1. Organization of the Research Partnership

1.1. Overview of the Project

In March 2012 the Social Sciences and Humanities Research Council of Canada (SSHRC) awarded a Partnership Grant for the proposal titled: “Neighbourhood Inequality, Diversity and Change: Trends, Processes, Consequences and Policy Options for Canada’s Large Metropolitan Areas” (hereafter referred to as the Neighbourhood Change Research Partnership or NCRP). SSHRC Partnership Grants require projects to include substantive involvement of, and cash and in-kind contributions from, community and university partners. SSHRC has contributed $2.5 million over a maximum 7-year term. Continued SSHRC funding of this grant is contingent on two criteria:

1) satisfactory progress demonstrated through periodic SSHRC reviews (details to be confirmed once SSHRC releases PG procedures), and

2) a plan in place by the project mid-point to secure at least 35% ($875,000) of the SSHRC grant in cash and in-kind contributions, over the term of the grant.

The grant supports the research and dissemination activities of a cross-Canada and international team of academic, government, community and private sector partners. The program of research includes three main activities:
• **Collaborative Neighbourhood Change Studies** to examine trends, processes, and consequences of neighbourhood change in the Census Metropolitan Areas (CMAs) of Halifax, Montreal, Toronto, Winnipeg, Calgary and Vancouver.

• **Comparative Analysis of Neighbourhood Trends** to compare similarities and differences among the CMAs and international comparators.

• **Mobilizing Knowledge to Address Neighbourhood Inequality, Diversity and Change** to bring an improved understanding of the issues and to evaluate policies and programs.

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

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

### 1.2. Purpose of this Governance Document

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

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

### 1.3. Members of the Research Team & Adding new Members

The Research Team as defined in the SSHRC-funded proposal is composed of academic co-investigators, collaborators (members of the Research Advisory Board), and representatives of partner organizations. See Appendix A for names and affiliations of team members.
In submitting the proposal it was not possible to fully anticipate who should or would be involved. The proposal needed to identify enough highly qualified team members to illustrate to SSHRC reviewers the range and quality of the expertise that will be brought to the NCRP agenda. The initial team list is, therefore, not exclusive: new members (academic co-investigators, collaborators and partners) will be added where there is a need and rationale to do so.

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

1.4. Governance Structure

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

**Board of Directors**

A Board of Directors is the decision-making authority within the project.

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

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

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

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

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

Research Advisory Board

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

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

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

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

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

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

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

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

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**2. The NCRP’s Decision Making Procedures and Expectations**

**2.1. Decision-Making Process**

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

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

**2.2. Team Meetings**

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

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

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

1. Development and approval of annual budget and work plan.
2. Review of and decisions about NCRP research proposals.
3. Review of and decisions about other proposed expenditures.
4. Receiving updates and progress reports from the Project Manager, the CMA coordinators and the research activity coordinators.

5. Consideration of proposed changes to the project’s budget, work plan, or governance procedures.

6. Consideration of proposed amendments to the governance of the project.

7. Review and approval of annual financial reports to SSHRC and all other required reports.

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

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

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

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

2.3. Budget

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

As noted above, the SSHRC Partnership Grant program requires that projects acquire cash and in-kind contributions equal to 35% of the funding provided by SSHRC (in the case of this project, $875,000). Such contributions will be calculated and reported to SSHRC on an annual basis as part of the project’s annual financial reporting. Procedures for collecting this information are outlined in Section 2.5.
2.4. NCRP Allocation of Funding to Individual Research Projects

Democratic oversight

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

Final decision on allocation of research funds

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

Application form

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

Collaborative development of research proposals

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

Search for joint funding of research initiatives

All NCRP initiatives should seek and document local, regional or national funding for projects, joint funding for research and knowledge mobilization initiatives, and funding or in-kind contributions from partners and other sources. NCRP co-investigators should seek contributions (such as matching research assistantships) from their home institutions. The University of Toronto has made a cash contribution of $100,000 and an in-kind contribution of $70,000 (seven research assistantships). The NCRP must submit annual reports to SSHRC documenting cash and in-kind contributions for that year; procedures for collecting the information for these reports are outlined in section 2.5. The NCRP must
demonstrate to SHHRC by the mid-point of the project that we have either received or have specific plans to receive the minimum matching contributions.

