



**THE HARRIS
CENTRE**
Memorial University

ADVANCING INNOVATION IN NEWFOUNDLAND AND LABRADOR
Kittiwake Innovation Workshop Report

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October 2013

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Advancing Innovation in NL Project Team



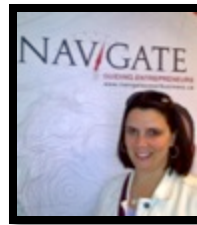
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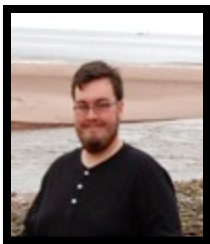
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Acknowledgements

The AINL team would like to thank David Haire (Canadian Manufacturers and Exporters), the CCIN Business Network members, Noble's Food Store and Chatman's Bakery for assisting with the Kittiwake Innovation Workshop. We would also like to thank David Haire, Shane Noble, and Sheila Boutcher for participating on the Innovation Panel. To all the workshop participants, your time and expertise is greatly appreciated!

Advancing Innovation in NL Project

The overall goal of the *Advancing Innovation in Newfoundland and Labrador (AINL)* project is to synthesize, share, and ground-truth knowledge related to innovation and ways it can be fostered with key participants involved in innovation (firms/entrepreneurs, local leaders, all levels of government, industry, industry associations, the university and the college). It will also distil lessons for policy and practice. More specifically, we are focussed on addressing the following questions:

- **What are the biggest impediments to realizing innovation-driven economic development in NL?**
- **What are the biggest opportunities?**
- **What strategies by firms, industry associations, all levels of government, regional development organizations, university/college etc. are needed to enhance innovation-driven economic development in NL?**

The AINL projects builds on several innovation-related research initiatives. This includes, research in Newfoundland and Labrador that was part of a national project looking at the social dynamics of economic performance in city-regions, led by David Wolfe and Meric Gertler at the University of Toronto. This project was focused on three themes: the social dynamics of innovation, talent attraction and retention, and civic governance and inclusion. Rob Greenwood led the Newfoundland and Labrador component, which included case studies on St. John's, Clarenville, Corner Brook, and Labrador West.

Another example is the *Networks for Business Innovation: Building Social Capital in Corner Brook, NL* initiative. This project is led by Jose Lam (Memorial University – Grenfell Campus) and includes a team of individuals from government, the university and business. The project is designed to assess the rural innovation system (adapted cluster work for rural and small regions) in the city of Corner Brook. Using interviews and surveys to investigate who people talk to and work with, this study is mapping out these connections and networks. Ultimately, this information will be used bring these players together to further develop social and economic innovation in the city and region.

One final example includes a cross-Canada initiative led by Kelly Vodden (Memorial University – Newfoundland and Labrador), Bill Reimer (Concordia University – Quebec), David Douglas (University of Guelph – Ontario), and Sean Markey (Simon Fraser University – British Columbia) focused on Canadian Regional Development. Five themes are being explored including: place-based development, collaborative, multi-level governance, rural-urban interactions, integrated development, and innovation and learning. In Newfoundland and Labrador these themes are being explored in Kitiwake/Gander-New-Wes-Valley and the Northern Peninsula.

The AINL project includes a series of **Innovation Workshops** in Kittiwake, Labrador Straits, Northern Peninsula, St. John's and Corner Brook. The format for these workshops includes:

- Research presentations based on research undertaken in the region or on themes related to innovation in the regional economy
- A panel from the region to provide examples of innovative firms and support systems that are fostering innovation
- A roundtable discussion on innovation challenges and opportunities

Pending funding, we plan on hosting an **Innovation Summit** in St. John's to report back on the innovation workshops and engage national and international experts on regional innovation.

The ***Advancing Innovation in NL*** project will produce a knowledge synthesis on innovation, summarizing the latest research on innovation and providing insights for advancing innovation strategies in Newfoundland and Labrador, as well as a series of workshop reports and a final report based on the innovation summit. A website will also be created to host innovation-related research studies in Newfoundland and Labrador. Ultimately, our goal is to generate ideas for future directions and respond to the overarching question of – What can industry and economic development associations, firms, all levels of government, Memorial University and the College of the North Atlantic do to advance innovation in NL?

