



partenariat local d'immigration
windsor essex
local immigration partnership

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Terms of Reference

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Windsor Essex Local Immigration Partnership

Terms of Reference

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1.0 Background of the Windsor Essex Local Immigration Partnership (WE LIP) Initiative

The Windsor Essex Local Immigration Partnership (WE LIP) initiative is designed to provide a platform for the development of a community vision which maximizes and promotes the successful integration of newcomers into our region.

In November 2008, the Corporation of the City of Windsor entered into an agreement with Immigration, Refugees and Citizenship Canada (IRCC) to serve as the lead for the Windsor Essex Local Immigration Partnership.

There were 3 primary objectives:

- 1) The Establishment of a Partnership Council
- 2) The Development of a Local Settlement Strategy
- 3) The Creation of an Action Plan to implement a Local Settlement Strategy

The first two outcomes were completed by April 2010. The Action Plan was delivered to, and adopted by, the Windsor Essex Local Immigration Partnership Council and submitted to IRCC in October 2010.

The implementation of the Action Plan is the ongoing activity of the Windsor Essex Local Immigration Partnership. This revised Terms of Reference is designed to promote sustainability of the LIP Council and implementation of the Settlement Strategy in Windsor and Essex County.

2.0 Membership of Windsor Essex Local Immigration Partnership Council

The Windsor Essex Local Immigration Partnership Council is comprised of enthusiastic members who represent sectors which are committed to enhancing settlement and integration opportunities for all newcomers and immigrants in Windsor and Essex County.

The Partnership Council includes:

- Organizations with a primary mandate to provide services for newcomers including settlement or language funded services;
- Organizations with a mandate which includes the provision of a broad range of services to the greater population, with newcomers within their client base such

as Education, Library systems, Housing or Health Care providers, Community Services, Employers and individual newcomers; and

- Organizations which are focused on local employment and employer-related issues including labour market growth and the promotion and development of a skilled workforce. These members could include but not be limited to the Windsor Essex Economic Development Corporation, Workforce WindsorEssex and the Chambers of Commerce.

2.1 Role of the WE LIP Council Resource Members

The WE LIP Council values the participation of the resource members who represent funding organizations located in Windsor Essex. These members promote WE LIP initiatives, increase networking and knowledge regarding issues and concerns related to immigration and the needs of immigrants. Resource members are asked to act as liaisons between the WE LIP and their organization and to provide relevant information about programs and services to the WE LIP membership.

Examples of such are, but are not limited to: Ontario Ministry of Citizenship and Immigration, Ministry of Advanced Education and Skills Development, The Ontario Trillium Foundation, Windsor Essex Community Foundation, United Way/Centraide of Windsor Essex and Workforce WindsorEssex.

The participation of the resource members provides opportunities to:

- To increase the awareness of the initiatives undertaken by the WE LIP and leverage these opportunities throughout Windsor and Essex County;
- To provide opportunities for networking;
- To increase knowledge of issues and concerns related to immigration; and
- To act as liaison between the WE LIP and their organization and to provide relevant information about their programs and services to the WE LIP membership.

Immigration, Refugees and Citizenship Canada (IRCC) representative(s) may also attend the WE LIP meetings and activities for monitoring purposes and to assist with any matters related to the contribution agreement.

Resource members receive WE LIP Information sharing, notification of meetings and events as well as minutes and/or reports produced by the LIP however are excluded from voting.

2.2 Role of WE LIP Council Members

- To serve as an Ambassador for the Windsor Essex Local Immigration Partnership, especially within their service sector. In that capacity, to keep the WE LIP informed as to changes within that sector and to share WE LIP initiatives with colleagues in their sector;
- To look at the ‘big picture’ and consider how service delivery can be enhanced to better meet the needs of immigrants in Windsor and Essex County to promote their integration and long term settlement;
- To promote the beneficial role that immigrants play in contributing to the economic and social growth of Windsor and Essex County;
- To commit to the principle of partnership and collaboration as a means to create positive change;
- To introduce issues which impact on the integration and long term settlement of immigrants in Windsor and Essex County and a willingness to explore solutions or enhancements through collaborative partnerships; and
- To assist with the sustainability of WE LIP initiatives, members may propose large scale initiatives which require considerable WE LIP resources for implementation. In such cases, members may be asked to complete the WE LIP Proposal Assessment Tool (see Appendix F) intended to help determine the resource feasibility of the proposed project.