No specific application deadlines
Research proposals can be submitted at anytime. The PI and Project Manager will initiate the internal review and decision-making process. The Board can make a decision on research proposals at anytime (i.e., between meetings) via email and/or teleconference, if there is a reason for a quick decision.

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

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

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

2.5 Requirement to annually account for cash and in-kind contributions
SSHRC requires Partnership Grants to submit annual reports tabulating all cash and in-kind contributions to the project for that year. Project partners have committed in-kind contributions in their letters of engagement. They are responsible to provide verification of their annual in-kind and cash contributions, in writing, from an authorized officer of the
organization, to the NCRP. CMA leaders will collect written verification of cash and in-kind contributions from their home institutions, local partners, other local contributors, and local funded sub-grant projects (where these have acquired additional cash and in-kind contributions from other funders, partners, or institutions) and forward these to the Project Manager by April 30 of every year. The Project Manager may request other fiscal reporting from CMA leaders, partners, and other research team members as required. All team members must participate in and comply with this SSHRC requirement. By mid-point in the grant, if we appear to be failing in achieving the minimum level of matching funds, SSHRC has the right to reduce or terminate our grant.

2.6 Confidentiality and Handling of Intellectual Property

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

- Documents, and in particular grant proposals and manuscripts, are recognized as the intellectual property of the original author(s).
- Unpublished documents, including grant proposals and manuscripts, will be kept confidential (within the NCRP Team, and where warranted shared with potential partners and new team members, in accordance with the process defined in this governance document).
- Unpublished documents are not to be shared with non-team members, except with the permission of the original author(s) of the documents.
- Except where otherwise stated in this agreement, documents will only be provided to other team member(s) with the permission of the original author(s) of the documents.
- Any publications of the Neighbourhood Change Research Partnership (including but not limited to Policy Briefs, Working Papers, newsletters, other reports, and blog entries) are subject to a Creative Commons Attribution-Non-Commercial-No-Derivative-Works License.
- Any concerns regarding confidentiality or the handling of intellectual property should be directed to the Principal Investigator and/or any Board member for consideration and appropriate action.

2.7 Non-Eligible Expenses from the SSHRC Grant

General principles for use of grant funds. “Grant funds must contribute towards the direct costs of the research for which the funds were awarded. The institution provides for indirect or overhead costs, such as the costs associated with facilities and basic utilities, the purchase and repair of office equipment, administration fees, insurance for equipment and research vehicles, and basic communication devices such as telephones and fax machines.
The funds must be used effectively and economically, and the expenses must be essential for the research for which the funds were awarded.” – from SSHRC regulations

SSHRC regulations prohibit use of grant funds for the following.

<table>
<thead>
<tr>
<th>Costs of alcohol.</th>
<th>Education-related costs such as thesis preparation, tuition and course fees, leading up to a degree.</th>
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<tbody>
<tr>
<td>Standard monthly connection or rental costs of telephones.</td>
<td>Costs related to professional training or development, such as computer and language training.</td>
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<tr>
<td>Connection or installation of lines (telephone or other links).</td>
<td>Costs involved in the preparation of teaching materials.</td>
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<tr>
<td>Voice mail.</td>
<td>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.</td>
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<tr>
<td>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]</td>
<td>Insurance costs for buildings or equipment.</td>
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<tr>
<td>Discretionary severance and separation packages.</td>
<td>Costs associated with regulatory compliance, including ethical review, biohazard or radiation safety, environmental assessments, or provincial or municipal regulations and by-laws.</td>
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<tr>
<td>Library acquisitions, computer and other information services provided to all members of an Institution.</td>
<td>Monthly parking fees for vehicles, unless specifically required for field work.</td>
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<td>Commuting costs of grantees and associated research personnel between their residence and place of employment, or between two places of employment.</td>
<td>Sales taxes to which an exemption or rebate applies.</td>
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<td>Passport and immigration fees.</td>
<td>Costs of transporting research personnel to and from a grantee’s sabbatical location for supervisory or academic purposes.</td>
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<td>Costs associated with thesis examination/defence, including external examiner costs.</td>
<td>Costs related to staff awards and recognition.</td>
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<tr>
<td>Reimbursement for airfare purchased with personal frequent flyer points programs.</td>
<td>Costs of transporting the grantee to the home institution for supervisory or academic purposes.</td>
</tr>
<tr>
<td>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.</td>
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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).


