

innovation



*October 2005*

# Newfoundland and Labrador Innovation Report

*Appendices*

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**NEWFOUNDLAND AND LABRADOR  
INNOVATION REPORT**

**Appendices**

Prepared for:

**The Department of Innovation,  
Trade and Rural Development  
P.O. Box 8700  
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**BIBLIOGRAPHY**

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**APPENDIX B**  
**EXTERNAL INTERVIEWS**

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NAME	ORGANIZATION/ COMPANY
Ken Martin	ACOA
Clayton Higdon	Atlantic Innovation Fund
Randy Gillespie	U.P. CCMC
Alastair O'Reilly	CCSI
Gerald Crane	Government of NL
Gerald Fleming	Director of Forest Engineering and Industry Services, Department of Natural Resources
Gary Forward	Department of Natural Resources
Gerald Fleming	Department of Natural Resources
Ken Martin	ACOA
Bonnie O'Rourke	ACOA
Mark Duff	ACOA
Wayne Quigley	ACOA
George Power	ACOA
Paul Stickland	ACOA
Rob Mallay	ACOA
Ian Pritchett	ACOA
Clayton Higdon	Atlantic Innovation Fund
Marvin Chaulk	NATI
Barbara Girard	NATI
Rick Comerford	ACOA
Ken Martin	ACOA
Neil Gall	Bridges
Mary Williams	NRC-Ocean Tech, NRC
Gary Savage	NRC
Dave Bailey	NRC
Bruce Coulbourne	NRC
Krista McBride	NRC
Noel Murphy	NRC
Jack Clarke	C-Core
Judith Whittick	President/CEO of C-CORE
Patricia Hearn	Industry Canada, Provincial Director
Brian MacShane	Industry Canada
Derek Murphy	Public Sector Pension Fund
Les O'Rielly	Marine Institute
Kevin Clarke	Marine Institute
Bill Mackenzie	INTRD
Phil McCarthy	ADM- ITRD
Barbara Wakeham	Dept Minister of Government Services, WST
Nena Abundo	NLOWE
Richard Fuchs	IDRC
Ken Dominie	ADM - Environment
Roger Fitzgerald,	MHA - Bonavista South
John MacCullum	Prof. Of Finance, U. of Manitoba& Director of Fortis

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<b>NAME</b>	<b>ORGANIZATION/ COMPANY</b>
Dr. Linda Inkpin	Former President of CONA
Wanda Dorosz	Quorum
Peter Shea	Chief Information Officer
Steve Winter	NL Liquor Corp.
Ross Reid	Deputy Minister to the Premier
Krista Park	Federation of Students
Tom Hayes	President, CEO Growthworks Atlantic
Penelope Rowe	Community Services Council
Charlene Johnson	MHA Trinity - Bay de Verde
Cle Newhook	NL and Lab Life Sciences Industry Adjustment Service Committee
Susan Hollett	Hollett and Sons Inc.
Dennis Hogan	Assistant Deputy Minister-Innovation, INTRD
Randy Williams,	HRSDC, Senior Director of Service Delivery and Planning
Mike Alexander	HRSDC, Regional Economic Head
Heather Joyce	NL Business Caucus
Gail Ryan	Bd. Of Trade
Rita Malone	Assistant Deputy Minister, INTRD
Paul Shelley	MHA Baie Verte

**APPENDIX C**  
**FOCUS GROUP PARTICIPANTS**

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<b>FOCUS GROUP PARTICIPANT LIST - 2005</b>	
<b>NAME</b>	<b>ORGANIZATION/ COMPANY</b>
<b>Environmental Industries, Jan 28<sup>th</sup></b>	
Charlie Riggs	NEIA
Bevin LeDrew	Sikumit
Chris Palmer	Connections
Colleen O'Toole	Connections
Mike Wawrzkow	Calixte Environmental Management
Bob MacLeod	Jacques Whitford
<b>Advanced Technology – Marine, Feb 1<sup>st</sup></b>	
Byron Dawe	Rutter Technologies
Ken Butt	Lotek
Dan Walker	Oceanic
Keith Stoodley	Lotek Wireless
Chris Woodworth-Lynas	Guigné International
Piotr Waclawek	NavSim Technologies
Bruce Colbourne	NRC-IRAP
Elizabeth Lawrence	City of St. John's
Barbara Girard	Bio Seas/ NATI
Wayne Squires	Electronic Centre
<b>Forestry, Feb 2<sup>nd</sup></b>	
George VanDusen	Superintendent CBPP
Deon Hamlyn	Operations Super, CBPP
Jim Taylor	General Manager, Model Forest
Len Moores	Past CIF President, DFRA
Robert Dingwall	President, JamesTown Lumber
Neil Woolfrey	President and General Manager, North Atlantic Lumber
Andrew Woolfrey	North Atlantic Lumber
James Blackwood	North Atlantic Lumber
Keith Wheaton	North Atlantic Lumber
Brent Howell	Dean of Tourism and Natural Resources, CONA
Stewart Read	HRDC
<b>Other Advanced Technology, Feb 2<sup>nd</sup></b>	
Merv Wiseman	Newfoundland Federation of Agriculture
Roger Churchill	Newfoundland Federation of Agriculture
Dave King	Genesis Group
Todd Hiscock	Beaufort Solutions
Steve Taylor	Cathexis
Jamie King	Verafin
Harold Snelgrove	Triton Data Inc.
Ellen MacDonald	Director of Delivery Management, Xwave
<b>Fishery, Feb 3<sup>rd</sup></b>	
Sylvester Yetman	Cape St. Mary's Enterprises
Robin Quinlan	Quinlan Brothers
Derek Butler	Association of Seafood Processors
Richard Moores	Fish Harvesters Resource Ctr.