Introduction

This report is based on the presentations and discussions from the Kittiwake Innovation Workshop. The workshop included 16 participants from business, all three levels of government, economic development organizations, and CNA. The workshop started with a brief overview of the AINL project by Heather Hall. This was followed by two presentations on innovation, including: Firm-Level Innovation and Economic Growth in Newfoundland and Labrador presented by Jacqueline Walsh; and Innovation and Regional Development in Kittiwake presented by Kelly Vodden. Next was a panel discussion on improving innovation in the region by Sheila Boutcher (IBRD), David Haire (CME), and Shane Noble (New Wood Manufacturing Inc.). The workshop concluded with a breakout discussion and report back on the major challenges, opportunities, and strategies for improving innovation in Kittiwake.

Regional Profile of Kittiwake

The Kittiwake region is located on the Northeastern portion of the central part of the Province of Newfoundland and Labrador. It is distinguished as *Economic Zone 14* using the former Regional Economic Board (REDB) boundary or the *Gander – New-Wes-Valley* Rural Secretariat (RS) Region. Kittiwake has both coastal and inland communities. The region extends from Notre Dame Bay in the northwest to the southern portion of Terra Nova National Park in the southeast and it contains several still occupied islands accessible only by ferry, including Change Islands, Fogo Island and St. Brendan's

As seen in Table 1, in 2006 the regional population of Kittiwake was 46,850. This represents a decline of 3.6 percent from the previous census period (2001) and a decline of 20 percent since 1998. Like the population in NL, the population of Kittiwake is aging. The personal income per capita in the region in 2009 was \$24,100, which is slightly below the provincial average of \$27,700. The economic self-reliance ratio for the region was 71.9% indicating that the majority of regional income is generated from market sources. However, on the flipside 28.1% of income is derived from government sources such as pensions, income assistance, and employment insurance, which is well above the provincial dependency rate (20.4%). In 2009, 25,160 people made up the regional workforce. This represents an increase from the 1998 total of 24,550. The majority of people are employed by the service and sales sector (6,155) while the construction (4,370 people), primary industries (2,705 people), and office-related (2,240 people) are also major employers.¹

¹ Community Accounts. 2012. Gander-New-Wes-Valley Rural Secretariat Region Profiles. Retrieved from: http://nl.communityaccounts.ca/profiles.asp?_vb7En4WVgbWy0nY

Table 1: A Brief Regional Profile of Kittiwake²

Socioeconomic Indicator	Kittiwake Region	Newfoundland and Labrador
Population (2006)	46,850	505,470
Population Change % (2001-2006)	-3.6%	-1.5%
Median Age (2006)	44	42
Gross Personal Income per Capita (2009)	\$24,100	\$27,700
Self-Reliance Ratio (2009)	71.9%	79.6%

Innovation Capacity & Policy Context

In terms of the capacity for innovation in Kittiwake, the region has access to post-secondary institutions like the College of the North Atlantic, Keyin College, and the Flight training school in Gander. There is also some presence of Memorial University in the region. With regards to levels of post-secondary education, 67 percent of the population has completed high school (4/9 Rural Secretariat regions) while 9 percent have a bachelor's degree or higher (5/9 Rural Secretariat regions).³ Individuals/organizations have submitted 26 applications to provincial innovation programs between 2006 and 2012. However, only 3 have been approved (\$329,000/\$16.5 million). That being said, the majority of applications (17) were submitted to the Technology Utilization Program, which had a limited pool of funding for the entire province (only 11 applications were approved provincially out of 116 submitted for a total of \$484,479).⁴ Federally, 148 applications (worth over \$22million) in Kittiwake have been approved under ACOA innovation programs between 2006 and 2012.⁵

² Community Accounts. 2012. Gander-New-Wes-Valley Rural Secretariat Region Profiles. Retrieved from: http://nl.communityaccounts.ca/profiles.asp?_vb7En4WVgbWy0nY

³ Ibid.

⁴ Based on information provided to the AINL project team by IBRD. One provincial representative did indicate that some applications for innovation funding were funded through other programs.

⁵ ACOA. 2012. Project Information – Download all Projects. Retrieved from: <http://www.acoa-peca.gc.ca/eng/Accountability/ProjectInformation/Pages/Home.aspx>

Advancing Innovation in NL

Heather Hall, Postdoctoral Fellow

Harris Centre and Department of Geography – Memorial University

AINL Project Background

Heather started with a brief explanation of the Advancing Innovation in NL (AINL) project and its anticipated deliverables (see earlier discussion in this report).

