



**RDC**

RESEARCH & DEVELOPMENT CORPORATION  
NEWFOUNDLAND AND LABRADOR

# **STRATEGIC PLAN**

## **2011-2014**





The Research & Development Corporation (RDC) is a wholly-owned Crown corporation of the Province of Newfoundland and Labrador. The RDC's mandate is to strengthen the quantity, quality, focus, and relevance of research and development for the long-term economic benefit of the province. Increased R&D will play a major role in driving innovation, creating wealth, and increasing economic growth in Newfoundland and Labrador for future generations.



INVESTING IN PEOPLE  
RESEARCH &  
INFRASTRUCTURE

# STRATEGIC PLAN 2011-2014

**CONTENTS**

|                                   |    |
|-----------------------------------|----|
| Message from the Chair            | 3  |
| Plan at a Glance                  | 5  |
| Introduction                      | 7  |
| RDC Overview                      | 13 |
| Mandate                           | 15 |
| Lines of Business                 | 19 |
| Primary Clients                   | 22 |
| Values                            | 23 |
| Vision                            | 25 |
| Mission                           | 27 |
| Strategic Issues and Goals        | 28 |
| Contact Us                        | 35 |
| Appendix 1 – Strategic Directions | 36 |

## MESSAGE FROM THE CHAIR

The Province of Newfoundland and Labrador has experienced a significant improvement in its fiscal position and the provincial government has made research and development (R&D) a priority area for investment. With that strategic vision in mind, the Research & Development Corporation (RDC) is ideally positioned to play a lead role in strengthening the focus, quantity, quality, and relevance of R&D for this province's long-term economic benefit.

RDC was established in 2009 as this province's Crown corporation responsible for improving Newfoundland and Labrador's R&D performance. Since then, the groundwork for investing in key growth areas where this province has a competitive advantage has been laid. RDC has become an active catalyst for bolstering R&D.

Working with its three client groups – business, academia and government partners – RDC is supporting highly-qualified personnel, specialized research and critical infrastructure. RDC is making significant investments in areas ranging from ocean sciences to offshore engineering research. It is actively partnering with business to support important research in petroleum engineering and geosciences and is working with small- and medium-sized businesses to provide access to research partners and to reduce the technical and financial risk of R&D. Much has been accomplished and even more is on our horizon.

Over the next three years, RDC will invest in priority areas to enhance Newfoundland and Labrador's R&D landscape, positioning the province as a credible world leader in specialized R&D activities, and fuelling innovation in strategic areas with significant potential

for economic impact. This will be accomplished by focusing on our competitive advantages and development opportunities and by investing in emerging research areas including energy, ocean technology, and mining.

This plan is guided by the following strategic goals of RDC:

- To enhance academia, business, and government capacity for R&D excellence
- To encourage increased business investment in R&D
- To realize development opportunities and support areas of competitive advantage

As Chair of RDC, and on behalf of our Board of Directors, I present RDC's 2011-14 Strategic Plan. The Board is accountable for the preparation of the plan and the achievement of its goals and objectives. This plan has been developed in accordance with the legislative requirements of the Transparency and Accountability Act, and in consideration of the strategic directions of the Government of Newfoundland and Labrador. My signature, herein, indicates the Board's full accountability for the strategic directions of the organization.

Sincerely,



M. Jacqueline (Jackie) Sheppard, Q.C.  
Chair, Board of Directors  
Research & Development Corporation



# PLAN AT A GLANCE

PHOTO BY DAVE HOWELLS FOR RDC



## VISION

Research and development fuels innovation and creates economic growth and prosperity in Newfoundland and Labrador.

## MISSION

By March 31st, 2017, the Research & Development Corporation will have increased the capacity of business, academic, and government clients to perform and utilize research and development in priority areas towards the creation of long-term economic benefits of the province.

## GOALS

- To enhance academic, business, and government capacity for R&D excellence
- To encourage increased business investment in R&D
- To realize development opportunities and support areas of competitive advantage

## INTRODUCTION

In accordance with the Transparency and Accountability Act, the 2011-14 strategic plan for the Research & Development Corporation (RDC) identifies key priority areas for the next three years. As a category one entity under that Act, RDC is accountable for achieving outcomes, which means that the strategic plan will not reflect all activities of the corporation. This plan addresses three key strategic issues: building a strong foundation for research and development (R&D), growing business investment in R&D, and focusing R&D in priority areas. Each of these issues contributes to strengthening the focus, quantity, quality, and relevance of R&D for the long-term economic benefit of this province.

