

NCRP Governance Agreement

for the

SSHRC Partnership Grant

“Neighbourhood Inequality, Diversity and Change: Trends, Processes, Consequences & Policy Options for Canada’s Large Metropolitan Areas”

known in short as the

Neighbourhood Change Research Partnership

(NCRP)

Last revised: August 2013

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1. Organization of the Research Partnership

1.1. Overview of the Project

1 In March 2012 the Social Sciences and Humanities Research Council of Canada (SSHRC)
2 awarded a Partnership Grant for the proposal titled: “Neighbourhood Inequality, Diversity
3 and Change: Trends, Processes, Consequences and Policy Options for Canada’s Large
4 Metropolitan Areas” (hereafter referred to as the Neighbourhood Change Research
5 Partnership or NCRP).

6 SSHRC Partnership Grants require projects to include substantive involvement of, and cash
7 and in-kind contributions from, community and university partners. SSHRC has
8 contributed \$2.5 million over a maximum 7-year term. Continued SSHRC funding of this
9 grant is contingent on two criteria:

- 10 1) satisfactory progress demonstrated through periodic SSHRC reviews (*details to be*
11 *confirmed once SSHRC releases PG procedures*), and
- 12 2) a plan in place by the project mid-point to secure at least 35% (\$875,000) of the
13 SSHRC grant in cash and in-kind contributions, over the term of the grant.

14 The grant supports the research and dissemination activities of a cross-Canada and
15 international team of academic, government, community and private sector partners. The
16 program of research includes three main activities:

- 17 • ***Collaborative Neighbourhood Change Studies*** to examine trends, processes, and
18 consequences of neighbourhood change in the Census Metropolitan Areas (CMAs) of
19 Halifax, Montreal, Toronto, Winnipeg, Calgary and Vancouver.
- 20 • ***Comparative Analysis of Neighbourhood Trends*** to compare similarities and
21 differences among the CMAs and international comparators.
- 22 • ***Mobilizing Knowledge to Address Neighbourhood Inequality, Diversity and***
23 ***Change*** to bring an improved understanding of the issues and to evaluate policies
24 and programs.

25 The multidisciplinary team will conduct research on a number of themes related to
26 neighbourhood inequality, such as youth, criminal justice and urban schooling; age-friendly
27 neighbourhoods; immigrant settlement, immigration status, and integration /
28 marginalization; adequate housing and highrise neighbourhoods; urban Aboriginal issues;
29 and income and access to jobs.

30 The Neighbourhood Change Research Partnership builds upon research conducted in
31 Toronto under a SSHRC Community University Research Alliance (CURA) grant called
32 “Neighbourhood Change and Building Inclusive Communities From Within” (2004-2010). It
33 also follows additional research and dissemination in Toronto, Montréal and Vancouver
34 funded by a SSHRC Public Outreach Grant, “Neighbourhood Trends in the Toronto,
35 Montréal and Vancouver City-Regions, 1971 to 2006: Understanding Changes in Global
36 Cities at the Neighbourhood Level.” Many members of the NCRP team were also involved in
37 the CURA and outreach grants with the result that some initial analyses of trends between
38 1971 and 2006 have been completed for Toronto, Montreal and Vancouver. As a result, the
39 six CMAs are starting their research from different points in the overall research plan.

1.2. Purpose of this Governance Document

40 Much of the process outlined here was used successfully in the previous studies noted
41 above. It specifies an open and democratic process for managing a large national project
42 over several years. In particular, the process (1) helps ensure that the individual research
43 projects within this NCRP are well defined and congruent with the aims and objectives of
44 the NCRP as defined in the research proposal and (2) allows participants, including new
45 members of the Team who join over the term of the grant, to know how to participate, what
46 the general procedures and expectations are, and to also know how to change the rules,
47 procedures, expectations, if need be.

48 The process will be reviewed annually throughout the duration of the project and can be
49 adjusted as deemed appropriate at any time by the Board.

1.3. Members of the Research Team & Adding new Members

50 The Research Team as defined in the SSHRC-funded proposal is composed of academic co-
51 investigators, collaborators (members of the Research Advisory Board), and
52 representatives of partner organizations. See Appendix A for names and affiliations of team
53 members.

54 In submitting the proposal it was not possible to fully anticipate who should or would be
55 involved. The proposal needed to identify enough highly qualified team members to
56 illustrate to SSHRC reviewers the range and quality of the expertise that will be brought to
57 the NCRP agenda. The initial team list is, therefore, not exclusive: new members (academic
58 co-investigators, collaborators and partners) will be added where there is a need and
59 rationale to do so.

60 Any team member can propose new team members. This should start with an informal
61 discussion with any member of the Board of Directors. Following further discussion with
62 the PI and project manager, the nomination and rationale for adding the proposed member
63 can be brought to the next meeting of the Board of Directors. Once approved by the Board,
64 new members will submit the necessary documents as required by SSHRC to be formally
65 added to the grant.

