



Employment and  
Social Development Canada  
Deputy Minister

Emploi et  
Développement social Canada  
Sous-ministre

MAY 09 2017

2017 NHQ 016293

UNCLASSIFIED  
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**MEMORANDUM TO THE MINISTER OF FAMILIES, CHILDREN AND SOCIAL DEVELOPMENT**

**REFLECTIONS ON UNITED KINGDOM STUDY TOUR: SHARING BEST PRACTICES ON SOCIAL INNOVATION AND SOCIAL FINANCE**

**FOR INFORMATION**

**SUMMARY**

- The purpose of this note is to provide reflections on your recent study tour to the United Kingdom (UK). The final annotated program for the tour is included for your reference (Annex A).
- From the perspective of Employment and Social Development Canada (ESDC) officials who participated in this study tour, your meetings with UK officials, experts and community service providers offered a number of important lessons learned that could inform the development of a federal Social Innovation and Social Finance Strategy. These include:
  - the importance of a policy narrative that emphasizes improved outcomes for citizens and communities, rather than opportunities for investors or cost savings for government;
  - the need to achieve a balance between policy initiatives targeting the supply and demand sides of the market for social finance, with a particular need to invest in skills and technical capacity on the demand side;
  - challenges associated with designing innovative policy initiatives within existing government machinery;
  - evolving attitudes toward social impact bonds; and
  - a lack of awareness surrounding social enterprise as a business model for community organizations and as an option for young entrepreneurs.

**BACKGROUND**

- From April 24 to 27, 2017, you travelled to the UK to learn from best practices in the field of social innovation and social finance. You were accompanied by

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**Canada**

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Kathryn McDade, Senior Assistant Deputy Minister of Income Security and Social Development, and Blair McMurren, Director of Social Innovation.

- The UK is widely considered to be a world leader in this area, on the strength of a comprehensive program of government action over the past ten years that has included:
  - the establishment of **Big Society Capital**, a large wholesale community sector investment bank that was capitalized in 2012 using dormant bank accounts and contributions from the UK's four largest retail banks;
  - pioneering a distinctive form of social finance known as the **social impact bond**, a contract whereby a community service provider raises private or charitable investment for a promising social intervention and government repays those investors with a return upon the achievement of pre-negotiated outcomes;
  - **tax and legislative reforms** to create positive tax incentives for social finance investors and new legal flexibilities for the trustees of community sector organizations such as charities;
  - the launch of a **Social Impact Investment Taskforce** under the auspices of the UK's G8 presidency in 2013, on which ESDC participated for the Government of Canada and chaired by Sir Ronald Cohen, charismatic founder of Big Society Capital and the intermediary Social Finance UK, to share best practices internationally and accelerate the adoption of social finance approaches in like-minded countries; and
  - an ambitious program of public sector innovation characterized by the creation of specialized **innovation units or agencies** that in many cases have been "spun out" of the UK public service as successful, self-sustaining social enterprises.
- Your study tour had two main parts:
  - a series of fast-paced informal discussions with current and former UK government officials as well as social innovation and social finance practitioners from world-leading organizations such as the innovation charity Nesta and Social Finance UK, hosted at Canada House in London; and

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- a roundtable on "Social Innovation in Mid-Sized Cities" with a group of community, academic and public sector stakeholders as well as social entrepreneurs, hosted at the University of Nottingham.

