



GOVERNANCE DOCUMENT

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This Governance Document is a living document. It will never be a final document, because it is expected that there will also be a need to refine one aspect or another of it. It will be reviewed annually and revised as necessary by the Council.¹

¹ *Updated: January 2011; March 2013; November 2013; April 2014; December 2015; December 2016; November 2018.*

A: Foundations and Philosophy

The Waterloo Region Immigration Partnership is a community-wide commitment to support and integrate immigrants and refugees² in Waterloo Region. The Immigration Partnership is premised on the conviction that successful settlement and integration is a mutually-beneficial process that involves both immigrants and the broader community engaging in a process of mutual learning and inter-relatedness. The Immigration Partnership is both an ethical and economic call to create a better and stronger community together.

A1: Vision and Mission

Our **vision** is that Waterloo Region will be a community where immigrants and refugees can settle, work, and belong.

Mission: The Immigration Partnership helps facilitate successful settlement, integration and community involvement of immigrants and refugees in Waterloo Region.

A2: Goals

1. Facilitation of a multi-sectoral partnership to foster inclusive and responsible environments for immigrants.
2. Communication to stakeholders and the broader public to strengthen awareness and capacity to successfully integrate immigrants.
3. Improve access to and coordination of services/programs that facilitate immigrant settlement and integration.
4. Improve access to the labour market for immigrants.
5. Strengthened awareness and capacity to integrate immigrants in our community.

A3: Values/Guiding Principles

As an immigrant-focused and collaborative community endeavour, the Immigration Partnership is rooted in the following **values and principles**:

- Immigrant focused
- Flexibility and Responsiveness
- Simple and efficient
- Inclusivity
- Consensus decision-making
- Consultation
- Collaboration, working together
- Purpose driven
- Best practices
- Respect and Non judgmental

² For the Immigration Partnership, “immigrants and refugees” includes people living in Waterloo Region who are Canadian citizens, permanent residents, temporary residents or foreign nationals.

- Transparency
- Community driven
- Results focused and accountable
- Action oriented
- Innovative

A4: Purpose

As such, our purpose is to create and enhance partnerships in order to help facilitate successful settlement and integration of immigrants and refugees in Waterloo Region. The partners and stakeholders involved in the various groups are the Immigration Partnership.

We do this by creating and enhancing partnerships in a comprehensive local Immigration Partnership and implementing collaborative strategies – specifically through:

- 1. Coordination and information sharing, which includes:**
 - Promoting and building partnerships
 - Planning and strategically setting priorities
 - Providing advice and direction on key initiatives
 - Seeking input from various groups/sectors and immigrants
 - Sharing between groups
 - Communicating to the broader community
 - Speaking with a unified community voice
- 2. Problem solving and implementing strategies for change, which includes:**
 - Problem solving about local immigrant issues
 - Being a catalyst for collective and coordinated action
 - Working for policy change
 - Seeking out resources
 - Public education

A5: History

Taken from the Waterloo Region Local Immigration Partnership Council (LIPC) Final Report,³ written by CCBR.

Waterloo Region is a community that has always welcomed and benefited from immigration. Presently, 22.3% of Waterloo Region residents are immigrants or refugees from diverse regions of the world, with expected growth to 30% by 2031. Our region is one of the top seven communities in Canada for recent immigrants/refugees¹ on a per capita basis (2006 Census). The challenges and barriers faced by our newest citizens are varied and complex including:

- Understanding various Canadian systems (health, education, justice, social services, etc.);
- Accessing needed services;
- Finding employment in their field and getting their foreign credentials recognized;

³ Available in full here: http://www.immigrationwaterlooregion.ca/files/news/lipc_final_report_2010.pdf.

- Learning a new language;
- Learning how to integrate with local cultures and how to adapt family or personal ways with a new environment;
- Facing discrimination.

There have been initiatives throughout Waterloo Region over the past several years to develop strategies to address these challenges and systemic barriers faced by new immigrants. For example, the Waterloo Region Immigrant Employment Network (WRIEN), currently in its fifth year of operation, has facilitated the creation of several programs to assist with immigrant employment. However, there is still much to be done in order to develop a comprehensive and strategic approach to settlement and integration for our community. It is planned that, through the LIP process, existing partnerships will be expanded to do that.

In 2009, the Region of Waterloo, the Immigrant Support Working Group (ISWG) of the Waterloo Region Immigrant Employment Network (WRIEN) and Centre for Community Based Research (CCBR) worked together to collaborate and respond to a Request for Proposals (RFP) from Citizenship and Immigration Canada (CIC) and the Ontario Ministry Of Citizenship. The purpose of this initiative was:

1. To enhance existing partnerships to establish a comprehensive Local Immigration Partnership and develop a collaborative strategy that includes solutions for successful settlement and integration of immigrants and refugees in Waterloo Region. Through the coordination and work of this partnership, a collaborative strategy that included solutions for successful settlement and integration of immigrants and refugees in Waterloo Region was developed.
2. Establish a Local Immigration Partnership Council and develop a comprehensive and strategic approach to settlement and integration that will deliver significant benefits to Waterloo Region.

The project phase 1 had two goals:

1. To develop a comprehensive Local Immigration Partnership Council.

One primary goal of this initiative has been to develop a comprehensive Local Immigration Partnership Council. This would include:

1. To develop a structure for the LIPC including terms of reference.
2. To identify future roles and responsibilities of the LIPC.
3. To determine the membership of the LIPC.

It was envisioned that the Partnership would be, and indeed for the most part was a dynamic collaboration of community stakeholders from many sectors, including the immigrant service provider community, business sector, youth, employment, community based organizations, health, governments and educational institutions.

2. To develop a comprehensive and collaborative settlement and integration strategy.

This strategy is part of planning for future growth in Waterloo Region, but it is also about creating a welcoming and sustainable community. It was envisioned that this strategy would address three objectives:

1. Improve access to and coordination of effective, strategic and comprehensive services/programs that facilitate immigrant settlement and integration.
2. To improve access to the labour market for immigrants.
3. To strengthen awareness and the capacity of Waterloo Region to integrate increasing numbers of immigrants and refugees.

