

YOU'VE GOT CONNECTIONS



THE HARRIS CENTRE
Our Stories 2008–2010



Message from the president

As president of Memorial University, it's my pleasure to introduce the Leslie Harris Centre of Regional Policy and Development's 2010 annual report. The sort of community-engaged work done by the Harris Centre at Memorial is part of what attracted me to this wonderful university. At Memorial, teaching, research and community engagement are linked in a way that most universities can only aspire to achieve.

Our faculty, students and staff are truly connected to the people, communities and organizations of this province. The Harris Centre is a critical component of our success and I look forward to working with the Harris Centre team to continue this great work, for the benefit of all Newfoundlanders and Labradorians.

*Dr. Gary Kachanoski,
President, Memorial University*





Message from the director

The Harris Centre is maturing! We started as a small unit with an entrepreneurial approach to connecting Memorial with the regional policy and development needs of the province. We built on the work of hundreds of faculty, students and staff and found willing partners all over Newfoundland and Labrador.

Today, we're maintaining our responsiveness, while strengthening our processes and systems to manage the strong demand for our services. For example, Yaffle.ca is our innovative new tool to help Memorial fulfill its community engagement mandate—and it's getting plenty of attention from universities all over the world.

This report demonstrates the ways we connect. Energy, culture, water, population and governance are just some of the themes emerging from the connections we made in 2008–09 and 2009–10. We could just as easily have chosen innovation, regional development, education or any number of other themes involving teaching, research and outreach. To find out more about the many other projects we have been working on, visit www.mun.ca/harriscentre.

As we roll out our five-year plan in 2010–11, I look forward to collaborating with you as we continue to connect and realize the enormous benefits Memorial can bring to our province and our future.

*Dr. Robert Greenwood,
Director*

MEET THE STAFF

Clockwise from the top left:

Robert Greenwood, director

Bojan Fürst, knowledge mobilization manager

Jennifer Adams Warburton, operations manager

Kathy Mason, secretary to director

John Duff, Yaffle projects co-ordinator

Patricia Rahal, library resources co-ordinator

Karen Follett, knowledge mobilization co-ordinator

Rebecca Cohoe, communications co-ordinator

Mike Clair, associate director, Public Policy

(Not Pictured)