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.

Acknowledging 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 June 2013*

<table>
<thead>
<tr>
<th>Name</th>
<th>Institution</th>
<th>Home Department / Faculty / Program</th>
<th>email</th>
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<tbody>
<tr>
<td><strong>Principal Investigator</strong></td>
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<tr>
<td>David Hulchanski</td>
<td>U of Toronto</td>
<td>Social Work, Cities Centre</td>
<td><a href="mailto:david.hulchanski@utoronto.ca">david.hulchanski@utoronto.ca</a></td>
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<tr>
<td><strong>University of Toronto Co-Investigators</strong></td>
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<tr>
<td>Rupaleem Bhuyan</td>
<td></td>
<td>Social Work</td>
<td><a href="mailto:r.bhuyan@utoronto.ca">r.bhuyan@utoronto.ca</a></td>
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<td>Larry Bourne</td>
<td></td>
<td>Geography</td>
<td><a href="mailto:larry.bourne@utoronto.ca">larry.bourne@utoronto.ca</a></td>
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<tr>
<td>Shauna Brail</td>
<td></td>
<td>Urban Studies</td>
<td><a href="mailto:shauna.brail@utoronto.ca">shauna.brail@utoronto.ca</a></td>
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<tr>
<td>Deborah Cowen</td>
<td></td>
<td>Geography &amp; Planning</td>
<td><a href="mailto:deb.cowen@utoronto.ca">deb.cowen@utoronto.ca</a></td>
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<td>Caroline Fusco</td>
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<tr>
<td>Kathleen Gallagher</td>
<td></td>
<td>OISE/UT – Curriculum, Teaching &amp; Learning</td>
<td><a href="mailto:kathleen.gallagher@utoronto.ca">kathleen.gallagher@utoronto.ca</a></td>
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<td><a href="mailto:awalks@utm.utoronto.ca">awalks@utm.utoronto.ca</a></td>
</tr>
<tr>
<td>Scot Wortley</td>
<td></td>
<td>Centre of Criminology</td>
<td><a href="mailto:scot.wortley@utoronto.ca">scot.wortley@utoronto.ca</a></td>
</tr>
<tr>
<td>Name</td>
<td>University</td>
<td>Department</td>
<td>Email</td>
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<tr>
<td>Daniyal Zuberi</td>
<td></td>
<td>Social Work and Public Policy</td>
<td><a href="mailto:daniyal.zuberi@utoronto.ca">daniyal.zuberi@utoronto.ca</a></td>
</tr>
<tr>
<td><strong>Co-Investigators from Other Universities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>David Ley</td>
<td>British Columbia</td>
<td>Geography</td>
<td><a href="mailto:david.ley@geog.ubc.ca">david.ley@geog.ubc.ca</a></td>
</tr>
<tr>
<td>Dan Hiebert</td>
<td>British Columbia</td>
<td>Geography</td>
<td><a href="mailto:daniel.hiebert@ubc.ca">daniel.hiebert@ubc.ca</a></td>
</tr>
<tr>
<td>Sean Lauer</td>
<td>British Columbia</td>
<td>Sociology</td>
<td><a href="mailto:Sean.Lauer@ubc.ca">Sean.Lauer@ubc.ca</a></td>
</tr>
<tr>
<td>Ivan Townshend</td>
<td>Lethbridge</td>
<td>Geography</td>
