



Harris Centre Strategic Action Plan – 2013-14 Consultation

March, 2013

Overview

- What Have we Done? A look back at 2012-13
- 5-Year Strategic Plan: 2013-2014 Action Plan



Harris Centre

A look back at 2012-13



Galbraith Lecture

Naheed Nenshi

Leader/Citizen/Leader: community building as nation building

October 24, 2012

4 Regional Workshops

At the first three workshops...

110 Community Participants

55 Memorial Participants

66 Current Memorial Projects in Workshop Zones

60+ New opportunities identified at workshop

Zone 9/10 – Port Aux Basques, April 25, 2012

Zone 11 – Springdale, September 26, 2012

Zone 16 – Marystown, November 28, 2012

Zone 2 – Western Labrador, March 2013



Harris Centre

A look back at 2012-13



6 Memorial Presents

At the first five Memorial Presents...

396 people attended in person

406 viewed live webcasts

Events re-broadcast on Rogers TV

Why the Divorce? The Merits and Shortcomings of a Fleet Separation Policy—
Port aux Basques, April, 2012

What is the Future of the Inshore Fishery? Experiences in Other
Jurisdictions—St. John's, September, 2012

Regional Development without Zone Boards—Marystown, November, 2012

On the Move: The Consequences of Long Distance Commuting—St. John's,
December, 2012

Engaging Citizens: The Power of Collaboration in Democracy—St. John's,
February, 2013 (Engage Memorial Week)

Fostering Resilient and Sustainable Communities—Labrador City, March, 2013

20 Synergy Sessions

Capturing Success in Training & Research

Canada's Naval Procurement

International Development

Determinants of Health

Drinking Water Quality

Festival of Architecture x 4

Universities as Economic Developers

Sustaining Municipalities

Farmers' Markets

Workplace 2.0

Innovation and Regional Development

Ireland Strategic Partnership

Welcoming Communities

Employment in Rural Areas

Corner Brook Innovation Networks

Integration of Muslim Immigrants

Cultural Landscapes

Yaffle.ca

- Project to extend Yaffle to College of North Atlantic and University of New Brunswick
- Expanding Yaffle to industry, gov't, NGOs, community
- Development, Implementation, and Governance Frameworks to inform development of national Yaffle Network
- Software upgrade to improve user experience



Harris Centre

A look back at 2012-13



Research Funds

Applied Research Fund

The Strategic Partnership Research Fund

HC-RBC Drinking Water Research & Outreach Fund

HC-MMSB Waste Management Applied Research Fund



Research Projects

Social Foundations of Innovation in City Regions

- Report: “A Commitment to Place: the Social Foundations of Innovation in NL”
- 4 book chapters
- 2 spin-off projects: Corner Brook and Clarenville
- Post-Doctoral Fellow, Dr. Heather Hall, NL Innovation Project

Understanding Rural-Urban Interaction in Newfoundland and Labrador

- Report: “Defining Regions for Building Economic Development Capacity in NL”
- Regional Economic Capacity Index (RECI) Atlantic Canada

The Population Project

- Contributed to SSHRC Partnership-funded project: “On the Move: Employment-Related Geographic Mobility in the Canadian Context.”

Harris Centre Evaluation

August 2012 report prepared by Goss Gilroy Management Consultants

Conclusion:

*“Overall, the Harris Centre has established itself as an entity at Memorial University and within the province with a **unique role that is valued**. The Centre has made **significant contributions in linking university resources with the community** in addressing regional development and public policy issues and opportunities. There are a number of areas that **will require fine-tuning** as the Centre moves forward as a contributor to the Memorial’s Engagement Framework – most of which have already been identified by the Centre in its current strategic plan.”*

5-Year Strategic Plan

Five Goals

1. Research: Stimulate more research in regional policy and development
2. Education: Stimulate education in regional policy and development at Memorial University
3. Community Engagement: Generate greater interaction of Memorial University faculty, students, and staff with stakeholder needs and opportunities
4. Capacity: Establish Memorial University as a recognized centre of excellence in regional policy and development
5. Operations: Establish Harris Centre operations for long-term success



Public Engagement Framework

The Office of Public Engagement, with Rob as its Executive Director, has been created to support the University's new Public Engagement Framework. The Harris Centre will work closely with the Office of Public Engagement, providing administrative and communications support.