How We Define Innovation

Heather then turned to a discussion of how the AINL project is using the OECD⁶ definition for innovation, which includes four types: **product innovation**, **process innovation**, **organizational innovation**, and **marketing innovation**.

Heather then described how there is no ideal method for measuring innovation. She explained that patent activity is most commonly used followed by a range of indicators including: R&D expenditures, educational attainment, GDP, utilization of technology, occupational mix, industrial mix, proximity to an urban area, government provisions, applications for funding, training programs, productivity, venture capital, and access to broadband. These indicators present a number of issues for smaller more rural regions including the debate over what constitutes 'new' – new to the world or new to a region. In many rural regions and smaller cities on the periphery, innovations are new to the region versus new to the world. Another major challenge is the fact that many of the indicators are simply not available at smaller units of geography (i.e. local and regional).

Heather also noted that much of the research on innovation is focussed on large city-regions because they offer diversity and dense concentrations of people, firms, and institutions with global reaches. She also explained that examples of innovation in smaller places are often overlooked because they occur within traditional sectors like mining or forestry or a small family business rather than sectors that are perceived to be at the forefront of technological developments such as IT and biotech.

Regional Innovation Systems

Heather then explained that one of the most significant arguments emerging from the innovation literature over the last several decades is that innovation is not a linear process but rather a social process. She described how the AINL project is using a regional innovation systems approach. This approach takes into account the

⁶ OECD 2005. *Oslo Manual: Guidelines for Collecting and Interpreting Innovation Data*. OECD Publishing.

collaboration and cooperation that is occurring between firms, universities, research labs, public and private governance organizations, financial institutions etc. Emphasis is placed on the linkages and interaction between these institutions. Key concepts include “Institutional thickness”; Place-based assets; Learning and knowledge flows; and ‘Local buzz, global pipelines’.

Firm-level Innovation and Economic Growth in NL

Jacqueline Walsh, Assistant Professor
Business, Grenfell – Memorial University

Jacqui started by explaining how impressed she was with the firms in Kittiwake after going on the Innovation Tours at New Wood Manufacturing and Versatile Stone. She noted that in Newfoundland and Labrador, we are often very creative and have a lot of good ideas, however, we’re not innovative in the economic sense (i.e. new markets, expanded products, service offerings, improving efficiencies). Jacqui argued that innovation is about proactive changes in a firm’s economic and/or economic potential. She emphasized that innovation is about being competitive and increasing revenue generation. Essentially, in today’s global market firms that do not innovate will get left behind.

Jacqui also noted that firms need to recognize opportunities and change in order to capitalize on them. This requires learning and exploiting opportunities faster than competitors. More importantly learning and transforming is continuous process ***driven by opportunity not crisis***. Jacqui further emphasized how innovation is an ***investment***, not an immediate reaction or a profit/loss issue. She also explained how the status quo is often an easier solution for most firms rather taking a risk on innovation.

In terms of how firms innovate, Jacqui listing a number of variables including: R&D, monitoring competitors, market research, marketing strategies, interaction with customers, suppliers, universities and research centers, acquiring sophisticated equipment and new technologies, training programs for employees, hiring educated, qualified and diverse employees, using motivating techniques, and having sufficient funds dedicated to innovative activities. She also emphasized how innovation is not a linear process and often it requires comprehensive solutions.

Jacqui argued that innovation is powered by management. More importantly firms need to support learning, a culture of innovation, and proactive strategies. She emphasized the need for flexibility, empowerment, open communication, applauding mistakes and risk taking, and including time for innovation. Jacqui also noted that strategies need to be clearly communicated and build on core competencies. She further explained how management personnel need to allow for the free flow of ideas and collaboration, tolerate error, encourage experimentation,

celebrate failure and successes, promote timely access to information, and provide feedback systems so employees learn from their mistakes. To illustrate this, Jacqui told a story about how her hairstylist works in a strong learning environment. Stylists are encouraged to attend conferences and receive additional training, however the owner can only afford to send a limited number at a time. When stylists return they share those experiences with other stylists in the salon. Stylists also move stations monthly to learn about colour, cut, and style techniques from each other.

