

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

**Annual Report**  
**2004-2005**



**Memorial**  
University of Newfoundland

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

# THE LESLIE HARRIS CENTRE OF REGIONAL POLICY AND DEVELOPMENT

## *Independence ■ Integrity ■ Practical Application*

Named in honour of scholar and former Memorial University president, Dr. Leslie Harris - The Leslie Harris Centre of Regional Policy and Development was established on October 1, 2004, when the former Public Policy Research Centre and the Centre of Regional Development Studies merged.

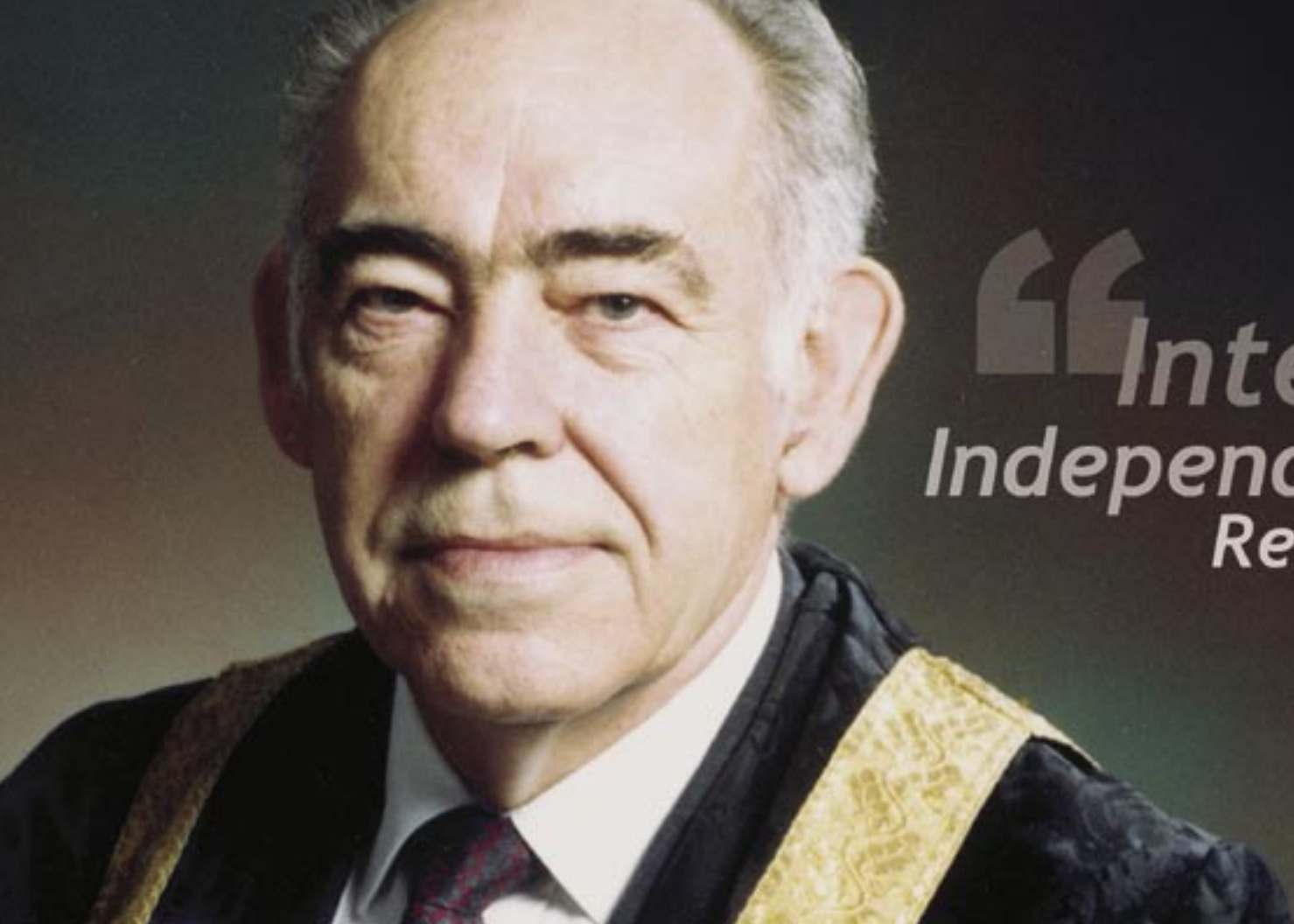
Dr. Harris is known for his integrity and independence while making a practical contribution to Newfoundland and Labrador. The Harris Centre continues this commitment in coordinating and facilitating Memorial's educational, research and outreach activities in the areas of regional policy and development. In brokering these activities the Harris Centre will in some situations take a leading role while in others the role will be that of a partner, supporter, or facilitator.

The final product offered to the community, whether in the form of research, teaching or outreach, is based upon the independence and integrity of Memorial's faculty, staff and students in applying their professional expertise in contributing to regional policy and development in Newfoundland and Labrador.



# *Table of Contents*

Message from Dr. Leslie Harris	1
Message from Dr. Axel Meisen	2
Message from Dr. Robert Greenwood	3
Where We've Been: Overview of the Year	4
Applied Research Projects	4
Outreach Activities	11
Financial Support: A Partnership Approach	20
Harris Centre Advisory Board	20
2006/2007 and Beyond!	23
Harris Centre Staff	25



“ Integrity  
Independence  
Relevance ”

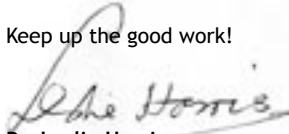
It is my honour and pleasure to extend greetings in this inaugural Harris Centre annual report.

