

Colleagues in the Ocean Technology Sector:

OceansAdvance enjoyed a very successful year in 2010. The cluster entered 2010 having developed a strategic agenda to accelerate growth and development of the sector. It set a target of \$1 billion revenue growth for the sector by 2015, a fourfold revenue increase from 2005.

Outward Bound 2015 was a major accomplishment for the cluster as a whole. It set out market drivers for the sector, identified technical competencies and articulated a suite of actions which reflected requisite needs to help the cluster achieve its economic vision.

OceansAdvance commenced implementation of the strategic agenda over the past year. The plan focused on a collaborative governance model, wherein, strengthening collaboration and alignment of resources will lead to a pervasive embrace of cluster initiatives as set out in *Outward Bound 2015*. Major advances were made on this front during 2010 and new models are being conceptualized to strengthen alignment and focus more closely on actions responding to the needs identified in the strategic agenda.

It is our wish that the overview of the cluster achievements outlined in this report will assist in understanding the strategic importance of the cluster to our sector. Meanwhile, OceansAdvance continues to provide a strong suite of activities including speaker series, co-hosted workshops, roundtables and forums focused on informing, connecting and, overall, strengthening relationships and knowledge sharing across the cluster.

We thank you for your continued support and look forward to working cooperatively in the future.

Gary Dinn
Chair
Board of Directors
OceansAdvance Inc.

OceansAdvance Inc.

Year in Review 2010

Mission:

The mission of OceansAdvance is to foster and promote the growth of the Ocean Technology Industry cluster in Newfoundland and Labrador by aligning industry, academia, research and governments to ensure it remains a leader in ocean technology solutions in a world market.

Focus:

Through strengthening and focusing collaboration, OceansAdvance brings together industry, academia, research, and governments to cooperate in accelerating technology based solutions that lead to economic growth in Newfoundland and Labrador.

Our Achievements as a Successful Cluster:

- Emerging as a strategic voice in positioning and advocacy for the sector.
- Witnessed significant sector revenue growth towards economic target.
- Innovative platform for collaboration and alignment of partners.
- Major focal point in building new synergies in the sector.
- Strengthened the view: cluster thinking and strategic partnering accelerated sector growth.
- Achieved significant agreements in building a collaborative model for joint actions and strategic agenda.
- Cluster emerging as a central component in sector development.
- Cluster profile strengthened provincially, nationally and globally.

Strategic Goals:

Positioning

- Promote the Ocean Technology sector as a key driver in the provincial economy.
- Enhance and foster the branding of St. John's as a Center of Excellence in Ocean Technology regionally, nationally and internationally.

Forum

- Strengthen alignment and collaboration between research and development (R&D), small and medium enterprises (SME's) and government in support of ocean technology development.

Promotion

- Foster accelerated growth and long term economic wealth in the Newfoundland and Labrador Ocean Technology Sector.
- Initiate, foster and leverage initiatives that require sustained effort from community members to identify opportunities impacting the Newfoundland & Labrador Ocean Technology community.

Activities at a Glance: Highlights

Positioning:

Newfoundland and Labrador as a Center of Excellence in Ocean Technology and a key driver in the economy.

Highlights:

- Strengthened partnering with the City of St. John's in branding and profiling the city as the "City of Ocean Excellence."
- Proactive engagement of industry associations (NATI, NEIA, NOIA, NAIA, and ADIANL) in the strategic agenda.

- Initiated linkages with oil and gas research agenda.
- Expanded international alliances (United States and Europe).
- Advanced action items from the strategic agenda with Provincial Government, Department of Innovation, Trade and Rural Development (DITRD), Business, and Provincial Research Corporation.
- Supported numerous local/national /international ocean conferences, roundtables and workshops flowing from the strategic agenda.
- Collaborated closely with ACOA in leveraging cluster support programs in commercialization, start-ups and innovation.
- Strengthened partnership with Memorial University in development of an M.O.U.
- Partnered with the Institute of Ocean Technology (NRC/IOT) in signing of a M.O.U.
- Partnered with DFAIT in an M.O.U. and established a full time trade commissioner at OceansAdvance to support the Canadian Ocean Technology Sector globally.
- Developed a partnership with International Science and Technology Partnerships- Canada (ISTP) in profiling St. John's as a Global Center of Excellence.
- Collaborated and facilitated NRC/IRAP and SME's initiatives.
- Collaborated with Industry Canada on industry benefits issues and Centres of Excellence models.

Looking Ahead:

- Advance and develop new intersections and alliance models with cluster partners to advance the strategic agenda.
- Initiate new concepts and activities to strengthen the commitment of stakeholders in support of industry leadership for growing the sector.
- Promote and deepen a value-add approach for ownership of the Ocean Technology Sector as a pervasive community agenda.
- Find new collaborative models and intersections with the agendas of the Provincial Research Corporation, Memorial University, Marine Institute, C-CORE, I.O.T., PRAC and other key research organizations.
- Deepen global alliances in furtherance of cluster market intelligence and business development opportunities.
- Support DFAIT Global Practice Initiative in development of a trade strategy in Oceans Technology.