1.4. Governance Structure

66 The governance structure for the
67 project, as outlined in the
68 proposal, is summarized in the
69 diagram to the right.

Board of Directors

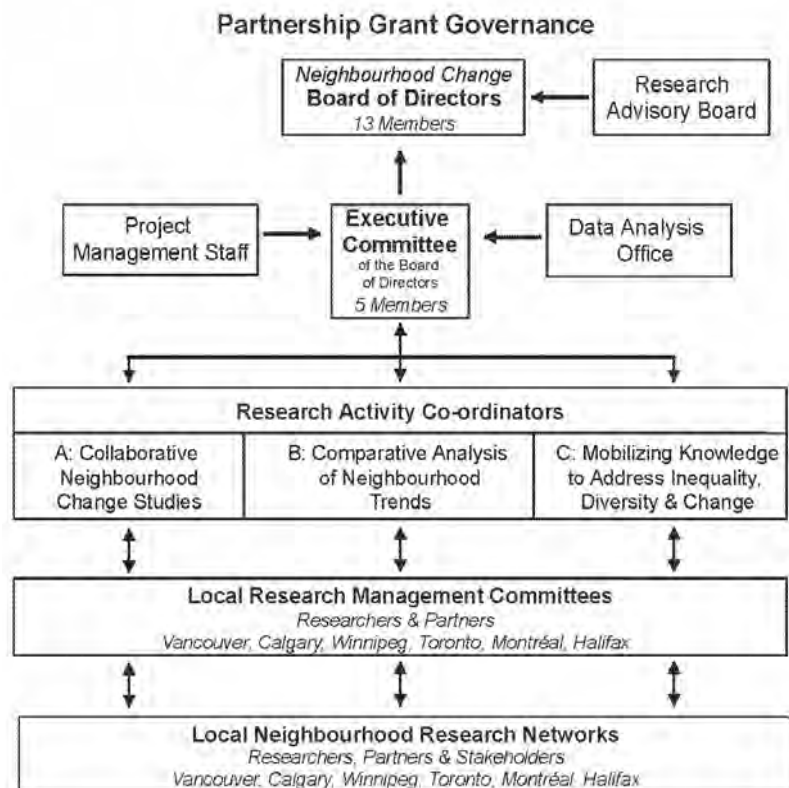
70 A *Board of Directors* is the
71 decision-making authority
72 within the project.
73

74 Overall research policy direction
75 will be provided by a Board of
76 Directors made up of no fewer
77 than 13 voting members: the PI
78 (chair), the six local CMA team
79 coordinators, three activity team
80 coordinators, and three partners
81 (nominated by the Principal
82 Investigator and approved by
83 the Board).

84 The Board will meet twice a year (or more frequently if required), usually by tele- or video-
85 conference. A quorum of 50% of the Board is required for any business requiring a vote.

86 While the Board will seek consensus on decisions, in case of disagreement, a majority vote
87 by the Board will be final.

88 Other team members (academics and partners) are welcome to participate in Board
89 meeting discussions (i.e., meetings will be open to the entire team).



90 ***Executive Committee of the Board of Directors***

91 An *Executive Committee* chaired by the PI will be responsible for oversight of the project.
92 The five Executive members, drawn from and appointed by the *Board of Directors*, will
93 meet as required, to regularly review project progress, receive annual reports from each
94 CMA team leader and from the Activity leaders, and organize research network workshops.
95 The Executive Committee will report to the Board of Directors and consult the Research
96 Advisory Board to solicit feedback on the progress of the project.

97 ***Research Advisory Board***

98 The *Research Advisory Board* (RAB), comprising senior, internationally respected
99 researchers from a mix of disciplines and regions, will review and offer advice on the
100 design, implementation, analysis, and dissemination of the research. They will participate
101 in the team's research symposia to offer feedback. Advice from the RAB, as a form of
102 internal peer review, is very important to the quality and success of the entire project. The
103 RAB will help conduct the SSHRC mandated mid-point formal assessment of our progress.

104 The initial RAB members are: Professors C. Andrew, Ottawa (Chair); T. Carter, Winnipeg;
105 W. Michaelson, Toronto; D. MacLennan, St. Andrews; and J.L. Smith, Chicago. The Board of
106 Directors can add or remove RAB members by majority vote.

107 ***Six Local (CMA) Coordinators & the Local Research Management Committees***

108 In each of the six Canadian CMAs, one co-investigator will be the team coordinator
109 responsible for the research in that metropolitan area, will serve as a member of the
110 project's Board of Directors, and will keep the Board and activity leaders up-to-date on
111 CMA progress. Subgrants for administration and start-up costs for each CMA will be
112 transferred to the CMA coordinator. Subgrants for local funded projects will be transferred
113 to the Principal Investigator named on funded subgrant proposals – which may be the CMA
114 coordinator or another local co-investigator (see Section 2.4 for details on the funding
115 allocation process). CMA coordinators are responsible to be generally aware of the
116 progress of all local subgrants. Responsibility for financial oversight on subgrants rests
117 with the Principal Investigator of each funded subgrant, not with the CMA coordinator; the
118 subgrant PI is responsible for keeping the CMA coordinator aware of progress on the
119 subgrant.