When first approached by Dr. Meisen with the request that I offer my name for this new Centre I was immediately attracted to the mandate of the "Harris Centre." Throughout my career as an academic and a university administrator, I have been convinced that Newfoundland and Labrador needs Memorial University. As a small jurisdiction in the North Atlantic, at the periphery of a great country, Newfoundland and Labrador requires a strong university, with depth in research, teaching and outreach. Memorial University's record in this regard is, without doubt, outstanding. Our businesses know it; our community leaders know it; our elected officials know it; our citizens know it.

As global, national and provincial conditions change over time, our approaches to maximizing the contributions of Memorial University must also evolve. Every faculty and department is meeting this challenge. The Harris Centre, as a coordinating and facilitating agency within Memorial, will build on and extend the contributions of all faculties and departments, in all areas of the province. As a vehicle for public policy research and dialogue, it will provide an independent "honest broker" for consideration of public policy options. As a "portal" and navigator for external organizations and individuals, it will enable the massive resources of Memorial to be connected to opportunities.

I have watched with great interest as the Harris Centre has begun the ongoing process of fulfilling its mandate. I am impressed by the achievements to date and am even more optimistic about the possibilities for the future. I am honoured that this vital component of Memorial University carries my name and I am confident it will make me proud.

Keep up the good work!

A handwritten signature in black ink that reads "Leslie Harris". The signature is written in a cursive style with a large initial "L".

**Dr. Leslie Harris**  
*St. John's - November 2005*



It is my pleasure to extend greetings in this first annual report of the Leslie Harris Centre of Regional Policy and Development. When the Harris Centre was launched on October 1, 2004, Dr. Harris spoke of his great commitment to the social and economic development of Newfoundland and Labrador, and of his belief that Memorial University was the single most important institution in the advancement of the province's development. As a Memorial University president, as a scholar and as a beacon of wisdom, integrity and independence in the advancement of the province's development, Dr. Harris epitomizes the contribution of Memorial University to Newfoundland and Labrador.

When the Board of Regents approved the establishment of the Harris Centre, it was to honour the name, achievements and reputation of Dr. Harris, in launching a new vehicle for regional policy and development in the province. The Harris Centre has a mandate to facilitate and coordinate the University's research,

teaching and outreach activities relating to regional policy and development. This role embraces all faculties, schools and departments, as well as our Marine Institute and Sir Wilfred Grenfell College. It also involves collaboration with the Labrador Institute.

As this report shows, much has been achieved in the first year of activities of the Harris Centre. I encourage all those committed to regional policy and development in the province to avail of the facilitation, brokering and partnering services of the Harris Centre. We take our mandate to contribute to the social and economic development of the province very seriously at Memorial University. We are determined to live up to the commitment of Dr. Harris. And we are optimistic that the Harris Centre will live up to that name, to the benefit of all the people of Newfoundland and Labrador.

A handwritten signature in black ink, appearing to read 'Axel Meisen', followed by a period. The signature is written in a cursive, flowing style.

Axel Meisen, Ph.D., P.Eng.  
*President and Vice-Chancellor*



It is hard to believe the Harris Centre is a year old. When I started with the Centre of Regional Development Studies (CORDS) in March, 2004, it was the typical start-up situation - get a desk, a phone and a computer and get going!

Fortunately, Dave Vardy was in place as Interim Director of the Public Policy Research Centre (PPRC), and it was his idea that these two centres should be merged. Immediately, CORDS gained the benefit of partnering with a centre that had "feet on the ground" and projects under way.

Memorial President Dr. Meisen immediately saw the potential of the two organizations working together. Dr. Meisen championed the concept of the new centre with the Board of Regents and the Leslie Harris Centre of Regional Policy and Development was born.

We at the Harris Centre take the name of Leslie Harris very seriously. Within Newfoundland and Labrador, and beyond, Leslie Harris epitomizes the integrity and independence of the university, while making a tangible contribution to the development of the province.

The Harris Centre is meant to stay small, and broker the tremendous resources of Memorial University in research, teaching and outreach related to regional policy and development. The response from within and outside the university in our first year has been tremendous. The federal and provincial governments have come to the table with significant financial support, in addition to the core support from Memorial University. Numerous Memorial faculty, staff and students have worked with us on a wide range of projects, in partnership with business, labour, community development organizations, governments and citizens.

We are proud of what we have accomplished to date, but we see it as a start to much, much more. We are committed to Newfoundland and Labrador and to Memorial University. We look forward to working with you in the exciting days to come!

Sincerely,

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

# Where We've Been

Overview of the year

This report highlights activities for the year following the launch of the Harris Centre on October 1, 2004. Some of these activities were initiated by the Public Policy Research Centre or the Centre of Regional Development Studies, prior to their merger to form the Harris Centre.

## Applied Research Projects

Harris Centre Applied Research Fund

The Applied Research Fund is supported by the provincial Department of Innovation, Trade and Rural Development and the Atlantic Canada Opportunities Agency. It is designed to support research related to regional policy and development in Newfoundland and Labrador. In June, 2005 applications were requested from Memorial University faculty, staff and students for relevant research projects and a selection committee was established to conduct a comprehensive review.