To address the strategic issues outlined in the plan, the following goals, along with corresponding objectives for each of the next three years, have been developed:

- Enhance academic, business, and government capacity for R&D excellence
- Encourage increased business investment in R&D
- Realize development opportunities and support areas of competitive advantage

Using specified measures and indicators, a performance report will be tabled in the House of Assembly each year that provides a summary of the progress in achieving the goals and objectives set out in this plan.

## WHAT IS R&D?

Research and development (R&D) refers to the creation of new knowledge or the application of existing knowledge to improve products, processes and/or services, with potential to affect economic outcomes. R&D comprises creative work undertaken on a systematic basis in order to increase the stock of knowledge and the use of this knowledge to devise new applications. The basic criterion for distinguishing R&D from related activities is the presence of an appreciable element of novelty and the resolution of scientific and/or technological uncertainty<sup>1</sup>. R&D is increasingly important to a sustainable and smarter future for Newfoundland and Labrador.

Gross domestic expenditure on research and development (GERD) is a key R&D indicator that compiles the expenditure on R&D activities as reported by different sectors. In Newfoundland and Labrador, in 2008, the GERD statistic was \$2.78 million – or only one percent of the total GERD in Canada.

Typically this amount is broken down into different performance sectors, as chosen and defined by the Organization for Economic Cooperation and Development (OECD):

- Business enterprise
- Higher education
- Government (Federal and Provincial)
- Private non-profit organizations

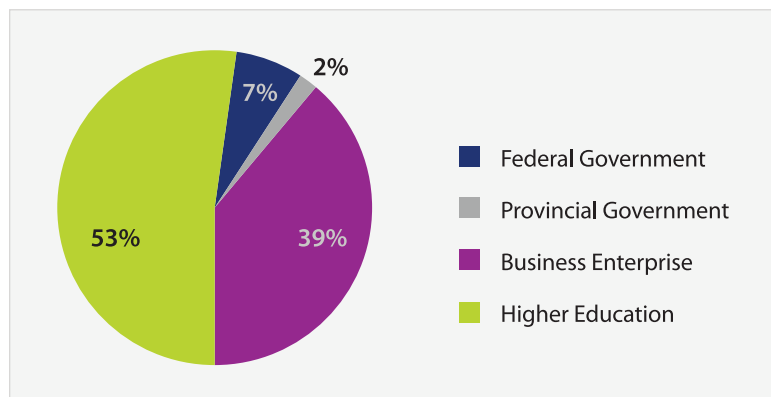
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<sup>1</sup> OECD 2002 Frascati Manual 2002: Proposed Standard Practice for Surveys on Research and Experimental Development.

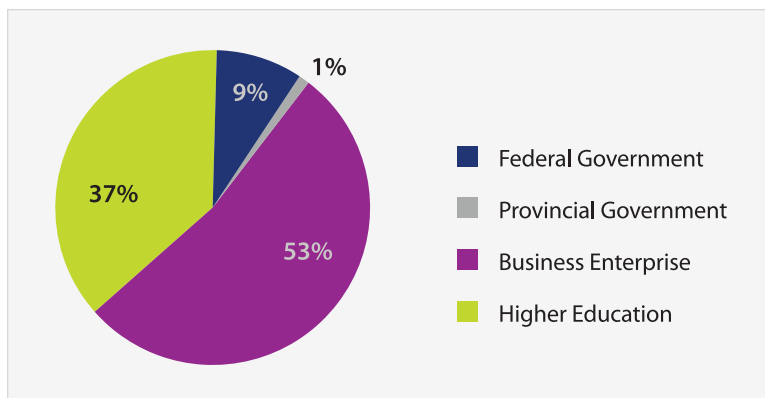
## INTRODUCTION TRENDS IN R&D

R&D is an important aspect of the economy. It drives innovation, competition, and economic growth through the development of new products, processes and services. In Canada today, GERD has reached almost \$30 billion dollars per year.

