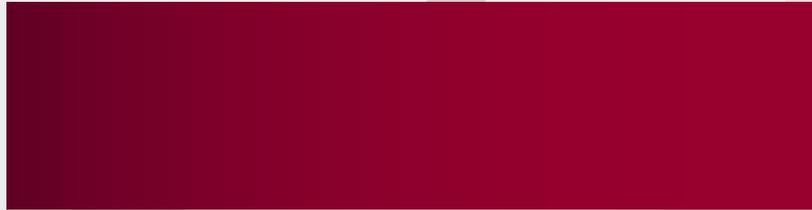




**THE HARRIS
CENTRE**
Memorial University





Harris Centre Applied Research Fund, 2005/06 – 2007/08

EVALUATION

February 27, 2009

**Prepared by: Kate Reid-Shute, LLB (Public Policy Intern, Harris Centre)
In consultation with: Bea Courtney (Goss Gilroy Inc.)**



FOREWORD

Dear Reader,

I conducted this evaluation of the Leslie Harris Centre of Regional Policy and Development's Applied Research Fund as a Public Policy Intern for the Harris Centre. I was hired on a one-year contract, funded by the Atlantic Canada Opportunities Agency (ACOA), to conduct monitoring and evaluation of Harris Centre activities.

Any errors and omissions in the report are mine. It is my hope that the Harris Centre will build upon this evaluation to review all its programs and activities, and that it will continue to build upon the evaluation framework that I provide herein.

I thank the Harris Centre and ACOA for providing me with this Internship, in which I have had the opportunity to develop skills in monitoring and evaluation. I appreciate that the Harris Centre ensured I had appropriate independence in conducting the evaluation and also that I had appropriate supports to guide me in methodology.

Thanks especially to Bea Courtney of Goss Gilroy Inc. who provided me with invaluable guidance on evaluation methodologies. This evaluation was the first to apply the Evaluation Framework that I developed for the Harris Centre, also in close collaboration with Bea.

Finally, I give thanks and appreciation to the Memorial University researchers and community representatives (external stakeholders) who participated in interviews. Through these interviews I gained valuable understanding of researcher and external stakeholder realities, motivations and experiences. Also through these interviews I gained a deep appreciation for the importance and benefits (both realized and potential) of applied regional policy and development research and mobilization of findings to external stakeholders who can use and apply them.

Sincerely,



Kate Reid-Shute, LLB
Public Policy Intern, Harris Centre
St. John's, NL, January 2009

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EXECUTIVE SUMMARY

This report was developed for the Leslie Harris Centre of Regional Policy and Development at Memorial University to assess the impacts of the Centre's Applied Research Fund (ARF). The evaluation focused on the first three rounds of ARF funding (2005/06, 2006/07 and 2007/08), as 2008/09 projects have not yet been completed, however the latest round of projects are discussed in this report where appropriate. The evaluation was conducted by assessing ARF's impacts through the lens of the Harris Centre Evaluation Framework. Findings were drawn from Harris Centre documents and ARF reports as well as from interviews and discussions with Harris Centre staff, ARF researchers and relevant external stakeholders (i.e. community representatives, including government departments and agencies, community organizations, businesses and business organizations, and individuals).

The Harris Centre has a mandate to coordinate and facilitate Memorial University's educational, research and outreach activities in the areas of regional policy and development. The Harris Centre created the Applied Research Fund to stimulate research activities relevant to Newfoundland and Labrador's regional policy and development needs and opportunities by offering funding up to \$15,000 to Memorial faculty, students and staff to conduct such research. The Harris Centre also utilizes ARF to encourage researchers to mobilize the findings from their work to stakeholders in the community who can make use of them.

ARF has received funding from the NL Department of Innovation, Trade and Rural Development (INTRD) and the Atlantic Canada Opportunities Agency (ACOA). In the first four rounds, funding to ARF totalled \$100,000 each year. Consistent with the mandates of INTRD and ACOA, the Harris Centre places emphasis on providing ARF funding to projects that seek to contribute to economic and rural development in Newfoundland and Labrador's regions (see Appendix E for project descriptions).

Since ARF's inception in 2005, 31 projects have been funded (21 in the first three years; see Appendix D for table of all projects). Two additional projects were awarded funding, but were cancelled due to extraneous circumstances; with permission from the funders, the Harris Centre reallocated these funds to further knowledge mobilization of other ARF projects (Appendix F). There were substantially more projects awarded to males and Memorial faculty than females and staff or students; the large majority of applications were from males and faculty members, which indicates that the Harris Centre should address the marketing of ARF so that it reaches and speaks to the other demographic groups. Gender parity was achieved in the latest round of funding (2008/09), so it appears that marketing has been corrected in this area.

ARF funding is filling a valuable need by stimulating research that can assist external stakeholders in making policy and development decisions in Newfoundland and Labrador. ARF provides Memorial researchers with funding for projects that address Newfoundland and Labrador's regional policy and development issues, contributing to understandings of the province's unique context, needs and opportunities. Many projects funded through ARF would not likely have qualified for funding from other traditional academic sources, because other available sources are not likely to support:

- NL-specific projects (which many other funders regard as only being of interest to a small readership),
- the collection of base-line data (which is crucial in providing context for planning, but may not have direct or immediate impacts in itself), and/or
- Research that crosses sectors (which is important for holistic approaches in policy and development).

ARF also acts as a 'seed fund', in that once projects have received funding from ARF, researchers have been able to leverage much funding from other sources. The fifteen researchers interviewed were awarded a total of \$202,950 through ARF. Three of these researchers reported that the funding they received directly led to leveraged funding of \$5,215,000 plus in-kind funding, three researchers reported that ARF was helpful to them in obtaining more funding, one researcher reported that other sources took a greater interest in the project once ARF funding was received, and one researcher reported receiving \$47,600 from other sources for a follow-up project (see 'Evidence of importance of funding to projects', Evaluation Question 3).

The ARF projects funded between 2005/06 – 2007/08, provide context and understanding of Newfoundland and Labrador's unique history, needs and opportunities in regional policy and development. Some projects set out base-line data on which further inquiries can be addressed while other projects investigated assumptions, policies and practices relevant to management decisions. This evaluation categorizes the ARF projects by themes under Evaluation Question 2 and in Appendix E to identify the relevance of projects to Newfoundland and Labrador's regional policy and development issues. The six themes identified were among Newfoundland and Labrador's most pressing needs and opportunities:

- A) Fisheries
- B) Renewable energy
- C) Natural resources
- D) Economy
- E) Governance and Community Organization
- F) Culture

Through ARF projects, Memorial researchers have developed expertise in applied regional policy and development research and in maximizing the impacts of their findings by transferring them to external stakeholders who can use them. External stakeholders have also developed expertise through the collaborations stimulated by ARF's emphasis on applied connections to community needs and opportunities. The expertise developed by researchers and external stakeholders were often viewed by interviewees as only incremental to their prior, substantial expertise. ARF had the most impact on developing expertise where researchers had little prior experience in applied research with community relevance and applicability. Overall, both researchers and external stakeholders gained appreciation for the potential for academic / community collaborations and felt optimistic about seeking out future opportunities for collaborations.

Findings and reports from ARF projects have been widely communicated to external stakeholders through an array of means. ARF's requirement that applicants develop a Knowledge Mobilization Plan has encouraged researchers to think about how they can deliver their findings to maximize the likelihood of impact. The Harris Centre has provided many opportunities for researchers and external stakeholders to engage in two-way knowledge transfer, but should continue working to maximize dissemination opportunities as outlined in the current *Request for Proposals* (Appendix C).

Directly connecting changes in policy and practices to a singular piece of research can be difficult. Before research is adopted and implemented by external stakeholders with capacity to affect change, there is often a substantial time lag in which knowledge is diffused and previous understandings and approaches in society must be shifted. Despite these difficulties, it is clear that the findings from many ARF projects are reaching external stakeholders who can make use of them – findings from many projects have been taken under advisement by external stakeholders and there is ongoing discussion between researchers and external stakeholders on several projects. Several ARF projects have substantial potential for affecting direct change, and are close to realizing their full impact in economic and regional policy and practices. Appendix E provides a summary of ARF projects (2005/06 – 2007/08) and their potential benefits and impacts. Some of the most notable of these are recapped below:

- Dag Friis' design of a hull for a pleasure trawler boat will assist boat builders in Newfoundland & Labrador in adapting to changing market trends, while maintaining a 'home-grown' feel and developing

skills within the province. The Glovertown Shipyard is prepared to begin building the hull once it is ready. (2005/06 ARF project)

- James Feehan's report on declining trends of federal government presence within the province (in both employment and decision-making capacity) has been relied on by NL stakeholders (including the provincial government and the City of St. John's) in applying pressure to the federal government to restore and improve levels of federal government presence. (2005/06 ARF project)
- Tariq Iqbal designed hybrid energy systems for the northern and remote Labrador communities of Battle Harbour Island (2006/07 ARF project) and Port Hope Simpson and Cartwright (2007/08 ARF project), based on renewable resources available in each. The systems are being reviewed by stakeholders in the communities for feasibility.
- Trevor Bell's workshop on the impacts of climate change on Labrador's renewable resources increased stakeholder (including government departments and local communities) understandings of the issues and their capacity to develop strategies for adaptation. (2007/08 ARF project)
- Michael Wernerheim's report on the conditions in localities necessary to support industries can inform government on how to maximize the likelihood of economic success through strategic placement of industries within the province. (2005/06 ARF project)
- Wade Locke's Atlantic Canadian contribution to the international study conducted by the Organization for Economic Co-operation and Development (OECD) on the role of higher education institutions in development brought together all four Atlantic provincial governments, the Atlantic associations of universities and of colleges, the Council of Atlantic Premiers and the Atlantic Provinces Economic Council. Locke's report inspired the Harris Centre to host an international conference on the role of Higher Education Institutions (Knowledge in Motion, Oct 16 – 18, 2008), attended by over 225 participants, from across Newfoundland and Labrador, every province in Canada, the United States, Iceland, Scotland, England, France, Denmark and Australia. (2005/06 ARF project)

GLOSSARY OF ACRONYMS

- ACOA Atlantic Canada Opportunities Agency
- ARF Applied Research Fund
- HEIs Higher education institutions
- INTRD NL Department of Innovation, Trade and Rural Development
- KIS Knowledge Impact in Society (a program of SSHRC)
- MPA Marine Protected Areas
- NSERC Natural Sciences and Engineering Research Council of Canada
- OECD Organization for Economic Co-operation and Development
- RFP Request for Proposals
- SSHRC Social Sciences and Humanities Research Council
- SPO Harris Centre Strategic Plan Objectives

SECTION 1

INTRODUCTION

This report sets out the results of the evaluation of the Harris Centre Applied Research Fund (ARF) for the years 2005/06-2007/08. Where appropriate, the evaluation includes discussion of projects that received funding for 2008/09. This section describes the context and need for ARF, its funding, application process, and projects selected. This section also provides terminology used in ARF and in this evaluation. Section 2 describes the evaluation focus and methodologies, setting out the issues the evaluation sought to address. Section 3 provides the findings on the evaluation issues and offers recommendations, where identified, for action by the Harris Centre. Section 4 sets out overall conclusions. Appendices are included that provide additional context and background information.

a. Context / need

The Applied Research Fund was created in 2005 to stimulate and support applied research in Newfoundland and Labrador regional policy and development. Specifically, the objectives of ARF are to contribute to the following:

- Better informed policy, programs and regional development best practices; and
- The enhancement of faculty, students, staff and institutional capacity in regional policy and development at Memorial University.

The Harris Centre is mandated to coordinate and facilitate the teaching, research and outreach activities of Memorial University in regional policy and development. As a Harris Centre activity contributing to the fulfillment of the Centre's mandate, ARF is conceptualized under the heading **Stimulating Research** in the "Activities" section of the Harris Centre Logic Model (Appendix A). The Harris Centre stimulates research through ARF by providing funding to Memorial faculty, staff and students conducting research related to regional policy and development in Newfoundland and Labrador. The Applied Research Fund also promotes knowledge mobilization (i.e. two-way transfer of knowledge between researchers and external stakeholders), and this aspect of the programs falls under the heading **Outreach** in the "Activities" section.

b. Funding

ARF funding has been provided by the Department of Innovation, Trade and Rural Development (INTRD) and the Atlantic Canada Opportunities Agency (ACOA). Consistent with the mandates of ACOA and INTRD, ARF provides funding to applied research concerning Newfoundland and Labrador regional policy and regional economic development.

Since the inception of ARF, the contributions from the two funders have totaled \$100,000 per year, as shown below¹:

	2005/06	2006/07	2007/08	2008/09
INTRD	82,107	82,107	50,000	50,000
ACOA	17,893	17,893	50,000	50,000
Total	\$100,000	\$100,000	\$100,000	\$100,000

¹ *Harris Centre Funding and Program/Project Commitments to Date, 2005-2010, Harris Centre.*

Two ARF projects were cancelled due to external factors – Abdi’s 2005/06 project was to focus on potential uses for waste heat from the Stephenville newsprint mill in Stephenville, but had to be cancelled with the closure of the mill in late 2005, and O’Reilly’s 2006/07 project was cancelled upon his appointment as Deputy Minister of NL Department of Fisheries and Aquaculture. The Harris Centre obtained permission from funders to reallocate the funds from these projects toward knowledge mobilization activities for other ARF projects. These funds went toward mobilization of Tomblin’s 2005/06 project (see Appendix F).

c. Application process

ARF invites applications from faculty and graduate students seeking funding for research projects related to regional policy and development in Newfoundland and Labrador. Funding of up to \$15,000 is awarded per project.

Applications are assessed by a review committee consisting of the Harris Centre Director, Associate Director (Public Policy) and Manager (Knowledge Mobilization), a representative from Memorial University’s Labrador Institute and one external representative, from the Atlantic Provinces Economic Council, who is a member of the Harris Centre Advisory Board. The review committee ranks projects in two phases:

- Phase 1 ranks projects based on *Principal Investigator Capacity* (education, experience, number of publications, ranking of journal with published work, etc), *Methodology and Organization* (how the PI or team proposes to carry out the work and accomplish the objectives), and *Team Merit* (are there co-investigators, collaborators, research support).
- Phase 2 ranks projects based on *Application Relevance to Newfoundland and Labrador* (how the proposal reflects policy or development needs in the province), *Ease of Implementation* (potential for successful implementation of the applied research in the short, medium or long term), and *Linkages to Regional Economic Development Stakeholders* (partnerships with external stakeholders and to what extent the stakeholders are involved (financial, in-kind, advisory, etc)).

d. Awarded projects

To date, thirty-one projects have been awarded ARF funding. The focus of this evaluation is on the first three years of funding (2005/06-2007/08), in which twenty-one projects were awarded funding (seven each year, with awards ranging from \$2,000 to \$15,000). Funding between 2005/06 and 2007/08 was awarded to eighteen researchers (three of whom were funded for more than one project) in ten faculties/departments. Appendix D provides a table of all projects funded, including the researchers and co-investigators, faculties and funding amounts.

e. Terminology

The following terms are used in the ARF program and within this report:

- External stakeholders: Individuals and representative organizations (including government departments and agencies, community organizations, business and business representatives) who have an interest in the policy or development area, as beneficiaries, service providers or decision-makers;
- Knowledge mobilization: For the purposes of ARF funding, defined in *Request for Proposals* as “processes that build a two-way flow of communication between academic research(ers) and community groups/organizations, providing avenues to share knowledge, for the betterment of society”;
- Knowledge transfer: The process of communicating knowledge between parties; a part of knowledge mobilization;
- Researcher: The principal researcher or investigator, i.e. the researcher who submitted the application for funding. Other researchers involved in projects are referred to as co-investigators (if they were included in the application as one of the main researchers) or collaborating researchers (if they were involved in the research process but are not the principal researcher or co-investigator).