Cindy Andrews, administrative staff specialist





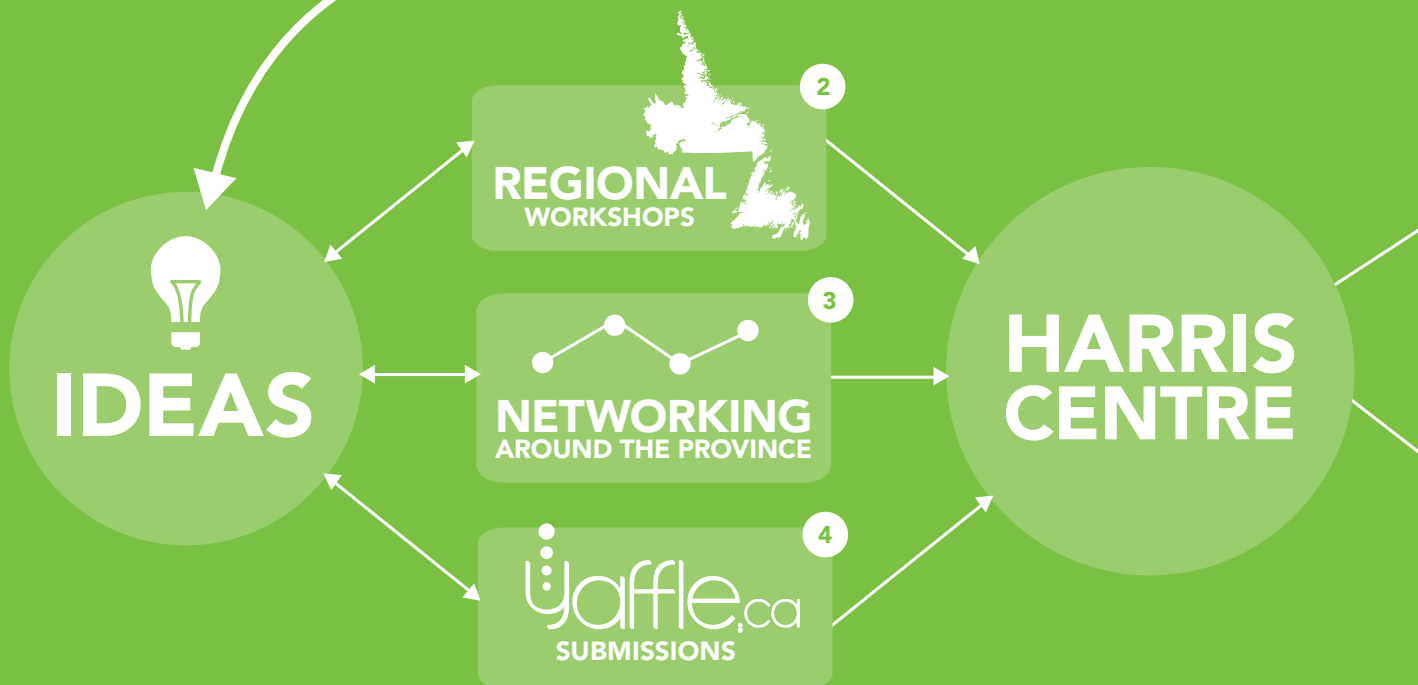
HERE'S HOW AN
IDEA BECOMES
A SOLUTION,
THE HARRIS CENTRE WAY.



COMMUNITY



MEMORIAL



1

We welcome ideas from all types of people and sectors, across Newfoundland and Labrador.

2

At regional workshops, we head into communities to ask people what they need from Memorial.

3

If it's happening in Newfoundland and Labrador, we're there. The more people we're connecting with, the more ideas we hear.

4

Yaffle is our online connecting tool. It's a site for sharing ideas, making connections and suggesting projects to Memorial.

5

Sometimes an idea needs a bit of financial support to get off the ground. Our range of applied research funds can help.

6

We make projects happen by connecting like-minded people from the province and Memorial to work together.



- 7** Memorial Presents is our open-to-the-public, interactive discussion panel series, a chance to open the doors on Memorial research.
- 8** Synergy Sessions are issue-driven, roundtable discussions bringing together thought-leaders with industry, government and not-for-profit stakeholders.

- 9** Yaffle again! Along with helping us find ideas, Yaffle helps us share the results with the world.
- 10** When the results of a project are broadly relevant, we publish reports, both online, and on paper.



On Sept. 29, 2009, the Harris Centre and RBC Foundation's Blue Water Fund made waves with a big announcement—\$800,000 for a 10-year water fund to support outreach and applied research at Memorial.

It's something many of us take for granted, but water issues are a major challenge in Newfoundland and Labrador. How do we know? We asked, both at outreach sessions throughout the province, and a workshop we held to kick off the fund.

We heard very different perspectives on water in this province. Municipal leaders, regional developers, not-for-profit groups, industry partners, and Memorial researchers: they all had their say, offering insight and helping us to form a picture of the current lay of the land.

"The quality of our water affects the quality of our well-being," says Linda Bartlett, executive director of the Newfoundland and Labrador Environmental Industries Association, and water fund committee member. "The Research Fund

is a unique collaboration between industry, communities, government and academia that allows us to address priorities and practical solutions to improving the quality of our drinking water."

Take the work of Earth Sciences faculty member, Sue Zeigler, and Memorial graduate student, Susan Hannon, for example.

In 2008, the Harris Centre funded their research project on provincial water quality through our Applied Research Fund.