## CURRENT STATUS

- Your meetings featured a wide range of perspectives on the theory and practice of social innovation, social finance and social enterprise, and on the most important roles for government in unlocking these approaches.
- **Making the case for social innovation and social finance.** Many of the former officials involved in the implementation of the UK government's actions in this area commented that the policy and communications narrative for the program as a whole may have focused too much on the novel mechanics of the investment (or supply) side of this market, as well as on the idea of cashable savings for government during a period of public sector austerity in the wake of the 2008-09 recession.
  - It was suggested that a more compelling thrust of the narrative would be improved outcomes for citizens and communities, especially those most vulnerable, being achieved through promising new ideas and through ground-breaking partnerships between sectors.
- **Balanced actions.** Most officials and stakeholders agreed that the UK had taken a deliberate, balanced approach to social finance, involving actions to unlock investment supply, build demand within the community sector, and support the growth of intermediaries connecting the two sides of the market. However, many current and former officials expressed a view that even more could have been done to invest in the technical skills and capacity of a greater diversity of community organizations seeking to make use of social finance, and to create opportunities for diverse intermediaries other than large investment or consulting firms.
  - For example, the UK government has more recently established a new charitable foundation called Access expressly for the purpose of providing technical grants and other supports to community organizations of all types and sizes that want to improve their financial operations, investment readiness and ability to measure impact.
- **Innovating within government.** A number of current and former officials remarked on the difficulty of creating incentives for innovation within the machinery of government, due to the complex nature and often entrenched cultures of public procurement and program or service delivery. While many of the examples discussed related to the local provision of social services

which are less relevant to the federal context in Canada, the leadership of UK organizations such as Nesta in promoting public service design that is informed by user perspectives and the needs of end-beneficiaries is widely applicable and has been influential in Canada's public and community sectors. The extent of government procurement is also such that many opportunities exist to inform and engage potential social enterprise suppliers.

- It was observed that government-backed social innovations were most successful where there was a clearly defined geographic focus, a clearly identified social issue or problem, a measurable target for achieving impact, and a realigning of incentives (including financial) for behavioural change on the part of funder and recipient alike.
- **Social impact bonds in context.** Social impact bonds are arguably the most controversial form of social finance, given their highly market-oriented approach to achieving social outcomes. The roundtable in Nottingham included local service providers involved in some of the more than 30 social impact bonds now operating in the UK, and it was striking to hear them describe how the experience of designing and implementing these contracts has provided their organizations with valuable strategic insight, discipline and a stronger focus on evidence and longer-term outcomes, for all that they continue to struggle with gaps in technical capacity and widely differing conceptions of risk between investors and service providers.
  - Current and former officials emphasized that social impact bonds are but one form of social finance, and that far from being a panacea, they are not necessarily appropriate as an instrument for addressing all social issues or delivering all social interventions.
- **Choosing social enterprise.** Many of the student entrepreneurs at the Nottingham roundtable commented that they had arrived at their experiences with social enterprise more or less randomly, and that more could be done to raise awareness of the model's potential through the higher education system and using social media. They described the field as suffering from a huge disparity of information and a lack of financial literacy, making even simple forms of capital injection, such as business loans, difficult to access and deploy successfully.
- **Framework for charities and other not-for-profit organizations.** Little was said during the tour about the legislative and regulatory basis on which social finance in particular has been pursued in the UK, but it should be noted that the UK government's actions have been enabled by a comparatively permissive framework governing charities and other not-for-profit

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organizations, allowing them to carry out a much wider range of business and investment activities than their equivalents in Canada.

- In general, social enterprises in the UK have more legal options for incorporating as business entities with defined social missions, and diverse entities, including charities, compete in the market for social finance and social procurement.

## NEXT STEPS

- The launch of the Social Innovation and Social Finance Strategy Co-Creation Steering Group will allow you to engage diverse Canadian sector leaders, experts and practitioners on the kinds of policy initiatives that have been pursued in the UK. Canadian social innovation and social finance stakeholders are keenly aware of actions taken in the UK and they see the co-creation process as an opportunity to tap into a strong level of ambition among practitioners here to co-design comparable initiatives that respond to the Canadian context.

