



**THE HARRIS
CENTRE**
Memorial University

ADVANCING INNOVATION IN NEWFOUNDLAND AND LABRADOR
Western NL Innovation Workshop Report

Heather Hall and Kyle White, Memorial University
October 2013

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Advancing Innovation in NL Project Team



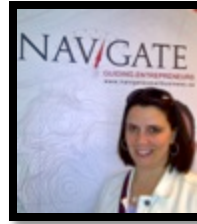
Rob Greenwood
Executive Director
Leslie Harris Centre of
Regional Policy and Development
Memorial University
robg@mun.ca



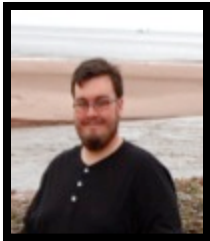
Heather Hall
Postdoctoral Fellow
Department of Geography
Memorial University
hhall@mun.ca



Kelly Vodden
Associate Professor (Research)
Environmental Policy Institute
Grenfell Campus
Memorial University
kvodden@grenfell.mun.ca



Jacqueline Walsh
Assistant Professor
Business - Grenfell Campus
Memorial University
jswalsh@grenfell.mun.ca



Kyle White
Undergraduate Research Assistant
Department of Geography Memorial
University
ksw355@mun.ca



Ken Carter
PhD Candidate, Department of
Geography, Memorial University
& Director of Research and
Analysis Office of Public Engagement
klcarter@gov.nl.ca

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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 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 Western NL Innovation Workshop. This workshop included seventeen participants from all three levels of government, First Nations, community organizations, the university, 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 the Corner Brook Region presented by Kelly Vodden. Next was a panel discussion on improving innovation in the region by Allan Cramm (Anaconda Mining) and Jose Lam (Business - Grenfell). The workshop concluded with a breakout discussion and report back on the major challenges, opportunities, and strategies for improving innovation in the Western NL region.

Regional Profile of Western NL

We distinguished Western NL using the *Corner Brook-Rocky Harbour*, *Stephenville-Port aux Basques*, and *Grand Galls-Windsor-Baie Verte* Rural Secretariat (RS) regions. The largest community in the region is Corner Brook with a population of 19,885 (based on 2011 population). As seen in Table 1, in 2006 the regional population of was as follows: *Corner Brook-Rocky Harbour* – 45,730; *Stephenville-Port aux Basques* – 30,955; and *Grand Galls-Windsor-Baie Verte* – 48,605. Between 2001 and 2006, *Stephenville-Port aux Basques* and *Grand Galls-Windsor-Baie Verte* both experienced population decline (-6.2% and -5.2) while *Corner Brook-Rocky Harbour* experienced some growth (0.5%). Like the population in NL, the population in the region is aging. The personal income per capita in the region in 2009 was as follows: *Corner Brook-Rocky Harbour* – \$25,800; *Stephenville-Port aux Basques* – \$22,500; and *Grand Galls-Windsor-Baie Verte* – \$23,600. These incomes are below the provincial average of \$27,700.¹

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

Table 1: A Brief Regional Profile of Western NL²

Socioeconomic Indicator	Corner Brook-Rocky Harbour	Stephenville-Port aux Basques	Grand Falls-Windsor-Baie Verte	Newfoundland and Labrador
Population (2006)	45,730	30,955	48,605	505,470
Population Change % (2001-2006)	+0.5%	-6.2%	-5.2%	-1.5%
Median Age (2006)	43	45	44	42
Gross Personal Income per Capita (2009)	\$25,800	\$22,500	\$23,600	\$27,700

