

THE
**LESLIE
HARRIS
CENTRE**
OF REGIONAL
POLICY AND
DEVELOPMENT

Annual Report

2005/06



OUR Mandate

Coordinate and facilitate Memorial University's activities relating to regional policy and development. Advise on building the University's capacity. Identify priority themes and projects relating to: teaching, research, and outreach.

OUR Vision

The Harris Centre's vision for Newfoundland and Labrador is of a vibrant democracy with informed citizens actively engaged in realizing a prosperous society which values individual and collective responsibility for decision-making and development, true to our unique culture and identity.

OUR Values

The Harris Centre aspires to live up to the reputation of Dr. Leslie Harris, in whose honour the Centre is named:

Integrity: The Harris Centre is an honest broker that harnesses the resources of the University in speaking truth to power at all levels.

Independence: The Harris Centre respects the professional expertise of Memorial's faculty, staff and students in providing objective contributions to regional policy and development.

Transparency: The Harris Centre adopts best practices in governance, decision making and communications to ensure fair and open operations.

Collaboration: The Harris Centre recognizes the contributions of individual citizens, private, public and community organizations, as well as Memorial faculty, staff and students, in the collective advancement of regional policy and development.

Practical Application: The Harris Centre will encourage research, teaching and outreach that are relevant to the needs of the citizens, communities and organizations of Newfoundland and Labrador and to the governance of the province.



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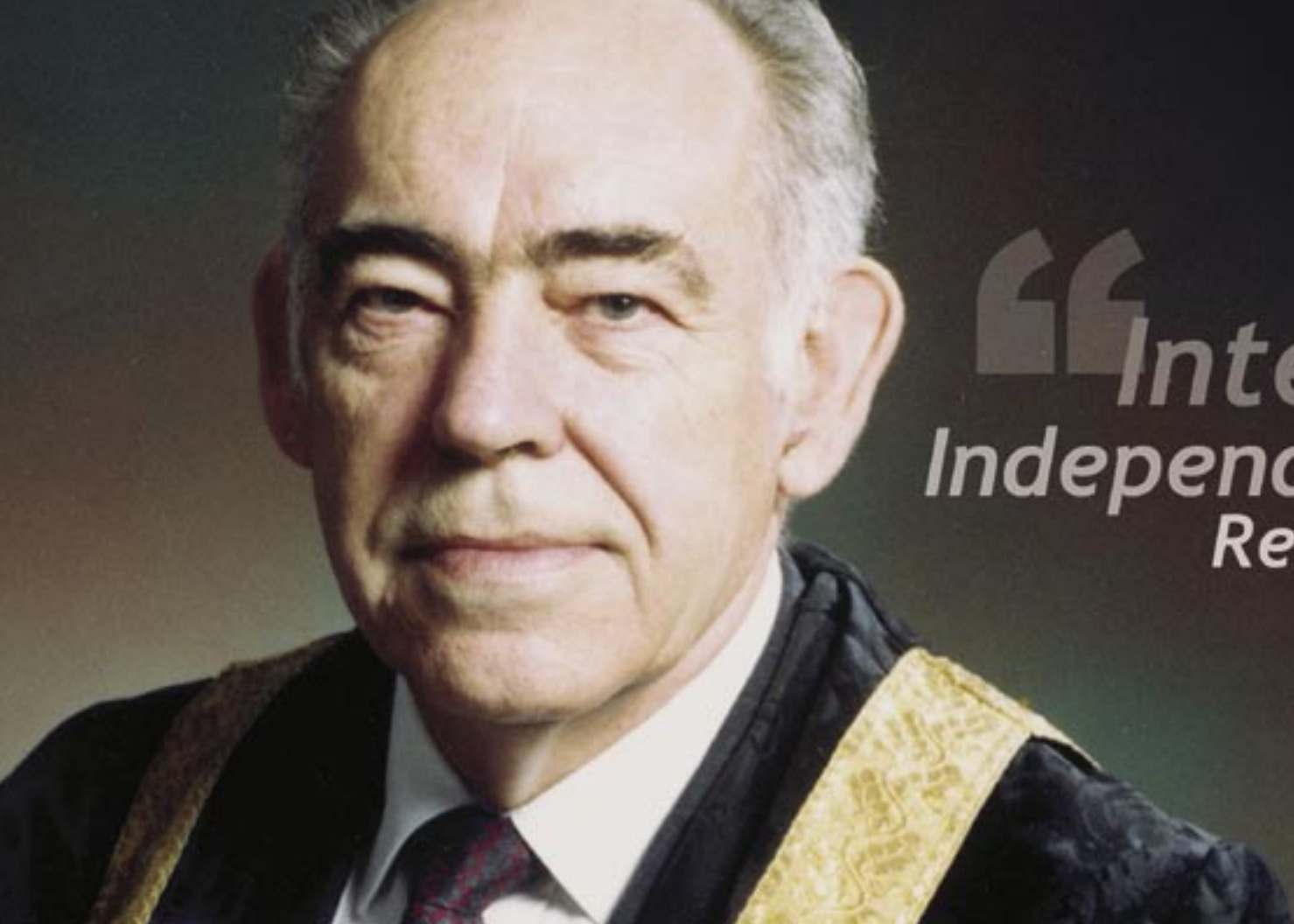
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“*Integrity
Independence
Relevance*”

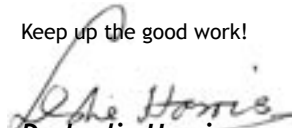
It is with great pleasure that I extend greetings in this second Annual Report of the Harris Centre.

I have been impressed by the level of awareness and support the Harris Centre has received within our province. The Memorial Presents Public Policy Forums have become fundamental components of public policy debate and awareness. Harris Centre Regional Workshops extend these Forums to communities throughout the province. The Regional Workshops also communicate the variety of teaching, research and outreach activities that Memorial University faculty, staff and students already contribute to all regions of the province, and identify new opportunities for partnerships. Harris Centre research reports, such as that on the Federal Presence in Newfoundland and Labrador, level

Community organizations now recognize the Harris Centre as a source of independent expertise. The media have shown up in force to report on the insights gained through Harris Centre activities and pol

Memorial University is the most important resource for the future prosperity of Newfoundland and Labrador. Our graduates have the knowledge and skills essential to meet the labour force requirements of the knowledge economy and the ability to engage as active, informed citizens and leaders. Our faculty, staff and students represent an unmatched capacity for teaching, research and outreach. The Harris Centre, by assisting in the partnerships and linkages necessary to unleash these capabilities, is playing an invaluable role in advancing regional policy and development in Newfoundland and Labrador.

Keep up the good work!



Dr. Leslie Harris
*President Emeritus
Memorial University of Newfoundland*



It is my pleasure to extend greetings in the second Annual Report of the Leslie Harris Centre of Regional Policy and Development.

The Harris Centre exemplifies Memorial University's commitment to fulfill our mission to contribute to the development of the intellectual, cultural, social and economic capabilities of the people and the communities in every region of Newfoundland and Labrador. We are committed to helping all communities, large or small, to meet local and regional challenges through the dissemination of knowledge, the creation of new knowledge and the practical application of that knowledge.

I commend Dr. Greenwood and his team in their work to connect communities, businesses, provincial organizations and governments with the capabilities of Memorial's faculty, students and staff. Memorial University is an essential contributor to the human resources and knowledge base required for a sustainable quality of life in our province. The Harris Centre works with all the university's faculties and departments, including our Marine Institute and Sir Wilfred Grenfell College campuses, and the Labrador Institute.

The record of accomplishment of the Harris Centre has been significant in its first two years and all signs point to continuing success in leveraging the resources and capabilities of Memorial University to contribute to regional policy and development in Newfoundland and Labrador. I encourage all those wishing to explore opportunities to collaborate with Memorial University in this regard to avail of the services of the Harris Centre. The faculty, students and staff of Memorial have demonstrated their readiness to partner and we welcome new opportunities to continue our tradition of service.

Sincerely,

A handwritten signature in black ink, appearing to read "Axel Meisen", followed by a period.

*Axel Meisen, Ph.D., P. Eng.
President and Vice-Chancellor
Memorial University of Newfoundland*



The Harris Centre is into its third year and we are realizing that the faculty, staff and students of Memorial University are ready, willing and able to contribute to regional policy and development in Newfoundland and Labrador. We are also discovering that there is a real demand and appreciation in the community for what Memorial has to offer. Businesses, labour organizations, community and regional development organizations and all three orders of government - not to mention individual citizens - are putting the Harris Centre to use in order to access teaching, research and outreach at Memorial.

It is just six months since our last "Annual Report" - that's how busy we've been! We were launched as the Harris Centre in October 2004, so our first Annual Report reflected our activities to October 2005. We have since decided to align our Annual Report with our fiscal year and so, from now on, the Report will highlight activities ending in March each year.

As you will see, while reporting on just six months of activity, this Report demonstrates the myriad of opportunities the Harris Centre is facilitating. With support from the Atlantic Canada Opportunities Agency (ACOA) and the Provincial Department of Innovation, Trade and Rural Development (INTRD), the Harris Centre Applied Research Fund has now supported fourteen applied research projects in two annual competitions. ACOA also provides support for our numerous outreach and dissemination activities, including our Memorial Presents Public Policy Forums and our Regional Workshops, carried out in partnership with Regional Economic Development Boards throughout Newfoundland and Labrador.

We have also benefited from renewed partnerships with the Department of Fisheries and Oceans, the Strategic Partnership Initiative, and Industry Canada. We have new initiatives with the College of the North Atlantic, the Atlantic Provinces Economic Council, Service Canada, the Rural Secretariat, the Newfoundland and Labrador Federation of Municipalities and many of its member towns and cities.

Regional policy and development is about building capacity and moving strategy to action in Newfoundland and Labrador. Memorial University is a fantastic resource for all our communities and citizens. We are

Sincerely,

A handwritten signature in black ink, appearing to read 'Rob Greenwood'.

Rob Greenwood, Ph.D.
*Director
The Leslie Harris Centre of
Regional Policy and Development*



RESEARCH

Applied Research Fund

The objectives of the Applied Research Fund (ARF) are to contribute to:

- Better informed policy, programs and regional development best practices.
- The enhancement of faculty, student and institutional capacity in regional policy and development at Memorial University.
- Consistent with the mandates of ACOA and INTRD, regional policy and development applied research should relate to application in Newfoundland and Labrador, in the broad area of regional economic development.

Funding for the ARF comes from the Department of Innovation, Trade and Rural Development and the Atlantic Canada Opportunities Agency. Both agencies contributed a total of \$200,000 over two fiscal years, 2005-06 and 2006-07. This is used to award grants to faculty, staff and students who are conducting research in regional policy and development.

The ARF is promoted widely within the university community and grants are awarded on a competitive basis.



