



**THE HARRIS
CENTRE**
Memorial University

ADVANCING INNOVATION IN NEWFOUNDLAND AND LABRADOR
Labrador Straights Workshop Report

Heather Hall and Kyle White, Memorial University
October 2013

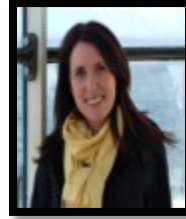
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Advancing Innovation in NL Project Team



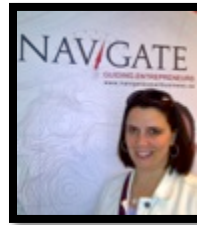
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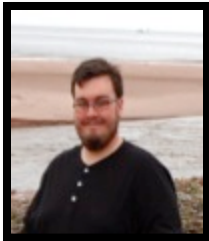
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Advancing Innovation in NL Project

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 Kittiwake/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:

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- 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 Labrador Straits Innovation Workshop. This workshop included nine participants from all three levels of government, community organizations, and business. 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 Labrador Straits presented by Kelly Vodden. Next was a panel discussion on improving innovation in the region by Jamie Pye (IBRD) and Sheila Downer (Smart Labrador). The workshop concluded with a breakout discussion and report back on the major challenges, opportunities, and strategies for improving innovation in the Labrador Straits.

Regional Profile of Labrador Straits

The Labrador Straits region is located on the southern shores of the Labrador coast in the Strait of Belle Isle bordering the Quebec North Shore. It is distinguished as *Economic Zone 5* using the former Regional Economic Board (REDB) boundary or it is part of the vast *Labrador Rural Secretariat (RS) Region*. The region is made up of communities of L'Anse au Clair, L'Anse au Loup, Pinware, Red Bay, West St. Modeste, and Forteau.

As seen in Table 1, in 2006 the regional population of Labrador Straits was 1,825. This represents a decline of 8.8 percent from the previous census period (2001). Like the population in NL, the population of Labrador Straits is aging. The personal income per capita in the region in 2009 was \$24,700, which is comparatively similar to the provincial average of \$27,700. The economic self-reliance ratio for the region was 72.5% indicating that the majority of regional income is generated from market sources. However, on the flipside 27.5% of income is derived from government sources such as pensions, income assistance, and employment insurance, compared to the provincial rate of 20.4%. In 2009, 1,050 people made up the regional workforce. This represents a decrease from the 1999 total of 1,120. The majority of people are employed by the service and sales sector (205 people) while the construction (160 people), primary industries (120 people), and processing and manufacturing (120 people) are also major employers.¹

¹ Community Accounts. 2012. Economic Zone 05 Profile. Retrieved from: http://nl.communityaccounts.ca/profiles.asp?_vb7En4WVgb2uzqVn

Table 1: A Brief Regional Profile of Labrador Straits²

Socioeconomic Indicator	Labrador Straits Region	Newfoundland and Labrador
Population (2006)	1,825	505,470
Population Change % (2001-2006)	-8.8%	-1.5%
Median Age (2006)	42	42
Gross Personal Income per Capita (2009)	\$24,700	\$27,700

Innovation Capacity & Policy Context

In terms of the capacity for innovation in Labrador Straits, there is some presence of Memorial University through the Harris Centre and the Marine Institute. With regards to levels of post-secondary education, 39.9 percent of the population (between the ages of 18 and 65) have no high school diploma or certificate (15/20 Economic Zones) while 5.3 percent have a bachelor's degree or higher (19/20 Economic Zones).³ Individuals/organizations have submitted 3 applications to provincial innovation programs between 2006 and 2012 and all 3 were approved (\$319, 472/\$16.5 million). However, the applications were to only one program: the Innovation Enhancement Program.⁴ In addition, 29 applications (worth approximately \$6million) in Labrador Straits have been approved under the ACOA innovation programs between 2006 and 2012.⁵

² Community Accounts. 2012. Economic Zone 05 Profile. Retrieved from: http://nl.communityaccounts.ca/profiles.asp?_vb7En4WVgb2uzqVn

³ Community Accounts. 2012. Multivariable Regional Comparison Feature. Retrieved from: <http://nl.communityaccounts.ca/>

⁴ Based on information provided to the AINL project team by IBRD.

