

# OCEAN HOLYROOD INITIATIVE

A Strategic Action Plan for Renewal

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Pat Curran + Associates Inc.  
September 2023

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## Acronyms

ACOA	Atlantic Canada Opportunities Agency	SOW	Scope of Work
ATU	Atlantic Technological University	STEM	science, technology engineering and math
BR&E	Business Retention and Expansion	TOH	Town of Holyrood
CAO	Chief Administration Officer	UCI	Ulster Canada Initiative
CAOT	Centre for Applied Ocean Technology	UVP	Unique Value Proposition
COVE	Centre for Ocean Ventures and Entrepreneurship		
DFO	Department of Fisheries and Oceans		
DIET	Department of Industry, Energy and Technology		
DITRD	Department of Industry, Trade and Regional Development		
DTCII	Department of Tourism, Culture, Industry and Innovation		
EDO	Economic Development Officer		
GCID	Galway City Innovation District		
GOC	Government of Canada		
GNL	Government of Newfoundland and Labrador		
HMB	Holyrood Marine Base		
IA	Investment Attraction		
KPI	Key Performance Indicator		
LVT	Letterkenny Institute of Technology		
MI	Marine Institute		
MOA	Memorandum of Agreement		
OBP	Ocean Business Park		
OFI	Ocean Frontier Institute		
OA	Oceans Advance		
OHI	Oceans Holyrood Initiative		
OSC	Ocean Super Cluster		
OSSC	Offshore Safety and Survival Centre		
PCA	Pat Curran + Associates		
RFP	Request for Proposals		

## Letter of Submittal

September 2023

Marjorie Gibbons

Chief Administration Officer (Acting)

Town of Holyrood

PO Box 100

Holyrood NL

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Dear Ms. Gibbons:

In July 2022, Pat Curran + Associates (PCA) Inc. was contracted to undertake an assessment of the status of the Oceans Holyrood Initiative (OHI) and its ability to influence the overall development of the ocean sector within the province and beyond. Despite some challenges in fulfilling all aspects of our work within the methodology and timelines proposed, we are pleased to present the Oceans Holyrood Initiative: Strategic Action Plan for Renewal.

PCA presented the first significant milestone of the project, the Resource Inventory and Assessment, along with a notional Unique Value Proposition (UVP) in February 2023. Several significant milestones have occurred since then which have had some bearing on the project. First, the Town of Holyrood commenced a strategic plan update and an overall operational review in late February 2023. Given the significance of oceans within the Town's past strategic focus, it was prudent to await the findings from that planning process before finalizing this project. Both the OHI and Town strategic plan/operational review projects are being undertaken by PCA and we are now in a position to report more fully on the future prospects for OHI within the Town's longer term plan. Second, in May 2023, the Marine Institute (MI) formally opened the Launch and the Dr. Art May Research Facility, bringing renewed focus to MI's capacity at Holyrood. In the intervening time since the presentation of its initial report in February 2023, PCA has been able to engage with both MI and Federal and Provincial partners to get their sense of next steps for both MI and OHI. Finally, Gary Corbett, the Town's longstanding Chief Administration Officer (CAO) and the guiding hand for many years behind OHI and the Town's vision for oceans development in Holyrood, announced his impending retirement for September 2023. Mr. Corbett departure represents a significant transition in the Town's leadership team and that of OHI.

Ocean Holyrood Initiative: A Strategic Action Plan for Renewal

While the initial project timelines for the assessment have been pushed out considerably, there has been some merit in the delay as it has enabled PCA to present a strategic action plan for OHI renewal that is based on the more current environment and circumstances.

Very best regards,



Pat Curran  
Lead Consultant

## Executive Summary

The Town of Holyrood has identified the oceans sector as its strategic economic driver and for years has engaged with the Marine Institute (MI) of Memorial University of Newfoundland and Labrador (Memorial) to promote ocean related research and development. This strategic priority has been manifested as the Oceans Holyrood Initiative (OHI), commencing in 2013 with funding approval by the Atlantic Canada Opportunities Agency (ACOA) and the then Provincial Department of Industry, Trade and Regional Development (DITRD) for the Town to complete a range of ocean-related promotional and development activities. Since then, the Town has undertaken planning and implementation of ocean and other related development activities. This initiative has been paralleled by the ongoing investment by MI (and Federal and Provincial partners) in its Holyrood assets, culminating in May 2023 with the opening of the Launch and the Dr. Art May Building.

In April 2022 the Town of Holyrood issued a Request for Proposals (RFP) to undertake an assessment of the present status of OHI and its ability to influence and engage with the overall development of the ocean sector within the province and beyond. In July 2022, Pat Curran + Associates (PCA) Inc. was contracted to complete the assessment.

### Report Overview

The Oceans Holyrood Initiative: A Strategic Action Plan for Renewal is an important step in laying the basis for the Town's continued engagement in supporting ocean innovation in Holyrood. The Report includes the following:

**Section 1** provides an overview of the research and consultative methodology carried out, the limitations experienced by PCA in completing the initially proposed methodology, and mitigating actions agreed by PCA and the Town.

**Section 2** provides a timeline of key milestones in oceans from 2013 to 2023.

**Section 3** provides an OHI planning and implementation activity report card.

**Section 4** is a profile of the Town's marine-related assets and property and an inventory of other assets that complement the Town's resources, including municipal and regional infrastructure and other institutional resources.

**Section 5** provides an inventory of relevant commercial and non-commercial programs, provincially, nationally, and internationally, that might be used to leverage investment and support eventual program implementation.

**Section 6** reviews business and institutional contacts provincially, nationally, and to the extent possible, internationally engaged in the ocean/innovation space.

**Section 7** considers stakeholder mapping, the ocean innovation eco-system and where Holyrood fits.

**Section 8** defines a notional unique value proposition (UVP) for Holyrood's and OHI's future engagement on oceans.

**Section 9** identifies a strategic action plan including marketing and implementation resources, governance and an accountability framework.

**Section 10** highlights a notional conference/roundtable program to be held in Late October/early November 2023 which will serve as an official relaunch of the renewed OHI and the beginning of implementation of the Strategic Action Plan for Renewal.

## Conclusion

The future of the Oceans Holyrood Initiative will be driven by several key factors. The first is a renewed and meaningful partnership with MI. Holyrood's Unique Value Proposition (UVP) is based in great part on MI's Launch and Holyrood Marine Base, and associated research capacity, including the Holyrood Subsea Observatory, SmartBay Holyrood, and access to world class research at the MI and Memorial University campuses. This relationship must be founded on a mutually agreed understanding of roles and responsibilities, an ongoing commitment of resources from both partners to animate and sustain the partnership, and shared goals and objectives. —

The second is a sharper focus on OHI leadership, in relation to both the Council's overall governance role in OHI and through a renewed OHI's advisory board. There are many players in the broader oceans sector, some with a close and longstanding affiliation with Holyrood, who are quite willing to help OHI achieve its vision for Holyrood. They need to be engaged in helping shape the new direction and in guiding and supporting activities through implementation.

Finally, the Town must assess and affirm its own capacity to sustain oceans as an economic development priority for Holyrood. The recently completed Town of Holyrood – A Community of Choice Strategic Plan: 2024 – 2027 reaffirms a specific focus on oceans through renewed



partnership with the MI, a targeted approach to ocean investment and a fresh approach to OHI governance and engagement. Further priority is placed on investment attraction in overall business development. At the same time, the recently completed Organizational Review for the Town of Holyrood places overall accountability for the Town's economic and business development priorities, and strategic planning, with the Town's Chief Administration Officer (CAO).