Elizabeth Beale
Atlantic Provinces Economic Council

Harris Centre Applied Research Fund - Committee

Elizabeth Beale
President and CEO
Atlantic Provinces Economic Council
Member Harris Centre Advisory board

Michael Clair
Associate Director, Public Policy
Harris Centre

Rob Greenwood (Chair)
Director
Harris Centre

Ron Sparkes
Acting Director and Labrador Associate
Labrador Institute

David Yetman
Manager, Knowledge Mobilization
Harris Centre

Applied Research Fund, 2005-06

Federal Government Presence in Newfoundland and Labrador: Trends and Implications

To investigate the trends in federal presence, exclusive of intergovernmental and personal transfer payments in Newfoundland and Labrador. This work entails updating and expanding what has already been determined, and then determining and collecting what is available. Both macro and micro-indicators will be investigated.

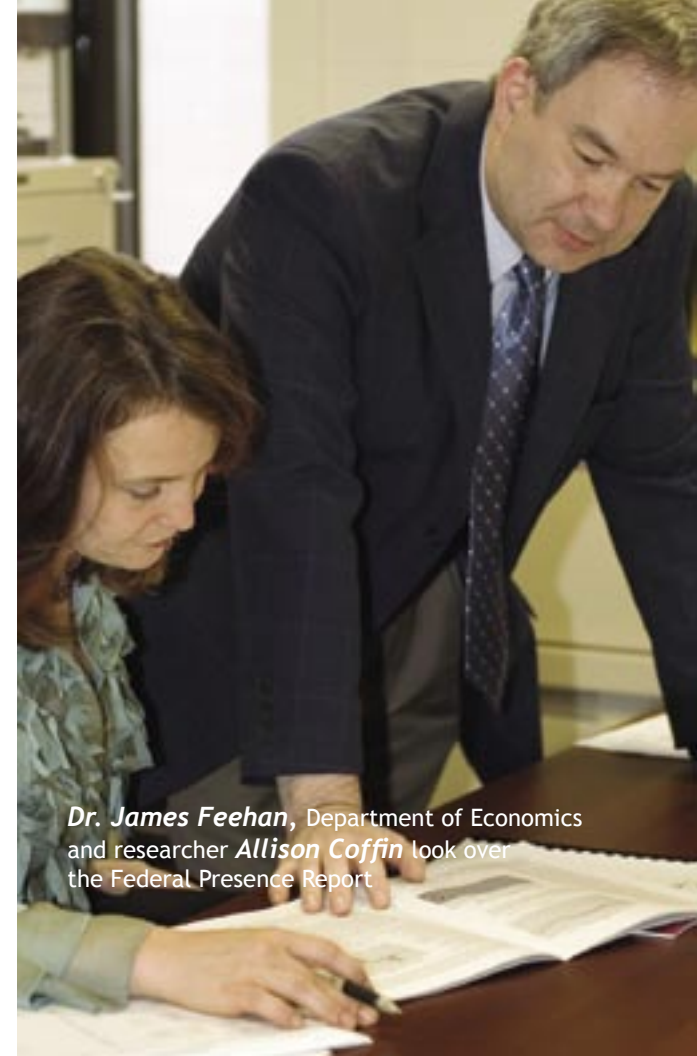
Principal Investigator: *Dr. James Feehan, Department of Economics*

Anticipated Completion: *August, 2006*

In 2005-06, a grant was awarded to Dr. Jim Feehan of the Department of Economics to produce the Phase 2 Report of the Federal Government Presence in Newfoundland and Labrador. The Phase 1 Report, released in November 2005, had a major impact on the federal election of January 2006.

Phase I Report Highlights

- The number of Federal government jobs in the province has dropped by 25% since 1981
- Newfoundland and Labrador's share of federal employment has declined
- Relatively few executive level positions are located in Newfoundland and Labrador
- Average earnings per federal employee are below the national average
- The province's share of federal expenditures on goods and services has declined
- There are continued concerns over closures and downsizing of federal offices in specific areas



Dr. James Feehan, Department of Economics and researcher *Allison Coffin* look over the Federal Presence Report

Federal Presence

House of Assembly Statement

The following statement was issued on November 22, 2005 by the Honourable Tom Marshall, Minister Responsible for Intergovernmental Affairs. (It was also read in the House of Assembly.)

“Earlier today, Memorial University’s Harris Centre released a report on Federal Government Presence in Newfoundland and Labrador. The report provides independent confirmation of the positions this government has advanced with the federal government on this issue. While I encourage members to review the report in full, I wish to highlight a few of the report’s findings.

With respect to federal employment, the report confirms that Newfoundland and Labrador has taken more than its fair share of reductions. Over the study period, 1981 to 2004, federal employment in this province declined by 25 per cent, compared to a five per cent drop nationally. In August of this year, the Minister of Finance released data which focused on the period between 1990 and 2004. During this period, federal employment in this province declined by 39 per cent, compared to a decrease of 18 per cent across all provinces. As my honourable colleague rightly pointed out, had this province experienced an 18 per cent decline, there would be an additional

2,774 people working in our province today. It is important to note that this disturbing decline came at a time when our economy was struggling as a result of the ground fish stock collapse.

The report’s findings on federal executive positions in the province also warrant special mention. Newfoundland and Labrador had the lowest number of these positions across all provinces over the period 1997 to 2004 and the province’s share of federal executives was substantially less than its share of the national population. Nova Scotia, with less than twice the population of Newfoundland and Labrador, has four times as many executive positions. Prince Edward Island and Newfoundland and Labrador have almost the same number of executive positions, notwithstanding that Newfoundland and Labrador has four times the population.

Regrettably the trends identified by these numbers continue to be reflected in decisions by the federal government. This province has stood united against federal decisions such as the removal of forecasting services from the Gander Weather Office and the impending closure of the Public Service Commission of Canada’s provincial office. Faced with an independent confirmation of our concerns, it is clear the federal government must begin to rebuild its presence in this province. This government stands ready to work cooperatively with the federal government to increase federal presence in ways that serve the interests of both Newfoundland and Labrador and Canada.

On behalf of government, I would like to thank the Harris Centre for undertaking an independent study of this critically important issue.”

Applied Research Fund, 2005-06

Biodiversity and Sustainable Ecotourism: Inspiring Rural Communities to Use and Protect Our Natural Heritage.

Develop and produce a CD and color field guide to the Limestone Barrens on the Northern Peninsula of Newfoundland for the purpose of educating tourism operators on the importance of the rare plants in the region.

Principal Investigator: *Dr. Luise Hermanutz, Department of Biology*

Collaborator: *Dr. Wilf Nichols, Botanical Gardens*

Anticipated Completion: *Summer, 2006*

State of the Province: Socio-Economic Indicators of Well-Being

Investigate indicators of well-being that are being used in other national and international jurisdictions and document how they are being utilized. Describe the structure of Community Accounts in this province including their analytical connectiveness. Compare these indicators with those being used in this province to describe well-being in the Community Accounts and in other documents measuring the status of the province. Ascertain value for community leaders, community-based organizations and citizens using indicators at the community, regional and provincial levels for planning and monitoring. Assess the role of indicators in government's accountability to the public. Explore ways the Community Accounts can be used by academics in research to determine root causes of problems and successes and show real life examples. Provide the necessary background research for MUN to act as an independent and detached analyst on the state of the province.

Principal Investigator: *Dr. Doug May, Department of Economics*

Anticipated Completion: *Fall, 2006*



Susan Squires, conducting research in the limestone barrens



Dr. Ian A. Fleming, Ocean Sciences Centre
Memorial University of Newfoundland

Building the road to proactive and scientifically sound management of exploited fish populations in Newfoundland in the context of regional development

This study is part of a broader project to develop and disseminate a new and cost effective approach for recreational fisheries management. The approach is proactive, allowing for the evaluation of prospective management decisions before implementation and therefore aims to provide a solid platform to defend management decisions. A life-history model incorporating population-specific information (collected in this study) is being used to forecast the impact of various management strategies and / or changes to environmental conditions on a population's ecological characteristics (e.g. size structure, probability of persistence, etc.). The work, supported by the Harris Centre Applied Research Fund, aims to determine how the interaction between ouananiche (non-migratory Atlantic salmon) and Atlantic salmon (ocean migratory or anadromous) within a single population influences the abundance of harvestable fish. The project was initiated in the fall of 2005 with the collection of gametes from adult salmon and the creation of family crosses. Developmental and egg-quality differences using state-of-the-art lipid techniques are currently being quantified. At emergence, offspring competition experiments will be conducted to assess performance differences (i.e. survival and growth). Field sampling of newly emerged fish will also occur during the spring of 2006 in the Indian Bay area to assess the potential for interaction.

Principal Investigator: *Dr. Ian A. Fleming, Ocean Sciences Centre, Memorial University of Newfoundland*

Co-investigators: *Dr. Blair K. Adams, Ocean Sciences Centre, Memorial University of Newfoundland
Dr. David Cote, Parks Canada*

Anticipated Completion: *Winter, 2007*

Economic Development, Governance and Regionalism in Newfoundland and Labrador: From Slippery Slopes to Best Practices

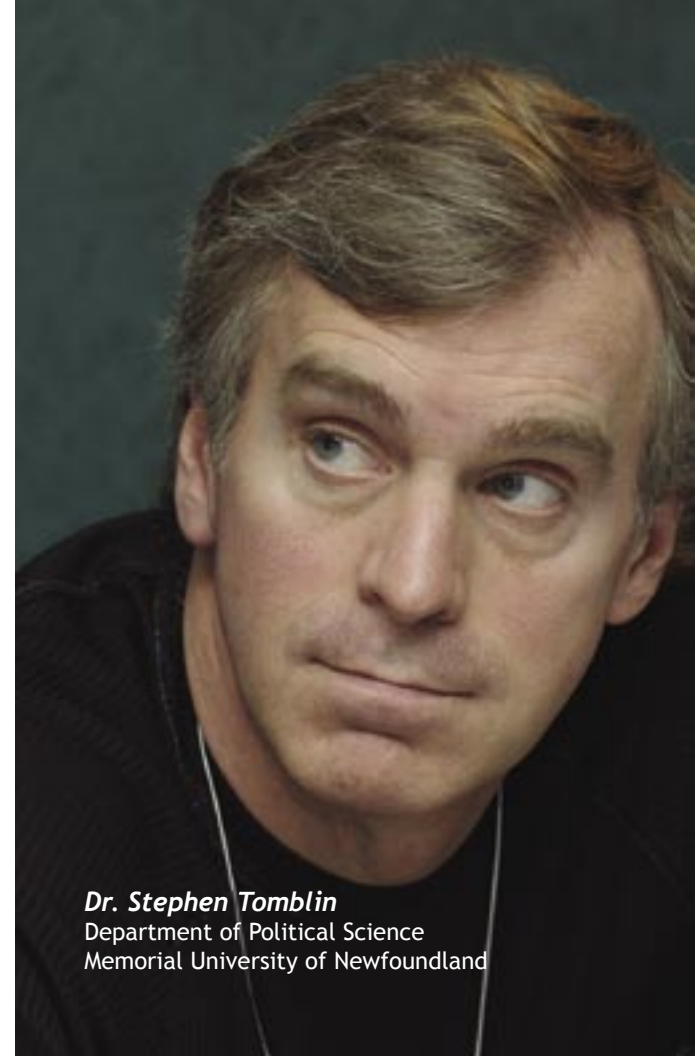
From local communities to the international level, the concept regionalization is a very popular notion. This study explores the regional challenges in Newfoundland and Labrador. The goal is to investigate critical insights on regional integration within our different regions, in various historical eras and from a range of policy fields.