<b>FOCUS GROUP PARTICIPANT LIST - 2005</b>	
<b>NAME</b>	<b>ORGANIZATION/ COMPANY</b>
Alastair O'Rielly	Canadian Centre for Fisheries Innovation
Jim Ploughman	CCRA/sred
Trevor Thomas	DFA
Mike Rose	Executive Director, NAIA
<b>Oil/Gas, Feb 4<sup>th</sup></b>	
Phil Clark	Husky
Ted O'Keefe	HMDC
Ahmed Ewida	Petro-Canada
Leslie Galway	NOIA
Jerry Byrne	D. F. Barnes
Dean Pelley	Mad Rock Marine Solutions
Ken Bruce	Mad Rock, VP Business Solutions
Barry Dawe	Northern Radar
Pat Laracy	Vulcan Minerals
<b>Agrifoods – Dave – Feb 7<sup>th</sup></b>	
Tony Marx	NL Federation of Agriculture
Eugene Legge	Chicken Farmer
Daphne King	Pork Farmer
Myles Whittaker	Sheep Farmer
Derek Connolly	Dairy Farmers of NL
Mr. Martin P. Howlett	NL Chicken Marketing Board
Mark MacPherson	Natural Resources Agrifoods
<b>Culture and Heritage, Feb 8<sup>th</sup></b>	
Amy House	Artistic Animateur, RCA Theatre Company
Frank Fagan	Executive Director, Association of Cultural Industries
Chris Brookes	Producer CBC
Reg Winsor	Arts Council
Jean Smith	NIFCO
John Doyle	Newfoundland & Labrador Arts Council
Marlene Creates	Artist
Jerry Dick	AHI Coordinator, Association of Heritage Industries
Dennis Parker	Music Industry Ass.
Catherine Dempsey	Historic Sites Ass.
Eleanor Dawson	Cultural Development Officer
Lori Clarke	Edge Intermedia
<b>Mining, Feb 9<sup>th</sup></b>	
Gerry O'Connell	Executive Director/Mineral
Peter Dimmel	NL Chamber of Mineral Resources
Rick Gill	VBNC
Pat Laracy,	Vulcan Minerals
Allister Taylor	Assistant Deputy Minister, Mines
<b>Tourism, Feb 9<sup>th</sup></b>	
Juanita Keel-Ryan	Director, Strategic Tourism Product Development Division

<b>FOCUS GROUP PARTICIPANT LIST - 2005</b>	
<b>NAME</b>	<b>ORGANIZATION/ COMPANY</b>
Mary Taylor-Ash	Executive Director, Hospitality NL & LAB
Ms. Judy Sparkes-Giannou	Maxxim Vacations
Jill Curran	Lighthouse Picnics
Sonya,	Lighthouse Picnics
Mike Buist	Destination St. John's
John Dicks	Destination St. John's
Paul Madden	Spa at the Monastery
Yvonne Power	Executive Director of Cruise Association
<b>University Group, Feb 9<sup>th</sup></b>	
Rob Greenwood	Director of the Leslie Haris Center, MUN
Wade Bowers	Sir Wilfred Grenfell College, Department of Forestry
Leslie O'Reilly	Marine Institute
Dave King	President and CEO of Memorial's Genesis Group
Jim Wright	Head, Earth Sciences Department, MUN
Dr. Chris Loomis	VP (Research)
Andy Fisher	Faculty of Engineering, MUN
<b>CONA, Feb 10<sup>th</sup></b>	
Pamela Walsh	President
Brian Tobin	Director of Academic & Student Services
Corinne Dunne	Director of College Development/Advancement
Steve Quinton	Campus Administrator – Prince Phillip Drive
Brent Howell	Campus Administrator – Corner Brook & Dean of Tourism & Natural Resources
Mohammad Iqbal	Chair of Applied Research
Mike Graham	Campus Administrator –Burin
<b>Economic Development Groups/Business Support Agencies, Feb 11<sup>th</sup></b>	
Anastasia Day	Canada Business Service Centre
Bonnie Simmons	PJ Gardiner Centre
Matt Aylward	Business Development Bank
Bradley George	CND Federation of Independent Business
Chris Hodder	President, Business Association of NL & Lab
Clyde D. Wells	NL & Lab Regional Economic Development Association
<b>Manufacturing, Feb 11<sup>th</sup></b>	
Hilary Rodriqez	Natural Newfoundland Nutraceuticals
Stephen Noseworthy	NRC-IRAP
John O'Leary	Engineering Technology, CONA, Manufacturing Technology Centre
Tina Pomroy	Human Resources Program Manager, Canadian Manufacturers & Exporters Newfoundland & Labrador
Keith Manual	Instrumar
Paul Hearn	Canpolar
Chris Hewitt	Classic Woodwork Ltd.
Glenn Mifflin	North Atlantic Petroleum
Rick Greenwood	Specialty Apparel Ltd.

<b>FOCUS GROUP PARTICIPANT LIST - 2005</b>	
<b>NAME</b>	<b>ORGANIZATION/ COMPANY</b>
Howard Nash	Northstar Network Ltd.
<b>Labour, Feb 15<sup>th</sup></b>	
Lana Payne	FFAW/CAW Research and Communications
Dave Reynolds	CUPE
Kerry Murray	Director of Economic and Social Policy, Federation of Labour
<b>Education/Research, Feb 16<sup>th</sup></b>	
Mr. Axel Meisen	President and Vice-Chancellor
Dr. Chris Loomis	VP (Research)
Mr. Kent Decker	VP (Administration and Finance)
Dr. Michael Collins	Associate VP (Academic)
Dr. Jim Wright	Director, Major Partnerships
<b>Health, Feb 17<sup>th</sup></b>	
John Abbott	Deputy Minister
Wayne Miller	Health Care Corporation
Linda Hensman	School of Pharmacy
Steven Bornstein	Director of NL Centre for Applied Health Research
Anne Marie Tilley	Centre for Nursing Studies
Mike Barron	Director of HIN
Stephen Haggerty	Newlab Clinical Research Inc.
<b>Business/Finance, Feb 22<sup>th</sup></b>	
Heather Joyce	Director Policy and Research, St. John's Board of Trade
Gail Ryan	General Manager, St. John's Board of Trade
Derrick Rowe	Fishery Products or ask for Sharon Rose (exec. Ass.)
Iris Petten	Grand Atlantic Seafoods Inc.
Karl Sullivan	Barry Group
Mark Dobbin	Venture Capital/Business
Steve Kavanaugh	Manager Corporate Development, CONSILIENT
Phonse Delaney	Vice-President, Engineering & Operations, NL Light & Power
Fred Cahill	GJ Cahill
Dean MacDonald	Chairman, NL & Lab Hydro, Persona Communications
Mike Clarke	NL Liquor Corp.
Mr. Alfred Whiffen	Aliant