Innovation Capacity & Policy Context

In terms of the capacity for innovation in Western NL, the Grenfell Campus of Memorial University (located in Corner Brook), the College of the North Atlantic (headquartered in Stephenville), and the Marine Institute. Other training institutions include: Gros Morne Institute for Sustainability, Western College, NLOWE, Business Wings, and Smart Force NL. With regards to levels of post-secondary education, 25.1 percent of the population (between the ages of 18 and 65) have no high school diploma or certificate (2/9 RS Regions) while 12.4 percent have a bachelor's degree or higher (2/9 RS Regions) in *Corner Brook-Rocky Harbour*; 33.8 percent of the population (between the ages of 18 and 65) have no high school diploma or certificate (6/9 RS Regions) while 8.5 percent have a bachelor's degree or higher (6/9 RS Regions) in *Grand Falls-Windsor Baie Verte*; and 34.7 percent of the population (between the ages of 18 and 65) have no high school diploma or certificate (8/9 RS Regions) while 8.5 percent have a bachelor's degree or higher (4/9 RS Regions) in *Stephenville-Port aux Basques*.³ Individuals/organizations in the Corner Brook area (Economic Zone 8) submitted 36 applications to provincial innovation programs between 2006 and 2012 and 18 were approved

² Community Accounts. 2012. *Corner Brook-Rocky Harbour Rural Secretariat Region Profile*. Retrieved from: http://nl.communityaccounts.ca/profiles.asp?_vb7En4WVgbWy0nM; Community Accounts. 2012. *Grand Falls-Windsor Baie Verte Rural Secretariat Region Profile*. Retrieved from: http://nl.communityaccounts.ca/profiles.asp?_vb7En4WVgbWy0nU; Community Accounts. 2012. *Stephenville-Port aux Basques Region Profile*. Retrieved from: http://nl.communityaccounts.ca/profiles.asp?_vb7En4WVgbWy0nQ

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

(\$564,202/\$16.5 million).⁴ In addition, 73 applications (\$9million) in Corner Brook have been approved under the ACOA innovation programs between 2006 and 2012.⁵

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.

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>

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

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 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; 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

There was some discussion on the NRC DTAPP program and whether it provides funding to actually purchase the technology. Some sectors we’re seen as more innovative than others like oil and gas because of the money generated and invested in those sectors. Jacqui questioned whether extraction is the innovative part or whether new products and firms manufacturing those products are the innovation. One participant noted that they might be innovative in getting it out of the ground but not much happens in NL after that. Another participant noted that it’s about innovative people meeting people who have the solutions. More partnerships between universities, colleges and firms were also discussed. Some of the firms noted that they have never had any connections with Grenfell and maybe there is a potential for future initiatives there. For example, Anaconda can act as the classroom for students at Grenfell. Another participant explained that people in NL have a real reliance on government for planning and decision-making. Instead of thinking for ourselves we think that some department will eventually get around to it. Another participant raised concerns about how many people in the university do not report back to the firms they work with. They also noted that firms are just as bad with implementing things when they do. It was noted that people in NL have good ideas but they don’t follow through. Another participant also suggested that it isn’t so much a resistance to change but that people see no value in changing or being innovative. Another explained that people in NL by nature are not braggers but rather they just do what they think they should do to survive. In terms of entrepreneurship training, one participant suggested it was a failure of the school system. They argued that we need to get to them in high school to teach them about business and entrepreneurship. Instead everyone wants to work in government.

Innovation and Regional Development in Western NL

Kelly Vodden, Associate Professor (Research)

Environmental Policy Institute, Grenfell – Memorial University

Kelly explained that this presentation is based on research from the *Business Retention and Expansion* study, *Social Dynamics of Economic Performance in City-Regions* project, the *Networks for Business Innovation* Project and the *Canadian Regional Development* project, which focuses on the Kittiwake and Northern Peninsula regions in NL.

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, Coleman's, Brewed, Resource Innovations, Anaconda Mining, Sorrentos, Barry Group, Newfound Sushi, Allen's Fisheries, Harbour Grounds, Roam the Rock, Humber Valley Potato, and Magine Snowboards were all cited in the various research projects. A number of projects and initiatives were also mentioned including, the Corner Brook City Hall LEED, Navigate, NLOWE, Humber Education Alliance, Western Metal Working Network, Campus City Connects, Media Arts Centre, and the Geospatial Research Facility (GRF).