Putting regional theory into practice has posed more problems than many had anticipated. It has been difficult to balance competing, multiple, even contradictory principles involved with regionalization. The project draws on theories in political science to shed light on the difficulties associated with giving more power, capacity, and autonomy on a regional basis. History is littered with regional visions that never came to pass, and it has never been easy to download to regional centres. Top down and imposed regionalization has undermined the challenge of creating new and more effective forms of integration, innovation and interaction on a regional basis. In seeking to change this tendency, this study's analysis adopts a comparative approach.

There is still much we do not know about the impacts of having had so many competing regionalization and contradictory principles and objectives. This study will address many of these issues.

Principal Investigator: *Dr. Stephen Tomblin, Department of Political Science*

Anticipated Completion: *Fall, 2006*



Dr. Stephen Tomblin
Department of Political Science
Memorial University of Newfoundland



Dr. Michael Wernerheim
Department of Economics
Memorial University of Newfoundland

Upstream-Downstream Co-agglomeration of Advanced Service Industries in Rural Canada: *Implications for Regional Economic Policy*

How strong is the pull exerted by industrial agglomerations in the locations in which advanced service industries are typically found? Does it make sense to attempt to divert firms in such industries away from established locations to remote areas by means of regional policy? The principal policy issue motivating study of these elements is the need to understand the relationship between the location of advanced service firms, interregional disparities, and the feasibility of influencing the determinants of firm location. To address these issues we test for differences in agglomeration and co-location of advanced services across space. Services are no less prone to co-agglomeration than other industries. Implications for regional policy are discussed.

Principal Investigator: *Dr. Michael Wernerheim, Department of Economics*

Anticipated Completion: *Spring, 2007*

Applied Research Fund, 2006-07

The Year Ahead

Dr. Dag Friis - *Professor* - Faculty of Engineering and Applied Science - Design, Testing, and Manufacturing Design for an Expedition Type Trawler Yacht for the Newfoundland and Labrador Boatbuilding Industry

Dr. Mohammad Iqbal - *Assistant Professor* - Faculty of Engineering and Applied Science - Design of a Hybrid Energy System for Battle Harbour Island.

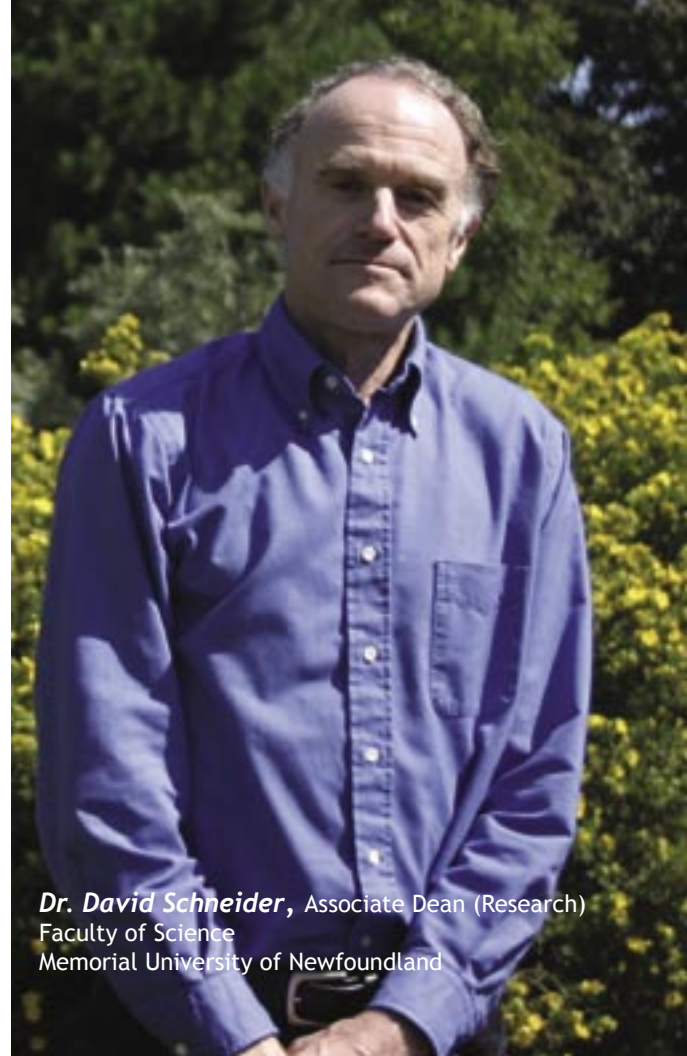
Mark Jones - *PhD. Candidate* - Department of Anthropology, Faculty of Arts - How Mediating Organizations Contribute to the Social Reproduction of Rural Localities

Dr. Wade Locke - *Professor* - Department of Economics, Faculty of Arts - Supporting the Contribution of Higher Education Institutions to Regional Development within Atlantic Canada

Dr. Scott Lynch - *Associate Professor* - Department of Economics, Faculty of Arts - Understanding the Dynamics of Out-Migration, An Analysis of Regional Demographic Change

Dr. David Schneider - *Associate Dean (Research)* - Faculty of Science - Marine Protected Areas: Policy Context and Science Basis in Newfoundland and Labrador

Dr. Paul Snelgrove - *Associate Professor* - Department of Biology, Faculty of Science - Genetic Determination of the Uniqueness of Holyrood Pond Cod and Hake Population



Dr. David Schneider, Associate Dean (Research)
Faculty of Science
Memorial University of Newfoundland

Strategic Partnership Initiative (SPI)

The Strategic Partnership Initiative (SPI) is a joint initiative of the Government of Newfoundland and Labrador, the Newfoundland and Labrador Federation of Labour and the Newfoundland and Labrador Business Caucus. The program provides funding for student research into factors affecting the ability of the province and its industries to compete in global markets; \$20,000 in funding was provided by the Department of Innovation, Trade and Rural Development for the initiative in 2006-07.

"The SPI project was an invaluable opportunity for me as a Master's student, it helped me to explore topics through and beyond the curriculum. It allowed me, as an international student, to observe my new-found-land and embrace this province's past, present and potential. And, as an individual, it helped me to take the initiative in creative and strategic thinking.

*This was my first time conducting research, and it was a priceless experience. Professor Faseruk is due many thanks for his encouragement. His incisive advice throughout always enlightened my thought and helped me find my way in the 'rain, drizzle and fog'. As a result of the research project, I will be turning my paper into a thesis, and completing my MBA through the thesis route rather than the all-course approach. " -**Jie Xiong***



Dr. Alex Faseruk, Faculty of Business Administration - Supervisor
Jie Xiong MBA Candidate





Holyrood Pond, St. Mary's Bay

Holyrood Pond - Unique Water and Eco-System

Holyrood Pond represents a unique water and eco-system on the island of Newfoundland. It is a 21-mile-long saltwater fiord separated from the Atlantic Ocean by a narrow strip of beach near St. Vincent's. The pond is open to the ocean several times a year when the water levels rise high enough to threaten local roads. Research by Mike Connell of Memorial University in the 1970s suggested over 40 species of fish in the pond at the time. The pond, with its unique ecosystem and diversity of species, could form the basis of a pilot project for integrated management. The Irish Loop Development Board (ILDB), in cooperation with the Harris Centre, hosted a workshop in Economic Zone 20 at the St. Vincent's Community Centre on December 6, 2005. The purpose of this workshop was to formulate a vision and identify research requirements related to the pond.

Local stakeholders and representatives from the Department of Fisheries and Aquaculture, Fisheries and Oceans Canada and Memorial University researchers from the Ocean Science Centre, the Department of Biology, the Department of Anthropology and the Marine Institute met to discuss new research opportunities, and the beginning of the research plan.

The Harris Centre assisted the ILDB in preparing a summary report from the workshop. Dr. Paul Snelgrove was awarded \$15,000 from the Harris Centre Applied Research Fund to study the genetic variation between the Holyrood Pond cod and hake populations compared to the populations in St. Mary's Bay. Results will determine whether a team of Memorial researchers will advance the collaboration with local stakeholders to further study the pond ecosystem.





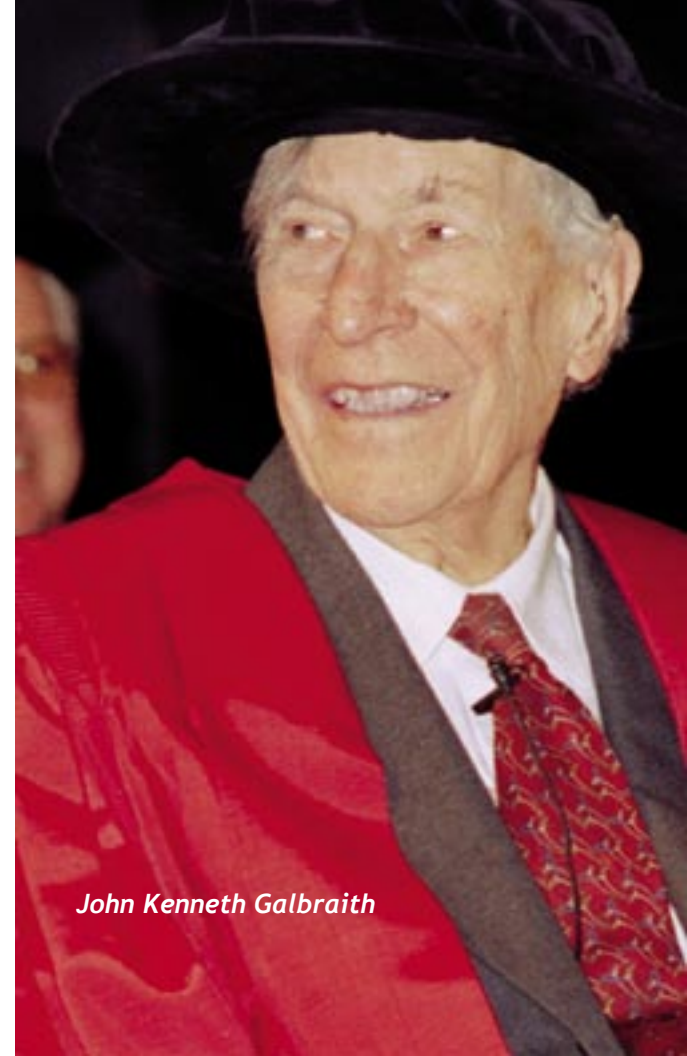
PUBLIC POLICY FORUMS

Galbraith Lecture

The John Kenneth Galbraith Lectureship in Public Policy is intended to bring to Memorial University outstanding figures whose work reflects their commitment to excellence in scholarship and public affairs. Normally, the lecturers have a national or international profile. Since its inception in 2001, the University has attracted the following lecturers:

Academic Year	Speaker	Topic
2005-06	Dr. R. Kenneth Carty	Doing Democracy Differently: Is It Time for Electoral Reform in Canada? (see page 17)
2003-04	Jeffrey Simpson	Health vs. Higher Education: Must Higher Education Lose Out?
2002-03	Hon. Roy J. Romanow	Governance, Accountability and Public Input: Building a Modern Health Care System
2001-02	Hon. Dr. Lloyd Axworthy	The Human Security Agenda: Prescriptions for Canada in an Age of Globalization

The Lectureship is a joint initiative of the Office of the President, the Office of the Dean of Arts and the Harris Centre, and is one of the University's major events open to the public during the academic year. It is named in honour of John Kenneth Galbraith, the internationally-renowned economist who was awarded an honorary doctorate of letters at Memorial's 1999 fall convocation.