In total, eight candidates or teams were awarded funding to carry out their research projects.

- "State of the Province: Socio-Economic Indicators about Well-Being"  
*Dr. Doug May, Department of Economics.*
- "Upstream-Downstream Co-Agglomeration of Advanced Service Industries in Rural Canada: Implications for Regional Economic Policy,"  
*Dr. C. Michael Wernerheim, Department of Economics.*
- "Dispersal and Active Retention of Larval Smelt in Estuaries of St. Mary's Bay, Newfoundland,"  
*Dr. Paul Snelgrove, Faculty of Science.*



**DOUG MAY**  
*Department of Economics*

The project led by Dr. Doug May, with the Department of Economics, will advance research on The State of the Province: Socio-Economic Indicators about Well-Being.

There is an emerging interest around the world to move beyond narrow, but important, economic indicators that measure our economic health and to examine those factors that determine the quality of our lives or our over-all well-being.



Newfoundland and Labrador's award-winning Community Accounts ([www.communityaccounts.ca](http://www.communityaccounts.ca)) goes a long way in this direction. But given what is occurring elsewhere are there lessons to be learned and improvements to be made? This Harris Centre project will review what indicators are being used elsewhere and what international comparisons centered on well-being can be made.

Another, perhaps even more important objective, is to examine the ways in which the Community Accounts can be used by public officials and service providers, business, labour, and municipalities as well as community groups and ordinary citizens. The project will describe the role of the Community Accounts in providing a framework for thinking about social and economic issues in an integrated way. This case study will also look at the various potential uses of the Community Accounts in regional and community planning as well as monitoring, evaluation and auditing. The final report of this project will make a series of recommendations as to how we can better inform Newfoundlanders and Labradorians about social progress and their collective well-being, that is, about the state of the province.

- "Economic Development, Governance and Regionalism in Newfoundland and Labrador: From Slippery Slopes to Best Practices,"  
*Dr. Stephen Tomblin, Department of Political Science.*
- "Building the Road to Proactive and Scientifically Sound Management of Exploited Fish Populations in Newfoundland in the Context of Regional Development,"  
*Dr. Ian Fleming, Ocean Sciences Centre.*
- "Federal Government Presence in Newfoundland and Labrador, Phase II: Trends and Implications,"  
*Dr. James Feehan, Department of Economics.*
- "Evaluating the Feasibility of Using Waste Heat as an Economic Driver in Stephenville, Newfoundland,"  
*Dr. Majid A. Abdi, Faculty of Engineering and Applied Sciences.*
- "Biodiversity and Sustainable Ecotourism: Inspiring Rural Communities to Use and Protect our Natural Heritage,"  
*Dr. Luise Hermanutz, Department of Biology.*

The reports from these projects will be posted on the Harris Centre website and they will be shared with community, private and public sector stakeholders to inform regional development policy and practice.



*Bonne Bay Marine Station:  
World Class Research and Teaching Facility*



## LEADING TICKLES

*Newfoundland and Labrador*

The Harris Centre has played a key role in bringing Memorial University and the Department of Fisheries and Oceans together to conduct scientific work in the proposed Leading Tickles Marine Protected Area. The Centre has facilitated communications between interested parties to enable productive working relationships.

## Department of Fisheries and Oceans

Harris Centre research related to Leading Tickles Marine Protected Area

The Exploits Valley Economic Development Corporation initiated this project, seeking participation from Memorial University in research on the proposed Leading Tickles Marine Protected Area (MPA). In particular, participation from Memorial graduate students was sought for this initiative. Three projects were funded in 2005, relating to capelin, lobster and herring research in the proposed MPA. The Harris Centre provides project management for this work.



Without the Harris Centre facilitating and communicating between the Department of Fisheries and Oceans and Memorial University, the research projects funded in 2005 relating to capelin, lobster and herring for the proposed Leading Tickles Marine Protected Area wouldn't be possible. We appreciate and are very thankful for their cooperation in this regard.

**Mayor Harry Hallett, Leading Tickles**





## STEPHEN NOSEWORTHY

*National Research Council*

## MARK PLOUGHMAN

*Lotek Wireless*

Stephen and Mark were involved with the Business Retention and Expansion Initiative through the Canadian Manufacturers and Exporters.

Together they co-lead the implementation of the "Manufacturing Processes & Technology Adoption" action plan, which involved setting up a team of six people from industry and government. One of the action items was to involve Memorial University and College of the North Atlantic for outreach services.



## COLIN PRESTON

*Masters Candidate, History Department*

“The fixed-link study the William’s government recently published contains one of the latest visions of transmitting hydroelectric energy to Newfoundland from Labrador. With this fixed-link study in mind, I sought to understand the political-economic environment of the province that prevented governments past from successfully developing previous hydroelectric-link proposals and to understand the challenges such proposals face today. Falling within the mandate of the Harris Centre’s Strategic Partnership Initiative call for proposals, the Centre provided me with a generous research grant to see my work through to completion.”

Student Research will be posted to the Harris Centre website and will inform the work of the province’s Strategic Partnership Initiative.

## **Strategic Partnership Initiative (SPI)**

Harris Centre, “Provincial Economic Competitiveness in National and International Markets,” Pilot Project, call for proposals for student research

The Harris Centre was requested by the Department of Innovation, Trade and Rural Development, through the SPI, to provide a broker role for research funding to Memorial University undergraduate and graduate student papers and theses.

