

## RE: FOR DISCUSSION - CSPC panels

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**From**: "Lisk, David" </o=corp/ou=exchange administrative group (fydibohf23spdlt)/cn=recipients/cn=fd326183c40a4490933f1039267a226c-lisk,david">  
**To**: "Lazaratos, Michelle" <michelle.lazaratos@nrc-cnrc.gc.ca>  
**Date**: Mon, 05 Oct 2020 16:47:10 +0000

There is a cspc advice person, can you ask who that will be for this

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**From**: Lazaratos, Michelle  
**Sent**: October 5, 2020 11:14 AM  
**To**: Lisk, David <David.Lisk@nrc-cnrc.gc.ca>  
**Subject**: FW: FOR DISCUSSION - CSPC panels

Dave – did you get any response from Serge?

**Michelle Lazaratos**  
(902) 393-2515

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**From**: McRae, Will  
**Sent**: October 5, 2020 12:13 PM  
**To**: Lazaratos, Michelle <Michelle.Lazaratos@nrc-cnrc.gc.ca>; Burnett, John <John.Burnett@nrc-cnrc.gc.ca>  
**Subject**: RE: FOR DISCUSSION - CSPC panels

Hi Michelle,

I hope you had a nice weekend.  
I wanted to let you know that we are waiting to hear back about Roger's availability to speak on the panel.  
Also, Ibrahim's office will be reaching out to Linamar and CEA about participating in the plenary.  
Once you hear back from David, we can send off some formal invitations.  
Let me know if there is any news on your end.

Thanks,

Will

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**From**: McRae, Will  
**Sent**: September 30, 2020 6:32 PM  
**To**: Lazaratos, Michelle <[Michelle.Lazaratos@nrc-cnrc.gc.ca](mailto:Michelle.Lazaratos@nrc-cnrc.gc.ca)>; Burnett, John <[John.Burnett@nrc-cnrc.gc.ca](mailto:John.Burnett@nrc-cnrc.gc.ca)>  
**Subject**: RE: FOR DISCUSSION - CSPC panels

Hi Michelle,

Thanks for getting back to me.  
Seems like you're quite busy!

Yes, this would be for plenary 3.

Typically, from my understanding, all the invitations to participate in a panel come from the moderator of the session.

Looking forward to hearing back from you and Dave.

Thanks,

Will

Sent from my Bell Samsung device over Canada's largest network.

----- Original message -----

From: "Lazaratos, Michelle" <[Michelle.Lazaratos@nrc-cnrc.gc.ca](mailto:Michelle.Lazaratos@nrc-cnrc.gc.ca)>

Date: 2020-09-30 5:49 PM (GMT-05:00)

To: "McRae, Will" <[William.McRae@nrc-cnrc.gc.ca](mailto:William.McRae@nrc-cnrc.gc.ca)>, "Burnett, John" <[John.Burnett@nrc-cnrc.gc.ca](mailto:John.Burnett@nrc-cnrc.gc.ca)>

Subject: RE: FOR DISCUSSION - CSPC panels

Hi Will,

I will try and look at this – and also need input from Dave. However, I've been in meetings solidly since 7 a.m. and still going. That being said, I think it is very important for Dave to see this before it goes to Roger.

Just so I'm clear – this is for plenary 3? So Dave would be moderating both the first and third one?

In terms of panelist invitations to be sent by Dave – do you mean for the SMEs?

Thanks,

Michelle

**Michelle Lazaratos**

(902) 393-2515

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**From:** McRae, Will

**Sent:** September 30, 2020 5:39 PM

**To:** Burnett, John <[John.Burnett@nrc-cnrc.gc.ca](mailto:John.Burnett@nrc-cnrc.gc.ca)>; Lazaratos, Michelle <[Michelle.Lazaratos@nrc-cnrc.gc.ca](mailto:Michelle.Lazaratos@nrc-cnrc.gc.ca)>

**Subject:** RE: FOR DISCUSSION - CSPC panels

Hi Michelle,

I don't want to be of any bother. I am simply wondering if you have had a chance to look at the proposed plans for the plenary session below.

We would like to prepare a note with some updates for Roger before the weekend.

Thank you so much,

Will

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**From:** McRae, Will

**Sent:** September 29, 2020 3:26 PM

**To:** Burnett, John <[John.Burnett@nrc-cnrc.gc.ca](mailto:John.Burnett@nrc-cnrc.gc.ca)>; Lazaratos, Michelle <[Michelle.Lazaratos@nrc-cnrc.gc.ca](mailto:Michelle.Lazaratos@nrc-cnrc.gc.ca)>

**Subject:** RE: FOR DISCUSSION - CSPC panels

Hi Michelle,

Happy to lead the coordinating of this plenary session.