2.3 Role of the WE LIP Coordination Team

- To oversee the implementation of all of the project deliverables to ensure that the project meets set targets;
- Be responsible for all financial reporting to the funder – cash flow, monthly expense claims, financial and narrative reports;
- Conduct evaluation of the project’s process and impact;
- Assist with the facilitation of meetings to explore the development of innovative and collaborative solutions for newcomer attraction, integration and settlement;
- Act as a liaison between community initiatives and the Executive Committee to enhance synergies and collaboration among the respective action plans;
- Oversee the development of a local settlement strategy and action plan to produce a more welcoming and inclusive community;
- Support the development of community-based partnerships and planning around the needs of newcomers;
- Research the best practices and suggest project ideas to enhance the newcomers’ cultural and community integration that will feed into WE LIP strategic planning;

- Connect with organizations to develop partnerships for marketing purposes and organize outreach for promotional presentations; and
- Assist with the organization of Immigration focused events.

3.0 Operating Values of the WE LIP Council

- We **Commit** to creating and sustaining an environment that promotes acceptance, honesty, accountability, trust and fairness;
- We will **Encourage and Support** new ideas and creative strategies which will enhance the delivery of services for newcomers/immigrants in our community; and
- We will **Promote** inclusiveness, through membership on the council and in all facets of its work.

This Terms of Reference is a dynamic document subject to change as determined by the WE LIP Council.

4.0 Governance Model

The Windsor Essex Local Immigration Partnership Council will function under the governance model detailed in Appendix A. As reflected in the “Moving Forward” report, this model “embraces the characteristics of good governance: transparency, accountability, fiscal responsibility and effectiveness”. The governance structure is open and accountable to its funders, to WE LIP Council member agencies and most importantly, to the citizens of Windsor Essex. It is anticipated that the governance model will and should continue to evolve as will the WE LIP Council itself.

The WE LIP Council will have an Executive Committee comprised of a Chair, Vice Chair and 3 Members at Large which will be elected through its membership. As of September 2017, term of office for the Chair, Vice-Chair and the three (3) Members at Large will be two (2) years for each member, with option to renew through the electoral process.

On an exceptional basis in 2018 to create a rotation, the Chair and one (1) Member at Large to have a term of 3 years, and the Vice Chair and 2 Members at Large to have terms of 2 years. In subsequent elections, all Executive members will be elected for terms of 2 years. Executive members will have the option to renew their terms through the electoral process. Ideally, no more than half of the Executive is changed at the same time.

The Nomination and Voting process are outlined in (Appendix B). The role of the Chair, Vice Chair and Members at Large are outlined in the Executive Committee Terms of Reference (Appendix C). Staff or committee members will report on progress of Ad Hoc meetings (Appendix D).

4.1 Attendance

Partnership Council members are asked to attend on a consistent basis. Each organization is permitted to send one (1) primary representative and/or one (1) designate to attend council meetings. If neither is able to attend, regrets should be forwarded to the meeting organizer. An organization will be asked to attend a minimum of 2 meetings per fiscal year in order to retain voting status.

4.2 Conflict of Interest

WE LIP Council members and staff are asked to adhere to the Conflict of Interest Guidelines (Appendix E).

4.3 Frequency of Meetings

A minimum of 3 meetings will be held within the fiscal year of April 1st to March 31st. Ad Hoc Community Conversation meetings will be held as needed. There will also be an Annual Community Forum planned which will highlight the achievements of the year and provide an overview of the work plan.

