

# Building Community Through Immigration

# IMMIGRATION PARTNERSHIP

## 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 be a need to refine one aspect or another from time to time. It will be reviewed annually and revised as necessary by the Immigration Partnership Council.<sup>1</sup>

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<sup>1</sup> *Updated: January 2011; March 2013; November 2013; April 2014; December 2015; December 2016; November 2018. Feb 2021*

## Territorial Acknowledgment

The Immigration Partnership would like to begin this Governance Document with a territorial acknowledgment. A territorial acknowledgment is a way of honouring the land on which our successes have been built, and the Indigenous people who have been living on and caring for this land for thousands of years. It is a longstanding protocol among Indigenous peoples that honours their spiritual connection to the land. We offer this territorial acknowledgement as an act towards reconciliation between non-Indigenous Canadians and the Indigenous peoples of Canada.

We acknowledge that the land on which we live, work and play is the traditional territory of the Haudenosaunee Anishnaabe and Neutral people. This land, within the Haldimand tract, is promised to the Six Nations and takes in six miles on each side of the Grand River. We acknowledge the enduring presence of the Indigenous people with whom we share this land today and recognize and deeply appreciate their historic connection to this place. We also recognize the contributions Indigenous peoples have made in shaping and strengthening this community. We are grateful for the opportunity to live, work and play on this land, and re-affirm our collective commitment to make the promise and the challenge of Truth and Reconciliation real in our community.

We also acknowledge all Treaty peoples – including those who came here as settlers – as migrants either in this generation or in generations past - and those of us who came here involuntarily, particularly forcibly displaced Africans brought here as a result of the Trans-Atlantic Slave Trade and Slavery. We pay tribute to those ancestors of African origin and descent.

The Immigration Partnership is making it a practice to publicly acknowledge the history of this land. We recognize that our ability to be working and living in Waterloo Region is a direct benefit of policies of expulsion and assimilation of Indigenous peoples.

We are committed to doing the work to end systemic racism in our community by continuous education and building meaningful relationships with Indigenous people and organizations.

## A: Foundations and Philosophy

The Waterloo Region Immigration Partnership is a community-wide commitment to building community through immigration. We build community capacity to support the integration process for immigrants and refugees<sup>2</sup> in Waterloo Region. The Immigration Partnership is premised on the conviction that successful 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 for everyone, together. The Immigration Partnership is a diverse and inclusive initiative. We are committed to addressing racism<sup>3</sup> in Waterloo Region and making anti-racism a foundation of all of our work.<sup>4</sup> See Appendix 2 for the full Anti-Racism Commitment.

### A1: Vision and Mission

Our **vision** is that immigrants reach their full potential and contribute to creating and sustaining a thriving, prosperous community for everyone.

**Mission:** We work together to create the conditions for immigrants to succeed and help build a welcoming, dynamic community.

### A2: Goals

1. Facilitation of a multi-sectoral partnership to foster inclusive and non-discriminatory environments for immigrants.
2. Communication and advocate to stakeholders and the broader public to educate the community on the beneficial impact of immigration and increase positive perceptions of immigration.
3. Improve access to and coordination of services/programs that facilitate immigrant integration.
4. Improve access to the labour market for immigrants.
5. Strengthened capacity to integrate immigrants in our community.
6. Build capacity to actively eliminate systemic and individual racism and racial discrimination in Waterloo Region and achieve equity.

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<sup>2</sup> For the Immigration Partnership, “immigrants and refugees” includes people living in Waterloo Region who were born outside of Canada and are now Canadian citizens, permanent residents, temporary residents or foreign nationals. See Appendix 1 for definitions.

<sup>3</sup> The Merriam Webster dictionary defines racism as a belief that race is a fundamental determinant of human traits and capacities and that racial differences produce an inherent superiority of a particular race; the systemic oppression of a racial group to the social, economic, and political advantage of another; a political or social system founded on racism and designed to execute its principles. See: <https://www.merriam-webster.com/dictionary/racism>.

<sup>4</sup> In July 2020, the Immigration Partnership Council approved a formal Anti-Racism Commitment and subsequently revised this governance document. It is available here: [https://www.immigrationwaterlooregion.ca/en/business-opportunities/anti\\_racism\\_commitment.aspx](https://www.immigrationwaterlooregion.ca/en/business-opportunities/anti_racism_commitment.aspx).