Think of it this way: in order to make water drinkable, we treat it with chlorine. The chlorine takes care of the bacteria in the water, but can also combine with elements in the water to form disinfection by-products (DBPs.) DBPs exist in most drinking water, but ideally levels should be as low as possible.

By comparing water source information with provincial data on DBP levels, and by conducting chlorination studies on water samples, the two Sues' research shines light on what types of watersheds produce the best quality water.





Water Fund Steering Committee member, Linda Bartlett
Enjoying the waters of Newfoundland and Labrador



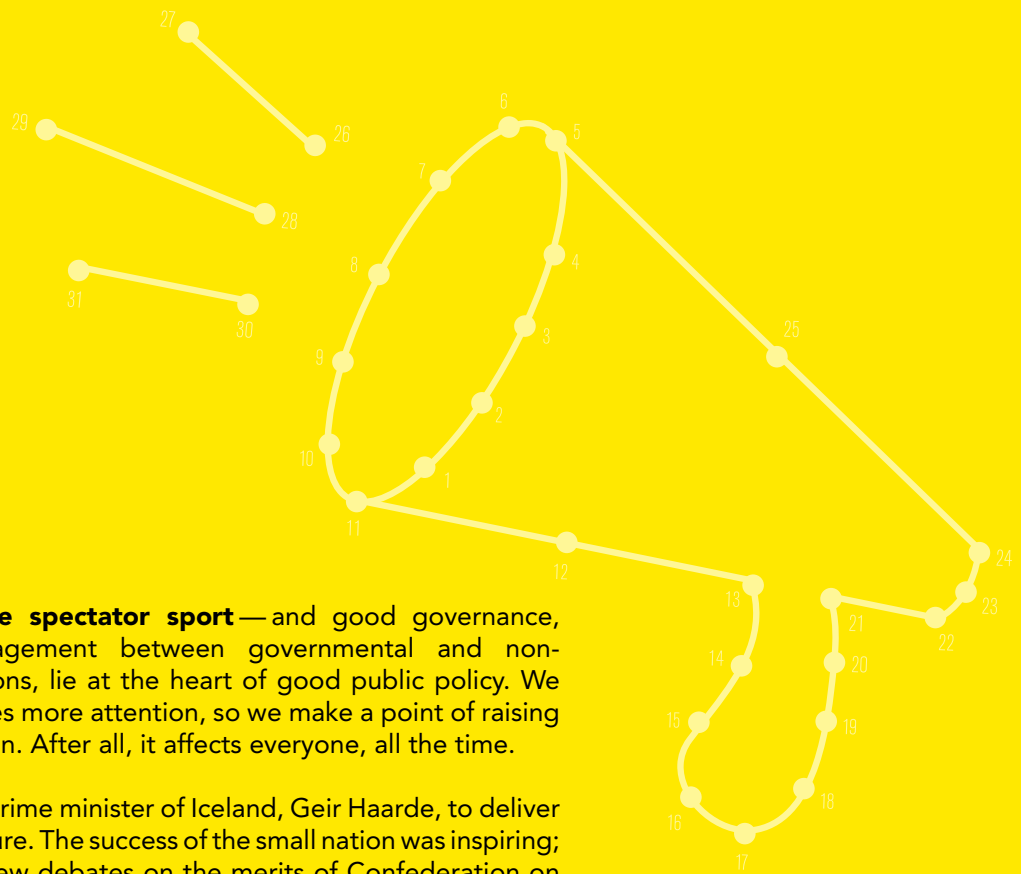
Dr. Sue Ziegler & Susan Hannon
assess water quality in the lab at Memorial

The work they produced through the Harris Centre grant also caught the attention of the Water Resources Division of the NL Department of Environment, leading to an extension of the study. In fact, Susan is now interning with the Water Resources Division in the Department of Environment and Conservation.

From the community, to the university and back out to the community—it's an example of community-engaged research at its best (and wettest!).