Holyrood has made significant progress since OHI was first conceived in 2013. The Town has made no shortage of investment, supported by ACOA and the Department of Industry, Energy and Technology (DIET) and its predecessor departments, in building an oceans brand – multiple plans and assessments have explored various aspects of the ocean innovation space from an ocean business park to incubators and accelerators, to governance modeling, to a detailed marketing strategy, including collateral materials and an updated website. At the same time, significant investment has been made by MI, first through the Holyrood Marine base, followed by enhanced shoreside facilities and finally through the Launch.

While the Town and MI, and their many partners, have made significant investments in building capacity, these have not yet leveraged the private sector investment in ocean innovation that was anticipated in the initial stages of OHI. Despite those efforts, OHI's earlier value proposition has not yet been enough to influence industry and other institutional partners to locate in the area. PCA concludes that this is about to change, and partners are poised to see the results of these investments finally pay off. This strategic action plan for OHI renewal is a critical step in ensuring this takes place.

## 1.0 Methodology

PCA was contracted to complete the assessment on the basis of the following agreed scope of work (SOW).

### Resource Inventory and Mapping

The inventory and mapping was intended to lay the basis for the Town's value proposition by identifying key assets, resources, and partners. It also focused on current and emerging trends and opportunities in the oceans sector that might be of relevance to the Town and OHI. This would be met by reviewing past planning activity and preparing a timeline and "report card" on the extent of implementation. The Town's marine-related assets utilizing would be profiled and an inventory of other assets that complement the Town's resources would be gathered. Relevant commercial and non-commercial programs provincially, nationally, and internationally would be identified, as would a listing of key business and institutional contacts provincially, nationally, and to the extent possible, internationally. a stakeholder map would be prepared that defined the provincial, and if possible national, ocean innovation eco-system and Holyrood's place within it. Finally, a notional value proposition would be developed to guide the stakeholder engagement process highlighted in Phase II.

### Renewing the Value Proposition

The inventory and mapping work from Phase I was intended to be the basis for defining a renewed value proposition in ocean innovation for the Town and OHI and guide an engagement exercise with key stakeholders including Council, MI, industry and government. PCA conducted a more limited engagement process than anticipated, meeting separately with representatives of ACCOA, DIET, MI, the Council and area businesses through the fall of 2022 and winter and spring of 2023. Broader community engagement took place through the parallel process of strategic plan and operational review which PCA also led. In effect one planning process seeded the other. In all instances though, Holyrood's value proposition was the focus of the discussion with meaningful input provided on the appropriate role of the Town and OHI in advancing an oceans agenda for Holyrood.

### Preparing the Plan

The input from Phase II was intended to guide the detailed planning process, identifying key goals and objectives for the action plan. The draft plan was to be the basis of a daylong planning retreat among key stakeholders with a keen interest in Holyrood, including the Council's economic

development and marketing committee, staff, MI, government agencies and others. PCA was to facilitate this planning session, preparing all relevant materials and an agenda. Following the session, PCA would prepare a summary report and an updated implementation plan including resources to support implementation, a marketing strategy including key targets and a contact management tool, lead and support roles and responsibilities including a renewed governance structure to support implementation, an implementation plan and to guide project management activities and notional timelines. The draft plan will be presented to the Council for review and approval.

#### Engagement and Roll-out

This involved stakeholder engagement and the formal unveiling of the renewed Plan, notionally as part of a planned oceans conference/event. PCA has prepared a draft Conference/roundtable itinerary, including format, guest speakers etc. and a tentative Conference/roundtable marketing plan.

## 2.0 Major Milestones

The commencement of the OHI followed a 2013 funding approval by ACOA and at the time the Provincial DITRD for the Town to complete a range of ocean-related promotional and development activities. Since then, the Town has undertaken planning and implementation of ocean and other related development activities. This progress has been matched by multiple developments by key partners in oceans. Table 1 – Key Milestones provides a brief illustration of Town-led and other ocean sector development milestones over the past 10 years from the inception of OHI in 2013 to 2023.

Table 1 Key Milestones

Year	Town/OHI	Other Partners/Industry
2013	<ul style="list-style-type: none"> <li>OHI Funding Approval</li> <li>OHI hires Executive Director</li> </ul>	<ul style="list-style-type: none"> <li>MI Holyrood Marine Base (HMB) Phase I construction begins</li> </ul>
2014	<ul style="list-style-type: none"> <li>Memorandum of Agreement (MOA) with MI</li> <li>OHI Governance Model</li> <li>Beachhead opens</li> <li>Day on the Bay Host</li> </ul>	
2015	<ul style="list-style-type: none"> <li>Ocean Business Park (OBP) Feasibility Assessment</li> </ul>	
2016	<ul style="list-style-type: none"> <li>Letterkenny Institute of Technology (LYIT) MOA</li> </ul>	<ul style="list-style-type: none"> <li>COVE established</li> </ul>

Year	Town/OHI	Other Partners/Industry
2017	<ul style="list-style-type: none"> <li>Portershed MOA</li> <li>Town hires Economic Development Officer (EDO)</li> </ul>	<ul style="list-style-type: none"> <li>OFI established</li> <li>MI HMB Phase II begins</li> </ul>
2018	<ul style="list-style-type: none"> <li>Oceans Business Plan prepared</li> <li>OHI Phase II Funding</li> </ul>	<ul style="list-style-type: none"> <li>OSC formed</li> </ul>
2020	<ul style="list-style-type: none"> <li>Beachhead Start-up Model</li> <li>Blue Ocean Business Park Opens</li> </ul>	
2021	<ul style="list-style-type: none"> <li>North Arm Feasibility Assessment</li> </ul>	<ul style="list-style-type: none"> <li>MI HMB Phase III begins</li> <li>Government of Canada (GOC) Blue Economy Strategy</li> </ul>
2022	<ul style="list-style-type: none"> <li>Assessment of OHI RFP for Town Strategic Plan</li> </ul>	
2023	<ul style="list-style-type: none"> <li>Town strategic plan</li> <li>Green Transit Fund approval</li> </ul>	<ul style="list-style-type: none"> <li>MI opening of the "Launch"</li> </ul>

The milestones highlighted above are not inclusive of all Town-led activities, just those relating most closely to ocean-related developments. Similarly, those milestones for other partners/industry focus primarily on ocean and marine-related development, including most significantly, continued investments by MI in the HMB, along with the introduction of emerging players such as the COVE, the OFI and the OSC into the broader ocean technology and innovation eco-system.

### 3.0 Planning and Implementation Report Card

#### Summary of Activities

PCA reviewed past Town activity in oceans and economic development more generally, highlighting key actions and commitments identified across several contracts with both levels of government through the various phases of OHI. PCA also considered any strategic priorities and actions arising from past planning activities. The findings are presented as a planning and implementation activity *report card*, allowing a snapshot of accomplishments to date while enabling incorporation of past efforts into future planning. Table 2 below briefly highlights the status of key initiatives undertaken as part of OHI contract-based activities with government, other agreements, or other recommended actions arising from related planning over the past 10 years from the inception of OHI in 2013 to the end of 2022.