**APPENDIX D**  
**ROUNDTABLE PARTICIPANTS**

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<b>ROUNDTABLE PARTICIPANT LIST</b>	
<b>NAME</b>	<b>AFFILIATION (GROUP/COMPANY)</b>
<b>Port Aux Basques (February 28<sup>th</sup>, 2005)</b>	
Gary White	Port Authority
Roy Boone	Gateway CBDC
Hubert Hall	Starboard Woodcraft
Alice Keeping	Grand Codroy CV Camping Park, Codroy Valley Vacations
Rita Anderson	South West Coast Development Association
Alisa Chard	Gateway Women's Centre
Aneitha Sheaves	Town of Channel – Port Aux Basques
Shari Fiander	Wetlands Farmers Co-op
Gabby Gale	Nursery
Harry Coates	Wetlands Farmers Co-op
Randy Smith	PAB Town Council
Barry Coleman	Town of Isle Aux Morts
Jamie Warren	Economic Development Officer, South Western Marine and Mountain Zone Corporation
Sheila King	Town of Burnt Islands
<b>Corner Brook (March 1<sup>st</sup>, 2005)</b>	
Nelson Bennett	Interested Resident
Gary Gale	President, Humber Economic Development Board, Centre of Environmental Excellence Sub Committee Member
Sean St. George	RED Ochre Regional Board
Roy Whalen	Western Woodworks
Colleen Kennedy	Western Woodworks
Paul Barnable	City of Corner Brook
Keith Payne	INTRD
Sandra Barter-Martin	RDEE, TNL
Gina Caines	Finaly
Dan Murphy	Western School District
Chip Bird	Gros Morne National Park, Parks Canada
Roger Hulan	Long Range Regional Economic Development Board
Eldon King	Town of Woody Point
Cheryl Stagg	TEST PAge
Glenn Payne	College of the North Atlantic
Wade Bowers	Sir Wilfred Grenfell College - MUN, Associate Vice Principal of Research
Don Downer	Sir Wilfred Grenfell College, Aquatic Centre for Research and Education
John Davis	INTRD
John Ashton	M.U.N., Sir Wilfred Grenfell College, Principal
George VanDusen	Corner Brook Pulp and Paper
Sean Dolter	Western Newfoundland Model Forest
Adrian Fowler	Sir Wilfred Grenfell College, Centre for Environmental Excellence
Phil Hicks	Chairperson, EDC
Charlotte Jones	Arts Council, Corner Brook

<b>ROUNDTABLE PARTICIPANT LIST</b>	
<b>NAME</b>	<b>AFFILIATION (GROUP/COMPANY)</b>
W. A. Lundrigan	Greater Corner Brook Board of Trade
	Town Council Stephenville
Cyril Organ	College of the North Atlantic
Susan Gillam	Health and Community Services Western
Gaylene Buckle	Administrator for Theatre Newfoundland (TNL)
Sherry Styles	INTRD
<b>Happy Valley – Goose Bay (March 2<sup>nd</sup>, 2005)</b>	
Frank Pye	Lake Melville Agricultural Association
Patricia Loder	NRC – IRAP
Dennis Peck	Town Recreation
Jamie Snook	Combined Councils of Labrador
Darrell Bennett	Bennett's Ultramar
Dennis Hughes	Goose Bay Airport Corporation
Win Barnes	Tourism
Carol Best	Central Labrador Economic Development Board (CLEDB)
Ron Sparkes	Labrador Institute
Barb Wood	Central Labrador Economic Development Board
Donna Roberts	Lake Melville Community Employment, CLEDB
Winston C. White	Government of Newfoundland
Hilda J. Broomfield	Pressure Pipe Steel Fabrication
Bob Simms	College of the North Atlantic
Janice Pike	NLOWE
Erika Stockley	Hospitality Newfoundland and Labrador
Tim Borlase	Labrador Institute
<b>Labrador Video Conferencing (March 2<sup>nd</sup>, 2005)</b>	
Denise Lane	Iunkshuk Development Corporation, Makkovik
Terry Rice	Town Clerk-Makkovik
Melva Williams	Business Owner
Betty Strugnell	Southeastern Aurora Development Corporation
Glen Leyte	Business Owner
Inah Jefferies	Business Owner
Glenys Rumbolt	Town of Mary's Harbour
Brad Rumbolt	Labrador Forest Tech Ltd.
Brent Denniston	Nunatsiavut Business Centre
Molly Shiwak	CDO - Nain
Sheila Downer	Smart Labrador
Jamie Pye	Smart Labrador
Sonya Belbin	Labrador Straits Development Corporation
Lawrence Normore	Town of Lanse au Loup
Alvina O'Brien	Eagle River Credit Union, Lanse au Loup
<b>Labrador City/ Wabush</b>	
Diane Gear	Town of Labrador City
Florence Harnett	Town of Wabush
Diana Scott	Labrador Hydraulics

