



Quinte Local Immigration Partnership Council

Terms of Reference and Governance Model

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The Quinte Local Immigration Partnership Council

The Quinte Local Immigration Partnership Council (QLIP Council) is an initiative of Citizenship and Immigration Canada and is comprised of a group of significant greater Quinte area stakeholders that come together regularly to develop a coordinated, comprehensive and strategic approach to immigration and integration of newcomers in the Quinte region. The QLIP initiative represents a process to examine services currently available and considers how the delivery could be enhanced, modified, or expanded to facilitate equitable access to services for newcomers and build upon the greater Quinte area's capacity to provide a welcoming and inclusive community.

Partners can be drawn from many sources including but not limited to local and regional governments, local school boards, community organizations, immigrant serving agency, language training providers, local associations or bodies, health care providers, employment networks, chambers of commerce, and economic development corporations. The QLIP Council has in place a Project Coordinator, a Project Administrator / Facilitator and administrative services.

Quinte Local Immigration Partnership Council - Founding Organizations

Prior to the formation of the Quinte Local Immigration Partnership QLIP Council there were previous local projects formed in support of immigration and in assisting newcomers to the greater Quinte area. These early initiatives were supported by a core group of founding organizations. The evolving nature of these projects brought together a growing number of other groups that are now joined together to form the QLIP Council. The QLIP Council has steadily built upon the efforts of these previous local initiatives, leading to the present-day Partnership's purpose to facilitate a closer collaboration between greater Quinte area stakeholders in order to coordinate activities, create efficiencies, and build the capacity of the Partners in achieving a more welcoming community for newcomers.

QLIP Council Management Terms of Reference and Governance Model

In order to reinforce the effectiveness of the QLIP it is now identified as the Quinte Local Immigration Partnership Council (QLIP Council). This will enable the partnership to evolve and become open to the possibilities of additional sources of funding and/or open to opportunities of become aligned with joint ventures to facilitate successful and significant outcomes. The QLIP Council management Terms of Reference and Governance Model clarifies how the QLIP Council operates. The Terms of Reference and Governance Model are designed to ensure the QLIP Council's sustainability, its ability to meet the needs of the group, and to maintain efforts in achieving its objectives.

1.1 QLIP Council - Governance Model

The QLIP Council management terms of reference and governance model is a collaborative one and is adapted in part from the constellation model¹. The QLIP Council governance model provides for a QLIP Council that is governed by a flexible form of affiliation that enables organizations to work together including working together within Teams and provides for:

- objective leadership
- Fundamental support and funding
- Project Coordination Facilitation and Administration Services (Oversight Group)
- collaborative and coordinated actions for superior outcomes

The QLIP Council terms of reference and governance model expects to:

1. ensure that all three levels of government are involved
2. provide for a proper focus in terms of resources
3. create efficiencies while emphasizing autonomy amid the collective
4. provide the necessary flexibility to work with the possibility of a variety of funders
5. provide an adaptable structure able to link up with diverse supporters and resource providers
6. reduced administration and costs through a collaborative approach to resource development
7. help to avoid duplication of efforts and competitive funding
8. provide for balanced approach to endeavours
9. develop greater capacity and emphasize core competencies
10. build upon the existing resources
11. provide a level of flexibility and collaboration with an action focus

1.2 QLIP Council Governance Model - Foundation

The QLIP Council governance model has at its foundation the three levels of government that are vital support and/or contributing vehicles that carry the QLIP Council to its current and future success.

1.3 QLIP Council Project Coordination Facilitation and Administration Services (Oversight Group)

A QLIP Project Coordination, Facilitation, and Administration Services (Oversight Group) is the managing arm that ensures all supporting activities for the Partnership Council are in place, and to an extent encourages the work of the Council and the Teams. This group also works toward building a stronger sustainable mandate for the Partnership Council. The “Oversight Group” is comprised of the QLIP Project Coordinator, the QLIP Program Administrator / Facilitator, and the supporting activities within the administrative requirements function.

1.4 QLIP Council

The QLIP Council is the focal point for the many stakeholders and is an independent loose affiliation of non-governmental organizations, government agencies, federations, health groups, education groups, citizens and others interested in immigration and integration that fits the needs of the greater Quinte area. The QLIP Council:

- directs action
- develops a shared voice
- builds capacity and support
- maintains ties with the broader community
- may expand to more actively engage a broader association

1.5 QLIP Council Guiding Values and Ethics

The QLIP Council by its *raison d'être* encourages contributions from newcomers in developing strategies that will provide support for a more welcoming community. In addition, the Partnership values the diversity that exists within the community and agrees to a stance of anti-racism, anti-oppression, gender equity and basic cultural diversity principles. Partners agree to be honest and transparent in their participation.