Forum:

Mechanisms to optimize networking, strengthen alignment and sharing of information across the cluster.

- Manifestations
 - Forum (itself)
 - Co-sponsored Speaker Series (City of St. John's)
 - Focus groups
 - Work groups
 - Roundtables
 - Validation Groups
 - Workshops

Highlights:

- Generated an improved understanding of “value proposition” in linking cluster alignment and collaboration.
- Advanced “foresight” as a process model to better inform and connect members on futures thinking and innovation.
- Co-hosted roundtable with Genesis, IOT and Faculty of Engineering on start-ups as a cluster imperative.
- Co-hosted ocean focused international speaker sessions and workshops in alliance with partners.
- Increased new stakeholder engagement in cluster initiatives by 20%.
- Bolstered a deeper appreciation, understanding and commitment to the cluster core competencies and strategic agenda.

Looking Ahead:

- Initiate dialogue with cluster partners in search of achievable intersections to improve understanding of cross-cluster and vertical/horizontal alignments (industry/government/research/university).
- Generate cluster concepts to diversify, collaborate and stimulate new approaches and outcomes to deepen engagement and ownership across sector.
- Increase new member participation in forum activities by 20%.
- Initiate discussions with strategic cluster partners in pursuance of a modified foresight model to leverage and optimize action items from the strategic agenda.

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- Re-engage cluster partners in the articulation of commitments on new governance approaches to achieve a proactive implementation of the strategic agenda.

Promotion:

Foster long term economic wealth in the NL ocean technology sector.

Highlights:

- Advanced memorandum of understanding and other collaborative tools to facilitate implementation of “Outward Bound 2015” agenda.
- Presented a strategic cluster collaboration agenda and facilitation model to critical partners to accelerate growth and strengthen alignment.
- Developed conceptual models to stimulate pathways for industry-research networking, Centres of Excellence and research projects.
- Strengthened understanding of the importance of “start-ups’ and company to company collaboration to growth of the cluster.

Looking Ahead:

- Generate a broader commitment to deepen and embed collaborative alliances and partnerships as fundamental “nuggets” of our cluster.
- Build on current initiatives to energize actions on short/medium/long term defined issues identified in strategic agenda.
 - a) Business supports
 - b) Intellectual property
 - c) Enhanced Support for start-up companies.
 - d) Commercialization and innovation

- Deepen resolve and commitment to create new models in accentuating industry's role in research leadership.
- Advance concepts and avenues for additional industry – research projects and graduate student involvement to find traction.
- Develop an engagement initiative, in collaboration with key partners, to heighten the sector's profile and the cluster's strategic agenda in pivotal Canadian and global venues.

OceansAdvance – A Reflection

OceansAdvance Inc. was incorporated as an Ocean Technology cluster in 2005. Its mission is to foster and promote the growth and development of the Ocean Technology sector in the Province.

During the past five years, OceansAdvance has been positioned as a strategic voice for the Ocean Technology Sector and an innovative platform for collaboration and alignment of cluster partners. It has a key role in promotion and alignment, facilitation, stimulating networking and alliance building to ensure that the sector will remain a leader in ocean technology solutions on a global scale. OceansAdvance is also recognized as a marketing vehicle to advocate for Ocean Technology as a growing and expanding sector contributing to the economy of Newfoundland and Labrador.

The cluster has achieved major milestones over the past five years with the development of the strategic agenda being the "jewel in the crown." The process engaged many cluster players and helped them understand the roles of the three pillars of the cluster in achieving growth and the importance of collaboration. It marked an evolution in thinking, focusing the cluster around a shared view of long term strategic growth and direction based on a consensus of market and technological opportunities and existing strengths. It has led to the identification and establishment of research, development and innovation initiatives with the aim of encouraging collaboration among companies and research institutions with common interests and expertise.

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Twenty years after Harvard Business School professor, Michael Porter, introduced the concept to a broad community and ten years after its wide adoption, clusters have reengaged as a key tool in many economies, especially, in the United States, Europe, Asia and Canada. Clusters represent a different kind of growth model based on principles of value creation, innovation, collaboration, synergies, efficiencies, leveraging and sustainability.

The Ocean Technology cluster in Newfoundland and Labrador is poised to be a “hotspot” of collaboration and productivity, as well as, healthy competition. It is well positioned to deliver a strong sector in the economy that is export oriented, innovation driven and where opportunity and prosperity reign. As an industry led cluster, OceansAdvance has organized clustering as a dynamic activity where supporting, transparency, inclusiveness, connecting, filling gaps and removing obstacles have been its hallmarks. Cluster strategy has been pursued as a collaborative undertaking led by industry, defined by market signals and where governments and institutions have been active and supportive.

In Newfoundland and Labrador, the cluster represents a new growth model. It has offered a convenient, grounded and low cost organizing mechanism to focus resources, build partnerships and maximize efficiencies and impact. It stands to serve as point of congruence for the future wherein the imperative of a more fulsome alignment and collaboration will be recognized. Thus, OceansAdvance with its power as convener is seminal and remain a compelling force to accelerated growth of the sector.