Kelly explained that the region has access to a number of innovation support institutions including federal programs like: Atlantic Innovation Fund, Innovative Communities Fund, Business Development Program, 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.

Kelly also cited a number of challenges that were identified in the various research projects, including: local jealousies; cliques; isolated social networks; government funding - paperwork/approval time; "small town"; time to collaborate, partner or participate; distrust, lack of collaboration, information sharing; messy institutional thickness; thin private sector; lack of support from municipalities; the demise of the REDBs; commercialization; access to markets; smaller, often more conservative markets; youth outmigration; and lack of a skilled labour force. However, she also noted a number of regional advantages or place-based assets, including: natural amenities; knowledge infrastructure; support institutions (Navigate, Business Wings); government support; business networking; emerging entrepreneurial spirit and arts and culture cluster; transportation infrastructure (airport and port access); and location. Kelly concluded with a discussion of strategies for improving innovation. More specifically, she mentioned: sessions by Chamber/BoT/DBA and/or other organizations to increase awareness of innovation support programs and new market opportunities; innovative HR approaches; enhanced collaboration between firms and post-secondary institutions; increased networking opportunities (external + internal, business, cross-sector); better economic development partnerships (with dynamic local leadership); new multi-sector RED structures or increased use of existing ones to plan for and facilitate support innovation; increased business support (Business planning, consulting, HR capacity building, incubators and mentoring by successful entrepreneurs, support for business networking, technology use); and creation of an innovation strategy (clear priorities; bring together key actors; sector development).

Discussion

Participants discussed including college and trades certificates to innovation data versus just including bachelor's degree or higher. Participants discussed access to high speed Internet as a challenge in the region while also noting that some firms are making creative use of communications technology where it is readily available, such as a Steady Brook Cafe (The Cove) where you can text your order in advance. In terms of using patents as a measure of innovation, another participant noted that not every activity can get a patent, some get trademarks. There was also a discussion of how businesses complain about a lack of government support, while government claims businesses are not asking for assistance. Participants also discussed the opportunities associated with infrastructure development in Labrador. Essentially, more people are travelling to Corner Brook for services, retail, and healthcare. Participants were also curious on the outcome of the maps developed for the Networks study. Jose explained they are hoping to work with partners on making those connections.

Enhancing Innovation in Western NL - Panel

Allan Cramm (Anaconda Mining)

Allan celebrated the fact that Anaconda has a young workforce with an average age of 38. He also noted that they have been to attract people from the region to work at the mine. He explained how they promote innovation on the ground and that there is also an effort by their younger workforce to be innovative. As a result they have been able to introduce and capitalize on new technologies. In fact, much larger companies are coming to Anaconda to learn from their operations. One opportunity he noted in the mining sector is that it's a captive industry, which needs to be located where the resources are. It's a challenge but it's also an opportunity. Allan stated that they're not lacking ideas and that a lot of young people come in with great ideas. These ideas are valued, considered and tried and they have had a number of successes. Allan suggested that the biggest challenge is around financial limitations and the paperwork/process associated with getting the idea out there and proving that you can expand your operation. He noted that NL doesn't have some of the professional expertise they need and it's difficult to attract people to Baie Verte. So they communicate using technologies like Skype to bring their site to the professional expertise. Allan is optimistic about the future of the mining industry in the region. He advocated for people to support and celebrate the natural resources industries in the region.

Jose Lam (Grenfell – Business Department)

Jose spoke about his experiences attending session on innovation and development. He noted that there are a lot of challenges. Jose explained that he looked at Kelly's slides on challenges and tried to determine the top three that could be changed over the next year or two. He see's building a culture of innovation as a priority and noted that a lot of young people are interested in building this in Corner Brook. Jose

suggested that a lot of the fear people have in not trying things comes from not having optimism. He also stated that we all face challenges but we need more optimism and we need to teach it to our youth. Jose explained that the arts and culture sector has changed since 2008 in a positive way. It's growing and strengthening partnerships and connections. Jose cautioned that these things don't happen overnight so we need policies and strategies that will stay the course. He noted some of the lessons from the Networks for Business Innovation study. This includes building the foundations with youth and encouraging them to take risks and overcome the fear of failure. He also suggested that we need to place the veterans with the recent draftees or we're not going to win the Stanley Cup. He also advocated for more collaboration based on the Quadruple Helix model of community, industry/business, government, and postsecondary. On a final point, Jose argued that for innovation to flourish we need to go outside our boundaries. We need networks and relations outside our regions and outside NL. But also in an era of globalization we need to work together because we are competing with companies internationally.