In Canada, the top performing sector is business enterprise, contributing to over half of the GERD each year. This sector includes all firms, organizations, and institutions whose primary activity is the production of goods and services for sale to the general public. Higher education is the second largest performer comprising over one-third of R&D performance. This sector includes all universities, colleges, and other post-secondary institutions. In general, the public sector funds more R&D than it performs; however, it still out-performs the smallest performance sector, the private non-profit sector (PNP), which contributes less than one percent of R&D performance. The PNP sector is small, as it is restricted to those organizations that are not controlled by enterprise, higher education, or governments and whose primary goal is not to gain profit.



NL Distribution of GERD by Performing Sector - 2008



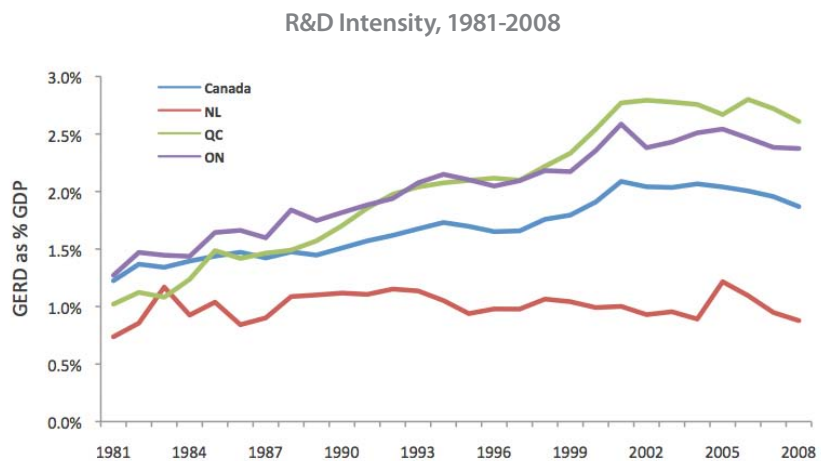
Canadian Distribution of GERD by Performing Sector - 2008

Most R&D in Canada occurs in the natural sciences and engineering field. This includes mathematical, biological, chemical, and physical sciences, as well as engineering organizations. Over 90 percent of R&D expenditures are classified as this type of science. The rest of R&D expenditure occurs in the social sciences and humanities.

In order to enhance comparability, GERD is often expressed relative to GDP, which can be used as a measure of R&D intensity. For 2008, Canada's GERD/GDP ratio was 1.87. This is lower than many other countries such as Sweden (3.75), Finland (3.73), USA (2.77), and the OECD average (2.33). Within Canada, Newfoundland and Labrador had one of the lowest R&D intensity ratios of only 0.88 in 2008. This is less than half of the Canadian average. The largest contributors to Canadian R&D performance are Ontario and Quebec with GERD/GDP ratios of 2.37 and 2.61, respectively for 2008. In fact, since 1981, R&D expenditures have not kept pace with the growth of the provincial economy. As a result, the gap in R&D intensity between Newfoundland and Labrador and leading provinces in Canada has widened significantly.

## INTRODUCTION

Provinces that are performing well in R&D have high levels of business investment and performance. Provinces that are not performing well tend to have lower performance in the business sector. Since the business sector is such an important component of R&D in high-performing provinces, Newfoundland and Labrador is in special need of a focused approach to improve R&D in the business sector.



Another important indicator of R&D performance is the number of qualified personnel employed in R&D. This includes researchers, technicians, and other support staff working in this field. A Statistics Canada report on R&D personnel indicated that only 1,780 highly-qualified R&D personnel were employed in Newfoundland and Labrador in 2008, representing only 0.73 percent of Canadian R&D personnel<sup>2</sup>. Newfoundland and Labrador had a higher

<sup>2</sup> Statistics Canada. 2011. "Research and development personnel, 1999 to 2008." Science Statistics v. 35 no. 1. February 2. Statistics Canada Catalogue no. 88-001-XIE. <http://www.statcan.gc.ca/pub/88-001-x/88-001-x2011001-eng.htm> (accessed April 27, 2011).

concentration of personnel employed in the higher education sector as opposed to the business sector. In Newfoundland and Labrador, only 32 percent were employed in business while 58 percent were employed in higher education, while in Canada overall, 66 percent of R&D personnel were employed in the business sector and 26 percent were employed in the higher education sector (from 2008).