⁵ ACOA. 2012. Project Information – Download all Projects. Retrieved from: <http://www.acoa-apeca.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 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 then described how the AINL project is using a regional innovation systems approach. This approach takes into account the 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

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

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 asking whether we understand innovation and how to innovate in NL. 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 a proactive process that encompasses change, risk, opportunity, and improvement. She emphasized how innovation is about being competitive and increasing revenue generation. Firms must also be constantly changing and innovative. More importantly, firms must adopt proactive decision making strategies rather than adapting/reacting to trends.

Jacqui also noted, 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.

Jacqui listed a number of variables that help make firms innovative, including: expenditures on 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 the 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. She also argued that giving firms money is not the end, work must be done with firms to help them use the money wisely.

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; there is a lack of access to funding; our competitive advantage is in natural resources, not in the capacity to produce innovative products, processes or services (In fact, Canada ranks 83 out of 144 countries in terms of the nature of our competitive advantage); we have poor business expenditure on R&D; and we have poor university-industry partnerships.

Jacqui noted that at the firm level we know very little about innovation in Newfoundland and Labrador. In 2011-12 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

Participants agreed there are problems turning good ideas into commercial activities especially in rural NL. Jacqui noted that Corner Brook struggles with it too. There was a discussion about social enterprises and how there is an expectation that services should be cheaper. This was also the case for some businesses like B&Bs. People ask why it's so expensive but they don't understand that it's difficult to offer many services in this region. Jacqui noted that this business model is flawed. If people cannot pay for the service in the region, then social enterprises need to expand and sell their

services/products elsewhere so that they can continue to service the people in their region. There was also a discussion around IP. For example, if an IT company allocates 10% of time for individuals to use company resources to work on their own projects, who owns the IP? Jacqui suggested that these are complex issues that are best resolved with the use of a good employment contract that deals with IP issues.

Innovation and Regional Development in Labrador Straits

Kelly Vodden, Associate Professor (Research)

Environmental Policy Institute, Grenfell – Memorial University

Kelly explained that this presentation is based on research from the Rural-Urban project, which included Labrador Straits, and the Canadian Regional Development project, which focuses on the Kittiwake and Northern Peninsula regions in NL. The Canadian Regional Development research includes 51 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, Smart Labrador, Labrador Straits Historical Development Corporation, Labrador Shrimp Company, Pure Labrador, Labrador Adventures, and Eagle River Credit Union were cited during innovation site visits to members from the AINL team. A number of projects and initiatives were also mentioned including, the Red Bay UNESCO World Heritage Site, Doing Business in Labrador, the Coastal Heritage Experience, Pure Labrador Cookbook, Between the Wind and the Waves, and emerging fisheries.

Kelly explained that the Labrador Straits region also has access to a number of innovation support institutions including federal programs like: Atlantic Innovation Fund, Innovative Communities Fund, Business Development Program, YEDI (Young Entrepreneur Development Initiative), Emerging Fisheries Development; Industrial Research Assistance Program (National Research Council); CBDCs; SR&ED tax credit; IBRD programs; as well as provincial programs, including: IBRD programs, Fisheries Technology and New Opportunities Program (Provincial DFA), tourism - market readiness subsidy, and Tourism Atlantic.