Given that a local immigration partnership on labour market access already existed in the region (WRIEN - Waterloo Region Immigrant Employment Network), the emphasis of Phase One was on objectives 1 and 3 under Goal #2 above. At the time of this project, WRIEN was entering its 5th year of its mandate and was in the process of identifying future directions for the network. The evaluation of future roles for WRIEN was integrated with, and provided input into, the Local Immigration Partnership planning, parallel to the development of the collaborative settlement and integration strategy. The outcome or product of this process was a comprehensive immigration strategy that addresses immigrant settlement, employment and integration.

After completion of this project and release of the report in 2010, work started on implementation of the new Immigration Partnership. In January 2011 the Immigration Partnership Council had their first meeting. In June 2011 a Manager was employed to provide backbone support and oversee implementation of the strategy, and in August 2011 WRIEN was integrated in the newly formed Immigration Partnership in 2011.

A6: Advocacy Protocol

Background

The mission of the Immigration Partnership is to help facilitate successful settlement, integration and community involvement of immigrants and refugees in Waterloo Region.

We do this through creating and enhancing existing partnerships, sharing information, coordinating initiatives and planning and implementing collaborative strategies for change.

The Immigration Partnership Council (“Council”) recognizes that the ability to influence public policy, organizations and the community-at-large is one of the tools that may be used to achieve desired change.

Definitions

The Immigration Partnership defines advocacy as “...**the act of speaking or disseminating information, or convening or joining groups, intended to influence individual behaviour or opinion, corporate conduct, or public policy and law**” (from Working Together: A Government of Canada/Voluntary Sector Joint Initiative and United Way of Kitchener-Waterloo).

Advocacy within the context of the Immigration Partnership is appropriate at a systems and/or policy/bureaucratic level as described below:

- **Systems advocacy** refers to initiatives, strategies or actions taking place in the context of organizations/agencies or community that will influence *programs, practices, services and attitudes* to benefit immigrants, refugees and the broader community. When it is

clear that policies and practice in agencies interfere with the quality of life of immigrants or refugees, then systemic advocacy is required.

- **Policy/bureaucratic advocacy** refer to initiatives, strategies or actions which target changes to *policies and legislation*. These advocacy initiatives seek to establish new policies, improve existing policies or challenge the development of policies that diminish resources and opportunities for immigrants and refugees. Policy/bureaucratic advocacy usually seek to engage various sectors and orders of government.

Advocacy Criteria

Council recognizes that there is a level of risk involved in undertaking advocacy activities. As such, a risk assessment will be performed as part of the decision-making process specific to each advocacy activity.

Further, activities will be:

- Timely
- Be directly related to supporting strategic directions and actions within the Community Action Plan or issues where the Immigration Partnership can have impact
- Framed with community solutions in mind
- Have majority level support from Council
- As per its mandate, the Immigration Partnership will engage in partnership activities that attempt to find common ground for change that will have a positive impact for immigrants and refugees.
- The Immigration Partnership will not engage in advocacy activities that contravene its legal obligations to its government funders or other contracts, or advocate on an individual's behalf.

Possible advocacy activities could include:

- Supporting actions identified in the Community Action Plan
- Convening or joining community collaborations
- Convening community dialogue sessions
- Inviting officials to participate in Immigration Partnership events
- Initiating innovative partnerships
- Mobilizing the community to make decisions about how to best address needs and implement change
- Supporting public positions taken by other organizations
- Meeting with organization leaders or public officials
- Leveraging resources
- Influencing public policy
- Writing letters or policy briefs directed at public officials and/or elected officials
- Conducting research and releasing reports

Decision-Making Process

The decision-making process by which the Immigration Partnership will engage in advocacy activities is detailed below:

1. Each year, the Council may decide upon 1-2 areas of focus that are aligned with the Community Action Plan, and develop a plan on how to proceed, and;

2. Throughout the year, any member of the Council, including Chair of Steering Groups, may come forward to Council with an issue and request to undertake advocacy, and;
3. Throughout the year any member of the public may bring an issue for advocacy forward to Council, through the Steering Groups. Steering Groups will determine if this is a policy or systems issue to be brought forward to Council.

In each case, prior to presenting an issue to Council or Steering Group, a request will be made to the relevant Chair and Manager to have it brought forward. When bringing a request forward, documentation explaining the issue, the ask, and the rationale will be sent to Council or Steering Group for review one week prior to the meeting where the request will be discussed. Presentations to Council or Steering Group meetings should include identifying the issues, research on issues, determining need for and impact of the advocacy, as well as monitoring and evaluating the activities and overall change.

When an issue is presented to the Immigration Partnership Council or Steering Group for discussion, the following questions will be used to help to guide the decision-making process:

1. Is the request clear? Is more information needed?
2. Is the issue relevant to the Immigration Partnership's mission, mandate and priority areas?
3. Will advocacy on this issue have any impact on the activities included in the Community Action Plan?
4. Does the Immigration Partnership have the ability, expertise and resources to follow through on the action?
5. Is the Immigration Partnership, alone or in partnership with others, the logical champion on the issue?
6. What are the benefits associated with taking action?
7. What are the risks associated with taking action?
8. Do any of our funders need to be informed?

After Council has made their decision, the Chair and Manager will communicate this decision, in person or via email, to the Steering Group Chair who will inform the person(s) or groups(s) who/which brought the issue forward.

Examples of Advocacy:

1. Advocate for the use of interpretation services in health and social services.

What We Know:

- Language barriers are considered the number one issue in health equity and accessibility (Taylor, L. 2008. Language called health care barrier: Newcomers ill because they can't communicate with doctors and lack services of interpreters. Toronto Star , p. A6)
- Research indicates that language barriers affect health outcomes for patients because of: misdiagnosis, wrong referrals, and wrong treatment (Why is interpretation important? Healthcare Interpretation Network. 11/4/2008. Web)
- Locally, the Region of Waterloo Diversity and Inclusion Plan has an action to: 3.2.1 Build on current program efforts to implement a consistent process for interpretation and translation across the organization.