In most instances, the number of responses from interviewees supporting findings is indicated. The following quantifying terms are used, where appropriate:

- Almost all responses: Findings reflect the views of at least 80% of respondents in the group;
- Overall / majority / most of responses: Findings reflect the views of at least 50% of respondents in the group.

SECTION 2

EVALUATION FOCUS & METHODOLOGIES

a. Scope

To date, there have been four annual rounds of funding provided through ARF, with thirty-one projects funded. This evaluation focuses on projects funded through the ARF's first three years of activity (2005/06, 2006/07, 2007/08), in which twenty-one projects were funded. The ten projects funded for 2008/09 were not reviewed in depth because they have not been completed; however discussion of these projects is included where appropriate.

b. Evaluation issues and questions

As a Harris Centre activity that stimulates research and outreach, the Applied Research Fund aims to contribute to five outcomes in the Harris Centre Logic Model (Appendix A). These outcomes and their desired impacts on regional policy and development are described below.

- Memorial more responsive to regional policy and development needs and opportunities in NL

Memorial University is important to addressing Newfoundland and Labrador regional policy and development issues. As a large research institution, it can provide substantial resources and expertise that are not otherwise available within the province. However, there has often been a practice of confining academic works largely to courses and academic publications.

As Harris Centre activities contribute to building Memorial's faculty and research expertise, programs and courses, knowledge dissemination and knowledge mobilization networks, Memorial will become an institution that can readily respond to the regional policy and development needs and opportunities of NL stakeholders. The Applied Research Fund (ARF) seeks to stimulate interest in regional policy and development issues by funding research projects that respond to the needs and opportunities of Newfoundland and Labrador.

- Stakeholders more aware of Memorial's role in regional policy and development

The Harris Centre expects that external stakeholders will be more aware of Memorial's role in regional policy and development as Harris Centre activities increase the visibility of Memorial's resources and expertise, provide opportunities for information sharing and collaboration between external stakeholders and Memorial faculty, staff and students, and facilitate open dialogue on public policy among external stakeholders.

- Memorial faculty, staff and students and external stakeholders more engaged together in regional policy and development

Through ARF, the Harris Centre seeks to build regional policy and development capacity in Newfoundland and Labrador by encouraging and facilitating collaborations between funded researchers and external stakeholders (including government departments and agencies, community organizations, individuals and business). These collaborations allow for the multi-lateral communication that is necessary for informed policy, planning and development.

- External stakeholders and Memorial faculty, staff and students more informed in regional policy and development processes and issues

External stakeholders will have better understanding of NL regional policy and development issues and possibilities as Harris Centre activities increase visibility of Memorial’s resources and expertise, provide opportunities for information sharing and collaboration between external stakeholders and Memorial faculty, staff and students, and facilitate open dialogue on public policy among external stakeholders.

- Development of enhanced regional policies and practices

Through ARF’s collaboration and knowledge mobilization activities, the Harris Centre seeks to contribute to the capacity of external stakeholders to enhance regional policies and practices in Newfoundland and Labrador.

The following evaluation issues and questions were developed to focus the assessment of ARF’s contributions to the above outcomes:

Evaluation Issues and Questions	
<u>EVALUATION ISSUE 1</u>	To what extent did ARF build Memorial responsiveness to Newfoundland and Labrador needs and opportunities in regional policy and development?
Evaluation Question 1	To what extent did the projects funded by ARF respond to the needs and opportunities of NL?
Evaluation Question 2	To what extent has ARF increased Memorial’s body of knowledge in NL-specific regional policy and development?
Evaluation Question 3	To what extent are Memorial faculty, staff and students more responsive to the needs and opportunities in NL because of their experience with ARF?
<u>EVALUATION ISSUE 2</u>	To what extent has ARF increased external stakeholder awareness of and engagement in Memorial’s regional policy and development research activities?
Evaluation Question 4	To what extent has ARF contributed to more engagement/collaboration between Memorial faculty, staff and students and external stakeholders on regional policy and development issues?
Evaluation Question 5	To what extent has ARF contributed to the likelihood of future collaborations between researchers and external stakeholders on regional policy and development issues in Newfoundland and Labrador?
<u>EVALUATION ISSUE 3</u>	To what extent are external stakeholders being better informed on regional policy and development processes and issues as a result of ARF?

Evaluation Question 6	To what extent has ARF contributed to researchers transferring research findings to external stakeholders?
Evaluation Question 7	To what extent do external stakeholders feel better informed?
<u>EVALUATION ISSUE 4</u>	To what extent has ARF contributed to the development of enhanced regional policies and practices?
Evaluation Question 8	To what extent have research findings and outputs from ARF projects been accepted and applied in regional policies and development?

c. Methods

The evaluation was conducted through the following methods:

- Harris Centre Interviews and Document Review

The Manager, Knowledge Mobilization was interviewed concerning project selection, administration and follow-up. Harris Centre documents and project applications, contracts and submissions were reviewed.

- Researcher Interviews

Interviews were conducted with fifteen of the eighteen funded researchers. Appendix B lists researchers interviewed.

- External stakeholder Interviews

The impacts of six ARF projects were investigated through interviews with representatives of seven external stakeholder organizations. Appendix B lists external stakeholders interviewed. Interview Guides were tailored to each interviewee. The common themes included the stakeholder's involvement in the research process and dissemination of findings, perceptions of Memorial's role in regional policy and development, interest in working with Memorial, and the extent of application of the findings (actual and potential).

SECTION 3

EVALUATION FINDINGS

This section sets out the findings for evaluation issues and questions identified in Section 2. Under each evaluation question, the findings are set out first, followed by the evidence on which findings are based. Recommendations for improvements to the ARF program design and delivery are offered (below the findings), where appropriate.

EVALUATION ISSUE 1

To what extent did the Applied Research Fund (ARF) build Memorial responsiveness to Newfoundland and Labrador needs and opportunities in regional policy and development?

Evaluation question 1: To what extent did the projects funded by ARF respond to the needs and opportunities of NL?

FINDINGS on responsiveness of ARF projects:

- The *Request for Proposals* and the project selection process ensure that projects selected for ARF funding respond to the needs and opportunities of Newfoundland and Labrador.
- ARF projects are on topics important to the province's regional policy and development issues.
- Several of the projects funded were initiated in response to direct requests from external stakeholders.

RECOMMENDATIONS to Harris Centre:

- No recommendations in this section

Evidence on responsiveness of ARF projects

The Harris Centre ensures that projects selected for ARF funding are focused on Newfoundland and Labrador regional policy and development needs and opportunities through the *Request for Proposals* and the project selection process. The *Request for Proposals* requires applicants to “clearly state how the research is relevant to regional policy and development in Newfoundland and Labrador, and how the research contributes to the field of regional policy and development”. The *Request for Proposals* defines regional policy and development broadly as “regional policy and regional economic development”, leaving a considerable degree of autonomy to researchers in determining where research needs and opportunities lie.

In Phase II of the application assessment, the Harris Centre ranks proposed projects based on “the *Application and Relevance to Newfoundland and Labrador* (how does the proposal reflect policy or development needs in the province), *Ease of Implementation* (what is the potential for successful implementation of the applied research in the short, medium or long term), and *Linkages to Regional Economic Development Stakeholders* (are there partnerships with external stakeholders and to what extent are the stakeholders involved (financial, in-kind, advisory, etc)).

Seven projects were identified where the impetus for the project originated directly from external stakeholders voicing their needs to researchers, including government policy makers (Tomblin 2005/06, Lynch 2006/07), economic development agencies (Locke 2006/07, Iqbal 2006/07, Iqbal 2007/08), a non-profit community organization (Mulcahy 2007/08) and the private sector (Feehan 2005/06). Several other projects were generated through long-standing collaborations on regional policy and development issues between researchers and other academics and/or external stakeholders (Friis 2005/06, Schneider 2006/07, Bell 2007/08 – Climate Change, Bell 2007/08 – Seabed Mapping, Hermanutz 2007/08).

The projects address key regional policy and development issues in Newfoundland and Labrador. Examples demonstrating the relevance of ARF projects to regional policy and development and economic issues include:

- Feehan's 2005/06 project provided stakeholders with independent confirmation of trends of declining federal government employment and decision-making presence in Newfoundland and Labrador.
- Friis' 2006/07 project responded to the effects of the dramatic decline of Newfoundland and Labrador's fisheries by assisting the boat building industry in adapting its products for greater marketability. Friis provided the Boat Builders' Association with an affordable alternative to the private sector and provided students with experience in design.
- Bell's 2007/08 Seabed Mapping project was relevant to the Department of Fisheries and Oceans mandate to manage from an ecosystem perspective
- Bell's 2007/08 Climate Change project was relevant to the Department of Environment and Conservation's "commitment to produce a climate change adaptation strategy for Newfoundland and Labrador" and its commitment "through the *Northern Strategic Plan* to look at climate change impacts in northern regions." The Department stated that "[t]he outputs from the conference may feed into the development of these commitments".

The projects have been categorized in this evaluation within six themes: fisheries, renewable energy, natural resources, economy, governance and community organization, and culture. These themes and the ARF research findings pertaining to them are discussed in greater detail under Evaluation Question 2.

Evaluation Question 2: To what extent has ARF increased Memorial's body of knowledge in NL-specific regional policy and development?

FINDINGS on knowledge gained through ARF projects:

- Findings from ARF projects address the unique context, needs and opportunities of Newfoundland and Labrador regional policy and development.
- Several ARF projects established 'base-line' data depicting realities in Newfoundland and Labrador.
- Several ARF projects analyzed and developed responses to Newfoundland and Labrador regional policy and development issues.
- The base-line data and analyses generated have contributed to Memorial's regional policy and development knowledge and expertise.

RECOMMENDATIONS to Harris Centre:

- No recommendations in this section

Evidence of knowledge increase in NL-specific regional policy and development

Below is a brief synthesis of ARF projects by regional policy and development themes. The investigations into these themes undertaken by ARF projects provide context and understanding of Newfoundland and Labrador's unique history, needs and opportunities in regional policy and development. Some projects set out base-line data on which further inquiries can be addressed while other projects investigated assumptions, policies and practices relevant to management decisions.

Please see Appendix E for a detailed summary of ARF projects by themes, and their potential benefits.

A) FISHERIES

A major part of Newfoundland and Labrador economy and culture, the province's fisheries have been crippled by several decades of poor resource management. The focus in Newfoundland and Labrador now is on understanding the causes of the fishery collapse, the current conditions of the fish stocks, and the best practices for future management and rebuilding of fish stocks.

Four ARF projects addressed management and sustainability issues within Newfoundland and Labrador fisheries. Three projects investigated management assumptions and policy frameworks by establishing base-line information concerning marine populations and habitats (Fleming, Snelgrove 2005/06, Snelgrove 2006/07). One project addressed management and policy through literature review (Schneider).

B) RENEWABLE ENERGY

Reliance on diesel fuels is becoming increasingly expensive and causing great environmental harm, which threatens the resilience of communities in Newfoundland and Labrador. In response, there is an increasing drive to develop energy from resources that are renewable, cleaner and more affordable.

Two ARF projects developed hybrid power systems that use accessible, renewable energy sources for the rural, remote Labrador communities of 1) Battle Harbour Island and 2) Port Hope Simpson and Cartwright (Iqbal 2006/07 and Iqbal 2007/08, respectively). The designs provide guidance to the rural communities and to regional developers generally, on developing local, renewable energy that will reduce reliance on expensive and ecologically-destructive diesel fuel.

C) NATURAL RESOURCES

Use of Newfoundland and Labrador's natural resources are important to regional cultures, economies and sustainability. Development and climate change are altering the province's natural resources, impacting how they can be used. Two ARF projects facilitated a greater appreciation and understanding of development and climate change impacts on renewable resources in Newfoundland and Labrador (Hermanutz 2007/08, Bell 2007/08).

D) ECONOMY

Analyzing trends in current economic activity and developing new and existing economic sectors within Newfoundland and Labrador is a major priority as the province faces conditions including the declining fishery, outmigration from rural areas and the development of industries in non-renewable resources.

Three ARF projects sought to directly stimulate the economy of Newfoundland and Labrador by contributing to the development of enhanced sector and business activities. (Friis 2006/07, King 2007/08, Bell 2007/08). Two others established base-line data and analysis from which future analysis and planning can be developed (Lynch 2006/07, Wernerheim 2005/06).

E) GOVERNANCE & COMMUNITY ORGANIZATION

Seven ARF projects investigated increasing efficiencies and effectiveness in governance and community organization. Two projects focused on inter-government relations (Tomblin 2005/06, Feehan 2005/06), two projects investigated the links between communities and governance (May 2005/06, Jones 2006/07), and three projects addressed education issues and the role of education systems in Newfoundland and Labrador (Locke 2006/07, Galway 2007/08, Mulcahy 2007/08)

F) CULTURE

One ARF project addressed cultural aspects of regional policy and development by compiling Mi'kmaw music for use in Newfoundland and Labrador's education system as well as in Aboriginal education systems. The project aimed to foster appreciation in Mi'kmaw learners for their history and culture and to foster awareness and appreciation in non-Mi'kmaw learners of the diversity of cultures and populations in Newfoundland and Labrador.

Evaluation Question 3: To what extent are Memorial faculty, staff and students more responsive to the needs and opportunities in NL because of their experience with ARF?

FINDINGS on generating interest:

- ARF has generated interest in applied regional policy and development research and collaborations with external stakeholders among researchers at Memorial.
- ARF has cultivated desires in researchers to continue regional policy and development applied research, collaborations and knowledge mobilization.
- ARF has been distributed widely across Memorial faculties and departments.
- ARF has been awarded to significantly more faculty than staff or students.
- ARF funding has been provided to significantly more male researchers than female, though the disparity was corrected in the last round of funding (2008/09).

FINDINGS on importance of funding to projects:

- The funding provided by ARF makes possible research that addresses the context and issues unique to Newfoundland and Labrador regional policy and development.
- ARF funding has provided funding to researchers for unique, NL-specific research that would likely not have been obtained otherwise.
- ARF significantly contributed to researchers being able to leverage funding to which they might not otherwise have had access. ARF directly helped researchers leverage over \$5,215,000, plus in-kind funding. ARF indirectly contributed to other researchers obtaining leveraged funding.