Project/Action and Description	Status
<p><b>2013 - Oceans Holyrood Initiative – Initial Funding Approval</b></p> <p>Initial funding approval</p>	<p>n/a</p>
<p><b>2014 - Marine Institute and Town of Holyrood – Memorandum of Agreement</b></p> <p>The MOA identified activities across a range of areas including education, research, scholarly activity, outreach, fostering relationships, identifying opportunities to leverage financial support, and exploring opportunities for expansion of collaborative arrangements.</p> <p>Establish Joint Working Committees - MI and Town agreed to designate lead individuals within each organization to lead project activities.</p> <p>Renewal of MOA - Initial MOA was for a period of 5 years and was due to expire on May 13, 2022.</p>	<p>While there has been some activity, particularly in relation to the Town’s support for continued MI investment at HMB, there is little documentation to demonstrate action across most of the areas identified for collaboration within the MOA.</p> <p>Limited primarily to MI Vice-President and/or HMB Director engagement with Town’s Chief Administration Officer (CAO).</p> <p>The initial MOA has not been renewed.</p>
<p><b>2014 or 2015 - OHI Governance Model</b></p> <p>OHI Advisory Board established</p>	
<p><b>2015 or 2016 - Ocean Business Park – Feasibility Assessment</b></p> <p>The OBP Feasibility Assessment provided several recommendations including:</p> <ul style="list-style-type: none"> <li>• Interim OBP Project Management</li> <li>• Complete detailed engineering and costing for OBP</li> <li>• Preliminary Crown Land Reserve and Land Acquisition</li> <li>• OBP Business Plan Holyrood</li> <li>• Complete Marine/Coastal Asset Inventory</li> <li>• OBP Governance</li> <li>• Enhanced Engagement with MUN/MI</li> <li>• Entrepreneurship Support Model</li> <li>• OBP Marketing Plan</li> </ul>	
<p>OHI Advisory Board currently inactive</p>	<p>Progress was made in certain areas on OBP Feasibility Assessment implementation including:</p> <ul style="list-style-type: none"> <li>• overall OBP design, lay-out and notional costing</li> <li>• engagement of private sector investor through the Stores at Holyrood</li> <li>• Crown Land acquisition complete</li> <li>• business plan completed although not specifically focused on OBP</li> <li>• oceans-related marketing activities undertaken although not specifically focused on OBP</li> <li>• Entrepreneurship Support Model assessment completed</li> </ul>

Project/Action and Description	Status
<p><b>2016 - LYIT (Letterkenny) and Town of Holyrood - Partnership Agreement</b></p> <p>LYIT and the Town of Holyrood agreed to continued collaboration through an MOA following several visits by the Town's CAO to Letterkenny in 2015 and 2016.</p>	<p>Further action is required on enhanced engagement with MI, OBP governance and OBP-specific business and marketing activities</p>
<p><b>2016 - Portershed (Galway City Innovation District) and Town of Holyrood - Partnership Agreement</b></p> <p>Portershed and the Town of Holyrood agreed to continued collaboration through an MOA following several visits by the Town's CAO to Galway in 2015 and 2016.</p>	<p>The Town and LYIT continue to maintain ongoing contract however nothing substantive have followed from the MOA.</p>
<p><b>2018 - Town of Holyrood - Business Plan</b></p> <p>The 2018 Town of Holyrood Business Plan represented a significant planning document in for business attraction with detailed actions recommended across five (5) key planning areas including 1) analysis, 2) strengthened brand and messaging, 3) the launch of new task specific organizations to address project governance, 4) business supports and 5) facilities. Many of the activities following from the business plan were in turn reflected in an updated proposal to ACOA and the Department of Tourism, Culture, Industry and Innovation (DTICII) in 2020 (see ACOA/DTICII below). As a result, implementation of a several activities is ongoing.</p> <p>The analysis activities featured a complete internal look at everything learned through business planning process and how it can help benefit Holyrood and identified seven (7) key actions including:</p> <ul style="list-style-type: none"> <li>• Establishing a core team</li> <li>• Identifying and educating team on competitive advantages</li> <li>• Complete sector gap analysis</li> <li>• Prepare a shortlist of investment attraction (IA) opportunities</li> <li>• Identify investment ready sites</li> <li>• Establish Key Performance Indicators (KPIs) for IA</li> <li>• Define target markets or regions to guide marketing activities</li> </ul>	
	<p>There appears to be little substantive action on many of the analysis actions recommended.</p> <p>The Town has not moved to expand on the primary team leading overall oceans and IA-related activities beyond the leadership role of the CAO and EDO. The renewed team might be considered to include reactivation or renewal of the OHI advisory board and renewing the MOA with MI who should be considered a fundamental development partner – neither of these actions have taken place.</p> <p>No detailed sector gap analysis has been carried out. While there are several IA targets under investigation, they do not appear to be from a</p>

Project/Action and Description	Status
<p>The brand and marketing activities focused on revamping the town's brand and messaging and identified twelve (12) key actions including:</p> <ul style="list-style-type: none"> <li>• Develop OHI website</li> <li>• Develop microsites for other organizations</li> <li>• Refresh Town of Holyrood website</li> <li>• Incorporate Townfolio Software</li> <li>• Utilize Trade Commissioner supports</li> <li>• Prepare available property inventory</li> <li>• Identify/attend key trade shows</li> <li>• Identify/attend key conferences</li> <li>• Prepare/Implement social media strategy</li> <li>• Prepare OHI newsletter</li> <li>• Prepare Holyrood business newsletter</li> <li>• Create an interactive business map</li> </ul> <p>The new organizations include the development of three (3) new entities to support plan implementation including:</p> <ul style="list-style-type: none"> <li>• Holyrood Ventures to focus on Business Retention and Expansion (BR&amp;E)</li> <li>• Holyrood Development Authority to lead IA activities</li> <li>• Holyrood Ocean Sciences Cluster</li> </ul>	<p>defined shortlist. Target markets or regions have not been closely defined although the Town does maintain an extensive inventory of key ocean and marine-related contacts. The work being carried out through this assessment is intended to identify and reaffirm the Town's UVP.</p> <p>Key community sites for investment have been identified, particularly the Valera and Newfoundland Hydro sites and the work being carried out through this assessment is intended to identify additional sites.</p> <p>Some progress on Holyrood marketing and branding activities has been made. An OHI website has been established although the Town's website has not been significantly upgraded. The renewed OHI branding, while distinct, is among a number of Town-related ocean brands that at times appear to not be aligned with one another. The Town has continued to participate in related trade shows and conferences.</p> <p>There has been no specific oceans or IA-related social media campaign yet developed nor has the Town implemented OHI or business newsletters. While the Town has prioritized several industrial and commercial sites for development, there has not yet been a detailed property inventory prepared.</p> <p>Neither of the three recommended entities has been established with BR&amp;E, IA and ocean science cluster activities continuing to be led by core town staff.</p>