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:

- * "small-town" talk/local jealousies
- * distrust/lack of collaboration
- * absence of youth
- * aging declining population
- * lack of commercialization
- * hard to get local support
- * lack of entrepreneurs
- * lack of support from the municipality
- * hard to break into established social networks/cliques
- * attracting and retaining a skilled labour force (especially in major project development; IT; carpenters; powerline technicians)
- * Corner Brook is not business friendly; a lot of red tape
- * lack of collaboration and information sharing, especially business to business
- * lack of time to collaborate or to test new ideas (survival mentality and lack of future planning)
- * burnout
- * lack of knowledge over where to obtain capital and funding
- * assistance with developing a business plan
- * time it takes to apply for support
- * labour mobility to Alberta and other mega projects in NL

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- * messy institutional thickness (ex. ACOA liked an idea and IBRD didn't)/ many agencies work in economic development but no lead agency
 - * disconnect between government regional offices and head offices
 - * people like to support failure/ I told you so mentality when something goes under
 - * consumers don't like to take risks
 - * high costs of transportation
 - * confidence, people don't think they're innovative and/or believe change is impossible
 - * more connections between university, college and firms
 - * year-to-year funding is hard to make long-term strategic decisions
 - * defining innovation especially in rural areas
 - * lack of management skills – IT, marketing, commercialization
 - * lack of skilled labour
 - * lack of trust
 - * lack of motivation
 - * lack of municipal support

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:

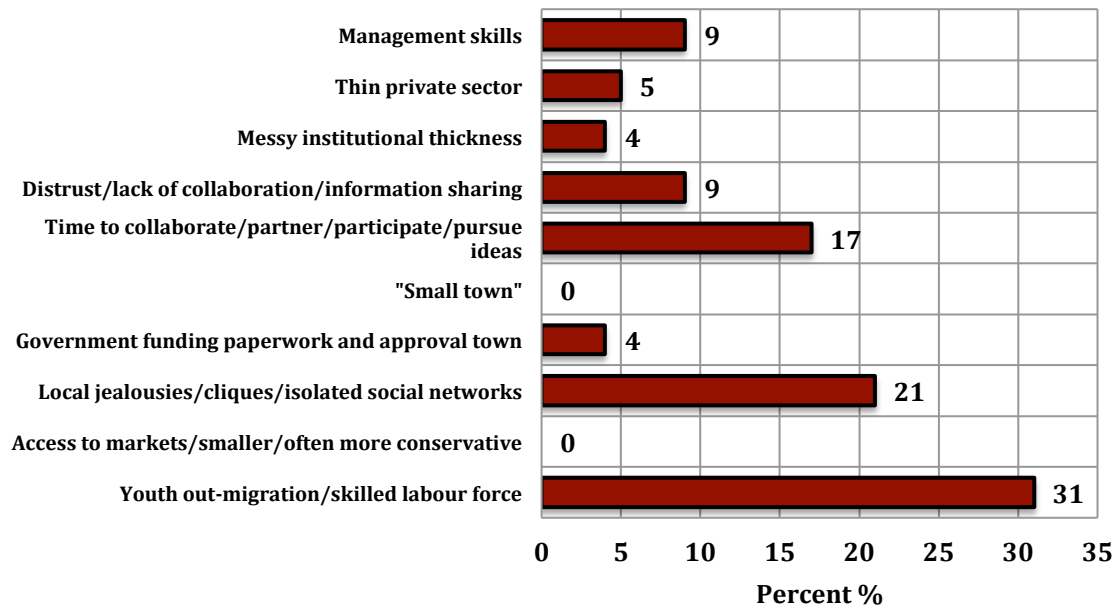
- * location
- * urban amenities in Corner Brook
- * natural resources and amenities
- * access to transportation
- * mega-projects/transmission line
- * arts and culture sector
- * tourism
- * agri-foods – three processing plants in the region
- * space to do things
- * Qalipu economic development/have access to federal funding and priorities
- * Grenfell campus/knowledge infrastructure
- * NLOWE and training supports
- * Labrador Highway
- * NL tradition/culture and its application in other industries or sectors aside from tourism and services, naturally innovative culture
- * lifestyle/quality of life
- * knowledge infrastructure (e.g. CNA, Grenfell)
- * presence of institutions that support business
- * lots of ideas – just need to figure out how to support and advance