So the plan is to still have Dave on as moderator. We would like to ask Roger, new acting President, to represent the NRC as speaker on the panel.

I would need your help to suggest the appropriate senior executive speakers from IRAP clients such as Linamar and CAE to join the plenary.

Please take a look at the suggested panelist list and let me know your thoughts. Having four participants excluding Dave would be ideal.

- Moderator: David Lisk, Vice-President, IRAP, National Research Council
- Roger Scott-Douglas, Acting President, National Research Council
- TBC, Linamar Corporation (names forthcoming)
- TBC, CAE Inc. (names forthcoming)
- Arianne Rezza, ADM, PSPC (Procurement as solution providers)
- Andrea Johnston, ADM, ISED or Mitch Davies (Industrial challenges to pull on the market)
- Matthew Gilmour, Scientific Director, National Microbiology Laboratory PHAC (Redirecting existing assets to fill need)

I have also drafted an invitation for Dave to send to the potential panelists.

Let me know if you are comfortable with the description of the panel below and we can begin sending the invitations shortly.

Draft invitation to COVID-19 pandemic plenary.

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Dear XX,

I am writing to invite you to participate on a plenary session that the National Research Council is organizing at the Canadian Science Policy Conference (CSPC) this November.

We are organizing a plenary session on “The first 100 days of the COVID-19 pandemic: Mobilizing Canada’s innovation R&D ecosystem and what we learned”, which I am Chairing. **I was hoping that you might be willing to speak on our panel – to illustrate the industry perspective on scaling up testing capacity, producing therapeutic and personal protective equipment, as well as creating the**

**Vaccine Task Force.** The panel will take place virtually on **Thursday, November 19<sup>th</sup> from 4:30-6:00pm (Eastern Time).**

[CSPC](#) is held annually and attracts a diverse group of research and innovation policy leaders and practitioners to discuss issues related to science policy, science literacy, innovation and research funding. The COVID-19 pandemic has highlighted the role of public R&D institutions in mobilizing the innovation community. Canada’s federal science departments and agencies (SBDAs) responded in the early moments of the COVID-19 pandemic through support programs for the private sector to scale up testing capacity, production of therapeutic and personal protective equipment, as well as the creation of the Vaccine Task Force. This panel will present perspectives from both public and private institutions to discuss: (1) what needs were faced at the outset of the pandemic (testing, therapeutic equipment, PPE, modeling) and what we're our gaps; (2) what form of science and technology was needed to address the pandemic (at hand, applied, resident or build upon ready) and on what timeline (right now, or near term); and (3) what was done (refocusing of staff, facilities, and experts, innovative procurement, ISC and IRAP and NRC challenges) to respond.

The panel will be a 60-minute session + 20 min of Q&A, with four high-level speakers. We would be delighted if you could participate on the panel. Should you be interested in participating, William McRae, who are helping to organize the panel, will be in touch with more details.

I look forward to hearing from you,

David Lisk

Thank you,

Will

### **William McRae**

Corporate Policy Analyst  
Stakeholder Relations and Parliamentary Affairs  
National Research Council Canada / Government of Canada  
[William.McRae@nrc-cnrc.gc.ca](mailto:William.McRae@nrc-cnrc.gc.ca) / Tel.: 613-293-9214

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**From:** Burnett, John

**Sent:** September 18, 2020 4:15 PM

**To:** McRae, Will <[William.McRae@nrc-cnrc.gc.ca](mailto:William.McRae@nrc-cnrc.gc.ca)>; Lazaratos, Michelle <[Michelle.Lazaratos@nrc-cnrc.gc.ca](mailto:Michelle.Lazaratos@nrc-cnrc.gc.ca)>

**Subject:** RE: FOR DISCUSSION - CSPC panels

Hi Michelle: To answer your question, we are going to need someone to work with to coordinate remarks for Dave as moderator, assist with contacting IRAP clients, and help to develop content for NRC presenters.

Will and I will also have to reach out to other parts of NRC, including Dan Wayners office on other components.

John

**John Burnett**

Director  
Stakeholder Relations and Parliamentary Affairs (SRPA)  
National Research Council Canada / Government of Canada  
[1200 Montreal Road, Building M-55 / 190 / K1A 0R6](#)  
[John.Burnett@nrc-cnrc.gc.ca](mailto:John.Burnett@nrc-cnrc.gc.ca) / Tel: [613-796-9259](tel:613-796-9259)

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[John.Burnett@nrc-cnrc.gc.ca](mailto:John.Burnett@nrc-cnrc.gc.ca) / Tel: [613-796-9259](tel:613-796-9259)

----- Original message -----

From: "McRae, Will" <[William.McRae@nrc-cnrc.gc.ca](mailto:William.McRae@nrc-cnrc.gc.ca)>  
Date: 2020-09-18 3:36 p.m. (GMT-05:00)  
To: "Lazaratos, Michelle" <[Michelle.Lazaratos@nrc-cnrc.gc.ca](mailto:Michelle.Lazaratos@nrc-cnrc.gc.ca)>, "Burnett, John" <[John.Burnett@nrc-cnrc.gc.ca](mailto:John.Burnett@nrc-cnrc.gc.ca)>, "Cullins, Melanie" <[Melanie.Cullins@nrc-cnrc.gc.ca](mailto:Melanie.Cullins@nrc-cnrc.gc.ca)>  
Subject: RE: FOR DISCUSSION - CSPC panels

John, should I just be coordinating this panel with Michelle?