FINDINGS on developing academic expertise:

- ARF has directly contributed to developing expertise in applied regional policy and development research by providing funding to primary researchers and co-investigators.
- ARF has had a strong impact on developing expertise of researchers with little previous experience in applied research.
- ARF has helped develop academic collaborations at Memorial.
- ARF has stimulated cross-disciplinary academic collaboration.

RECOMMENDATIONS to Harris Centre:

- Develop and maintain advertising and recruiting strategies that speak to and attract female researchers as well as students and staff.
- Consider attributing more weight to applications from researchers with little prior experience in applied regional policy and development research.
- Ascertain role of co-investigator in proposed projects and consider attributing more weight to applications that develop collaborations between researchers and contribute to developing expertise for more than one researcher.
- Encourage cross-disciplinary collaborations in *Request for Proposals* and consider attributing more weight to applications involving multi-disciplinary collaborations.

Evidence of generating interest in regional policy and development research

Most researchers interviewed who applied to ARF had a desire to conduct their applied regional policy and development research prior to hearing about ARF. Two researchers interviewed said their desire to conduct applied regional policy and development research was directly impacted by the offer from ARF (i.e. they would not likely have considered investigating the regional policy and development potential of their research, but for the offer of ARF funding).

- “We saw the ad for funding and thought it was an interesting chance to expand in policy dimension, not just pure science... [We felt it was] important to understand the societal context.”
- “I liked that [the application process] forced me to articulate the actual application possibilities and how to get [the findings] out to people. [The application process] forced me to articulate the ‘so what’, and

what my end product would be. All funding sources should require this!" This researcher was also led to consider "the cultural blueprint of Newfoundland and Labrador and what 'development' is".

- Of note, Gerald Galway's project generated 22 more applied research papers from, and hosted a Symposium attended by, researchers from various disciplines; Galway will be publishing an edited book from the papers.

In the four years of activity, ARF funding has been awarded widely across Memorial's sixteen academic departments and their forty-seven respective programs. The allocation of projects across these fields is as follows:

Distribution of ARF awards across Memorial (2005/06 – 2008/09) (includes cancelled projects)

Economics (Faculty of Arts)	6
Geography (Faculty of Arts)	3
Political Science (Faculty of Arts)	1
Anthropology (Faculty of Arts)	1
Folklore (Faculty of Arts)	2
Social Sciences (Sir Wilfred Grenfell College)	1
Biology / Ocean Sciences Centre (Faculty of Science)	6
Earth Sciences (Faculty of Science)	1
Faculty of Engineering and Applied Science	6
Faculty of Education	2
Faculty of Business Administration	2
Marine Institute	2
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ARF's *Request for Proposals* (Appendix C) states that the offer for funding is extended to faculty, staff and students. Of the thirty-three projects selected for funding between 2005/06 and 2008/09, twenty-eight primary investigators were faculty, one was staff and four were students. Harris Centre staff indicated that most applications were from faculty, hence the disparity. Future advertising should strive to reach and attract more applications from students and staff.

In ARF's first three years, awards went to significantly more applications from males than females (twenty-one to two). A gender balance was achieved in 2008/09 (four males to six females). Harris Centre staff indicated that there were very few applications from females in the first three years, hence the disparity. It is possible that the lack of female applicants indicates that early advertising/recruitment for the fund did not reach or speak to as many female researchers as males. The disparity seems to have been corrected at this point, but female audiences should be kept in mind by the Harris Centre in future advertising and recruiting to ensure balance is maintained.

Evidence of importance of funding to projects

ARF's *Request for Proposals* states that, "Opportunities to leverage existing research and funding will be encouraged, as will new research initiatives that may be completed with the funding, or which will be able to leverage additional funds based on the initial research completed (a seed fund approach)". Interviews with researchers showed that ARF funding has been especially important to projects that might not otherwise have received funding from other sources, or were able to use the ARF funding as 'seed' for leveraging additional funding.

Over half of researchers interviewed indicated that ARF funding was crucial to their project, as they would not have been likely to have received funding from other sources. These researchers provided various

reasons explaining why ARF's role in filling funding gaps is important for generating research that is beneficial to Newfoundland and Labrador regional policy and development:

- 1) Newfoundland and Labrador-specific data collection and analysis is crucial to informed policy and development and, as one researcher stated, "Newfoundland and Labrador has unique experiences... there has not been enough fleshing out or analysis of Newfoundland and Labrador reality". However, most funding sources require researchers to broaden the scope of research, believing that research focused on Newfoundland and Labrador will not appeal to a wide audience.
- 2) Multi-disciplinary research is necessary to develop a holistic picture of Newfoundland and Labrador's regional policy and development issues, as people, policies and development do not exist in vacuums. However, sources of funding that focus on sectoral research (e.g. health) do not fund multi-disciplinary research.
- 3) Research and knowledge intended for communities must be generated and shared in forms that are tailored to the needs of the relevant external stakeholders. Presently, funding sources place strong emphasis on traditional forms of research and dissemination (i.e. academic papers published in peer-reviewed journals) while non-traditional forms of research and dissemination do not qualify for funding.

Several researchers interviewed stated that once they had been selected for ARF funding they were able to leverage more funding from other sources, and in some cases very large amounts. Three researchers indicated that the ARF funding directly resulted in their project being able to leverage more funding, totaling \$5,215,000:

- \$5 million from a national source – ARF's requirement of an applied regional policy and development focus directly contributed to obtaining this funding, because the project then met the Natural Sciences and Engineering Research Council of Canada's (NSERC) requirement that the research be "public good" science.
- \$200,000 plus in-kind funding – ARF funding was crucial to obtaining the additional funding necessary to conduct this research project: "There would not have been the project without the ARF funding".
- \$10,000 from the researcher's faculty, \$5,000 from the NL Department of Education, plus in-kind funding from other sources.

Additionally:

- One researcher reported that the ARF project led to obtaining \$47,600 for a follow-up project (based on the key priority actions coming out of the ARF project), funded by the Department of Indian and Northern Affairs Canada and NL Department of Environment and Conservation.
- One researcher stated that the ARF funding contributed to developing the Atlantic Canada Opportunities Agency's and the provincial government's interests in seeing the project succeed.
- Three other researchers indicated that ARF indirectly contributed to leveraging more funding (i.e. they felt they may have been able to have obtained some funding from other sources without the initial ARF sum, but that ARF funding was helpful in obtaining more funding).

Evidence of developing academic expertise

All researchers interviewed felt they had developed expertise in regional policy and development issues and research through their experience in ARF. Six researchers felt their participation in ARF had contributed significantly to their expertise in applied regional policy and development. Researchers with little previous experience in applied research reported gaining a greater degree of expertise than researchers with significant prior experience. Comments from researchers on their capacity-building experiences included:

- "I learned a lot about gaps, advantages [in Newfoundland and Labrador]."
- "I learned about challenges in Newfoundland and Labrador... I learned that communities are working together."
- "I got a real sense of the huge separation between provincial and federal policy makers, relative to other nearby provinces."
- "I learned a lot of new things – pre-feasibility studies, collecting data, etc. This can be taken to future studies."

ARF aims to “contribute to the enhancement of faculty, student and staff institutional capacity in regional policy and development at Memorial University” (*Request for Proposals 2007-2008*). Projects that involve more than one researcher, including co-investigators and academics engaged in the research process, will increase the reach of ARF funding, as more researchers develop expertise in applied regional policy and development research. In addition, cross-disciplinary collaborations between researchers enrich the expertise brought to a research project. Primary researchers were asked about the nature of the collaborations they developed with other researchers through their ARF project.

Six of the successful applications for funding submitted by primary researchers (applicants) named *co-investigators* who would also be involved in the research. The roles of co-investigators varied by project and expertise, however, five respondents indicated that the co-investigators participated equally in the project and, on one project the co-investigator spearheaded and conducted most of the research. Two co-investigators were from disciplines other than that of the primary investigator (King 2007, Hermanutz 2007). At least three ARF projects involved hiring additional students to contribute to the research process (Lynch 2006/07, Snelgrove 2005/06, Snelgrove 2006/07).

At least seven ARF projects contributed to developing *collaborations* between academics from a variety of academic disciplines (Fleming, 2005, Locke 2006, Bell 2007 – Climate Change, Bell 2007 – Seabed Mapping, Galway 2007, Hermanutz 2007, Tulk 2007).

EVALUATION ISSUE 2

To what extent has the Applied Research Fund (ARF) increased external stakeholder awareness of and engagement in Memorial's regional policy and development research activities?

Evaluation Question 4: To what extent has ARF contributed to more engagement/collaboration between Memorial faculty, staff and students and external stakeholders on regional policy and development issues?

FINDINGS on collaborations developed and strengthened:

- ARF has contributed to more engagement and collaboration between Memorial researchers and external stakeholders on regional policy and development issues. ARF has stimulated new and facilitated existing collaborations between researchers and external stakeholders.

FINDINGS on value of collaborations:

- Overall, researchers gained expertise in collaborating with external stakeholders.
- In particular, researchers who were new to applied research found ARF a very positive experience in developing their interest and expertise in collaborating with communities and organizations.
- External stakeholders saw their involvement as an overall positive and helpful experience and valued the opportunity to engage in two-way transfer of knowledge.
- External stakeholders gained expertise in regional policy and development, learned about Memorial's role in contributing to regional policy and development, and had opportunities to share their expertise through collaborations with researchers.

RECOMMENDATIONS to Harris Centre:

- Include external stakeholder involvement in the *Request for Proposals* under "Additional points to consider". The 'additional points' section places emphasis on key components the researcher should consider in developing the application.
- Application forms should specify that a section on stakeholder involvement be included.
- If possible, the Harris Centre should have a discussion with all successful applicants at the time of offer about their plans to engage and collaborate with external stakeholders.

Evidence of collaborations developed and strengthened

The Applied Research Fund seeks to foster collaborations between researchers and communities by inviting and selecting proposals that involve researcher engagement with external stakeholders. The *Request for Proposals* (RFP) tells interested researchers that in the second phase of application assessments "Linkages to Regional Economic Development Stakeholders" are considered – the RFP asks "are there partnerships with external stakeholders and to what extent are the stakeholders involved".

Many of the projects selected by the Applied Research Fund (ARF) are ones that involve collaborations between researchers and external stakeholders:

- Of the 21 funded projects, the research processes of five projects involved *intensive* engagement and collaboration with external stakeholders. In these projects, the research processes were based entirely around bringing stakeholders together and stimulating knowledge transfer between parties:
 - Wade Locke, in conducting a self-evaluation of the role of higher education institutions in Atlantic Canadian communities, worked with Higher Education Institutions in Atlantic Canada and

- provincial government representatives and held focus groups involving many different external stakeholders;
 - Trevor Bell and John Jacobs brought together relevant external stakeholders in a workshop held in Labrador concerning preservation and use of Labrador renewable resources;
 - Trevor Bell hosted a roundtable concerning the development of seabed mapping in Newfoundland and Labrador;
 - Gerald Galway funded research on experiences in NL post-Confederation education reform and organized a symposium at which these experiences were addressed and discussed;
 - Janice Esther Tulk worked with several Canadian archives and other Higher Education Institutions to compile historic recordings of Mi'kmaw music, and interviewed Mi'kmaw community members for context, meaning and translation of music.
- Five projects involved *substantial* collaboration with external stakeholders, in the form of interviews and collaborations to supplement more traditional forms of research.
 - Stephen Tomblin interviewed policy makers for perspectives and experiences in regionalization and communicated with academics across Canada and internationally;
 - Wayne King and John Maher interviewed rural, innovative businesses to learn about experiences;
 - Doug May worked with government and community organizations involved with creating and using Community Accounts;
 - David Schneider et al interviewed fishermen and provincial government officials;
 - Dennis Mulcahy worked with external stakeholders to assess the expectations and realities of education in rural areas.
 - The remaining nine projects involved *little to no* collaboration with external stakeholders in the research process. The research processes of these projects involved more traditional methods of research (data collection and data analysis, literature reviews) with applied research objectives. Researchers were able to conduct these forms of research without any or much involvement from external stakeholders. Knowledge mobilization efforts were still required for the findings from these projects, discussed in Research Issue 3.

Evidence of value of collaborations to ARF researchers

All researchers who collaborated with external stakeholders indicated that the ARF project contributed to strengthening existing relationships and/or developing new ones. The majority of researchers interviewed already had relationships with relevant external stakeholders prior to applying to the ARF. Several researchers reported that the Harris Centre indirectly played a role in developing collaborations with external stakeholders. Two researchers reported that the Harris Centre directly contributed to developing collaborations:

- Harris Centre support was integral to researchers making connections with policy makers and developing trust, because the policy makers viewed the Harris Centre as neutral and legitimate; the researcher reported feeling “well protected” operating under the name of the Harris Centre and found the experience “incredible”.
- Synergy Session hosted by the Harris Centre assisted in developing collaborations.

Overall, researchers interviewed felt that they gained expertise concerning stakeholder needs and opportunities and about working with stakeholders in research. Eleven researchers interviewed agreed that they gained expertise, seven of whom strongly agreed. Again, researchers with little previous experience collaborating with stakeholders reported gaining a greater degree of expertise than researchers with significant prior experience. All researchers agreed that through exchange of ideas and knowledge they gained exposure to stakeholder needs and advantages, objectives, issues, etc. Some researchers stated that they gained expertise in civic engagement, transferring knowledge and increasing the impact of research.

- One researcher reported that the research experience provided an opportunity to see people “realizing the connections [between research and] their lives” which led the researcher to appreciate that “...people really do value things that may not have an immediate payoff”. The researcher felt that the ARF project helped build “the connection between research and application [by] putting academic research into the hands of local people”.

Evidence of value of collaborations to external stakeholders

Almost all external stakeholders interviewed who were involved in the research process felt that they derived benefits from learning about what researchers and other external stakeholders are doing in the area and being given an opportunity to share their own expertise and understandings.

- One respondent stated that the project he was involved with made him “realize that there is more opportunity for collaborations than [he] previously imagined”.
- One respondent reported that the organization has a strong interest in building partnerships but often lacks resources to do so. This statement further demonstrates the value of ARF funding in providing resources to assist external stakeholders in developing collaborations.

All respondents but one felt that there was sufficient opportunity for discussion and sharing. In the one case where a respondent expressed dissatisfaction, another respondent indicated that the small amount of discussion time in this event was purposeful, as it was only a first step in the collaboration.

Evaluation Question 5: To what extent has ARF contributed to the likelihood of future collaborations between researchers and external stakeholders on regional policy and development issues in Newfoundland and Labrador?

FINDINGS on likelihood of future collaborations:

- ARF contributed to developing researcher interest in future collaborations with external stakeholders, especially with respect to researchers with little previous experience in such collaborations.
- External stakeholders are more likely to collaborate with Memorial researchers in the future as a result of their involvement with ARF funded projects. External stakeholders are also more likely to collaborate with other external stakeholders as a result of their involvement with the ARF funded project.