- Coordinate and facilitate the University's activities relating to regional policy and development
- Advise on building the University's capacity in the area of regional policy and development
- Identify priority themes and projects relating to:
 - Teaching & Learning
 - Research
 - Engagement
- Honest Broker



Vision



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



Mission



The Mission of the Harris Centre is to encourage informed public policy and regional development in Newfoundland and Labrador by supporting communication and collaboration between Memorial University and the people of this province.

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

Integrity

Independence

Transparency

Collaboration

Inclusivity

Practical Application

2011/12-2015/16 Strategic Goals

Goal 1: Research

Stimulate more research in regional policy and development

Goal 2: Education

Stimulate education in regional policy and development at Memorial University

Goal 3: Community Engagement

Generate greater interaction of Memorial University faculty, students and staff with stakeholder needs and opportunities

Goal 4: Capacity

Establish Memorial University as a recognized centre of excellence in regional policy and development

Goal 5: Operations

Establish Harris Centre operations for long-term success

Goal 1: Stimulate more research in regional policy and development (1)

Objective 1.1: Develop and Maintain Suite of Applied Research Funding Programs

- Maintain existing four funding programs
- Establish Placentia Institute for Newfoundland Studies Fund
- Establish Community Career and Employment Applied Research Fund
- Introduction of new targeted public policy fund
- Introduction of food and food security research fund

Objective 1.2: Establish Population Project Applied Research Funding Program

Goal 1: Stimulate more research in regional policy and development (2)

Objective 1.3: Advance Annual Applied Research Funds and/or Research Projects, Related to MUN Research Framework Strategic Themes

- New public policy fund
- Land use planning project
- Resource Jurisdiction project
- Memorial Policy Forums (Fishery, Forestry)
- Innovation Project/Post-Doc support
- Rob and Mike becoming Adjuncts in Grenfell Environmental Policy Institute
- Barb Neis “On the Move,” Ratana Chuenpagdee “Too Big to Ignore,” Victoria Esses “Pathways to Prosperity”

Goal 1: Stimulate more research in regional policy and development (3)

Objective 1.4: Establish source of independent funding for proactive research and initiatives

- New public policy fund
- Explore establishment of post-doc fellowship program

Objective 1.5: Establish research synthesis program to inform regional policy and development

- Innovation Project
- Grenfell EPI Water Fund Project
- RECI operations
- MUN Fishery Policy Network
- 10th Anniversary: State of the Province Report (2014) ²⁰

Goal 2: Stimulate education in regional policy and development at Memorial (1)

Objective 2.1: Advance Regional Policy and Development in the curriculum of graduate and undergraduate programs

- Rob and Mike becoming Adjuncts at EPI
- Record and report Harris Centre resources being used in teaching and learning
- Participate on masters and PhD committees
- Employ interns (MASP etc.)
- The David Curran Award in Regional Development

Goal 2: Stimulate education in regional policy and development at Memorial (2)

Objective 2.2: Advance Knowledge Mobilization/ Community Engagement in the curriculum of graduate and undergraduate programs

- Record and report HC resources used in T&L
- Orientation program
- Departmental and classroom presentations

Objective 2.3: Support the establishment of undergraduate and graduate degrees in Regional Policy and Development

- RPD Certificate re-think
- Public Policy Certificate
- Masters in Public Policy & Management



Goal 3: Generate greater interaction of Memorial University faculty, students and staff with stakeholder needs and opportunities (1)



Objective 3.1: Organize Regional Workshops to communicate current activity and identify new opportunities and needs

- Continue holding four regional workshops per year

Objective 3.2: Organize Knowledge Exchange/Transfer processes and sessions to allow sharing of expertise

- Public Engagement Week student speed-dating event
- Event featuring presentations of all Harris Centre funded research projects
- Virtual Synergy Sessions
- Podcasts

Goal 3: Generate greater interaction of Memorial University faculty, students and staff with stakeholder needs and opportunities (2)

Objective 3.3: Broker new opportunities for collaboration

- KMb NL
- Volunteer/NGO Sector Inventory LMDA project
- Battery Civic Engagement Initiative
- CNLOPB White Rose Extension Consultation

Objective 3.4: Facilitate the establishment of Memorial and N&L Knowledge Mobilization/Community Engagement Networks