<b>Project/Action and Description</b>	<b>Status</b>
<p>Business support activities identify ten (10) actions including:</p> <ul style="list-style-type: none"> <li>• Establish Holyrood Chamber of Commerce</li> <li>• Prepare Interactive Support Guide</li> <li>• Create a high growth company program</li> <li>• Conduct an annual business survey</li> <li>• Carry out ongoing workshops</li> <li>• Establish soft-landing program for inward investment</li> <li>• Bring international conferences to Holyrood</li> <li>• Establish annual business awards</li> <li>• Host business networking events</li> <li>• Hold community/town hall meetings to engage residents</li> </ul> <p>Facilities activities identified action in four (4) key areas including:</p> <ul style="list-style-type: none"> <li>• Incubation space</li> <li>• Innovation/maker's space</li> <li>• Convert underutilized space</li> <li>• Marine tech/software Dojo</li> </ul>	<p>With the exception of the Town being somewhat involved in hosting the annual Laurentic Forum in partnership with the Ulster Canada Initiative (UCI), there appears to have been limited implementation of these recommendations.</p> <p>The Town is actively engaged in the regional Chamber of Commerce.</p> <p>The Town has completed a detailed assessment of incubation and acceleration models and an aligned innovation space.</p>
<b>2018 - ACOA/DTCIL - Proposal</b>	
<p>The most recent supports provided by ACOA and DTCIL were intended to support project implementation of several of the recommendations within the Town's business plan including the following: Website, communications, conference travel, SEDNA facility and consultants.</p>	
<p>Develop a dedicated Oceans Holyrood Initiative Website</p>	<p>Completed</p>
<p>Travel to previously approved and recommended conferences to maximize development</p>	<p>Limited attendance at trade shows since 2016</p>
<p>Virtual Newsletter</p>	<p>Ongoing</p>
<p>Toolbox materials prepared</p>	<p>Ongoing</p>
<p>SEDNA Facility - Secure C-CORE services to seek and secure industry funding and support and secure the SEDNA facility</p>	<p>Ongoing</p>
<p>External Consulting - Retain experts to assist us in delivering the outcomes</p>	<p>Ongoing</p>
<p>Conference - Highlight Holyrood OHI rebrand</p>	<p>Pending</p>
<b>2019 - Blue Ocean Industrial Park</b>	
<p>Land assembly from Crown Lands</p>	<p>Completed</p>
<p>RFP for land development issued</p>	<p>Completed</p>



<b>Project/Action and Description</b>	<b>Status</b>
Property development agreement with land developer	Completed
<b>2020 - Beachhead Start-up Program Model</b>	
Stakeholder engagement	Ongoing
Marketing and promotion	Ongoing
OHI governance	Pending
<b>2021 – COVE and OHI Affiliation Proposal</b>	
Affiliation agreement between OHI and COVE	Pending
<b>2022 – Green Transit Fund</b>	
Application to Government of Canada – Green Transit Fund	Approved

There remains significant progress to be made on OHI related activities identified above. PCA attributes this to the Town and OHI's inability to sustain a staff resource wholly committed to OHI, working within the context of a clear development plan, and that is accountable to a governance structure that is well-grounded in the oceans sector.

#### 4.0 Assets

A profile of the Town's marine-related assets utilizing Town property assessment data and mapping and other resources, along with identification of appropriate land use options.

##### Strategic Location

Holyrood is adjacent to the most southern tip of the Labrador Artic Current, a cold ocean current flowing south along the Labrador coast through the Davis Straight to the Grand Banks where it divides. The Eastern branch joins the North Atlantic Current and the Western branch flows into the Gulf of the St. Lawrence. The Labrador Current is a surface oceanic current; it is a cold current with low salinity and reaches a maximum depth of around 2,000 feet. It carries a volume of water ranging between 125,000,000 and 190,000,000 cubic feet. The Labrador Current plays a major role in influencing the climate of the Atlantic Canadian provinces, specifically Newfoundland and presents the single greatest opportunity to conduct

artic environment testing for new technology developments, as well as offshore oil and gas suppliers. With the artic presenting significant opportunities for natural resource extraction in the coming years, Holyrood is primed to act as a test bed for artic preparations.<sup>1</sup>

### Holyrood Harbour and Adjacent Coast Line

Holyrood is a naturally sheltered, deep water harbour, with depths varying from 10m to 300m.<sup>2</sup> There is an estimated 13 kilometers of coastline beginning just north of Newfoundland Hydro's thermal generating plant and then proceeding south along the coast to South Arm and then along South Arm and into North Arm before heading north to the boundary of Holyrood and the Town of Harbour Main - Lakeview - Chapel's Cove. Ocean adjacent property features multiple industrial users including Newfoundland Hydro, Valero, a former fish plant, the Holyrood Marina, the beach, the HMB, Department of Fisheries and Oceans (DFO) and other harbour infrastructure at North Arm and a number of remaining private and commercial properties. The upland topography ranges from gentle sloping ground to rocky outcrops featuring high cliffs and embankments. Much of the adjacent upland property is not suitable for development as it is either inaccessible due to private ownership or its topography and sloping limits the potential for development.

### Marine and Other Assets

#### Holyrood Marine Base

Established in 2010, the Holyrood Marine Base (HMB) is located at the South Arm of Holyrood Bay. The base includes a breakwater, wharf, and a large multi-purpose Oceans Research and Training Building. The HMB houses MI's Centre for Applied Ocean Technology (CAOT), the Offshore Safety and Survival Centre (OSSC), and the Marine Services department, which operates training and research vessels. A subsequent phase of construction in 2017 allowed MI to rebuild and extend the existing marginal wharf, add a finger pier, create a breakwater, and install evacuation systems for ocean safety and survival education, training, and research. An ongoing expansion project includes a new multi-purpose building to provide technical workspace, dry laboratories, classrooms, and offices that will enable collaboration among researchers, students, and ocean technology partners. It also includes an adjacent subsea water lot to support research, development, and testing of next-generation ocean technology and evaluation positioning systems for remotely operated vehicles and autonomous underwater vehicles.<sup>3</sup>

<sup>1</sup> p. 20, Town of Holyrood Business Plan

<sup>2</sup> Oceana website - see <https://oceansholyrood.ca/oceana/>

<sup>3</sup> Holyrood Marine Base website – see <https://www.mun.ca/facilities-management/projects/holyrood-marine-base/>

## Holyrood Subsea Observatory and Holyrood SmartBay

The Holyrood Subsea Observatory was installed by MI and their partner Ocean Networks Canada in February 2021 to enable real-time monitoring of the ocean and marine life in Conception Bay. Located approximately four kilometers north of the MI's HMB, the observatory sits in water depths of 85 meters. It sends real-time data via a fiber-optic cable on the seafloor. The observatory is expandable and will also serve as a development, testing, and demonstration facility for subsea instrumentation intended for harsh environment operation. The observatory is also part of the larger SmartBay Holyrood initiative. SmartBay Holyrood includes moored buoys, a shore-based weather station, and subsea infrastructure intended to provide a controlled test environment for underwater vehicles, ideal for training and testing.<sup>4</sup>

### Other Assets

Other assets are highlighted in **Appendix A – Other Assets**.

## 5.0 Commercial and Non-Commercial Support Programs

PCA's scope of work called for an inventory of relevant commercial and non-commercial programs support provincially, nationally, and internationally that might be used to leverage investment and support eventual program implementation. Links to key government programs have been prepared and attached as **Appendix B – Links to Key Government Programs and Supports**. Given the changing nature of government programming however, PCA has questioned the utility of a static inventory to help guide investment. Rather, maintaining an understanding and awareness of potential funding programs and can be met in two key ways – first, by staff resources at OHI responsible for supporting project development and implementation and second, by maintaining key stakeholders at the Federal and Provincial level in an advisory capacity, promoting awareness of existing, new and emerging programming that may be of benefit to the Town, the OHI and its industry partners.