RECOMMENDATIONS to Harris Centre:

- No recommendations in this section

Evidence of ARF researcher desire for future collaborations with external stakeholders

Six researchers interviewed indicated that their ARF funded project contributed to an increased desire to collaborate with external stakeholders in the future. Researchers who were already very familiar with external stakeholder collaboration felt that the increase in their desire to collaborate was an incremental 'matter of degree' (because they felt they already had an existing interest in such collaborations). One researcher indicated that her field of study had a focus on community collaboration, so attributed a smaller value to the contribution of the ARF. Several researchers felt very positive about future collaborations with external stakeholders; responses to the question of future interest included:

- "I've only begun. This was a launch. I figure I've got 10 years left of this."
- It is a "natural extension of [this] project to continue working with external stakeholders on this topic."
- "I am more interested in remote communities and their issues after working on these projects [and] want to keep working on these issues."
- "Absolutely!"

Evidence of external stakeholder desire for future collaborations with Memorial researchers

All external stakeholders interviewed were interested in drawing on the resources and expertise of Memorial in the future. Comments from respondents on their thoughts for the future included the following:

- At an event in Eastport organized by the Harris Centre (see Appendix H), all seventeen respondents agreed (twelve of whom strongly agreed) that the event increased their understanding of how Memorial research can be useful in assisting external stakeholders in regional policy and development.
- One researcher expressed strong interest in working with Memorial in the future, especially with the group of researchers involved in the ARF project.
- One stakeholder organization reported being "very receptive to engaging with the Harris Centre" because of the Centre's independence and the "very good job [the Harris Centre] has done reaching to the community level".
- One respondent reported circulating the findings to others in the organization, thereby increasing the likelihood that the organization will engage with Memorial in future collaborations.
- One respondent reported interest in drawing on the resources and expertise of Memorial in the future, but indicated some concern with speed of response with deliverables.

EVALUATION ISSUE 3

To what extent are external stakeholders being better informed on regional policy and development processes and issues as a result of the Applied Research Fund (ARF)?

Evaluation Question 6: To what extent has ARF contributed to researchers transferring research findings to external stakeholders?

FINDINGS on researcher-initiated knowledge transfer activities:

- The Harris Centre encourages researchers to disseminate their findings through the requirements in the *Request for Proposals*.
- The Harris Centre further developed the knowledge mobilization requirements for funding in the 2007/08 and 2008/09 *Request for Proposals* by requiring researchers to develop Knowledge Mobilization Plans and to provide lay summaries with the final report.
- The Harris Centre has not maximized the opportunities for knowledge mobilization as set out in the 2007/08 and 2008/09 *Request for Proposals*.
- ARF researchers have initiated and engaged in many activities to mobilize the findings from their projects to external stakeholders.

FINDINGS on Harris Centre facilitation of knowledge transfer activities:

- The Harris Centre has provided many opportunities for ARF researchers to further disseminate their work.

RECOMMENDATIONS to Harris Centre:

- Within the proposal of a Knowledge Mobilization Plan, require researchers to clearly identify in the application the external stakeholders who are anticipated to benefit from, or be able to make practical use of, the findings. This will help researchers and the Harris Centre assess best means for knowledge mobilization and measures for success.
- Collect lay summaries for each ARF project in accordance with the *Request for Proposals*.
- Ensure greater degree of translation or plain language in all reports.
- Post all ARF papers and corresponding lay summaries to the Harris Centre website
- Conduct periodic follow-up with researchers concerning their knowledge mobilization activities.

Evidence of researcher-initiated knowledge transfer and Harris Centre-facilitated activities

In traditional academic research, knowledge transfer has primarily consisted of publishing articles in peer reviewed journals. Applied regional policy and development research findings must be communicated to relevant stakeholders outside the world of academia in order to be applied in communities. ARF seeks to stimulate the knowledge mobilization activities undertaken by researchers through the following conditions added to the most recent editions of the *Request for Proposals* (2007/08 and 2008/09):

- 1) Researchers are required to articulate proposed knowledge mobilization plans in their project application, under the section "Knowledge Mobilization Methods Proposed". The Knowledge Mobilization Plans are not explicitly considered in Phase I or II of the selection process.
- 2) To ensure transferability of ARF research findings, the *Request for Proposals* states that "final reports are expected to be written in language accessible to non-specialist policy practitioners and audiences" and that final reports "must be accompanied by a 'lay summary', a lay-person's synopsis

of the major research findings”. Most ARF final reports are in accessible language, but several remain very technical without accompanying translation. To date, four lay summaries have been collected by the Harris Centre (Wernerheim (2005/06), Locke (2006/07), Snelgrove (2006/07), Iqbal (2006/07)).

- 3) The current *Request for Proposals* also states that “as a condition for funding the Harris Centre will receive input on the final draft of the report from one academic peer and one community practitioner... [to] suggest ways the findings can be mobilized”. To date, the Harris Centre has been internally reviewing projects for mobilization opportunities, but has not pursued this activity as stated in the *Request for Proposals*.

Researchers have mobilized the findings from ARF projects through a variety of means. Knowledge transfer activities of ARF researchers to date included, but were not limited to, the following vehicles:

- *Report / finding sent to external stakeholders*
- *Follow-up workshops and meetings*
- *Follow-up reports and translations*
- *Media coverage* (known by the Harris Centre or reported by researchers)
- *Conferences*
- *Publications and academic articles*

In addition to encouraging knowledge mobilization through the ARF application process, the Harris Centre contributes to maximizing the dissemination of ARF project findings by organizing and facilitating opportunities for researchers to present their findings to external stakeholders. The Harris Centre places emphasis on the importance of continuing two-way dialogue between researchers and external stakeholders in these opportunities, incorporating discussion wherever possible. The Harris Centre has contributed to mobilization of research results for several ARF projects, using a variety of unique vehicles that facilitate researchers in transferring knowledge to external stakeholders, including:

- *Harris Centre website*
The Harris Centre reserves the right to publish research results and place them on the HC website. To date, two reports are posted on the website (Feehan and Locke). One researcher interviewed expressed that they had expected their paper to be posted on the website and felt disappointed that it was not.
- *Memorial University Regional Inventory ‘lay summaries’*
The Harris Centre is currently developing the Memorial University Regional Inventory (MURI) to be an online, searchable database that provides lay summaries that describe Memorial expertise, research, events and educational outreach as well as opportunities for future research and collaborations. MURI will be officially launched in February 2009 but is presently viewable to the public at www.muri.mun.ca. To date, lay summaries from four ARF projects are posted on MURI (Wernerheim, Locke, Snelgrove, Galway).
- *Media briefings and releases*
The Harris Centre has assisted researchers (to date, Feehan and Tomblin) in disseminating findings by distributing press releases and organizing briefing events.
- *Meetings and forums*
The Harris Centre has organized knowledge transfer sessions for several projects, tailored to the context, regions and relevant stakeholders involved, including meetings and briefings (Feehan) and a two-day forum held in Eastport (Fleming, Schneider; see Appendix H).
- *Synergy Sessions*
The Harris Centre periodically hosts luncheon events (generally held in St. John’s, but also in Corner Brook) that bring together Memorial members, government officials, and representatives of non-governmental organizations to address public policy issues in a closed setting. To date three ARF researchers have presented their research in Synergy Sessions (Jones and Wernerheim in St. John’s and Lynch in St. John’s and Corner Brook).

- *Memorial Presents*
The Harris Centre periodically hosts evening lecture events open to the community at large, featuring presenters from Memorial speaking on public policy issues. To date, five ARF projects have been presented in these forums (Tomblin, Locke, Galway, and 2008/09 projects by Breen and Fisher).
- *Regional Workshops*
Four times a year, the Harris Centre hosts day-long workshops in regions around the province that bring Memorial faculty, staff and students together with external stakeholders to discuss ways of creating sustainable social and economic regions and identify possible future opportunities for research, teaching and outreach. One researcher reported discussing ARF findings at a Regional Workshop (Wernerheim).
- *Regionalization Project*
The Harris Centre reallocated funds from two cancelled projects to coordinate mobilization activities of Tomblin's 2005 project (see list of activities for Tomblin's project, below, and also Appendix F for details).
- *Knowledge Impact in Society (KIS)*
As part of a Canada-wide funding program by the Social Sciences and Humanities Research Council (SSHRC), the Harris Centre is involved in the Knowledge Impact in Society (KIS) project (see Appendix G). Lay summaries of three ARF projects have been shared with the Rural Secretariat's nine Regional Councils (Tomblin, Iqbal (2006/07), Mulcahy) and two researchers have had meetings with external stakeholders through the KIS project.
- *Knowledge in Motion (KIM) Conference/08*
The Harris Centre hosted an international conference in St. John's (Oct 16-18, 2008) on the role of Higher Education Institutions (HEIs) in policy and development. The conference was attended by over 225 researchers and policy and development practitioners from across Newfoundland and Labrador, every province in Canada, the United States, Iceland, Scotland, England, France, Denmark and Australia.

Researcher efforts to mobilize knowledge from ARF projects and Harris Centre activities to facilitate knowledge mobilization are described below, by researcher and project. The activities listed are those known to the Harris Centre or reported by researchers in interviews. Three of the twenty-one funded projects have not yet been completed to the point of being ready for knowledge mobilization activities (Friis, King and Tulk 2007/08); for these projects, the researchers' plans for knowledge mobilization upon completion are described:

- **Bell, *Building Government and Industry Partnerships in Seabed Mapping across the North Atlantic (2007/08)***
 - *Report sent to external stakeholders:*
 - Bell distributed the roundtable report from the Seabed Mapping project to participants, relevant stakeholders who could not attend, and relevant government agencies and departments.
- **Bell & Jacobs, *Climate Change and Renewable Resources in Labrador: Looking toward 2050 (2007/08)***
 - *Report sent to external stakeholders:*
 - Bell and Jacobs distributed the Renewable Resources conference report, CD-Rom and newsletter to participants, provincial government agencies and departments, Aboriginal governments and Labrador communities, the conference report, CD-Rom and newsletter. The report is also available online at http://www.mun.ca/geog/lhrg/Labrador_Climate_Change_Conference.php and

the newsletter has been translated into Innu and Inuit languages for greater accessibility.

- **Feehan, *Federal Government Presence in NL: Trends and implications (2005/06)***
 - *Media coverage:* Feehan's 2005 report on declining federal presence in NL received coverage in:
 - *The Telegram* (front page, Nov 23/05; pg A4, Nov 24/05; and pg C7, Dec 24/05),
 - *The Independent* (pg. 13, Sept 15-21), and
 - *Memorial's Gazette* (front page, Nov 24/05);
 - *Harris Centre media briefing and press release:* Feehan's final report was released to the public in a technical media briefing on Nov 22/05 and distributed a press release;
 - *Harris Centre meetings:* Findings from the Feehan (2005/06) report were shared with relevant stakeholders in meetings:
 - Feehan and Rob Greenwood (Director, Harris Centre) briefed Loyola Hearn, then Minister of the Department of Fisheries and Oceans,
 - Allison Coffin (collaborating researcher) presented to various stakeholders,
 - Rob Greenwood (Director, Harris Centre) presented to the City of St. John's Economic Development Standing Committee of Council,
 - Feehan gave a presentation on the findings at a press conference, Sept 14/06;
 - *Harris Centre Website:* Feehan's report is posted on the website.
- **Fleming, *Building the road to scientifically sound management of exploited fish populations in NL in the context of regional development (2005/06)***
 - *Follow-up report:* Fleming's report is being synthesized into the larger study that it was part of;
 - *Media coverage:* The larger project, of which Fleming's ARF project is part, has been covered in newspapers;
 - *Harris Centre forum:* Findings from Fleming's project were presented at the two-day Eastport knowledge transfer session on resource management in marine and freshwater stocks. Representatives from all levels of government, economic development corporations, unions, local resource management organizations and other community organizations were present. Findings were presented in plain language and there was much opportunity for two-way knowledge transfer between attendees. Fleming reported the workshop was "quite [a] positive, useful opportunity to talk with stakeholders and inform them... [Fleming also] learned from stakeholders". (See Appendix H for a more detailed synopsis of the event and participant feedback).
- **Friis, *Boat Building Design for the Yacht Fleet (2006/07)***
 - *Follow-up meetings:* Friis continues to meet with representatives of NL's shipbuilding industry;
 - *Follow-up reports:* Friis will develop a design guide for the ship hull that can be used by boat designers and builders;
 - *Media coverage:* Friis' project has received coverage in a Labrador newspaper.
- **Galway, *Research Incubation Fund for Symposium 2008: Post-confederation educational reform – rhetoric to reality (2007/08)***
 - *Media coverage:*
 - Keynote speakers from the Symposium were interviewed on *Out of the Fog* (Cable 9 St. John's) and had coverage on radio;
 - There were articles on the Symposium in the *Telegram* and *The Gazette*, as well as coverage on CBC radio;

- *Follow-up reports:* In addition to publishing the Conference proceedings, Galway made them available on the Symposium website, <http://www.mun.ca/educ/symposium2008>. Also, Memorial's Distance Education and Learning Technologies filmed and digitized the Symposium proceedings, which can be made available online;
- *Conferences:* Galway gave the keynote address at an Atlantic School Boards Conference relating to the reform themes of the Symposium ("Where Have All the Children Gone: Implications for governance", Atlantic School Boards Conference, St. John's, NL, January 2009);
- *Harris Centre Memorial Presents:*
 - The Symposium included a Memorial Presents event, featuring Dr. Philip Warren, former Minister of Education and former faculty member of the Faculty of Education, as the presenter. The event was webcast and is available on the Harris Centre website at: http://www.mun.ca/harriscentre/Memorial_Presents/Education_Reform/education_reform_video.php;
 - Galway delivered an address relating to the reform themes of the Symposium, titled "Making Schools Matter More", as the featured presenter at a Memorial Presents in Carbonear, November 2008;
- *Harris Centre MURI Lay Summary:* Lay summaries from eight of the papers presented at the Post-Confederation Educational Reform Symposium (Galway 2007/08) are posted on MURI:
 - Evolution of the Governance of French First Language Education in Newfoundland and Labrador,
 - The Evolution of the Post-Secondary Mathematics Education System in Newfoundland and Labrador,
 - Family Literacy at St. Mark's School: Enhancing Student Achievement, Building Capacity, and Developing Social and Cultural Capital in Rural Newfoundland,
 - The Impact of Educational Reform 1997 on Religious Education and Religious Observances in Newfoundland and Labrador Schools,
 - Learning about Rural Education: Graduate Students' Perspectives,
 - Legislative Policies and Regulations in Newfoundland and Labrador: Instruments Designed to Improve the Quality of Teaching and Learning or to Serve as Symbolic Action?
 - Looking Back from Europe: ICT and Church-based Education in Northern Ireland,
 - Research Evidence and Educational Policy Making: Connecting the Polity and the Academy.
- **Hermanutz & Nicholls, *Biodiversity and Sustainable Ecotourism: Inspiring rural communities to use and protect our natural heritage (2005/06)***
 - *Report available to external stakeholders:* The booklet, "Discovering the Limestone Barrens of Western Newfoundland" is being sold at locations targeted to audience, including the Memorial University Botanical Gardens and National Historic Sites (Gros Morne, L'Anse aux Meadows, Port au Choix);
 - *Follow-up workshop:* Hermanutz and Nicholls participated in a workshop in October 2006 (largely organized by Dulcie House, Program Coordinator for the Limestone Barrens Habitat Stewardship Program) to present research to external stakeholders and discuss preservation and sustainable use of the Limestone Barrens.
- **Iqbal & Bose, *Design of a Hybrid Energy System for Battle Harbour Island in Labrador, NL (2006/07)***
 - *Report sent to external stakeholders:* Iqbal sent his 2006 design for a Battle Harbour hybrid energy system to Battle Harbour Historic Trust;

