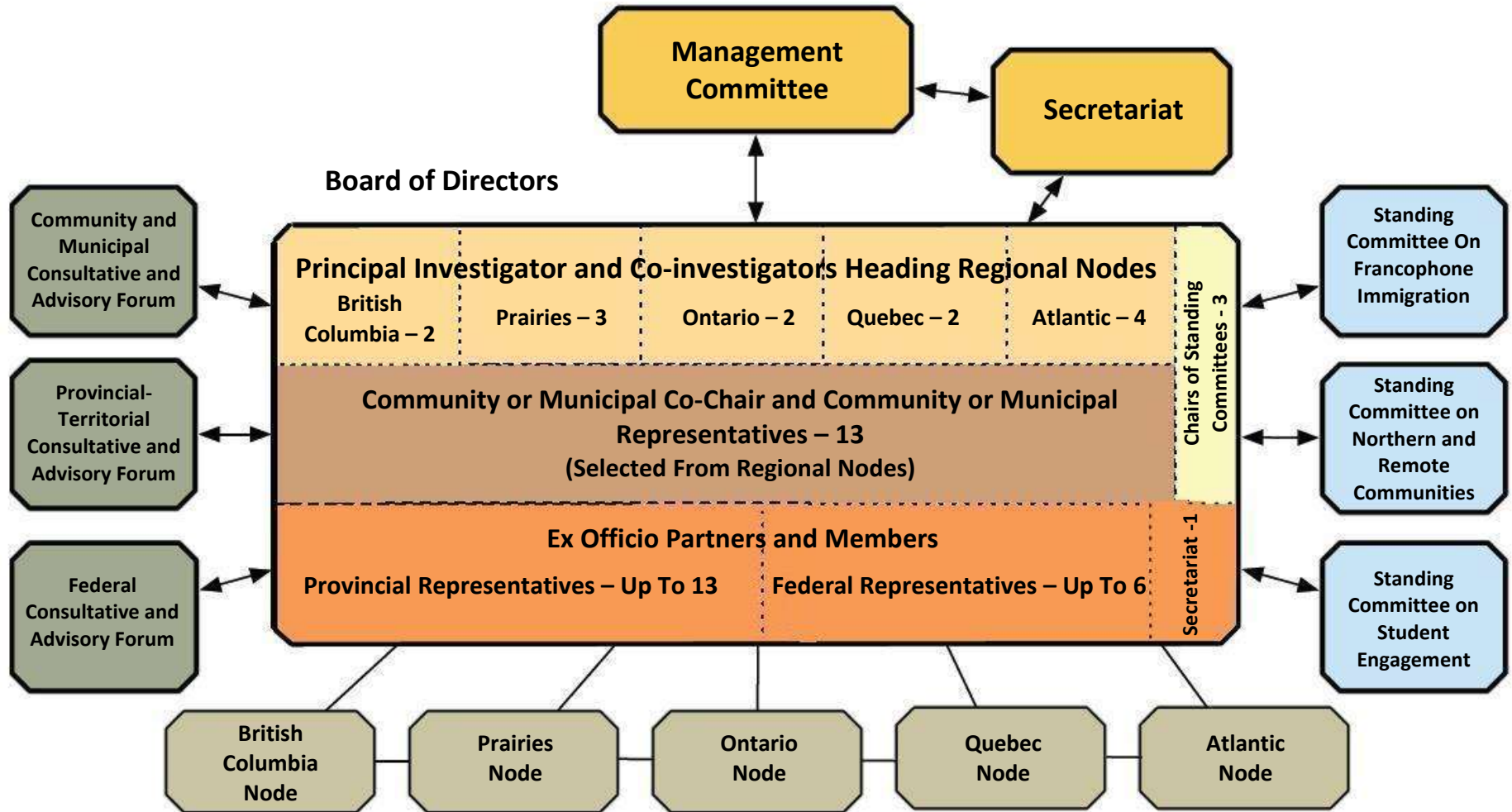


Governance Structure



COMPOSITION AND MANDATES OF P2P INSTITUTIONS

Regional Nodes

The Pathways to Prosperity Partnership employs five regional nodes and an overarching pan-Canadian hub that, together with the Project's governance structures, provide strategic leadership, coordination and corporate administration. The five regional nodes – Atlantic, Quebec, Ontario, Prairies and British Columbia – are provided core support under the SSHRC Partnership Grant with a view to achieving the following regional and collective P2P objectives, organized into four activity blocks:

Participation and governance block

- Establish and manage a regional node that provides a point of contact for regional and local stakeholders
- Participate in pan-Canadian governance and tasks identified by the governance structures as benefitting the P2P collective
- Participate actively in P2P conferences, workshops, and other knowledge exchange events
- Participate actively in P2P educational activities
- Initiate and participate actively in P2P research activities, including pan-Canadian projects and regional research led by the regional nodes (see Research Block below)
- Report on regional activities and regional research
- Report annually on financial contributions from partners, use of funds, membership and activities, in line with SSHRC requirements