*BR.*

*fr.* Deputy Minister

Executive Head: Kathryn McDade  
819-654-2099

I would like an oral briefing

I would like \_\_\_\_\_ of my staff to be briefed

No briefing required

**ANNEX A**

**ANNOTATED PROGRAM**

**SHARING BEST PRACTICES ON SOCIAL  
INNOVATION AND SOCIAL FINANCE**

**HON. JEAN-YVES DUCLOS  
MINISTER OF FAMILIES, CHILDREN AND SOCIAL  
DEVELOPMENT**

**APRIL 24-27, 2017**

**LONDON, UNITED KINGDOM**

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PROGRAM AT A GLANCE

Sunday April 23	Monday April 24	Tuesday April 25	Wednesday April 26	Thursday April 27
<p><b>17:50</b> Depart Québec AC8725</p> <p><b>18:42</b> Arrive at Montréal- Pierre Elliott Trudeau Airport</p> <p><b>19:45</b> Depart Montréal AC864</p>	<p><b>07:25</b> Arrive at London Heathrow Airport</p> <p><b>08:00</b> Transfer to hotel</p> <p><b>09:00</b> Arrive at hotel</p> <p><b>09:30-11:00</b> Private time</p> <p><b>11:00-11:15</b> Briefing with Canadian Delegation (optional)</p> <p><b>11:15-11:25</b> Transfer to Canada House</p> <p><b>11:30-12:00</b> Briefing with Canadian High Commissioner's officials</p> <p><b>12:00-13:15</b> Lunch with the Canadian High Commissioner to the UK, Ms. Janice Charette</p> <p><b>13:15-13:30</b> Health break</p> <p><b>13:30-14:15</b> Meeting with Timber Trade Federation</p> <p><b>14:15-14:45</b> Health break</p> <p><b>14:45-15:00</b> Transfer time to meeting</p> <p><b>15:00-15:45</b> Meeting with Legatum Institute (CANCELLED)</p>	<p><b>07:15</b> Transfer to Canada House</p> <p><b>07:30-08:15</b> Breakfast meeting with Rt. Hon. Sir Oliver Letwin, MP (Room TBC)</p> <p><b>08:15-08:30</b> Health break</p> <p><b>08:30-09:15</b> Meeting with Department for Education's Payment by Results Work</p> <p><b>09:15-10:00</b> Meeting with CDC Group and Guy's and St Thomas' Charity</p> <p><b>10:00-10:15</b> Health break</p> <p><b>10:15-11:00</b> Meeting with Innovation Unit</p> <p><b>11:00-11:15</b> Health break</p> <p><b>11:15-12:00</b> Meeting with Nesta (Mr. Mulgan)</p> <p><b>12:00-12:30</b> Meeting with Nesta (Ms. Khan)</p> <p><b>12:30-13:00</b> Meeting with Social Finance</p> <p><b>13:00-13:30</b> Working Lunch with FutureGov and Catch22</p> <p><b>13:30-14:15</b> Transfer to Train</p>	<p><b>08:00</b> Transfer to Breakfast and Networking</p> <p><b>08:15-08:45</b> Breakfast and Networking</p> <p><b>08:45-09:00</b> Group photo</p> <p><b>09:00-10:45</b> Roundtable with the University of Nottingham: "Social Innovation in Mid- Sized Cities"</p> <p><b>10:45-11:00</b> Health break and transfer to Ingenuity Lab</p> <p><b>11:00-11:20</b> Tour of Ingenuity Lab</p> <p><b>11:20-11:35</b> Transfer to Nottingham Train Station</p> <p><b>12:05</b> Train to London</p> <p>Depart from Nottingham Train Station – Platform 5</p> <p><b>13:57</b> Arrive at St. Pancras International Station – Platform 2</p> <p><b>14:00-14:30</b> Transfer to Canada House</p> <p><b>15:00-15:45</b> Meeting with MBM Forest Products</p>	<p><b>09:30</b> Transfer to London Heathrow Airport</p> <p><b>12:05</b> Depart London for Montreal AC865</p> <p><b>15:20</b> Arrive at Montréal- Pierre Elliott Trudeau Airport</p> <p><b>16:30</b> Depart Montreal for Québec City AC 8720</p> <p><b>17:21</b> Arrive in Québec</p>