- *Follow-up meeting:* Iqbal presented the hybrid power design for Battle Harbour to Battle Harbour Historic Trust;
 - *Media coverage:* Iqbal's two projects received coverage in:
 - the *Northern Pen* (Aug 20/07),
 - *The Telegram* (pg A2, Oct 11/07), and in
 - a CBC interview with the Dean of Engineering; *Conference:* Iqbal published a conference paper on his 2006/07 Battle Harbour project in the 2006 NL Electrical and Computer Engineering Conference;
 - *Publications:* Iqbal published an article about his 2006 Battle Harbour project, "Sizing a Hybrid Power System for Battle Harbour Island in Labrador" (*Wind Engineering*, Vol. 31 No.4, Multi Science Publishing Co (UK), 2007);
 - *Harris Centre KIS project:* The lay summary for Iqbal's 2006/07 Battle Harbour project was shared with the Regional Councils;
 - *Harris Centre MURI Lay Summary:* Iqbal's 2006/07 Battle Harbour report is posted on MURI.
- **Iqbal, *Design of Hybrid Power Systems for Port Hope Simpson and Cartwright, Labrador (2007/08)***
 - *Report sent to external stakeholders:* Iqbal sent his 2007 design for a Port Hope Simpson and Cartwright hybrid energy system to Southeastern Aurora Development Corporation;
 - *Media coverage:* Iqbal's two projects received coverage in:
 - the *Northern Pen* (Aug 20/07),
 - *The Telegram* (pg A2, Oct 11/07), and in
 - a CBC interview with the Dean of Engineering;
 - *Conferences:*
 - Iqbal presented the findings from his 2007/08 Port Hope Simpson and Cartwright project at the World Wind Energy Conference (M.T. Iqbal, Sizing of a wind-diesel hybrid power system for Cartwright, Labrador, presented at World Wind Energy Conference, June 24-26, Kingston, Ontario, Canada, 2008), and
 - Iqbal presented the findings from his 2007/08 Port Hope Simpson and Cartwright project at the Canada Wind Energy Association conference (M.T. Iqbal, Design of hybrid power system for Port Hope Simpson, Labrador, presented at CanWEA Conference, Vancouver, British Columbia, Canada, October 22, 2008).
- **Jones, *How Mediating Organizations Contribute to the Social Reproduction of Rural Localities (2006/07)***
 - *Harris Centre Synergy Session:* Jones presented his research findings on April 27, 2007.
- **King & Maher, *Case Writing Project: Newfoundland and Labrador and the Republic of Ireland (2007/08)***
 - *Report to be sent to external stakeholders:*
 - King will provide the case studies to Memorial Faculty of Business for use in curriculum,
 - The case studies will be made available on King's and Maher's websites as well as the Memorial Faculty of Business' website;
 - *Publications:* There is a publisher in Ireland interested in publishing the case studies.
- **Locke, *Supporting the Contribution of Higher Education Institutions (HEIs) to Regional Development within Atlantic Canada (2006/07)***
 - *Follow-up meetings:* Locke presented his findings to Statistics Canada;
 - *Follow-up reports:*

- Locke's report was synthesized into the international report released by the Organization for Economic Co-operation and Development (OECD) report, with a Peer Review report conducted by the OECD,
 - Locke is now completing another report which will draw lessons for Newfoundland and Labrador;
 - *Conferences:* Locke presented his findings to:
 - the OECD international conference, "Globally Competitive, Locally Engaged - Higher Education and Regions", in Valencia, Spain (Fall, 2007), to
 - the Second Cities conference in Corner Brook, NL (April 24-27/07), and
 - presented aspects to various other international conferences;
 - *Harris Centre Memorial Presents:* Locke shared the findings from his 2006 ARF projects as the featured presenter on January 14, 2008. 99 people attended the event in person, while the 'live' webcast had 300 hits. Locke's presentation from the event is available on the Memorial University Regional Inventory (described below) and the video is available on the Harris Centre's website;
 - *Harris Centre Website:*
 - Locke's report is posted on the website,
 - the video recording of Locke's Memorial Presents presentation is posted on the website;
 - *Harris Centre MURI Lay Summary:* Locke's report is posted on MURI;
 - *Harris Centre KIM Conference:* The Harris Centre was inspired by Locke's 2006/07 project to host the international conference, Knowledge in Motion/08, on the role of Higher Education Institutions in regional policy and development.
- **Lynch, *Understanding the Dynamics of Out-Migration: An analysis of regional demographic change (2006/07)***
 - *Publications:* Lynch was interviewed by The Economist in relation to an article about Newfoundland's experiences, "Oil and Nationalism in Eastern Canada" (The Economist, October 12 – 19, 2007);
 - *Conference:* Lynch presented his findings to the Hawaii International Conference on Social Sciences;
 - *Harris Centre Synergy Session:* Lynch presented his research findings in St. John's on May 16, 2008 and in Corner Brooks on Jan 12, 2009.
 - **May, *State of the Province: Socio-economic indicators about well-being (2005/06)***
 - *Follow-up report/translation:* May prepared a summary report of his findings;
 - *Sent report to external stakeholders:* May provided his research data and presented the findings to external stakeholders, including the Rural Secretariat and Community Accounts.
 - **Mulcahy, *An Investigation Into the Nature of Education in a Rural and Remote Region of the Province of Newfoundland and Labrador (2007/08)***
 - *Harris Centre KIS project:*
 - Mulcahy's lay summary was shared with the Regional Councils,
 - Mulcahy shared findings and perspectives on options for rural education systems with a Regional Partnership Planner in St. John's (May 5/08).
 - **Wernerheim, *Upstream-Downstream Co-agglomeration of Advanced Service Industries in Rural Canada: Implications for Regional Policy (2005/06)***
 - *Publications:* Wernerheim reported that his work will be published in 2009 in the Service Industries Journal (Routledge (UK)). Of note, Wernerheim reported that he had to 'scale back' the Newfoundland and Labrador emphasis to have it published in the journal;
 - *Conference:* Wernerheim presented his findings to the European Association of Service Industries Research (RESER) in Portugal;

- *Harris Centre Synergy Session:* Wernerheim presented his research subject on March 1, 2007 (Wernerheim's research project was underway at the time);
 - *Harris Centre Regional Workshop:* Wernerheim discussed his findings with participants when he attended the Regional Workshop held in Labrador City on May 10, 2007;
 - *Harris Centre MURI Lay Summary:* Wernerheim's report is posted on MURI.
- **Schneider, Snelgrove et al, *Marine Protected Areas: Policy Context and Science Basis in NL (2006/07)***
 - *Follow-up meeting:* Kate Jones (a co-researcher) played a major role in preparing the report for this project. She presented the project's findings to stakeholders at a workshop organized by the Oceans Branch of the Department of Fisheries and Oceans (DFO). The purpose of the workshop was to communicate results and to participate with the community and DFO in planning future work;
 - *Harris Centre forum:* Kate Jones presented findings from the project at the two-day Eastport knowledge transfer session on resource management in marine and freshwater stocks. Representatives from all levels of government, economic development corporations, unions, local resource management organizations and other community organizations were present. Findings were presented in plain language and there was much opportunity for two-way knowledge transfer between attendees.
- **Snelgrove, Bradbury et al, *Dispersal and Active Retention of Larval Smelt in Estuaries of St. Mary's Bay, NL (2005/06)***
 - None reported.
- **Snelgrove, Bradbury, et al, *Genetic Determination of the Uniqueness of Holyrood Pond Cod and Hake Population (2006/07)***
 - *Harris Centre MURI Lay Summary:* Snelgrove's 2006/07 report is posted on MURI.
- **Tomblin, *Economic Development, Governance and Regionalism in NL: From slippery slopes to best practices (2005/06)***
 - *Follow-up meetings:* Tomblin has ongoing meetings and discussions with policy makers, practitioners and community groups;
 - *Publications:* Tomblin reported that he published several articles based on sections of his ARF report, including *Effecting Change and Transformation Through Regionalization: Theory versus practice* (Canada Public Administration, The Institute of Public Administration of Canada, Volume 50, Issue 1, March 2007, pgs 1 – 20);
 - *Conferences:* Tomblin reported speaking at several conferences on various aspects of his ARF project;
 - *Media coverage:* Tomblin's report was the topic of the "President's Message" in Municipal News: Municipalities Newfoundland and Labrador. The Voice of Municipal Government. (July 2008);
 - *Harris Centre media briefing and release:* Tomblin's final report was released to the public in a technical media briefing, organized by the Harris Centre and accompanied by a press release, on May 26/08. This briefing served as the launch for the Online Regionalization Forum hosted by the Harris Centre (below);
 - *Harris Centre KIS project:*
 - Tomblin's lay summary was shared with the Regional Councils,
 - Tomblin presented his findings and perspectives on regionalization at a Knowledge Transfer Session on regionalization (November 15/08);
 - *Harris Centre Memorial Presents:* Tomblin shared the findings from his 2005 ARF project as the featured presenter on October 6, 2005,
 - *Harris Centre Regionalization Project:* Using the funds reallocated from the two cancelled ARF projects (see Appendix F), the Harris Centre furthered knowledge mobilization of Tomblin's 2005/06 project through the following activities:

- Contracted with a communications writer, Wade Kearley, to provide a synopsis of the Tomblin report and of stakeholder feedback gathered from interviews and workshops, and
 - Created an online discussion forum on regionalization (the forum was launched with a press conference featuring Tomblin and Kearley and copies of Kearley's report were sent to stakeholders). The Harris Centre's Director, Rob Greenwood, appeared on Out of the Fog on June 10 to promote the forum;
- *Harris Centre KIM Conference:* Tomblin and Kearley presented at the Knowledge in Motion Conference about the collaborative research and knowledge transfer processes they used in Tomblin's 2005/06 project, including the online forum hosted by the Harris Centre,
- **Tulk, Welta'q – "It Sounds Good": Sound recordings of Mi'kma'ki (2007/08)**
 - *Report to be sent to external stakeholders:*
 - Tulk will send approximately 200 of 1000 copies of the CD compilation free of charge to stakeholders, including program specialists at the NL Department of Education, Mi'kmaw resource and archive centres, family members of artists, and every NL Mi'kmaw band council,
 - The remaining copies (approx 800) will be sold, with proceeds likely going into a scholarship fund for Mi'kmaw post-secondary students (based on merit and community involvement).

Question 7: To what extent do external stakeholders feel better informed?

FINDINGS on external stakeholders feeling better informed:

- External stakeholder involved in ARF projects found the knowledge they received was largely presented in accessible formats.
- External stakeholders involved in ARF projects felt they gained understanding and expertise in the areas of interest, though the gain was often incremental to their substantial previous knowledge.

RECOMMENDATIONS to Harris Centre:

- No recommendations in this section

Evidence of external stakeholders feeling better informed

All external stakeholders interviewed were satisfied with the accessibility of the knowledge communicated through ARF projects, stating that the findings and discussions were in clear, accessible language that was not too technical.

All external stakeholder respondents indicated that they felt they had gained expertise through the process. As with experienced researchers, several external stakeholders felt the expertise gained was only incremental, as they were already experts in their field. Comments from external stakeholders on how ARF projects contributed to their organizations being better informed included:

- “We are better informed about climate change issues in Labrador both from the scientific research taking place and from the Traditional Knowledge imparted by the indigenous people in attendance.” (Department of Environment and Conservation on Bell’s 2007/08 Climate Change project)
- “Before the report we had anecdotal evidence. After the report we could see the picture with accuracy.” (City of St. John’s on Feehan’s 2005/06 Federal Presence project)
- We have a “better understanding of industry issues”. (Department of Fisheries and Oceans on Bell’s 2007/08 Seabed Mapping project)

Feedback from participants at the Harris Centre-hosted Eastport knowledge transfer event (Appendix H) on how they expect to apply the knowledge gained through the workshops included:

- “The research can be used as a valuable tool for conservation initiatives. The models developed can be used by other organizations in the assessment of species/ecosystem decline.”
- “As a committee just starting to get involved this gives me some insight into stewardship... listening to some of the problems encountered as well as benefits from having areas designated as [Marine Protected Areas].”
- “Use the information as evidence that ‘bottom up’ is more likely to result in success than ‘top down’.”
- “Tools used are relevant: bottom up, community leadership, local/traditional knowledge”
- “[Will] help local stewardship group move forward”

Respondents to evaluation questionnaires from Locke’s Memorial Presents presentation (Jan 14/08) indicated they had a better understanding of the issues involved after attending the event.

EVALUATION ISSUE 4

To what extent has the Applied Research Fund (ARF) contributed to the development of enhanced regional policies and practices?

Evaluation Question 8: To what extent have research findings and outputs from ARF projects been accepted and applied in regional policies and development?

FINDINGS on acceptance and application of ARF findings and outputs:

- Findings and outputs from many ARF projects have been taken under advisement by external stakeholders.
- Discussions between researchers and external stakeholders are ongoing in several cases.
- Several projects are close to being implemented or reaching their full impact, but there has not yet been a sufficient amount of time to determine direct impacts of individual research pieces.

RECOMMENDATIONS to Harris Centre:

- No recommendations in this section

Evidence of acceptance and application of ARF findings and outputs

The following applications and uses of findings from ARF projects were identified through interviews and document review:

- Feehan's 2005/06 report on federal presence in Newfoundland and Labrador provided independent evidence that confirmed to provincial stakeholders the suspected trends of decreasing federal presence.
 - The findings have been relied on by the provincial government in advocating for more federal jobs and decision-making power.
 - On the same day the Harris Centre held a briefing to release the report (Nov 22/05) Tom Marshall (then Minister Responsible for Intergovernmental Affairs) issued a statement, which he also read in the House of Assembly, reviewing the major highlights of the report and thanking the Harris Centre for "undertaking an independent study of this critically important issue".
 - Premier Danny Williams referenced Feehan's findings in a letter dated Nov 28/05 to then Prime Minister, Paul Martin, questioning him on the Liberal Party of Canada's stance on federal presence in Newfoundland and Labrador (Nov 28/05). Williams stated that he hoped the Prime Minister's responses would assist Newfoundlanders and Labradorians in making decisions concerning the approaching election.
 - The report's findings were also referenced in provincial government press releases from Intergovernmental Affairs (Sept 14/06) and Environment and Conservation (Oct 3/08). The latter press release demonstrates that the report has had a lasting impact in government and that the report has been disseminated through various departments.
 - A representative of the City of St. John's stated that two meetings were held with Loyola Hearn (then Minister of the federal department of Fisheries and Oceans) in which the federal presence issue was discussed and the Feehan report referenced.
- Tomblin (2005/06) and another researcher reported that policy makers have taken the research findings under advisement and are continuing discussions with the researchers. Both researchers indicated that

their findings are forward-looking in their policy implications, such that the findings are only likely to be applied as new policies are developed.

