillPass Content Development Projects

Hi Folks: I am attaching 2 documents 1) a revised spreadsheet and 2) copy of early thinking re three skills pass courses a) food safety, tobacco control and Drivers licence.

Kelly Simms [mailto:KellySimms@gov.nl.ca]
Sent: Friday, January 5, 2018 2:06 PM
To: Wheaton, Roxie T <RoxieWheaton@gov.nl.ca>
Subject: Service NL - SkillPass Content Development Projects

Hi Roxie,
Happy New Year and hope you had a nice Christmas! I just wanted to touch base again now that there is an approval to commit funds to the SkillsPass project. I also understand from Taylor there will a meeting soon to discuss the content development projects etc. To that end I wanted to provide you with those estimates we prepared on the three priority projects: Tobacco Retail, Food Safety and Drivers’ Training/Permitting so you have them close at hand.

Breakdown in Classroom hours:
Tobacco Retail – 2 hours classroom training (1 hour eLearning)
Food Safety – 9 hours classroom training (4.5 hours eLearning)
Drivers’ Training / Permitting – 6 hours classroom training (3 hours eLearning)

I’ve also attached the initial content development approach document we prepared back in August should you need a quick reference. Any questions please let me know. Look forward to working with you this!

Cheers,
Kelly
**Newfoundland Labrador**

**SPECIAL DELEGATION FORM**

<table>
<thead>
<tr>
<th>Department Delegating Authority:</th>
<th>Advanced Education, Skills and Labour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department Accepting Authority:</td>
<td>Tourism, Culture, Industry and Innovation</td>
</tr>
<tr>
<td>Project Title:</td>
<td>SkillsPass</td>
</tr>
<tr>
<td>Effective Date:</td>
<td>From: January 1, 2018 To: March 31, 2018</td>
</tr>
</tbody>
</table>

**To be completed by Department delegating authority:**

**Accounting Distribution(s) and dollar limit(s) (if applicable):**

| SkillsPass (LMDA - Labour Market Partnerships) |

TCI will enter into a Contribution Agreement with Bluedrop Performance Learning to demonstrate SkillsPass NL, an eLearning solution to improve access to training and skills development resulting in greater employability of the NL labour force. SkillsPass NL is built on Bluedrop’s proven and enhanced technology that will offer virtual skills delivery, validation and tracking.

- Grants & Subsidies:
  - TOTAL: $S.39(1)(a)(ii), 39(b), 39(c)(i)

**Approval:**
Ted Lomond, Deputy Minister

**Administrative:**
Taylor Parsons, Economic Development Officer

**Certification of Official Delegating Authority:** I hereby delegate authority to the position title referenced above to sign approval for financial documents on behalf of the department listed above for types of authority and restrictions noted and future amendments thereto. Any subsequent changes to the delegation of financial authorities in this position will replace this delegation.

**Delegation Reviewed By:**
Genevieve Dolan (please print)
Delegating Deputy Minister (or Equivalent) (please print): [Signature]
Date (MM/DD/YYYY): [Date]

**Certification of Official Accepting Authority:** I hereby acknowledge and accept the authority delegated to the position title referenced above to sign approval for financial documents on behalf of the Department listed above for types of authority and restrictions noted and future amendments thereto. Furthermore, I accept the risk assessment performed by said Department. Any subsequent changes to the delegation of financial authorities in this position will replace this delegation.

**Delegation Reviewed By:**
Ted Lomond (please print)
Accepting Deputy Minister (or Equivalent) (please print): [Signature]
Date (MM/DD/YYYY): [Date]

**Departmental Controller of Accepting Department (or Equivalent) (please print):**
Robyn Hayes (please print)
[Signature]
Date (MM/DD/YYYY): [Date]
Tks Taylor. I have not engaged Blue drop since the announcement. I am inclined to wait until the contract is signed. Let me know.

From: Parsons, Taylor
Sent: Thursday, February 1, 2018 9:14 AM
To: Wheaton, Roxie T <RoxieWheaton@gov.nl.ca>; Mavin, Walt <waltmavin@gov.nl.ca>
Subject: Bluedrop Courseware status

Good Morning,

I have communicated to Kelly Simms with Bluedrop that the eLearning hours will be allocated as such:

SNL – 25 hours
AESL – 15 hours
TCII – 10 hours
NLC- 4-5 hours
Other- 5-6 hours

The SNL and AESL are minimum allocations, subject to change (increase) based on the confirmation of the other three categories. I am still working through the contract and statement of work, and have indicated to Bluedrop they can continue discussions/work with SNL and AESL on the courseware development at their own peril.