**"THE QUALITY OF
THE WATER AFFECTS
THE QUALITY OF
OUR WELL-BEING"**



Politics is our favourite spectator sport—and good governance, collaboration and engagement between governmental and non-governmental organizations, lie at the heart of good public policy. We think governance deserves more attention, so we make a point of raising the issue whenever we can. After all, it affects everyone, all the time.

In 2008, we invited then prime minister of Iceland, Geir Haarde, to deliver the annual Galbraith Lecture. The success of the small nation was inspiring; no doubt, there were a few debates on the merits of Confederation on the car ride home that night!

And then it happened. Less than a year later, Iceland's economy collapsed, taking the government of Geir Haarde with it. Bad for the nation, but what a lesson in the importance of good governance!

We also encourage debate on governance issues closer to home. In 2008, we partnered with the Department of Political Science to deliver a public symposium on women in politics. The event featured student and faculty presentations, and was topped off with a panel discussion by women in political power from this province. It was inspiring, challenging, and highlighted lessons for better governance in this province.

In other words, success!



QUAERITE PRIME REGNUM DEI

As the centre of European commerce in 19th-century Labrador, the island of Battle Harbour has a high-powered history.

Today, it's a thriving tourist destination facing a challenge: like many regions in Labrador, Battle Harbour is run on a diesel generator, an expensive and polluting energy source.

The same sort of problem was central at a 2006 Harris Centre regional workshop in L'Anse Au Clair, where participants identified energy as a major challenge for isolated, Northern communities. Department of Engineering and Applied Science faculty member Tariq Iqbal, thought he could help. We awarded him funding through the Applied Research Fund, and he headed north.

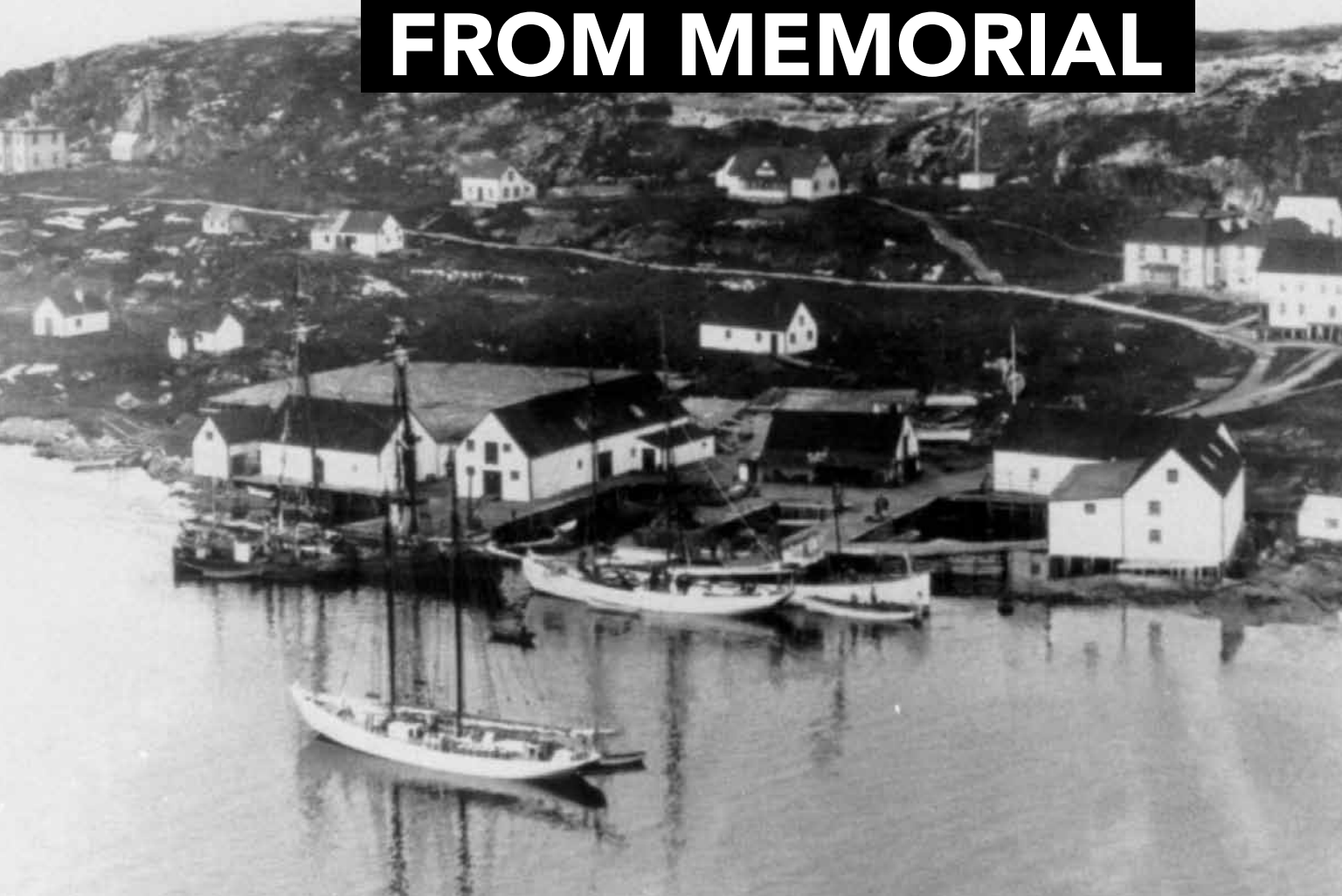
The results?