- The hybrid power systems designed by Iqbal (2006/07 and 2007/08) are presently under consideration by the local development agencies (Battle Harbour Historic Trust and Southeastern Aurora Development Corporation, respectively).
- The booklet, *Discovering the Limestone Barrens of Western Newfoundland*, produced through Hermanutz and Nicholl's 2007/08 project has increased appreciation and awareness in the community for local plant species, as demonstrated through community residents reporting witnessed infractions that are detailed in the booklet.
- The Glovertown Shipyard is committed to start building Friis' (2006/07) hull design once completed and after interior design and marketing phases are complete.

There are several factors influencing the degree of acceptance and application of research findings, including:

- Several ARF projects are still underway and therefore findings have not yet been mobilized to external stakeholders (see Appendix D for list of ARF projects);
- Several ARF projects set base line data and weren't intended to have immediate or stand-alone impacts in society;
- There are significant time lags between knowledge development, knowledge transfer and knowledge application that make tracking impacts of research an imprecise science;
- The acceptance and application of knowledge exists within a society, so is subject to external factors such as political contexts and popular beliefs and values.

Thus, this section is intended to be descriptive rather than exhaustive, recognizing that the Harris Centre, and even researchers, may not have all the information about the use and application of research results; in many instances there has not yet been enough time for the research findings to have reached their full impact. (See potential benefits in Appendix E.)

SECTION 4

CONCLUSIONS

In its first years of operation, the Harris Centre's Applied Research Fund (ARF) program has been largely successful in meeting its objectives of enhancing Memorial University's capacity in regional policy and development and in contributing to better informed regional development policy, programs and practices.

ARF has contributed to building Memorial's responsiveness to Newfoundland and Labrador's regional policy and development needs by generating interest in applied regional policy and development research across Memorial's departments. ARF has also provided a funding opportunity for projects that address Newfoundland and Labrador's regional policy and development issues, but which might not have otherwise received funding from other sources. Through the funded projects, Memorial researchers have developed expertise in applied regional policy and development research and the body of knowledge pertaining to NL-focused regional policy and development has been developed. In the first three years, ARF funding was almost exclusively provided to male faculty (in the 2008/09 selections, gender balance was achieved); recruitment of applications from females and student and staff researchers should be pursued by the Harris Centre and the Harris Centre may want to consider giving extra weight to applications from these researcher groups.

ARF has contributed to developing collaborations between Memorial researchers and external stakeholders. Through these collaborations, Memorial researchers and external stakeholders have gained understanding of and expertise in the issues and perspectives involved. Overall, ARF projects have increased the desire of Memorial researchers and external stakeholders to engage in future collaborations.

Findings and reports from ARF projects have been widely communicated to external stakeholders through an array of means. ARF's requirement that applicants develop a Knowledge Mobilization Plan has encouraged researchers to think about how they can deliver their findings to maximize the likelihood of impact. The Harris Centre has provided many opportunities for researchers and external stakeholders to engage in two-way knowledge transfer, but should continue working to maximize dissemination opportunities as outlined in the *Request for Proposals*.

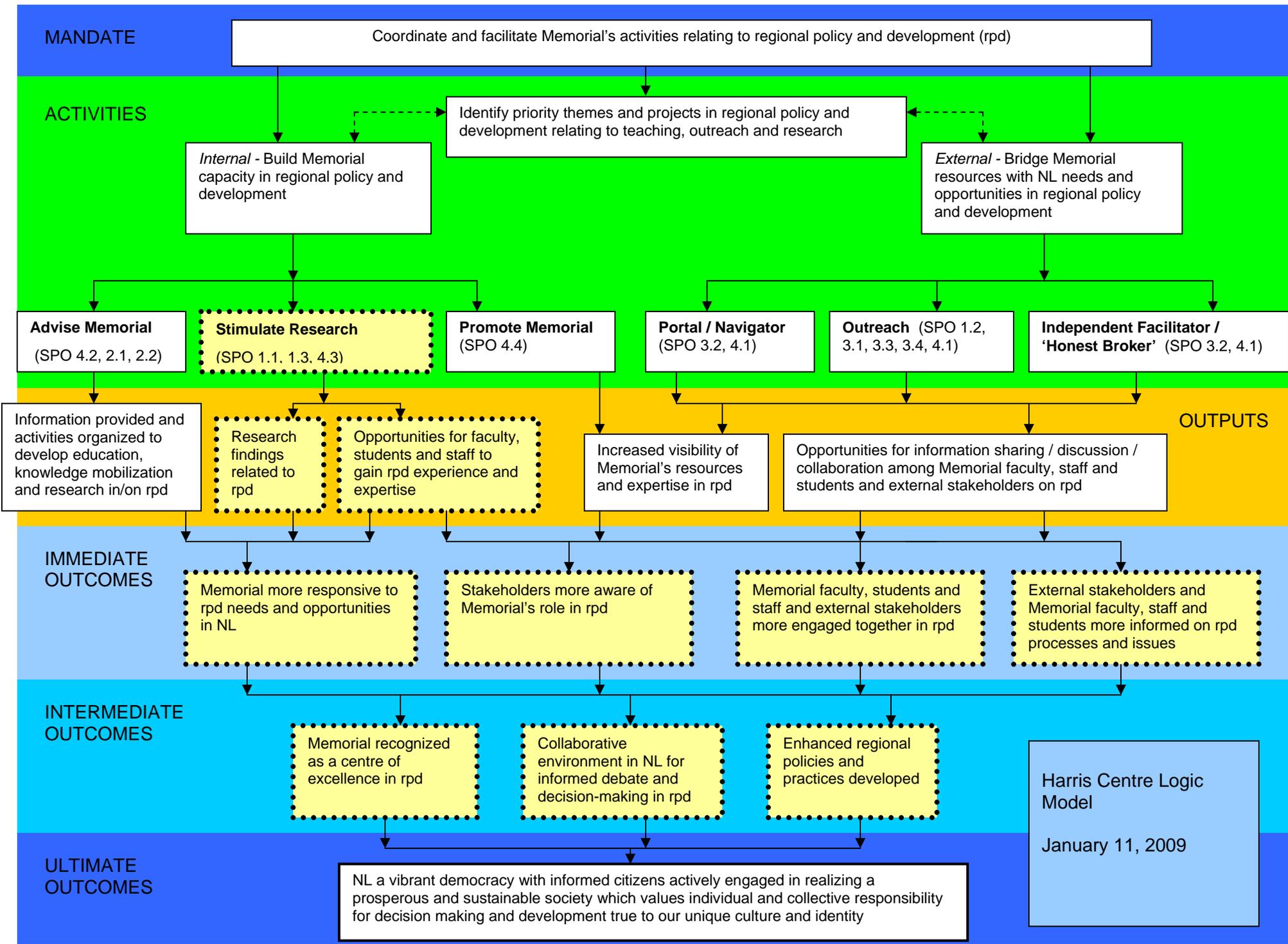
Before research is adopted and implemented by external stakeholders in positions to effect change, there is often a substantial time lag in which knowledge is diffused and previous understandings and approaches in society must be shifted. Thus, it can be difficult to pinpoint changes in policy and practices directly to one piece of research. Despite these difficulties, the findings from many ARF projects do appear to be reaching external stakeholders – findings from many projects have been taken under advisement by external stakeholders and there is ongoing discussion between researchers and external stakeholders on several projects. Some ARF projects most notable for their potential for direct influence in economic and regional policy and practices are recapped below:

- Dag Friis' design of a hull for a pleasure trawler boat will assist boat builders in Newfoundland & Labrador in adapting to changing market trends, while maintaining a 'home-grown' feel and developing skills within the province. The Glovertown Shipyard is prepared to begin building the hull once it is ready. (2005/06 ARF project)
- James Feehan's report on declining trends of federal government presence within the province (in both employment and decision-making capacity) has been relied on by NL stakeholders (including the provincial government and the City of St. John's) in applying pressure to the federal government to restore and improve levels of federal government presence. (2005/06 ARF project)
- Tariq Iqbal designed hybrid energy systems for the northern and remote Labrador communities of Battle Harbour Island (2006/07 ARF project) and Port Hope Simpson and Cartwright (2007/08 ARF project),

based on renewable resources available in each. The systems are being reviewed by stakeholders in the communities for feasibility.

- Trevor Bell's workshop on the impacts of climate change on Labrador's renewable resources increased stakeholders' (including government departments and local communities) understanding of the issues and their capacity to develop strategies for adaptation. (2007/08 ARF project)
- Michael Wernerheim's report on the conditions in localities necessary to support industries can inform government on how to maximize the likelihood of economic success through strategic placement of industries within the province. (2005/06 ARF project)
- Wade Locke's Atlantic Canadian contribution to the international study conducted by the Organization for Economic Co-operation and Development (OECD) on the role of higher education institutions in development brought together all four Atlantic provincial governments, the Atlantic associations of universities and of colleges, the Council of Atlantic Premiers and the Atlantic Provinces Economic Council. Locke's report inspired the Harris Centre to host an international conference on the role of Higher Education Institutions (Knowledge in Motion, Oct 16 – 18, 2008), attended by over 225 participants, from across Newfoundland and Labrador, every province in Canada, the United States, Iceland, Scotland, England, France, Denmark and Australia. (2005/06 ARF project)

APPENDIX A: HARRIS CENTRE LOGIC MODEL (STIMULATE RESEARCH ACTIVITY AND OUTCOMES)



Harris Centre Logic Model
January 11, 2009

APPENDIX B: LIST OF RESEARCHER AND EXTERNAL STAKEHOLDER INTERVIEWEES

Researchers interviewed (funding year in parentheses):

1. Ian Fleming (2005/06)
2. Paul Snelgrove (2005/06, 2006/07)
3. Douglas May (2005/06)
4. Michael Wernerheim (2005/06)
5. Luise Hermanutz (2005/06)
6. Stephen Tomblin (2005/06)
7. Wade Locke (2006/07)
8. Scott Lynch (2006/07)
9. David Schneider (2006/07)
10. Tariq Iqbal (2006, 2007/08)
11. Dag Friis (2006/07)
12. Trevor Bell (2007/08, 2007/08)
13. Gerald Galway (2007/08)
14. Wayne King (2007/08)
15. Janice Tulk (2007/08)

External stakeholder organizations interviewed (relevant ARF project in parentheses):

1. City of St. John's (Feehan 2005/06)
2. Department of Environment and Conservation Newfoundland and Labrador (Bell 2007/08 – Climate Change)
3. Department of Fisheries and Oceans Canada (Bell 2007/08 – Seabed Mapping)
4. Glovertown Shipyards Limited (Friis 2006/07)
5. Labrador Institute, Memorial University (Bell 2007/08 – Climate Change)
6. PanGeo Subsea Inc. (Bell 2007/08 – Seabed Mapping)
7. Southeastern Aurora Development Corporation (Iqbal 2007/08)

APPENDIX C: APPLIED RESEARCH FUND REQUEST FOR PROPOSALS, 2007/08

REQUEST FOR PROPOSALS 2007-2008

Leslie Harris Centre of Regional Policy and Development *Applied Regional Policy and Development Research Fund (herein after referred to as the Applied Research Fund (ARF))*

What is the Leslie Harris Centre of Regional Policy and Development?

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.

What is the Harris Centre Applied Research Fund?

Applications regarding research related to regional policy and development in Newfoundland and Labrador are requested from Memorial University of Newfoundland faculty, staff and students. The Harris Centre, through the Harris Centre Applied Research Fund will provide funding to support the research of the successful applicants. This fund has been made possible by support from the Atlantic Canada Opportunities Agency (ACOA) and the Department of Innovation, Trade and Rural Development (INTRD).

The objectives of the Research Fund are to contribute to:

- Better informed policy, programs and regional development best practices;
- The enhancement of faculty, student and staff 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 apply to Newfoundland and Labrador, in the broad areas of regional policy and regional economic development.

Where Can I Find an Application?

Application forms for submission are available from the Harris Centre or from the Harris Centre website (www.mun.ca/harriscentre/grants.php).

How will the Applications be Assessed?

Applications will be assessed by a selection committee comprised of representatives from the Harris Centre, Atlantic Provinces Economic Council, and the Labrador Institute. Assessment of applications will occur in two phases:

Phase I

The Harris Centre will rank proposals in phase I based on three categories, *Principal Investigator Capacity* (education, experience, number of publications, ranking of journal with published work, etc.), *Methodology and Organization* (how the PI or team proposes to carry out the work and accomplish the objectives), and *Team Merit* (are there co-investigators, collaborators, research support).

All applicants will be ranked in order from highest score to the lowest and these scores will be used along with the scores of phase II to assess the successful applicants.

Phase II

The Harris Centre will assess proposals in the second phase based on the *Application Relevance to Newfoundland and Labrador* (how does the proposal reflect policy or development needs in the province), *Ease of Implementation* (what is the potential for successful implementation of the applied research in the short, medium or long term), and *Linkages to Regional Economic Development Stakeholders* (are there partnerships with community stakeholders and to what extent are the stakeholders involved (financial, in-kind, advisory, etc.).

Both phase I and phase II rankings will be used to assess the top applicants. This is a competitive process and the top candidates will be awarded funding first.

It is the responsibility of all applicants to clearly illustrate how the proposals relate to the objectives of the Applied Research Fund.

Additional Points to Consider

- The Research Fund will be administered by the Harris Centre according to agreed upon criteria and processes with the funders (ACOA and INTRD).
- The program will normally be limited to single allocations of no greater than \$15,000, with proposals of \$5,000 to \$10,000 encouraged. Opportunities to leverage existing research and funding will be encouraged, as will new research initiatives that may be completed with the funding, or which will be able to leverage additional funds based on the initial research completed (a seed fund approach). Final reports are expected to be written in language accessible to non-specialist policy and practitioner audiences. In accordance with contracts issued by the Harris Centre, final research reports must be accompanied by a “lay summary”, a lay-person’s synopsis of the major research findings. A template of a lay summary is provided on the Harris Centre website (www.mun.ca/harriscentre/grants.php). For questions regarding lay summary preparation contact David Yetman (see contact information section).
- Approved projects will have clear milestones, and established deliverables identified, and commitments defined in signed contracts, including staged allocation of funding, (50% funding transferred to the researchers account on approval of contract; 30% transferred on receiving mid-term, progress report and a final 20% holdback issued on receipt of the final deliverables.
- The Harris Centre will reserve the right to publish research results and place them on the Harris Centre website. Intellectual Property Rights will be retained by the researcher(s) subject to the condition that results be shared with the Harris Centre and the funders, and subject to the above publication / distribution provisions. In addition, researchers are required to present on their research findings if requested by the Harris Centre.

- As a condition of funding the Harris Centre will receive input on the final draft of the report from one academic peer and one community practitioner. The comments will not focus on methodology or quality of the written piece, but suggest ways the information can be mobilized.
- All participants must state clearly in a section entitled “methods for knowledge mobilization” how the researcher, or team, will mobilize the results of the research project. Knowledge Mobilization, for the purposes of this report, is processes that build a two-way flow of communication between academic research(ers) and community groups/organizations, providing avenues to share knowledge, for the betterment of society.
- All participants must clearly state how the research is relevant to regional policy and development in Newfoundland and Labrador, and how the research contributes to the field of regional policy and development.