The first call for proposals funded four graduate student research projects directed to issues of provincial economic competitiveness. The first project completed was “*Provincial Economic Competitiveness in National and International Markets: A Newfoundland and Labrador Hydroelectric Link*”, by Colin Preston, History Department.

## **Canadian Manufacturers and Exporters (CME)**

Manufacturing Technology Centres Research Project

The Harris Centre assigned Amanda McLean, political science graduate intern, to conduct research for the CME Business Retention and Expansion technology committee. The research focused on manufacturing technology centres (MTCs) across Canada and internationally and identified opportunities for Memorial University and the College of the North Atlantic collaboration.



The Harris Centre plays a key role within Memorial University. When the Harris Centre acts as a broker to tap into specialized expertise within the University to conduct research and other projects, it serves to add a high level of credibility. The involvement of the Harris Centre also adds a degree of objectivity to the entire research process.

**Nellie Burke**  
*Department of Human Resources,  
Labour and Employment*



in Canada. With support from the Atlantic Metropolis Centre, the Department of Human Resources, Labour and Employment, the Faculty of Medicine, the Newfoundland and Labrador Medical Association and an anonymous donor, the study examined the reliance upon IMGs in each province and territory and the means employed for their recruitment and retention. This is the first phase of a larger study, with phase two continuing into 2006.

The Harris Centre was also involved in a study relating to immigration undertaken by Economics Professors, Dr. Wade Locke and Dr. Scott Lynch. The project, supported by the Department of Human Resources, Labour and Employment, conducted an assessment of the receptivity of employers to new Canadian and international workers to address labour market shortages. The Harris Centre also received support from the Atlantic Canada Opportunities Agency to enable Atlantic Canadian representatives to participate in a national workshop on rural immigration held in Brandon, Manitoba in April 2005.

## **Immigration Research**

Immigration has become a major issue in regional development, particularly as rural communities suffer out-migration to urban centres. The shortage of Canadian trained physicians inspired a collaborative project of the Harris Centre and the Community Health Division of the Faculty of Medicine into the use of International Medical Graduates (IMGs)

## **Transportation Research**

The Harris Centre has been active in the area of transportation research as it relates to Newfoundland and Labrador. To date, the Harris Centre has been involved in several transportation research initiatives, including:

- Labrador Marine Transportation Study, Phase II, May, 2004
- Strait of Belle Isle Fixed Link Study, November, 2004
- Analysis of Cost of Labrador Marine Services: A Study of Base Freight Rates and Passenger Fares, final report, March, 2005



## ROB GREENWOOD

*speaks at the provincial symposium,  
Growing the Economy of Newfoundland  
and Labrador, held in Corner Brook.*

Joining him at the final news conference table are Craig Pollett, Newfoundland and Labrador Federation of Municipalities; David Vardy, Associate Director, Harris Centre; Patsy Ralph, Iron Ore Company of Canada; Siobhan Coady, Newfoundland Genomics; and Bill Lundrigan, Greater Corner Brook Board of Trade.

## Outreach Activities

“Growing the Economy of Newfoundland and Labrador” Regional Workshops and Provincial Symposium, September 22 - October 5, 2004, November 25, 2004

From September 22 to November 25, 2004, the Harris Centre hosted four regional workshops and a provincial symposium on the topic “Growing the Economy of Newfoundland and Labrador.” These workshops were organized with the support of a steering committee consisting of representatives of key provincial organizations with a stake in growing the economy of the province: business, labour, regional economic development boards and all three levels of government.

Over 150 individuals from throughout the province took part in the sessions. Participants were asked to list priority actions for development and identify the actions which should be taken by specific organizations, including the role the university should play. Identified priority areas included: governance and planning, human resource development and population growth. The provincial symposium held in Corner Brook also featured presentations from university, industry and government representatives. Two reports were produced, both of which are available on the Harris Centre website. One reported the results of the sessions, and the other identified action being taken by the Harris Centre with respect to the priorities and the potential for future action.

## *Atlantic Provinces Transportation Forum, Labrador City*

This forum was organized by the Labrador Institute along with the Harris Centre, the Combined Councils of Labrador, the Labrador Caucus of Regional Economic Development Boards and the provincial government. The forum was held as one in a series of Atlantic transportation conferences.

The keynote speaker was Harris Centre Associate Director, David Vardy, who described a series of studies which had been completed by the Harris Centre, including the Labrador Marine Service review dealing with both short and long term options. Mr. Vardy also discussed the pre-feasibility study into a fixed transportation link across the Strait of Belle Isle. Dr. Greenwood served as the conference rapporteur.

## *Memorial Partners*

### *“Synergy Sessions”*

Throughout the year, the Harris Centre organizes a series of monthly lunchtime discussions centred around issues of regional policy and development, encouraging free and open debate. The “Synergy Sessions” are intended to open discussion involving Memorial faculty, students, staff and members of the community, including governments. The sessions highlight partnerships between Memorial and the community and stimulate further interaction.



## **RON SPARKES**

The forum theme “Labrador: Building Atlantic Canada’s New Gateway to the North” was selected as a means of highlighting the centrality of Labrador as a link to the north and to emphasize that Labrador is Atlantic Canada’s north.

The objectives of the forum were to (a) promote an improved understanding of Labrador’s emerging transportation systems, (b) identify means of meeting existing needs, (c) explore other northern transportation models, and (d) highlight the potential the region offers for linkages with Labrador’s northern neighbours.



