



CAPE BRETON LOCAL IMMIGRATION PARTNERSHIP

Terms of Reference

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APPENDIX A – CBLIP GOVERNANCE STRUCTURE 1

ACRONYMS and ABBREVIATIONS

- CBLIP – Cape Breton Local Immigration Partnership
- IAT – Immigrant Advisory Table
- IRCC - Immigration, Refugees and Citizenship Canada
- LIP - Local Immigration Partnership

1.0 Introduction

1.1 Project Background

The Cape Breton Local Immigration Partnership (CBLIP) is a collaborative initiative designed to foster welcoming communities that support the full participation of newcomers in the social, economic, political and cultural life of Unama'ki-Cape Breton. Launched in June of 2017, the CBLIP brings together partners from across the Island to coordinate approaches to supporting newcomer settlement.

The CBLIP is one of more than 80 Local Immigration Partnerships (LIPs) sponsored by Immigration, Refugees and Citizenship Canada (IRCC) nationally. This initiative addresses the growing need for systematic community planning around immigration, settlement, and retention.

The CBLIP is underpinned by the understanding that:

- Immigrants play an important role in Canadian society, boosting economic strength and adding social and civic value to communities;
- Municipalities and local organizations are best positioned to improve settlement outcomes for newcomers; and
- The provision of basic settlement services is not sufficient to ensure success – consideration of newcomer needs must be incorporated into all aspects of community planning.

The Cape Breton Partnership is the contribution agreement holder with IRCC, and as such is responsible for project coordination and reporting.

1.2 Key Definitions

For the purposes of the CBLIP, **settlement** refers to the process of meeting newcomers' immediate needs, such as housing, access to health care, food, education, language training and employment.

Integration is a dynamic, two-way process in which newcomers become accepted by and connected to a community, bringing their individual cultural values, practices and identity. Both newcomers and the community must value and adapt to one another. **Integration** is measured by the level of inclusion and participation in various community dimensions, such as civic, political, economic and social involvement.¹

The term **immigrant** refers to people who are, or have been, landed immigrants in Canada. A landed immigrant is a person who has been granted the right to live in Canada permanently by immigration authorities.²

Newcomer refers to all new residents of Unama'ki-Cape Breton. It includes non-permanent residents (persons from another country who live in Canada and have a work or study permit, or are claiming refugee status, as well as family members living here with them). For the purposes of the CBLIP,

¹ Wilkinson, Lori. "Introduction: Developing and testing a generalizable model of immigrant integration." *Canadian Ethnic Studies* 45, no. 3 (2013): 1-7.

² Statistics Canada. *Table 282-0103 - Labor Force Survey estimates (LFS), by immigrant status, sex and detailed age group, Canada, three-month moving average, unadjusted for seasonality, monthly (persons unless otherwise noted), CANSIM (database)*. (accessed: 12 December 2017)

‘newcomer’ also includes those from other parts of Canada as they may also experience barriers to settlement and integration.

1.3 Areas of Focus

The current areas of the CBLIP, as defined in its Strategic Plan (2022-2025) are to:

- contribute to research, resource development, and information sharing regarding the **housing** needs of newcomers;
- build and enhance the communication, relationships, and resources needed to foster more **welcoming and inclusive communities** for newcomers in Cape Unama’ki-Cape Breton;
- support collaborative efforts to foster meaningful **employment** opportunities and inclusive workplaces for newcomers;
- **raise public awareness** of the needs of newcomers and the benefits of immigration; and
- identifying indicators of our success and **demonstrating the impact** of our work.

1.4 Guiding Beliefs

- All residents have the right to fully participate in their community;
- It is the collective responsibility of the residents of Unama’ki- Cape Breton to effect the needed change required to support inclusive communities and improve the settlement experience of all new residents; and
- Attracting and retaining newcomers to Unama’ki-Cape Breton will add richness to communities and stimulate the local economy.

1.5 Operating Values

The CBLIP operates with the following values:

- Respect
- Fairness
- Inclusion
- Collaboration
- Accountability
- Integrity

1.6 Governance Model

Please refer to Appendix A for a diagram of the CBLIP Governance Model. The Governance Model will continue to evolve over time under the direction of the Council.