4.4 Media Contact

Immigration, Refugees and Citizenship Canada (IRCC) has the right of approval of all press releases and other external communications messaging pertaining to the role or work of the WE LIP. All WE LIP communications will acknowledge the contribution made through the Government of Canada through IRCC. The Chair or their designate will serve as the official media contact on behalf of the WE LIP Council. It is acknowledged that WE LIP Council members will adhere to the media policy of their own organizations when speaking on their behalf rather than as a WE LIP Council member.

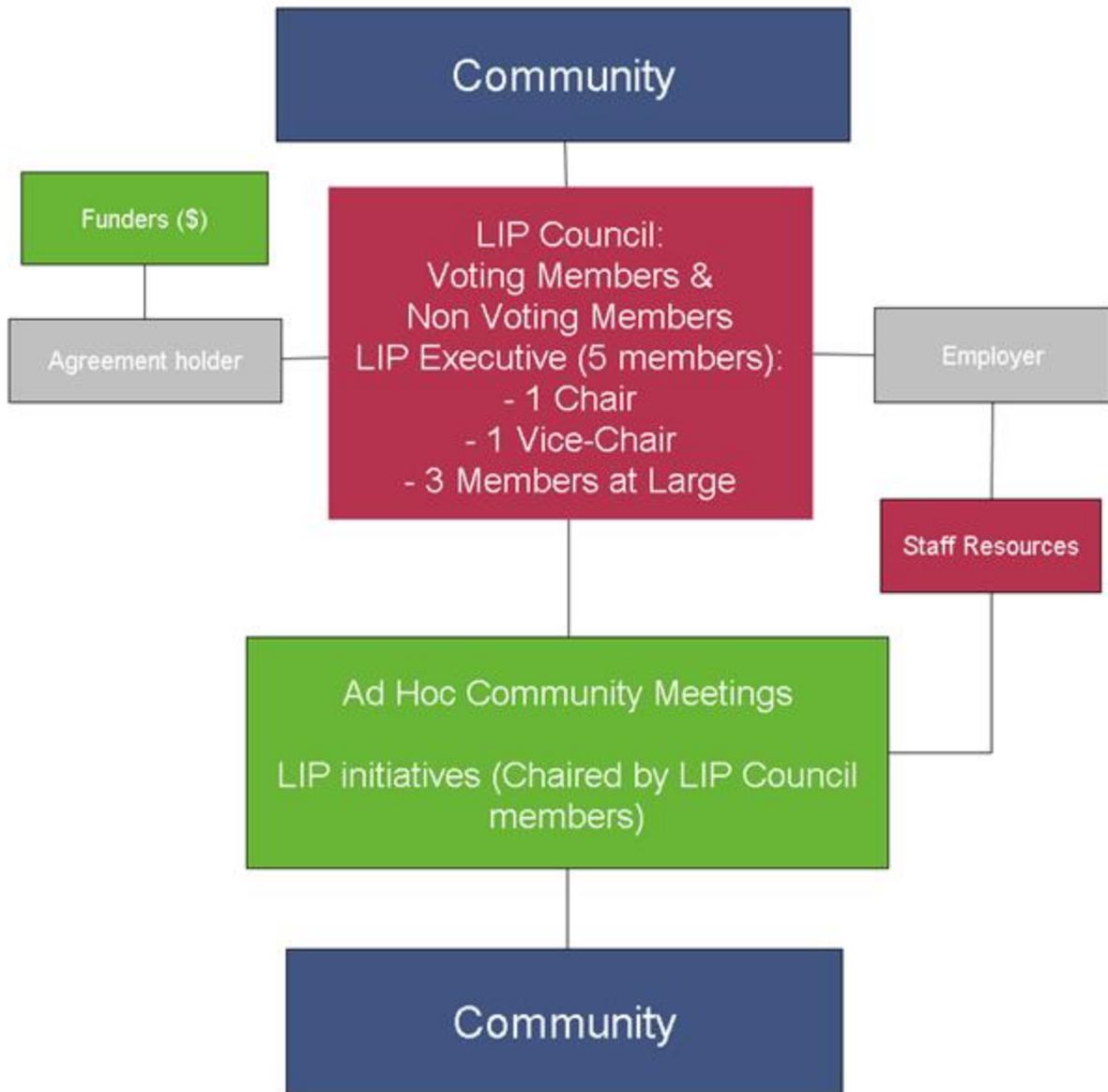
5.0 Contractual Relationship between WE LIP and IRCC

Funds received for the WE LIP Initiative will be administered by an organization qualified to hold a contract with Immigration, Refugees and Citizenship Canada. The agreement holder with IRCC has responsibility for financial accountability to IRCC for all monies and deliverables, and will be considered the final decision-making authority for the project on any matters related to the contribution agreement. The agreement holder has responsibility for all financial reporting and reporting on deliverables.