## 6.0 Ocean/Innovation Contacts

Through many years of engagement with the marine and ocean innovation sector, the Town and OHI has prepared an extensive collection of direct and indirect industry contacts. This directory, comprising just under 450 Canadian and international contacts should be the basis for ongoing marketing and promotional activities but as well, the conduit through which Holyrood remains aware of potential emerging developments from

<sup>4</sup> Smart Atlantic website – see [https://www.smartatlantic.ca/mi\\_observatory.html?id=mi\\_hsq](https://www.smartatlantic.ca/mi_observatory.html?id=mi_hsq)

key partners who share OHI's vision of Holyrood as an ocean innovation cluster. A listing of key business and institutional contacts nationally and internationally is attached as **Appendix C – Key Contacts**.

## 7.0 Ocean Innovation Eco System and Stakeholder Mapping

Eco system and stakeholder mapping helps defines where Holyrood currently fits within the provincial, national and international ocean innovation eco-system. There are multiple players at the government, institutional and industry level that fill this eco-system. In every project or initiative, there are distinct stakeholders and groups that will have various levels of importance to the activity and OHI is no different. Stakeholders include internal stakeholders such as the Council, council sub-committees and staff and external stakeholders including groups and organizations, the public and media. These may not be directly involved in the project or initiative, but the impact of the project may affect them, and vice versa. Finally, there are key stakeholders or those who are the most crucial to the project. These might include government funders, partners, investors or potential investors. OHI's key stakeholders are the most important - they are more invested and more interested in the project's success.

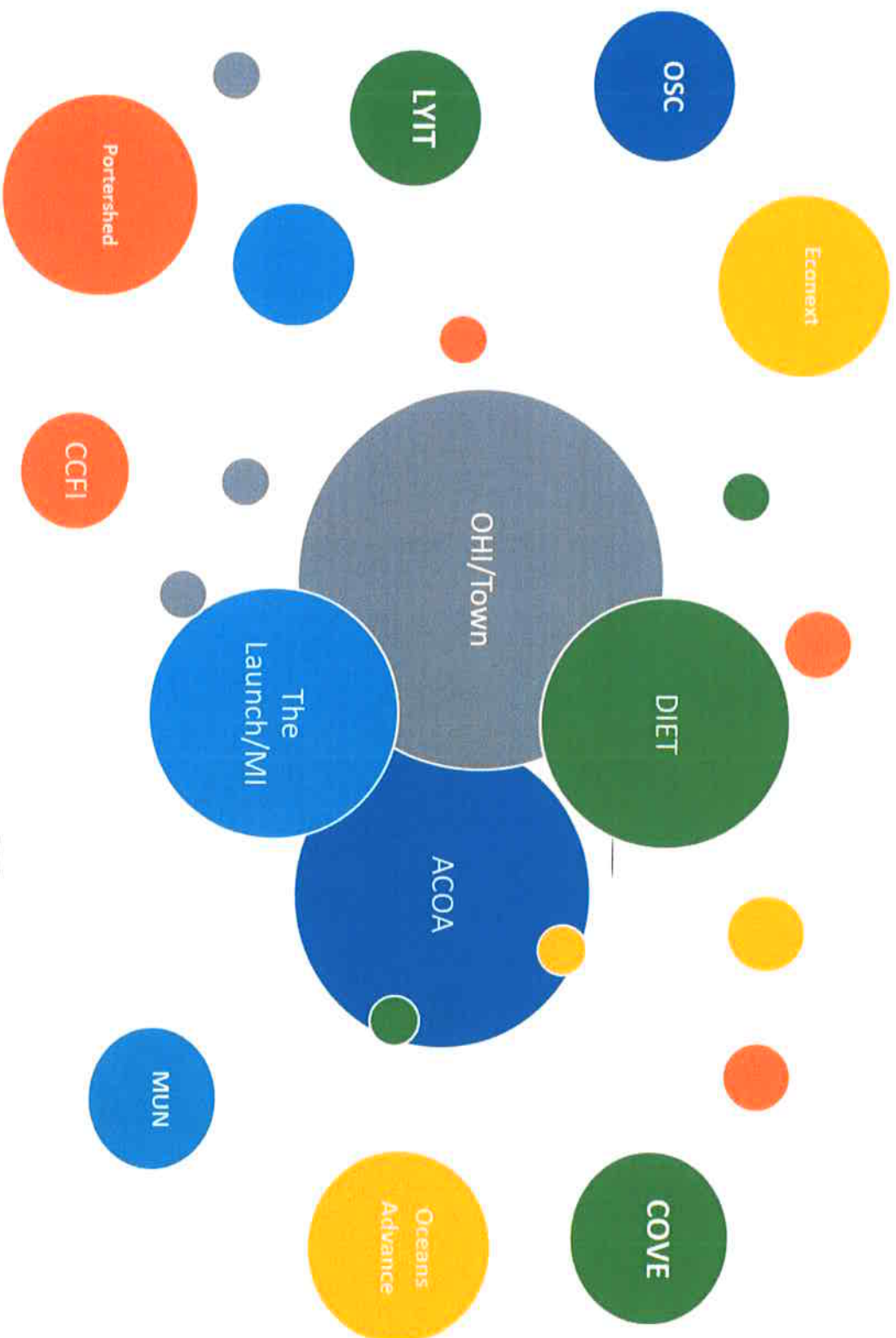
### Stakeholders

In assessing stakeholders, the following approach might be taken:

- Identify Stakeholders - depends on your organization, the impact of the project and its objectives. Revise the list throughout the course of the project management phases.
- Analyze Stakeholders - determine stakeholder relevance to the project, as well as what perspective do they bring. Determine what they can contribute and whether they are willing to engage.
- Prioritize Stakeholders - devise a stakeholder engagement strategy on how you will engage with the stakeholders over the course of the project. This is the start of your stakeholder communication plan and overall stakeholder management.

OHI's list of stakeholders is extensive, beginning with key stakeholders including Council and its relevant sub-committees, followed by government funding partners at ACCOA and DIET, and finally MI, particularly MI's management team responsible for the Launch. In the case of government stakeholders, arrangements with Holyrood have been defined by ongoing contact with agency and departmental representatives and based on current agreements that the Town may have with departments and agencies. With MI, the relationship is not as well defined. The current MOA between the Town and MI has expired for some time and the initial version lacked a level of detail to define clear targets and enable effective performance measurements. Figure 1 below provides a sense of the OCH's key and other stakeholders.

Figure 1 Stakeholders



## OHI's Place within the Ocean Innovation Eco System

Based on PCA's consultation and stakeholder engagement activities, OHI/Holyrood does not appear register highly within the provincial and national ocean innovation ecosystem. There is a certain level of awareness around Holyrood and its aspirations for ocean technology and innovation. However, most stakeholders do not make the distinction between Town/OHI led efforts and those of MI. To the extent that there is awareness of Holyrood's potential among industry, it is associated with MI's investment in the Holyrood Marine Base/Launch facility and not as a consequence of Holyrood's extensive marketing and networking efforts to date. A notable exception here is the ongoing support of key funding partners at ACCOA and DIET, along with that of elected officials at the Federal and Provincial level.