In terms of issues firms face when they attempt to innovate, Jacqui noted that there are both internal and external factors. For example, lack of financing, lack of skilled labour, lack of management and commercialization expertise, resistance to change, lack of access to knowledge, lack of connectivity with the innovation system, and establishing collaborations.

Jacqui then turned to a discussion of what we know about innovation in Canada. Citing a 2012 Conference Board of Canada report (*Who Dimmed the Lights?*), she argued that Canada's global competitiveness ranking continues to drop and that the country has weak innovation performance. She further explained that there are a number of reasons for this, including: businesses are not absorbing new technologies; there is a lack of investment in learning and training; access to funding; our competitive advantage is in natural resources, not in the capacity to produce innovative products, processes or services; we have poor business expenditure on R&D; and we have poor university-industry partnerships. In fact, Canada ranks 83 out of 144 countries in terms of the nature of our competitive advantage.

Jacqui noted that at the firm level we know very little about innovation in Newfoundland and Labrador. In 2011-12m there were 17 patents filed and only 1 granted. In 2010-11, 16 were filed and 6 were granted while in 2009-10, 14 were filed and 7 were granted. In 2006, IBRD released an Innovation Strategy that argued Newfoundland and Labrador lags behind the rest of Canada because of low investment in R&D by the private sector, poor linkages between post secondary and industry, and a lack of management knowledge in commercialization. Jacqui argued that from her personal view from years of working in private industry is that there is no lack of ideas, just no understanding of how to manage them or how to commercialize them. This point was also emphasized in the Conference Board of Canada report in which they argued that Canada has "Great people, great ideas, poor commercialization".

Jacqui concluded with the following quotation by Henry C. Link - "While one person hesitates because he feels inferior, the other is busy making mistakes and becoming superior."

Discussion

It was noted by one participant that the Atlantic Innovation Fund (AIF) is geared toward larger firms because those seeking contributions of \$1 million or less are not eligible for assistance. Kelly asked whether firms are collaborating to apply for the AIF. It was mentioned that business networks in Ontario are working towards larger business ventures. Concerns were also raised over the speed of government decision-making, which in some cases acted as a deterrent to projects. For example, a number of participants discussed a partnership between the College of the North Atlantic and Lufthansa Technical Training that would enable Aircraft Maintenance Engineering Technician students at the Gander campus to receive European Aviation Safety Agency certification.⁷ This unique partnership took 2.5 years to develop and some participants argued that the provincial government was responsible for this delay. Additional concerns were raised over a lack of awareness of available government programs. A discussion followed on incorporating “lean manufacturing” principles within government.

Innovation and Regional Development in Kittiwake

Kelly Vodden, Associate Professor (Research)

Environmental Policy Institute, Grenfell – Memorial University

Kelly introduced the Kittiwake research, which was based on 31 interviews with local firms, elected officials, economic development organizations and other stakeholders. This research is focused on five dominant themes in regional development research, policy and practice - Rural-Urban Interactions; Integrated Development; Place-Based Development; Innovation and Learning; and Collaborative, Multi-Level Governance. More specifically, the innovation and learning research theme was focused on Knowledge Infrastructure; Knowledge Partnerships; Resources for Learning; Reflection and Knowledge Sharing; Openness to Creativity; Challenges for Innovation; and Examples of Innovative Initiatives.

Kelly then described the regional profile, indicators of innovation capacity, and the policy context (see earlier discussion in this report for more detail). In terms of examples of innovation in the region, interviewees provided a number of firms and social enterprises as well as projects or initiatives. Firms included: New Wood, Woodpick, Versatile Stones, Chatman’s, Shorefast, Fogo Coop, Eastern Star Group, Heli-One, Gander Flight Training, ASK Prospecting, Notre Dame Agencies. While projects and initiatives included: Buy Local Kittiwake, Business Network, Gander Aerospace, Twillingate sustainable tourism, Gander reverse trade mission, and the

⁷ College of the North Atlantic. 2013. Aircraft Maintenance Engineering Technician. Retrieved from: <http://www.cna.nl.ca/apply/cna-aircraft-maintenance.asp>; Gander. 2013. Studying Here. Retrieved from: <http://www.cna.nl.ca/apply/cna-aircraft-maintenance.asp>

Fly Gander campaign. With regards to innovative practices firms are including new processes, equipment, technologies, designs, and management techniques – e.g. Lean Manufacturing. There is also an emphasis on pride, quality, flexibility, and customization.