Jeffrey Simpson, the Globe and Mail's national affairs columnist, has won all three of Canada's leading literary prizes - the Governor-General's award for non-fiction book writing, the National Magazine Award for political writing, and the National Newspaper Award for column writing. In January 2000, he became an officer of the Order of Canada. He has been awarded honorary doctorates of laws from the University of British Columbia, the University of Western Ontario and the University of Manitoba.

## JEFFREY SIMPSON

*Columnist, the Globe and Mail*



## Galbraith Lecture

The Galbraith Lecture is an initiative funded by an endowment from Dr. John Kenneth Galbraith. The Harris Centre works closely with Memorial's Faculty of Arts and the Office of the President in organizing these lectures.

The Galbraith Lecturer for 2004 was Dr. Jeffrey Simpson, public affairs columnist with *the Globe and Mail*. The Harris Centre hosted the Lecture on behalf of the University, with Jeffrey Simpson speaking on the subject "Health vs. Higher Education: Must Higher Education Lose Out?"

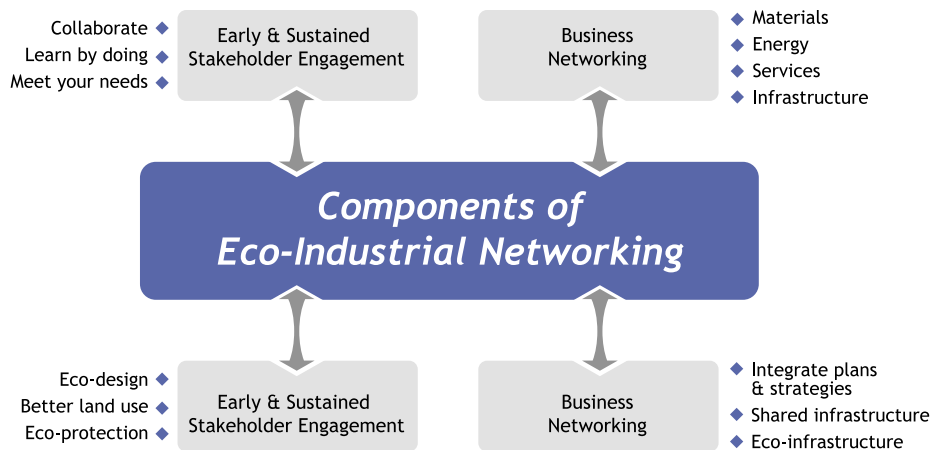
In addition to the Lecture, Dr. Simpson undertook other activities organized by the Harris Centre, including an address to the Institute of Public Administration of Canada (IPAC), a lecture on Canadian foreign policy to a combined history/political science class at Memorial, another public lecture on the US Election, and an informal exchange with students on journalism in Canada.

## Harris Centre Presentations

From October 1, 2004 to September 30, 2005, we delivered over 30 presentations, from Happy Valley - Goose Bay to Arnold's Cove, St. John's to Corner Brook, and Labrador City to Cottlesville.

# Eco-Industrial Networking

Eco-Industrial Networking involves a process of working with the private sector, municipalities and research and development organizations to identify opportunities for waste product re-use, energy co-generation, environmental benchmarking, new product and process development and related education and training.



Dr. Greenwood has presented on Eco-Industrial Networking opportunities to the Humber Valley Centre of Environmental Excellence, the Long Range Regional Economic Development Board and the City of Mount Pearl.



**STEPHAN JEWczyk**  
*City Planner, Mount Pearl*

“In the spring of 2005, the Harris Centre approached the City of Mount Pearl regarding the possibility of Eco-Industrial Networking at Donovan’s Business Park. Dr. Greenwood presented information on Eco-Industrial Networking and suggested that the Park has tremendous capacity to utilize this networking approach.

Eco-Industrial Networking is an exciting and innovative initiative that can lead to development of opportunities to save money for businesses while increasing environmental and social performance. Eco-Industrial Networking also supports economic development by helping to identify new business opportunities and niches that maximize the strengths in the community.

We have already implemented actions from the first workshop and we are collaborating with the Harris Centre on the next steps.”



*Sir Wilfred Grenfell College  
Corner Brook*

# Graduate Student

## Industry Knowledge Exchange

In March, 2005, the Harris Centre hosted presentations to industry, government, community and research stakeholders by graduate students conducting research in science and technology with potential application in Newfoundland and Labrador. Eight students presented on topics ranging from environmental remediation to oil and gas exploration and information technology. The School of Graduate Studies and Industry Canada provided support for the exchange.

### *Student Presenters:*

Ram P. Sapkota – Earth Sciences

Said Lababidy – Ocean and Naval Architecture Engineering

Jason R. Lee – Engineering and Applied Science

Rhonda Chaytor – Computer Science

Sara Adams – Ocean Engineering

Debbie Squires-Parsons – Biology

Samuel M. Mugo – Chemistry

The Harris Centre is currently working with the Graduate Students Union to explore opportunities for future graduate student - industry knowledge exchanges.