Nice to meet you Michelle!

Will

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**From:** Lazaratos, Michelle  
**Sent:** September 18, 2020 2:42 PM  
**To:** Burnett, John <[John.Burnett@nrc-cnrc.gc.ca](mailto:John.Burnett@nrc-cnrc.gc.ca)>; Cullins, Melanie <[Melanie.Cullins@nrc-cnrc.gc.ca](mailto:Melanie.Cullins@nrc-cnrc.gc.ca)>  
**Cc:** McRae, Will <[William.McRae@nrc-cnrc.gc.ca](mailto:William.McRae@nrc-cnrc.gc.ca)>  
**Subject:** RE: FOR DISCUSSION - CSPC panels

Hi John,

Can you let me know specifically what will be expected of them?

**Michelle Lazaratos**

(902) 393-2515

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**From:** Burnett, John

**Sent:** September 18, 2020 12:26 PM

**To:** Cullins, Melanie <[Melanie.Cullins@nrc-cnrc.gc.ca](mailto:Melanie.Cullins@nrc-cnrc.gc.ca)>; Lazaratos, Michelle <[Michelle.Lazaratos@nrc-cnrc.gc.ca](mailto:Michelle.Lazaratos@nrc-cnrc.gc.ca)>

**Cc:** McRae, Will <[William.McRae@nrc-cnrc.gc.ca](mailto:William.McRae@nrc-cnrc.gc.ca)>

**Subject:** RE: FOR DISCUSSION - CSPC panels

Thanks for confirming Melanie.

Michelle, we will need a focal point from IRAP to work on this panel. As noted, Will can take a lead but let us know who he can coordinate with.

John

**John Burnett**

Director

Stakeholder Relations and Parliamentary Affairs (SRPA)

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[John.Burnett@nrc-cnrc.gc.ca](mailto:John.Burnett@nrc-cnrc.gc.ca) / Tel: 613-796-9259

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[John.Burnett@nrc-cnrc.gc.ca](mailto:John.Burnett@nrc-cnrc.gc.ca) / Tél: 613-796-9259

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**From:** Cullins, Melanie

**Sent:** September 18, 2020 11:19 AM

**To:** Burnett, John <[John.Burnett@nrc-cnrc.gc.ca](mailto:John.Burnett@nrc-cnrc.gc.ca)>; Lazaratos, Michelle <[Michelle.Lazaratos@nrc-cnrc.gc.ca](mailto:Michelle.Lazaratos@nrc-cnrc.gc.ca)>

**Cc:** McRae, Will <[William.McRae@nrc-cnrc.gc.ca](mailto:William.McRae@nrc-cnrc.gc.ca)>

**Subject:** RE: FOR DISCUSSION - CSPC panels

Hi John,

We are too far along on the international panel to combine it with another – sorry – we’ve already met with the panelists, defined the format and content. Sorry!

Best,

M

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**From:** Burnett, John  
**Sent:** September 18, 2020 10:59 AM  
**To:** Lazaratos, Michelle <[Michelle.Lazaratos@nrc-cnrc.gc.ca](mailto:Michelle.Lazaratos@nrc-cnrc.gc.ca)>  
**Cc:** Cullins, Melanie <[Melanie.Cullins@nrc-cnrc.gc.ca](mailto:Melanie.Cullins@nrc-cnrc.gc.ca)>; McRae, Will <[William.McRae@nrc-cnrc.gc.ca](mailto:William.McRae@nrc-cnrc.gc.ca)>  
**Subject:** RE: FOR DISCUSSION - CSPC panels

Hi Melanie, Michelle: Picking up again on this discussion, Will McRae (cc'd) from our team is able to help coordinate on this panel. However, we would welcome views from Melanie on whether we can adjust panels 1 and 3 and propose it as a plenary to PO.