Submission Deadline

All applications (original, plus four copies) must be received prior to the close of business, 4:00 PM (N.D.T.) on June 29, 2007. Letters of reference must be mailed in separate envelopes with the reference signature across the seal.

Notification to Successful Applicants

The Harris Centre will notify successful applicants on July 12, 2007.

Contact for Inquiries

For further information or clarification of this Request for Proposals contact:

Mr. David Yetman, manager, Knowledge Mobilization, The Harris Centre
Phone: (709) 737-2120
e-mail: dyetman@mun.ca

Privacy Note: all information provided by the applicant(s), and included in this application package, will be used only for the purpose of the Harris Centre Applied Research Fund, and will not be used for any other purpose, without the expressed written consent of the applicant(s). If you have any questions about how this information will be used please contact David Yetman, manager, Knowledge Mobilization, at dyetman@mun.ca or by telephone at 737-2120.

APPENDIX D: APPLIED RESEARCH FUND PROJECTS, 2005/06 – 2008/09

2005/06	
Project Title (\$ Award)	Researcher(s) (Faculty / Department)
Building the Road to Proactive and Scientifically Sound Management of Exploited Fish Populations in NL in the Context of Regional Development (\$14,670)	Ian Fleming (Ocean Sciences Centre)
Federal Government Presence in NL: Trends and implications (\$14,200)	James Feehan (Economics)
Dispersal and Active Retention of Larval Smelt in Estuaries of St. Mary's Bay, NL (\$9,350)	Paul Snelgrove & Ian Bradbury (Ocean Sciences Centre)
State of the Province: Socio-economic indicators about well-being (\$15,000)	Douglas May (Economics)
Upstream-Downstream Co-agglomeration of Advance Service Industries in Rural Canada: Implications for regional economic policy (\$10,000)	Michael Wernerheim (Economics)
Biodiversity and Sustainable Ecotourism: Inspiring rural communities to use and protect our natural heritage (\$6,600)	Luisse Hermanutz (Biology) & Wilf Nicholls (Memorial University Botanical Gardens)
Economic Development, Governance and Regionalism in NL: From slippery slopes to best practices (\$15,000)	Stephen Tomblin (Political Science)
Evaluating the Feasibility of Using Waste Heat as an Economic Driver in Stephenville, NL (\$15,000; cancelled due to closure of Stephenville mill. These funds were reallocated to knowledge mobilization activities; see Appendix F.)	Majid Abdi (Engineering and Applied Science)

2006/07	
Project Title (\$ Award)	Researcher(s) (Faculty / Department)
Supporting the Contribution of Higher Education Institutions to Regional Development within Atlantic Canada (\$15,000)	Wade Locke (Economics)
Understanding the Dynamics of Out-Migration: "An analysis of regional demographic change" (\$8,000)	Scott Lynch (Economics)
Boat Building Design for the Yacht Fleet (\$15,000)	Dag Friis (Engineering and Applied Science)
Marine Protected Areas: Policy context and science basis in NL (\$10,000)	David Schneider, Paul Snelgrove & Kate Jones (Ocean Sciences Centre)
Design of a Hybrid Energy System for Battle Harbour Island in Labrador (\$10,000)	Tariq Iqbal & Neil Bose (Engineering and Applied Science)
Genetic Determination of the Uniqueness of Holyrood Pond Cod and Hake Population (\$15,000)	Paul Snelgrove (Ocean Sciences Centre), Ian Bradbury (Biology, Dalhousie University) & Dr. Brad deYoung (Physics and Physical Oceanography)
How Mediating Organizations Contribute to the Social Reproduction of Rural Localities (\$5,190)	Mark Jones (Anthropology)
Fisheries Policy and Community Sustainability in Rural NL (\$15,000; Cancelled due to O'Rielly's appointment as Deputy Minister of NL Department of Fisheries and Aquaculture in early 2006. These funds were reallocated to knowledge mobilization activities; see Appendix F.)	Alastair O'Rielly (Marine Institute)

2007/08	
Project Title (\$ Award)	Researcher(s) (Faculty / Department)
Climate Change and Renewable Resources in Labrador: Looking toward 2050 (\$5,000)	Trevor Bell & John Jacobs (Geography)
Building Government and Industry Partnerships in Seabed Mapping Across the North Atlantic (\$2,000)	Trevor Bell (Geography)
Research Incubation Fund for Symposium 2008: Post-Confederation educational reform – "From rhetoric to reality" (\$12,00)	Gerald Galway & David Dibbon (Education)
Design of Hybrid Power Systems for Port Hope Simpson and Cartwright, Labrador (\$13,000)	Tariq Iqbal (Engineering and Applied Science)
Case Writing Project: Newfoundland and Labrador and the Republic of Ireland (\$11,650)	Wayne King (Business Administration) & John Maher (Waterford Institute of Technology, Ireland)
An Investigation Into the Nature of Education in a Rural and Remote Region of the Province of Newfoundland and Labrador (\$15,000)	Dennis Mulcahy (Education)
Welta'q – "It Sounds Good": Sound recordings of Mi'kma'ki (\$15,000)	Janice Esther Tulk (Folklore)

2008/09	
Project Title (\$ Award)	Researcher(s) (Faculty / Department)
Small Hydro as a Tool for Sustainable Community Development in Newfoundland and Labrador (\$6,722)	Sarah Breen (Geography)
Strategic Risk Management in Provincial and Municipal Governments: Barriers and key success factors (\$13,425)	Tom Cooper (Business Administration)
Bellows and Bows: Historic recordings of traditional fiddle and accordion music, Canada-wide (\$10,199)	Beverley Diamond (Folklore)
Re-Presenting Rural: The meanings of Twillingate (\$14,775)	Ivan Emke (Social Sciences, Sir Wilfred Grenfell College)
Energy Production in NL: A critical review of the energy plan 2007 (\$ 8,000)	Andy Fisher (Engineering and Applied Science)
The Technical Feasibility of Opal Gas Applications in Labrador (\$15,000)	Kelly Hawboldt (Engineering and Applied Science)
An Estimation of the Benefits of Whale Conservation on the Coast of NL (\$12,729)	Nikita Lyssenko (Economics)
Northern Cod Life Histories: A common garden approach to determine why they have changed? (\$15,000)	George Rose (Marine Institute)
The Potential Role of Coyote Predation on Caribou Populations on the Island of NL (\$15,000)	Yolanda Wiersma (Biology)
Linking organic Matter to Disinfection Byproduct Formation in Drinking Water Supplies (\$15,000)	Sue Ziegler (Earth Sciences)

APPENDIX E: SUMMARY OF RESEARCH FINDINGS AND POTENTIAL BENEFITS

A) FISHERIES

Four ARF projects addressed management and sustainability issues within Newfoundland and Labrador fisheries. Three projects investigated management assumptions and policy frameworks by establishing base-line information concerning marine populations and habitats (Fleming, Snelgrove, Snelgrove). One project addressed management and policy through literature review (Schneider).

- **Ian Fleming, *Building the road to scientifically sound management of exploited fish populations in NL in the context of regional development (2005/06)***

Fleming investigated how the interactions between non-migratory Atlantic salmon (ouananiche) and Atlantic salmon (ocean migratory or anadromous) during early rearing and within a single population might influence the abundance of harvestable fish. This study was part of a broader research project to develop life-history models that will allow for proactive, predictive evaluation of prospective management decisions.

The data compiled can be applied to improving fisheries management models and policy.

Potential benefits: Greater certainty in fisheries management; preservation of ecologically and culturally important exploited fish populations

- **Paul Snelgrove, Ian Bradbury et al, *Dispersal and Active Retention of Larval Smelt in Estuaries of St. Mary's Bay, NL (2005/06)***

Snelgrove et al studied smelt dispersal during the larval stage and evaluated the importance of active vertical migration and swimming to dispersal and population connectivity in coastal NL estuaries and bays. Understanding habitat usage, larval behaviour and dispersal is crucial to developing sustainable fisheries, and any fishery development should consider how the habitat is utilized by fish populations at different times of the year.

The researchers collected data that showed a high level of population structures and a low level of connectivity between populations. Also, different parts of the river and estuaries are utilized at different early life history stages, making some areas particularly important at certain times of the year. These findings indicate that increasing localized management will increase more effective marine conservation.

Potential benefits: Policy makers may work toward implementation of localized conservation schemes (such as Marine Protected Areas); decreased environmental impact on marine areas and populations.

- **Paul Snelgrove, Ian Bradbury, et al, *Genetic Determination of the Uniqueness of Holyrood Pond Cod and Hake Population (2006/07)***

Snelgrove et al investigated the effect of isolation on population structure of marine fish in Holyrood Pond. Newfoundland & Labrador's capacity to conserve marine populations and to manage existing and new fisheries depends on a strong knowledge of the spatial ecology of species and the identification of ecologically significant units that are best managed somewhat independently.

The evidence showed genetic structuring in three species that inhabit coastal Newfoundland, however the isolation associated with the regular closing of the Holyrood Pond fjord has not translated into stronger differentiation there than in the three species found in adjacent bays. This research provides valuable information on the population structures of Holyrood Pond that suggests a localized scheme for the pond should be considered and provides insight into the connectivity of fish populations, generally.

Potential benefits: Change in management assumptions (i.e. localized management as opposed to Federal); development of ecotourism and a recreational fishery in the pond; development of ecotourism as interest is generated by the distinctness of populations (especially if designated an MPA).

- **David Schneider, Paul Snelgrove et al, *Marine Protected Areas: Policy Context and Science Basis in NL (2006/07)***

Schneider *et al* identified provincial policy options and their impacts nationally, provincially and locally. The researchers also identified internationally significant science questions relevant to the design and implementation of Marine Protected Areas (MPAs) that can be addressed in NL.

The researchers advocate that the small and unique areas designated as MPAs should exist within a larger framework of MPAs if they are to be effective (i.e. an individual MPA is still affected by surrounding waters, therefore require a network of linked MPAs to be effective).

The findings indicate that stronger provincial and local development and management approaches are necessary in order to maximize effectiveness of MPAs.

Potential benefits: Increased planning and management by the province and localities, with emphasis on developing a comprehensive MPA framework for NL; increased stability of fishery markets through supply management and control of external factors; increased ecotourism in areas surrounding MPAs.

B) RENEWABLE ENERGY

Two projects investigated possible alternative energy sources available in Newfoundland and Labrador that could decrease reliance on diesel energy (Iqbal, Iqbal).

- **Tariq Iqbal & Neil Bose, *Design of a Hybrid Energy System for Battle Harbour Island in Labrador, NL (2006/07)***

Iqbal and Bose designed a hybrid power system for Battle Harbour Island to reduce the community's reliance on its diesel generator. This system utilized renewable energy sources available on the island (including, wind, micro-hydro, solar).

***Potential benefits:** Improved economy and resilience of Battle Harbour; reduced subsidies paid by provincial government; reduced environmental impact; test-case for development of alternative energy systems in other northern, remote communities.*

- **Tariq Iqbal, *Design of Hybrid Power Systems for Port Hope Simpson and Cartwright, Labrador (2007/08)***

Iqbal designed a hybrid power system for the remote northern communities of Port Hope Simpson and Cartwright, based on renewable energy sources available on the island (including, wind, micro-hydro, solar), to reduce the communities' reliance on diesel fuel.

***Potential benefits:** Improved economy and resilience of Port Hope Simpson and Cartwright; reduced subsidies paid by provincial government; reduced environmental impact; test-case for development of alternative energy systems in other northern, remote communities.*

C) NATURAL RESOURCES

Two ARF projects facilitated a greater appreciation and understanding of climate change and development impacts on renewable resources in Newfoundland and Labrador.

- **Luise Hermanutz & Wilf Nicholls, *Biodiversity and Sustainable Ecotourism: Inspiring rural communities to use and protect our natural heritage (2005/06)***

Hermanutz and Nicholls developed and produced a CD and colour field guide to the Limestone Barrens on the Northern Peninsula to educate tourism operators on the importance of the rare plants in the region and the relevant legislation.

The CD and guide demonstrate that the limestone barrens are not a wasteland, but a living, changing habitat, supporting a very high percentage of rare plants and three species of plants that are found nowhere else in the world. The barrens are a remarkable hotspot of plant diversity in NL, but they are easily damaged and warrant protection.

Potential benefits: Increased understanding of potential uses and enjoyment of local resources can assist local development groups and government departments (INTRD, etc) in developing strategies for rural renewal; increased understanding of the wildlife and of the area might stimulate interest in ecotourism; increased understanding of legislation concerning the plants of the region can assist residents and ecotourism operators in keeping uses within the law; increased interest in preserving the area and its plants.

- **Trevor Bell & John Jacobs, *Climate Change and Renewable Resources in Labrador: Looking toward 2050 (2007/08)***

Bell and Jacobs hosted a two-day workshop in North West River, Labrador (March 11-13/08) that brought researchers, scientists, resource managers and community members together to examine the relationships between climate and climate change and the renewable resources that support northern economies and lifestyles. The workshop participants and presenters shared observations of changes in the environment and natural resources, shared expertise on interactions between climate change and renewable resources in Labrador, and identified key challenges presented by climate change and priorities for developing adaptive strategies.

Adaptive strategies discussed included: improving collaboration amongst communities, researchers and governments; establishing monitoring programs; educating and engaging communities; adapting infrastructure for coming changes; and gathering support for climate change action.

Potential benefits: Guiding governments and communities in addressing climate change impacts and developing adaptation strategies; increased resilience of northern economies and lifestyles; decreased impact on environment.

D) ECONOMY

Several ARF projects addressed Newfoundland and Labrador economic issues. Two concerned establishing base-line data and analysis from which future analysis and planning can be developed (Wernerheim, Lynch). Three projects actually sought to directly stimulate the economy of Newfoundland and Labrador by facilitating the development of Newfoundland and Labrador industry and business (Friis, King, Bell).

- **Michael Wernerheim, *Upstream-Downstream Co-agglomeration of Advance Service Industries in Rural Canada: Implications for Regional Policy (2005/06)***

Wernerheim analyzed a detailed spatial data set from Statistics Canada to examine whether Newfoundland and Labrador's weak manufacturing base makes it difficult to attract advanced service industries (i.e. industries that use intensive human capital to provide highly specialized support services to advanced service industries).

The data showed that advanced service industries must be located in areas with appropriate supporting industries and services in order to survive, therefore advanced service industries should not be located away from established centres of economic activity.

Potential benefits: Increased understanding of regional disparities and conditions for success will increase efficiency and effectiveness of government attempts to stimulate regional economies (i.e. so that industries will be able to survive in a region, even after subsidies to attract industries come to an end).

- **Scott Lynch, *Understanding the Dynamics of Out-Migration: An analysis of regional demographic change (2006/07)***

Lynch compared Statistics Canada data concerning out-migration at zonal levels to develop profiles of individuals who choose to leave NL (*interprovincial*) and to identify labour market imbalances within regional zones (*intraprovincial*).