Engagement block

- Increase the number of local, municipal and regional partners from the policymaker and practitioner communities, and strengthen relations with them
- Attract academic interest and increase the number of regional P2P academic collaborators
- Recruit student and postdoctoral fellow members to the P2P and provide opportunities for students, postdoctoral fellows, junior faculty members, and community researchers to receive training and participate in research studies
- Create opportunities for local community organizations, municipalities and government agencies (as well as other stakeholders) to participate in project development, execution and dissemination

Research and funding block

- Ensure that regional researchers participate actively in a minimum of three pan-Canadian research projects annually and assume leadership for a minimum of one pan-Canadian project each year
- Organize activities aimed at contributing to the development of both the pan-Canadian and regional research agendas
- Ensure that regional policy-research priorities enter the pan-Canadian agenda
- Ensure that the P2P's francophone and Northern objectives are reflected in the regional research agenda
- Develop and implement a regional research program that advances the P2P's research interests and strengthens its regional connections
- Enlarge the P2P's access to financial and in-kind support for regional and pan-Canadian research and core Secretariat functions
- Help regional researchers generate research proposals and obtain support

Communications block

- Establish and manage regional communications as well as contributing regularly to pan-Canadian communications centred on the P2P website and eBulletin
- Produce publications, make presentations, participate in joint publications, and develop reports based on regional and pan-Canadian P2P research
- Contribute to 'branding' efforts aimed at establishing P2P as the pre-eminent research project concerned with newcomer integration and welcoming communities

P2P Board of Directors

Functions and responsibilities of the Board

The Board of Directors is the principal strategic direction-setting body of the Pathways to Prosperity Partnership. The Board is responsible for:

- Establishing the overall research priorities and strategic directions of the P2P Partnership in response to recommendations by the Management Committee
- Establishing the overarching education, communications and knowledge mobilization strategies of the P2P in response to recommendations by the Management Committee.
- Initiating referrals to and receiving advice from the P2P's Standing Committees
- Advising on fundraising
- Approving mid-term and final reports to SSHRC

Membership

The membership of the Board of Directors will consist of:

- the P2P's principal investigator who serves as co-chair
- an elected (by the Board) community or municipal co-chair
- the P2P's regional node co-investigators (12)
- community or municipal representatives appointed by the regional nodes (12 in total: 2 each from B.C., Ontario and Quebec and 1 each from the other provinces – excepting the province from which the community or municipal co-chair is drawn)
- the chairs of the three standing committees
- federal representatives (up to 6 - in an ex officio capacity)
- provincial and territorial representatives (up to 13 - in an ex officio capacity)
- the head of the P2P Secretariat (in an ex officio capacity)

Decisions will be by consensus unless a vote is required. Co-chairs will only vote to resolve ties.

Responsibilities of Board members

Board members will help to advance the P2P's strategic interest in fostering welcoming and prosperous communities that promote the economic, social and civic integration of migrants and minorities in Canada. Board members will serve as emissaries of the P2P Partnership, promoting the initiative within their institutions and sphere of activities; promoting local engagement; creating opportunities for knowledge exchange; helping to build connections with policymakers and practitioners; and participating in P2P conferences, workshops, and related events.

Specific responsibilities of Board members include:

1. Participating in the activities and decisions of the Board.
2. Ensuring that key issues are addressed in P2P research plans and events, including annual conferences, workshops and other events
3. Helping to identify opportunities for mutual learning and knowledge exchange among researchers, government officials, and representatives from other organizations
4. Promoting educational opportunities for students, postdoctoral fellows, and community researchers
5. Ensuring that community and government priorities are addressed at annual conferences, workshops, and other events
6. Providing expert advice based on personal and professional expertise

Meetings

The Board of Directors will convene twice a year. One meeting will be held in conjunction with the P2P's annual conference.

P2P Management Committee

Functions and responsibilities of the Management Committee

The Management Committee is the principal operational body of the Pathways to Prosperity Partnership. The Committee is responsible for:

- Preparing recommendations to the Board of Directors regarding the P2P's overall research priorities and strategic directions
- Preparing recommendations to the Board of Directors regarding the P2P's overarching education, communications and knowledge mobilization strategies
- Providing oversight and helping to coordinate the P2P's pan-Canadian research agenda, educational plans, and dissemination plans
- Providing oversight and helping to coordinate SSHRC activity reports, partner contribution reports, mid-term and final reports, in line with SSHRC requirements for presentation to the Board of Directors
- Coordinating fundraising advice for presentation to the Board of Directors
- Overseeing the implementation of decisions by the Board of Directors
- Initiating and overseeing the development of ethical and other guidelines
- Planning and developing the annual P2P conference

Membership

The membership of the Management Committee will consist of:

- the P2P's principal investigator who serves as co-chair
- the elected Board of Directors community or municipal co-chair
- one co-investigator from each of the Atlantic, Quebec, Prairie, and BC nodes (the principal investigator will represent the Ontario node)
- one community or municipal representative from each P2P node, selected from the Board of Directors (with the exclusion of the node from which the community or municipal co-chair is drawn)
- the head of the P2P Secretariat (in an ex officio capacity)

Decisions will be by consensus unless a vote is required. Co-chairs will only vote to resolve ties.