John

**John Burnett**

Director  
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**From:** Lazaratos, Michelle  
**Sent:** September 17, 2020 8:53 AM  
**To:** Burnett, John <[John.Burnett@nrc-cnrc.gc.ca](mailto:John.Burnett@nrc-cnrc.gc.ca)>  
**Cc:** Cullins, Melanie <[Melanie.Cullins@nrc-cnrc.gc.ca](mailto:Melanie.Cullins@nrc-cnrc.gc.ca)>  
**Subject:** RE: FOR DISCUSSION - CSPC panels

Hi John,

I spoke with Dave. Have also cc'd Melanie, as I think we need her input on the idea of combining #1 & #3. Dave's take is to keep it as straightforward as possible and that there is currently no bandwidth to take lead on the 3<sup>rd</sup> panel within IRAP – we can help, but can't lead.

**Michelle Lazaratos**  
(902) 393-2515

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**From:** Burnett, John  
**Sent:** September 17, 2020 8:57 AM  
**To:** Lazaratos, Michelle <[Michelle.Lazaratos@nrc-cnrc.gc.ca](mailto:Michelle.Lazaratos@nrc-cnrc.gc.ca)>  
**Subject:** RE: FOR DISCUSSION - CSPC panels

Hi Michelle: Thanks for your help on a variety of files this week. Looking to reconnect on your thoughts about the CSPC plenary that we've been discussing.

John

**John Burnett**

Director  
Stakeholder Relations and Parliamentary Affairs (SRPA)  
National Research Council Canada / Government of Canada  
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[John.Burnett@nrc-cnrc.gc.ca](mailto:John.Burnett@nrc-cnrc.gc.ca) / Tél: 613-796-9259

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**From:** Burnett, John  
**Sent:** September 10, 2020 12:52 PM  
**To:** Lazaratos, Michelle <[Michelle.Lazaratos@nrc-cnrc.gc.ca](mailto:Michelle.Lazaratos@nrc-cnrc.gc.ca)>  
**Subject:** FOR DISCUSSION - CSPC panels

Hi Michelle:

As we've been discussing, we're trying to identify solutions for several CSPC panels, including two proposed plenaries, that relate to NRC's COVID response. The current issue is sorting out next steps on the NRC-led plenary ("Panel 3" below).

Currently, CSPC is anticipating the following panels:

- PANEL 1: NRC/IIO-led concurrent session on COVID and International RTO Responses
- PANEL 2: CRCC-led plenary panel on COVID and reflections on Canada's research response (With the heads of Granting Councils, CSA, NRC, and CFI participating)
- PANEL 3: NRC-led plenary panel on COVID and the role of the public sector in mobilizing Canada's innovation R&D ecosystem (see proposal from Iain/Dan below)

In discussions with IIO (Flavia Leung) it is understood that David Lisk will moderate the International RTO panel ("Panel 1"). PO has also asked for David Lisk and Roger Scott-Douglas to be on the NRC Plenary panel ("Panel 3"). There is an opportunity for NRC to be featured prominently during the plenary from several angles, including IRAP support for private sector, Royalmount, or the Vaccine Task Force, however there is a need for clarity in terms of who is accountable for delivering on the NRC-led plenary panel ("Panel 3").

Options for consideration:



1. Designate clear leads to scope and organize the plenary panel (“Panel 3”), depending on the desired focus
2. Consolidate the international RTO panel and the COVID panel (Panels 1 & 3)

Looking forward to hearing your thoughts on this.

John

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PROPOSED DESCRIPTION OF PANEL 3, INCORPORATING COMMENTS FROM PO ON PROPOSED FOCUS, SPEAKERS

**The first 100 days of the COVID-19 pandemic: Mobilizing Canada’s innovation R&D ecosystem and what we learned**  
**Proposed NRC Plenary Session**

**Panel Description:**

The COVID-19 pandemic has highlighted the role of public R&D institutions in mobilizing the innovation community. Canada’s federal science departments and agencies (SBDAs) responded in the early moments of the COVID-19 pandemic through support programs for the private sector to scale up testing capacity, production of therapeutic and personal protective equipment, as well as the creation of the Vaccine Task Force.

This panel will present perspectives from both public and private institutions to discuss: (1) what needs were faced at the outset of the pandemic (testing, therapeutic equipment, PPE, modeling) and what were our gaps; (2) what form of science and technology was needed to address the pandemic (at hand, applied, resident or build upon ready) and on what timeline (right now, or near term); and (3) what was done (refocusing of staff, facilities, and experts, innovative procurement, ISC and IRAP and NRC challenges) to respond.

**Potential Speakers:**

- Moderator: David Lisk, Vice-President, IRAP, National Research Council
- Roger Scott-Douglas (Vaccine Task Force)
- TBC, Linamar Corporation (names forthcoming)
- TBC, CAE Inc. (names forthcoming)
- Arianne Rezza, ADM, PSPC (Procurement as solution providers)
- Mitch Davies (Industrial challenges to pull on the market)
- Matthew Gilmour, Scientific Director, National Microbiology Laboratory PHAC (Redirecting existing assets to fill need)

**John Burnett**

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Directeur

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