Kelly explained that Kittiwake also has access to a number of innovation support institutions including: the CME Business Network, ACOA, IBRD, National Research Council, Department of Forestry, Tourism, the Gander Chamber of Commerce, KEDC, other REDBs, and NLREDA, the College of the North Atlantic, and Memorial University. The importance of the CME Business Network was emphasized by a number of interviewees. ACOA was cited as an important source of funding, however the high interest rates at IBRD were mentioned as a barrier as were difficulties in accessing government funding. The regional staff at ACOA and IBRD were also praised, however, for their assistance with programs and provision of local support. The Kittiwake Economic Development Corporation was also cited for providing valuable resources and advice to regional actors that required assistance.

In terms of where companies are getting their ideas from, Kelly noted that suppliers and customers influence many of the firm interviewees. For government and non-government agencies direct contact with other organizations is a strategy used to learn what they are doing seek new ideas that can be incorporated into their own practices. Local governments also noted public consultation and engaging their constituents a popular way to seek ideas. Other examples include researching on the internet and attending workshops/tradeshows. However, when it came to knowledge sharing the research team heard competing stories. On the one hand the aviation hub in Gander was cited for constantly sharing information. But on the other hand, one interviewee noted that people in Newfoundland generally feel that everything is top secret and that there is a lot of information in terms of best practices that can be shared.

Kelly also cited a number of opportunities for innovation. These include: philanthropy, entrepreneurial spirit, commitment to place and employees, the affordability, and the availability of labour. However, she also noted a number of challenges including: lack of commercialization and access to financing, rural realities such as demographic change, lack of trust between communities and regional actors, and dependency on employment insurance, a government “retreat from rural”, the paperwork and lengthy timelines of innovation funding, and the demise of the REDBs.

Kelly concluded with a discussion of strategies for improving innovation in the region. More specifically, she mentioned that a more proactive approach is needed with small businesses and government programs, including building further on business, retention and expansion (BR&E) programs. She also suggested that IBRD programs need more flexibility and lower interest rates based on the interview data, noting that recent changes in programming have taken steps in this direction. Other strategies noted include: introducing Lean Manufacturing principles in government;

holding sessions organized by the Chamber, business network and/or other organizations to increase awareness of innovation support programs and new market opportunities; buying time on “Manufactured Right Here” to showcase rural businesses; enhancing collaboration between firms and post-secondary institutions; encouraging more innovative human resources approaches; creating new multi-sector RED structures and/or increasing the use of existing ones to plan for and facilitate support for innovation; and developing venture capital connections/options.

Discussion

It was noted that with many of the R&D tax program, consultants were getting rich due to the complexity of the applications. Participants also discussed the rural retreat and noted that rural areas get hit harder with government cuts. One participant felt that the government would be happy if everything was concentrated on the Avalon Peninsula.

One business owner noted that we need ways to attract people to stay in the region, citing improved health benefits packages as one example. Another suggested that entrepreneurs should never be afraid to try new things – or too busy to think about the future.

A local government leader added that communities in the region need to come together now more than ever if they are going to survive. An example was given of a company considering coming to the area that needs both the airport in Gander and the port in Lewisporte. Another example is the benefit to Gander of Fogo Island tourism, with Fogo Island operators also relying on the Gander airport. The creation of local chapters was noted as an innovation of the Gander and Area Chamber of Commerce, which covers a very large area, that allows the Chamber to get out to rural and small town areas of the region.

One strategy suggested that could be used further by government to foster innovation is strategic investment, particularly by relaxing the Public Tender Act to support local firms. CME is also working with Bluedrop to expand training opportunities for manufacturing firms.

Enhancing Innovation in Kittiwake - Panel

Sheila Boutcher (IBRD)

Sheila explained that on the Innovation Tour, Shane revealed how New Wood hasn't been afraid to try new things. She argued that there must be a certain level of risk balanced with maintaining the familiar. Not everything they tried worked well, but you have to find the balance. More specifically, she recommended reserving the amortization amount on financial statements for reinvestment in the business.