- KW Multicultural Centre Interpreter requests in 2013:
 - Region of Waterloo Social Services = 4701
 - Local Community Health Centre = 507
 - Agencies Serving Victims of Domestic Violence = 4416
 - Kitchener/Waterloo Hospitals = 27 (Used language line approx. 270 times per year)

The Request:

- Council representatives to meet with the LHIN to ask them to consider including access to interpreters as part of their funding deliverables for organizations.
- Meet with hospital executives to raise awareness of the need for interpretation access and ask their commitment and action to drive this within their organizations.
- Learn more about the Region of Waterloo Diversity and Inclusion plan and their activities to implement a process for interpretation across the organisation. Share the learning's with social and health services across the region.

Answering Our Protocol Questions:

1. Is the issue relevant to the Immigration Partnership's mission, mandate and priority areas? *Yes – CAP Strategic Direction 2: Strengthen awareness of and access to healthcare supports for immigrants and refugees.*
2. Will advocacy on this issue have any impact on the activities included in the Community Action Plan? *Potentially, if organizations begin to use or increase use of interpreters within their services. It will raise awareness of the importance of the issue and be a driver toward action.*
3. Does the Immigration Partnership have the ability, expertise and resources to follow through on the action? *Yes, staff/volunteer/potential partnership resources to perform the activities within the request made above. It does not have funding to implement interpretation in services.*
4. Is the Immigration Partnership, alone or in partnership with others, the logical champion on the issue? *Yes, in a leadership/coordination role in partnership with the interpretation service provider(s), LHIN, hospitals, Region of Waterloo, Social Services etc.*
5. What are the benefits associated with taking action? *Increased equity of service, better use of agency staff time (quicker diagnosis, quicker service), foster a more effective, efficient, and accommodating environment for all.*
6. What are the risks associated with taking action? *Some agencies may not fully appreciate being encouraged to increase the use of trained cultural interpreters, especially if it results in increased costs. We need to be prepared with or through our partners to present a cost/benefit analysis.*
7. Do any of our funders need to be informed? *No*

2. Advocate for a family who cannot get access to their child's school records from Country A, because they do not keep records. However, without school records, the local school board will not register the child for school.

What We Know:

- School records are needed to register children to attend school.
- There is no possible way for the family to get their child's school records from their home country.
- The child's age is 10. English is a second language.

- Other families, especially refugees, face the same difficulty in acquiring records from their home country

The Request:

- Write a letter to the school on behalf of the family to support their child's registration into school

As Council does not advocate on an individual's behalf, the Steering Group would need to do some research/information gathering to determine if this is a bigger systems or policy issue – how many people are affected by this? Is there an easy solution the school board could implement?

After research/information gathering, if the request to Council was altered to advocate to the school boards to change their policies about needing previous school records before registering a child in school, Council could review the request.

Answering Our Protocol Questions:

1. Is the issue relevant to the Immigration Partnership's mission, mandate and priority areas? *Yes – CAP Strategic Direction 3: Strengthen partnership with school boards to ensure that immigrant and refugee children are welcomed and encouraged.*
2. Will advocacy on this issue have any impact on the activities included in the Community Action Plan? *If a new policy is needed, its development would help to ensure that immigrant and refugee children are welcomed. Assisting concretely to develop the new policy may help to strengthen our relationship with the school boards*
3. Does the Immigration Partnership have the ability, expertise and resources to follow through on the action? *Yes, Council may have influence and relationships with school boards.*
4. Is the Immigration Partnership, alone or in partnership with others, the logical champion on the issue? *Yes, alone, and in partnership with the school boards.*
5. What are the benefits associated with taking action? *Inclusion for children/families to settle and belong in our region. Fosters a more effective, efficient, and accommodating environment for all. Quicker access to education for immigrant and refugee children.*
6. What are the risks associated with taking action? *None.*
7. Do any of our funders need to be informed? *Only if it becomes clear that this is a Ministry of Education issue and Council decides to pursue at that level.*

B: Governance Framework

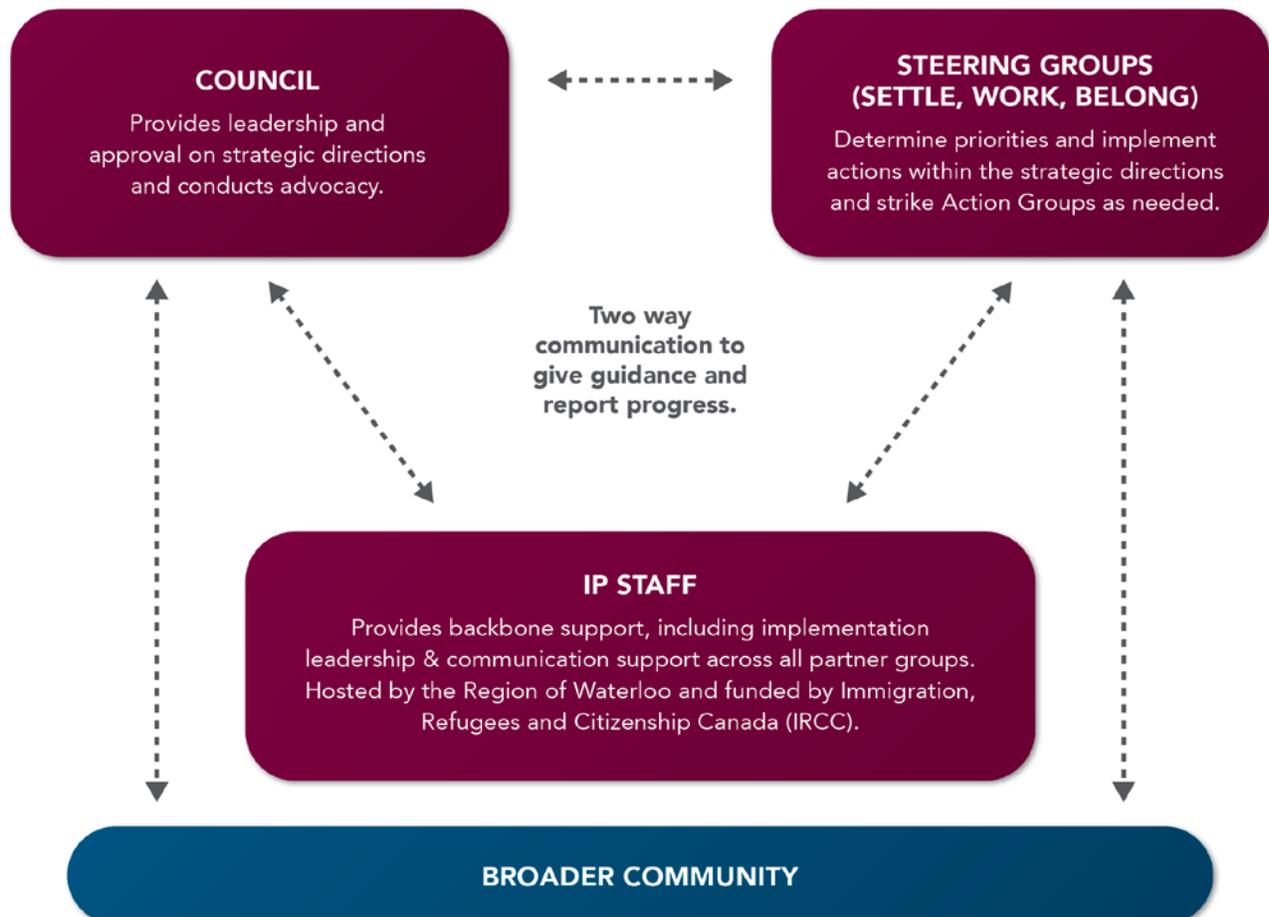
Within this governance framework, all stakeholders involved in the Immigration Partnership are committed to communicating openly in order to ensure there is a right balance between shared decision-making and organizational leadership. Governance of the Immigration Partnership will be reviewed annually to determine effectiveness in implementing the Community Action Plan to meet strategic objectives.