120 *Local research management committees* will be responsible for oversight of research
121 specific to each city. Local committees will include other researchers and partners involved
122 in the project in that locale. The individual CMA committees will ensure that community-
123 based approaches are appropriate to the city, help ensure that local stakeholders can
124 influence decisions on the local research agenda, and will help guide and coordinate the
125 comparative research across the six CMAs. Local Research Management Committees have a
126 dual purpose: 1) to manage local research; and 2) to maintain local partnerships and
127 ensure local integrated knowledge mobilization. In smaller cities, a single body may carry
128 out the mandate of both the Local Research Management Committee and Local
129 Neighbourhood Research Network (see p. 19).

130 ***Research Activity Coordinators***

131 The *coordinators of Research Activities* will act as a link between the local CMA research
132 management committees and the Board and, where appropriate, will seek advice from the
133 Research Advisory Board. They will receive, initiate, and review work plans, research
134 project proposals, and outputs related to their activity areas, and provide annual reports on
135 their activities to the Board of Directors.

136 ***Outline Description of the Roles of Team Members & Organizations***

137 See Appendix B for an outline description of the roles of the various categories of project
138 participants. This is meant to be illustrative – general descriptions of what these people
139 are expected to do within the NCRP.

2. The NCRP's Decision Making Procedures and Expectations

2.1. Decision-Making Process

140 Whenever possible, decisions will be arrived at through consensus among team members.
141 If a consensus does not exist, then decisions will be made by majority vote of the Board of
142 Directors.

143 Team members will respect the rules, procedures, and expectations outlined in this
144 document to help assure fairness, transparency, and overall effectiveness of the team.
145 Proposals for amendments to anything in this governance document may be considered by
146 the PI and/or any member of the Board at anytime.

147

2.2. Team Meetings

148 The Research Team will hold an in-person meeting at least biannually. For budget reasons
149 not all team members can be invited to all meetings. Meetings will be held in conjunction
150 with project symposia, workshops and conferences at which team members will present
151 project research.
152

153 The Board of Directors will meet by teleconference as least twice a year. The Board will
154 maintain regular electronic communication and meet when necessary between its
155 scheduled meetings. All research team members will be notified of Board meetings and
156 invited to participate in the discussions. The Board will provide an annual written report of
157 its activities and decisions to the Research Team.

158 Agenda items for Board meetings may include, among other items:

- 159 1. Development and approval of annual budget and work plan.
- 160 2. Review of and decisions about NCRP research proposals.
- 161 3. Review of and decisions about other proposed expenditures.

- 162 4. Receiving updates and progress reports from the Project Manager, the CMA
163 coordinators and the research activity coordinators.
- 164 5. Consideration of proposed changes to the project's budget, work plan, or
165 governance procedures.
- 166 6. Consideration of proposed amendments to the governance of the project.
- 167 7. Review and approval of annual financial reports to SSHRC and all other required
168 reports.

169 The CMA coordinators and the research activity coordinators will consult with the PI and
170 project manager as needed to provide updates, share information and advice, and discuss
171 any difficulties. CMA coordinators will provide an annual report on activities within their
172 CMA to the Board of Directors.

173 The Executive Committee will meet when necessary by teleconference and discuss issues
174 via email. It will deal with minor day-to-day issues as they arise and can make spending
175 decisions under \$5000. It identifies the major issues that the Board should deal with and
176 proposes an agenda for each Board meeting. It may also seek agreement to hold special
177 Board meetings when the need arises.

178 The Research Advisory Board will meet at least annually, in person or by teleconference, to
179 review project progress and provide feedback. RAB members will maintain regular
180 electronic communication for the purposes of reviewing and commenting on research
181 proposals.

182 Local Area Management Committees, Local Neighbourhood Research Networks, and
183 Working Groups will meet by teleconference or in person on a schedule established by
184 members, in order to develop and consider research and outreach initiatives.

2.3. Budget

185 All project funds are to be distributed in a fair and transparent manner. An initial budget
186 based on the proposal submitted to SSHRC was discussed at the initial project team
187 meeting in July 2012. Based on the discussions, and any other advice received by team
188 members not at the July 2012 meeting, the budget will be reviewed and amended as
189 necessary by the Board. Annual budgets will be established by the NCRP Principal
190 Investigator and approved by Board with input from the research team.