1.7 Role of the Program Manager

The activities of the CBLIP are coordinated by a part-time Program Manager, employed by the Cape Breton Partnership. The CBLIP Program Manager:

- Assists CBLIP Council, Immigrant Advisory Table, and Working Group Co-Chairs/Chairs in arranging and facilitating meetings;
- Works with Co-Chairs/Chairs to ensure the ongoing participation and engagement of all members;

- Acts as a liaison between community initiatives and the CBLIP Council, IAT and Working Groups to enhance synergies and collaboration;
- Manages and supports CBLIP events;
- Leads and coordinates CBLIP research and consultation efforts;
- Works closely with other Cape Breton Partnership staff to ensure coordinated progress on shared objectives;
- Works with an IRCC Program Officer and the Cape Breton Partnership to ensure that the CBLIP is achieving the activities, outputs, and outcomes as laid out in its Contribution Agreement (2020-2025);
- Manages the CBLIP program budget and works closely with Cape Breton Partnership staff to ensure all reporting requirements set by IRCC are met; and
- Conducts regular evaluation of the CBLIP and its activities.

2.0 Council

2.1 Mandate

Drawing on the experience and expertise of its member organizations, the CBLIP Council provides leadership, advocacy, and governance for the CBLIP.

The roles and responsibilities of CBLIP Council members include:

- Championing the CBLIP vision in the community and in their sector specifically;
- Serving as a liaison between the CBLIP and their sector;
- Participating in CBLIP meetings (a minimum of four per year);
- Aiding in the development of the CBLIP Strategic Plan and corresponding action plans;
- Evaluating the implementation of the Strategic Plan and addressing key challenges;
- Identifying data that would be most beneficial in order to discover and address community assets and gaps in newcomer settlement; and
- Facilitating strategic relationships among existing and new partners to further the objectives of the CBLIP.

2.2 Accountability

The CBLIP Council is accountable to IRCC and the residents of Unama'ki-Cape Breton.

2.3 Membership

2.3.1 Composition

CBLIP Council members are individuals who represent organizations with a role in newcomer settlement in Unama'ki-Cape Breton.

The CBLIP Council will include representatives from: the five municipalities, regional centres for education, post-secondary institutions, the health sector, police services, settlement agencies, Francophone organizations, adult learning and literacy organizations, libraries, employers, Chambers of Commerce, faith communities, and other organizations with an interest in advancing the objectives of the CBLIP Council.

Non-voting members will include the CBLIP Program Manager and representatives from the Cape Breton Partnership, IRCC, LSI, ACOA, and other provincial and federal government bodies as needed.

2.3.2 Appointment Method

New members may be added to the CBLIP Council from time to time as the Council evolves and the need for additional community perspectives arises. New CBLIP Council members may be appointed through nomination and majority vote at a regular Council meeting.

In the event that an existing CBLIP Council member organization appoints a new representative from within that organization, that individual will be appointed as a CBLIP Council member without a vote of the CBLIP Council membership being required. That organization must, however, indicate the change in representation in writing to the CBLIP Program Manager.

The CBLIP Program Manager and CBLIP Council Co-Chairs will be responsible for onboarding new members.

The question of CBLIP Council membership and composition will be reviewed by the CBLIP Council on an ongoing basis.

2.3.3 Terms

CBLIP Council members will serve until such time as the organization they represent initiates a change in representation for the CBLIP Council, or if consistent attendance is not achieved as determined by the representative or by the CBLIP Council.

2.3.4 Resignation

Any resignation of a Council member should be tendered in writing to the CBLIP Program Manager.

2.4 Co-Chairs

The CBLIP Council Co-Chairs will provide strategic leadership to the Council. Co-Chairs will be individuals who are able to inspire colleagues and maintain focus on the expected results of the CBLIP and their contributions to settlement outcomes. The Co-Chairs will be selected by the CBLIP Council by nomination and election by majority vote.

2.4.1 Key Roles

- Develop meeting agendas;
- Chair Council meetings (alternates between Co-Chairs);
- Lead and foster a collaborative and cooperative discourse;
- Oversee the development of Council reports, including the Strategic Plan; and
- Act as community liaisons representing the CBLIP Council as requested, to existing and potential partners and the general public.