B1: Organizational Structure

The Immigration Partnership is a multi-layered community partnership initiative.

The Immigration Partnership Council (“the Council”) is the umbrella coordinating and leadership group for the Immigration Partnership; with three Pillars: Settle, Work, and Belong. The Council will provide strategic leadership to the Immigration Partnership in Waterloo Region. Each Pillar is comprised of a Steering Group and various Action Groups.

IMMIGRATION PARTNERSHIP DECISION-MAKING FRAMEWORK



Council

The Council will provide strategic leadership to the Immigration Partnership in Waterloo Region. The Council are responsible for ensuring the Community Action Plan outcomes are achieved, championing the work of the Immigration Partnership, enabling system and strategic planning, advocacy, and governance of the Immigration Partnership. The overall objective of the Council is to promote shared awareness and leadership and create enabling environments for collective action.

Further detail is provided in section B2: Terms of Reference for Council.

Steering Groups

The three Steering Groups - Settle, Work, and Belong – are responsible for working in collaboration with community partners to carry out the actions and activities established by the partnership, and supported by the Council. The steering groups will be catalysts for broader community action and will develop detailed work plans related to priorities and actions emerging out of the Community Action Plan for their focus area. Steering group members and partners will carry out initiatives and report to Council on progress of the Community Action Plan, supported where appropriate by Immigration Partnership staff.

Their roles and responsibilities are:

- Raise issues/barriers to Council for advocacy, policy, influential support
- Establish, provide direction and oversight to the Pillar Action Groups
- Serve as sector-specific content experts and decision-makers
- Ensure ongoing information sharing among community partners
- Strategize and problem-solve organizational challenges as they arise
- Support coordination of services and programs
- Identify opportunities for collaborative public education and training
- Conduct research in support of group priorities
- Explore opportunities for collaboration and collective action

Further detail is provided in Section B3: Steering Group Terms of Reference.

Action Groups

Action Groups will be developed as required and upon direction of the Steering Group. They will be the catalysts for specific action, to implement work plan activities established in the CAP. They will be sector or activity based and their work will be time-limited. They will report to the Steering Groups on progress of the CAP activities they have been formed to implement.

B2: Terms of Reference for Council

The Immigration Partnership Council will provide strategic leadership to the Immigration Partnership in Waterloo Region. The Council are responsible for ensuring the Community Action Plan outcomes are achieved, championing the work of the Immigration Partnership, enabling system and strategic planning, advocacy, and governance of the Immigration Partnership. The overall objective of the Council is to promote shared awareness and leadership and create enabling environments for collective action.

Council Roles and Responsibilities

System Planning

- Participating in and ensuring development of the Immigration Partnership Community Action Plan, including approval of the final plan
- Monitor progress of implementation of the Community Action Plan by reviewing Steering Group Implementation Plans, and addressing issues and challenges raised by the Steering Groups and/or the Immigration Partnership Manager
- Seek out resources for the Immigration Partnership and initiatives

Leadership

- Serve as ambassadors/champions for the Immigration Partnership and actively engage the leadership of the Waterloo Region communities
- Facilitate and influence development of strategic relationships among stakeholders and across the community, to strengthen community capacity to support and improve outcomes for immigrants in Waterloo region
- Provide leadership to the gradual and progressive transformation of the system of public and community service
- Maintain/uphold visionary leadership in the achievement of a caring, equitable community where everyone thrives
- Identify and conduct advocacy on selected and identified immigrant issues, related to the Community Action Plan
- Advise on needs and gaps to funders and policymakers

Composition of Council

The Council will strive for diverse representation of members on Council. This includes diverse sectors, geographic representation, diverse immigrant representation, and diverse opinions. Council will be made up of between 15 and 18 members representing a combination of: immigrants, community sector representatives (health, education, social services, justice, ethno-cultural groups), employers/business, local funders, municipalities and immigrant service providers. The YMCA Immigrant Services and the KW Multicultural Centre shall be permanently represented, as long as they are in operation. If either agency ceases to operate or for other reasons determined by Council, another agency with the same or similar mission that is active across all three Pillars may assume one of these places at Council's discretion.

Ideally, members would have multiple connections to various groups involved in the Immigration Partnership – an individual could be connected to a community organization, work for a local funder and also be an employer of immigrants. Individuals would be asked to bring all their experience to the discussions. Members on Council would be expected to connect with all their groups and circles of influence, both locally and beyond, to ensure they bring various perspectives to Council, and take information back to the community.