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<b>Sunday April 23</b>	<b>Monday April 24</b>	<b>Tuesday April 25</b>	<b>Wednesday April 26</b>	<b>Thursday April 27</b>
	<p><b>15:45-16:00</b> Transfer to hotel</p> <p><b>16:00-17:30</b> Private time</p> <p><b>17:30-17:45</b> Transfer to the London School of Economics and Political Science</p> <p><b>18:00-20:00</b> Speaking engagement at the London School of Economics – "Policy vs Politics: the art of decision making"</p> <p><b>20:00</b> Private time and transfer to hotel</p>	<p><b>14:29</b> Train from London to Nottingham Depart from St. Pancras International Station – Platform 2</p> <p><b>16:18</b> Arrive at Nottingham – Platform 1B</p> <p><b>16:30-16:45</b> Transfer to Castle Place</p> <p><b>16:45-17:00</b> Photo Op – Robin Hood statue</p> <p><b>17:00-17:15</b> Transfer to hotel</p> <p><b>17:15-17:50</b> Private time</p> <p><b>17:50</b> Transfer to meeting</p> <p><b>18:00-18:40</b> Meeting with Nottingham University</p> <p><b>18:40</b> Transfer to restaurant</p> <p><b>19:00</b> Dinner at the Orchards restaurant</p> <p><b>21:00</b> Transfer to hotel</p>	<p><b>15:15-15:45</b> HARDtalk interview with BBC (CANCELLED)</p> <p><b>15:45-16:15</b> Transfer to site visit</p> <p><b>16:15-17:00</b> Site visit an photo op at the Goodfellow showroom</p> <p><b>17:00-17:30</b> Transfer to Hotel</p> <p><b>17:30</b> Private time</p>	

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## NOTES

- During your stay in London, you will be accompanied and supported by:
  - [REDACTED] Minister's Office;
  - [REDACTED] Minister's Office;
  - Kathryn McDade, Senior Assistant Deputy Minister, Income Security and Social Development Branch;
  - Blair McMurren, Director, Social Innovation, Strategic and Service Policy Branch (SSPB);
  - Veronique Demers, Manager, International Relations, SSPB; and,
  - [REDACTED]
- The temperature in London at this time of the year is between 12-16°C.
- An umbrella and comfortable shoes are recommended.
- A UK electrical outlet adapter is required.
- Local currency (Pound Sterling) in small denominations prior to arrival is recommended.
- Dress code: business attire.

## OBJECTIVES

- To inform the development of Canada's Social Innovation and Social Finance Strategy;
- To learn about the benefits of social innovation and social finance from the perspective of a mid-size city, with respect to addressing poverty reduction, affordable housing, homelessness, early learning and childcare;
- To share best practices, challenges, and opportunities for governments in implementing social innovation and social finance approaches;
- To exchange with key organizations, think tanks and academics on policy development in the areas of inclusive growth; and
- To promote Canadian wood exports to non-US market on behalf of the Government of Canada.

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**SUNDAY, APRIL 23, 2017**

17:50 Depart Québec for Montréal  
Air Canada 8725 (flight time 52 minutes)

18:42 Arrive in Montréal

19:45 Depart Montréal for London  
Air Canada 864 (flight time 6h40m)

**MONDAY, APRIL 24, 2017**

07:25 Arrive at London Heathrow Airport  
*You will be met by [REDACTED] and [REDACTED]  
[REDACTED] and will be transferred to your hotel in an  
official car.* [REDACTED]

08:00 Transfer to hotel (*travel time approx. 60 minutes*)  
*Driver:* [REDACTED]  
*Vehicle:* [REDACTED]  
*Passengers:* Minister Duclos, [REDACTED] Mr.  
McMurren and [REDACTED]

09:00 Arrive at hotel  
*Hotel:* The Trafalgar Hilton Hotel  
2 Spring Gardens  
Trafalgar Square  
SW1A 2TS  
*Confirmation number:* [REDACTED]  
  
Hotel information is provided under TAB 3.