John Kenneth Galbraith



Dr. R. Kenneth Carty, Professor
Department of Political Science
University of British Columbia

2005-06 Galbraith Lecture

The 2005-06 Galbraith Lecture was held March, 2006 and featured Dr. R. Kenneth Carty, a renowned political scientist based at the University of British Columbia in Vancouver.

Dr. Carty outlined the current electoral system, which was developed at a time before universal education and at a time when mass communication was in its infancy. Today, voters are less likely to support a system in which:

- Elections are designed to represent places - not parties, interests or even voters - in the legislature.
- Elections are “winner-take-all” in which voters are often represented by people they voted against.
- There is no connection between the number of votes cast for a party and the number of seats granted to that party in the legislature.
- Governments are chosen by legislatures (not voters).

Dr. Carty addressed various initiatives to reform the electoral processes which are currently taking place across Canada and which are meant to address these deficiencies. While there is no single “best” solution, a system which injects some type of proportional representation appears to respond to voters’ major concerns.

Approximately 75 people attended the lecture, including the Lieutenant Governor of Newfoundland and Labrador, the Honourable Edward Roberts.

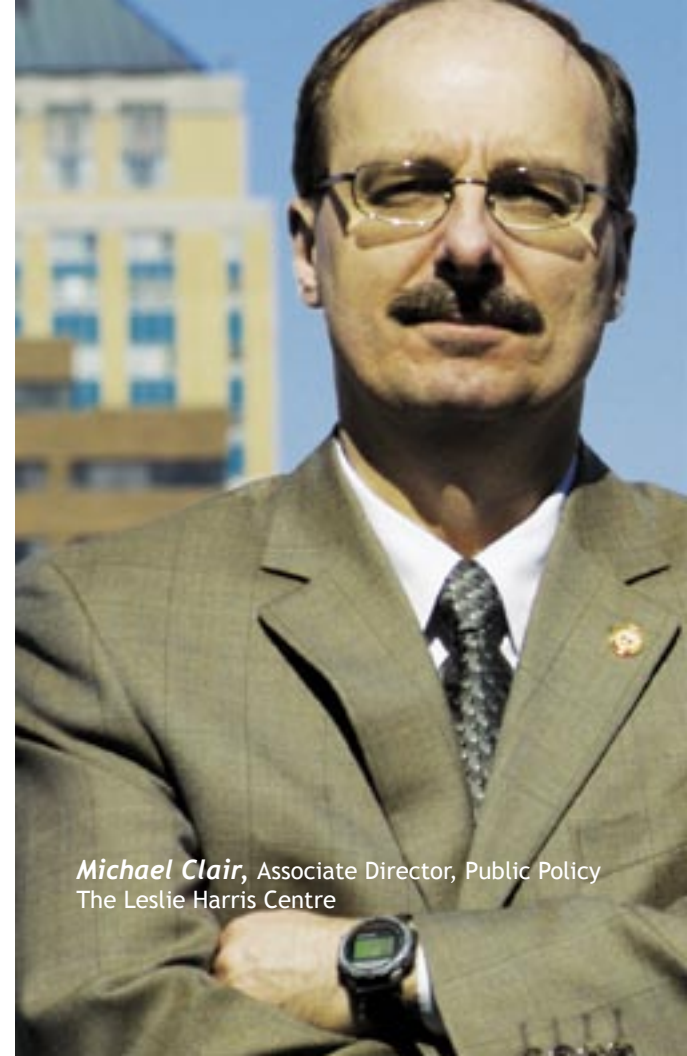
The lecture was Webcast as well as broadcast “live” on the House of Assembly channel across the province, and a transcript of the lecture is available on the Harris Centre’s Website.

Memorial Presents

“Memorial Presents” is a series of public forums hosted by the Harris Centre. The format of a typical event features a researcher from Memorial University (hence, the name “Memorial Presents”) as a main speaker, who discusses his or her recent research on a topic of public policy. The main speaker is accompanied by three panelists who complement - or challenge - the main presentation; these panelists may be from Memorial University or from outside. The session concludes with a question-and-answer period with the audience.

The topic of the main presentation deals with a major issue of public policy and is meant to be of broad general interest. This year’s topics are listed in the following pages. Previous topics have included the Atlantic Accord and new governance models for regionalization.

Three “Memorial Presents” are scheduled for the St. John’s campus per year and one at Sir Wilfred Grenfell College. In addition, a “Memorial Presents” is scheduled in conjunction with each of the Harris Centre’s four Regional Workshops (see page 30). The sessions held in St. John’s are broadcast “live” on the House of Assembly channel throughout Newfoundland and Labrador, and also Webcast “live” on the Internet. Viewers on television or on the Internet may participate in the question-and-answer period by submitting e-mails, which are read on the air. DVDs of the St. John’s events are available from the Harris Centre.



Michael Clair, Associate Director, Public Policy
The Leslie Harris Centre



Memorial Presents “Fishery Restructuring and Rural Revitalization: An Integrated Approach” - November 30, 2006, Barbour Premises, Newtown

Approximately 150 people attended the session in New-Wes-Valley at which Alastair O’Reilly, Managing Director of the Canadian Centre for Fisheries Innovation at the Marine Institute, spoke of the need to cluster the fishing industry if it is to survive its current difficulties. Concentrating ownership, assets and fish landings would allow the fishing industry of Newfoundland and Labrador to compete against larger and better organized companies located in Iceland, China and elsewhere.

According to Mr. O’Reilly, in the absence of fishery growth centres, the industry is likely to end up with:

- Growth in on-board processing at the expense of on-shore plants.
- Exports of raw material for processing elsewhere.
- Employment of migrant workers to replace youth who have migrated to urban areas.
- Less value-added production.

The idea of growth centres received a mixed review from the three panelists. David Vardy, former Deputy Minister of Fisheries for Newfoundland and Labrador (as well as the former Associate Director for Public Policy at the Harris Centre) and Gabe Gregory, Vice-President of the Quinlan Group of Companies, both felt the idea had merit, while George Feltham, council member with the Fisheries, Food and Allied Workers, felt the concentration of ownership and of fish plants was not in the best interests of rural areas.

This session received extensive coverage in the provincial media, including a feature on the evening news broadcast Here and Now on CBC Television and on The Fisherman’s Broadcast on CBC Radio.

This event was held in conjunction with the Harris Centre’s inaugural Regional Workshop held at the same location the following day (see page 31).

Memorial Presents “Rebuilding The Grand Banks Fisheries: An Action Plan”
December 15, 2005, at the Marine Institute

Dr. Art May, President Emeritus of Memorial University, presented the recommendations of an advisory panel commissioned by the Federal Minister of Fisheries and Oceans, the Honourable Geoff Regan, on how to reduce overfishing and avoid ecological destruction of straddling stocks in the Northwest Atlantic, and achieve sustainable use of the oceans.

Straddling stocks are fish populations which migrate into and out of Canada’s 200-mile limit from the deep Atlantic. As such, they do not fall under the jurisdiction (and protection) of any one country, but are managed by the North Atlantic Fisheries Organization. However, NAFO has failed in its attempts to protect these fish species, to the point where many species are now, arguably, on the sill of extinction.

Dr. May outlined his recommendations, which include the joint management of fish stocks between Canada and the European Union (which together control 80% of stocks) and a radical reduction in harvesting activity until such time as the stocks rebuild.

Dr. May was joined by three panelists. John Joy, QC, argued in favour of amending the Law of the Sea to empower coastal jurisdictions to better protect straddling fish species; Françoise Enguehard, a communications consultant originally from St-Pierre et Miquelon, provided a European perspective on the issue; and Dr. George Rose, Professor and Senior Chair of Fisheries Conservation at the Marine Institute, provided empirical support for Dr. May’s contention of decreasing fish populations.

Approximately 210 people attended the session, which was also Webcast as well as broadcast “live” on the House of Assembly channel.



Dr. George Rose, Professor and Senior Chair of Fisheries Conservation
Marine Institute, Memorial University



Dr. Lynda Younghusband
Counselling Centre
Memorial University of Newfoundland

Memorial Presents "Teacher Stress and Working Conditions: Implications for Teaching and Learning" - February 6, 2006, at the Inco Innovation Centre, Memorial University

The issue of teacher stress has been simmering in education circles for the past several years. The Newfoundland and Labrador Teachers' Association had commissioned a study in 2004 to measure its impact, and the issue had been raised in labour negotiations between the NLTA and the Provincial Government. Given the importance of education to regional development, the Harris Centre approached Dr. Lynda Younghusband of the Student Counselling Centre at Memorial University, to speak about her research on teacher stress. (Coincidentally, shortly after she had agreed to present the lecture, two St. John's teachers were disciplined for speaking publicly about workplace stress - an action which was eventually withdrawn.)

Approximately 140 people attended Dr. Younghusband's presentation. She was joined by three panelists: Denise Pike, President of the Federation of School Councils, Glenda Cluett, a retired teacher from St. John's, and Dr. David Dibbon, Associate Dean (Undergraduate Studies) with the Faculty of Education. All spoke to the stressors of the job, including lack of preparation time, overly-large classes, lunch duty, lack of parental support, and the general tendency in society to disrespect authority.

The session was Webcast as well as broadcast "live" on the House of Assembly channel across the province. As well, it received extensive coverage in *The Telegram*.

After the session, the Harris Centre was informed that Dr. Younghusband had been invited to meet with the Provincial Government to discuss the issue of teacher stress. In a pre-budget announcement in March 2006, Government announced \$5.6 million in additional funding to address issues of teacher workload.