Taylor

Taylor Parsons | Economic Development Officer
Major Investment Projects Unit, Business Analysis Division
Department of Tourism, Culture, Industry and Innovation
☎: 709-729-2685
✉: tparsons@gov.nl.ca

Newfoundland Labrador
Hi Taylor,

Attached is the Delegation Form for the SkillsPass initiative which is signed by our DM and now requires Ted’s signature. The account centre noted on the form will allow TCII to draw down on this account to issue funds to BlueDrop. And then delegation forms will be signed for each of the subsequent years.

Give me a call when you get a minute.

Thanks
Walt

Walt Mavin
Director
Employment and Training Programs Division
Department of Advanced Education, Skills and Labour
Government of Newfoundland and Labrador
West Block, Confederation Building
P.O. Box 8700 St. John’s, NL A1B 4J6

Phone: 709-729-0939
Fax: 709-729-1129
# Newfoundland Labrador

## SPECIAL DELEGATION FORM

<table>
<thead>
<tr>
<th>Department Delegating Authority:</th>
<th>Advanced Education, Skills and Labour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department Accepting Authority:</td>
<td>Tourism, Culture, Industry and Innovation</td>
</tr>
<tr>
<td>Project Title:</td>
<td>SkillsPass</td>
</tr>
<tr>
<td>Effective Date:</td>
<td>From: January 1, 2018 To: March 31, 2018</td>
</tr>
</tbody>
</table>

To be completed by Department delegating authority:

<table>
<thead>
<tr>
<th>Accounting Distribution(s) and dollar limit(s) (if applicable):</th>
</tr>
</thead>
<tbody>
<tr>
<td>- [Redacted] SkillsPass (LMDA - Labour Market Partnerships)</td>
</tr>
</tbody>
</table>

TCII will enter into a Contribution Agreement with Bluedrop Performance Learning to demonstrate SkillsPass NL, an eLearning solution to improve access to training and skills development resulting in greater employability of the NL labour force. SkillsPass NL is built on Bluedrop’s core and enhanced technology that will offer virtual skills delivery, validation and tracking.

- Grants & Subsidies: [Redacted]  
  TOTAL: [Redacted]  
  S.39(1)(a)(ii), 39(b), 39(c)(i)

**Approval:**
Ted LeMoine, Deputy Minister

**Administrative:**
Taylor Parsons, Economic Development Officer

Certification of Official Delegating Authority: In accordance with Section 30(1) of the Financial Administration Act, I hereby delegate authority to the position title referenced above to sign approval for financial documents on my behalf for types of authority and restrictions noted and future amendments thereto. Any subsequent changes to the delegation of financial authorities to this position will replace this delegation.

**Delegation Reviewed By:**
[Redacted]  
Delegating Deputy Minister (or Equivalent) (please print):  
Signature:  
Date (MM/DD/YYYY):

Certification of Official Accepting Authority: I hereby acknowledge and accept the authority delegated to the position title referenced above to sign approval for financial documents on behalf of the Department listed above for types of authority and restrictions noted and future amendments thereto. Furthermore, I accept the risk assessment performed by said Department. Any subsequent changes to the delegation of financial authorities to this position will replace this delegation.

**Delegation Reviewed By:**
[Redacted]  
Accepting Deputy Minister (or Equivalent) (please print):  
Signature:  
Date (MM/DD/YYYY):

**Departmental Controller of Accepting Department (or Equivalent) (please print):**
Signature:  
Date (MM/DD/YYYY):

OCG 334
Hi Ted,

The Special Delegation Form for SkillsPass NL has been sent to us, signed by G. Dooling, and now requires your signature. Please sign the document and then I will have Robyn sign the document as well before sending back to AESL.

Thanks,
Taylor

------< HPE Records Manager record Information >------

Record Number: COR/00338/2018
Title : Special Delegation Form TCII SkillsPass NL
Yes, no problem!

Taylor

-----Original Message-----
From: Lomond, Ted
Sent: Wednesday, February 14, 2018 4:56 PM
To: Parsons, Taylor
Cc: Joy, Carla; Hearn, Judith
Subject: Re: HPE Records Manager EXECUTIVE CORRESPONDENCE : COR/00338/2018 : Special Delegation Form

I'm in Corner Brook now. I can sign Friday. Does that work? Thanks. Ted

Sent from my BlackBerry 10 smartphone on the Bell network.