For industry, the current value proposition for Holyrood has either not been well stated or understood, or alternatively, it has not been made to those who might be interested, or both. This speaks to a need for action in several key areas. First is defining the relationship of the Town/OHI to MI and its Launch facilities. Second is preparing a renewed unique value proposition for Holyrood that clearly highlights its potential and competitive advantage. Finally, is developing an investment attraction strategy and sustaining investment attraction efforts for the long term.

## 8.0 Unique Value Proposition

Holyrood's unique value proposition is based on the following:

- Proximity to the Labrador current and cold ocean environment
- Infrastructure and facilities, including MI's Launch and Holyrood Marine Base, and the Town's Beachhead, Blue Ocean Industrial Park and Oceana Cold Ocean Research and Innovation Hub
- Research capacity, including the Holyrood Subsea Observatory and SmartBay Holyrood, and its convenient location near MI and Memorial University campuses
- Experience with major industrial projects

This strength of Holyrood's value proposition has grown since it was initially conceptualized at the outset of OHI in 2013. Both the Town and MI have refined their assets and service offering, making tangible investments in infrastructure and capacity to support cold ocean research and innovation.

The environment for ocean-related research and innovation has never been more active. Recent consultations on the future of the Blue Economy in Canada identified key requirements if we are to maximize the opportunities of ocean technology and innovation. Key recommendations include:

- Support start-ups, scale-ups and SMEs throughout the research and development lifecycle
- Ensure enterprise access to government funding programs and procurement processes
- Increase government programs that support ocean technology at commercialization stages
- Encourage collaboration and networking between innovators and sectors, including post-secondary research and development institutions
- Enable made-in-Canada solutions for remote environments and autonomy
- Expand support to small- and medium-sized enterprises; especially, at the demonstration and commercialization stages
- Foster the next generation of talent and skills development in science, technology engineering and mathematics (STEM) fields<sup>5</sup>

This leadership on strategy development for the blue economy at the Federal level has been mirrored by a renewed commitment on the part of the Government of Newfoundland and Labrador (GNL) to oceans. These augers well for Holyrood's ocean-related aspirations.

## 9.0 Strategic Action Plan

PCA was asked to prepare a renewal strategy for OHI that would be the basis for discussion and engagement at a proposed conference/roundtable at the conclusion of the project. The objective of this session was to engage key stakeholders in implementation and serve as a reboot for the overall OHI.

### OHI Vision

*Through our institutional partnerships and engagement with industry, Holyrood will become a leading edge location for cold ocean research and innovation.*

### OHI Goal

*In partnership with industry, research institutions and other stakeholders, Holyrood will build a cold ocean technology and innovation ecosystem to meet the emerging opportunities of the blue economy*

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<sup>5</sup> *Engaging on Canada's Blue Economy Strategy: What We Heard*. March 2022. 58 p.

## OHI Strategic Priorities

OHI will achieve its visions and meet its goal through the following six (6) key strategic priorities:

- Renew governance
- Strengthen partnerships
- Target marketing
- Build capacity
- Sustain operations
- Enhance performance measurement and accountability

### Renew Governance

This priority will focus on a renewed model of governance for OHI. Actions include:

- Assign lead staff responsibility for OHI to the Town's CAO
- Delegate Council oversight for OHI to Business Development and Marketing Sub-Committee of Council
- Review the mandate of the OHI Advisory Board and re-establish the Board with 5-7 industry representatives

### Strengthen Partnerships

This priority will emphasize meaningful partnership with key stakeholders. Actions include:—

- Prepare an MOA template for use across all external partnerships
- Renew the Memorandum of Agreement between the Town and the MI
- Review, and if feasible, reactivate current MOAs with the Atlantic Technological University (ATU) in Ireland, formerly known as the Letterkenny Institute of Technology (LYIT), the Ulster Canada Initiative (UCI)?, and Portershed and the Galway City Innovation District (GCID)
- Establish or renew agreements with key marine stakeholders in the Town including the Holyrood Marina Corporation, the Holyrood Harbour Authority, the Holyrood Heritage Society
- Initiate discussions with the Genesis Centre at Memorial University on establishing a program presence in Holyrood
- Identify key partnerships in the ocean technology ecosystem and initiate discussions with these partners.



## Target Marketing

This priority will emphasize a more focused and strategic approach to marketing, communications and stakeholder engagement. The intent is to prepare an updated investment attraction strategy based on the renewed UVP. Actions include:

- Review and update directory of local, national and international contacts
- Maintain a listing of key development assets including available industrial and commercial land, infrastructure (including electricity and telecommunications) and regulatory considerations
- Research industry requirements and determine short list of target companies
- Review current marketing collateral materials to determine relevance
- Prioritize attendance at strategic conferences and events
- Engage Canada Trade Commissioner and Canadian Consulates, particularly in Boston, Atlanta and Seattle, on hosting a Holyrood-focused event

## Build Capacity

This priority will enhance Holyrood's current comparative advantage by strengthening access to industrial and commercial land, and other facilities and resources. Actions include:

- Finalize development of Blue Ocean Innovation Valley Industrial Place
- Finalize development of Oceana – Cold Ocean Research and Innovation Hub
- Review Beachhead service offering and integrate Genesis Centre programming (see Strengthened Partnerships above)

## Sustain OHI Operations

This priority will help OHI reach a stable operation footing over the course of the coming three years of implementation from 2024-2027. Actions include:

- Clarify lead and subordinate Town management and staff roles in OHI strategy implementation including the CAO and other staff
- Determine external contract resources to support plan implementation
- Explore cost-shared approaches between Town, MI and other partners on meeting human resources requirements for OHI
- Earmark a multi-year commitment within Town's 2024-2027 multiyear budget to support OHI strategy implementation

#### Enhance Performance Measurement and Accountability

This priority will provide the community, funding partners and other key stakeholders with a clear sense of what is planned, what has been accomplished and what the impacts of their investments have been. Actions include:

- Identify clear and measurable targets and key performance Indicators (KPIs) for each activity within the Plan.
- Update the Plan as required to reflect progress and new circumstances as they arise
- Develop project specific workplans to guide project management activities
- Prepare an annual workplan to guide activities in the coming year

#### Strategic Plan Template

The strategic priorities and detailed activities above have been presented in a strategic plan template attached as **Appendix D**. This template will be finalized following input from key stakeholders and can be changed as required. It can also be utilized as an annual business plan template to guide activities in any given year.

#### Project Management Template

Specific project activities aligned with each action in the strategic plan will be reflected in project specific workplans. A copy of this project management template is attached as **Appendix E**.

### 10.0 OHI Conference/Roundtable

The roll-out of the renewed strategic plan involved stakeholder engagement and a formal unveiling, notionally as part of an ocean conference/event. Although notionally scheduled for the fall of 2022, overall plan development activities have taken somewhat longer as highlighted above in PCA's letter of Submittal. PCA has prepared a draft itinerary, including themes and format, notional guest speakers and associated activities, for a conference/roundtable to be held between mid-October and mid-November 2023. PCA has also prepared a tentative Conference/roundtable marketing plan.