## SAMUEL M. MUGO

*Ph.D. Candidate, Department of Chemistry,  
Faculty of Science*

### Development of an Analytical Methodology for Rapid Analysis of Harmful Disinfection By-Products in Drinking Water Using Mass Spectrometry

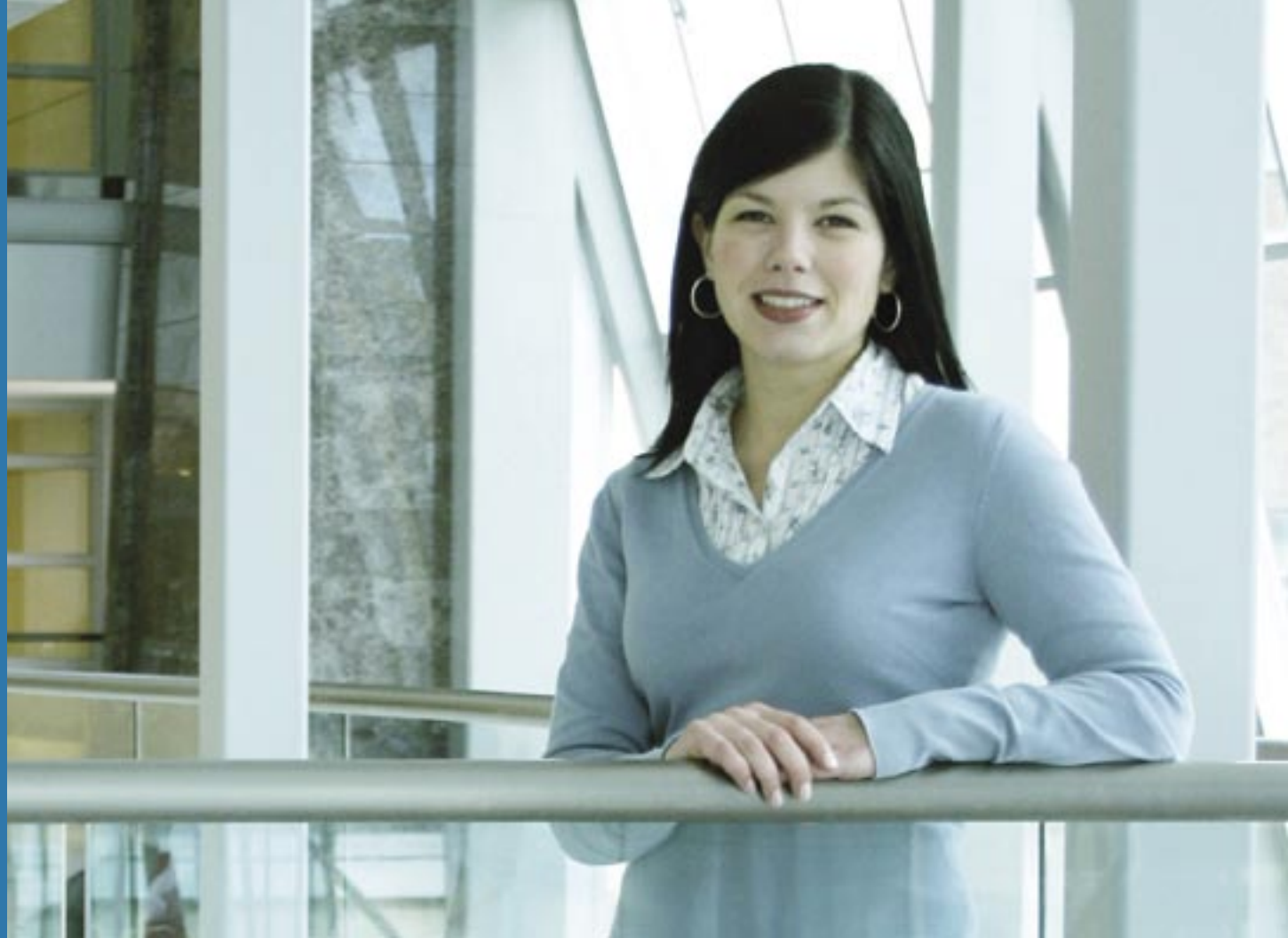
The use of a tailor-made hydrazine compound with mass spectrometry will be demonstrated as a high throughput and sensitive analytical method to monitor trace levels of potentially-hazardous disinfection by-products in drinking water. The potential application in water purification in Newfoundland will be discussed.

# RHONDA CHAYTOR

*Masters Candidate,  
Department of Computer Science*

## Protecting Privacy in a Distributed Health Care Domain: Anonymization Techniques

The imminent introduction of an Electronic Health Record system in Newfoundland and Labrador will provide many benefits for the province and its medical patients; however, how do we ensure confidential patient information remains private? Rhonda discussed overcoming the privacy protection problem by making any individual patient anonymous with respect to the entire set of records in a systematic and efficient manner.





## Labrador West Investment Attraction Project

The Town of Labrador City approached the Harris Centre to assist with this initiative, involving Labrador City and Wabush, Hyron Regional Economic Development Corporation, Iron Ore Company of Canada, Wabush Mines, Department of Innovation, Trade and Rural Development, the Atlantic Canada Opportunities Agency and Industry Canada. Dr. Greenwood is serving on the Steering Committee and the Harris Centre will foster linkages with Memorial University as the project proceeds.

## Memorial Presents

“Memorial Presents” is a public forum hosted by the Harris Centre four times per year. These highly anticipated events bring together presenters and panellists from Memorial University and the community and examine issues of concern in Newfoundland and Labrador. The sessions are open to the public and are web cast across the province through Distance Education and Learning Technologies at Memorial University.