### 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
- Anti-racism, non-discrimination and equity
- Flexibility and Responsiveness
- Simple and efficient
- Inclusivity
- Consensus decision-making
- Consultation
- Collaboration, working together
- Purpose driven
- Best practices
- Respect and Non judgmental
- Transparency
- Community driven
- Results focused and accountable
- Action oriented
- Innovative

### A4: Purpose

Our purpose is to create and enhance partnerships to build community through immigration, support the integration process for immigrants in Waterloo Region and eliminate systemic and individual racism. 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 (LIP) 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
  - Identifying and sharing the impacts of racism
  - Sharing between groups
  - Communicating to the broader community
  - Speaking as a partnership with a unified community voice
2. **Problem solving and implementing strategies for change, which includes:**
  - Problem solving about local immigrant issues
  - Advocating for changes to law, policy and systems to redress racism
  - Being a catalyst for collective and coordinated action
  - Working for policy change



- Seeking out resources
- Public education to foster positive perceptions of immigration and address the impacts of racism and inequities

## A5: History

In 2008 the federal immigration ministry put forward a call for proposals for what it called Local Immigration Partnerships. Communities only had two weeks to respond. Waterloo Region was one of only three Ontario communities to respond in the timeframe and thus to receive funding for the development of a settlement strategy in Waterloo Region.

In early 2009, significant community engagement and planning commenced for what would become the Waterloo Region Immigration Partnership, building on the foundation of the Waterloo Region Immigrant Employment Network (WRIEN) which had been hosted out of the Greater KW Chamber of Commerce since 2006.

An Interim Immigration Partnership Council was launched in 2010. WRIEN formally merged with the Immigration Partnership in August 2011, and the Immigration Partnership officially launched in January 2012.

Since that time, community leaders and groups have formed and worked together through the Immigration Partnership to plan and implement a series of Community Action Plans aiming to build community through immigration. The principles and processes set out in this Governance Document have governed their collaboration and work. In late 2020, the Immigration Partnership Council undertook a significant anti-racism review of its governance in actioning its Anti-Racism Commitment.

A more fulsome account of the Immigration Partnership's beginnings and history can be found online.<sup>5</sup>

## A6: Advocacy Protocol

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 for the greater success of immigrants and the wider community.

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."**<sup>6</sup>

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

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<sup>5</sup> See:

*Waterloo Region Local Immigration Partnership Council (LIPC) Final Report.* Written by the Centre for Community Based Research, available here: [http://www.immigrationwaterlooregion.ca/files/news/lipc\\_final\\_report\\_2010.pdf](http://www.immigrationwaterlooregion.ca/files/news/lipc_final_report_2010.pdf).

*The Story of the Immigration Partnership: 10+ Years of Progress.* Written by Susan Fish, available at: [https://www.immigrationwaterlooregion.ca/en/business-opportunities/10\\_years\\_anniversary.aspx](https://www.immigrationwaterlooregion.ca/en/business-opportunities/10_years_anniversary.aspx).

<sup>6</sup> From *Working Together: A Government of Canada/Voluntary Sector Joint Initiative and United Way of Kitchener-Waterloo*.

- **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.

### **Types of Advocacy Activities**

The Immigration Partnership may engage in the following advocacy activities:

- 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 organizational 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.;
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.
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 Executive Director 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 Executive Director 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 how to action this advocacy protocol will be provided to new partners during orientation and onboarding.