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Lisa Pelley	Labrador West Employment Corporation
Patsy Ralph	Public Relations, Iron Ore Company of Canada
Janice Barnes	DINTRD
Kelly Day	DINTRD
Linda Nuotio	Memorial University
Brian Brace	Town of Labrador City
Elmo Bingle	Aliant Telecom/Chamber
Nikita Butt	Finally/Hyron
Yves Ste. Marie Jr.	Northern Lights Fishing Lodge
Ellen Turner	Labrador West Arts and Culture Centre
Jim Farrell	Town of Wabush
<b>St. John's</b>	
Jerry Byrne	D.F. Barnes Ltd./NOIA
Dennis Hogan	INTRD
Bill Stirling	Canadian Manufacturers Exports
Hal Barrett	CME – Boat Builders Sector
Loretta Ryan	Celtic CBDC
Christine Snow	Capital Coast Development Alliance
Conrad Maillet	College of the North Atlantic
Jason Whiteway	Capital Coast Development Alliance
Ann Marie Vaughan	Memorial and Capital Coast Development Alliance
Alex Chernoff	Finaly
Cindy Morrissey	Steele Communications
George Parsons	Mariner Resources Opportunity Network
Bonnie O'Rouke	ACOA
Clayton Higdon	ACOA
Priscilla Corcoran Mooney	Branch Renewal Inc.
Keith Stoodley	Lotek Wireless Inc.
Steve Andrews	Genesis Group Inc.
Marvin Chaulk	NATI
Derek Sullivan	Triton Data
Penelope M. Rowe	Community Services Council
Emad Rizkalla	BlueDrop Inc.
Brian McShane	Industry Canada
Patricia Williams	Industry Canada
Siobhan Coady	Newfound Genomics
Erin Keough	Open Learning and Information Network (MUN/IC)
Jane Severs	J. Severs Interpretive Planning
Joe O'Brien	Tourism
<b>Grand Falls – Windsor</b>	
Bud Davidage	SWC Productions Ltd.
Tracey Boutilier	Green Bay South Waste Management Authority

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Jean Amos	Springdale Women's Institute/Business/Crafts, Jelly by Gemini
Betty Traverse	Town of Pelley's Island/Pelley's Island Economic Development Committee
Bernadine Roberts	CBS Economic Development Committee
Don Frampton	DINTRD
David Oxford	NF Sales
Howard Wellman	NLVCLM
Gerard Smith	DINTRD
Todd Mercer	Town of Springdale
Randy Regular	Emerald Zone Corporation (EZC)
Danny Huxter	EZC
Chris Tuck	EZC/Springdale Wetlands Committee
Colin Farrell	College of the North Atlantic
Scott Dawe	ACOA
George Yates	Yates Boats
Craig Pelley	Interested Resident
Fred Parsons	Environmental Resources Management Association (ERMA)
Bruce Pollard	Human Resources, Labour and Employment (HRC & E)
Blair Jewer	ERC Commerce
Clyde Croucher	Lushes Bight – Beaumont Community Council
Cliff Pittman	Economic Sub-committee
Steve Moyses	DFA
Shawn Robinson	DFA
Walwin Blackmore	Town of Grand Falls – Windsor
Dwight Oates	EZC
Gerald Burton	EZC
Linda Brett	EZC
Whit Kean	Town of Baie Verte
Peter Allen	Exploits Valley Chamber of Commerce
Gary Hennessey	Town of Grand Falls – Windsor
Mike Pinsent	Town of Grand Falls – Windsor
Terrance Rideout	EZC
Patsy Frampton	HRLE
Dave Curran	Economic Development Corporation
<b>Gander</b>	
Victor Cassell	New World Island Economic Development Committee
Chris Temple	INTRD
Gerald Saunders	Gander and Area CMC
Clint Pelley	NFLD Aerotech Ltd.
Hazel Bishop	Gander and Area Chamber of Commerce
Steve Way	Kittiwake Economic Development Corporation
Janine Osmound	Finaly
Ken Howell	Twillingate Island Tourism Association
Mac Anstey	Twillingate New World Island Development Association



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Lindy Rideout	Seaknife Kayaks
Sheila Boutcher	INTRD
Pete Barrett	INTRD
James Duffett	CFDA
Paul Wood	EAS Lewisporte
Dermot Chafe	Town of Gander
Ron Howell	Gander
Winston Jennings	KEDC
Terry Parsons	DMG Ltd.
<b>St. Anthony</b>	
Gerry Gros	Great Northern Peninsula Joint Council
Art Locke	Town of Roddickton
Ray Norman	Natural Resources (Forestry)
Michael Moss	HRSDC
Patsy Gardner	Great Northern Peninsula Joint Council
Cornelius Hoddinott	Hawkes Bay Town Council
Levi Squires	Nordic
Chad Letto	VTTA
Ted Lewis	Forestry (Sawmill)
John Simmonds	Glacier Manor (Tourism)
Doris Randell	Town Clerk/Manager Englee
Lonnie Dredge	Dockside Motel
Joan Kinden	College of the North Atlantic
Chad Simms	College of the North Atlantic
Ren White	Business
Phyllis Randell	Town of Bide Arm
Roxanne Coish	Grenfell Historic Properties
Ethel Patey	White Bay Central Development Association
Leander Pilgrim	Town of Main Brook
Sam Elliott	Sabri
Shanna Randell	Finaly
Tony Rumboldt	Elite Builders Assoc
Barb Genge	Tuckamore Lodge
Dwayne Cull	Town of St. Anthony/Lightkeepers Cafe
Todd May	DINTRD
Harold Tucker	NPBN (Northern Peninsula Business Network)
Steve Knudsen	Dark Tickle Jams
Richard May	CBDC Nortip
Monty Shears	Aliant
Carolyn Lavers	DINTRD
Jeff Penney	Nordic Economic Dev
<b>Bonavista</b>	
Betty Lou Genge	Bonavista Area Chamber of Commerce