In Kittiwake and Northern Peninsula, Business Networks were emphasized as key actors in the regional innovation system. In terms of where companies in those regions are

getting their ideas from, Kelly noted that suppliers and customers influence many of the interviewees. However, when it came to knowledge sharing 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 regional advantages or place-based assets in Labrador Straits that are providing reasons for optimism. This includes, infrastructure development, natural resources (mega projects), strong small business community, history of innovative initiatives, and the Red Bay UNESCO World Heritage Site. However, she also noted a number of challenges for rural regions across the province including: lack of commercialization, rural realities, 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. More specifically, she mentioned that a more proactive approach is needed with small businesses and government programs. She also suggested that IBRD programs need more flexibility and lower interest rates based on the interview data. Other strategies include: introducing Lean Manufacturing principles in government; build on BR&E programs; better transportation networks; improvements to the regulatory environment; more political support to move projects ahead; better alignment of programs and research to community/business needs; strengthening municipal capacity; developing an innovation strategy; enhancing collaboration between firms and post-secondary institutions; encouraging more innovative HR approaches; creating new multi-sector RED structures or increasing the use of existing ones to plan for and facilitate support for innovation; and developing venture capital connections/options; increased marketing – buying time on “Manufactured Right Here”.

Discussion

Participants discussed cooperation between Hair Dressers Labrador Straits. They also noted that there is little connection between the region and Memorial, CNA, and the Labrador Institute. With regards to technology, participants noted that years ago Labrador was the most connected region in Northern Canada; now if you move to the region you cannot get an internet account except in Labrador West and Happy Valley-Goose Bay. In fact, some parts of the region are still using dial-up for Internet. Participants also noted the challenges with government funding. It was suggested that IBRD has been consolidated in the region. The Atlantic Innovation Fund with ACOA is limited to those seeking more than \$1 million in assistance. NRC also has programs on accessing innovation and applying technology. Participants also explained that Labrador Straits has more social innovation and a level of “do-it-yourself”. It was suggested that not a lot of businesses are working together because there is distrust in competitive businesses and there needs to be trust for collaboration.

Participants also discussed how it’s hard to say no in a small community; people want to help fill the need. It was also noted that there is no longer a Chamber of Commerce in the region; there is a board but it hasn’t been active recently. One participant noted that they liked a quote in Kelly’s presentation: “*we used to say the best thing for Newfoundland is*

put everybody aboard a boat or plane for a couple of years and bring them all back and see what happens”. However they cautioned that the boat keeps coming back empty. There was also a discussion on being from away regardless of how long an individual has lived in the region. With regards to infrastructure, they explained that the people are now using the road to travel to and from Goose Bay. There was also a discussion on the Red Bay UNESCO World Heritage Site designation. Participants felt that they didn’t know what potential it will hold for the region yet. They also advocated for planning and dialogue within the region. Participants liked the idea of introducing lean manufacturing principles in government. Finally, participants noted that with the added pressure of economic development placed on municipalities since the closure of the REDBs, this might cause a decline in people willing to run on council. There is a lack of fiscal and human resources capacity to tackle economic development. It was noted that Labrador Straits would be ideal for some kind of regional government, however people are resistant to change and losing their local identity and councils.

Enhancing Innovation in Labrador Straits - Panel

Sheila Downer (Smart Labrador)

Sheila noted that there is less and less support for helping businesses and communities in rural regions and less of a rural perspective in government. She stated that in over 30 years this has been one of the most depressing times she has worked in. Their circle has been broken and there is almost nothing left. However, she argued that there is still optimism for the region related to the mega projects and other developments. But there is less opportunity now to organize in the region to take advantage of them. Sheila also explained how living in a rural area, we don’t use the word innovative. Rather, businesses say they’re solving problems or doing things that work for them. Many people in rural regions also recognize innovation as the use of technology. She felt very fortunate to be part of a team that’s always thinking of innovative ways of doing things. Sheila discussed how Smart Labrador is physically located in the same building as all the other development initiatives in the region (although it's a bit different today). This allows them to share issues and ideas and from those discussions a lot of good things have happened. In fact they’ve had people from all over the world come and talk to them. More importantly, they’ve been able to share resources and capital and really see value in working together. Sheila also explained how the region has had a long history of innovation from boat building, and the fishery to fish processing and berry picking. All of this has been accomplished with very little on-the-ground support. The region has had a lot of social innovation. In fact, the first co-operative was created in the region with Dr. Grenfell.