Sheila also stated, businesses need to be constantly thinking about the future and how to sustain a living while trying to be innovative. She also suggested that business find their niche and do what they do “best”. Businesses should also find their “best fit” position in the market and measure, monitor, and pay attention to their margins. Sheila also explained how business owners need to educate themselves on all aspects of the business and monitor/manage them all. She also suggested finding people with good skills to complement the weak areas. In terms of government and post-secondary education support programs, Sheila noted they should be accessible and user-friendly. They should also provide a continuum of support by allowing for multi-year projects with follow-up.

David Haire (CME)

David noted that the number of manufacturers is shrinking and that most of the innovation is occurring around natural resources but this is not sustainable. He argued that in this context supporting CME is extremely important. Investments in manufacturing result in considerable spinoffs and positive economic impacts. He highlighted how CME communicates the needs of firms and facilitates access to solutions by connecting firms with MUN and CNA. He noted that no one is looking at how to increase productivity but rather people are overly focussed on whether are we getting the bodies. He joked that a “baymen will prosper where a townie will starve”. David noted that businesses tend to become complacent. Innovation is driven by need. We tend to be innovative in the first few years but then we relax. He suggested creating a crisis that will drive you to innovate versus being lazy and complacent. David suggested that by 2020, NL will be 70,000 workers sky of the work that needs to be done and that this ‘crisis’ will drive innovation. In NL, cost, time, resources, and the labour force are the most prominent issues.

Shane Noble (New Wood Manufacturing Inc.)

Shane suggested that a crisis is the wrong place to start; if a business is too comfortable and assuming everything is fine then this is a barrier to innovation. He explained that New Wood is out of their comfort zone, growing 10-20% per year and they need to keep up. The market is growing and they can absorb some of that but it will eventually slow with the housing market. The labour market in the area is both a challenge and an opportunity. It is difficult to keep people but there are employees who really want to stay in the area and they are critical to the company’s success. They have also continued to bring in new equipment and new products – becoming more efficient and investing back into their workforce. Shane noted that what the government can do to help support innovation is listen. When a company asks for something there is a reason for that. He explained how he gave up his job in Ontario to come home to make sure that the 20 people employed at the family business can stay here. He also noted that he doesn't want a government handout, he is against government grants. What he prefers are interest free or low interest loans to make it on his own. Shane also argued, we cannot pin our hopes on an international company or single employer coming here to make it work. We in NL have to make it work and government agencies will do better to support many small

local firms than one or two large companies that do not have the same attachments and commitment to place.

Discussion

It was noted by one participant that if you have to depend on government grants you are going to fail. Many businesses that relocate because of government assistance often leave after the government money runs out.

Breakout Discussion

Workshop participants were asked to rank the top three challenges for innovation in the region based on the presentations or to identify missing challenges. Some of the challenges discussed include:

- * access to think tanks
- * definition of innovation (i.e. ACOA – not just \$1million + projects, new to firm) and understanding what innovation is
- * understanding the benefits of innovation
- * lack of entrepreneurial thinking
- * buy-in and commitment from business owners
- * don't have the budget/resources for innovation
- * don't have the time to stop and think strategically about innovation
- * focused on short-term problems
- * lack of comfort with innovation
- * red tape (e.g. policies and restrictions in the forest industry)
- * funding process and complexity of the application
- * lack of awareness of innovation programs and available support (knowing which door to knock on)* approval time
- * not using employees to their fullest (command and control versus engagement)
- * management capabilities gap
- * marketing – small customer base, access to markets, expertise in marketing and support for marketing in small and medium sized businesses
- * weak collaboration between MUN and industry
- * distance to MUN and CNA
- * location - transportation costs and availability of transportation options (e.g. trucking services), need to keep inventory and associated costs
- * don't have the time to mentor
- * government policies that do not support rural, “moving everything to St. John's”
- * local businesses do not support one another enough
- * jealousy of others' successes

Workshop participants were then asked to rank the top three opportunities for innovation in the region based on the presentations or to identify missing opportunities. Some of the opportunities discussed include:

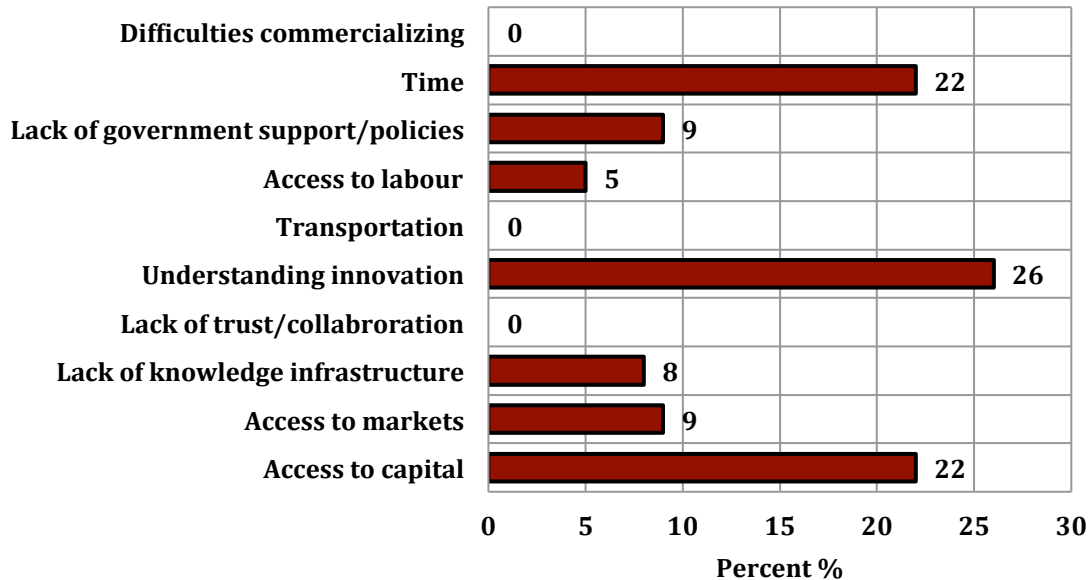
- * business network
- * pride/commitment to place
- * culture of innovation and entrepreneurship
- * small, flexible firms
- * focus on quality and customization
- * proximity to St. John's/economic benefits

Workshop participants were asked to rank the top three strategies for strengthening innovation in the region based on the presentations or to identify missing strategies. Some of the strategies discussed include:

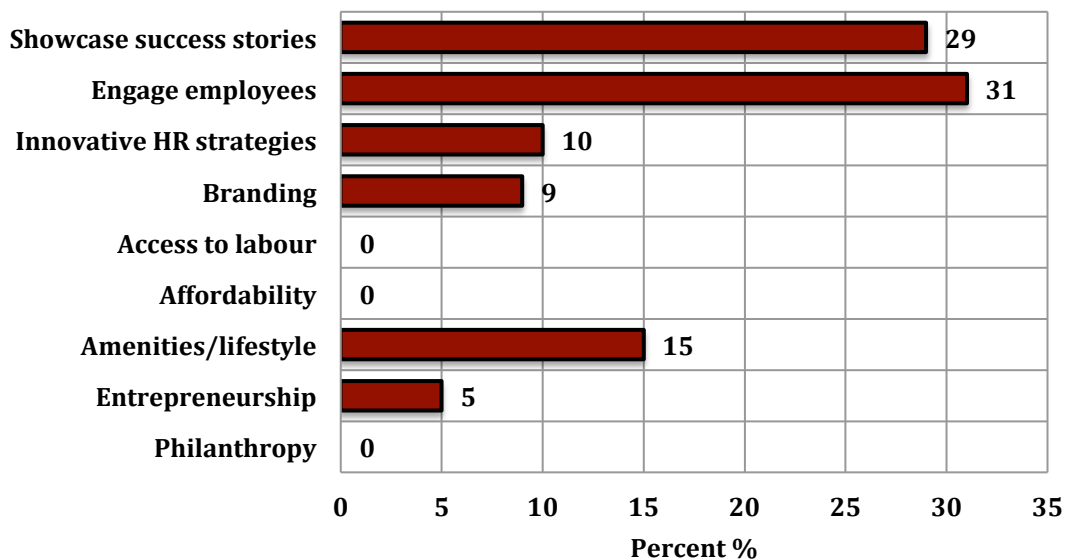
- * pilot project on community economic development on education and collaboration with post-secondary and industry
- * identify success stories
- * business-business mentoring
- * business networks and sharing of information and ideas
- * participating in awareness sessions
- * engage employees on innovation, motivate and reward staff (e.g. through food/social events, extra staff days, selling quality of life, paying to assist with health issues, health plans and bonuses, asking for their ideas) – retain vs. recruit
- * open house/innovation tours
- * a program to demystify what innovation is
- * entrepreneurial exposure in high school
- * “Dragon’s Den” example Queen’s School of Business and PELA CFDC
- * red tape reduction strategy
- * collaboration between the business network and postsecondary education institutions
- * point people – “one stop shop”
- * support for innovative businesses through procurement
- * increase branding to showcase quality
- * training for manufacturers that is closer to home and more focused (e.g. through collaboration with CNA)