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Joan Kane	Bonavista English Harbour Development Association
Penny Tucker	Bonavista English Harbour Development Association
Alvine Piercey	Mayor of Port Rexton
Edith Samson	Sir William F. Coaker Foundation
Rosalind Dalton	Little Harbour Town Council
Darryl Johnson	Trinity Bay North Deputy Mayor
G. Max Lane	Finaly
Joseph Templeman	Mayor of Elliston
Rick Dalton	College of the North Atlantic
Roger Fitzgerald	M. H. A.
Calvin Hayley	Tourism Elliston
Glenn Zemdegs	Elizabeth Cottages
Shelly Blackmore	Captain Blackmore's Heritage Manor
Betty Fitzgerald	Town of Bonavista
Violet Lodge	Ability Employment Corporation
Charmaine Ford	EAS, Bonavista
Denis Sullivan	INTRD
Adrian Power	INTRD
John Fisher	Fishers Loft Inn
<b>Clareville</b>	
Jason Card	Discovery Board
Denis Sullivan	DINTRD
Shirley Steade	Clareville and Area Chamber of Commerce
Craig Hiscock	DINTRD
Rhonda Tulk-Lane	Finaly
Camilla O'Shea	Clareville Community Volunteer
Michelle Brown	Random North Development Association
Paul Tilley	College of the North Atlantic
Fay Matthews	HCSE
Ern Warren	Chamber of Commerce
Kirk Squires	Packet
Keith Rodway	Chamber
Bob Dingwall	NLLPA
Dan Moody	Solar Winds Energy Inc.
John King	College of the North Atlantic
Mervin Wiseman	Federation of Agriculture
Wayne Stringer	Clareville Chamber
Jean Chatman	Chatman's Bakery Ltd.
Roxanne Weinheber	Chatman's Bakery Ltd.
Paula Roberts	DINTRD
Roger Butt	Rutter Engineering
<b>Marystown</b>	
Ian Edwards	Information Brokerage Ltd.

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<b>ROUNDTABLE PARTICIPANT LIST</b>	
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Wayde Rowsell	St. Lawrence Municipality
Ross Pitcher	Town of Burin
Kevin Lundrigan	Town of Burin
Dana Farrell	Bren-Kir
Helen Kosimos	EMI Inc.
Trina Appleby	SRDC
Kevin Pickett	Vision Concepts
Wayne Bolt	Town of Grand Banks
Chris Buffett	Investors Group
Jean Loder	St. Heritage Run
Keith Osbourne	Burin Peninsula CBDC
Corey Parsons	Finaly
Russ Murphy	Marystown Burin Area Chamber of Commerce
Ron Alyward	Alywards Home Hardware
Barb Cribb	Chamber of Commerce
Jacqueline Ducey	B/P Supported Employment
Diane Hillier	B/P Supported Employment
Jenny Pike	NF Power/Chamber/Schooner Board
Elizabeth Murphy	Heritage Run Tourism Schooner/SSP Leadership

**APPENDIX E**  
**SUBMISSION LOG**

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<b>SUBMISSION LOG</b>		
<b>DATE/FORMAT</b>	<b>SUBMITTED BY</b>	<b>TITLE</b>
February 04, 2005 E-mail	Michael Clair, Director of Culture and Heritage, Government of Newfoundland and Labrador	Some ideas regarding innovation in the cultural field
February 07, 2005 E-mail	Abigail Steel	Ideas on what innovation is
February 08, 2002 Letter	Dave Rudofsky, President, Atlantic Commercial Gateway	
February 09, 2005 E-mail	Graham C. Mowbray Executive Director, ACEnet	Advanced technology Component of Newfoundland Innovation Strategy
February 14, 2005 Letter	Dave Rudofsky Atlantic Commercial Gateway	"The Atlantic Commercial Gateway"
February 18, 2005 E-mail	Robert Greenwood, Ph.D. Director, Harris Centre	Harris Centre submission to the Provincial Innovation Strategy
February 18, 2005 E-mail, Original by courier mail on February 18, 2004	Bonnie L. Simmons, Director P. J. Gardiner Institute for Enterprise and Entrepreneurship, Faculty of Business, MUN	Submission paper to the Innovation Strategy, Innovate Paper
February 20, 2005 E-mail	Andy Fisher, P.Eng., Faculty of Engineering, Memorial University of Newfoundland	Points from the Engineering Faculty perspective, Engineering Innovation Submission
February 22, 2005 E-mail	Wayde Rowsell MAYOR - Town of St. Lawrence	Developing an innovation strategy
February 22, 2005 Letter	Marvin Chaulk, President, NATI	NATI priorities for innovation strategy
February 22, 2005 E-mail	Dave King	Innovation Strategy process
February 28, 2005 E-mail	<i>Marie-Sophie Barrette for Russell Williams</i> <i>Administrative Coordinator</i> Provincial Government Affairs, Canada's Research-Based Pharmaceutical Companies (Rx&D)	AMEC Innovation Team Feb 28, 2005 Letter
March 01 <sup>t</sup> . 2005 E-mail	David King, The Twillingate New World Island Development Association	Discussion Paper
March 01. 2005 E-Mail	Clyde D. Wells	As Discussed a copy of the NLREDA, Innovation outline
March 03, 2005 E-mail	Nancy Wicks, Communications Coordinator Newfoundland & Labrador Regional Economic Development Association	Submission by NLREDA
March 04, 2005 E-mail	Ann Marie Vaughan, Director, Distance Education and Learning Technologies, Memorial University	Submission to Innovation from Distance Education and Learning Technologies at Memorial University
March 5 <sup>th</sup> , 2005 E-mail	Dave Rudofsky Atlantic Commercial Gateway	A vehicle for real and lasting change in Newfoundland and Labrador
March 03, 2005 E-mail	Delia-Mary Boutcher, Cons.	"NOW" considers and acts upon an existing Provincial plan.