191 As noted above, the SSHRC Partnership Grant program requires that projects acquire cash
192 and in-kind contributions equal to 35% of the funding provided by SSHRC (in the case of
193 this project, \$875,000). Such contributions will be calculated and reported to SSHRC on an
194 annual basis as part of the project's annual financial reporting. Procedures for collecting
195 this information are outlined in Section 2.5.

196

197 **2.4. NCRP Allocation of Funding to Individual Research Projects**

198 *Democratic oversight*

199 Research funds will be allocated in a transparent process that allows for as much
200 coordination and internal peer advice as is reasonable in large multi-year project. The aims
201 and objectives of the project as specified in the eight-page section of the SSHRC proposal
202 entitled “aims and objectives.” are relatively clear. It is important to note that the NCRP
203 involves research in and among six CMAs, as well as the possibility for other CMA
204 comparisons, including international comparative research. The NCRP is not six separate
205 CMA-based research initiatives.

206 *Final decision on allocation of research funds*

207 Only the Board makes the decision to allocate funds for research projects, following the
208 governance process outlined in this document.

209 *Application form*

210 A standardized short research proposal application form will be used by all researchers
211 seeking NCRP funds. The form will provide enough information, mainly in outline format,
212 to enable team members who are interested and the Research Advisory Board, to provide
213 advice and be convinced that the project will further the aims and objectives of the NCRP. It
214 assumes that details of the proposed project have been worked out by the applicants. When
215 finalized and funded, the proposal will be posted for access by team members on the
216 project’s website.

217 *Collaborative development of research proposals*

218 Since this is a partnership grant, proposals should be developed by university and
219 community-based team members working together. Others (additional academics, students
220 and/or partners) relevant to the topic can be brought in as team members where specific
221 projects will benefit from the additional expertise and resources. Additional team members
222 need not be formally added to the SSHRC grant unless they will receive funds directly from
223 the grant as a PI of the funded subgrant project. Subgrant proposals based in one or more
224 specific CMAs should be developed in consultation with Local Research Management
225 Committee(s). Proposals are first approved by the Local Research Management Committee
226 and then moved up to the Board of Directors (via the NCRP PI and/or Project Manager) for
227 funding decision.

228 *Search for joint funding of research initiatives*

229 All NCRP initiatives should seek and document local, regional or national funding for
230 projects, joint funding for research and knowledge mobilization initiatives, and funding or
231 in-kind contributions from partners and other sources. NCRP co-investigators should seek
232 contributions (such as matching research assistantships) from their home institutions. The
233 University of Toronto has made a cash contribution of \$100,000 and an in-kind
234 contribution of \$70,000 (seven research assistantships). The NCRP must submit annual
235 reports to SSHRC documenting cash and in-kind contributions for that year; procedures for
236 collecting the information for these reports are outlined in section 2.5. The NCRP must

237 demonstrate to SSHRC by the mid-point of the project that we have either received or have
238 specific plans to receive the minimum matching contributions.

239 No specific application deadlines

240 Research proposals can be submitted at anytime. The PI and Project Manager will initiate
241 the internal review and decision-making process. The Board can make a decision on
242 research proposals at anytime (i.e., between meetings) via email and/or teleconference, if
243 there is a reason for a quick decision.

244 Research Project Sub-grants issued by UofT Research Services from the main NCRP grant

245 The funds for research projects will be delivered via a sub-grant from the NCRP's main
246 UofT-based SSHRC grant. All sub-grant proposals require one academic based at a
247 university to be designated as the principal investigator. As defined by SSHRC, the PI "has
248 primary responsibility for the intellectual direction of the research or research-related
249 activity, and assumes administrative responsibility for the grant." As with our main NCRP
250 SSHRC grant, the sub-grants require a specific person and institution to assume
251 "administrative responsibility" for the grant. Once the UofT issues a sub-grant, the subgrant
252 PI and his/her home institution take responsibility and accountability for following SSHRC
253 financial, management and reporting regulations. Institutions are responsible to provide
254 annual financial reports on all funded sub-grants to University of Toronto.

255 Deliverables and knowledge mobilization – to scholarly and broader public audiences

256 All research projects must produce one or more scholarly contributions (such as a journal
257 article, book chapter or a published report) and one or more contributions for a broader
258 audience (a plain language summary, factsheets, or policy paper). For a project newsletter
259 each subgrant PI will periodically be asked for a brief written update (e.g., approx. 300
260 words). In addition to producing such deliverables, funded sub-grant projects are expected
261 to include activities for collaborative knowledge mobilization and integrated knowledge
262 transfer (for example, research advisory meetings that include partners and other
263 community members; reporting on research to local media; and meeting with local elected
264 officials, policy-makers and other stakeholders to promote recommendations arising from
265 research).

266 Fair allocation of research funds among the six CMAs

267 The Project's budget identifies an estimate of the total funds each CMA will receive over the
268 life of the NCRP grant for projects focused *on* and *within* a particular CMA. This allows the
269 six local teams to schedule research focused on the locality as best suits the schedules of
270 the local team members. The Board will monitor the allocation of these funds among the
271 CMAs so as to achieve a generally "fair share" distribution of research funds.