Memorial Presents “Fishery Restructuring and Rural Revitalization: An Integrated Approach” - March 28, 2006, Holiday Inn, Stephenville

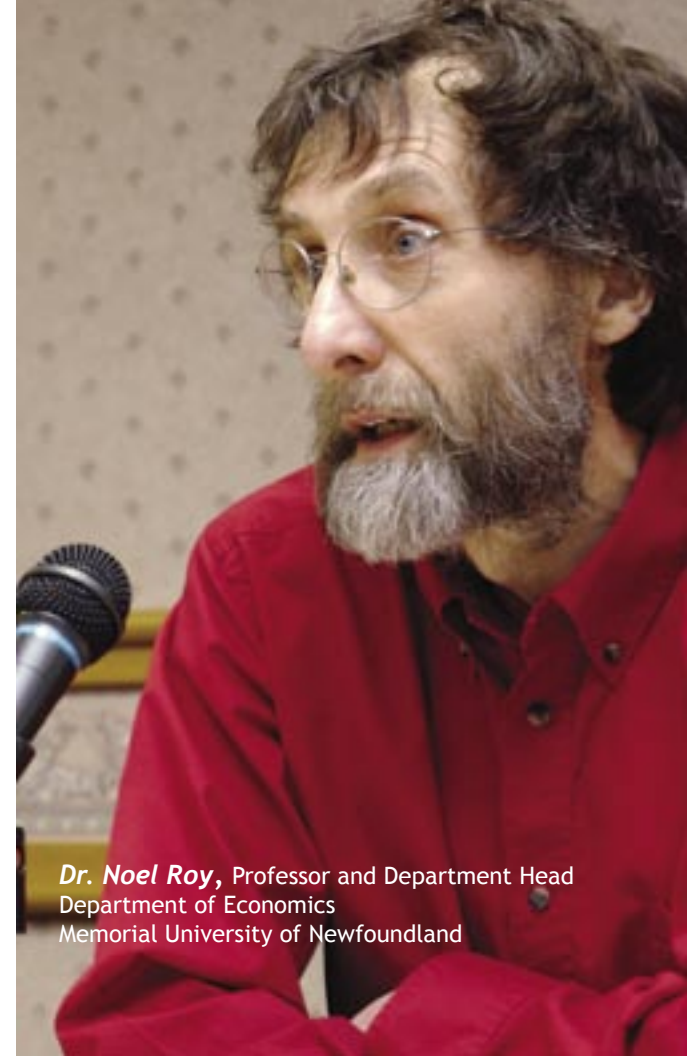
Close to 90 people attended the “Memorial Presents” session to hear Eric Dunne, Interim Managing Director of the Canadian Centre for Fisheries Innovation, speak about restructuring the fishery. (This presentation was essentially similar to the one given in Newtown on November 30th and was originally to be delivered by Alastair O’Reilly. However, Mr. O’Reilly’s appointment as Deputy Minister of Fisheries and Aquaculture in February precluded his involvement. The Harris Centre is grateful for Mr. Dunne’s participation on short notice.)

Mr. Dunne was joined by a panel consisting of Johnny Purchase, an in-shore fisherman from Port aux Basques, Allister Hann, a former fisheries enforcement officer and former Mayor of Burgeo, and Dr. Noel Roy, Head of the Economics Department at Memorial University.

Mr. Purchase decried the concentration of corporate power implicit in “growth centres”, which would likely result in fishermen losing any bargaining power to set fish prices. Mr. Hann expressed the opinion that the status quo is unsustainable and that the province must change if change is not to be foisted upon it. For his part, Dr. Roy added that the fishery alone can no longer shoulder the burden of rural revitalization on its own, and that a broader diversification strategy is needed for rural areas.

The event was covered extensively by the NTV Evening News and received front-page coverage in *The Western Star*.

This session was held in conjunction with a Regional Workshop scheduled for the next day (see page 32).



Dr. Noel Roy, Professor and Department Head
Department of Economics
Memorial University of Newfoundland



ALTON HOLLET
*Director, Newfoundland and
Labrador Statistics Agency*

“As a direct result of the Harris Centre’s Synergy Sessions, the Newfoundland and Labrador Statistics Agency developed partnerships with the Rural Secretariat and the Women’s Policy Office on a National Crime Prevention Strategy. Together with Dr. Doug May of Memorial University we developed a knowledge-sharing framework, established an advisory group of experts on the topics and built a prototype. This work has the potential to make the Province a leader in the provision of evidence and knowledge in crime and community safety in Canada. Word is spreading outside the province on what has been created and we have been asked to present at a national conference in the fall of 2006.”

Synergy Sessions

Synergy Sessions provide an opportunity for government officials, representatives of non-governmental organizations and University members to address public policy issues in a confidential setting. The Harris Centre hosts a Synergy Session approximately once every two months. The audience varies depending upon the topic.

Participation in these sessions is by invitation only, and comments made in the sessions are off-the-record and not for attribution. No minutes are kept of the discussion. The value of the sessions lies in creating synergies between organizations and in helping to eliminate policy silos. They are also a unique method of providing two-way knowledge transfer, where academics provide a theoretical framework or global perspective on an issue, and government and non-government representatives provide concrete examples of the issue.

Synergy Sessions are held at lunchtime on the campus of Memorial University and they last for approximately an hour-and-a-half. The typical session features a presenter from Memorial and a presenter from government or a non-governmental organization, who each speak for about 10 minutes. The rest of the time is spent in a discussion with the audience.





REGIONAL OUTREACH

Regional Workshops

Regional Workshops offer the opportunity for Memorial University faculty, staff and students to meet with regional stakeholders, in order to discuss topics of mutual interest. The purpose of a Regional Workshop is to explore ways of creating sustainable social and economic regions and to identify possible future opportunities for research, teaching and outreach.

The Harris Centre organizes four Regional Workshops per year, one in each of the province's four major regions: Labrador, Western Newfoundland, Central Newfoundland and Eastern Newfoundland. The exact location of each workshop is determined annually in consultation with the Regional Economic Development Board (REDB) partners.

Each workshop is a day-long affair, with the morning session dedicated to informing local stakeholders about the activities which Memorial University is conducting in the region, and the afternoon session dedicated to identifying other ways in which the University can assist the region. The objective of the afternoon breakout sessions is to generate specific new opportunities in research, teaching and outreach that the University can undertake in the region.

The workshops are promoted extensively by the partner REDBs to stakeholders in their zone and by the Harris Centre to the University community. Registration is free for all participants, and lunch and refreshments are provided by the Harris Centre.

Two workshops were held since the last Annual Report, in New-Wes-Valley and in Stephenville.





Renee Fitzgerald
Intermediate Secretary
The Leslie Harris Centre

REGIONAL WORKSHOP: New-Wes-Valley, December 1, 2005

This inaugural Regional Workshop was organized in conjunction with the Kittiwake Economic Development Corporation (Zone 14).

Approximately 70 people attended the session, including 21 faculty, staff and students from Memorial University. Other organizations represented at the workshop included municipal councils, Federal and Provincial government departments, non-profit organizations, fish harvesters and processors, the Gander International Airport Authority and private businesses.

Dr. Axel Meisen, President and Vice-Chancellor, opened the session with a presentation on the University's role in the social and economic development of the province.

The Harris Centre had identified 32 projects currently being undertaken by Memorial University in Zone 14. During the morning breakout sessions, Memorial researchers for 11 of these projects presented on the progress or on the results of their research to local stakeholders, in three categories: health/society, business/diversification and marine industries (fisheries and aquaculture).

The afternoon breakout sessions featured groups dealing with tourism, business/manufacturing and marine industries (fisheries and aquaculture). In the tourism session, six new opportunities were identified for further research, teaching or outreach and four each were identified in the marine industries and the business/manufacturing sessions.

Based upon the evaluation feedback from the event, local participants in the Regional Workshop felt that it was a useful and worthwhile way to become better informed on current Memorial University initiatives in their area. As well, Memorial faculty, staff and students felt that it was a valuable way to learn about the needs and priorities of Zone 14.

REGIONAL WORKSHOP: Stephenville, March 29, 2006

This session was organized in conjunction with the Long Range Regional Economic Development Board (Zone 9) and the Marine and Mountain Economic Board (Zone 10) and was held at the Holiday Inn. Approximately 80 people participated, including 16 from the St. John's campus of Memorial University, one from the Marine Institute and two from Sir Wilfred Grenfell College.

Other organizations represented included the College of the North Atlantic, the federal and provincial governments, municipal councils, non-profit organizations and private businesses.

The Harris Centre had identified 37 projects which Memorial University was currently undertaking in Zones 9 and 10. During the morning breakout sessions, 15 presenters from Memorial discussed the research they were undertaking in the region or outlined the resources they could bring to bear to assist local stakeholders. The breakout sessions were divided into: health/society, business/diversification and the environment.

The afternoon began with a plenary session where the Executive Directors of the two Zone Boards outlined the major challenges facing their regions. This was followed by breakout sessions which discussed fisheries/aquaculture, agriculture/agrifoods, tourism and community education. These sessions identified 27 possible new opportunities for research, teaching and outreach.

The evaluations submitted by the participants at the end of the session point towards a successful event, where participants' expectations were met or surpassed.



Dick Ellis, University Librarian,
during a break-out session.



Other Workshops

BIG LESSONS FROM SMALL PLACES: A Forum on Governance in Rural North America and the North Atlantic Rim, October 2005

Essential Role In Rural Communities - Excerpts from *The Gazette* (November 3, 2005)

If you ask Dr. Rob Greenwood, Director of the Harris Centre, it is a no-brainer that universities and research institutions play an essential role in helping rural and remote areas thrive.

"Universities are more than educators; their researchers create and diffuse knowledge, and as such they are essential to economic and social development," said Dr. Greenwood. "Now, the rapid pace of societal change means there is an even greater need for high-quality rural research, responsive rural policy and, in turn, the best possible support for rural communities."

In that vein, Dr. Greenwood recently took the lead in organizing an international conference on rural research and policy that brought about 200 rural researchers, policy makers, and leaders to Twillingate from around the world on Oct. 13-15, 2005 to share their research and experiences.

The conference, Big Lessons from Small Places: A Forum on Governance in Rural North America and the North Atlantic Rim, was a joint initiative between the Canadian Rural Revitalization Foundation (CRRF), of which Dr. Greenwood is also President, the North Atlantic Forum, and two community-based organizations - the Twillingate-New World Island Development Association and the Twillingate Island Tourism Association. An annual event, this year's CRRF conference was held in conjunction with the inaugural National Rural Research Network conference, held on October 12, 2005.





**BROKER
NAVIGATOR**

The Harris Centre as a Broker and Navigator

While the Harris Centre has proactive programs, such as the Applied Research Fund, Memorial Presents and Regional Workshops, a major part of our mandate is to help people and organizations access the resources of the University. Memorial has over 900 faculty, 2,000 staff and over 2,200 graduate students, not to mention undergraduate students on campus, in co-op programs and doing distance education courses. Every faculty, department and centre contributes, directly or indirectly, to regional policy and development in Newfoundland and Labrador.