The findings support the argument that out-migration was driven by the loss of the economic-base provided by the fishery. The findings are descriptive and set the foundation for more investigation – from the results econometric modeling can be pursued to analyze the possible explanations and factors of out-migration.

Potential benefits: Can assist policy makers in determining what kinds of resource allocation and infrastructure development will benefit particular areas; will guide policy makers in supporting urban areas while working to prevent rural areas from disappearing.

- **Dag Friis, *Boat Building Design for the Yacht Fleet (2006/07)***

Aiming to create an alternative to fishing vessel production for Newfoundland and Labrador's boat builders, while retaining a NL-grown concept, Friis developed a model hull for a 'pleasure trawler' that can be successfully manufactured and exported by a group of NL boat builders. He engaged interested and equipped builders in cooperatively building a mould to produce the hull (after which, each builder could tailor the design and interiors to create their own versions of the pleasure trawler).

Potential benefits: Increased entrepreneurship and employment in boat building sector.

- **Wayne King & John Maher, *Case Writing Project: Newfoundland and Labrador and the Republic of Ireland (2007/08)***

King and Maher are producing a series of 10 business case studies of innovative businesses located in rural areas of NL and Ireland (5 businesses from each locality) to be used in business education and to alert students to the potential for developing innovative businesses in rural areas. The case studies will provide real-life, modern examples that encourage students to think innovatively in their communities ('out of the box'), rather than moving to 'where the work is'.

Potential benefits: Can contribute to revitalization of rural economies, allowing more people to reside in rural areas; could encourage government to foster entrepreneurship from the business side, rather than focusing on the product side (i.e. realizing that a great plan can precede a great product, and that a great product doesn't always translate into a great business).

- **Trevor Bell, *Building Government and Industry Partnerships in Seabed Mapping across the North Atlantic (2007/08)***

Bell hosted a roundtable in cooperation with, and bringing together, key stakeholders in Newfoundland and Labrador seabed mapping. The roundtable workshop aimed to contribute to building a 'community' of seabed mapping stakeholders and Newfoundland and Labrador's capacity and future growth in seabed mapping.

Participants and presenters identified several challenges in seabed mapping, including that: local industries require training for highly qualified personnel and need to be able to quality-test their products; costs for data collection and use could be reduced through collaborations; use of appropriate vessels for data collection would reduce costs and inefficiencies.

Potential benefits: Policy makers will benefit from new technologies, data standards and understanding of the Newfoundland and Labrador seabed; increased competitiveness of NL mapping companies in global markets through collaborations and improved efficiencies; increased awareness of benefits of seabed mapping.

E) GOVERNANCE & COMMUNITY ORGANIZATION

Seven ARF projects investigated increasing efficiencies and effectiveness in governance and community organization. Two projects focused on inter-government relations (Tomblin, Feehan), two projects investigated the links between communities and governance (May, Jones), and three projects addressed education issues and the role of education systems in Newfoundland and Labrador (Locke, Galway, Mulcahy)

- **Stephen Tomblin, *Economic Development, Governance and Regionalism in NL: From slippery slopes to best practices (2005/06)***

Tomblin interviewed policy makers from different policy areas – municipal, health, education and economic development – that generally operate in ‘silos’ (i.e., operating separately toward individual mandates and goals) to discuss their experiences in regionalization.

Tomblin’s study demonstrated that systems of regionalization in different fields have developed through different means, in different times, with different objectives. By acting in isolation from each other, policy silos can actually be working to the detriment of other areas (for instance, some economic development plans might result in worse health for residents in a region). On the other hand, if policy makers in regionalization are aware of the goals of other policy fields, integrated and holistic policies can be developed within regions that ensure the objectives of all fields are being achieved.

Potential benefits: Improved efficiency and effectiveness of regional planning and resource allocation by policy makers in all policy fields.

- **James Feehan, *Federal Government Presence in NL: Trends and implications (2005/06)***

Feehan investigated the trends in the presence of the federal government in Newfoundland and Labrador (in terms of decision-making positions, bases, etc, located in NL). The study confirmed declining trends in federal presence – both in number of positions overall and in the number of executive, decision-making position, resulting in movement of decision-making capacity to outside Newfoundland and Labrador.

Potential benefits: Provides evidence to provincial stakeholders in advocating for greater federal presence; increased federal decision-making capacity resident in NL; increased professional, high-skilled employment in NL.

- **Douglas May, *State of the Province: Socio-economic indicators about well-being (2005/06)***

May investigated the indicators of well-being that are being used nationally and internationally and compared them to the structure of Newfoundland and Labrador’s Community Accounts. Through literature review and investigation of the provincial indicators used, May described the role Community Accounts can play in public sector accountability, policy development and decision-making, informing citizens about social and economic community development planning, helping governments and citizens to engage in community development.

Potential benefits: Improved use of Community Accounts by academics in research, and external stakeholders and citizens in practice, to determine root causes of societal problems and successes.

- **Jones, *How Mediating Organizations Contribute to the Social Reproduction of Rural Localities* (2006/07)**

Jones moved to Fogo Island and immersed himself in its culture and community to examine the ways that mediating organizations (entities that can link societal levels, muster resources, foster collective identities and bolster fresh interpretations of the world) influence the continued existence of rural localities. Jones also examined the interactions between the mediating organizations and government authorities at all levels.

The findings showed that the volunteer base on Fogo Island faces more pressing circumstances than were experienced in the 1960s and that there is frustration at the lack of perceived local influence over the factors impacting the area and the difficulty experienced engaging effectively with government departments. The research also showed that there are people who wish to stay on Fogo Island and are willing to engage with each other that it may be so. Jones argues that any future plans for Fogo Island must involve and support local organizations, as they have the knowledge of local potential and can help bring it to fruition. Jones also states that funding needs to be apolitical and stable.

Potential benefits: Increased local, rural economic development through support to mediating community organizations.

- **Wade Locke, *Supporting the Contribution of Higher Education Institutions (HEIs) to Regional Development within Atlantic Canada* (2006/07)**

As part of the Organization for Economic Co-operation and Development's international study on the role of higher education institutions (HEIs), Locke conducted a self-evaluation of all HEIs in Atlantic Canada. The report legitimizes the role of community engagement in scholarship, dispelling 'ivory tower' perceptions of academia.

Locke is producing two additional reports from his work, one (in cooperation with the Atlantic Provinces Economic Council) setting out a regional strategy to enhance the role of Atlantic Canada's HEIs in regional economic development and capacity building analysis, and the second highlighting lessons learned in NL for enhancing the role of local HEIs in local economic development.

Potential benefits: Increased awareness, discourse and standards concerning the importance of regional engagement of HEIs; increased desire and expectations for collaborations between governments and HEIs.

- **Gerald Galway & David Dibbon, *Research Incubation Fund for Symposium 2008: Post-confederation educational reform – rhetoric to reality* (2007/08)**

To address the gap in research and discourse concerning NL education reform, Galway and David Dibbon (co-investigator) hosted a Symposium on education reform in NL, funded the preparation of policy-relevant research papers, and is compiling the papers into an edited book. The Symposium and generation of papers were designed to stimulate rational discussion of education policy directions outside the political arena and to stimulate and consolidate current research on the impacts of NL's education reform. Discussion and research had not been generated or consolidated on this topic since the 1990s.

The research book and the Symposium presentations and proceedings show how policy and program reforms, in general, impact human lives by displacing people and effecting communities and economies.

Potential benefits: Better understanding of policy makers (inside NL and out) concerning the effects of policy reform (education or otherwise) on human lives – findings apply to consolidation/centralization of organizations.

- **Dennis Mulcahy, *An Investigation Into the Nature of Education in a Rural and Remote Region of the Province of Newfoundland and Labrador (2007/08)***

Mulcahy investigated the conditions of rural education in the Labrador Straits to identify the issues related to education in rural communities, the expectations of external stakeholders for education in rural communities and whether those expectations are being met by rural schools, and how education attainment contributes to rural economies.

Potential benefits: Improved education in rural areas leading to improved economic activity and decision-making capacity at the local level.

F) CULTURE

One ARF project addressed cultural aspects of regional policy and development (Tulk), seeking to foster appreciation for Mi'kmaw culture and populations in Newfoundland and Labrador through the compilation of Mi'kmaw music for use in classrooms.

- **Janice Esther Tulk, *Welta'q – “It Sounds Good”*: Sound recordings of Mi'kma'ki (2007/08)**

Tulk is compiling an archival CD with more than 24 tracks of historic archival recordings of music and storytelling, with an accompanying book to contextualize the selections and provide interpretative materials and additional information. The goal is to promote Mi'kmaw culture in NL and beyond. The CD is intended for use in Newfoundland and Labrador's education system as well as in Aboriginal education systems, to assist Mi'kmaw learners to gain appreciation for their history and culture and non-Mi'kmaw learners to gain awareness and appreciation of the diversity of cultures and populations in Newfoundland and Labrador and throughout the Atlantic Provinces.

Potential benefits: Increased Mi'kmaw valuing of culture can increase pride and self-validation, which contributes to health and productivity; increased understanding by non-Mi'kmaw contribute to a respectful and inclusive province; proceeds from CD sales (approximately 800 of the 1000 CDs produced will be sold) going into scholarship fund for Mi'kmaw students; researchers and policy makers will have better understanding of best practices for documenting and presenting cultural history; increased appreciation for Mi'kmaw culture and NL diversity could contribute to increased tourism.

APPENDIX F: HARRIS CENTRE KNOWLEDGE MOBILIZATION ACTIVITIES FOR TOMBLIN 2005/06 PROJECT (ECONOMIC DEVELOPMENT, GOVERNANCE AND REGIONALISM IN NL: FROM SLIPPERY SLOPES TO BEST PRACTICES)

The Harris Centre obtained permission from funders to use funds allocated to two cancelled ARF projects to further knowledge mobilization of other projects. (Abdi's 2005/06 project was cancelled when the Stephenville mill was closed and O'Rielly's 2006/07 project was cancelled upon his appointment as Deputy Minister of NL Department of Fisheries and Aquaculture.)

These reallocated funds went toward disseminating the findings from Tomblin's 2005/06 project on regionalization in Newfoundland and Labrador.

- First, in order to present these findings to stakeholders, the Harris Centre initiated a process of engagement. The Harris Centre invited 14 stakeholders from across the province in the relevant policy fields to review a synopsis of the Tomblin report, share their conclusions and perspectives, and participate in the debate. The Harris Centre hired Wade Kearley, BFA on contract to conduct this research and prepare a synopsis of input from selected stakeholders based.
- The Harris Centre then launched an online discussion forum on the topic of Regionalization to generate further discussion and debate on the concepts and findings from the Tomblin and Kearley reports. On June 5/08 The Harris Centre held a media launch and circulated a press release to promote the forum. Rob Greenwood (Harris Centre Director) also appeared on *Out of the Fog* on June 10/08 to promote the forum.
- The Harris Centre invited Tomblin and Kearley to present on their knowledge mobilization activities with respect to the project at the Centre's international conference, Knowledge in Motion (Oct 16-18, 2008).

APPENDIX G: KNOWLEDGE IMPACT IN SOCIETY (KIS) PROJECT AND TRANSFER OF APPLIED RESEARCH FUND (ARF) FINDINGS

A number of Harris Centre ARF projects were disseminated through the Harris Centre's Knowledge Impact in Society (KIS) project entitled "Mobilizing Knowledge for Sustainable Regions in Newfoundland and Labrador."

This project, funded by the Social Sciences and Humanities Research Council, aims to encourage exchange and collaboration between post-secondary research and expertise, and society at large. The partners in the Harris Centre's project are Memorial University, College of the North Atlantic, and the provincial government's Rural Secretariat. The Rural Secretariat is tasked with encouraging discussion around sustainability, collaboration, and citizen engagement through the Secretariat's nine Regional Councils.

KIS staff at the Harris Centre mobilized knowledge primarily through sharing lay summaries and encouraging exchange through hosting Knowledge Transfer Sessions with the Regional Councils.

Lay summaries collected for projects funded through the ARF program and shared with the provincial government's Rural Secretariat included:

- Tomblin (2005/06)
- Iqbal (2006/07)
- Mulcahy (2007/08)

In addition:

- Mulcahy shared findings and perspectives on options for rural education systems with a Regional Partnership Planner in St. John's (May 5/08), and
- Tomblin presented his findings and perspectives on regionalization at a Knowledge Transfer Session on regionalization held in Clarenville (November 15/08).

APPENDIX H: HIGHLIGHTS FROM EASTPORT SESSION EVALUATION QUESTIONNAIRES

Event: Memorial University – Community Research Partnerships: Resource Management in Marine and Freshwater Environments Workshop

Location: Eastport, NL

Date: August 22-23, 2008

The Harris Centre brought together a diverse group of researchers from Memorial and external stakeholders (including people from all levels of government, economic development corporations, unions, local resource management organizations and other community organizations) to discuss the findings from two ARF papers and their relevance in the province. Kate (Jones) Wilke and Ian Fleming presented *Marine Protected Areas: Policy Context and Science Basis in NL* (Schneider et al) and *Building the Road to Proactive and Scientifically Sound Management of Exploited Fish Populations in NL in the Context of Regional Development* (Fleming et al), respectively, along with other presentations and panel discussions.

This event is highlighted in this evaluation as a Harris Centre dissemination activity because the ARF evaluator (Kate Reid-Shute) attended this event and asked participants for feedback on evaluation questionnaires.

The evaluator found that research was presented in accessible language (i.e. free of academic language or, where such language was used, plain language explanations were also offered) and real-life implications of the research were made clear.

There was much two-way communication between participants, with all present contributing knowledge and perspectives. Of seventeen evaluation respondents, all respondents agreed (twelve strongly agreed) that there were sufficient opportunities for discussion between researchers and external stakeholders about the needs of the community. The Harris Centre sent the workshop report to all participants, furthering the discussion and knowledge transfer.

Memorial's community presence was increased through the workshop. Twelve respondents agreed (two strongly agreed) that the event increased their understanding of how Memorial research can be useful in assisting external stakeholders in regional policy and development, and ten respondents agreed (two strongly agreed) that as a result of attending the event they would be more likely to draw upon Memorial research and researchers in the future for assistance with regional policy and development issues.

Some participant feedback on how they expect to apply the knowledge gained through the workshops is below:

Comments on increased expertise gained through the event:

- “The research can be used as a valuable tool for conservation initiatives. The models developed can be used by other organizations in the assessment of species/ecosystem decline.”
- “As a committee just starting to get involved this gives me some insight into stewardship and [Marine Protected Areas] – listening to some of the problems encountered as well as benefits from having areas designated as [Marine Protected Areas].”
- “Use the information as evidence that ‘bottom up’ is more likely to result in success than ‘top down’.”
- “Tools used are relevant: bottom up, community leadership, local/traditional knowledge”
- “Help local stewardship group move forward”

Comments on plans for future collaborations with researchers:

- “I also will learn more about community relations from Kelly, Blair et al in future private communications.”

Comments on plans for future dissemination of findings:

- “Share the information – future contacts for community [organizations] in similar thinking”
- “I will use the Indian Bay example as a talking point in visits to schools & lobbying local government.”



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