It is apparent that against all measures, Newfoundland and Labrador would benefit from targeted investment in people, research, and infrastructure. In accordance with government's strategic directions, RDC has identified goals and objectives for the next three years that will need to be addressed in order to ensure that the province is positioned to reap long-term economic benefits from R&D investments.

## RDC OVERVIEW

The Research & Development Corporation (RDC) was established in 2009 to improve R&D in Newfoundland and Labrador with the enactment of the Research and Development Council Act. As a provincial Crown corporation, RDC is expected to achieve public policy objectives that recognize R&D as an important catalyst for innovation. RDC has been set up to operate at arm's length from the provincial government, but is nonetheless held to a high standard for public accountability and transparency.

RDC currently employs 30 staff in its St. John's offices, organized in four divisions: Program Delivery, Strategy & Program Development, Corporate Development, and Finance. In each of 2010-11 and 2011-12, RDC received an annual budgetary allocation of \$25 million from the legislature with \$19.3 million dedicated to R&D funding programs.



## GOVERNANCE

RDC was established through legislation in 2009, with provision for an independent Board of Directors. The Board comprises both residents and non-residents of the province that represent RDC's key stakeholders, including the private sector, researchers, a publicly-funded post-secondary educational institution, and the provincial government department responsible for innovation.

Within RDC's statutory context, the Board and management are responsible for setting the corporate strategy and determining how it will be implemented. In order to pursue its ambitious mandate, the Government of Newfoundland and Labrador granted RDC broad powers to influence R&D as a funding organization, collaborator and/or R&D performer, as required, to achieve RDC's mandate. RDC's Board of Directors consists of 7 to 11 members.

The current constitution of the Board follows:

Ms. M. Jacqueline Sheppard, Chair  
Dr. Lawrence Cochrane, Vice-Chair  
Mr. Alan Brown, Director  
Mr. Gary Dinn, Director  
Dr. Ray Gosine, Director  
Dr. Kari Kveseth, Director  
Dr. Terry-Lynn Young, Director

These members meet the statutory requirements for Directors with research, business, and academic expertise.

# MANDATE



The Research & Development Corporation (RDC) is a provincial Crown Corporation responsible for identifying, evaluating, prioritizing and, where warranted, investing in research and development (R&D) opportunities. RDC's mandate is to strengthen the focus, quantity, quality, and relevance of R&D for the long-term economic benefit of Newfoundland and Labrador.

## MANDATE

### STRATEGY

RDC's strategy is to invest in priority areas that will enhance Newfoundland and Labrador's R&D landscape, position the province as a credible world leader in specialized R&D activities, and fuel innovation in areas with significant potential for economic impact. This will be accomplished by focusing on competitive advantages and development opportunities.

RDC's strategy is built on five elements:

- Strengthen Newfoundland and Labrador's R&D landscape by investing in people, research, and infrastructure to build new capacity as a R&D performer
- Target priority areas where Newfoundland and Labrador has a competitive advantage and development opportunities
- Align human and financial resources with RDC's investment priorities
- Enhance RDC's knowledge and technical expertise in order to engage collaborators and target opportunities
- Work with R&D stakeholders in business, academia and government to identify needs, pursue opportunities, and lead new initiatives

For this strategy to be successful, RDC must make a sustained effort to support and grow quality R&D activity in Newfoundland and Labrador's private sector, support institutional R&D that aligns with business needs, work with government to identify priorities and provide policy advice on strategic initiatives, and increase the emphasis on RDC-initiated investments with significant potential for economic impact.

To deliver this strategy, RDC must put in place processes and resources that will deliver on the business model. The development and delivery of these lines of business as well as the establishment of investment targets are essential components for RDC's operational planning.



## **LINES OF BUSINESS**

RDC's business model is to deploy human and financial resources in support of four key areas, or lines of business:

### **POLICY AND GOVERNMENT COORDINATION**

RDC influences and supports the development and implementation of policy and other government initiatives that impact R&D growth and development opportunities in Newfoundland and Labrador.

### **ADVOCACY AND COOPERATION BETWEEN CLIENT GROUPS**

RDC establishes and promotes cooperation between businesses, academia, and government.

### **PROGRAM DEVELOPMENT AND DELIVERY**

RDC provides financial support to others who undertake R&D and play a role in the stewardship of the investment.