Hi Ted,

The Special Delegation Form for SkillsPass NL has been sent to us, signed by G. Dooling, and now requires your signature. Please sign the document and then I will have Robyn sign the document as well before sending back to AESL.

Thanks,
Taylor

-----< HPE Records Manager record Information >-----

Record Number : COR/00338/2018
Title : Special Delegation Form TCII SkillsPass NL
Julie,

Please find the attached for processing.

Taylor and Bren, please see copy for your files.

Thanks,

Leanne
Thanks Judith.

With respect to the existing $5 million contribution agreement we are working on for Bluedrop, we are in the clear from a federal/provincial agreements perspective; however, S.35 (1) (d), S.35 (1) (f), S.35 (1) (g), S.34 (1) (a) (i)

I have been waiting on JPS for advice on S.35 (1) (d), S.35 (1) (f), S.35 (1) (g)

Taylor

Hi Taylor,

Can you let me/Josh know if we are in the clear on Bluedrop with respect to his email below?

Judith

Judith Hearn
Assistant Deputy Minister, Business
Department of Tourism, Culture, Industry and Innovation
Government of Newfoundland and Labrador
judithhearn@gov.nl.ca
(709) 729-5160

From: Barrett, Josh
Sent: Thursday, February 22, 2018 3:51 PM
To: Hearn, Judith; Murphy, Carmela; Skinner, Gillian
Cc: Sampson, Philip
Subject: FW: Outstanding Agreements for 2017-18

ADMs:
I've received a request from IGA looking to see if we have any outstanding federal-provincial agreements that we need to wrap up by the end of the fiscal. I know the one with ACCs is ongoing, are we in the clear on Bluedrop? Are there any others?

If you are able to let me know if there is anything outstanding and who the leads on these files, I can let Angela know.

Thanks,
Josh

Joshua Barrett
Senior Policy, Planning, and Research Analyst

Department of Tourism, Culture, Industry and Innovation
P.O. Box 8700
2nd Floor, West Block, Confederation Building
St. John’s, NL, A1B 4J6
Phone: 1.709.729.7088
Fax: 1.709.729.4858

From: Ledwell, Angela
Sent: Thursday, February 22, 2018 10:45 AM
To: Barrett, Josh <JoshBarrett@gov.nl.ca>
Subject: Outstanding Agreements for 2017-18

Hi Josh,

The end of this fiscal year is coming quickly so I thought I would touch base to see if you are aware of any agreements (including amendments, extensions, renewals, MOUs, letters of agreement, etc.) TCI may be working on that need to be completed and signed by March 31? We are here to help any way we can, so please let me know if there is any assistance we can provide. It will also be helpful to know what is coming so we can do our best to meet your timeframes.

Thanks and have a great day.

Angela

---

Angela Ledwell
Senior Analyst, Social and Economic Policy
Intergovernmental and Indigenous Affairs Secretariat
Government of Newfoundland and Labrador
P.O. Box 8700, St. John’s, NL A1B 4J6
t: 709.729.3523 | f: 709.729.5038
angelaledwell@gov.nl.ca
Thanks Taylor!

Hi Sean, I’ll echo Kelly’s sentiments that it’s great to be connected and we’re looking forward to meeting.

With that said, let’s see if we can find a time to connect early next week. Could an hour slot work between the following times? If not, please do let me know some alternate dates/times.

Monday 19th 2-4 pm
Tuesday 20th 11:30am – 1pm
Wednesday 21st 11am – 1pm

Best,

Mimi

From: Ryan, Sean [mailto:Sean.Ryan@nl.liquor.com]
Sent: March-15-18 4:42 PM
To: Kelly Simms <xxxxx>; Parsons, Taylor <tparsons@gov.nl.ca>; Mimi Sheriff
Cc: Tom Loder <xxxxx>; Lomond, Ted <TedLomond@gov.nl.ca>
Subject: RE: Bluedrop/NLC - SkillsPass NL

Sounds great. Look forward to it.

Cheers

Sean

From: Kelly Simms [mailto:xxxxx]
Sent: March-15-18 2:23 PM
To: Parsons, Taylor; Mimi Sheriff
Cc: Ryan, Sean; Tom Loder; Lomond, Ted
Subject: RE: Bluedrop/NLC - SkillsPass NL

Hi Taylor and all,
This is great news! We are excited to work with NLC on this through the SkillPass NL project.

Sean, it is very nice to connect with you virtually and we look forward to meeting and kicking off this project. We will be in touch very soon to set up a time where we can talk about next steps. In the meantime my contact information is below.