Appendix A: WE LIP Governance Model



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Appendix B: Nomination and Voting Process

Nomination Process for Selection of Executive Members

1. The persons nominated to the positions of Chair, Vice-Chair and Members at Large must represent an organization with voting status on the WE LIP.
2. A current membership list will be forwarded to the voting members of the WE LIP Council with a notice of the positions open for election;
3. Council members must agree to have their name put forward for nomination to the Executive. This can be conducted in one of 3 ways:
 - a) WE LIP Member contacts individual and asks if they are willing to be nominated. If person accepts the nomination, acceptance is forwarded to designated person for creation of slate of candidates or;
 - b) WE LIP member contacts designated person with name of prospective nominee with a request that they be contacted. Designated person contacts prospective nominee and if they are agreeable and meet eligibility criteria, the name is added to slate of candidates; or
 - c) WE LIP member self nominates by contacting designated person and if they are eligible, their name is added to slate of candidates.
4. A WE LIP Council member can let their name stand for one or more position but can only hold one (1) position;
5. Only 1 person from any one organization can be represented on the Executive Committee. Other members from organizations which comprise the Executive Committee can participate in Ad Hoc Community Conversation meetings or be members of the WE LIP Council;
6. A slate of candidates will be created for each of the positions of Chair, Vice-Chair and the three (3) Members at Large;
7. Two weeks before the election, the list of nominated candidates to date will be forwarded to the voting members. The closing date for nominations will be two weeks prior to the election. At that time, slate of candidates will be distributed. Only the names of persons who were eligible for nomination and who have agreed to the nomination will appear on the slate of candidates;
8. If there are positions without nominees, nominations may be taken from the floor on the date of the election with the consent of the person being nominated;

9. If there is one person for a position, that position will be acclaimed; the remainder of the positions will be elected; and
10. Elections will take place at a designated WE LIP Council meeting, with members notified in advance.

Voting Process for Selection of Executive Committee

The Designated Person or Chair will do the following:

A. Prior to Meeting:

1. Communicate to the WE LIP Council the date of the election in advance;
2. Oversee the distribution of the slate of candidates for each position to the voting membership at least one week before the election;

B. Day of Meeting:

3. Ask all nominated candidates if they accept the nomination as shown on the slate;
4. Ask for the assistance of 2 Resource (non-voting) members to assist with election process;
5. Ask for a motion from the floor and a second, to accept the slate of candidates as nominated;
6. Ask for the distribution of ballots to all eligible voting members;
7. Collect all ballots;
8. Count the ballots with the assistance of the 2 Resource members;
9. Announce the successful candidates;
10. Publish a list of elected candidates in the WE LIP minutes; and
11. At the next meeting of the WE LIP Council, the outgoing Chair or designate will ask for a motion from the floor and a second, to accept the new Executive Committee.

Voting Process during WE LIP Council Meetings

While every effort will be made to operate the Partnership Council along a consensus building model, votes may be required to ensure that recommendations have the support of the majority of the Partnership Council. In the event of a vote, the following format will be used:

- The Chair will call for a vote after a motion has been made by a member of the Partnership Council and seconded by another Partnership Council member;
- Every organization on the WE LIP Council with voting status has one vote;
- The Windsor Essex Local Immigration Partnership Resource members (see 2.1 on pg. 4 for definition) do not have voting status;
- All members present at the meeting shall constitute a voting representation of the council at large;
- The results of votes will be included in the minutes of the Council meeting. This ensures confirmation and documentation of the results of the vote;
- If the motion is defeated, any council member, including the original owner of the motion may propose a different version of the motion, including new conditions; and
- The Chair will only vote to break a tie. The Chair will not unduly sway the outcome of the vote, but functions to facilitate fair discussion and clarify decisions.