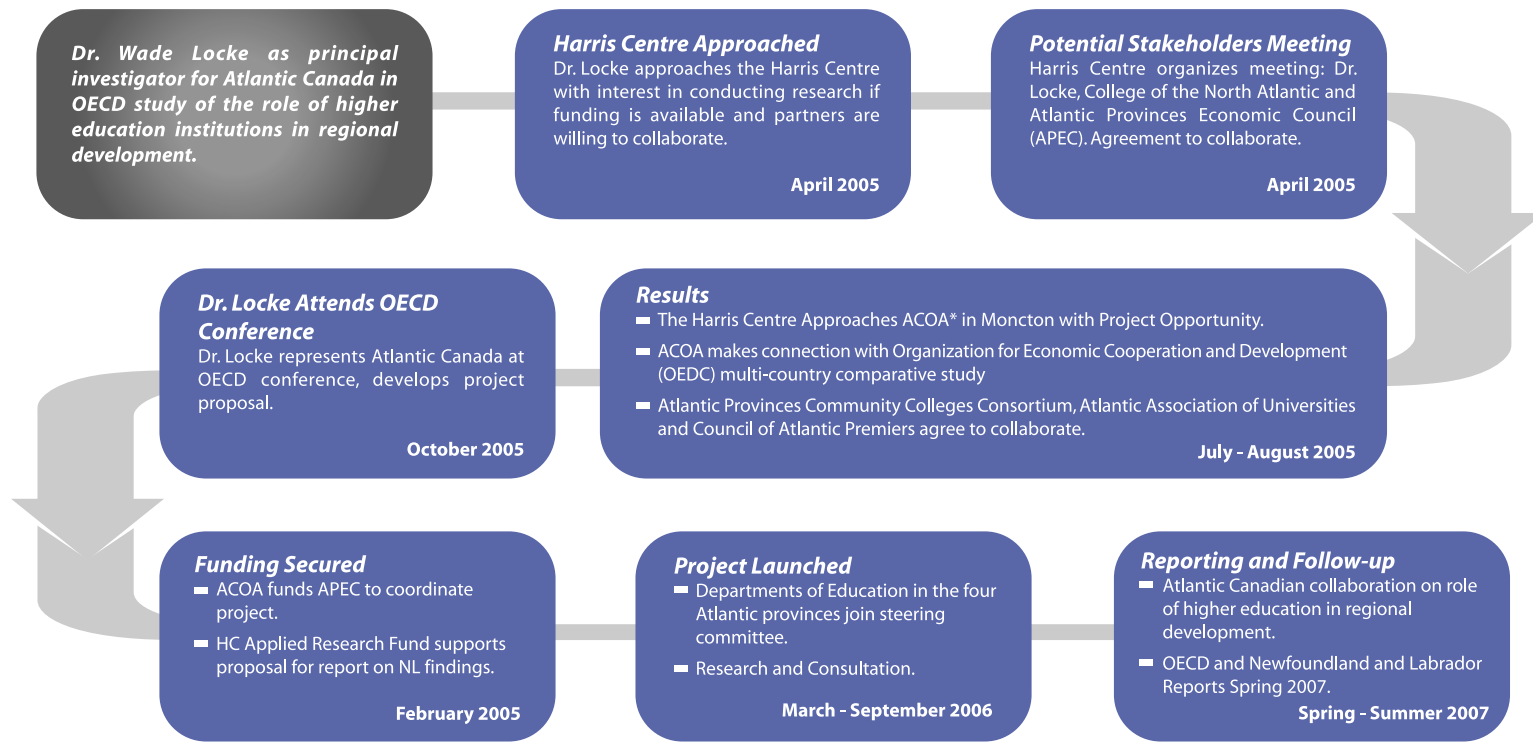
The Harris Centre receives daily requests for assistance to identify whether Memorial has expertise in a particular area, delivers courses on a particular topic, or has outreach services that can meet a particular need. In most cases, people do not know where to turn to connect with Memorial's resources. The Harris Centre helps navigate through the enormous resource that is the University and once we have found the right person, our job is often done.

However, at times the needs have to be defined, the resources that meet that need are not easily available, or funding must be found to respond to the need. The University cannot always meet identified needs, and the sooner we determine that and help people connect with a source of expertise or support that can, the better. At times this involves connecting with the private sector. The Harris Centre works with many industry associations and their members in the province. Frequently, the College of the North Atlantic has the right fit for what is needed. Sometimes it is a government department or a non-governmental organization. In many cases, we help combine University resources with some combination of this broader public and private expertise.

In all these cases, what is essential are: clear communications; determining and articulating roles and relationships; and establishing appropriate budget, project management, and monitoring and evaluation frameworks. The Harris Centre seldom takes on the delivery of the project; we act as a regional policy and development "marketing department," connecting the partners and "structuring the deal."

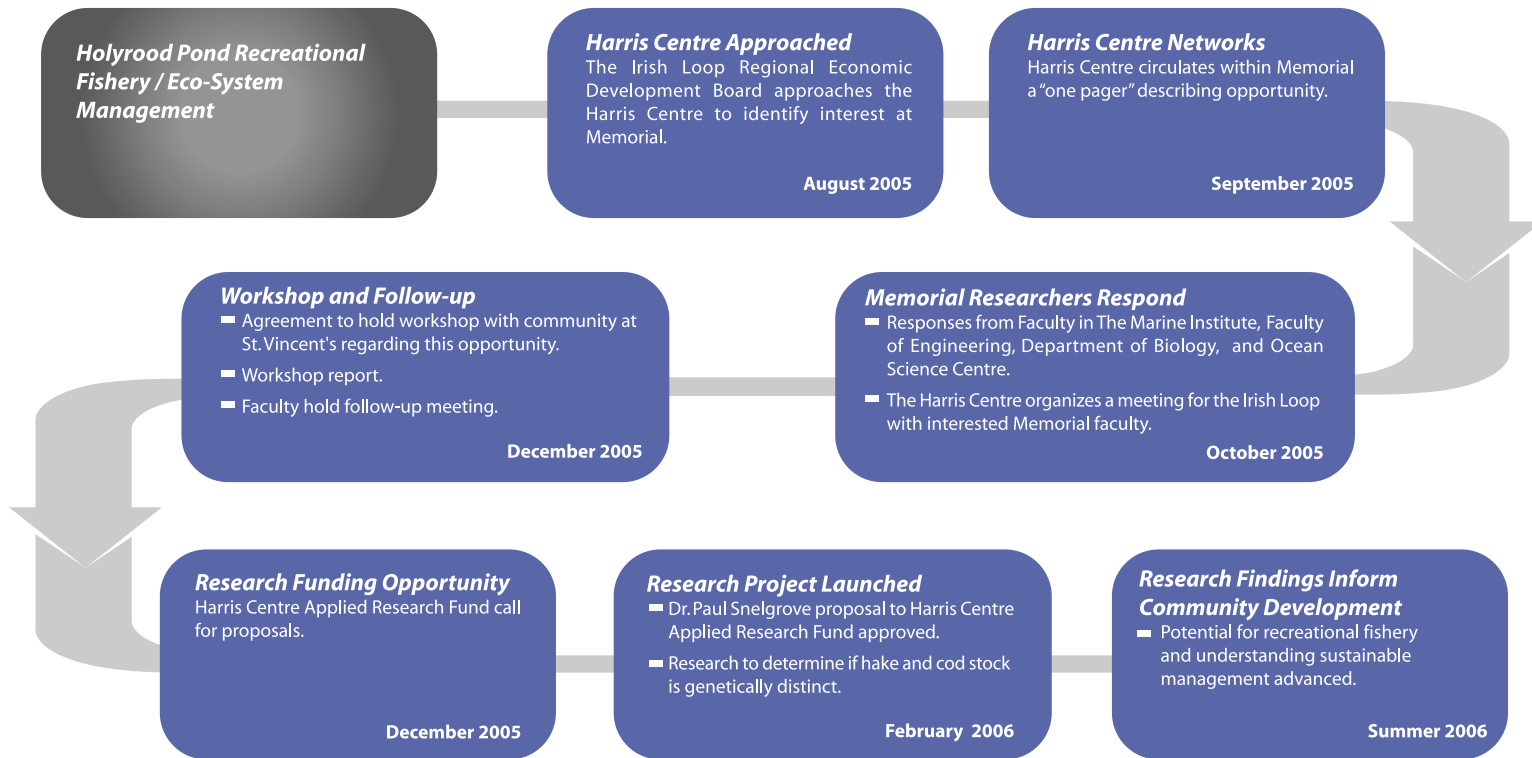
The following examples demonstrate the broker and navigator role in action in 2005-6. If you have an idea or a need, get in touch; there is nothing we enjoy more than figuring out solutions that unleash the tremendous capabilities of Memorial University!