Sheila also explained how the region has very few institutions. She also noted that the further removed you are from those things the less you use them and the less you use them the less informed you are about them. Sheila argued that we need an innovation strategy, policies and programs that fit the region. Cookie-cutter approaches don’t always fit rural communities but rather what is needed is a rural lens. Sheila also discussed how we haven’t mastered measuring the real impacts of new technologies. Her argument has always been that you can’t measure it over the short term.

Sheila also argued that we need people to be thinking and talking differently about innovation. She further explained how it's easy for businesses to get caught in the way it's always been done. There is an attitude of: "This is the way my father did it, this is the way his father did it, this is how I do it." Sheila also suggested that the government can do a better job in helping entrepreneurship. She discussed the ungodly amount of paperwork that businesses need to go through during the application process and advocated for a more simplified approach. She also discussed how government programs are written in a way that is hard to understand. Sheila and other participants also questioned how rural municipalities will take on new economic development responsibilities without the support, tools, staff, and expertise. She suggested that there could be one-on-one training, workshops or a speaker's series to combat the gap between communities and institutions like MUN and CNA. Sheila also discussed how access to technology needs to be addressed in this province. Finally, she suggested that businesses should get informed, avoid doing things how they've always been done, hire young people, create business networks, get best practices, and reach out to institutions to find out how they can help you. The future of communities in the region depends on entrepreneurship and the access to technology.

Jamie Pye (IBRD)

Jamie noted that the biggest issue with innovation is having capacity on the ground. When he started there was a big network in the building. Everyone worked together and it was like having a resource team. But a lot has changed. The region is losing support and capacity on the ground. He argued that it was time for the region to have a session like this because the region has lost some of its spunk. Jamie suggested that businesses have a lot of good ideas but that they don't see themselves as innovative. He also explained that there is a large service sector in Labrador Straits and it's hard to engage with them. IBRD supports development in various sectors within the province. However, he noted that it's difficult for businesses in the service industry to access programs with the department, which is challenging in a region where a strong service sector exists. He also explained how it's expensive for firms to get to conferences, so we need to find ways to get people there or bring resources in. Another issue he mentioned, is that often the owners are usually working in the business and don't have the capacity at a planning level to step back. They're focused on keeping it running.

Jamie suggested that the BR+E program has some good potential for getting some good ideas out there. He also explained how sometimes there's good ideas but the problem is making them fit within specific programs. Another participant added that their influence on changing an overall program is small but instead regional staff on-the-ground try and help make it fit the criteria. It was also argued by another participant that regional staff need to come out and say "what can we do for you?" Jamie agreed that it's hard to get businesses involved and that they can't just sit back and wait for an application. However, he also explained how finding a proponent for a program is challenging. Someone needs to be on the ground to get things going and they need to be compensated for that. Finally, Jamie stated that the region needs to work collectively to make development opportunities a reality.

Discussion

One participant noted that the region is in transition from the traditional NL community to a 21st century community. However, they also commented ‘we’re socialists trying to exist in a capitalist world’. They noted that communities in the Labrador Straits are rooted in a culture of self-help versus St. John's, which is rooted as a centre of wealth going back to the history of the fish merchants. Participants also discussed how there is a negative view associated with those who make money and that there isn’t a strong culture of entrepreneurship. However, there is a strong history of social enterprises and cooperatives in the region.