Appendix C: Executive Committee Terms of Reference

Purpose

- To provide strategic input as to the direction and activities of the Windsor Essex Local Immigration Partnership as aligned with the deliverables and objectives as outlined in the IRCC Contribution Agreement;
- To provide leadership within the WE LIP Council to promote and support WE LIP activities;
- To provide a forum for discussion and/or the development of recommendations for the Windsor Essex Local Immigration Partnership Council on issues related to newcomer integration in Windsor and Essex County; and
- To act as the authority decision maker for emergency purposes when required or instructed by the Windsor Essex Local Immigration Partnership Council.

Composition of the Committee

- The Executive Committee is a Standing Committee of the Windsor Essex Local Immigration Partnership Council (WE LIP) comprised of council members from organizations with voting status;
- Membership is comprised of the Chair and Vice-Chair of the Windsor Essex Local Immigration Partnership Council, and three (3) Members at Large;
- The Executive will attempt to be reflective of the community by including a mix of representation from settlement/language and other sectors;
- The Executive Committee has the authority to make decisions on behalf of the WE LIP on issues of a time sensitive nature;
- A simple majority shall constitute a quorum for carrying out Committee business; and
- The staff of the Windsor Essex Local Immigration Partnership Council are equal members of the Executive Committee and provide resource support for WE LIP initiatives as aligned with the deliverables and objectives of the IRCC Contribution Agreement.

Role of the Chair (and Vice Chair in absence of the Chair):

- The Chair of the Executive Committee also acts as the Chair of the Council;
- Supports the WE LIP agenda (i.e. strategic directions);
- Shares responsibility with other members of the Executive Committee, in providing strategic input on WE LIP related activities;
- Speaks on behalf of the WE LIP Council to the media (see Media Contact in Terms of Reference);
- Establishes meeting agendas in consultation with the staff;
- Troubleshoots issues; and acts as an advocate for WE LIP activities.

Role of WE LIP Council Members (Members at Large):

- To assume a leadership role in WE LIP initiatives within the community and to serve a liaison function between the WE LIP and community partners for WE LIP activities;
- To serve as an Ambassador for the Windsor Essex Local Immigration Partnership, especially within their service sector. In that capacity, to keep the WE LIP informed as to changes within that sector and to share WE LIP initiatives with colleagues in their sector;
- To look at the 'big picture' and consider how service delivery can be enhanced to better meet the needs of immigrants in Windsor and Essex County to promote their integration and long term settlement;
- To promote the beneficial role that immigrants play in contributing to the economic and social growth of Windsor and Essex County;
- To commit to the principle of partnership and collaboration as a means to create positive change; and
- To introduce issues which impact on the integration and long term settlement of immigrants in Windsor and Essex County and a willingness to explore solutions or enhancements through collaborative partnerships.

Term of Office

As of September 2017, term of office for the Chair, Vice-Chair and the three (3) Members at Large will be two (2) years for each member, with option to renew through the electoral process.

On an exceptional basis in 2018 to create a rotation, the Chair and one (1) Member at Large to have a term of 3 years, and the Vice Chair and 2 Members at Large to have terms of 2 years. In subsequent elections, all Executive members will be elected for terms of 2 years. Executive members will have the option to renew their terms through

the electoral process. Ideally, no more than half of the Executive is changed at the same time.

Appendix D: Ad Hoc Community Conversation Meetings Terms of Reference

The Windsor Essex Local Immigration Partnership Council (WE LIP) Ad Hoc Community Meetings will be held with groups of individuals who have expressed interest in specific current and future LIP initiatives.