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:

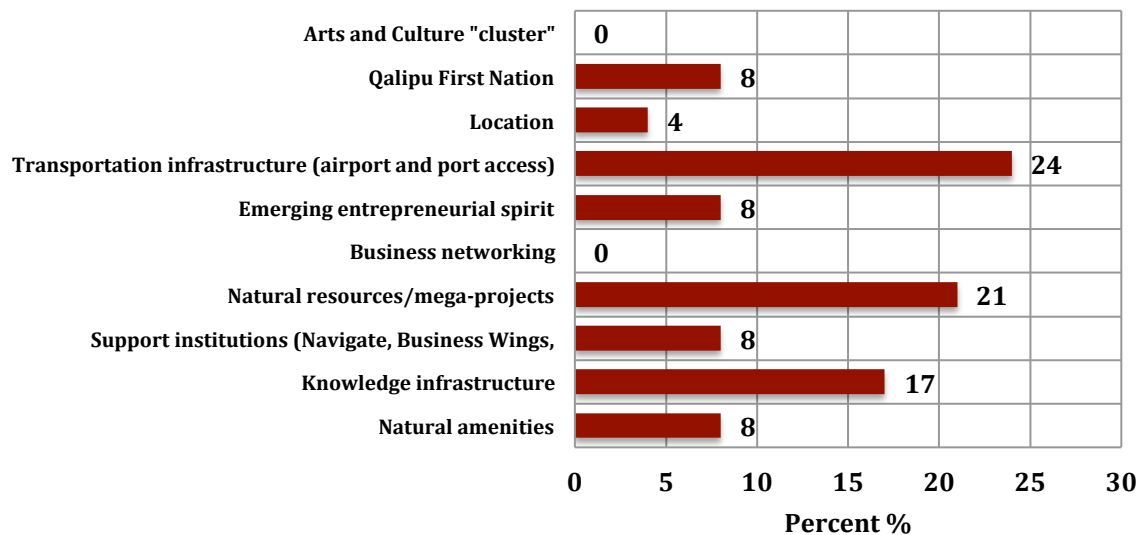
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- * Qalipu business development centre
 - * partnerships with the Qalipu versus trying to compete
 - * procurement opportunities for major project development on the west coast
 - * innovation strategy/needs a champion/who funds it/who controls it?
 - * BERI at Grenfell
 - * value-added development
 - * innovative HR approaches
 - * business sharing (ex. One small business doesn't need a full-time bookkeeper but three can hire and pay a full-time salary)
 - * Corner Brook is on the cusp and needs a push
 - * capture more people going to Gros Morne
 - * thinking outside the box/getting rid of the box altogether
 - * labour market information clearinghouse (ex. Northern Labour Market Information Clearinghouse in Northern Alberta – partnerships between the Northern Alberta Development Council and a group of post-secondary institutions in the region)
 - * sector specific research centres (e.g. Northern Alberta Tourism Research Centre Project)
 - * stronger role for CNA campuses in meeting the economic, social, community, and business needs of rural NL regions
 - * entrepreneurship in careers classes
 - * competitions to encourage innovators