<b>SUBMISSION LOG</b>		
<b>DATE/FORMAT</b>	<b>SUBMITTED BY</b>	<b>TITLE</b>
		The second, "\$ FROM WIND", is more forward reaching.
March	Erin Keough	Setting the Context for a Federal-Provincial Broadband Strategy
March 06, 2005	Dr. Adrian Fowler, Chair CEE Sub-Committee Humber Economic Development Board Corner Brook, NL	Submission to Innovation Strategy by The Centre of Environmental Excellence Sub-Committee of the Humber Economic Development Board
March 07, 2005 E-mail	Loretta Ryan Employment Coordinator Celtic Business Development Corporation	Additional comments after St. John's Roundtable meeting
March 08, 2005 Letter	Marvin Chaulk, Chairperson, Newfoundland and Labrador Business Caucus, Strategic Partnership Initiative	Submission to consultation process on the provincial innovation strategy
March 09, 2005 E-mail	Jason Whiteway, Project Coordinator Capital Coast Development Alliance	Additional comments after St. John's Roundtable meeting
March 09, 2005 E-mail	Winston C. White	Additional comments after Happy Valley – Goose Bay Roundtable meeting
March 10, 2005 E-mail	Wayde Rowsell Mayor - Town of St. Lawrence [wrowsell@hotmail.com]	Additional comments after Marystown Roundtable meeting
March 10, 2005 E-mail	Shirley A. Stead	Partnerships linking government, business and non-profits
March 11, 2005 E-mail	Rosalie Corrigan (on behalf of Marilyn Thompson), Policy & Program Coordinator St. John's Board of Trade	St. John's Board of Trade's submission regarding the provincial innovation strategy
March 14, 2005 E-mail	Greg Dominaux, B. Comm., Executive Director, Schooner Regional Development Corporation	Schooner Regional Development Corporation, Charting our course for the future.
March 15, 2005	Trina Appleby, Resident of the Burin Peninsula	Ideas for agrifood potential
March 16, 2005	Kitty Tran, Executive Assistant, Regulatory & Government Affairs, Call Net Enterprises Inc./ Sprint Canada Inc.	An innovation agenda for the telecommunications sector in Newfoundland
March 18, 2005 E-mail	Alex Chernoff, Executive Director FINALLY! - Futures in Newfoundland and Labrador's	Innovation Strategy Submission
April 05, 2005 E-mail	Stephen Bornstein, Director, Newfoundland and Labrador Centre for Applied Health Research; James Rourke, Dean, Faculty of Medicine, MUN; George Tilley, CEO, Eastern Regional Integrated Health Authority.	Submission to the Innovation Strategy Consultation

**APPENDIX F**  
**SWOT ANALYSIS**

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## SWOT Analysis

The SWOT (strengths, weaknesses, opportunities and threats) analysis for this project was undertaken in the context of identifying provincial strengths that would provide a strong and sustained foundation for the creation of an innovation strategy while also identifying the barriers or systemic impediments that could compromise the successful advance of this strategy.

Several sources of information were utilized in the development of the SWOT. Various pieces of key research have been undertaken in recent years to assess the province's economic and business environment as well as its ability to compete in the global economy relative to its provincial counterparts. There is also significant data that has assessed the province's overall competitiveness and its readiness to foster and support an innovative business environment.<sup>1</sup>

Another significant source of information was the 18 focus groups (see Appendix D, H and I) that were held with a comprehensive selection of stakeholders across all sectors wherein each group developed a SWOT. The 12 Roundtable discussions (see Appendix J) throughout the province also proved to be valuable as did individual interviews with key informants. All input was then collapsed, fine tuned and categorized by key issues which provided the basis for the 'Key Thrusts' established for the Roundtable discussions. For the purposes of the final report we limit our SWOT to Strengths and Barriers that foster or impede the advancement of an innovation strategy for the province.

### **Strengths**

#### *Government as an Enabler*

- The province is still in a period of transition as a new government takes charge in managing the affairs of the province and this provides an opportunity for change.

#### *Investments*

- The province is recognized internationally for its investments and expertise in Cold Ocean and Marine Technologies and we continue to build momentum for a broad-based ocean and marine technologies cluster. Our experience in developing technologies, products and processes that work successfully in a cold harsh environmental, be in oil and gas, pharmaceuticals, agrifoods, biotechnology and other sectors provides a unique opportunity not always recognized.
- The development of our oil and gas sector has brought new sources of investment and supports for existing and new business development. The industry also brings new skills and expertise into the local labour pool therein increasing our overall human capital. There will be continuing and significant opportunities to grow this sector and develop specific expertise which can then be exported.

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<sup>1</sup> The Economic Competitiveness of Newfoundland and Labrador: Framework, Findings and Challenges (Draft). Strategic Partnership Secretariat. May 2004 Indicators for Benchmarking Innovation in Atlantic Canada. Locke, Davis, Freedman Godin and Holbrook. March 2004; Innovation Business Survey: A Survey of Innovation and Research and Development Activity in Newfoundland and Labrador's Private Sector. Commissioned by ACOA and Industry Canada. Prepared by Barry Sheppard, Wade Locke and Scott Lynch. June 2002.



## *R&D and Commercialization*

### *Education and Skills Development*

- The province has a solid education system comparable to other industrialized countries, as well as a post-secondary education system that is urban and rural based with excellent infrastructure and programming which is also recognized internationally. The province has also achieved increased graduation rates among undergraduate and master degree programs and the current level compares favourably with other provinces.

### *Culture of Innovation*

- Newfoundlanders and Labradorians are strong and resilient; they have been forced to be innovative to maintain their survival in our harsh environment.

### *Financial Instrument*

- Provincial businesses have access to a variety of government funding programs and there are opportunities for federal - provincial collaboration to ensure funding programs are relevant. These programs are detailed in the NL jurisdictional template in Appendix A.