272 **2.5 Requirement to annually account for cash and in-kind contributions**

273 SSHRC requires Partnership Grants to submit annual reports tabulating all cash and in-kind
274 contributions to the project for that year. Project partners have committed in-kind
275 contributions in their letters of engagement. They are responsible to provide verification of
276 their annual in-kind and cash contributions, in writing, from an authorized officer of the

277 organization, to the NCRP. CMA leaders will collect written verification of cash and in-kind
278 contributions from their home institutions, local partners, other local contributors, and
279 local funded sub-grant projects (where these have acquired additional cash and in-kind
280 contributions from other funders, partners, or institutions) and forward these to the
281 Project Manager by April 30 of every year. The Project Manager may request other fiscal
282 reporting from CMA leaders, partners, and other research team members as required. All
283 team members must participate in and comply with this SSHRC requirement. By mid-point
284 in the grant, if we appear to be failing in achieving the minimum level of matching funds,
285 SSHRC has the right to reduce or terminate our grant.

2.6 Confidentiality and Handling of Intellectual Property

286 All team members must abide by the federal Tri-Council requirements on confidentiality
287 and the handling of intellectual property.

- 288 • Documents, and in particular grant proposals and manuscripts, are recognized as the
289 intellectual property of the original author(s).
- 290 • Unpublished documents, including grant proposals and manuscripts, will be kept
291 confidential (within the NCRP Team, and where warranted shared with potential
292 partners and new team members, in accordance with the process defined in this
293 governance document).
- 294 • Unpublished documents are not to be shared with non-team members, except with the
295 permission of the original author(s) of the documents.
- 296 • Except where otherwise stated in this agreement, documents will only be provided to
297 other team member(s) with the permission of the original author(s) of the documents.
298 Team members should not use or quote these documents in their own grant proposals,
299 manuscripts, or other written communications without the permission of the original
300 author(s) of the documents.
- 301 • Any publications of the Neighbourhood Change Research Partnership (including but not
302 limited to Policy Briefs, Working Papers, newsletters, other reports, and blog entries)
303 are subject to a Creative Commons Attribution-Non-Commercial-No-Derivative-Works
304 License.
- 305 • Any concerns regarding confidentiality or the handling of intellectual property should
306 be directed to the Principal Investigator and/or any Board member for consideration
307 and appropriate action.

2.7 Non-Eligible Expenses from the SSHRC Grant

308 *General principles for use of grant funds.* “Grant funds must contribute towards the direct
309 costs of the research for which the funds were awarded. The institution provides for
310 indirect or overhead costs, such as the costs associated with facilities and basic utilities, the
311 purchase and repair of office equipment, administration fees, insurance for equipment and
312 research vehicles, and basic communication devices such as telephones and fax machines.

313 The funds must be used effectively and economically, and the expenses must be essential
314 for the research for which the funds were awarded.” – from SSHRC regulations

SSHRC regulations prohibit use of grant funds for the following.

<ul style="list-style-type: none">• Costs of alcohol.• Standard monthly connection or rental costs of telephones.• Connection or installation of lines (telephone or other links).• Voice mail.• Any part of the salary, or consulting fee, to the grantee or to other persons whose status would make them eligible to apply for grants. [i.e., university professors]• Discretionary severance and separation packages.• Library acquisitions, computer and other information services provided to all members of an Institution.• Commuting costs of grantees and associated research personnel between their residence and place of employment, or between two places of employment.• Passport and immigration fees.• Costs associated with thesis examination/defence, including external examiner costs.• Reimbursement for airfare purchased with personal frequent flyer points programs.• Costs related to staff awards and recognition.	<ul style="list-style-type: none">• Education-related costs such as thesis preparation, tuition and course fees, leading up to a degree.• Costs related to professional training or development, such as computer and language training.• Costs involved in the preparation of teaching materials.• Costs of basic services such as heat, light, water, compressed air, distilled water, vacuums and janitorial services supplied to all laboratories in a research facility.• Insurance costs for buildings or equipment.• Costs associated with regulatory compliance, including ethical review, biohazard or radiation safety, environmental assessments, or provincial or municipal regulations and by-laws.• Monthly parking fees for vehicles, unless specifically required for field work.• Sales taxes to which an exemption or rebate applies.• Costs of transporting research personnel to and from a grantee's sabbatical location for supervisory or academic purposes.• Costs of transporting the grantee to the home institution for supervisory or academic purposes.
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2.8 Acknowledgment of SSHRC/NCRP Funding

All activities and publications that receive funding through this SSHRC Partnership Grant must acknowledge this support (e.g., something like: “This research was supported by a grant from the Social Sciences and Humanities Research Council through the Neighbourhood Change Research Partnership.” Where feasible, the SSHRC logo should be used (in a fashion as specified on the SSHRC website).