The Ad Hoc Community Conversation tables will include stakeholders beyond the WE LIP Council membership. The goal will be to explore access settlement and integration issues and develop a plan with the purpose of reaching community consensus and related actions. A summary of the plan will be shared with the WE LIP Council members. This goal will be achieved by using the following three (3) guiding questions to addressing the specific access issues (as identified in the original WE LIP research):

- I. Are services available
- II. Are services accessible
- III. Are people aware of the service

Topics of the AD Hoc Community Conversations could include but are not limited to:

- Access to health care
- Access to mental health care
- Housing needs of immigrants
- Examining the role of the WE LIP in the findings of the Welcoming Communities research
- Francophone Attraction and Retention

Each Community Conversation will be led by a Windsor Essex Local Immigration Partnership Council Member who will:

- Assist staff with the creation of an invitation list;
- Identify key issues for creation of agenda;
- Recommend background information for distribution prior to conversation;
- Facilitate dialogue among all participants during the conversation including the development of next steps;
- Assist with the preparation of a summary report to the WE LIP Executive;
- Assist with development of recommendations to the WE LIP Executive; and
- All WE LIP Council Members including Executive Members will be encouraged to attend the Conversation tables to contribute to conversation and to hear other perspectives on the issues.

WE LIP Initiatives, Working Groups and Committees

Operating under the aforementioned principles and reporting structure, council members may also form working groups or subcommittees to advance various aspects of the work. Standing work groups may include (but are not limited to): Communications and Strategy, Jean Foster Welcoming Community Award and Business Case for a Diverse Workforce.

Appendix E: WE LIP Council Code of Conduct

Members of the WE LIP have a responsibility to ensure that decisions are made in the best interest of the community. As such, the following provisions will apply to each member:

- All contact with the public, staff, clients, and peers will be done in an ethical, fair, and straight forward manner;
- Council members will not exercise individual authority over the WE LIP Council staff or members;
- Council members will strive to foster positive working relationships with all stakeholders and staff;
- Council members will maintain confidentiality of WE LIP Council business as requested; and
- Council members will work for the well-being of all citizens of Windsor-Essex.

Conflict of Interest

Avoid conflict of interest, including situations where direct and indirect gains could be accrued to the member as a result of actions or decisions made in the capacity of council membership. Examples of potential conflict of interest include:

- A Council member makes a decision motivated by considerations other than the “best interests of the community”;
- A council member or close family member enters into a contractual agreement with the City of Windsor with respect to then WE LIP initiative;
- Due to WE LIP Council membership, a member learns of an opportunity for profit which may be valuable to him/her personally or to an organization of which he/she is a member;
- A Council member assists a third party in their dealings with the organization, where such assistance could result in favourable or preferential treatment being granted the third party; or
- Due to Council membership, a member receives gifts or loans.

WE LIP Council members will be expected to abstain from discussions and votes in the event that they have identified a potential conflict of interest.

Appendix F: WE LIP Proposal Assessment Tool

Introduction

The goal of the Windsor Essex Local Immigration Partnership is to create a community where newcomers and citizens can achieve a higher quality of life and reach their full potential. Key objectives of the WE LIP are:

- Partnering with service sectors such as health care, education, housing, children's services and police to discuss the unique needs of immigrants within those sectors and how we, as a community, can work together to ensure that immigrants have complete access to these services.
- Raising the profile of immigrants by celebrating local success stories.
- Improving employment opportunities for immigrants by reaching out to employers and demonstrating how diversity enriches the workplace.
- Promoting collaboration between organizations to improve access to services for immigrants.
- Strengthening social integration by helping to remove barriers.
- Encouraging social and cultural connections, active civic participation and a sense of the rights and responsibilities of Canadian citizenship and the value of diversity.

The WE LIP is a community planning body, with a small staff, a very large group of community stakeholders and a vision for creating a better community for newcomers. WE LIP members are considered to be ambassadors. They take in the information shared at meetings and through emails, share it throughout their organization and sector and within those venues, discuss ways to further the objectives of the WE LIP, which in turn helps all newcomers in Windsor Essex. Each ambassador is encouraged to fully participate in helping the WE LIP reach its objectives. From time to time, WE LIP members suggest various activities for WE LIP involvement which will require a substantial investment of staff time. These activities could include but are not limited to, participation in research projects or community events. In order for the WE LIP to accomplish its many objectives and sustain in the long term, it requires financial resources coupled with a commitment from its ambassadors to work towards its objectives. As the WE LIP grows in strength, the number of possible ideas for WE LIP participation also grows. This assessment tool was created to help prioritize the work of the WE LIP not directly related to the deliverables outlined in the contribution agreement and to ensure that its resources are targeted towards successful outcomes.