Members who are immigrants will also bring their own experience and perspective as an immigrant, and will represent broader ethno-cultural or immigrant groups, and seek to bring forward those perspectives to Council.

Council candidates will be selected based on specific skills and experience required on the Council, and will fit the Council member characteristics and composition criteria:

- A commitment to the Immigration Partnership mandate, values, principles and goals
- Responsible and respected community leaders and change agents who are connected across the community, and have the ability to bring a community-wide focus to Council
- Have an understanding of and commitment to partnerships, collaboration and collective impact
- Ability to commit to relationship development and contribute to shared learning for mutual understanding
- Are passionate about the Waterloo Region community and embrace the many benefits of a vibrant diverse population
- Ability to commit to and contribute fully at Council meetings and other Council responsibilities
- Ability to respond promptly to Council meeting invitations, review all pre-circulated documents and information, and attend Council meetings

The Council can invite individuals or groups to regularly or occasionally attend Council meetings (e.g. Ministry representatives or other funders, researchers, etc.). These individuals would not be voting members.

Funder representatives are invited to Council meetings as ex-officio members of Council. From time to time, there may be a need to have closed meetings where Funders will not be invited to attend. This will happen at the discretion of the Council Chair.

Council Leadership Team

The Council has a leadership team comprised of the Chair, Vice Chair, Pillar Chairs (Settle, Work and Belong), Past Chair and the Immigration Partnership Manager. Under the leadership of the Vice-Chair, this team will act as the Council membership selection committee, a support team for the Immigration Partnership Manager on matters that require urgent feedback or decisions, and come together on an ad-hoc basis as required throughout the year, to address items as determined by the Council. The Past Chair will lead the process of recruiting and selecting new Council members, with support from the Manager. From time to time the representative from the host agency may be a guest.

Meeting Schedule

Council will meet a minimum of 4 times a year, with some work between meetings as required and the option to call additional meetings as required. The Chair and Vice Chair will meet with the Immigration Partnership Manager between Council meetings to develop agendas and support the Manager as required. Committee and task groups of Council will meet as needed.

All Council minutes will be recorded and circulated to members within one week after the meeting, for Council approval. Once meeting minutes are approved, they will be uploaded to the Immigration Partnership website. Meeting agenda's, updates, reports and other meeting documentation for Council will be sent one week prior to each Council meeting, in order to review prior to the meeting.

Conflict of Interest

Members are expected to declare any conflict of interest for any agenda item in which they, or an organization/group that they may represent, would have a direct financial or vested interest in a specific outcome. In the event of a declaration of a conflict of interest, the member will not actively take part in the discussion or the final decision for that agenda item and, at the Chair's discretion, may be asked to leave the room for the discussion.

Accountability

The Immigration Partnership is accountable to the broader Waterloo Region community, partners and stakeholders for the directions and actions which seek to fulfill the purpose of the Immigration Partnership. As such, the Immigration Partnership will regularly seek input and report back to the community (including immigrant community) on priorities and actions. The Immigration Partnership Council will hold a Report to the Community event once per year, as an opportunity to provide an update to the community, and receive input from the community.

The Immigration Partnership is accountable, through the Region of Waterloo, to its funders for the funds contributed to the initiative, and to the Region of Waterloo as the host and signatory to those agreements.

The Immigration Partnership is responsible to the Region of Waterloo, in its role as host, for the financial, legal, and administrative requirements of the funding and the project.

Decision making

All members of Council are equal voting partners for decision-making and all members should have their perspectives heard. For an Immigration Partnership Council meeting quorum to be achieved, at least 8 voting members (including a Chair or their alternate) must be present at the meeting. If there are less than 8 members, voting will be deferred. The Chair will seek consensus decisions from those present based on the following:

- Asking members to identify a number between 1-5 regarding their thoughts on a decision
- Levels 1 – 4 = Consensus
 1. Fully Support
 2. Support with reservations
 3. Acceptable
 4. Will not block it; can live with it
 5. Need more information / discussion
 6. No, cannot accept it

- If a member indicates a 5 or a 6, individuals will be asked explain their questions, concerns or alternatives. It will be discussed further in an attempt to reach a decision. In some cases it may need to be moved to another date for further discussion.
- Where a decision needs to be made to ensure work progresses, and in the in the event that consensus cannot be reached, a vote will take place with the final decision made by majority rule.

The Council will speak with one voice. Once a Council decision has been made, if a member has a dissenting opinion, the member should state Council's position on the issue and re-direct inquiries to the Chair or Immigration Partnership Manager. Should a member find him/herself with a dissenting opinion that cannot be resolved, he/she has the option of resigning from the Council.

Council Chair and Vice Chair

The Council will have a Chair and Vice Chair. The Chair is responsible for the effective functioning of the Council in its role of governing the Immigration Partnership. The Chair and Vice Chair require skills in involving and engaging others in dialogue, and motivating members of Council.

Every other year, Council will vote in a new Vice Chair. They will fulfill their term as Vice Chair for a period of 2 years, at which time they will then assume the role of Chair for the next 2 years. Any voting member of Council can be considered for the role of Vice Chair, and subsequently the Chair.

Responsibilities of the Chair are to:

- Lead, facilitate and Chair meetings of the Immigration Partnership Council
- Ensure Council follows agreed rules of conduct, including decision-making, conflict of interest and general Council responsibilities
- Ensure discussion content at meetings is related to issues of which the Council has the power and authority to make decisions or take action
- Serve as public spokesperson for the Immigration Partnership Council, in conjunction with the Manager
- Work closely with the Immigration Partnership Manager to prepare Agenda's and other support as required
- Member of the Council Leadership Team
- Work with the Immigration Partnership Manager's host supervisor to participate in annual performance development of the Immigration Partnership Manager. This will include an annual check-in, will follow the guidelines for staff performance development according to the Host agency, and cover additional areas of assessment as determined by the Council as a whole.

Responsibilities of the Vice Chair:

- Work closely with the Council Chair and Immigration Partnership Manager to prepare Agenda's and other support as required

- Chair of the Council Leadership Team
- Act as back-up for the Chair as required.