From SSHRC <http://www.sshrc-crsh.gc.ca/funding-financement/acknowledge-mention/index-eng.aspx>

Acknowledging SSHRC Support and Communicating the Value of Your Research

Federal support for research is an investment by the people of Canada. It is important for taxpayers to remain informed of how research dollars are being spent, and of the return on their investment through the promotion of research developments and results. Demonstrating the social, economic and cultural value of social sciences and humanities research helps to strengthen public understanding and support for research in these areas.

Acknowledge SSHRC Support

Making SSHRC's support visible helps build public support for investment in social sciences and humanities research, and enhances SSHRC's transparency and accountability for public funds. We ask that you recognize SSHRC support in the following ways when communicating about your research:

- Verbally acknowledge SSHRC funding support, and the role it played in your research, in media interviews, speeches and presentations at conferences and workshops.
- Include a written statement of SSHRC funding support in conference or workshop materials, web materials, press releases and other media materials.
- Include a written statement of SSHRC funding support in submissions to peer-reviewed publications, citing the name of the funding opportunity. If multiple grants and/or funding agencies support the grant, all sources of funding must be listed.

Statement acknowledging SSHRC funding:

This research was supported by the Social Sciences and Humanities Research Council.

Use of SSHRC logo

SSHRC's logo and the Government of Canada identifier are important parts of SSHRC's brand and must appear on select communications products.

Guidelines on the use of [SSHRC's logo](#)

Work with SSHRC to Communicate the Value and Impacts of Your Research

At SSHRC, we will make every effort to work with you and your institution to:

- organize funding announcements;
- profile your research via mainstream and specialized media; and
- showcase and celebrate research excellence through awards ceremonies and other events.

SSHRC coordinates national announcements of competition results, as well as occasional regional announcements, particularly when there is ministerial involvement.

We develop media and promotional materials and work with researchers, institutions and funding partners to solicit input and/or approvals as needed.

We also arrange occasional “virtual panels” of SSHRC-funded researchers for SSHRC Expert Alerts. These are sent to media around a theme or occasion, and are intended to raise awareness of SSHRC-funded scholars as experts in their fields.

We depend on you to inform us of your research developments or discoveries, especially those that will be published, so that we can work together, along with your institution and other funding partners (if applicable), to publicly promote these findings.

2.9 SSHRC's Definition of Terms Relevant the NCRP

Co-applicant (co-investigator): An individual, participating in a grant application, who makes a significant contribution to the intellectual direction of the research or research-related activity, who plays a significant role in the conduct of the research or research-related activity, and who may also have some responsibility for financial aspects of the research. Eligibility requirements may vary between specific funding opportunities.

Collaborator: An individual, participating in a grant application, who may make a significant contribution to the intellectual direction of the research or research-related activity, and who may play a significant role in the conduct of the research or research-related activity. Collaborators do not need to be affiliated with a Canadian postsecondary institution. With the exception of certain travel- and subsistence-related expenses, SSHRC does not cover expenses that research collaborators incur in the conduct of research or research-related activity.

Eligible institution: Refers to any entity that receives or administers SSHRC funding. Institutions or organizations that propose to administer any SSHRC grant must apply for and obtain [institutional eligibility](#).

Formal partnership: A bilateral or multilateral formal collaboration agreement between an applicant and one or more partners, of which at least one must be a Canadian postsecondary institution and at least one must be different from the institution or organization that will administer the grant funds. Partnerships may be between academic institutions, or between one or more academic institutions and one or more non-academic partners. These partners agree and commit to work collaboratively to achieve shared goals for mutual benefit. Partners must provide evidence attesting to the commitment that has been agreed upon.

While the formality of partnerships may vary, a formal partnership is grounded in trust and mutual respect, with partners contributing in a meaningful way to the success of the endeavour. This may include, for example, sharing in intellectual leadership or providing expertise. The partner is also expected to provide cash and/or in-kind contributions.

In-kind contribution: Goods or services contributed to support a specific research project or research-related activity.

Partner: A partner is an organization that participates actively in a formal partnership and contributes in a meaningful way to the success of the endeavour. A partner organization may be, for example, a Canadian or foreign: postsecondary institution, government department (federal, provincial, territorial, municipal), for-profit or not-for-profit organization, or foundation. Partner organizations are required, for administrative purposes, to identify an individual who will act as a contact person. A partner is expected to support the activities of the formal partnership by sharing in intellectual leadership or providing expertise. The partner is also expected to provide cash and/or in-kind contributions.

Principal Investigator / Project Director: has primary responsibility for the intellectual direction of the research or research-related activity, and assumes administrative responsibility for the grant. In the case of teams or formal partnerships, the principal investigator / project director is understood to be responsible for the overall leadership of the team or partnership.