### *Infrastructure*

- The province has world class R&D facilities housed within Memorial University, the Marine Institute and College of the North Atlantic which are envied throughout the world. The close proximity of our R&D facilities also provides a competitive advantage in terms of easy access for researchers and investors.
- Our expertise in mobile communications, distance education and telemedicine is also recognized internationally and provides continued and significant opportunities for growth.

## **Challenges**

### *Government as an Enabler*

- There is an urgent need for leadership that will provide a consistent and proactive strategy for economic development within the province and one that is shared by all stakeholders. The strategy has to be all inclusive, reflect the limited resources of the province and target investments where they will generate the highest return. All stakeholders need to be engaged in this strategy, particularly industry. It must also demonstrate the fortitude to make difficult decisions for restructuring government and the delivery of its services.
- The bureaucracy is crippled with numerous federal and provincial government departments and regional/community based agencies with overlapping mandates, duplication of efforts and a culture that is not sensitive to the realities of industry and business. A protectionist approach to protect individual domains also ensures information is not shared and cooperation is not valued. These factors has resulted in a significant disconnect between the bureaucracy and the needs of business and unreasonable time requirements for government to respond to business. This will continue to be a barrier to business development. Government needs to have the courage to eliminate all duplication/redundancy among all departments and agencies.

- The government tries to be all things to all people and therein has compromised its ability to focus on specific strengths, concentrate provincial resources and realize increased overall success. There is the persistent unwillingness of politicians to make difficult decisions with respect to industry restructuring and strategic investments.
- The province is not effective in branding and marketing the province and developing a strong profile based on its resources, infrastructure and capabilities to generating new knowledge.

#### *Investments*

- Government and business in the province perceives failures as being absolute. Our culture is risk adverse and business investments in R&D and innovation are well below national levels.
- Investments, be in its R&D, infrastructure, human capital or financial support to business must be sustained to foster innovation. The timelines for R&D, innovation through to commercialization are extended and one time investments will not support this process; investments have to continue for longer periods of time before pay backs are realized.

#### *Public/Private Collaboration*

- Research has been conclusive that when stakeholders share information and collaborate on initiatives, they are more likely to engage in innovation and be successful. Collaboration is not part of the provincial or institutional culture: research centers undertake minimal collaboration with other R&D centers or industry and neither education nor government collaborates with industry. Rather, the environment is one of protectionism wherein information is guarded.
- Province does not collaborate sufficiently with international research centers to leverage new technologies and strengthen ties with the European Union.

#### *R&D and Commercialization*

- Research activities often respond to the goals of the academic community rather than the marketplace. Too much provincial R&D does not reflect the needs of industry or the marketplace and the lack of collaboration – or the unwillingness to collaborate with industry – can result in lost investments. Research centers are not accountable for ensuring their R&D has practical applications and will generate a return on the supporting investments; government does not require these same results in granting funding support.
- Industry does not have easy and reasonable access to R&D facilities, particularly those based in rural areas.
- Currently, research activities are not aligned with provincial economic development priorities or a long term strategic plan which is shared throughout the research community.
- The province is too focused on managing traditional resource sectors which have been the slowest in adopting new technologies and innovation.
- The province does not recognize the economic value of knowledge and how to protect and exploit intellectual property.

#### *Education and Skills Development*

- Industry stakeholders throughout the province maintain that: the provincial secondary and post-secondary educational programs do not teach the values and skills sets required by industry today or the future; there is no alignment of its program offerings with industry development trends; much instruction is of little value to industry and industry is not engaged in the development of curriculum.
- The province does not have a comprehensive strategy to develop its human capital to support an innovation strategy. The school system and high school in particular, is not equipping young people with the work skills and attitude they need to be successful in business. The school curriculum does not foster innovation and entrepreneurship nor are business skills taught consistently. Another concern is that teachers may not have the baseline skills required to teach in these areas. Efforts to support these skills development through mentoring and industry sponsored programs are not being supported or expanded. Overall, the school system is not sufficiently flexible and will not support an innovation strategy as it stands.
- The overall development of human capital is also being compromised by the significant levels of out-migration among our well educated youth. This bleeding needs to be stopped by offering realistic opportunities and/or incentives for youth to remain in the province.
- Internationals standards are constantly evolving and firms / staff often are unable to meet these standards for supplying product to Canadian or international markets.
- There is very little export expertise in the business community and insufficient export support such as mentoring and financial supports. Current mechanisms to provide training sessions are considered to be ineffective.
- Provincial students are below the national standards in math, science and reading as measured by standardized testing.

#### *Financial Instruments*

- Firms engaged in R&D, innovation and the commercialization of knowledge face a huge gap in accessing venture capital, seed funding or other investments that recognize the increased time lines and other challenges associated with developing and perfecting a product or process and then bringing it to market. Funding that supports innovators in making that transition from R&D to commercialization are limited. For venture capitalists, the relatively small size of our marketplace does not create an attractive environment for investment. Other government funding models do not reflect the realities of our business environment and are not sufficiently flexible.
- There is an emphasis on providing financial incentives to new firms choosing to locate in the province. These incentives, notably the tax breaks, are not provided to local firms that have demonstrated the ability to success and which want to expand. As local businesses grow they face systemic penalties for their success in the form on the payroll and other taxes, increased regulatory requirements and a culture that fronds on people motivated by profit. We effectively punish people who make money.

#### *Infrastructure*

- The population of the province is thinly dispersed throughout the province and this challenges efforts to provide effective infrastructure and other supports in education, health, R&D and other services to all areas of the province.