1.6 Roles & Responsibilities of the QLIP Council

In reference to the evolution and sustainability of the QLIP Council the following provides a guide to its roles and responsibilities. The QLIP Council will:

1. ensure that mechanisms are in place to support the Partnership, and its Teams;
2. help to facilitate focused Team activities as an extension of the QLIP Council
3. be responsible for making decisions regarding the work, direction, and development of the partnership as a whole, maintaining primary responsibility for a possible range of activities.
4. work in concert with the "Oversight Group".
5. in concert with the "Oversight Group" ensure that no advocacy stance will be taken regarding issues on behalf of an organization without the approval of the organization.

1.7 Decision-Making and Conflict Resolution Process

The “Oversight Group” and the QLIP Council will work to consensus to ensure that the decisions agreed upon are deemed to be in the best interest of the Partners and if consensus cannot be reached Roberts Rules will be used. Any member of the QLIP Council may decline participation in a particular undertaking without question. The “Oversight Group” will have financial and legal control.

1.8 QLIP Council Teams

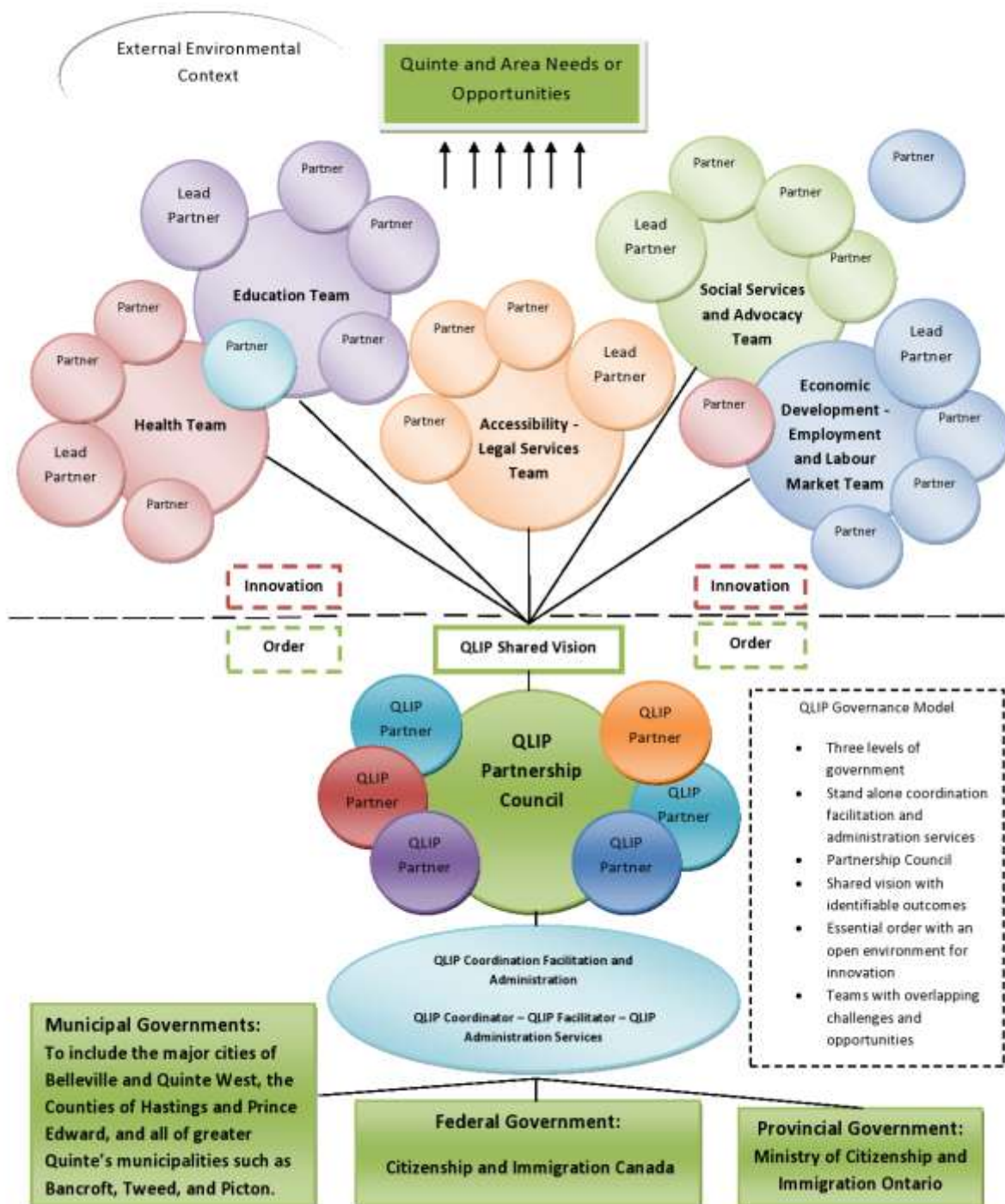
A QLIP Council Team is basically a working group that involves organizations interested in working together on a particular issue or concern relating to immigration and the needs of newcomers to the greater Quinte area. As an example, a QLIP Health Team may bring health experts, practitioners, advocates, program administrators and interested parties together to collaborate on specific health related concerns affecting newcomers to the Quinte area. Teams are adaptable and independent with a productive focus. In addition, these Teams are supported by the “Oversight Group”. A member of the QLIP Council may request the creation of a Team and it may be approved by consensus within the Council. The approach facilitates the inclusion of members having a ubiquitous and collaborative nature.