<td><a href="mailto:towni0@uleth.ca">towni0@uleth.ca</a></td>
</tr>
<tr>
<td>Byron Miller</td>
<td>Calgary</td>
<td>Geography</td>
<td><a href="mailto:bavrmill@ucalgary.ca">bavrmill@ucalgary.ca</a></td>
</tr>
<tr>
<td>Jino Distasio</td>
<td>Winnipeg</td>
<td>Institute of Urban Studies</td>
<td><a href="mailto:j.distasio@uwinnipeg.ca">j.distasio@uwinnipeg.ca</a></td>
</tr>
<tr>
<td>Christopher Leo</td>
<td>Winnipeg</td>
<td>Politics</td>
<td><a href="mailto:christopher.leo@shaw.ca">christopher.leo@shaw.ca</a></td>
</tr>
<tr>
<td>Sutama Ghosh</td>
<td>Ryerson</td>
<td>Geography</td>
<td><a href="mailto:sutama@geography.ryerson.ca">sutama@geography.ryerson.ca</a></td>
</tr>
<tr>
<td>Robert Murdie</td>
<td>York</td>
<td>Geography</td>
<td><a href="mailto:murdie@yorku.ca">murdie@yorku.ca</a></td>
</tr>
<tr>
<td>Valerie Preston</td>
<td>York</td>
<td>Geography</td>
<td><a href="mailto:vpreston@yorku.ca">vpreston@yorku.ca</a></td>
</tr>
<tr>
<td>Richard Harris</td>
<td>McMaster</td>
<td>Geography</td>
<td><a href="mailto:harrsr@univmail.cis.mcmaster.ca">harrsr@univmail.cis.mcmaster.ca</a></td>
</tr>
<tr>
<td>Damaris Rose</td>
<td>INRS</td>
<td>Geography</td>
<td><a href="mailto:Damaris_Rose@UCS.INRS.Ca">Damaris_Rose@UCS.INRS.Ca</a></td>
</tr>
<tr>
<td>Annick Germain</td>
<td>INRS</td>
<td>Sociology</td>
<td><a href="mailto:Annick_Germain@UCS.INRS.Ca">Annick_Germain@UCS.INRS.Ca</a></td>
</tr>
<tr>
<td>Xavier Leloup</td>
<td>INRS</td>
<td>Sociology</td>
<td><a href="mailto:Xavier_Leloup@UCS.INRS.Ca">Xavier_Leloup@UCS.INRS.Ca</a></td>
</tr>
<tr>
<td>Jill Grant</td>
<td>Dalhousie</td>
<td>Planning</td>
<td><a href="mailto:jill.grant@dal.ca">jill.grant@dal.ca</a></td>
</tr>
<tr>
<td>Martha Radice</td>
<td>Dalhousie</td>
<td>Sociology &amp; Social Anthropology</td>
<td><a href="mailto:Martha.radice@dal.ca">Martha.radice@dal.ca</a></td>
</tr>
<tr>
<td>Howard Ramos</td>
<td>Dalhousie</td>
<td>Sociology &amp; Social Anthropology</td>
<td><a href="mailto:howard.ramos@dal.ca">howard.ramos@dal.ca</a></td>
</tr>
<tr>
<td>Maarten Van Ham</td>
<td>TU Delft (NL)</td>
<td>Geography</td>
<td><a href="mailto:mvh4@st-andrews.ac.uk">mvh4@st-andrews.ac.uk</a></td>
</tr>
<tr>
<td>Ronald van Kempen</td>
<td>Utrecht (NL)</td>
<td>Geography</td>
<td><a href="mailto:R.vanKempen@geo.uu.nl">R.vanKempen@geo.uu.nl</a></td>
</tr>
<tr>
<td>Peter Marcuse</td>
<td>Columbia (US)</td>
<td>Planning</td>
<td><a href="mailto:pm35@columbia.edu">pm35@columbia.edu</a></td>
</tr>
<tr>
<td><strong>Research Advisory Board (Collaborators)</strong></td>
<td></td>
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</tr>
<tr>
<td>Tom Carter</td>
<td>Winnipeg</td>
<td>Geography</td>
<td><a href="mailto:t.carter@uwinnipeg.ca">t.carter@uwinnipeg.ca</a></td>
</tr>
<tr>
<td>Partner Contact</td>
<td>CMA</td>
<td>Partner</td>
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</tr>
<tr>
<td>Jennie Rubio</td>
<td>national</td>
<td>Oxford University Press</td>
<td><a href="mailto:Jennie.Rubio@oup.com">Jennie.Rubio@oup.com</a></td>
</tr>
<tr>
<td>Michael Buda &amp; Leanne Holt</td>