Response to a Memorial University Champion

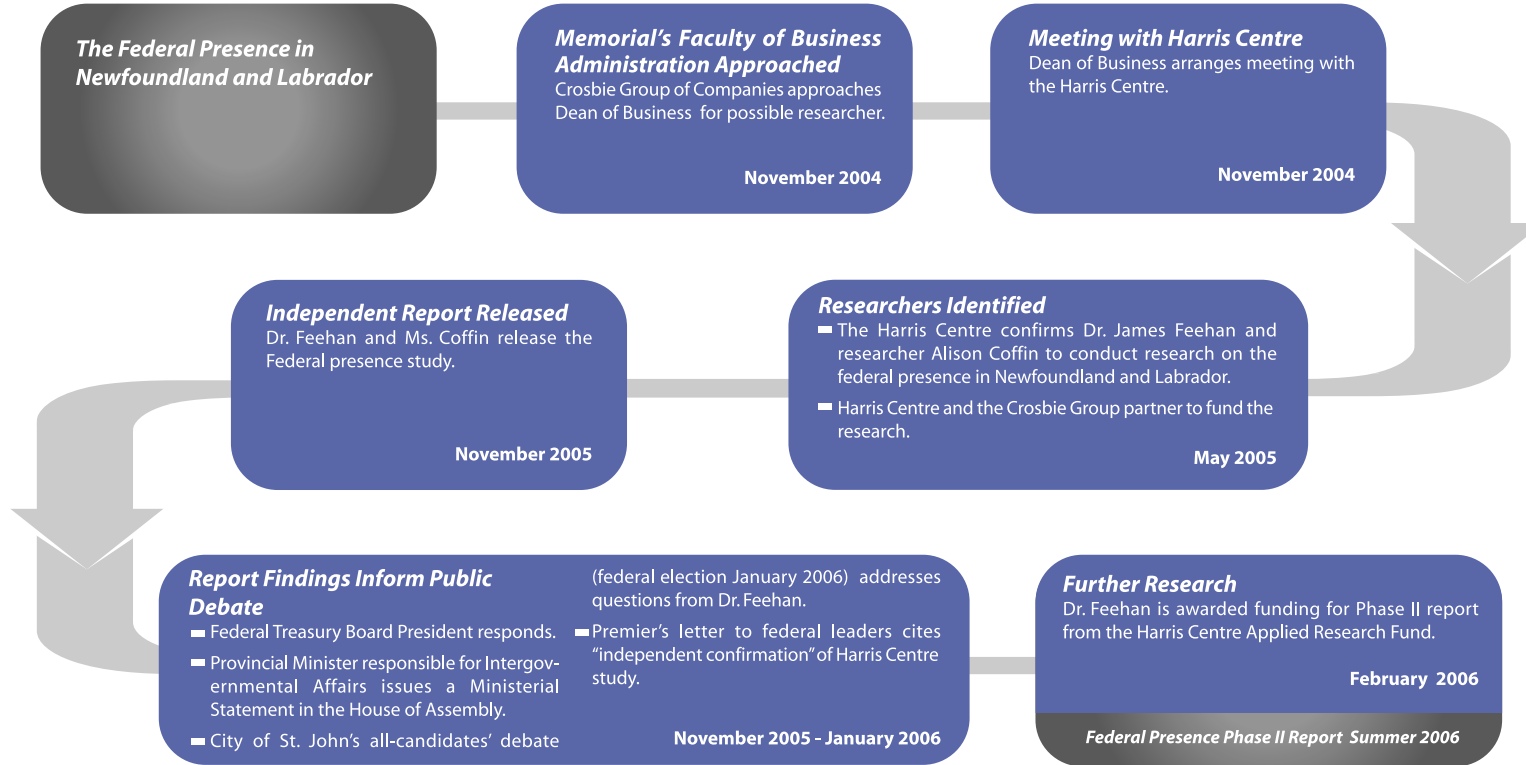



*Atlantic Canada Opportunities Agency

Response to a Community Need



Response to the Private Sector





Crosbie Group feels it is vital to have high quality information available to the public on issues of importance to the Province in order to promote significant informed debate. One would expect that this will lead to stronger public policy. Having access to the independent research that the Harris Centre provides is very important to the development of sound public policy on a Provincial and National level.

- **Rob Crosbie**, Chair
Crosbie Group

Memorial University Regional Inventory (MURI)

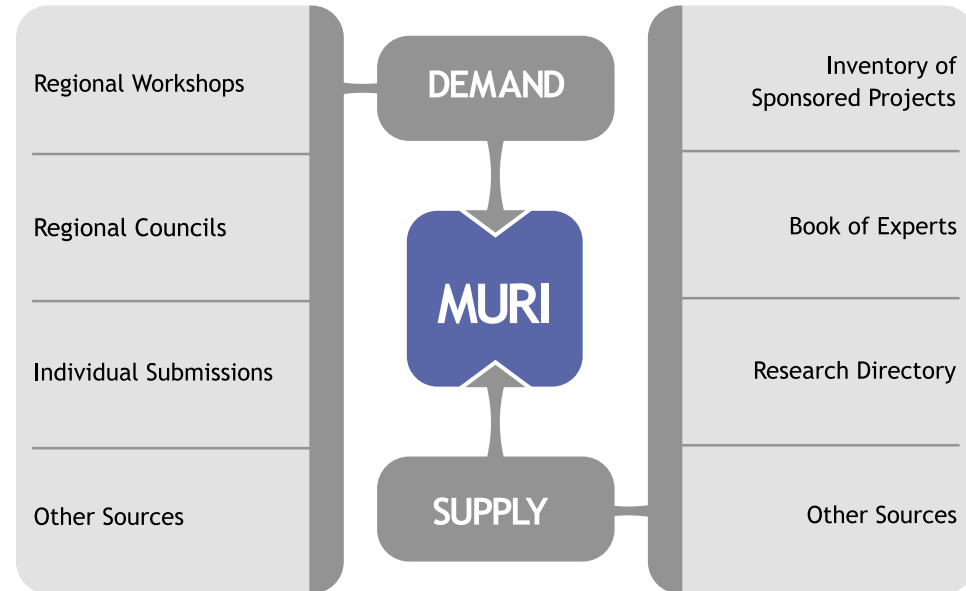
When it is completed, MURI will be a web-based electronic catalogue of the University's knowledge and expertise in the area of regional policy and development, as well as of the community's needs in this area. On the "supply side", the catalogue will contain a listing of the expertise resident in the faculty, students and staff, as well as a listing of all research, teaching and outreach produced by them. On the "demand side", the catalogue will list all the opportunities which have been identified by individuals, businesses, organizations and governments in the area of regional policy and development.

MURI is a tool which will facilitate the expertise and knowledge on the supply side to be matched with the priorities of the demand side. This matching will be performed using standard keywords and expressions.

MURI will help regional development practitioners find the expertise and knowledge they need to perform their work. A municipal planner will be able to type the words "industrial park" and retrieve information about any individuals at the University with expertise in this area, and/or any publications produced at Memorial on the topic.

MURI will also help faculty members identify possible research, teaching or outreach in the area of regional policy and development. A faculty member will be able to match a graduate student's area of interest with an opportunity submitted by a regional development practitioner.

MURI is funded by a grant from the Canada-Newfoundland and Labrador Labour Market Development Agreement, and is expected to be operational by January 2008.







PARTNERING

Partnering

The Harris Centre relies on partnerships for virtually everything we do. Within Memorial, we work with faculty, students and staff to access the expertise needed to contribute to regional policy and development in Newfoundland and Labrador. As a project broker and facilitator, we work with stakeholders throughout Newfoundland and Labrador. Often a partnership will be for a specific initiative, as with the Crosbie Group of Companies on the Federal Presence study (see pages 39-40). In other cases we partner with Regional Economic Development Boards in our ongoing Regional Workshops (see pages 30-32).

The following three partnerships highlight ways in which the Harris Centre is working with educational, government and community partners in innovative ways, to advance regional policy and development in Newfoundland and Labrador.

College of the North Atlantic

The Harris Centre and the CNA work together regularly on regional policy and development initiatives. This is consistent with the recommendations of the 2005 Provincial White Paper on Public Post-Secondary Education. Two major initiatives were launched in 2005-06 by the Harris Centre in partnership with the CNA.

Organization for Economic Cooperation and Development (OECD) Study on “Supporting the Contribution of Higher Education Institutions to Regional Development within Atlantic Canada:” Memorial Economist, Dr. Wade Locke, is Principal Investigator for the Atlantic Canada component of this project, which involves 14 regions in 12 countries.



CYRIL FARRELL
*Executive Director - Atlantic Provinces
Community College Consortium (APCCC)*

“The Harris Centre’s vision and commitment to being a full participant in an OECD Study on the Role of Higher Education Institutions in Regional Economic Development is a key strategic move that is in keeping with its mandate of regional policy and development. Increasingly our province is being influenced by global events and economies. Understanding how institutions of higher learning in other countries impact regional development is a critical element to organizational effectiveness in the global marketplace. In studies of this nature it is particularly important that the role of community colleges and universities be considered together, and the Harris Centre has recognized this in its leadership on this project. I am confident that Newfoundland and Labrador will be the beneficiary as a result.”



College of the North Atlantic
Provincial Headquarters, Stephenville

The Harris Centre responded when Dr. Locke expressed an interest in researching how the university and the college contribute to regional development (see page 37). CNA championed this study with the Atlantic Provinces Community College Consortium, and is an active participant in this key research and policy initiative, which is being coordinated by the Atlantic Provinces Economic Council (APEC). This work will raise awareness of the critical role universities and colleges already play in regional development, provide recommendations on best practices to do more, and enhance collaboration amongst higher education institutions.

Social Sciences and Humanities Research Council of Canada (SSHRC) “Mobilizing Knowledge for Sustainable Regions in Newfoundland and Labrador.” Dr. Rob Greenwood, Director of the Harris Centre, is the Principal Investigator of this project, which was awarded SSHRC funding in March 2006 for 3 years.

The Harris Centre partnered with the CNA and the Rural Secretariat of the Provincial Government on this successful proposal. All partners contributed institutional support, and Memorial provided additional financial support. Through this partnership, the research and information needs of the Rural Secretariat’s nine Regional Councils will be identified through consultation sessions coordinated by the Rural Secretariat and CNA. Once priority needs are identified, Memorial and CNA will match needs with existing research and information and collaborate in disseminating findings in a way that assists Regional Councils in planning for long-term regional sustainability.

These initiatives will build on the existing cooperation between the Harris Centre and CNA in individual projects, Regional Workshops and other activities throughout Newfoundland and Labrador.

Memorial University - Fisheries and Oceans Canada Partnership

Links communities, government and the university to advance sustainable development of marine resources

In June of 2006, the Harris Centre negotiated a one-year collaborative agreement that formalized the working relationship between Memorial and the Department of Fisheries and Oceans Canada (DFO) for research and monitoring of Marine Protected Areas (MPA) in Newfoundland and Labrador.

Building on the strengths of both DFO and Memorial, this agreement will make developing research and monitoring programs for MPAs more efficient. Memorial graduate students benefit through funding opportunities that support their research related to MPAs.

Newfoundland and Labrador has two of Canada's five designated MPAs - Eastport and Gilbert Bay. A third location in Leading Tickles has been identified as an Area of Interest. MPA research and monitoring has been carried out at all three locations by scientists from Memorial and DFO.

The MPA projects are community-led initiatives and each site has unique conservation objectives which are scientifically assessed and monitored. The co-operation of communities, stakeholders and Memorial's Harris Centre and DFO is necessary to improve the health, integrity, and productivity of our ocean ecosystems for future generations.

Faculty members at Memorial have a long history of collaborative research with DFO scientists, including research on physical oceanography, fisheries oceanography, fish habitat and marine environmental quality. This agreement formalizes the relationship and makes it easier for researchers in both organizations to work together on the province's MPAs.



David Yetman
Manager, Knowledge Mobilization
The Leslie Harris Center



Harris Centre - Newfoundland Quarterly Partnership

The Harris Centre's "Memorial Presents" lecture series deals with issues of broad public interest. As such, the Centre takes great pains to ensure that each lecture is properly promoted in order to attract as large a "live" audience as possible, and takes the additional step of broadcasting the event on the House of Assembly channel and on the Internet.

The Centre is also interested in creating a "paper record" of each session and, to this end, has entered into an agreement with the *Newfoundland Quarterly* to publish the inaugural session of each "Memorial Presents". The main presenter for a "Memorial Presents" is invited by the editor of the *Quarterly* to submit an article on the topic of the presentation.