2.4.2 Term

Co-Chairs will serve two-year terms with the option to hold an additional two-year extension of this term, if re-elected through majority vote. The terms of the Co-Chairs will be staggered, ensuring strong continuity in leadership.

2.5 Procedures

2.5.1 Meetings

The CBLIP Council will meet a minimum of four times per year or at the call of the Co-Chairs or the CBLIP Program Manager. Meetings will take place in-person, unless otherwise advised, and meeting locations will rotate to different regions of the Island each quarter.

Members are asked to respond promptly to meeting requests, actively participate in meetings, review background documents shared in advance of meetings, and provide advance notice if unable to attend.

2.5.2 Agendas and Meeting Summaries

Agendas will be developed by the Council Co-Chairs with the support of the CBLIP Program Manager. Additional agenda items, as proposed by other Council members, can be sent directly to the Council Co-Chairs or Program Manager prior to the meeting, or added during the meeting. The Program Manager will send the agenda and supporting documents to the CBLIP Council, on behalf of the Co-Chairs, at least one week prior to the meeting, with an additional meeting reminder sent in the days prior.

Meeting notes and their distribution will be the responsibility of the CBLIP Program Manager. Meeting summaries will highlight action items and the person(s) responsible for each item.

2.5.3 Attendance

Consistent representation must be maintained to ensure effective, clear communication. CBLIP Council members are expected to attend all Council meetings. While the physical presence of members at Council meetings is preferred, a remote connection to all meetings will be provided. Members are asked to notify the Program Manager in advance if they will be joining a meeting remotely.

In the event that a member is absent from two consecutive meetings, the Co-Chairs will reach out to the individual in order to understand the reasons for their absences and to gauge their level of ongoing engagement and commitment to the CBLIP. If the Co-Chairs determine that the levels of engagement and commitment from the member are insufficient, the issue will be brought before the CBLIP Council. The CBLIP Council will discuss the matter and may ask the member to resign if this is deemed necessary.

2.5.4 Decision Making

Key decisions will be made by the CBLIP Council through discussion and a majority vote of 50% plus one member of the total number of Council members.

Where a decision needs to be made between meetings to ensure that work progresses, decisions may be made without a meeting via electronic communication.

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 the Council's position on the issue and redirect inquiries to the Co-Chairs or CBLIP Program Manager.

As the signatory to the contribution agreement with IRCC, the Cape Breton Partnership will have final accountability to IRCC for all finances and deliverables, and will be considered the final decision-making authority for the project on all matters related to the contract. The Cape Breton Partnership may only veto a decision made by the CBLIP Council if the action of the CBLIP Council would violate the contractual agreement between the Cape Breton Partnership and IRCC. If the Cape Breton Partnership

were to exercise a veto, this would need to be clearly communicated to the CBLIP Council prior to the veto.

2.5.5 Quorum

Quorum of CBLIP Council meetings is 50% plus one individual of the total number of Council members. Attendance by non-voting members will not be counted in the determination of quorum. Members participating remotely will be counted provided all attendees can be heard.

3.0 Immigrant Advisory Table

3.1 Mandate

The CBLIP Immigrant Advisory Table (IAT) works alongside the CBLIP Council and working groups to ensure that CBLIP decisions are grounded in the lived experience of immigrants. IAT members also act as CBLIP liaisons in the community and help to identify newcomer settlement challenges and opportunities.

3.2 Member Roles & Responsibilities

IAT members will provide direction to the CBLIP by:

- Participating in regular meetings of the IAT;
- Reviewing documents and completing assigned tasks between meetings;
- Advising on the activities of the CBLIP from the perspective of newcomers – including the development of strategic plans, action plans and projects;
- Sharing information between the CBLIP and their networks;
- Collaborating on the development of an annual IAT action plan that will serve to achieve desired outcomes for the IAT (to be submitted by March 31st each year);
- Planning and implementing the projects identified in the annual action plan.
- Consulting for groups or organizations seeking to adapt programming and activities to better meet newcomer needs;
- Promoting the work and values of the CBLIP through friends, community channels and networks; and
- Acting as champions of welcoming and inclusive communities.

3.3 Membership

3.3.1 Composition

The IAT will be comprised of a maximum of 20 members, representing a diverse range of voices, backgrounds and experiences.