- Investment in R&D infrastructure has declined in recent years and this has restricted the expansion and update of facilities so as to remain competitive on the international stage. This in turn has compromised the province's ability to attract R&D based industries and the expert professionals who can advance their output and international reputation. As a result, other international jurisdictions are gaining ground in competition with the province. In order to maintain competitive infrastructure investments have to be strategic and sustained.
- Broadband infrastructure is increasingly recognized as a core component to operating a successful business in a rural economy or the international marketplace. Once the Broadband for Rural and Northern Development has been concluded, only 80% of its population and 40% of communities will have access to broadband. Service in the remaining areas will be non-existent or inadequate. Overall, network distribution in the province is well below other provinces. Overcoming this challenge is also impeded by the lack of strategic direction and leadership.
- The province's transportation infrastructure is not efficient and this compromises the effective transportation of goods to market which is a critical consideration in developing export potential.
- The province has very poor receptor capacity in terms of firms being able to absorb new technologies emerging in the marketplace.

#### *Other*

- Industry cannot focus on innovation when it is consumed with more fundamental issues such as access to raw materials, financing and other business issues.
- The structure within industries, notably the fishery, is not working and there is no leadership to change this.

#### **Areas of Opportunity**

Throughout strategy consultations, participants provided wide ranging examples of opportunities for economic development. The following list represents those opportunities that were more prominent either through repetition or the expertise of the proponent. Generally, however, the participants are leary of suggesting that the government develop a specific list of sectors where investment should occur as this may well inhibit innovation in areas not yet recognized.

- We have valuable experiences throughout our history in developing products, processes and technologies that work well in harsh climates, and this provides considerable opportunities to export this expertise to like environments. This applies in oil and gas technology, pharmaceuticals, agrifoods and others
- Continued expansion of our expertise in ocean sciences and marine technology
- Seabed mapping (MOU with Ireland)
- Pharmaceuticals and life sciences
- Genomics
- Health care delivery to rural areas: telemedicine and its integration into health care system
- Value added production/processing
- Development of our gas resources
- Aquaculture-marketing technology;
- Environmental sciences – Centre of Excellence on province's west coast

- 
- Life sciences and biotechnology; create a Center of Biodiversity
  - New approaches to traditional sectors (sheep farming, cranberries)
  - Development of cottage industries

**APPENDIX G**  
**FOCUS GROUP QUESTIONS**

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## Focus Group Questions

### Introduction:

- Innovation, technology and knowledge are **key drivers** for sustaining economic competitiveness and productivity within our global economy.
- Recognizing this, in February 2002 the federal government launched **a national innovation strategy** to ensure Canada advanced as a competitive and desirable place to do new business in the new, global, knowledge-based economy. A number of provinces followed with their own innovation agendas and currently seven provinces have released specific innovation strategies.
- Danny Williams announced in his Conservative Platform Blue Book that his **government would undertake an Innovation Strategy** and on January 12<sup>th</sup>, 2005, the Department of Innovation, Trade and Rural Development announced the awarding of the Innovation Strategy to AMEC Earth & Environmental.
- We are now embarked in the **early stages of developing that strategy** and are **seeking input** from all stakeholders. Our completion date is the end of March 2005 so we have a very short time to bring this important strategy together. In this regard, thank you for being here.
- In exploring innovation in today's discussion we want to move beyond the traditional view of innovation as something that occurs in labs of universities or large corporations. **We want to think of innovation as being more inclusive, a "mindset"** that benefits all sectors of our economy – tourism, culture, resource development, education – and is relevant to all stakeholders be they in education and training institutions, small and large businesses, technology industries, the resource sector, cultural organizations, communities and government. We also want a strategy that can speak to the province's regional development challenges.
- But **what is innovation?** As we said in our discussion paper: *Innovation is the creation, sharing and implementation of new ideas resulting in economic value and/or social gain.*
- But innovation doesn't just happen. We need the **infrastructure, the brain power and the investment**. We also need to create a culture of innovation; it must be embedded in our physic. So, it's a big project. Where do we begin?
- Our goal for today is to start the **blueprinting process** for a provincial innovation strategy. We would like to focus on the issues that impact on the ability of industry, government, educational institutions, economic development institutions, and all other stakeholders to foster innovation in our province. More specifically, we want to **explore our strengths and the opportunities for building on these strengths across all sectors, consider where we should focus our future efforts and identify the barriers and gaps, at the community, provincial and international levels, need to be addressed.**

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## Thinking of our goal to develop an innovation strategy for the entire province....

1. What are the province's **strengths** with regard to innovation?
2. What are the **gaps** that make it difficult to foster innovation in the province?
3. What **opportunities** should the province pursue?
4. What **strategies** can we adopt to overcome the gaps and exploit the opportunities?
5. What **role should stakeholders** – education, industry, government, labor – play in driving the innovation strategy?
6. What are the particular **regional development challenges** that need to be addressed to foster an “innovation culture”? What are potential solutions?
7. How do we foster a **culture** of innovation that will be sustained for the long term?

### **Summary: SWOT Analysis**

Strengths	What are we good at?
Gaps	What are some of the current gaps that hinder innovation?
Opportunities	Where do we focus on efforts?
Threats	What factors threaten our ability to enhance our innovation performance?

### **Supplementary Questions**

Select questions based on the makeup of the focus groups.

- Are our universities, colleges and other educational institutions developing a labour pool with the skills and knowledge necessary to support innovation?
- What are the challenges in developing a labour pool that will the skill sets required to foster innovation? What are respond to these needs strategies?
- To what extent does the current government regulatory environment promote the innovation and the commercialization of innovation in the province?
- To what extent does the current government regulatory environment impede the innovation and the commercialization of innovation in the province?
- What are the opportunities that will facilitate the commercialization of innovation in the province using tax policies?
- What do you perceive are some of the barriers to university/industry partnerships or alliances for innovation & commercialization in the province?
- How important is the idea of "clusters" to the commercialization of innovation?
- What are the major opportunities for developing clusters in the province?



<p style="text-align: center;"><u>Strengths</u></p>	<p style="text-align: center;"><u>Weaknesses</u></p>
<p style="text-align: center;"><u>Opportunities</u></p>	<p style="text-align: center;"><u>Threats</u></p>



entrepreneurs

strategy