Council Vice Chair Selection Process

To select a Chair and/or Vice Chair, the Immigration Partnership Manager will send an email to Council asking for volunteers to take on the Vice Chair role for 2 years, and assume the Chair role for the following 2 years. Individuals will respond via email to the Immigration Partnership Manager by a nominated date. The Immigration Partnership Manager will send an email to all Council members notifying them of the name/s of volunteers for the role of Chair and/or Vice Chair. Each Council member will cast a vote (for each role if required). The Immigration Partnership Manager will count the votes and identify the individual with the highest votes, and recommend them for the role of Chair or Vice Chair respectively. Council will approve.

Council Member Term and Selection Process

Council members will have a term of two years, renewable for up to two additional terms (four years) by application through expression of interest. The YMCA and KW Multicultural Centre, or another agency with the same or similar mandate which assumes one of these places at Council's discretion, may provide for periodic rotation of their representative, at minimum two year and maximum six year intervals, at their discretion, as long as they are in operation. If either agency is not in operation, Council may substitute another agency with the same or similar mission. Council membership renewal will be staggered to ensure a balance of continuity and refreshed Council membership.

Each year, when end of term vacancies are anticipated or vacancies otherwise arise, expressions of interest will be sought from the Immigration Partnership stakeholders and broader community. When reviewing upcoming end of term vacancies, Council may, at its discretion, consider extending individual members' maximum terms on a case by case basis, if Council determines that member's perspective to be needed and there is no alternative candidate who could provide it. Any said extension would be for a one year period, when it would be reviewed in accordance with regular selection procedures.

Recruitment will generally include targeted outreach to stakeholders to address existing gaps or desired directions of Council. The Immigration Partnership Manager will issue a public call for expressions of interest, make public via channels to be determined in discussion with the Council Leadership Team. The Past Chair and other members of the Leadership Team may also work with the Manager to develop a short-list of potential stakeholders and reach out directly.

The Council Leadership Team will act as the Selection Committee and will review expressions of interest and approve new members. The Immigration Partnership Manager will be part of this committee to provide recommendations, but will not be a voting member. New members approved by the Council Leadership Team will be appointed to Council via motion of the full Council at the meeting immediately following the Leadership Team's approval.

Staff Support

The Immigration Partnership Manager and Program Assistant will provide ongoing support to the Council. The Immigration Partnership staff will be available to support Council initiatives as required.

B3: Steering Group Terms of Reference

The Steering Groups are part of the Immigration Partnership, which is a community-wide commitment to support and integrate immigrants and refugees in Waterloo Region.

The Immigration Partnership is a multi-layered community initiative. The Immigration Partnership Council is the umbrella coordinating and leadership group, with three Steering Groups: Settle, Work, and Belong. The Immigration Partnership Council will provide strategic leadership and the Steering Groups will provide leadership and guidance for their specific area of focus.

Settle Steering Group: Settlement focuses on the transitional issues faced by immigrants and refugees as they arrive in Waterloo Region. The emphasis in this pillar includes the enhancement of settlement services provided by settlement organizations as well as mainstream organizations.

Work Steering Group: The Work Steering Group is focused both in the employer system and the immigrant job seeker. It is committed to developing relationships with employers and increasing their awareness of recruiting, hiring and retaining immigrants. The group is also dedicated to working in partnership with the employment service providers to ensure immigrants increase their potential to find meaningful work.

Belong Steering Group: Belonging is usually a longer-term process than settlement and involves both immigrants and the broader community engaging in a process of mutual learning and inter-relatedness. The focus of this pillar is on making the Waterloo region a more inclusive community. Belonging is defined by this group as “an essential human need to be accepted and valued by others to reach one’s full potential in connecting, participating, integrating and thriving within the life of the community.”

Roles and Responsibilities

Steering Groups will contribute to the development and implementation of the Community Action Plan (CAP) for the Immigration Partnership. Specifically, they will develop a detailed implementation work plan related to the priorities emerging out of the CAP, carry out initiatives and report to Council on progress of the Community Action Plan, supported where appropriate by the Immigration Partnership staff team.

Additional roles and responsibilities of the Steering Group include:

- Raise issues/barriers to Council for advocacy, policy, influential support
- Establish, provide direction and oversight to the Action Groups
- Serve as sector-specific content experts and decision-makers
- Ensure ongoing information sharing among community partners
- Strategize and problem-solve organizational challenges as they arise
- Support coordination of services and programs
- Identify opportunities for collaborative public education and training

- Conduct research/gather information in support of group priorities
- Explore opportunities for collaboration and collective action

Composition of the Steering Group

The Steering groups will strive to have one third of its members to be immigrants. The Steering Groups will determine their membership to allow for effective decision making and tasks to be accomplished.

Steering Group Member Characteristics are:

- A commitment to the Immigration Partnership mandate, values, principles and goals
- Have an understanding of Partnerships and a commitment to collaboration
- Passionate about the Waterloo region community and embrace the many benefits of a vibrant and diverse population
- Ability to commit to and contribute fully at meetings

In addition:

The **Settle Steering Group** will be composed of **active members** and **resource members**. Active members will be required to attend all Steering Group meetings. Resource members will attend meetings when necessary and will be available to support the group in areas of discussion that are related to their specific area of expertise.

The **Work Steering Group** will have a minimum of four employment service provider representatives. Employers will form the majority of membership of the Work Steering group. Project staff for Mentoring and the Internship Program will be also members.

The **Belong Steering Group** may have more than one third immigrant or refugee representation, to a maximum of 50%.

Action Group Roles and Responsibilities

Action Groups will be developed as required and upon direction of the Steering Group. They will be the catalysts for specific action, to implement work plan activities established in the CAP. They will be sector or activity based and their work will be time-limited. Action Group membership will comprise Steering Group members and/or other members associated with the sector or activity they are working on. They will report to the Steering Groups on progress of the CAP activities they have been formed to implement. Each Action Group will be unique in how they are established and function. Where possible, each Action Group will have a Chair or Facilitator that will report to the Steering Group. In absence of this, Action Group reports will be completed by Staff.