IAT members will be enthusiastic volunteers who:

- Were born outside of Canada;
- Are now living in Unama'ki-Cape Breton;
- Believe that a diverse and inclusive community is a healthy community;
- Are eager to find ways to improve the newcomer experience in Unama'ki-Cape Breton; and
- Feel comfortable communicating in English in a supportive and friendly environment.

3.3.2 Appointment Method

New members will be recruited via public announcement. Current IAT members will assist in recruitment through their personal and professional networks. Interested applicants may apply by completing a brief application form. Application forms will be reviewed quarterly by the IAT Co-Chairs.

3.3.3 Terms

IAT members will serve two-year terms. Memberships may be renewed for additional two-year terms, by the decision of the member.

3.3.4 Resignation/Termination

A person will cease to be a member of the IAT:

- By providing written notice to the IAT Co-Chairs;
- At the end of their membership term (unless membership is renewed);
- Following an absence from two consecutive meetings in a calendar year; or
- If deemed necessary by a decision of the CBLIP Council Co-Chairs and IAT Co-Chairs.

3.4 Co-Chairs

In addition to the above responsibilities of all IAT members, two Co-Chairs will be elected to provide leadership to the IAT. Co-Chairs will be individuals who are able to inspire fellow IAT members and maintain focus on the mandate of the IAT. The Co-Chairs will be selected by IAT members by nomination and election by majority vote.

3.4.1 Key Roles

The IAT Co-Chairs will be responsible for:

- Planning and distributing meeting agendas, with support from CBLIP staff as needed;
- Chairing IAT meetings (alternates between Co-Chairs);
- Leading and fostering a collaborative and cooperative discourse;
- Maintaining strong member engagement;
- Ensuring follow up on action items between meetings;
- Overseeing the development and implementation of the IAT's annual action plan and ensuring that it is finalized by March 31st each year;
- Acting as liaisons to the CBLIP Council (Co-Chairs should each attend two CBLIP Council meetings per year)

3.4.2 Term

IAT Co-Chairs will serve two-year terms with the option to hold one additional two-year extension of this term, if re-elected through majority vote. The terms of the Co-Chairs will be staggered, ensuring strong continuity in leadership.

3.5 Meetings

The IAT will meet a minimum of four times per year or at the call of the IAT Co-Chairs or CBLIP Program Manager.

Members are asked to respond promptly to meeting requests, regularly attend and actively participate in meetings, review background documents shared in advance of meetings, and provide advance notice when unable to attend.

The CBLIP Program Manager will attend all IAT meetings to ensure strong communication and alignment. The Program Manager will take meeting notes and share them with IAT members following the meeting.

IAT meetings will be held virtually or at a location agreed upon by the membership. In the event of an in-person meeting, a remote connection option will also be offered in order to ensure accessibility for all members.

4.0 Working Groups

4.1 Mandate

CBLIP Working Groups are responsible for overseeing the development and implementation of action plans tied to the key priorities in the CBLIP Strategic Plan.

4.2 Member Roles & Responsibilities

The roles and responsibilities of CBLIP Working Group members include:

- Sharing relevant information on the theme of their Working Group with fellow members, including:
 - Emerging needs and trends;
 - Sectoral and/or organizational updates; and
 - Promising practices, research, news, funding opportunities, etc.
- Collaborating on the development of annual action plans that will serve to achieve desired outcomes for the Working Group (to be submitted by March 31st each year);
- Planning and implementing the projects identified in the annual action plan.

4.3 Membership

4.3.1 Composition

CBLIP Working Groups will be comprised of individuals and organizational representatives whose work and interests relate to the theme of the Working Group. Members may be drawn from the CBLIP Council, IAT, or the community at large.

4.3.2 Appointment Method

New members may be recruited by CBLIP staff, member networks, and/or by public announcement. Interested individuals are asked to submit an Expression of Interest form. Expressions of Interest will be reviewed by the CBLIP Council Co-Chairs and the CBLIP Program Manager on a quarterly basis, or more regularly where possible.

Working Groups will strive to represent the diversity of Unama'ki- Cape Breton in their membership.

Total membership of each Working Group will not exceed 15.