Cheers,
From: Parsons, Taylor <tparsons@gov.nl.ca>
Sent: Thursday, March 15, 2018 12:11 PM
To: Mimi Sheriff; Kelly Simms
Cc: 'Ryan, Sean' <Sean.Ryan@nlliquor.com>; Tom Loder; Lomond, Ted <TedLomond@gov.nl.ca>
Subject: Bluedrop/NLC - SkillsPass NL

Good Morning Mimi and Kelly,

I would like to confirm that NLC will be participating in SkillsPass NL to offer Cannabis Training. You will be connecting with Mr. Sean Ryan at NLC to determine courseware required and content development. Sean understands SkillsPass NL is a four-year demonstration project between the Government of Newfoundland and Labrador and Bluedrop, and through this contract only select government entities may participate.

In the contract we will allocate up to 5 eLearning hours to NLC for training, related to skills development. As I indicated in previous conversations, government would like to see cannabis training made a priority in preparation for the legalization of marijuana. I trust you will be able to maximize the amount of eLearning content for NLC’s hour allocation.

Sean’s contact information is Sean.Ryan@nlliquor.com, Tel: 747-2247. You can go ahead and contact Sean at your convenience.

Thanks so much – have a great day!

Taylor

Taylor Parsons | Economic Development Officer
Major Investment Projects Unit, Business Analysis Division
Department of Tourism, Culture, Industry and Innovation
☎: 709-729-2685
✉: tparsons@gov.nl.ca

Newfoundland Labrador

"This email and any attached files are intended for the sole use of the primary and copied addressee(s) and may contain privileged and/or confidential information. Any distribution, use or copying by any means of this information is strictly prohibited. If you received this email in error, please delete it immediately and notify the sender."
Hi Walt,

Sorry for the delay in circling back on the items we had discussed. After thinking about it a bit more and going through the storyboard with our Director of Learning Services, Meg Sulpher, I realized that really, no decision has been made. Please let me know if you think that these would provide enough details for you to make your decision — if so, I'll send them all to you for the other courses.

We had also discussed AESL, getting our feedback and guidance around new trends in learning and content for job seekers and employers – Meg will be in St. John’s the week of April 2nd – we could set up a working session for us all to go through the content together. Would a time on April 5th work for you?

On the Employment workshop courses, as mentioned before, we have invested heavily and done significant research into current training trends for job seekers. We have also worked ahead at risk to update your courses to show you a vision of what these courses should be, for today’s job seekers. In the attached document, I’ve added in our recommendations for this training – you’ll notice for example that we have significantly more course content for resume writing and interview skills etc. If we are able to do a working session in April, we can more thoroughly go through our recommendation of these updated courses. Taking into consideration the bundles that you would like to remove and the additions of our recommendations as well as video in the courses, the total e-learning hours used would be 10 hours. I think it’s important for you to see the enhancements that we have made to the courses so if you’d like to see them before April 5th, please let me know.

Look forward to your feedback!

Mimi
Potential copyright material

If you wish to obtain a copy please contact the ATIPP Office at (709) 729-7072 or atippoffice@gov.nl.ca.
# SPECIAL DELEGATION FORM

<table>
<thead>
<tr>
<th>Department Delegating Authority:</th>
<th>Advanced Education, Skills and Labour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department Accepting Authority:</td>
<td>Tourism, Culture, Industry and Innovation</td>
</tr>
<tr>
<td>Project Title:</td>
<td>SkillsPass</td>
</tr>
<tr>
<td>Effective Date:</td>
<td>From: April 1, 2018 To: March 31, 2019</td>
</tr>
</tbody>
</table>

To be completed by Department delegating authority:

Accounting Distribution(s) and dollar limit(s) (If applicable):

01-1621-170-3106-1641-308185 - SkillsPass (LADIA - Labour Market Partnerships)

TCIL will enter into a Contribution Agreement with Bluedrop Performance Learning to demonstrate SkillsPass NL, an eLearning solution to improve access to training and skills development resulting in greater employability of the NL labour force. SkillsPass NL is built on Bluedrop’s core and enhanced technology that will offer virtual skills delivery, validation and tracking.

- Grants & Subsidies | $1,813,890

TOTAL | $1,813,890

Approval:

Robyn Hayes, Departmental Controller

Administrative:

Bonnie Steele, Manager of Finance, Budgeting and General Operations

Certification of Original Delegating Authority: In accordance with Section 20(1) of the Financial Administration Act, I hereby delegate authority to the position title referenced above to sign approval for financial documents on my behalf for types of authority and restrictions noted and future amendments thereto. Any subsequent changes to the delegation of financial authorities to this position will replace this delegation.