Team: Includes an [applicant](#) (principal investigator / project director) and/or one or more [co-applicants](#) (co-investigators) or [collaborators](#). In the case of an institutional application, the organization's designated contact person is part of the team.

APPENDIX A

NCRP Team Members

as of 27 February 2013

Neighbourhood Change Research Partnership			
Neighbourhood Inequality, Diversity, and Change in the Global Era: Trends, Processes, Consequences, and Policy Options for Canada's Large Metropolitan Areas			
Name	Institution	Home Department / Faculty / Program	email
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APPENDIX B

Outline Description of the Roles of Team Members & Organizations

Research Team

Composition

- “Research Team” includes the principal investigator, co-investigators, collaborators, and partners, as well as the project manager and data analyst.
- The Research Team list can be found in Appendix A. It will be updated periodically by the Board of Directors.
- Students, post-docs, research staff, community organizations and others who participate in research and dissemination activities may be considered members of the research team during the period of their involvement.

Mandate

- Determine the focus of research activities.
- Define, design, seek approval for, and carry out research initiatives.
- Monitor and support research activities.
- Identify and apply for funding opportunities beyond the NCRP SSHRC grant.
- Promote the project and disseminate findings in academic venues and among a broad public, community organizations, media, and policy makers at the local, provincial and national levels.

Principal Investigator

Mandate

- Provides overall leadership, direction, and coordination of the project.
- Ensures that deadlines are met, financial policies are observed, and responsibilities completed.
- Proposes an annual project budget and consults committees on management and policy matters.
- Acts as the lead spokesperson for the project.
- Reports to funding agencies.

- Consults with committees on research and policy matters.
- Makes spending decisions on amounts below \$1000.
- Chairs meetings of the Board of Directors and Executive Committee.
- Works closely with Project Manager, Data Analyst and other project staff to ensure effective day-to-day management and accountability.

Board of Directors

Composition

- As outlined in the proposal: Principal Investigator (Hulchanski), 6 CMA leaders (Ley, Townshend, Distasio, Walks, Rose, Grant), 3 Partners (FCM, UWT, plus one other), 3 Activity / Theme Leaders (Murdie, Gallagher, Preston)
- There is no term; board members serve until they choose not to. The Board fills any vacancy following consultation with team members.
- The Board may remove a member by two-thirds vote.

Mandate & Activities

- Meet at least twice a year, but more frequently if required, generally by teleconference
- All Team Members are welcome to participate in Board discussions and to contribute information and opinions. Decisions ought to be made on a consensus basis. Where consensus is not reached, matters will be decided by a majority vote of the 13 member Board.
- A member who is in conflict of interest on a matter before the Board will recuse her /

himself from discussion and decision on that matter.

- Maintain regular electronic communication and meet as needed between scheduled meetings.
- Make decisions on all aspects of the NCRP.
- Develop and approve annual project budget.
- Seek, receive, and review advice of Research Advisory Board.
- Review and approve funding allocations over \$5,000.
- Review individual research proposals from team members and make funding decisions.
- Ensure timely and adequate review of all research proposals including those submitted in French.
- Review overall project progress and establish/revise work plans.
- Provide an annual report of activities and decisions to the Research Team.
- Oversee project-wide meetings, deliverables and dissemination (books, workshops, team meetings, conferences)

Executive Committee

Composition

- Principal Investigator, plus team members selected by the PI but mainly members of the Board.
- This is mainly an informal advisory group to assist the PI in day-to-day operating decisions.

Mandate & Activities

- Maintain regular electronic communication, and meet by teleconference as required.
- Review day-to-day project activities and progress of project in all areas.
- Help supervise the work of project staff.
- Move issues arising up to Board level for discussion & decision.
- Review and approve funding allocations between \$1000 and \$5,000.

Research Advisory Board

Composition

- C. Andrew (Chair), T. Carter, W. Michelson, D. Maclennan, J. Smith.
- There is no limit on the size and composition of the RAB; new members may be nominated by any member of the NCRP.
- New members must be approved by both the RAB and the Board of Directors (by majority vote).

Mandate & Activities

- Meet by teleconference as necessary; maintain regular electronic communication between meetings.
- Review and provide advice on individual research proposals submitted by Team Members.
- Offer advice generally on the design, implementation, analysis and dissemination of the NCRP.
- Occasionally participate in project symposia, workshops, conferences, and team meetings.
- Assist in conducting the formal mid-point project assessment.

Research Activity Coordinators

Mandate & Activities

- With the assistance of project staff and/or a part-time research assistant if necessary, generally lead and co-ordinate initiatives within the activity area.
- With team members and partners, develop and maintain a general workplan for the activity area.

- Help cultivate, encourage, support and then receive draft research initiatives within the activity area.
- When a proposed research initiative is ready, submit for Board decision via the PI and Project Manager.
- Report annually, and as required, to the Board of Directors.
- Have a sense of who is doing what and how it fits into the focus and direction of the overall Project.