09:30-11:00 Private time

11:00-11:15 Brief meeting with the Canadian delegation (optional)  
*The Canadian delegation will meet you in the hotel lobby to go over your  
program. You will walk together to your meeting at the Canada House  
(4 minute walk).*

11:15-11:25 Transfer to Canada House

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**11:30-12:00 Briefing with Canadian High Commission's officials**

Location: Canada House, Ontario Room  
Trafalgar Square, SW1Y 5BJ

*This briefing will be an opportunity to meet with [REDACTED]*

**12:00-13:15 Lunch with Ms. Janice Charette, Canadian High Commissioner to the United Kingdom**

Location: Canada House, Quebec/BC Room

*This working lunch will be an opportunity to meet the High Commissioner Janice Charette, and discuss the UK's economic, social and political climate. Briefing material is under TAB 4.*

**13:15-13:30 Health Break****13:30-14:15 Meeting with [REDACTED]****Timber Trade Federation**

Location: Canada House, Ontario Room

*The Timber Trade Federation (TTF) is at the centre of the UK's timber industry. The products offered by TTF members cover the entire range of timber-related activity, including softwoods, hardwoods and panel products.*

*In the context of growing Canadian wood exports, this meeting will be an opportunity to promote the use of Canadian wood and wood products in the UK. Speaking points are annexed to this note. Briefing material is under TAB 5.*

**14:15-14:45 Health break****14:45-15:00 Transfer time to meeting by car (travel time approx. 15 minutes)**

*Driver:* [REDACTED]



*Vehicle:* [REDACTED]

*Passengers:* Minister Duclos,  
Ms. McDade, Mr. McMurren, and Ms. Demers

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15:00-15:45 Meeting with [REDACTED]

Location: Legatum Institute  
 11 Charles Street  
 London, W1J 5DW

*The Legatum Institute is an international think tank based in London and a registered UK charity. Its work focuses on understanding, measuring, and explaining the journey from poverty to prosperity for individuals, communities, and nations.*

*This meeting will be an opportunity to discuss evidence-based approaches to social policy and poverty reduction, e.g. in the context of Canada's Poverty Reduction and Social Innovation and Social Finance Strategies. It will also be an opportunity to discuss the enabling environment for the community sector and social finance market, as well as outcome funding approaches in government. Briefing material is under TAB 6.*

15:45-16:00 Transfer to hotel by car

Driver: [REDACTED]

Vehicle: [REDACTED]

Passengers: Minister Duclos,  
 Ms. McDade, Mr. McMurren, and Ms. Demers

16:00-17:30 Private time

17:30-17:45 Transfer to the London School of Economics and Political Science

*The Canadian delegation will meet you in the hotel lobby. You will walk together to the London School of Economics and Political Science (15 minutes).*

Location: The London School of Economics and Political Science  
 Hong Kong Theatre, Clement House  
 Houghton Street  
 London, WC2A 2AE

18:00-20:00 Speaking engagement at the London School of Economics - "Policy vs Politics: the art of decision making"

*You will be giving a speech at the London School of Economics in the Hong Kong Theatre of the Clement House. Your speech will be on your*

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*experience in becoming elected and witnessing policy and politics from this new perspective. Briefing material and your speech is under TAB 7.*

20:00 Private time and transfer to hotel by taxi (*travel time approx. 10 minutes*)

**TUESDAY, APRIL 25, 2017**

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07:15 Transfer to Canada House

*The Canadian delegation will meet you in the hotel lobby. You will walk together to your meeting at the Canada House (4 minute walk).*

07:30-08:15 Breakfast Meeting with [REDACTED]