Tariq found strong natural potential for solar and wind energy power, and suggested a customized hybrid system for the island. Beyond Battle Harbour, Tariq's solution could also serve as a model for other northern and remote communities. He's already collaborated with various provincial partners, and his Harris Centre-funded research has spurred several follow-up projects, and a Nalcor-Memorial collaboration in the town of Ramea.

It just goes to show that a bright idea knows no limits!



**"20TH-CENTURY BATTLE
HARBOUR MEETS
21ST-CENTURY THINKING
FROM MEMORIAL**



What does regional policy and development have to do with arts and culture?

Plenty, we think. So does Charlotte Jones, acting director of the Sir Wilfred Grenfell Art Gallery.

She believes artists play a major role in rural economies, creating jobs, and taking on responsibility for regional development. We asked her to share her thoughts at a Memorial Presents event in Woody Point, called The Artist as Rural Entrepreneur, and in a Harris Centre submission to the Newfoundland Quarterly, where she clearly defined the connection between arts funding and economic benefits for rural areas.

At our regional workshop in Bay d'Espoir, participants told us they were interested in developing historical theatre attractions, but they needed guidance on how best to make it happen, from planning, to scripting, to pulling it off.

In May of 2009, Todd Hennessy of the theatre department at Sir Wilfred Grenfell led a Living History Theatre Workshop, attended by community members from all across the region. "It gave us a good, in-depth knowledge of what's required to put off a theatre production of any size," says Conrad Collier, executive director of the Coast of Bays Regional Economic Development Board. "Along with benefitting existing attractions like the Conne River

Powwow, the lessons learned also helped in the development of at least one new venture, a historical dinner theatre in Harbour Breton."

Another big rural economic success story is the archaeological dig in Ferryland, which has emerged as a major cultural and heritage attraction. Along with artifacts dating to the 1600s, one of the reasons for its success is Department of Anthropology retired faculty member, Jim Tuck.

In 2008, he was awarded the inaugural Newfoundland and Labrador Regional Economic Development Association (NLREDA)-Harris Centre Award for Excellence by Memorial University Faculty, Staff & Students in Regional Development. The award celebrates Memorial's best when it comes to regional development, community-engaged research and knowledge mobilization.

Not only has Jim been the driving force behind the ongoing Ferryland excavation, his dedication to regional development has been incredible.