### The Atlantic Accord, Equalization and Offsets: An Independent Assessment

In February, 2005, the Harris Centre organized this forum together with the Oil and Gas Development Partnership and the Department of Political Science. The main speaker was Dr. Wade Locke, professor of economics, who made a presentation on the new federal-provincial agreement, describing the key features of a very complex negotiation process and the agreement which resulted. A panel



**DIANNE GEAR**  
*Labrador City*

**PATSY RALPH**  
*Iron Ore Company of Canada*

“The Harris Centre has played an instrumental role in the Labrador West Investment Attraction Project. The involvement of the Harris Centre and Dr. Greenwood has helped this initiative come to fruition and, in turn, a strong, long-term relationship has been established.”

Dr. Locke's presentation provided an analysis of the interaction between Newfoundland and Labrador's equalization payments and the offshore oil and gas revenues that were expected to accrue to the provincial treasury from 2005 to 2020. The analysis evaluated the net revenue implications to the provincial government under the Atlantic Accord in place at the time and the three versions of the proposed amendments to the Accord that were considered during the negotiations between the Governments of Canada and Newfoundland and Labrador. This assessment highlighted the strengths and weaknesses of each version of the deal offered to Premier Williams as it evolved during negotiations.

## WADE LOCKE

Department of Economics



discussion followed the presentation and featured political scientists Drs. Chris Dunn and Stephen Tomblin and economist Dr. James Feehan.

The basic finding from the analysis was that each subsequent proposal was an improvement over the previous offer and that the deal ultimately accepted by the Williams' government represented an opportunity to improve the province's fiscal position and to offer the provincial government some flexibility in dealing with the real financial problems it faced.

Consolidation and concentration of the fisheries' capabilities can create the necessary economies of scale for pulling the industry out of its current dead end trap and providing competitively priced, high quality product on a steady, year-round basis. Further, the transformation of operations through technology and automation will meet both the looming labour shortage at home and withstand the competitive squeeze from the Third World. In other words, consolidation and technological renovation will facilitate the creation of a rational and viable industry capable of operating throughout the year.

**Alastair O'Reilly**  
Managing Director - Centre for  
Fisheries Innovation

### Fishery Policy and Rural Revitalization: An Integrated Approach

This forum was organized by the Harris Centre and the Marine Institute, with a presentation by Alastair O'Rielly, Managing Director of the Centre for Fisheries Innovation, and with the following panel: Bernard Bromley, former publisher of *The Northern Pen*, Dr. Barbara Neis, professor of sociology, and Dr. Doug May, professor of economics. The forum took place in May, 2005, and was moderated by Leslie O'Reilly, executive director of the Marine Institute and by Dr. Greenwood.

# Financial Support

## A Partnership Approach

The Harris Centre receives core operational support from Memorial University. Additional support has been approved to March 2007 from the Atlantic Canada Opportunities Agency and the provincial Department of Innovation, Trade and Rural Development.

Project funding is accessed from private and public sector sources and partner contributions. Core University support and multiple funding sources are critical to the sustainability and independence of Harris Centre activities.

## Harris Centre Advisory Board

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.

## 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 - Department of Innovation,  
Trade & Rural Development  
Government of Newfoundland and Labrador  
*St. John's, NL*

**Captain Sid Hynes**  
President & CEO  
Canship Limited  
*Paradise, NL*

**Paul Mills**  
Vice-President  
ACOA Newfoundland and Labrador  
*St. John's, NL*

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

**Harold Mullaney**  
President - Irish Loop Development Board  
Deputy Mayor - *Bay Bulls, NL*



## *2006/2007 and Beyond!*

The Harris Centre, with input from its advisory board, will develop a Strategic Action Plan for 2006 - 07. Stakeholders within and outside Memorial - at the St. John's and Grenfell College campuses - will be consulted on priorities for action. In addition to setting a proactive agenda, we will continue to respond to requests from faculty, staff and students and to enquiries from private, public and community stakeholders. In addition to this broker and navigator role, we will advance the following initiatives:

- 2006 Harris Centre Applied Research Fund
- 2006 Strategic Partnership Initiative Student Research Fund
- Quarterly Memorial Presents Public Policy Forums
- Monthly Memorial Partners Synergy Sessions
- Four Regional Workshops - one each in Labrador, Western, Central and Avalon.

We will be co-hosting the Atlantic Provinces Transportation Forum and the Second Cities Conference with the City of Corner Brook in October 2006.

Our 2006 - 07 Strategic Action Plan will be posted to our website in Spring 2006. It will highlight other projects leveraging the tremendous research, teaching and outreach activities of Memorial University that contribute to regional policy and development.

We will work with our communications advisors at Total Group Inc. and with Memorial's Marketing and Communications team to develop and implement a Strategic Communications Plan and we will continue to meet with partners throughout the province.

When it comes to regional policy and development in Newfoundland and Labrador, Memorial University is open for business!





# HarrisCentre

THE HARRIS CENTRE OF REGIONAL AND DEVELOPMENT

*Harris Centre Launch October 1, 2004  
Dave Vardy, Amanda Ross, Rosalind Collins, Ann Murrin, Dr. Leslie Harris,  
Eleanor Fitzpatrick, Renéé Fitzgerald, Dr. Axel Meisen*

## HARRIS CENTRE STAFF

### Dr. Robert Greenwood - Director

Rob was the founding director of The Leslie Harris Centre of Regional Policy and Development, which was launched on October 1st, 2004. The Harris Centre's mandate is to coordinate and facilitate Memorial University's educational, research and outreach activities in the areas of regional policy and development.