### **R&D ASSET INVESTMENT**

RDC invests in facilities that support collaborative R&D.

| PROGRAM                                  | ALIGNMENT WITH RDC PRIORITIES   |
|--|---|
| R&D Vouchers                             | <ul style="list-style-type: none"> <li>• Improves business access to researchers (technical expertise) and research facilities and equipment</li> <li>• Builds business-academic R&amp;D collaboration</li> </ul>   |
| R&D Proof of Concept                     | <ul style="list-style-type: none"> <li>• Reduces Small- and Medium-sized Enterprise (SME) technical and financial risk of pre-commercial R&amp;D</li> <li>• Increases capacity of the company as an R&amp;D performer</li> </ul>  |
| Petroleum R&D Accelerator                | <ul style="list-style-type: none"> <li>• Accelerates R&amp;D in the petroleum industry by building long-term, sustainable R&amp;D capacity, and maximizes petroleum resource development</li> </ul>   |
| Ocean Industries Student Research Awards | <ul style="list-style-type: none"> <li>• Attracts and develops world-class talent in ocean industries – both the highly-qualified people required by business and the next generation of R&amp;D leaders</li> </ul>   |
| Academic Funding Programs                | <ul style="list-style-type: none"> <li>• Strengthens institutional R&amp;D capacity</li> <li>• Provides funding for new researchers (Ignite R&amp;D)</li> <li>• Leverages against federal and other sources (Leverage R&amp;D)</li> <li>• Supports business-academic collaboration (Collaborative R&amp;D)</li> </ul> |
| Industrial R&D Fellowships (IRDF)        | <ul style="list-style-type: none"> <li>• Supports business-led R&amp;D</li> </ul>   |
| GeoEXPLORE                               | <ul style="list-style-type: none"> <li>• Enhances geosciences R&amp;D capacity and academic, business, and government collaboration in support of mineral and petroleum exploration and development.</li> </ul>   |

## **LINES OF BUSINESS**

To complement its suite of R&D programs, RDC is continually building new programs to meet identified needs. This is an intensive process that involves stakeholder consultations, statistical and economic analysis, program design, and evaluation. New programs that meet broad-based and commonly recognized gaps in the provincial R&D landscape are typically added to the RDC's repertoire. Bespoke programs that are intended to meet specific, targeted needs of individual sectors or sub-sectors may be delivered less frequently.



## PRIMARY CLIENTS

RDC has three primary client groups: business, academia, and government.

### BUSINESS

RDC works with companies to increase their R&D capabilities, enhance innovation and competitiveness, and build strong collaborative relationships among R&D performers. RDC offers funding programs and targeted initiatives aimed to enhance the quality and quantity of business-led R&D.

### ACADEMIA

RDC works with academia to support the development of highly-qualified researchers, to focus R&D activities on priority areas relevant to business needs, our competitive advantages and development opportunities, and to improve the quality of R&D infrastructure in Newfoundland and Labrador.

### GOVERNMENT

RDC works with two orders of government. RDC works with provincial government departments and agencies on policy and strategic initiatives that align with provincial priorities. RDC works with federal government departments and agencies often as the provincial source of funding required to leverage national programs that support R&D and as a collaborator/partner on strategic initiatives where federal and provincial priorities align.

## VALUES

The following values of the Research & Development Corporation represent the core priorities of the organization's culture, and guide behaviour and decision-making within the corporation.



### EXCELLENCE

- We pursue excellence and quality in all endeavours.
- We recruit and retain highly-qualified people.
- We develop programs, execute projects, and deliver superior service for our clients and partners.
- We exceed expectations.
- We set new standards for excellence.

- FOCUS**
- We focus our efforts on R&D projects, programs, services, and initiatives that are relevant to the Province of Newfoundland and Labrador.
  - We build on R&D strengths that create economic output for the province.
  - We work to achieve long-term outcomes.

- INTEGRITY**
- Trust, integrity, and respect are foundations for every interaction.
  - We apply the highest ethical standards to our conduct.
  - We respect and protect the commercially sensitive information of our clients.
  - We are a responsible corporate citizen, committed to the health, safety, and well-being of people and the environment.

- COLLABORATION**
- We build partnerships and teams with co-workers, clients, and stakeholders.
  - We communicate effectively with our R&D stakeholders and clients.
  - We draw upon external and internal strengths to create a superior product/service.