4.3.3 Terms

CBLIP Working Group members will serve one-year terms, running from April 1 to March 31. Memberships may be renewed for additional terms indefinitely. In the case that a member joins partway through the year, their term will run until March 31.

4.3.4 Resignation/Termination

A person will cease to be a member of a CBLIP Working Group:

- By providing written notice to the Working Group Chair;
- At the end of their membership term (unless membership is renewed);
- Following an absence from two consecutive meetings in a calendar year; or
- If deemed necessary by a decision of the CBLIP Council Co-Chairs and Working Group Chair.

4.4 Working Group Chairs and Co-Chairs

In addition to the above responsibilities of Working Group members, one Chair or two Co-Chairs will be selected by members to lead each Working Group and act as their liaison(s) to the CBLIP Council. Working Group Chairs/Co-Chairs may be members of the CBLIP Council or IAT, staff of partner organizations, or interested community members with a demonstrated commitment to the objectives of the Working Group.

4.4.1 Key Roles

- Planning and distributing meeting agendas, with support from CBLIP staff as needed;
- Chairing all Working Group meetings;
- Leading and fostering a collaborative and cooperative discourse;
- Ensuring that notes are taken at each meeting, distributed to members, and saved in a common location;
- Maintaining a current list of working group members;
- Maintaining strong member engagement;
- Ensuring follow up on action items between meetings;
- Overseeing the development and implementation of their Working Group's annual action plans and ensuring that plans are finalized by March 31st each year;
- Updating the CBLIP Council at quarterly Council meetings with updates on all Working Group activities, by:
 - Participating in the Council meeting, or
 - Ensuring that a designated member is informed and able to provide an update on behalf of the Working Group.
- Considering succession in the Working Group Chair role by supporting and engaging members expressing an interest in the role.

4.4.2 Term

Working Group Chairs will serve two-year terms with the option to hold additional two-year extensions of this term, if re-elected through majority vote. The years of Chair terms will correspond with the CBLIP fiscal year of April 1 to March 31.

When the CBLIP develops a new strategic plan, it is possible that this will trigger a restructuring of working groups. In this event, Working Group Chairs will be actively involved in developing plans for the wrap up, evaluation, or continuation of their groups.

4.5 Meetings

CBLIP Working Groups will meet a minimum of four times per year or at the call of the Chair or the CBLIP Program Manager.

Meeting notes will be taken by members or by CBLIP staff and shared with Working Group members shortly following each meeting. Notes should also be saved in the designated folder on Basecamp, for future reference.

Members are asked to respond promptly to meeting requests and actively participate in meetings, review background documents shared in advance of meetings, provide advance notice and, if possible, assign a delegate from their organization if unable to attend.

5.0 Conflict of Interest

Conflict of interest arises when any CBLIP member (Council, IAT or Working Group), or those in close relation to the member, stands to benefit personally or professionally from the outcome of a CBLIP recommendation or decision. Members of the CBLIP are obligated to act in the best interest of all partners and not represent personal or business interests. Members will not engage in any behaviour that may be seen or perceived to be in conflict with the spirit and intent of the CBLIP.

CBLIP members shall declare any actual or perceived conflict of interest and shall identify and excuse themselves from deliberations and voting related to any matter that gives rise to a conflict of interest. In the event that there is a failure to comply with the conflict of interest guidelines, the CBLIP Council Co-Chairs will address the issue with the Council members and recommend a suitable course of action.

6.0 Confidentiality

Documents and correspondence are confidential if marked as such by the author.

7.0 Media and Communications

To ensure consistency of messaging, media inquiries should be directed to the Director of Communication for the Cape Breton Partnership.

All advertising and promotional materials must be approved by the Cape Breton Partnership and IRCC prior to publication.

8.0 Contractual Relationship with IRCC

As signatory to the contribution agreement with IRCC, the Cape Breton Partnership and the CBLIP Program Manager will be responsible for all reporting to IRCC.

9.0 Amendments

The CBLIP Terms of Reference will be reviewed annually by CBLIP Council and IAT members. The CBLIP Terms of Reference is a dynamic document and may be amended as needed, with the oversight and approval of these two groups.

Appendix A – CBLIP Governance Structure