Delegation Reviewed By:

[Signature]

Delegating Deputy Minister (or Equivalent) (please print): [Name]

Date (MM/DD/YYYY):

Certification of Original Accepting Authority: I hereby acknowledge and accept the authority delegated to the position title referenced above to sign approval for financial documents on behalf of the Department listed above for types of authority and restrictions noted and future amendments thereto. Furthermore, I accept the risk statement performed by said Department. Any subsequent changes to the delegation of financial authority to this position will replace this delegation.

Delegation Reviewed By:

Ted Lomond

Accepting Deputy Minister (or Equivalent) (please print): [Signature]

Date (MM/DD/YYYY):

Robyn Hayes

Departmental Controller of Accepting Department (or Equivalent) (please print): [Signature]

Date (MM/DD/YYYY):
Please see below. As this is not a media inquiry, suggesting this be logged in Trim for appropriate response.

Thanks,
Tansy

From: Humber, Eric
Sent: Thursday, June 14, 2018 2:31 PM
To: Mundon, Tansy <TansyMundon@gov.nl.ca>
Subject: FW: WalletCard - Bluedrop Investment

See below.

From: Naveen Nand
Sent: Thursday, June 14, 2018 2:30 PM
To: Humber, Eric <EricHumber@gov.nl.ca>
Subject: WalletCard - Bluedrop Investment

Hi Eric,

Thanks for the quick call.

As requested, we are curious to know if the $5 million Bluedrop Performance Learning investment to provide a demonstration for SkillsPass NL solution was an opportunity that was issued through a tendered process?

As mentioned, WalletCard Inc - a BC based corporation, has already developed a solution to solve this problem and the platform has been commercialized in the market for over 2 years.

Of course we would have been keen to provide a RFP for this solution and can guarantee the implementation would not have cost anywhere close to the current investment announced as our solution is already fully developed.

In fact, through the BCIP (Build in Canada Innovation) program, the federal government would likely have covered the implementation costs should the project be accepted.

Looking forward to hearing more about how this project was awarded.

Cheers,

Naveen Nand
Chief Executive Officer

Access my calendar here.

naveen@mywallcard.com
Tel: 1-866-360-6541 / ext. S.40 (1)
USA Cell: [Redacted]
CAN Cell: [Redacted]

MyWalletCard.com

This transmission is private. Accordingly, it may contain legally privileged and confidential information. It is intended only for the person or persons to whom it is addressed. Any unauthorized review, disclosure, distribution, copying or other use by anyone else is prohibited. If you have received this message in error, please notify us immediately by email or phone at 1 (866) 360-6541 and destroy this transmission. Thank you.

Please consider the environment before printing this email.
Good Morning Naveen,

I am following up with you regarding your request for information related to the investment made to Bluedrop Performance Learning for SkillsPass NL.

In fall 2016, Bluedrop Performance Learning was identified as a high growth firm through the Accelerated Growth Service (AGS), an initiative of the Government of Canada that includes the four provincial governments in Atlantic Canada. The Department of Tourism, Culture, Industry and Innovation (TCII) is Government of Newfoundland and Labrador’s lead department for this initiative. AGS focuses on helping growth-oriented Canadian businesses expand through access to key government services they need to growth.

Bluedrop requested TCII’s support for a research and development project called SkillsPass NL. TCII agreed to provide a partial financial contribution of $5 million toward the cost of the project through a contribution agreement, and agreed to work with Bluedrop to carry out a demonstration of the technology enhancement. TCII did not seek out the services of Bluedrop, as there were no operational requirements for the product or service at this time. Therefore, TCII did not issue a Request for Proposals as this was not a procurement of Bluedrop’s technology or service.

In the future, should a Government of Newfoundland and Labrador department identify an operational requirement for eLearning solutions to improve labour force training and skills the public tendering process will be followed and we would welcome WalletCard Inc.’s proposal.

It is wonderful to hear that WalletCard Inc is well positioned in Canada’s thriving technology sector, and I wish you the best of luck in continuing to accelerate the growth of the firm.

Regards,
Taylor

Taylor Parsons | Economic Development Officer
Major Investment Projects Unit, Business Analysis Division
Department of Tourism, Culture, Industry and Innovation
☎: 709-729-2685
tparsons@gov.nl.ca