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 also led the development and co-authored ***A Strategy for Small-Scale Manufacturing in Newfoundland and Labrador***, which was launched in 1999.

Rob holds a Ph.D. 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 and is chair of the National Rural Research Network.

### David Vardy - Associate Director, Public Policy

David Vardy is a native of the province of Newfoundland and Labrador and a graduate of Memorial University, the University of Toronto and Princeton University. Early in his career as an economist he taught at Memorial and at Queen's University and served in the Public Service of the Government of Canada, in the departments of Fisheries and Finance. Over the past thirty years he has held a variety of senior positions, at the deputy minister level, in the Government of Newfoundland and Labrador, including president of the Marine Institute, Deputy Minister of Fisheries, chair and chief executive officer of the Newfoundland Public Utilities Commission, and clerk of the Executive Council, the most senior deputy minister position in the province.

In July of 2000, the Professional Institute of the Public Service of Canada awarded David its Year 2000 Gold Medal Award. This national Award was made "for contributions to labor relations, economic development, resource management and education."

In June of 2001, the Institute of Public Administration of Canada (IPAC) presented David with the Lieutenant Governor's Award for excellence in public administration.

David has participated in a number of panels including the Panel of Eminent Persons appointed by the Minister of Fisheries and Oceans for Canada to examine a number of issues related to the management of seals, which reported in 2001, and was chair of the independent panel appointed by the Newfoundland Minister of Fisheries and Aquaculture to review the inshore shrimp industry, which reported in 2002. More recently he chaired a review panel into the future of the Public Policy Research Centre at Memorial University and served as an advisor on fisheries management to the Royal Commission on Renewing and Strengthening Our Place in Canada, whose report was made public on July 2nd, 2003.

He presently serves as Interim Associate Director of the Leslie Harris Centre of Regional Policy and Development (the Harris Centre) and as adjunct professor in the Department of Political Science at Memorial University. He has managed a variety of studies on various public policy issues, including: immigration as an instrument of population policy, Labrador marine transportation, the federal presence in Newfoundland and Labrador, mechanisms to promote ocean technology and the prospects of a fixed link across the Strait of Belle Isle.

David is chair of the Industrial Adjustment Services (IAS) Committee set up to respond to the fish plant closure in the Town of Harbour Breton. The mandate of the IAS Committee is to seek opportunities

for economic revitalization in the Town, including the development of a business plan and prospectus to attract a new operator for the fish plant.

David is an active member of Rotary International and is a board member of the Autism Society of Newfoundland and Labrador, as well as the Hoyles Escasoni Foundation.

### 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. David has travelled to and studied regional development in Romania, Canada and in Switzerland. 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. He is currently submitting the final draft of his Master of Science thesis and he plans to graduate in May of 2006. 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 thirteen 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. Reneé was hired on a secondment for the Harris Centre but has recently been made permanent as the secretary to the director of the Harris Centre.







**Thank you to all those who contributed to the  
development of the Leslie Harris Centre of  
Regional Policy and Development  
Annual Report, 2004 - 2005.**

Photograph of Dr. Leslie Harris provided by Memorial University.

Photographs courtesy of Memorial University  
pages 2, 3, 4, 6, 11, 13, 15, 19, 21 and 22.

Photographs courtesy of Total Group Inc.  
pages 8, 9, 16, 17 and 18.

Photograph on page 7 courtesy of the  
Department of Fisheries and Oceans.

Photograph on page 14 courtesy of the  
City of Mount Pearl.

**Design and production of Annual Report by Total Group Inc.**

# Mark Your Calendar

## “Second Cities International Conference”

Corner Brook, NL October 12 - 13, 2006

Being held in conjunction with the Atlantic Provinces Transportation Forum (APTF) October 11, 2006.

Corner Brook, Newfoundland and Labrador will be the site of a stimulating discussion of lessons, best practices and strategies for “second cities” and other small to medium-sized urban centres. Researchers, policy makers, industry representatives and municipal practitioners from the private and public sectors will present in the following areas:

- Economic development approaches
- Sustainable/ “green” planning and practices
- Infrastructure and opportunities for private-public-partnerships (P3s)
- Managing rural-urban interaction
- The role of post-secondary institutions in development
- Immigration and population planning
- Aboriginal communities and urban development

Expressions of interest for presentations in these areas are invited by contacting program coordinator, Merv Andrews at [mandrews@engr.mun.ca](mailto:mandrews@engr.mun.ca). See [www.mun.ca/harriscentre](http://www.mun.ca/harriscentre) for updates on programs and logistics as they become available.

This conference is co-hosted by the City of Corner Brook and the Harris Centre, Memorial University, in partnership with the Corner Brook Economic Development Corporation, Sir Wilfred Grenfell College, Memorial University, the College of the North Atlantic, the Newfoundland and Labrador Federation of Municipalities, and the Atlantic Provinces Economic Council.



Memorial  
University of Newfoundland



THE

# LESLIE HARRIS CENTRE

OF REGIONAL  
POLICY AND  
DEVELOPMENT



Memorial  
University of Newfoundland

Memorial University of Newfoundland • Queen's College  
St. John's NL • A1C 5S7 • t: 709.737.6186 • e: [harriscentre@mun.ca](mailto:harriscentre@mun.ca)

[www.mun.ca/harriscentre/](http://www.mun.ca/harriscentre/)