Report Back Questions

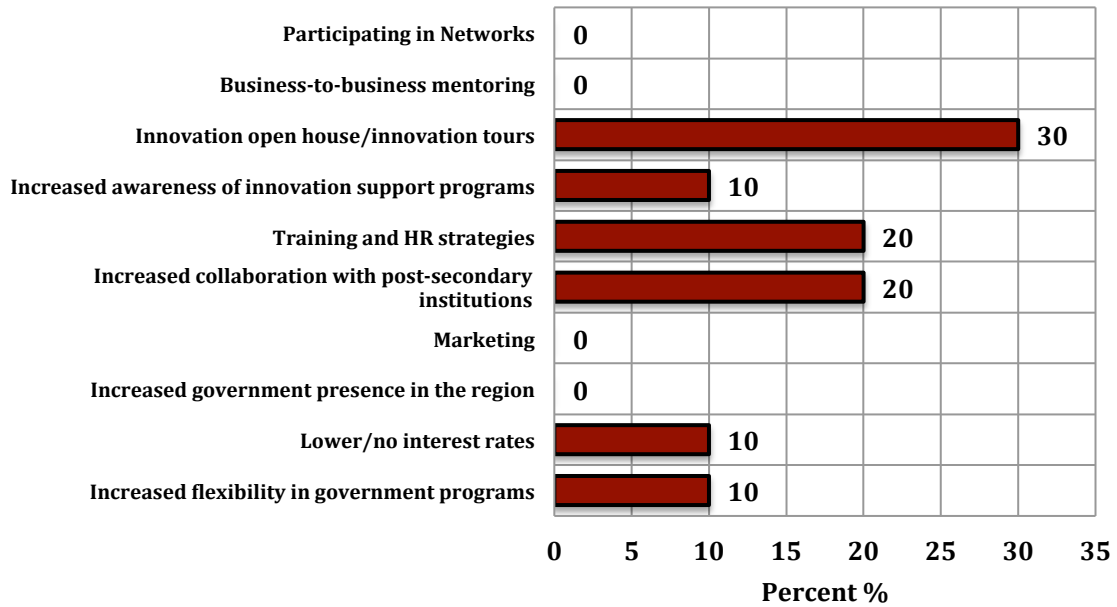
Workshop participants were asked to select the top two challenges for innovation in the region. A list of ten challenges was provided based on the presentations and breakout discussions. Their responses are shown below:



Workshop participants were asked to select the top two opportunities/ regional advantages for innovation in the region. A list of nine opportunities was provided based on the presentations and breakout discussions. Their responses are shown below:



Workshop participants were asked to select the top two strategies for enhancing innovation in the region. A list of ten strategies was provided based on the presentations and breakout discussions. Their responses are shown below:



Appendix 1 – Participant List

Name	Organization
David Haire	CME
Rodney Blanchard	Blanchard Cabinet Doors
Wayne Quilty	CNA
Mike Sinnicks	Sutreen Hardwood & Molding Ltd.
John Verville	Versatile Stone
Melissa Collins	Fab-Tech
Richard Phillips	IBRD
Denise Wilkins	ACOA
Sheila Boutcher	IBRD
Claude Elliot	Mayor of Gander
Hazel Bishop	Gander Chamber of Commerce
Annette Crummey	Gander EDO
Shane Noble	New Wood
Jim Dunn	IBRD
Kirk Tilley	IBRD
Churence Rogers	Town of CWT
AINL Team	
Heather Hall	Memorial University
Kyle White	Memorial University
Kelly Vodden	Grenfell – Memorial University
Jacqui Walsh	Grenfell – Memorial University



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