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:

- * awareness of government programs
- * youth out-migration
- * willingness to collaborate, work together, and share ideas is declining
- * volunteer burnout/people are stretched
- * cynicism and disillusionment
- * limited/no resources
- * no travel funding
- * limited presence of regional staff (hadn't seen anyone from Goose Bay in two years)
- * lack of communication
- * limited connections to outside of the region
- * lack of HR development/workshops
- * closure of the REDB and who fills that role/ they were the matchmaker
- * how to make the rural transition
- * lack of guts/risk taking
- * lack of long-term development opportunities
- * not celebrating success/ lack of capitalist mentality
- * organizations are living hand to mouth
- * limited connections to MUN and CNA – Labrador Institute not active in the region

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:

- * Point Amour Lighthouse infrastructure (great space to work with MUN and CNA)
- * Promote community interaction
- * stronger relationships with Grenfell (business program)
- * homecare services model

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:

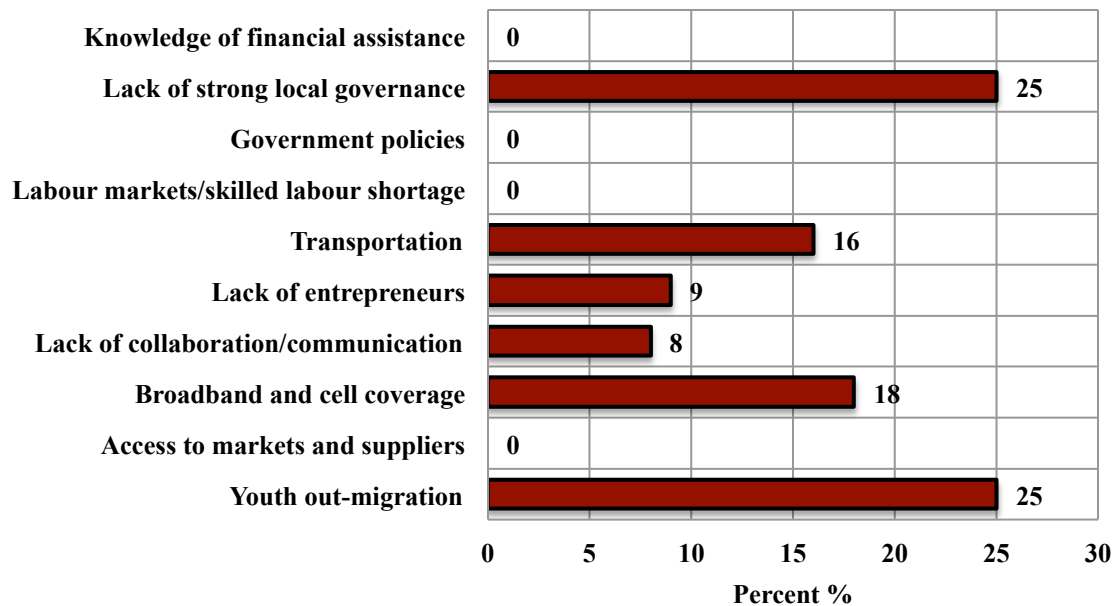
- * stronger role for municipalities
- * new model for regional cooperation that includes municipalities and businesses
- * stronger role for Labrador Institute, Grenfell campus and MUN

* using the Point Amour Lighthouse space potential for fine arts students/research; business and tourism research at Grenfell and other MUN research initiatives

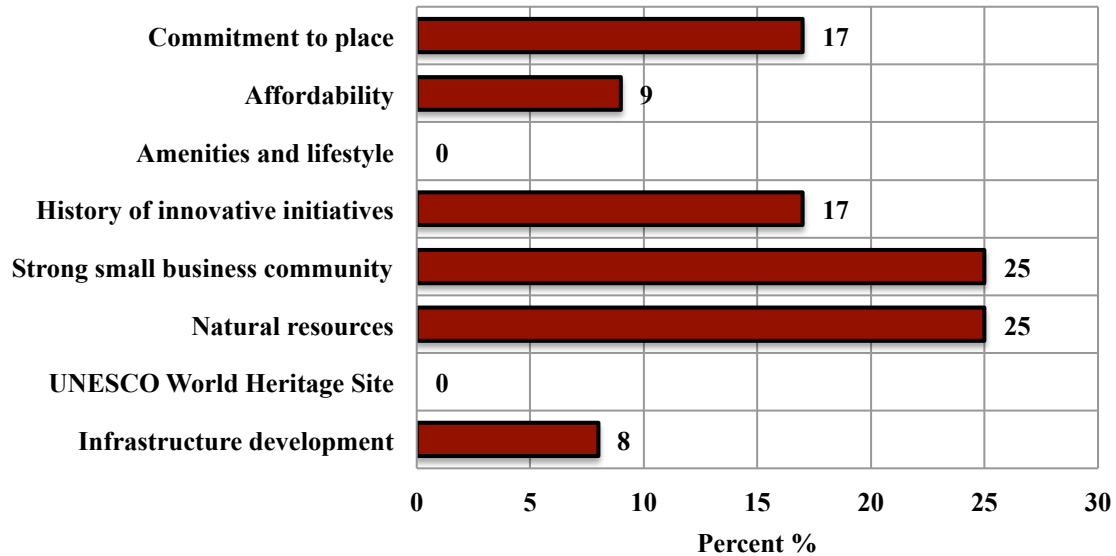
* collaboration between municipalities and business (Identified in the session with Tom Cooper)