Responsibilities of members

Committee members will help to advance the P2P's strategic interest in fostering welcoming and prosperous communities that promote the economic, social and civic integration of migrants and minorities in Canada. Committee members will seek to further the collective interest of the P2P Partnership as well as representing their regional nodes and special responsibilities.

Specific responsibilities of Management Committee members include:

1. Actively participating in and contributing to the full range of activities and decisions undertaken by the Management Committee
2. Ensuring that key issues are addressed by the P2P's research plans, educational opportunities, events, and knowledge mobilization activities
3. Promoting the collective interests of the P2P Partnership and ensuring that the interests of the regional nodes and the Standing Committees are reflected in pan-Canadian research projects and activities
4. Identifying and promoting opportunities for mutual learning and knowledge exchange among researchers, government officials, and representatives from other organizations.
5. Providing expert advice based on personal and professional expertise

Meetings

The Management Committee will convene at the P2P's annual conference. Scheduled teleconferences will also be convened on a regular basis.

Standing Committees and Forums

Comité permanent sur l'immigration francophone/Standing Committee on Francophone Immigration

Functions and responsibilities

The Standing Committee on Francophone Immigration is an advisory body of the Pathways to Prosperity Partnership. The Committee is responsible for:

- Promoting comparative and regional research by the P2P in regards to the attraction and integration of Francophone newcomers in minority Francophone communities outside Quebec
- Providing authoritative advice to the Board of Directors and Management Committee in relation to the P2P's pan-Canadian research agenda, including proposals for new research initiatives and suggestions for adapting research proposals to better address Francophone minority concerns
- Providing advice to the regional nodes on research and research dissemination concerned with Francophone migration and retention
- Building an extensive P2P network of policymakers, practitioners and researchers with an interest in Francophone migration issues outside Quebec

Membership

The Chair of the Standing Committee on Francophone Immigration as listed in the SSHRC grant. Francophone Committee members will be enlisted from the network of policymakers, practitioners and researchers by the Committee Chair in response to the Committee's tasks and workload.

Meetings

The Standing Committee on Francophone Immigration shall be convened by the Chair on an 'as needed' basis. Meetings will, generally, be held by teleconference.

Standing Committee on Northern and Remote Communities

Functions and responsibilities

The Standing Committee on Northern and Remote Communities is an advisory body of the Pathways to Prosperity Partnership. The Committee is responsible for:

- Promoting comparative and regional research by the P2P in regards to attracting, integrating and retaining newcomers and their families into Northern and remote communities
- Providing authoritative advice to the Board of Directors and Management Committee in relation to the P2P's pan-Canadian research agenda, including proposals for new research initiatives and suggestions for adapting research proposals to better address the needs of Northern and remote communities
- Providing advice to the regional nodes on research and research dissemination involving migration and retention by Northern and remote communities

Membership

The Chair of the Standing Committee on Northern and Remote Communities is appointed by the Board of Directors on the recommendation of the Management Committee. Each regional node will nominate a representative who is familiar with northern and remote issues and concerns. Committee members will be approved by the Management Committee.

Meetings

The Standing Committee on Northern and Remote Communities shall be convened by the Chair on an 'as needed' basis. Meetings will, generally, be held by teleconference.

Standing Committee on Student Engagement

To be developed following a discussion by the Management Committee.

Community and Municipal Consultative and Advisory Forum

To be developed following a discussion by the Management Committee. Alternative models have been suggested.

Federal Consultative and Advisory Forum

Discussions regarding the creation and functioning of a Federal Forum, or some alternative mechanism are underway with CIC's Research and Evaluation and Integration Branches.

Provincial-Territorial Consultative and Advisory Forum

The creation and functioning of the Provincial-Territorial Forum is being discussed with provincial authorities responsible for the Federal-Provincial-Territorial Research Working Group. The shape and functioning of the Forum will require approval by provincial-territorial members.

Secretariat

Functions and responsibilities

The Secretariat has both executive and support duties. The Secretariat head is accountable to the Principal Investigator. The Secretariat is responsible for:

- providing strategic, logistical, administrative and financial advice and support to the P2P's pan-Canadian hub and Principal Investigator
- providing logistical and administrative support to the Board of Directors, Management Committee and the Federal Forum, the Provincial Forum, and the Community and Municipal Forum
- providing logistical support to the Standing Committee on Francophone Immigration, the Standing Committee on Northern and Remote Communities, and the Standing Committee on Student Engagement
- helping to develop and implement the annual pan-Canadian research agenda
- developing and managing the P2P's communications infrastructure, including the network of websites, the eBulletin, and the annual conference
- helping organizers of the annual conference plan, recruit speakers and secure funding
- maintaining close contact with the P2P's academic, community and government partners and collaborators and potential funders
- promoting P2P to academic, policy and practitioner audiences, as well as to potential funders
- working with federal and provincial agencies to promote knowledge exchanges that address policy and program development needs and contribute to the development of research receptor capacity
- managing project finances and reporting, including activity monitoring, mid-term reports, final reports and partner contribution reports, as required by SSHRC
- taking on special projects for the pan-Canadian hub