Purpose of Assessment Tool:

1. To provide a tool for WE LIP members to use to introduce possible new activities for WE LIP involvement which in turn, will further the goals of the WE LIP; and
2. Create a process for the selection of WE LIP activities in which WE LIP members would serve as Project Lead.

When should the Assessment Tool be used?

WE LIP members with an idea for an activity which would further the goals and objectives of the WE LIP are invited to complete the attached template and submit to the Chair of the WE LIP Executive Committee for consideration by the Executive Committee. The completed Template would briefly describe the activity which could include (but not be limited to): a proposed change to existing service delivery, an idea for a new or revised program, a community initiative or event. The template should include the following:

- Name of project lead and organization;
- Brief description of the issue including proposed timeframe or deadline for completion of activity;
- How the issue fits in with the mandate of the WE LIP;
- How the issue is aligned with access to or delivery of services for newcomers;
- Level of confirmed support among WE LIP members (up to 5 supporters);
- Agreement to submit basic metrics and/or written summary of the event to the chair upon completion.

Decision-Making Process

Templates submitted to the Chair of the WE LIP Executive Committee would be assessed by that Committee, using the scorecard outlined (attached). Once reviewed, a member of the Executive Committee will contact the Proposed Project Lead with feedback. If there is agreement that the proposed idea meets the mandate of the WE LIP, the new Project Lead will proceed using the criteria outlined in the attached Terms of Reference for an Ad Hoc Committee (Appendix D of WE LIP Terms of Reference). The Project Lead will also be asked to present either the plan or a summary of the event at an upcoming WE LIP meeting. It is emphasized that the Project represents an Ad Hoc committee of the WE LIP and project results must be forwarded to the Executive Committee for review.

Guidelines

Project leads will receive a copy of the WE LIP Terms of Reference Appendices D and E (Ad Hoc Community Conversation Meetings Terms of Reference and WE LIP Council Code of Conduct).

WE LIP Proposal Assessment Form

First Name
of Project Lead: _____ Last Name: _____

Organization Name: _____

Please write a brief description of proposed initiative including time frame or deadline date for completion.

How does this initiative fit in with the mandate of the WE LIP?

How is the issue aligned with access to or delivery of, services for newcomers?

Names of WE LIP members (up to 5) who have confirmed support for initiative.

Will you be listing the WE LIP as a partner on promotional material?

- Yes No Uncertain

Will you be submitting a basic metrics and/or written summary of the event, to the chair, upon completion of the initiative?

- Yes No Uncertain

WE LIP Proposal Assessment Tool¹

Criteria	Instructions	Score
Is within Mandate of WE LIP (support partnerships, dialogue and coordination of services)	Score 5 if the proposal is clearly within the mandate of WE LIP as set out in the CIC LIP Handbook. Proposals not squarely within the mandate may be considered if they score high in other areas.	
Supports new or enhanced access to services and/or service delivery for WE LIP or member(s) of WE LIP (provide data support)	Score 5 if there is strong data (including anecdotal) that the proposal will improve service delivery. Score 1 if there is no data support. Pilots and experimental projects will be considered if there is research data suggesting a likelihood of success.	
Has support from affected members of WELIP (confirmed)	Score 1 point for every confirmed WE LIP member to maximum of 5 members.	
Is the member willing to submit basic metrics upon completion (i.e. number of people who attended an event) or written summary of event with reference to WE LIP as a partner?	Score 5 if answer is 'yes', score 3 if answer is 'uncertain' and score 0 if answer is 'no'.	

¹ Chart created by Munro Strategic Perspectives. 2015. Windsor Ontario.