## Objective(s)

The primary objectives of the conference/roundtable include the following:

- Launch the OHI Strategic Action Plan for Renewal
- Unveil renewed Town/MI Memorandum of Agreement, nationally known as the Oceans Holyrood Partnership
- Introduce new Oceans Holyrood Initiative Advisory Board
- Conclude Oceans Holyrood Development Accord
- Engage ocean technology and innovation stakeholders, and others

It is anticipated that the conference/roundtable would become an anchor event for Holyrood potentially held on an annual or biennial basis, becoming a fundamental part of the Town's engagement, accountability and reporting activities.

## Attendance

Targeted attendance for the initial year would focus on the MI/Memorial University ocean-related academic and student community, ocean-related industry partners in Newfoundland and Labrador with some limited engagement from out of province or out of country participants, government, municipalities, K-12 students at local and other area schools and residents. Estimated attendance at the initial event in 2023 is 90-100 participants not including students in the K-12 system.

## Agenda

The Conference/Roundtable is envisioned as a 1.5 to 2 day event featuring plenary and themed sessions, facility tours and on the bay activities, research/presentation sessions for MI/MUN undergraduate students in marine or oceans-related studies, a poster contest for local K-12 students, and an evening reception/dinner event. A copy of the tentative agenda and session format is attached as **Appendix F – Roundtable Agenda**.

## Planning Committee

A Conference/Roundtable Planning Committee will be established comprising representatives from the Town of Holyrood and MI/Launch with engagement from officials of ACOA and DIET. Conference Co-chairs will include Town of Holyrood Deputy Mayor Michelle Woodford and Launch Director Kelly Santos. Staff resources will be provided by the Town's CAO Marjorie Gibbons and Director of Community Services Steve Martin.

## Resources

There is a need for an immediate investment in conference/roundtable planning including event planning and coordination, marketing including brand development, website development and advertising and speaker finalization including honoraria/speakers' fees and travel.

## Budget

Anticipated expenses for the conference/roundtable are projected at \$59,125, utilizing resources under the current ACOA/DIET contract. There are opportunities for revenue generation for conference/roundtable sponsorship to offset these expenses. The detailed expenses are attached as **Appendix G – Roundtable Budget.**

## 11.0 Conclusion

### Conclusion

The future of the Oceans Holyrood Initiative will be driven by several key factors. The first is a renewed and meaningful partnership with MI. Holyrood's Unique Value Proposition (UVP) is based in great part on MI's Launch and Holyrood Marine Base, and associated research capacity, including the Holyrood Subsea Observatory, SmartBay Holyrood, and access to world class research at the MI and Memorial University campuses. This relationship must be founded on a mutually agreed understanding of roles and responsibilities, an ongoing commitment of resources from both partners to animate and sustain the partnership, and shared goals and objectives.

The second is a sharper focus on OHI leadership, in relation to both the Council's overall governance role in OHI and through a renewed OHI's advisory board. There are many players in the broader oceans sector, some with a close and longstanding affiliation with Holyrood, who are quite

willing to help OHI achieve its vision for Holyrood. They need to be engaged in helping shape the new direction and in guiding and supporting activities through implementation.

Finally, the Town must assess and affirm its own capacity to sustain oceans as an economic development priority for Holyrood. The recently completed Town of Holyrood – A Community of Choice Strategic Plan: 2024 – 2027 reaffirms a specific focus on oceans through renewed partnership with the MI, a targeted approach to ocean investment and a fresh approach to OHI governance and engagement. Further priority is placed on investment attraction in overall business development. At the same time, the recently completed Organizational Review for the Town of Holyrood places overall accountability for the Town’s economic and business development priorities, and strategic planning, with the Town’s CAO.

Holyrood has made significant progress since OHI was first conceived in 2013. The Town has made no shortage of investment, supported by ACOA and the Department of Industry, Energy and Technology (DIET) and its predecessor departments, in building an oceans brand – multiple plans and assessments have explored various aspects of the ocean innovation space from an ocean business park to incubators and accelerators, to governance modeling, to a detailed marketing strategy, including collateral materials and an updated website. At the same time, significant investment has been made by MI, first through the Holyrood Marine Base, followed by enhanced shoreside facilities and finally through the Launch.

While the Town and MI, and their many partners, have made significant investments in building capacity, these have not yet leveraged the private sector investment in ocean innovation that was anticipated in the initial stages of OHI. Despite those efforts, OHI’s earlier value proposition has not yet been enough to influence Industry and other institutional partners to locate in the area. PCA concludes that this is about to change, and partners are poised to see the results of these investments finally pay off. This strategic action plan for OHI renewal is a critical step in ensuring this takes place.

## References

- Town of Holyrood – Various Plans, proposals, reports etc. 2013-2023
- Oceana website - see <https://oceansholyrood.ca/oceana/>
- Holyrood Marine Base website – see <https://www.mun.ca/facilities-management/projects/holyrood-marine-base/>
- Smart Atlantic website – see [https://www.smartatlantic.ca/mi\\_observatory.html?id=mi\\_hso](https://www.smartatlantic.ca/mi_observatory.html?id=mi_hso)
- Engaging on Canada's Blue Economy Strategy: What We Heard.* March 2022. 58 p.

## Appendix A Other Assets

The Town of Holyrood has the following collection of assets:

- Steady population and residential growth
- Municipal facilities
  - Three community playgrounds – Salmonier Line, Holy Cross Elementary, Marine Shores, Ridge Road and Hyland Park
  - Skate park
  - Holy Cross Swim Park
  - Salmonier Nature Park
  - Centennial Park Soccer and Softball fields
  - Holyrood Beach Boardwalk
  - Two hiking trails – George Cove Mountain and Murray’s Peak
  - Community Garden
  - Public Library
- Two schools including Holy Cross Elementary and Roncalli Central High
- International Brotherhood of Electrical Workers Centre of Excellence
- International Brotherhood of Boilermakers
- Operating Engineers College
- Holyrood Marine Base – Marine Institute – Memorial University
- Blue Ocean Innovation Valley Industrial Place – 50+ acre industrial park
- Oceana – Cold Ocean Research and Innovation Hub – 40-acre Technology Park
- The Stores at Holyrood – 20+ acre commercial development
- The BeachHead Innovation Centre and Suites
- The Willows golf course
- Easy access to Trans-Canada Highway (Route 1), CBS Bypass (Route 2), Witless Bay Line (Route 13), Salmonier Line (Route 90) and CBS Highway (Route 60)
- Holyrood Marina
- Tax Incentives including a 3-year 50% business tax reduction for expanding businesses
- Up to date municipal plan and development regulations

## Appendix B Links to Key Government Programs and Supports

### Government of Canada

Innovation <https://www.canada.ca/en/services/science/innovation/funding.html>

ACOA <https://www.canada.ca/en/atlantic-canada-opportunities.html>

Trade [https://www.tradecommissioner.gc.ca/funding\\_support\\_programs-](https://www.tradecommissioner.gc.ca/funding_support_programs-)

[programmes de financement de soutien.aspx?lang=eng&\\_ga=2.86035674.350551519.1693315345-2108090968.1693315345](https://www.tradecommissioner.gc.ca/funding_support_programs-programmes_de_finance_ment_de_soutien.aspx?lang=eng&_ga=2.86035674.350551519.1693315345-2108090968.1693315345)

Service Canada <https://www.canada.ca/en/employment-social-development/corporate/portfolio/service-canada/programs.html>