The *Newfoundland Quarterly* is a 105 year-old journal focused on the arts, culture, history, industry and people of Newfoundland and Labrador, and is published by Memorial University and the Newfoundland Quarterly Foundation, a not-for-profit charitable foundation. Owned by Memorial University of Newfoundland, the *Newfoundland Quarterly* features contributions from the province's top writers and visual artists as well as writings by the province's most prominent people. Many contributors have a presence on the national and international stage as well.

In addition to publishing each of the four "Memorial Presents" lectures, the Harris Centre will also provide one-year gift subscriptions to individuals or groups for services rendered to the Centre.





THE HARRIS CENTRE

Harris Centre Advisory Board

Message From Dr. Hilary Rodrigues - Chair, Harris Centre Advisory Board



On behalf of my colleagues on the Advisory Board of the Harris Centre, it is my pleasure to congratulate the staff of the Harris Centre and all those faculty, students and staff at Memorial University who contribute their time and expertise to advancing regional policy and development in Newfoundland and Labrador.

In less than two years, the Harris Centre has become a fundamental contributor to connecting the vast resources of Memorial University to the needs and opportunities of citizens, businesses, community organizations and governments in our province. Our Advisory Board members bring a wide variety of skills, knowledge and perspectives to bear in providing input to the Harris Centre's strategic priorities, partnership development and capacity building. We are impressed by the achievements to date and we are confident that this is just the beginning!

Sincerely,

Dr. Hilary Rodrigues, Chair
Harris Center Advisory Board

Harris Centre Advisory Board - an overview

To date, the Harris Centre has seized the opportunity to promote teaching, research and outreach, using a variety of strategies including workshops, public presentations and brokered projects. In an effort to increase its responsiveness to the regional policy and development needs of the province, the Harris Centre Advisory Board has been established.

The board has representation from Labrador and rural areas of the province, along with individuals involved with business, labour, regional policy and development organizations, post-secondary education, and all three orders of government.

The principal roles of the board are as follows:

- To advise on strategic themes and projects;
- To advise on opportunities for the Centre to collaborate with prospective clients and to identify stakeholders who may wish to avail of the services of the Centre;
- To advise on the means by which the University may enhance its capacity to contribute to regional policy and development; and
- To advise on opportunities for the Centre to secure additional funding, particularly for its pro-active initiatives.



Sheila Downer
Executive Director, Smart Labrador

Advisory Board Members

Dr. Hilary Rodrigues (Chair)

President/CEO - Rodrigues Winery and Natural
Newfoundland Nutraceuticals Inc.
Whitbourne, NL

Reg Anstey

President
Newfoundland & Labrador Federation of Labour
St. John's, NL

Elizabeth Beale

President and CEO
Atlantic Provinces Economic Council
Halifax, NS

Dr. Wade Bowers

Associate Vice-Principal (Research)
Sir Wilfred Grenfell College
Corner Brook, NL

Dr. Michael Collins

Associate Vice-President (Academic)
and Professor of Biology - Memorial
University of Newfoundland
St. John's, NL

Sheila Downer

Executive Director
SmartLabrador
Forteau, NL

Cyril Farrell

Executive Director - Atlantic Provinces
Community College Consortium (APCCC)
Grand Falls-Windsor, NL

Bill Fleming

Vice President, East Coast
Petro-Canada
St. John's, NL

Dr. Douglas House

Deputy Minister - Provincial Development Plan
Executive Council
Government of Newfoundland and Labrador
St. John's, NL

Captain Sid Hynes

President & CEO
Canship Limited
Paradise, NL

Paul Mills

Vice-President
Atlantic Canada Opportunities Agency
Newfoundland and Labrador
St. John's, NL

Winnie Montague

Campus Administrator
College of the North Atlantic
Happy Valley - Goose Bay, NL

Harold Mullowney

Chair - Irish Loop Development Board
Deputy Mayor
Bay Bulls, NL

Financial Support: Planning for Sustainability

The Harris Centre receives core operating funding from Memorial University, program funding from both levels of government and project funding from a variety of partners. The University's support and the support of multiple funding sources are both critical to the independence, as well as the sustainability, of Harris Centre activities.

The Harris Centre receives \$200,000 per year from Memorial to assist with basic office operations. In addition to this core funding, major program support has also been provided by the Atlantic Canada Opportunities Agency (ACOA) and the provincial Department of Innovation, Trade and Rural Development (INTRD).

For its part, project funding is accessed from private and public sector sources and partner contributions. In 2005-06, the Harris Centre leveraged its core University support of \$200,000 to generate an additional \$1.5 million for projects and activities linking Memorial faculty, students and staff with community organizations, businesses and government departments and agencies throughout Newfoundland and Labrador. Key funding sources were:

- The Canada-Newfoundland and Labrador Labour Market Development Agreement
- The Social Sciences and Humanities Research Council of Canada
- The Crosbie Group of Companies
- Industry Canada
- The Department of Fisheries and Oceans Canada

- The Multi-Materials Stewardship Board
- The Department of Human Resources, Labour and Employment
- Atlantic Provinces Transportation Forum

All this funding was brokered by the Harris Centre, but most was utilized by Memorial University faculties, departments and centres in linking teaching, research and outreach to stakeholder needs throughout the province.

The Harris Centre does not compete with the private sector and does not respond to requests for proposals for research projects.

If approached to coordinate access to Memorial University faculty, students and staff, the Harris Centre may charge administration or project management fees. When required to provide specific input to projects, the Harris Centre may charge per diems and associated costs. The Harris Centre is developing a long-term financial sustainability plan in which the central values of integrity and independence will be safeguarded.



LEFT TO RIGHT: Rob Greenwood - Director, Merv Andrews - Associate, Bonnie Knight - Research Assistant, Renee Fitzgerald, Intermediate Secretary, Mike Clair - Associate Director (Public Policy), Kelly Best - Project Coordinator/Graduate Student/Industry Knowledge Exchange, David Yetman - Manager, Knowledge Mobilization, Anas Al-Eneed - Graduate Student, John Duff - Business Co-op Student, Kathy Mason - Intermediate Clerk Stenographer, Ted Lomond - Project Manager, Memorial University Regional Inventory, David Vardy, - Associate, Harris Centre

HARRIS CENTRE STAFF

Dr. Robert Greenwood - Director

Rob is the Founding Director of The Leslie Harris Centre of Regional Policy and Development, which was launched on October 1st, 2004.

Rob has operated his own consulting business and has served as a Director and Assistant Deputy Minister of Policy in economic development departments in Newfoundland and Labrador and in Saskatchewan. He was Vice-President, Corporate Development, Information Services Corporation of Saskatchewan, and was Founding Director of the Sustainable Communities Initiative, a partnership of the University of Regina, the City of Regina, and the National Research Council of Canada.

In Saskatchewan, he led the development of the provincial economic strategy. In Newfoundland and Labrador, he was Director of Research and principal author of the 1995 report of the Newfoundland Task Force on Community Economic Development, entitled *Community Matters: The New Regional Economic Development*. He then led the process to establish Regional Economic Development Boards in 20 Economic Zones, based upon the recommendations of the Task Force.

Rob holds a PhD. in Industrial and Business Studies from the University of Warwick, England, which he attended as a Commonwealth Scholar and an Institute of Social and Economic Research Doctoral Fellow. He was Newfoundland's representative on the International Advisory Board of the North Atlantic Islands Program and co-edited *Competing Strategies of Socio-Economic Development for Small Islands*, published in 1998. He has taught, consulted, published and presented extensively on community economic and regional development, strategic economic planning, sectoral and cluster development. He is President of the Canadian Rural Revitalization Foundation, Chair of the National Rural Research Network, and Chair of the North Atlantic Forum.

Michael Clair, Associate Director, Public Policy

Mike joined the Harris Centre on November 14, 2005, as the Associate Director (Public Policy). In this capacity, he is responsible for the public and private events hosted by the Harris Centre dealing with public policy, such as the Galbraith Lecture, the Memorial Presents lectures and the Synergy Sessions. As well, Mike brings a wealth of administrative experience and expertise in the field of knowledge management.

Prior to joining the Harris Centre, Mike worked for 23 years with the Government of Newfoundland and Labrador, in both the economic and social portfolios. During this time, he gained broad experience in tourism marketing, tourism development, regional development, the arts and cultural heritage, as well as in-depth knowledge of nearly every part of the province.

Mike drafted the Province's first-ever comprehensive tourism marketing plan, adventure tourism strategy and tourism vision, was involved in the revitalization of the Newfoundland Museum -which eventually led to the creation of The Rooms - and initiated the process which recently culminated in the adoption of the Province's first-ever cultural policy.

Mike pursued his undergraduate studies at the Collège Militaire Royal de St-Jean and at Carleton University, and has recently completed an MBA degree at Memorial University.

David Yetman - Manager, Knowledge Mobilization

David was born and raised in Red Bay, Labrador, a small community in the Labrador Straits region. At an early age he was very active in community development and at the age of 22, David founded the Red Bay Heritage Group, mandated with the task of preserving and promoting local heritage resources. Through development of partnerships with other community groups, and the federal and provincial governments, the group secured considerable funding for development of a community museum, library, and tour. David also developed an outdoor leadership program for youth in the town. In 1998, he was awarded an International Grenfell Association award/scholarship for community leadership.

David has considerable experience in regional development. He is former Executive Director of the Labrador Straits Development Corporation (LSDC) and during his time there the Corporation developed many innovative initiatives. In 2003 the LSDC was awarded the 2003 Government of Newfoundland and Labrador Community Economic Development Award for Excellence in Partnerships. Seeing the importance of regional cooperation, in his role as Chair of the Labrador Caucus, he initiated the first ever Pan-Labrador integrated work plan. Recently he worked with all 20 Regional Economic Development Boards (REDBs) as Provincial Manager of the Monitoring and Evaluation Program with the Newfoundland and Labrador Regional Economic

Development Association. In 2004, David started his own consulting company EcoVision, specializing in business counselling and mentoring services to women entrepreneurs in the tourism industry.

David has a Bachelor of Arts in Psychology from Carleton University, Ottawa and a Bachelor of Science (Hons) in Biology from Memorial University where he graduated in first class standing. Following this he accepted an NSERC PGS-A research scholarship to study molecular genetics at the Swiss Federal Research Institute in Switzerland. In May of 2006 David graduated with his Master of Science. In 2002-2003 he was awarded the distinction of Fellow of the School of Graduate Studies for his contribution to the graduate community at Memorial University. He is currently undertaking the Masters Certificate in Project Management with the Centre for Management Development at Memorial University and he plans to pursue an Executive MBA or Ph.D. next year.

Reneé Fitzgerald - Intermediate Secretary

Reneé Fitzgerald has been employed at Memorial University for Fourteen years and brings to the Harris Centre a wide background of knowledge from working in many departments within the University. She has worked in the Department of Mathematics and Statistics, Department of English Language and Literature, Faculty of Engineering and Applied Science and the President's Office.

THE
LESLIE
HARRIS
CENTRE
OF REGIONAL
POLICY AND
DEVELOPMENT



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