1.9 Roles and Responsibilities of QLIP Teams

Teams are independent groups that maintain a direct connection to the QLIP Council including a reporting relationship. This connectedness also ensures that Teams have the overall support necessary and can benefit from the synergy that may be created. Teams will by their nature be able to organize in any manner that leads to valuable outcomes. In addition, Teams will not be encumbered by responsibilities such as finances, contracts, and interactions with funders, as these support functions are carried out by the “Oversight Group”. A Team established and supported by Council will have access to the services of the “Oversight Group” that will if necessary determine appropriate Team resources.

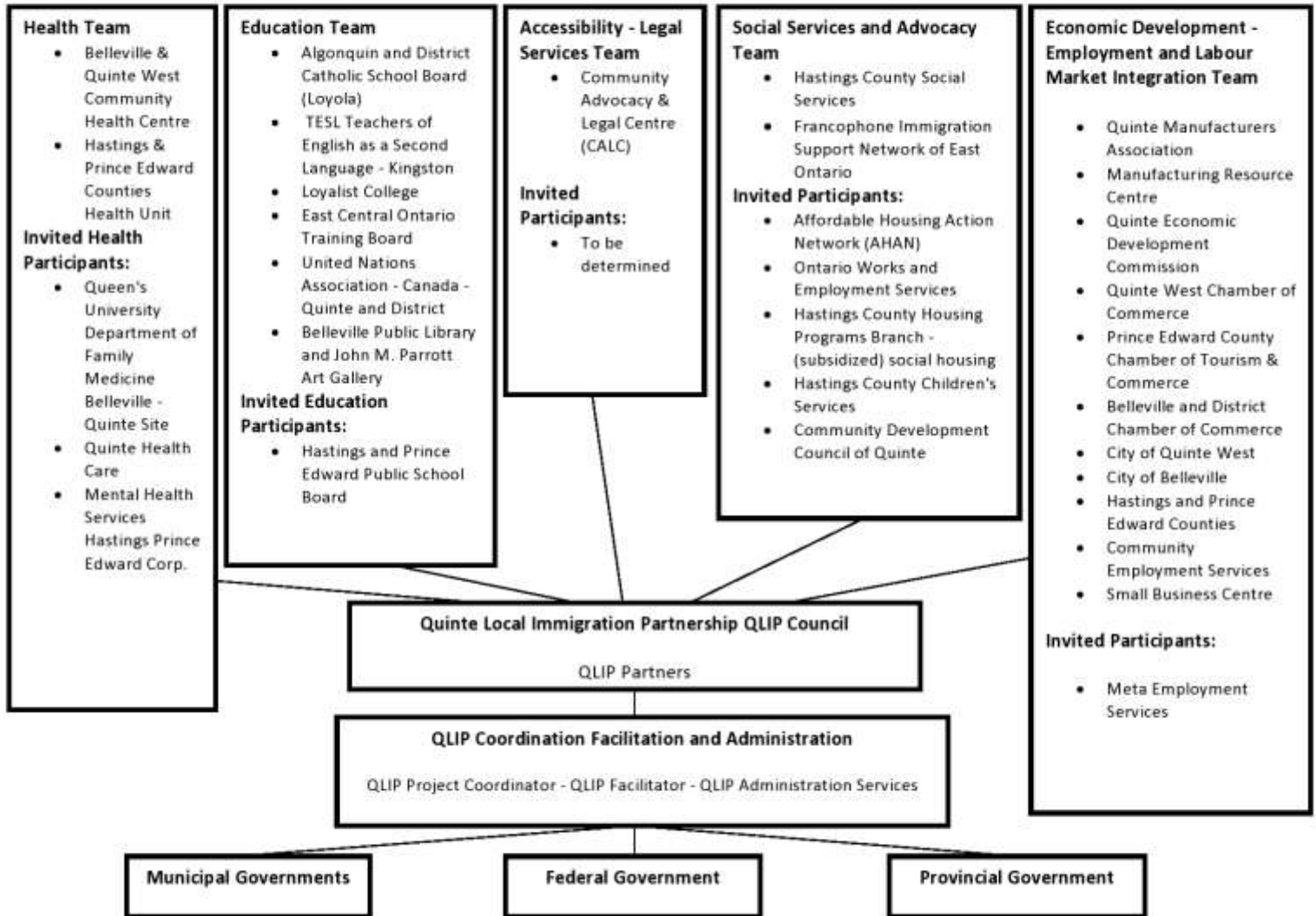
1.10 QLIP Partnership Council - Governance Model Illustrationⁱⁱ