Report Back Questions

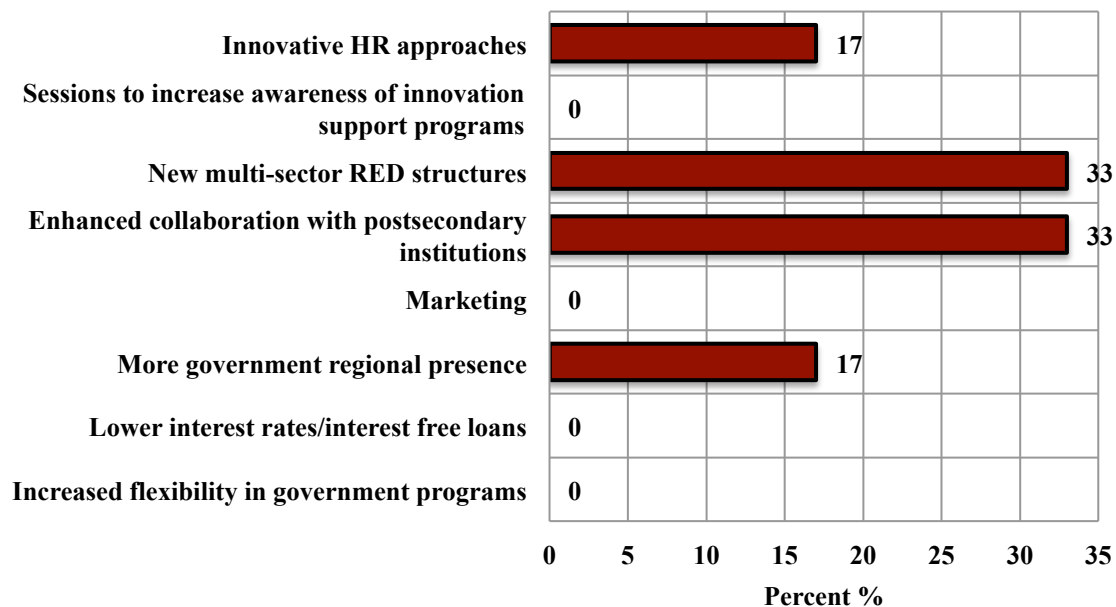
Workshop participants were asked to select the top two challenges for innovation in the region. A list of ten challenges was provided based on the presentations and breakout discussions. Their responses are shown below:



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



Appendix 1 – Participant List

Name	Organization
Bonnie Goudie	Labrador Straits Historical Development Corporation
Doug Robbins	Smart Labrador
Cindy Robbins	Artist
Jamie Pye	IBRD
Isabella Robbins	Community Youth Network
Sheila Downer	Smart Labrador
Colin O’Brien	ACOA
Lisa Davis-Ryland	Community Youth Network
Agnes Pike	Mayor West St Modeste
AINL Team	
Heather Hall	Memorial University
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