Location: Canada House, Quebec/BC Room

*Sir Oliver Letwin served as Minister for Government Policy from 2010 to 2016. He has been at the heart of British politics for close to three decades, and one of the most important figures in British politics under former Prime Minister David Cameron. Prior to serving as Minister, [REDACTED] helped develop the Conservative Party Platform for the 2010 general election.*

*This meeting will be an opportunity to discuss the UK's experience implementing an ambitious policy agenda in support of social innovation and social finance from the perspective of a former Minister who had a mandate to ensure results were being achieved. Briefing material is under TAB 8.*

08:15-08:30 Health break

08:30-09:15 Meeting with [REDACTED] of the Department for Education's Payment by Results Work

Location: Canada House, Ontario Room

*This meeting will be an opportunity to learn from the experiences of testing and scaling proven social innovation projects through evidence and discuss the challenges and best practices associated with measuring long-term social outcomes, particularly in education. Briefing material is under TAB 9.*

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09:15-10:00 Meeting with [REDACTED]

Location: Canada House, Ontario Room

*Participants held leadership positions within the UK government in which they played key roles advancing the UK's social investment policy agenda.*

*This meeting will be an opportunity to discuss the UK's experience implementing an ambitious policy agenda in support of social innovation and social finance from the perspective of former high-ranking officials. Briefing material is under TAB 10.*

10:00-10:15 Health break

10:15-11:00 Meeting with [REDACTED]

Location: Canada House, Ontario Room

*Innovation Unit is a UK social enterprise with the aim to create better public services through innovation, primarily in education, healthcare and local government. They focus on cross-sector collaboration between public service practitioners, designers and researchers working with end-users.*

*This meeting will be an opportunity to discuss the adaptability of the social enterprise model to address a broad range of social challenges to improve outcomes in public services, especially children's services. Briefing material is under TAB 11.*

11:00-11:15 Health Break

11:15-12:00 Meeting with [REDACTED]

Location: Canada House, Ontario Room

*This meeting will be an opportunity to learn from [REDACTED] and his vast experience both in the public and private sectors in encouraging innovations in the social sector, healthcare, education, and technology, among others. Briefing material is under TAB 12.*

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12:00-12:30 Meeting with [REDACTED]

at [REDACTED]

Location: Canada House, Ontario Room

[REDACTED] which aims to create a people powered health system. Health Lab brings together [REDACTED] practical work on health and ageing to achieve more impact. The aim of Health Lab is to create real change to improve people's health, through working towards a health and care system that is for people, by people and with people.

*This meeting will be an opportunity to discuss best practices in running social innovation labs and funds as ways in which to advance social innovation.*

12:30-13:00 Meeting with [REDACTED]

Location: Canada House, Ontario Room

*Social Finance is a non-profit organization which provides financial intermediation services to support the development of outcomes-based funding projects. It supported the development of the first social impact bonds in the UK.*

*This meeting will be an opportunity to discuss the UK's experience implementing an ambitious policy agenda in support of social innovation and social finance from the perspective of former high-ranking official and now social finance intermediary. Briefing material is under TAB 13.*

13:00-13:30 Working Lunch with [REDACTED]

Location: Canada House, Quebec/BC Room

*These two organizations are examples of independent, non-profit social enterprises playing a role in the delivery of public services in the UK. For many years, the UK Government has supported and enabled social enterprises and charities to become involved in the running of public services.*

*This meeting will be an opportunity to discuss the adaptability of the social enterprise model to address a broad range of social challenges to improve design of public services. Briefing material is under TAB 14.*

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## 13:30-14:15 Transfer time (travel time approx. 35 minutes)

Driver: [REDACTED]

Vehicle: [REDACTED]

Passengers: Minister Duclos,  
 Ms. McDade, Mr. McMurren, and Ms. Demers

## 14:29 Train from London to Nottingham

ID: [REDACTED]

Ticket collection: [REDACTED]

Depart from St. Pancras International Station – Platform 2  
 (travel time is 1h49 min)

Location: Euston, Rd, King's Cross  
 London, N1C

## 16:18 Arrive at Nottingham – Platform 1B

You will be met by [REDACTED] from  
 the University of Nottingham and you will transfer to your hotel by car.