- ACCOUNTABILITY**
- We are accountable to the public, clients, stakeholders, and employees.
  - Every action is taken in acknowledgement of our accountability to the public.
  - We accept responsibility for our actions.

# VISION



Research and development fuels innovation and creates economic growth and prosperity in Newfoundland and Labrador.

## MISSION

The mission statement identifies the priority focus areas of the corporation. It represents the key longer-term result that RDC will be working towards as we move forward on the strategic directions of government. The statement also identifies the measure(s) and indicator(s) that will assist both RDC and the public in monitoring and evaluating success. RDC's mission supports the achievement of the strategic directions of government by focusing on R&D capacity-building in priority areas

By March 31st, 2017, the Research & Development Corporation (RDC) will have increased the capacity of business, academic, and government clients to perform and utilize research and development in priority areas toward the creation of long-term economic benefits of the province.

## MEASURES

Increased capacity of business, academic, and government clients to perform R&D activities

## INDICATORS

- Increased R&D activity in priority areas
- Increased R&D collaboration between business, academic, and government clients

## STRATEGIC ISSUES AND GOALS

In consideration of the provincial government's strategic directions and the mandate and financial resources of the Research & Development Corporation (RDC), this plan will address three key issues over the next three years:

- Building a strong foundation for R&D
- Growing business investment in R&D
- Focusing R&D in priority areas

The goals identified for each issue reflect the results expected in the three year time frame, while the objectives provide an annual focus. Measures and indicators are provided for both the goal and the first year's objective to assist both RDC and the public in monitoring and evaluating success.

## STRATEGIC ISSUES AND GOALS

### 1: BUILDING A STRONG FOUNDATION FOR R&D

R&D plays a critical role in innovation, industry and business enterprise competitiveness, and overall economic performance. In order to position this province to reap benefits from R&D and innovation activities, we must increase the quantity of R&D that is performed within Newfoundland and Labrador. Highly-qualified people (HQP), innovative R&D activities, and quality infrastructure are the essential components of a successful R&D environment. RDC strives to improve the foundation conditions for R&D in Newfoundland and Labrador by strengthening these essential components.

RDC will direct efforts over the next three years to improve all three elements: people, R&D activities, and infrastructure.

**GOAL** By March 31st, 2014, RDC will have enhanced academia, business, and government capacity for R&D excellence.

**Measure:** Enhanced academia, business and government capacity for R&D excellence

**Indicators:** Programs to support HQP delivered

Programs to support infrastructure delivered

Programs to support R&D activities delivered

Number of students trained as researchers/involved in research through RDC-funded projects

Number of researchers employed through RDC-funded projects

Number of R&D projects supported by RDC programs



**2012  
OBJECTIVE**

By March 31st, 2012, RDC will have commenced delivery of programs targeting HQP and innovative R&D activities.

**Measure:** Commenced delivery of programs

**Indicators:** Program delivery commenced

Number of students trained in priority areas through RDC programs

Number of researchers employed in priority areas through RDC programs

Number of R&D projects funded in priority areas through RDC programs

**2013  
OBJECTIVE**

By March 31st, 2013, RDC will have identified and assessed opportunities to invest in quality R&D infrastructure

**2014  
OBJECTIVE**

By March 31st, 2014, RDC will have enhanced R&D infrastructure

## STRATEGIC ISSUES AND GOALS

### 2: GROWING BUSINESS INVESTMENT IN R&D

As noted above, the business sector is a critical component of R&D in high-performing provinces. Business investment in R&D is important both for business-performance of R&D (R&D carried out directly by businesses and/or their partners) and business-utilization of R&D (R&D that is relevant to businesses and meets technical or identified needs). RDC is fostering R&D capacity in the business sector by encouraging business-initiated R&D projects; providing incentives for industry-relevant R&D projects; and encouraging collaboration amongst business, academic, and government clients.

#### GOAL

By March 31st, 2014, RDC will have encouraged increased business investment in R&D in Newfoundland and Labrador.

**Measure:** Encouraged increased business investments in R&D

**Indicators:** Delivered programs to support business-focused R&D

Improved business outreach and attraction

Supported enhanced collaboration between academia and business

Number and value of business-initiated R&D projects

**2012  
OBJECTIVE**

By March 31st, 2012, RDC will have commenced delivery of programs encouraging business investment in R&D.