QLIP Partnership Council – Governance Model



1.11 QLIP Partnership Council - Organization Model for Working Groups

QLIP Partnership Council – Organization Model for Working Groups / Teams



1.12 The Quinte Local Immigration Partnership Council:

Citizenship and Immigration Canada

<http://www.cic.gc.ca>

Quinte United Immigrant Services

www.quis-immigration.org

Ministry of Citizenship and Immigration

www.citizenship.gov.on.ca

City of Belleville

www.city.belleville.on.ca

City of Quinte West

www.city.quintewest.on.ca

Corporation of the County of Prince Edward

www.pecounty.on.ca

Corporation of Hastings County

www.hastingscounty.com

Quinte West Chamber of Commerce

www.quintewestchamber.on.ca

Belleville and District Chamber of Commerce

<http://www.bellevillechamber.ca>

Prince Edward County Chamber of Tourism & Commerce

www.pecchamber.com

Belleville Public Library and John M. Parrott Art Gallery

<http://www.bellevillelibrary.com>

Loyola School of Adult and Continuing Education

www.learningatloyola.ca

TESL Teachers of English as a Second Language - Kingston

<http://www.teslkingston.org>

Loyalist College

<http://www.loyalistcollege.com>

East Central Ontario Training Board

www.focusontraining.com

United Nations Association in Canada - Quinte and District

<http://www.unac.org>

Francophone Immigration Support Network of East Ontario

www.cesoc.ca

Community Advocacy and Legal Centre

www.communitylegalcentre.ca

Quinte Health Care

<http://www.qhc.on.ca>

Belleville & Quinte West Community Health Centre

www.bqwchc.com

The Hastings & Prince Edward Counties Health Unit

<http://www.hpechu.on.ca>

Quinte & District Rehabilitation Inc.

www.quinterehab.com

Volunteer & Information Quinte

www.viq.ca

Community Employment Services - Loyalist College

www.communityemploymentservices.ca

Community Development Council of Quinte

www.cdcquinte.com

Manufacturing Resource Centre

<http://www.manufacturingrc.ca>

Quinte Manufacturers Association

<http://www.quintemanufacturing.com>

Quinte Economic Development Commission

www.quintedevelopment.com

Small Business Centre

www.smallbusinessctr.com

TVCOGECO

www.tvcogeco.com

Belleville Police Services

www.police.belleville.on.ca

References

Tonya Surman, Mark Surman, *Open Sourcing Social Change: Inside the Constellation Model in Technology Innovation Management Review*, September 2008, <http://timreview.ca/node/183> adapted from Listening to the Stars: The Constellation Model of Collaborative Social Change published in the first edition of Social Space, a journal published by the Lien Centre for Social Innovation at the Singapore Management University.

Tonya Surman (Prepared by), *Canadian Partnership for Children's Health and Environment (CPCHE) - Governance Model*, The Commons Group, 107 Indian Road, Toronto, Ontario M6R 2V5, December 10, 2001 Update July 12, 2004 to reflect name change. Available at:

http://s.socialinnovation.ca/files/CPCHE%20Management%20Terms%20of%20Reference%20-%20updated%20Feb%2704_FINAL.doc or at <http://socialinnovation.ca/constellationmodel>

Surman, Tonya. *Constellation Collaboration, A model for multi-organizational partnership*, Centre for Social Innovation, June 2006. Licensed under the Creative Commons Attribution-ShareAlike 2.5 To view a copy of the licence, visit <http://creativecommons.org/licenses/by-sa/2.5/legalcode>

End Notes:

ⁱ Surman, Tonya. Constellation Collaboration, A model for multi-organizational partnership, Centre for Social Innovation, June 2006. To view a copy of the licence, visit <http://creativecommons.org/licenses/by-sa/2.5/legalcode>

The QLIP Partnership Council - Governance Model Illustration 1.11 on page 7, was developed in part from the Constellation Model originally developed by:

ⁱⁱ Surman, Tonya. Constellation Collaboration, A model for multi-organizational partnership, Centre for Social Innovation, June 2006. To view a copy of the licence, visit <http://creativecommons.org/licenses/by-sa/2.5/legalcode>