<td>national</td>
<td>Federation of Canadian</td>
<td><a href="mailto:mbuda@fcm.ca">mbuda@fcm.ca</a></td>
</tr>
<tr>
<td>Mamie Hutt-Temoana &amp; Rob Howarth</td>
<td>national</td>
<td>Canadian Association of Neighbourhood Services</td>
<td><a href="mailto:mhtemoana@anhgv.org">mhtemoana@anhgv.org</a></td>
</tr>
<tr>
<td>Matthew Blackett</td>
<td>national</td>
<td>Spacing Media</td>
<td><a href="mailto:matt@spacing.ca">matt@spacing.ca</a></td>
</tr>
<tr>
<td>Paul Shakotko</td>
<td>Halifax</td>
<td>United Way Halifax</td>
<td><a href="mailto:PShakotko@unitedwayhalifax.ca">PShakotko@unitedwayhalifax.ca</a></td>
</tr>
<tr>
<td>Kasia Tota</td>
<td>Halifax</td>
<td>Halifax Regional Municipality</td>
<td><a href="mailto:totak@halifax.ca">totak@halifax.ca</a></td>
</tr>
<tr>
<td>Malcolm Shookner</td>
<td>Halifax</td>
<td>Nova Scotia Department of Finance</td>
<td><a href="mailto:SHOOKNMR@gov.ns.ca">SHOOKNMR@gov.ns.ca</a></td>
</tr>
<tr>
<td>Cécile Poirier</td>
<td>Montréal</td>
<td>Centraide de Grand Montréal</td>
<td><a href="mailto:poirierc@centraide-mtl.org">poirierc@centraide-mtl.org</a></td>
</tr>
<tr>
<td>Michelynne Laflèche &amp; Laura McDonough</td>
<td>Toronto</td>
<td>United Way Toronto</td>
<td><a href="mailto:MLafleche@uwgt.org">MLafleche@uwgt.org</a></td>
</tr>
<tr>
<td>Adriana Beemans</td>
<td>Toronto</td>
<td>Metcalf Foundation</td>
<td><a href="mailto:abeemans@metcalffoundation.com">abeemans@metcalffoundation.com</a></td>
</tr>
<tr>
<td>John Campey</td>
<td>Toronto</td>
<td>Social Planning Toronto</td>
<td><a href="mailto:jcampey@socialplanningtoronto.org">jcampey@socialplanningtoronto.org</a></td>
</tr>
<tr>
<td>Connie Walker</td>
<td>Winnipeg</td>
<td>United Way Winnipeg</td>
<td><a href="mailto:cwalker@unitedwaywinnipeg.mb.ca">cwalker@unitedwaywinnipeg.mb.ca</a></td>
</tr>
<tr>
<td>Leslie Evans</td>
<td>Calgary</td>
<td>Federation of Calgary Communities</td>
<td><a href="mailto:leslie.evans@calgarycommunities.com">leslie.evans@calgarycommunities.com</a></td>
</tr>
<tr>
<td>Scott Graham</td>
<td>Vancouver</td>
<td>Social Planning and Re-search Council of</td>
<td><a href="mailto:sgraham@sparc.bc.ca">sgraham@sparc.bc.ca</a></td>
</tr>
<tr>
<td>Natalie Taylor</td>
<td>Vancouver</td>
<td>B.C. Association of Neighbourhood</td>
<td><a href="mailto:ntaylor@anhbc.org">ntaylor@anhbc.org</a></td>
</tr>
<tr>
<td>Project Staff</td>
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<td></td>
</tr>
<tr>
<td>Emily Paradis</td>
<td>Toronto</td>
<td>Project Manager</td>
<td><a href="mailto:e.paradis@utoronto.ca">e.paradis@utoronto.ca</a></td>
</tr>
<tr>
<td>Richard Maaranen</td>
<td>Toronto</td>
<td>Data Analyst</td>
<td><a href="mailto:richard.maaranen@utoronto.ca">richard.maaranen@utoronto.ca</a></td>
</tr>
</tbody>
</table>
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. Maclean, 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.

## 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 CMA 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.