Location: Nottingham station  
 Carrington Street  
 Nottingham, Nottinghamshire  
 NG2 3AQ

## 16:30-16:45 Transfer to Castle Place, Nottingham (travel time approx. 15 minutes)

Driver: [REDACTED]

Vehicle: [REDACTED]

Passengers: Minister Duclos,  
 Ms. McDade, Mr. McMurren, and Ms. Demers

Location: Castle Place, Nottingham, Notts  
 NG1 6EL

## 16:45-17:00 Photo op at the Nottingham Robin Hood statue

Nottingham's Robin Hood statue was unveiled on July 24, 1952 by the  
 Duchess of Portland, Ivy Cavendish-Bentinck, of Welbeck in  
 Nottinghamshire.

It was donated to the city by Nottingham industrialist Philip E F Clay, of  
 Radcliffe-on-Trent near Nottingham, who gave £5,000 to Nottingham City  
 Council. He requested that it should mark the visit of Princess Elizabeth

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*and the Duke of Edinburgh on 28 June 1949, for the 500th anniversary of the 1449 Charter making the Borough of Nottingham into a separate County from Nottinghamshire.*

**17:00-17:15 Transfer to hotel by car (travel time approx. 15 minutes)**

Hotel: De Vere Orchard Hotel  
Beeston Lane, Nottingham  
NG7 2RJ

*Confirmation number:* [REDACTED]

Hotel information is provided under TAB 3.

**17:15-17:50 Private time**

**17:50 Transfer to meeting by car**

*The Canadian delegation will meet you in the hotel lobby. You will be transferred to your meeting in a car (travel time approx. 6 minutes).*

**18:00-18:40 Meeting with [REDACTED]**

Location: University of Nottingham  
Trent Building - Executive Office  
Jubilee Ave, Nottingham  
NG7 2RD

*This courtesy meeting will be an opportunity to discuss the University of Nottingham's work on social innovation and social finance. It will also be an opportunity to discuss the Roundtable on "Social Innovation in Mid-Sized Cities", which the University will be hosting the following day. Briefing material is under TAB 15.*

**18:40 Transfer to restaurant by car (travel time approx. 5 minutes)**

**19:00 Dinner at the Orchards Restaurant**

Location: Orchards Restaurant  
Beeston Lane, Nottingham  
NG7 2RJ

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*This dinner is organized by the University of Nottingham. It will be attended by the roundtable participants, which is occurring on Wednesday morning. The list of participants and biographies is under TAB 16.*

21:00 Transfer to hotel

**WEDNESDAY, APRIL 26, 2017**

08:00 Transfer to breakfast meeting by car

*The Canadian delegation will meet you in the hotel lobby. You will be transferred to your meeting in a car (travel time approx. 4 minutes)*

*Driver:* [REDACTED]

*Vehicle:* [REDACTED]

*Passengers: Minister Duclos,  
 Ms. McDade, Mr. McMurren, and Ms. Demers.*

08:15-08:45 Breakfast and Networking

Location: University of Nottingham  
 B03 Colin Campbell Building  
 Jubilee Campus

08:45-09:00 Group photo

09:00-10:45 Roundtable with the University of Nottingham: "Social Innovation in Mid-Sized Cities"

Location: University of Nottingham  
 B03 Colin Campbell Building  
 Jubilee Campus

*The Roundtable is organized by the University of Nottingham and will be chaired by [REDACTED] It will focus on liaising with local community organizations and their experiences on how social innovation works in practice in mid-sized cities. Briefing material is under TAB 16.*

10:45-11:00 Health break and transfer by car to Ingenuity Lab

11:00-11:20 Tour of the Ingenuity Lab

Location: University of Nottingham  
 Business School South building and Sir Colin Campbell Building  
 Jubilee Campus