- KMb NL Network

Goal 3: Generate greater interaction of Memorial University faculty, students and staff with stakeholder needs and opportunities (3)

Objective 3.5: Increase adoption of Yaffle in NL

- KMb NL Network
- Yaffle 360 ready by end of fiscal year (March 2014)
- LMDA proposal (Yaffle/RECI/Community Accounts)

Objective 3.6: Expand Yaffle to more institutional partners in NL and beyond

- College of the North Atlantic
- University of New Brunswick
- KMb NL Network

Goal 3: Generate greater interaction of Memorial University faculty, students and staff with stakeholder needs and opportunities (4)

Objective 3.7: Facilitate MUN Research Plan “Community, Regional and Enterprise Development” and “Governance and Public Policy” Themes external partner engagement

- Policy NL
- Comm. & Reg. Dev. Theme Network, Session(s)/Events
- Support MUN priority theme sessions

Objective 3.8: Formalize collaboration with CNA

- Yaffle 360/NL KMb Network
- National Association for Campus Activity (NACA) Project



Goal 3: Generate greater interaction of Memorial University faculty, students and staff with stakeholder needs and opportunities (5)



Objective 3.9: Advance informed public policy debate and discussion through Galbraith Lectureship, Memorial Presents Public Policy Forums and Synergy Sessions

- Increase the number of Memorial Presents events
- Public debates/interview show
- Rogers broadcasting Memorial Presents
- Diversify social media

Goal 3: Generate greater interaction of Memorial University faculty, students and staff with stakeholder needs and opportunities (6)

Objective 3.10: Lead, Partner or Support conferences relating to Regional Policy and Development, subject to strategic fit and availability of resources

- CU Expo, Corner Brook (June 2013)
- North Atlantic Forum, Iceland (June 2013)
- EDAC, St. John's (September 2013)
- Labrador Straits – Quebec workshop
- APTF (Winter 2014)

Goal 4: Establish Memorial University as a recognized leader in regional policy and development (1)

Objective 4.1: Support the establishment of Research Chairs relating to Regional Policy and Development

Objective 4.2: Facilitate MUN Research Plan “Community, Regional and Enterprise Development” and “Governance and Public Policy” Themes within Memorial

- MUN Fishery and Forestry Policy Forums
- Community and Regional Development Session(s)
- Civic Engagement

Objective 4.3: Support recognition of Alternative Forms of Scholarship in University promotion and tenure processes

- Public Engagement Framework and Guelph project

Goal 4: Establish Memorial University as a recognized leader in regional policy and development (2)

Objective 4.4: Respond to requests to present and collaborate nationally and internationally, where benefits for NL mandate and mission are demonstrated, resources are provided and capacity allows

- Continue presentations when/as necessary

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Goal 5: Establish Harris Centre operations for long-term success (1)

Objective 5.1: Establish physical and technical infrastructure to meet needs

- The Battery
- Technology and public engagement
- NL KMb Network Interaction (powered by Yaffle)

DRAFT

Goal 5: Establish Harris Centre operations for long-term success (2)

Objective 5.2: Establish the Harris Centre as an exemplar of best practices in governance and operations

- Fill Advisory Board gaps
- Develop CAS list
- Succession planning
- Evaluation roll-ups of MP, Synergy Sessions, and Regional Workshops: MASP Student every term.
- Map admin processes to front-end activities
- Electronic signatures
- Portfolio shared resources
- Communication Plan

Harris Centre Advisory Board

Ms. Sheila Downer (Chair)

SmartLabrador

Ms. Elizabeth Beale

Atlantic Provinces Economic
Council

Mr. Jerry Byrne

Ocean Delight Cottages

Ms. Jacqueline Chow

Corner Brook Port Corp.

Dr. Douglas House

Mr. James Igloliorte

Ms. Kristie Jameson

Food Security Network NL

Mr. Brent Meade

IBRD

Mr. Paul Mills

ACOA

Priscilla Corcoran Mooney

Mayor, Town of Branch

Dr. Hilary Rodrigues

Markland Winery

Dr. Evan Simpson

Goal 5: Establish Harris Centre operations for long-term success (3)

Objective 5.3: Establish sustainable funding for public policy staffing and programming

Objective 5.4: Develop mechanisms to engage associates, visiting fellows, retired faculty and other expert supports

- Increase number of associates

What have we missed?

- Other inputs?
- Other options?