Project staff

- Toronto-based **Project Manager** oversees project workplan; manages project budget; works closely with PI on day-to-day project work; manages planning of project events; maintains communication among CMA leaders and sub-projects; plans and documents meetings of the Board of Directors, Executive Committee, CMA Leaders and other project groups; collects and circulates progress reports from CMAs and sub-projects; reports to Executive Committee and Board of Directors; in

consultation with PI, makes spending decisions on amounts below \$1,000; provides annual report of activities to the Principal Investigator; and provides reports to SSHRC as required.

- Toronto-based **Data Analyst** provides data analysis and visualization, maps, and raw data to CMA leaders and all funded research projects within the NCRP as requested; merges data from other sources with census data when requested,

CMA Coordinators

Composition

- Jill Grant (Halifax), Damaris Rose (Montreal), Alan Walks (Toronto), Jino Distasio (Winnipeg), Ivan Townshend (Calgary), David Ley (Vancouver).

Mandate

- Monitor that deadlines are met, financial policies observed, and responsibilities completed, for local CMA activities.
- Reach out to, engage with and maintain relationships with local partners and research colleagues.
- Develop and maintain a contact list of local academics, community organizations, municipal departments and other stakeholders with an interest in neighbourhood research.
- Initiate and coordinate a Local Research Management Committee.
- In CMAs where this is appropriate, develop and coordinate a larger local neighbourhood research network of academic, community, government and other stakeholders.

- Maintain records of local project progress, local dissemination activities, and local partner in-kind and cash contributions
- Collect confirmation of local partners' annual cash and in-kind contributions and provide these to the Project Manager by April 30 of each year.
- Collect brief annual reports from Principal Investigators of all local funded subgrants.
- Provide an annual report on activities within their CMA to the Board of Directors and research team.
- Provide other information as required or requested to the Board of Directors, NCRP Principal Investigator, and / or Project Manager.
- Leverage local input and opportunities for value-added research.
- Coordinate local promotion and dissemination.
- Sit on NCRP Board of Directors and bring local issues to the project's leadership team.

Local Research Management Committees

Composition

- Size and composition is determined locally.
- Comprised of CMA coordinator, co-investigators and partners based in each CMA.
- Students, post-docs, research staff, community organizations and others who participate in research and dissemination activities can be considered part of the Local Area Management Committee during their period of involvement.

Mandate

- Oversee core project activities and funded sub-grants for each CMA.

- Oversee and advise on the development of sub-grant proposals for CMA-specific research and / or comparative research based in that CMA.
- Advance sub-grant proposals to the Board of Directors for consideration.
- Establish a local research network to engage in co-production of knowledge and its local dissemination.
- Assist in and conduct collaborative knowledge mobilization, for example through meetings with city representatives, local workshops, policy forums, conferences and publications

Local Neighbourhood Research Networks (optional)

Composition

- Size and composition is determined locally (e.g., local NCRP co-investigators and partners; other local academics, students; staff of relevant agencies, municipal departments, school boards, and others who are interested in or conducting neighbourhood research.
- In some CMAs there will be a single body carrying out the mandate and activities of both the Local Research Management Committee and Local Neighbourhood Research Network.

Mandate and Activities

- The organization, management, mandate and activities will be determined locally; aside from

advice, these are not matters for the NCRP's Board or Research Advisory Board.

- Such a network can be a legacy of the NCRP SSHRC grant in individual CMAs.
- If separate from the Local Research Management Committee, such a local research network should not have decision-making authority over the local NCRP project.
- A regular calendar of meetings (quarterly?) should be established annually, announced well in advance.

Principal Investigators of Funded Sub-Grants

Composition

- Any NCRP co-investigator who is listed as Principal Investigator on a funded sub-grant proposal.

Mandate

- Develop, propose and carry out collaborative research funded by the NCRP, in consultation with the appropriate Local Research Management Committee(s).
- Ensure that deadlines are met and responsibilities completed for funded sub-grant activities.
- Provide annual reports on funded sub-grant activities to the appropriate CMA Coordinator(s).
- Receive and manage sub-grant transfers from the NCRP grant.
- Observe all financial policies of SSHRC and of the NCRP.

- Provide regular progress reports to the Board of Directors (via Project Manager) as specified in the sub-grant agreement
- Provide information as required or requested by the Board of Directors, NCRP Principal Investigator, and Project Manager.
- Conduct collaborative knowledge mobilization, such as through local workshops, policy forums, meetings with elected officials, conferences and publications.
- Supervise and train students working on NCRP initiatives.
- Seek outside cash and in-kind contributions - from their institutions, partners, and other sources - to increase the resources of funded sub-grant projects,
- Provide an annual report on any such outside cash and in-kind contributions to the Project Manager by April 30 of each year.