Chair and Vice Chair Roles and Responsibilities

The Steering Group will have a Chair and Vice Chair. Both will be nominated by members of the Steering Group and will require skills in involving and engaging others in dialogue and motivating members of the Steering Group. The Chair will be responsible for the effective

functioning of the group. The Chair has a maximum of two year term of office. After their term, the Vice Chair will be asked to assume the role of Chair of the Steering Group.

Roles of the Chair:

- Attend and contribute to Immigration Partnership Council, Council Leadership Team meetings and provide updates from the Steering Group
- Represent the Immigration Partnership Council at the Steering Group and provide updates from Council
- Work with the staff person to create meeting agendas for the group
- Help to create a welcoming environment conducive to dialogue
- Provide leadership to the group and ensure overall direction of the meeting by following the agenda items and keeping the meeting focused
- Encourage participation from group members at meetings
- Ensure that the group follows agreed rules of conduct, including decision-making, conflict of interest and general Steering Group responsibilities
- Support orientation of new Steering Group Members

Roles of Vice Chair:

- Work closely with the Steering Group Chair and Immigration Partnership staff to prepare agenda's and other support as required
- Act as back-up for the Chair as required.

Term of Membership

The members will serve a two year term. Steering Groups may determine ongoing membership as appropriate.

Staff Support

An Immigration Partnership Community Engagement Coordinator will support each Steering Group through project management, community engagement and administrative and planning support. This individual will work closely with the Chair and members of the group to ensure the implementation of work plan activities.

Decision Making

The Steering Group decision making framework will be one of consensus based on the following:

Asking members to identify a number from 1-6 regarding their thoughts on a decision. (Levels 1-4= Consensus)

1. Fully Support
2. Support with reservations
3. Acceptable
4. Will not block it; can live with it
5. Need more information/discussion
6. No, cannot accept it

Meetings

Steering Group meetings will be held a minimum of quarterly. These meetings will be scheduled in advance. Steering Group members are asked to RSVP to staff in advance of meetings. Agendas will be set by the chairperson in conjunction with the Community Engagement Coordinator. Minutes will be taken by staff and approved by the Steering Group. The agenda and minutes will be sent to Steering Group members one week before each meeting. Meeting locations will vary throughout the region.

Conflict of Interest

Members are expected to declare any conflict of interest for any agenda item in which they, or an organization/group that they may represent, would have a direct financial or vested interest in a specific outcome. In the event of a declaration of a conflict of interest, the member will not actively take part in the discussion or the final decision for that agenda item and, at the Chair's discretion, may be asked to leave the room for the discussion.

Accountability

The Steering Group is accountable to the Immigration Partnership Council for implementation of the work plan in support of the Community Action Plan.

Attendance

Attendance reports will be provided to Steering Group members at each meeting with the agenda and previous meeting minutes. Members are expected to attend all meetings and to send their regrets when they are unable to attend. After 2 consecutive absences, members will be requested to confirm continued interest/involvement with the Steering Group. If a member, who is representing an organization, is unable to attend a meeting they should designate someone to replace them. The designate, where possible, should be the same person so that there can be consistency.

B4: Code of Conduct

Members of the Immigration Partnership will commit themselves to the following:

- Work for the well being of all immigrants and all citizens of Waterloo Region.
- Not use their membership for personal advantage, or the advantage of other individuals or organizations.
- Work with other members in a spirit of respect, openness, co-operation and proper decorum in spite of differences that may arise during discussion.
- Not divulge confidential information that they may obtain in their capacity as an Immigration Partnership member.

In the event that there is a failure to comply with Code of Conduct guidelines, or if a member cannot otherwise fulfill their commitment to the Council, Steering Groups or Action Groups, the Council Chair will be responsible for addressing the issue with the member, and may request their resignation.

C: Administration Framework

The Immigration Partnership is the collective of partners and stakeholders coming together within the organizational structure to carry out activities to implement the CAP. There is an Immigration Partnership team of staff that provide backbone support to the Immigration Partnership. The backbone staff team supports and facilitates the collective of individuals and organizations that make up the Immigration Partnership, by ensuring implementation of effective partnership and collaborative process, as directed by the Immigration Partnership Council.

C1: Role of Project Host⁴

The Region of Waterloo took on the role of host for the Immigration Partnership in 2010 for the Interim LIP and formally with the Immigration Partnership in 2011. The following outlines the role of the host for the Immigration Partnership. Specifically, the role of the Region of Waterloo and the Manager are described. This document should be considered with respect to the overall governance of the Immigration Partnership Council, including the Terms of Reference and the Manager's job description.

Role of Region of Waterloo (Host)

In partnership with the Immigration Partnership Council, the Region of Waterloo will employ the Immigration Partnership staff team and will provide office space, staff supervision, back office support and administrative logistics. As such, Immigration Partnership staff work according to the bylaws, policies and procedures of the Region of Waterloo and applicable collective agreement. Hosting will be contingent on funding sources being available. As a signatory to the contribution agreements with funders, the Region of Waterloo will be responsible for any matters related to the contribution agreements with federal government, provincial government or any other funders. The host of the Immigration Partnership will be represented as a voting member of the Council. As host, the Region will be as flexible as possible to assist the Council in achieving its goals and objectives.

In addition to the host, there may be situations when other partners also hold funding resources for the Immigration Partnership. In these circumstances, the Region of Waterloo will work with the partner to ensure funding is allocated and reported on within contractual agreement specifications.

Role of the Manager

The Immigration Partnership Manager will report to the Immigration Partnership Council for all activities of the Immigration Partnership. The Council, through the Chair, will provide guidance to the Manager regarding Immigration Partnership activities. The Immigration Partnership Manager will have an administrative link to Region of Waterloo and for administrative matters will connect with Commissioner of Community Services, and provide regular updates as necessary.

⁴ Dates approved: November 26, 2013; April 16, 2014

The Immigration Partnership Manager will have the following key roles:

- Support Council and action groups in planning, implementing, monitoring, and evaluating the Immigration Partnership strategic directions and initiatives
- Ensure communication and information flow across Council/action groups and with partners
- Liaise with funders and seek funding
- Hire and supervise administrative and project staff
- As per Council direction, contract outside consultants as needed

Financial Planning and Processes

The function of financial planning is to apply available financial resources as advantageously as possible to the accomplishment of the objectives and priorities of Council and described in the Community Action Plan. Financial planning shall reflect a reasonable balance between the resources likely to be available and the levels of expenditure necessary to meet goals, objectives and priorities. The Council's role in financial management is to seek out resources for the Partnership to ensure sustainability.