Since initiating the dig, Jim has worked with the people of the region to establish business plans, train and supervise archaeological workers, conduct visitations and promote the project on local, national and international levels.

He's been a shining example of the power of community-engaged research, translating Ferryland's intriguing past, into a living, thriving present.

A man in an orange shirt and jeans is kneeling on a wooden beam, working on a stone wall. The wall is made of large, flat stones and is surrounded by green grass and small plants. The man is using a tool to work on the stones. The background shows a stone wall and a grassy area.

Dr. Jim Tuck
Inaugural NLREDA-Harris Centre Award winner

Sometimes there's more to a municipality than meets the eye.

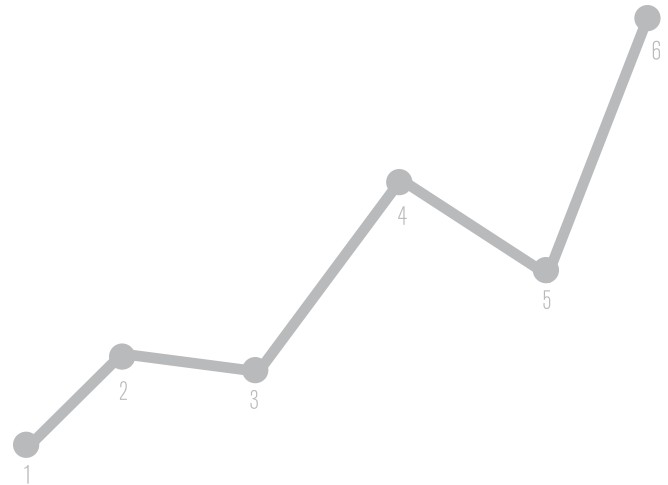
With economic booms in a handful of communities in this province, more and more of us are becoming commuters.

"We're no longer in a situation where most people live and work in a single community," explains Harris Centre Director, Dr. Rob Greenwood. "An individual who lives in a rural area, Deep Bight for example, might work in St. John's, but do his or her grocery shopping in Clarenville."

Understanding these overlapping and evolving "functional regions" is the focus of a Harris Centre-led collaborative project in partnership with Municipalities Newfoundland and Labrador, the Canadian Rural Revitalization Foundation, and researchers at Memorial.

The aim is to identify, track and understand the connections within regions, and how communities and organizations can plan for evolving labour markets and future economic conditions.

The project has created a tool that municipal leaders could use to better understand community linkages in their regions. Developed by Department of Geography faculty member, Dr. Alvin Simms, in collaboration with Dr. David Freshwater of the University of Kentucky, and



with assistance from Memorial grad student Jamie Ward, the Regional Economic Capacity Index (affectionately known as RECI) is a Geographic Information System (GIS)-based tool for assessing the demographic structure, location, economic structure, and governance/service characteristics of a community.

"It takes some of the guesswork out of planning," says Craig Pollett, executive director of Municipalities Newfoundland and Labrador. "The RECI will allow municipalities to understand where and how people are living their lives, and help them plan to provide services to match."

"We make sense of apples and oranges," confirms Alvin. "RECI takes different types of data, and shows how it all works together. It's about creating useable information out of pure data," he says.



Dr. Alvin Simms
Department of Geography

**"WE MAKE SENSE OF
APPLES AND ORANGES"**

Can't see the connection between all these topics?

During 2008–2010, the Harris Centre brought all of them to the public eye, with Memorial Presents forums, Synergy Sessions and Galbraith Lecture events. Total attendance was well over 1,600 people, with presentations all over the province, from Labrador City to St. John's.