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*The Ingenuity Lab's mission is to create an environment where students and alumni of the University of Nottingham can explore ideas and start their own enterprises. The Ingenuity Lab aims to offer support, services and mentoring from experienced entrepreneurs and specialist consultants. Briefing material is under TAB 17.*

11:20-11:35 Transfer time to Nottingham – Train station (travel time approx. 10-15 minutes)

Location: Nottingham station  
Carrington Street  
Nottingham, Nottinghamshire  
NG2 3AQ

12:05 Train from Nottingham to London

*ID:*

*Ticket collection:*

*Depart from Nottingham-Platform 5 to (travel time is 1h52 min).*

13:57 Arrival in London St. Pancras International Station-Platform 2.

*You will be met by* [REDACTED]  
[REDACTED] *and you will transfer to BBC by car.*

14:00-14:30 Transfer to Canada House by car (travel time approx. 30 minutes)

*Driver:* [REDACTED]

*Vehicle:* [REDACTED]

*Passengers:* Minister Duclos,  
Ms. McDade, Mr. McMurren, and Ms. Demers

15:00-15:45 Meeting with [REDACTED]

Location: Canada House, Ontario Room

*MBM Forest Products was established in 1966 as a bulk importer and nationwide distributor of Canadian Forest Products. Today MBM has expanded into most of the world's softwood and panel product markets, and imports materials from Scandinavia, the Baltic region, Eastern and Central Europe, Russia, South America, the Far East, Canada and the UK*

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*In the context of growing Canadian wood exports, this meeting will be an opportunity to promote the use of Canadian wood and wood products in the UK. Briefing material is under TAB 19.*

**15:15-15:45 HARDtalk interview with the BBC (CANCELLED)**

Location: BBC Broadcasting House  
 Portland Place, Floor 3  
 London, W1A 1AA

*BBC's HARDtalk is a BBC television and radio program consisting of in-depth one-on-one interviews that are usually a little over 25 minutes long.*

*The interview will be conducted by Sarah Montague, one of HARDtalk's regular anchors. She began her BBC career as a presenter in 1997 on News 24 and has presented Newsnight, Breakfast with Frost, evening news bulletins on BBC One and BBC World's Hardtalk. Briefing material is under TAB 18.*

**15:45-16:15 Transfer time to site visit by car (travel time approx. 25 minutes)**

*Driver:* [REDACTED]

*Vehicle:* [REDACTED]

*Passengers: Minister Duclos,  
 Ms. McDade, Mr. McMurren, and Ms. Demers.*

**16:30-17:00 Site visit and photo op at the Goodfellow London Show Room, with [REDACTED]**

Location: The Business Design Centre  
 Suite F, One 4 Five  
 52 Upper Street Islington  
 London N1 0QH

*Goodfellow, founded in Montreal in 1898, remanufactures and distributes a wide range of lumber and wood products.*

*In the context of growing Canadian wood exports, this meeting will be an opportunity to promote the use of Canadian wood and wood products in the UK. Briefing material is under TAB 19.*

**17:00-17:30 Transfer to Hotel by car (travel time approx. 25 minutes)**

*Driver:* [REDACTED]

2017-05-04 12:11

*Vehicle:*

*Passengers:* Minister Duclos,  
Ms. McDade, Mr. McMurren, and Ms. Demers

17:30 Private time

**THURSDAY, APRIL 27, 2017**

09:30 Transfer by car to London Heathrow Airport

*Driver:*

*Vehicle:*

*Passengers:* Minister Duclos,  
Ms. McDade, Mr. McMurren, and Ms. Demers

13:00 Depart London for Montreal  
Air Canada 865 (flight time 7h20)

15:20 Arrive in Montreal

16:30 Depart Montreal for Québec City  
Air Canada 8720 (flight time 51 minutes)

17:21 Arrive in Québec

**END OF PROGRAM**