The Manager is responsible for operational financial management of the Immigration Partnership, in accordance with Region of Waterloo policies and procedures. Accordingly, the Manager:

- Controls and authorizes expenditures, including staffing, overtime, vacation, mileage, and operating costs and authorizes purchase and cheque requisitions to a limit of \$15,000.
- Administers Municipal, Provincial, Federal and other funding.
- Develops budgets for funding proposals in consultation with other partners and Regional staff.
- Monitors contract agreements for specific work projects of the Immigration Partnership.
- Manages the acquisition and utilization of Immigration Partnership program equipment and supplies, including laptops, LCD projector, and displays, valued at \$20,000.
- The Manager must report to the Region of Waterloo any claims alleging liability against the Immigration Partnership, or its staff or volunteers.
- The Manager must maintain documentation of business transactions, and avoid conflicts of interest in the management of Immigration Partnership resources.

The Immigration Partnership is not separately incorporated and in addition to external funding, receives operational support from various departments in the Region of Waterloo. As such the Manager will establish working relationships with those staff for ongoing support as necessary.

The Council will only accept the sponsorship of organizations including corporate sponsors, which have the potential to support the Council's values or are reasonably to be expected by members of the public to support the Council's values. The Manger will consult and seek approval from the Chair and Council members on financial sponsorship.

Human Resource Processes

The Council Chair, along with the Immigration Partnership Managers host supervisor (Region of Waterloo, Commissioner of Community Services), will participate in annual performance development of the Immigration Partnership Manager. This will include an annual check-in, will

follow the guidelines for staff performance development according to the Region of Waterloo, and cover additional areas of assessment as determined by the Council as a whole.

The Manager directly supervises staff of the Immigration Partnership, with full responsibility for interviewing and selection, training and orientation, and performance management. The Manager will seek input from the Council regarding the selection of staff. The Manager is responsible for attendance and approves vacation requests.

The Manager assigns work and oversees non-Regional staff, such as consultants, volunteers, or students, including Interviewing, selection, management, and monitoring work.

Further detail is contained in the job description.

Term and Termination:

On March 24, 2010, a Community Forum was held with over 200 people participating, to review the proposed Immigration Partnership structure. While there was general support for the Region, there were also some cautions acknowledged related to having a government institution as host. On balance however the pros outweighed the cons.

If at any time Council determines that there is no longer a net benefit, the Region will work with the Council to transfer host responsibilities to another entity as determined by the Council.

C2: Role of the Immigration Partnership Team

The role of the Immigration Partnership team is to support partners to implement the Community Action Plan through facilitation and logistics support. More specifically, the role of the team is to:

- Offer opportunities for learning and dialogue (Educate)
- Be the “go-to” hub for information, knowledge and planning support, especially with respect to how the system works (Inform and Facilitate)
- Engage broadly with the community, especially in reaching out more broadly to stakeholders (Engage)
- Develop and distribute communication materials (Communicate)
- Focus on immigration policy issues (Influence and Advocate)
- Provide concrete tools, particularly as they relate to hiring (Educate)
- Establish links and community connections to facilitate the work (Connect)

For further details on the Immigration Partnership staff team roles and responsibilities, refer to the job descriptions.

C3: Communications Protocol

It is the responsibility of the Chair or Immigration Partnership Manager to speak on behalf of Council.

All media inquiries should be directed to the Manager of the Immigration Partnership (or other staff designate) who will consult with the Chair, if required, regarding a response to a media

request. The Manager will also review and approve all media releases and ensure that appropriate Federal and/or Provincial government approval is obtained prior to release.

The Region of Waterloo, as host agency, will speak on behalf of the Immigration Partnership with respect to administration of agreements with CIC/MCI etc. The Commissioner of Community Services or designate will determine who is the spokesperson from the Region of Waterloo, as per the Region of Waterloo's communication protocol.

If it is anticipated that negative publicity may occur that would impact the Immigration Partnership and its Council, the Manager will inform the Chair and Commissioner of Community Services who will then follow Region of Waterloo protocols for ensuring that Region of Waterloo senior staff are aware. The Chair will follow Immigration Partnership Council protocol. In the event the Chair is not available then the Vice Chair would be informed, who would then inform the Executive Committee.

C4: Reporting

The Manager will provide quarterly reports to the Council, as part of the Council meeting documentation. Steering Groups Chairs will provide quarterly update reports to Council based on their CAP implementation plans. The Manager and Steering Group Chairs will speak to their reports at Council meetings.

An annual report to the community will be developed.

Other reporting will be completed as per funding agreements, as described in the contracts.

C5: Funding

The Immigration Partnership receives funding from numerous sources and in a variety of different ways. The funders of the Immigration Partnership are:

- CIC – provides funds for staffing, communications, meetings/volunteers and a limited amount of project funding
- MCI – provides funds (through the Chamber of Commerce) for the Work pillar for staffing, communications and events
- Region of Waterloo – provides funds (both financial and in-kind) for staffing, communications, planning, evaluation, HR, IT, financial services
- United Way Kitchener & Waterloo – provides funds for staffing related to strategic planning, systems navigation and communications
- MCI – provides time-limited short-term funding to support the Newcomers Waterloo Region portal

Appendix 1: Definitions

Canadian citizen: A person who was born in Canada or became a citizen through the naturalization process in Canada (i.e., they were a permanent resident before they became a citizen).

Permanent resident: A person with citizenship of another country who has been given permanent resident status by immigrating to Canada, but is not a Canadian citizen. Refugees who are resettled from overseas become permanent residents on arrival in Canada through the Government-Assisted Refugee Program or the Private Sponsorship of Refugees Program.

Temporary resident: A person who is legally authorized to enter and live in Canada on a temporary basis as a visitor, student, worker or resident permit holder. This includes refugee claimants.

Foreign national: A citizen of another country who is present in Canada but who has not been granted permanent or temporary residence in Canada.