**Measure:** Commenced delivery of programs

**Indicators:** Delivery of programs commenced

Number and value of RDC-business co-funded projects

Number and value of non-commercial R&D projects with demonstrated business-relevance (solved technical need, cost/productivity improved, new product/revenue)

Total business contribution to RDC-funded commercial and non-commercial R&D projects

**2013  
OBJECTIVE**

By March 31st, 2013, RDC will have further developed programs to encourage business investment in R&D

**2014  
OBJECTIVE**

By March 31st, 2014, RDC will have encouraged business investment in R&D

## STRATEGIC ISSUES AND GOALS

### 3: FOCUSING R&D IN PRIORITY AREAS

Focusing on priority areas is vitally important for the future well-being of Newfoundland and Labrador. Priority areas present a development opportunity or potential strategic competitive advantage for R&D in this province. To realize development opportunities and support areas of competitive advantage, RDC will focus new programs and initiatives on priority areas. RDC priority areas include ocean technology and natural resource industries (i.e., petroleum, mining, fisheries, and forest products).

#### GOAL

By March 31st, 2014, RDC will have realized development opportunities and supported areas of competitive advantage.

**Measure:** Realized development opportunities  
Supported areas of competitive advantage

**Indicators:** Programs to support priority areas delivered  
Number of collaborations in priority areas  
Number and value of projects funded in RDC priority areas  
Number and value of infrastructure investments in priority areas  
Number of new business or resource development opportunities pursued as a result of RDC intervention

**2012  
OBJECTIVE**

By March 31st, 2012, RDC will have commenced delivery of programs targeting RDC priority areas.

**Measure:** Commenced delivery of programs

**Indicators:** Program delivery commenced

Number of students trained in priority areas through RDC programs

Number of researchers employed in priority areas through RDC programs

Number of R&D priority area projects funded through RDC programs

**2013  
OBJECTIVE**

By March 31st, 2013, RDC will have developed one or more directed research programs targeting RDC priority areas

**2014  
OBJECTIVE**

By March 31st, 2014, RDC will have delivered targeted programs to support the performance of R&D in priority areas

**CONTACT US**

Further information about the Research & Development Corporation (RDC) and its programs is available from RDC's website at [www.researchnl.com](http://www.researchnl.com).

Specific inquiries may be directed to [info@researchnl.com](mailto:info@researchnl.com) or 709.758.0913.

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# APPENDIX

## STRATEGIC DIRECTIONS



# STRATEGIC DIRECTIONS





Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by Government through Throne and Budget speeches, policy documents and other communiqués. The Transparency and Accountability Act requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across Government and will ensure that all entities are moving forward on key commitments. The directions related to the Research & Development Corporation (RDC) are provided below. Each strategic direction is comprised of a number of components, or focus areas. These focus areas will be addressed through the various planning processes of the corporation.

## STRATEGIC DIRECTIONS

### 1: R&D CAPACITY

People, research, and infrastructure are the building blocks needed to increase R&D in Newfoundland and Labrador. Without a strong foundation, sustainable R&D growth is not possible. Investments in these areas will align with RDC's strategic priorities and the R&D strengths of Newfoundland and Labrador.

**Strategic Direction:** Improved R&D capacity in Newfoundland and Labrador.

**Clarifying Statement:** This outcome supports the policy direction of the Government of Newfoundland and Labrador. It requires systemic intervention by RDC in the areas of:

- Highly qualified people
- Quality research and development projects
- R&D infrastructure

## 2: R&D LEADERSHIP

The 2008 Speech from the Throne announced a desire to position Newfoundland and Labrador as a leader in innovation. This was to be achieved in part through the creation of a new Crown entity to develop and lead a provincial R&D strategy to build a stronger knowledge-based economy and plot a course toward sustained prosperity. Recognizing the need for a dedicated and focused approach, the Research & Development Corporation was established pursuant to the Research and Development Council Act in 2008, and formally incorporated in 2009.

**Strategic Direction:** A stronger knowledge-based economy.

**Clarifying Statement:** This outcome supports the policy direction of the provincial government. It requires systemic intervention to address the following areas:

- R&D Planning & Leadership
- Business Supports for R&D
- Academic Supports for R&D
- Government Supports for R&D
- Evaluation and Policy Development

Both of these strategic directions are addressed in RDC's 2011-2014 Strategic Plan.

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