Report Back Questions

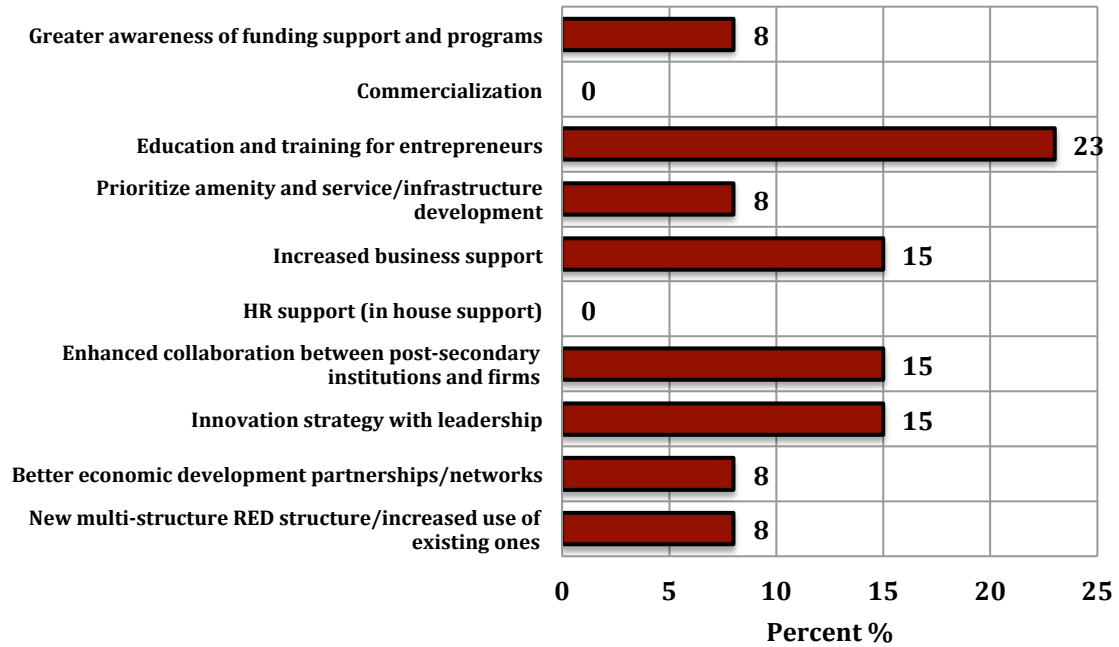
Workshop participants were asked to select the top two challenges for innovation in the region. A list of ten challenges was provided based on the presentations and breakout discussions. Their responses are shown below:



Workshop participants were asked to select the top two opportunities/ regional advantages for innovation in the region. A list of ten 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
Marilyn Forward	Grenfell – Memorial University
Janice Turner	Grenfell – Memorial University
Keith Goulding	Qalipu First Nation
Ralph Eldridge	Qalipu First Nation
Brandon Ezekiel	Qalipu First Nation
Tony Randell	IBRD
Perry Woodward	AES
Allan Cramm	Anaconda Mining
Jose Lam	Grenfell – Memorial University
Greg Wood	Grenfell – Memorial
Mark Tierney	ACOA
Tom Cochrane	Grenfell – Memorial University
Sean St. George	Grenfell – Memorial University
Damon Clarke	Deer Lake EDO
Marion McCahon	Rural Secretariat
Sheila Earle	IBRD
Theresa MacKenzie	Memorial University
AINL Team	
Heather Hall	Memorial University
Kyle White	Memorial University
Kelly Vodden	Grenfell – Memorial University
Jacqui Walsh	Grenfell – Memorial University



THE LESLIE HARRIS CENTRE OF REGIONAL POLICY AND DEVELOPMENT

1st Floor Spencer Hall, St. John's, NL Canada A1C 5S7

Tel: 709 864 6170 Fax: 709 864 3734 www.mun.ca/harriscentre

THE HARRIS CENTRE Memorial University