EDUCATION REFORM IN
POST-CONFEDERATION
NEWFOUNDLAND
& LABRADOR:
POLITICS AND LESSONS
WILL TH
EVER COM
COMPARING THE
WITH NEW E
THE NOR
COPING WITH CHANGE:
WORKING WITH WHAT
YOU'VE GOT
THINKING
OUTSIDE THE BOX:
THE UNIQUE WAY THE
CANADIAN FORCES
IS HELPING THE
GOVERNMENT
OF AFGHANISTAN
BUILDING CRUISE
IN NEWFOUNDLAN
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COMPARING THE GRAND BANKS
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ICY MADE-IN-CANADA
OR LEADERSHIP
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UNITY
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PERITY:
HE DYNAMICS
N WITHIN
& LABRADOR
MAKING SCHOOLS MATTER:
PRACTICAL & POLITICAL AVENUES
TO CURRICULAR CHANGE
HOW GREEN
IS MY ORGANIZATION?
LESSONS FROM
MOUNTAIN EQUIPMENT CO-OP
CONGRESS ON CAMPUS:
AN INSIDE PERSPECTIVE
ON THE USA
PRESIDENTIAL ELECTIONS
CANADIAN BILATERAL
RELATIONS
WITH CHINA:
PRIORITIES FOR
ENGAGEMENT
THE CHURCHILL FALLS
CONTRACT:
WHAT'S TO COME
CLIMATE CHANGE:
GLOBAL ACTION:
FOR GLOBAL
CHANGE

Say hello to Yaffle.

The word is from the Dictionary of Newfoundland English (it means an armload), which is fitting because Memorial has a load of research and expertise to share.

Launched in 2009 (with its own theme song, no less), Yaffle.ca is Memorial's online connecting tool, an easy-to-use, open-to-all way to help research and ideas flow.

The process is simple. The first step is registering. Yaffle is open to everyone, from Memorial researchers, faculty, staff and students, to individuals and organizations from outside the university.

Next, tell us a bit about yourself. Memorial users can post short, simple descriptions of their projects, interests and expertise. Community users are encouraged to submit “opportunities”, ideas for research projects that could use some help from Memorial.

From there, the connections happen. We've linked grad students with supervisors, communities with researchers, media with sources—it's like a dating site for getting things done!

A high-angle photograph of a busy indoor event space, likely a conference or networking event. The room is filled with people, some standing in groups and others seated at small round tables covered with white cloths. Several large, colorful balloons (red, orange, green, and blue) are suspended from the ceiling, adding a festive atmosphere. The walls are light-colored, and there are large windows on the right side. A sign with the text "le.ca" is visible on the left wall. The overall scene suggests a professional yet social gathering.

SO, JUST HOW CONNECTED IS YAFFLE?

SINCE 2009, WE'VE HAD MORE THAN
67,000 SEARCHES, AND REGISTERED
OVER 2,000 USERS IN 172 COUNTRIES AND
6 CONTINENTS!



The Harris Centre is named for the late Dr. Leslie Harris, scholar, leader, and past-president of Memorial. Known for his integrity, his independence, and his love of Newfoundland and Labrador, Dr. Harris is not just a namesake, but a model for the Harris Centre's activities—we work every day to live up to his values of integrity and independence, while making a practical contribution to the needs of Newfoundland and Labrador.

The Harris Centre truly believes in Memorial's responsibility to the people of Newfoundland and Labrador. Led by chair, Dr. Hilary Rodrigues, our advisory board is made up of leaders from all across the province and Atlantic Canada, including industry partners, government, not-for-profit organizations and educational institutions. The group meets twice yearly to advise the Harris Centre on a range of issues, including strategic themes, opportunities, regional policy and development capacity-building, and funding.

For a full listing of the members of the Harris Centre advisory board, please visit our website at www.mun.ca/harriscentre.

Thanks to our photographers, including
Chris Hammond and Bojan Fürst.

THE HARRIS CENTRE

Memorial University of Newfoundland • 1st Floor Spencer Hall
St. John's, NL • A1C 5S7 • t: 709.864.6186 • e: harriscentre@mun.ca

www.mun.ca/harriscentre