### Government of Newfoundland and Labrador

DIET <https://www.gov.nl.ca/iet/funding/>

DIPGS <https://www.gov.nl.ca/ipgs/lmda/>











Last Name	First Name	Company/Organization
[REDACTED]	[REDACTED]	[REDACTED]
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India

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[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]



Appendix D Strategic Action Plan Template

#	Strategic Priority/Action	Lead	Resources	Timeline	KPIs	Status
<b>Priority - Renew Governance</b>						
1	Assign lead staff responsibility for OHI to the Town's CAO	Council				
2	Delegate Council oversight for OHI to Business Development and Marketing Sub-Committee of Council	Council				
3	Review the mandate of the OHI Advisory Board and re-establish the Board with 5-7 industry representatives	CAO	—			
<b>Priority - Strengthen Partnerships</b>						
4	Prepare an MOA template for use across all external partnerships					
5	Renew the Memorandum of Agreement between the Town and the MI					
6	Review, and if feasible, reactivate current MOA with the Atlantic Technological University (ATU) in Ireland					
7	Review, and if feasible, reactivate current MOAs with the Ulster Canada Initiative (UCI)?					
8	Review, and if feasible, reactivate current MOAs with Portershed and the Galway City Innovation District (GCID)					
9	Establish or renew agreement with the Holyrood Marina Corporation					
10	Establish or renew agreement with the Holyrood Harbour Authority					
11	Establish or renew agreement with the Holyrood Heritage Society					
12	Initiate discussions with the Genesis Centre at MUN on establishing a program presence in Holyrood					
13	Identify key partnerships in the ocean technology ecosystem and initiate discussions with these partners.		—			
<b>Priority - Strategic Marketing</b>						

#	Strategic Priority/Action	Lead	Resources	Timeline	KPIs	Status
14	Review and update directory of local, national and international contacts					
15	Maintain a listing of key development assets					
16	Research industry requirements and determine short list of target companies					
17	Review current marketing collateral materials to determine relevance					
18	Prioritize attendance at strategic conferences and events					
19	Engage Canada Trade Commissioner and Canadian Consulates, on hosting a Holyrood-focused event					
<b>Priority - Build Capacity</b>						
20	Finalize development of Blue Ocean Innovation Valley Industrial Place					
21	Finalize development of Oceana – Cold Ocean Research and Innovation Hub					
22	Review Beachhead service offering and integrate Genesis Centre programming					
<b>Priority - Sustain OHI Operations</b>						
23	Clarify lead and subordinate Town management and staff roles in OHI strategy implementation					
24	Determine external contract resources to support plan implementation					
25	Explore cost-shared approaches between Town, MI and other partners on meeting human resources					
26	Earmark a multi-year commitment within Town's 2024-2027 multiyear budget to support OHI					

Ocean Holyrood Initiative: A Strategic Action Plan for Renewal

#	Strategic Priority/Action	Lead	Resources	Timeline	KPIs	Status
<b>Priority - Enhance Performance Measurement and Accountability</b>						
27	Identify clear and measurable targets and key performance indicators (KPIs) for each activity					
28	Update the Plan as required to reflect progress and new circumstances as they arise					
29	Develop project specific workplans to guide project management activities					
30	Prepare an annual workplan to guide activities in the coming year					

Appendix E Project Management Plan Template

Priority/Action	Tasks	Lead	Resources	Timeline	KPI
<b>Renew Governance</b>					
Assign lead staff responsibility for OHI to the Town's CAO					
	Revise job description	Council	HR Consultant	September 30, 2023	Job Description
	Conclude employment contract	Council/CAO	HR Consultant	December 31, 2023	Employment Contract
	Reflect performance management criteria in contract	Council/CAO	HR Consultant	December 31, 2023	Employment Contract and ongoing

## Appendix F Roundtable Agenda

Day 1	Time	Activity
	8:30 am	Registration and Meet and Greet
	9:00 am	Land Acknowledgment [REDACTED]
	9:05 am	Welcome Mayor Gary Goobie
	9:10 am	Opening Plenary [REDACTED] Theme - Oceans in Context
	10:00 am	Q/A
	10:30 am	Nutrition Break
	11:00 am	Concurrent Sessions A and B
		Session A Panel - Opportunities in the blue economy [REDACTED] + 2-3 additional presenters – Government of NL, industry or academia
		Session B Panel - Building municipal capacity in economic development [REDACTED] Minister of Rural Development and ACOA (or alternate) + 2-3 additional presenters – government, industry or academia
	12:00 pm	Lunch Keynote Luncheon Address [REDACTED]
	1:30 pm	Signing of MI/Town of Holyrood Ocean Development Partnership Agreement Concurrent MUN/MI Research/Pitch Presentations Presentation A Presentation B
	1:30 pm	K-12 Poster Demonstration and Show
	2:00 pm	Concurrent MUN/MI Research/Pitch Presentations Presentation C Presentation D
	2:30 pm	Concurrent MUN/MI Research/Pitch Presentations Presentation E Presentation F
	3:00 pm	Nutrition Break
	3:30 pm	Concurrent Sessions C and D Session C Panel – International Collaboration in Oceans Research

[REDACTED]  
 + 2-3 additional presenters – government, industry or academia  
 Panel – Investment Attraction  
 [REDACTED]  
 + 2-3 additional presenters – government, industry or academia  
 Session Closing  
 Meet and Greet  
 Dinner  
 Introduction of OHI Advisory Board  
 [REDACTED]

**Day 2**

8:30 am Meet and Greet  
 9:00 am Opening Remarks  
 9:15 am Tours of Launch facility (ongoing at ½ hour intervals through morning)  
 9:15 am Tour of Holyrood Harbour (ongoing at 1 hour intervals throughout the morning)  
 9:30 am Concurrent MUN/MI Research/Pitch Presentations  
 Presentation G Presentation H  
 9:30 am K-12 Poster Demonstration and Show  
 10:00 am Concurrent MUN/MI Research/Pitch Presentations  
 Presentation I Presentation J  
 10:30 am Nutrition Break  
 Concurrent Sessions E and F  
 11:00 am Session E Panel – Supporting Incubation  
 [REDACTED]  
 + 2-3 additional presenters – government, industry or academia  
 Session F Panel – [REDACTED]  
 [REDACTED]  
 + 2-3 additional presenters – government, industry or academia  
 12:00 pm Lunch  
 Poster Award

Research presentation Award  
Signing of Oceans Holyrood Development Accord  
Closing remarks and Session Wrap-up  
Adjournment

**1:30 pm**

## Appendix G Roundtable Budget

Expenses (estimate)	
• Conference coordination	\$10,000
• Logo/conference brand development	\$ 2,500
• Website development	\$ 5,000
• Marketing materials	\$ 5,000
• Advertising	\$ 5,000
• Delegate/participant kit bags 150 x \$15	\$ 2,250
• Keynote speakers' fees	\$ 5,000
• Keynote speakers' airfare, transportation, accommodations and per diem	\$ 3,000
• Speaker/panelist honoraria 25 x \$50	\$ -1,250
• Meals/food and beverage including 1 dinner, 2 lunches and 3 nutrition breaks	\$11,625
• Ground transportation	\$ 2,500
• Vessel charter	\$ 5,000
• Entertainment	<u>\$ 1,000</u>
<b>Total</b>	<b>\$59,125</b>