## B: Governance Framework

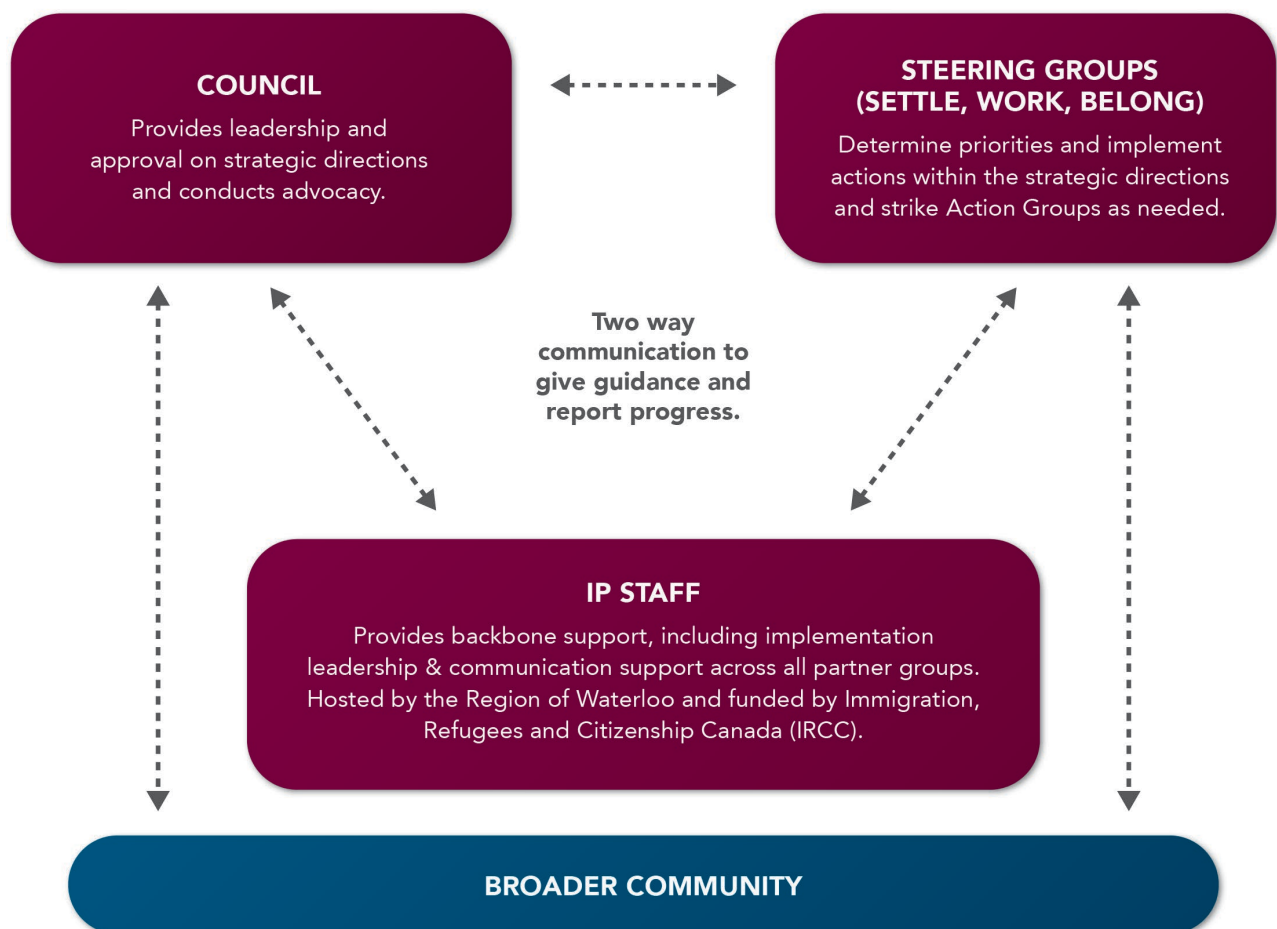
Within this governance framework, all stakeholders involved in the Immigration Partnership are committed to communicating openly in order to ensure there is a right balance between shared decision-making and organizational leadership. Governance of the Immigration Partnership will be reviewed annually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

### B1: Organizational Structure

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

The Immigration Partnership Council (Council) is the umbrella coordinating and leadership group for the Immigration Partnership. The Immigration Partnership has three Steering Groups - Settle, Work, and Belong – the strategic Pillars of the Immigration Partnership.

### IMMIGRATION PARTNERSHIP DECISION-MAKING FRAMEWORK



## **Council**

The Council will provide strategic leadership to the Immigration Partnership in Waterloo Region. The Council is responsible for ensuring 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 Appendix 3: Council Terms of Reference and Appendix 5: Council and Steering Group Processes.

## **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.

Further detail is provided in Appendix 4: Steering Group Terms of Reference and Appendix 5: Council and Steering Group Processes.

## **Action Groups**

Action Groups will be developed as required and upon direction of the Council and/or Steering Groups. 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 include Council and/or Steering Group members plus other stakeholders as needed. They will report to the Council and/or Steering Group 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 Council and/or Steering Group. In absence of this, Action Group reports will be completed by Staff.

## **B2: Code of Conduct**

Members of the Immigration Partnership commit themselves to the following:

- Conduct themselves in accordance with the philosophy, mission and principles of the Immigration Partnership.
- 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 diversity, inclusion, respect, openness and co-operation 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 or Steering Group Chair, as appropriate, will be responsible for addressing the issue with the member, and may request their resignation.

## **C: Administrative Framework**

### **C1: Immigration Partnership Host**

The Immigration Partnership is a community-driven initiative that is not separately incorporated. The Region of Waterloo is the host of the Immigration Partnership and signatory to Immigration Partnership funding agreements. It assumed this role in 2010 for the Interim Local Immigration Partnership (LIP) and formally with the Immigration Partnership in 2011. The Immigration Partnership is accountable, through its Executive Director, to the Region of Waterloo as its host and signatory to its funding agreements, for the financial, legal, and administrative requirements of those agreements.

Further detail is provided in Appendix 6: Role of the Host.

### **C2: Immigration Partnership Staff Team**

The Immigration Partnership staff team provides strategic and operational leadership and support to the Immigration Partnership. Under Council and Steering Group direction, the staff team supports and facilitates the collective of individuals and organizations that make up the Immigration Partnership, by enabling their collaborative processes, initiatives and Community Action Plan implementation.

Further detail is provided in Appendix 7: Role of the Immigration Partnership Staff Team.

### **C3: Communications Protocol**

It is the responsibility of the Chair and/or Executive Director to speak on behalf of Council.

All media inquiries should be directed to the Executive Director (or other staff designate) who will consult with the Chair, if required, regarding a response to a media request. The Executive Director will also review and approve all media releases and ensure that appropriate Federal and/or Provincial government approval is obtained prior to release. The Executive Director will inform Region of Waterloo leadership of media engagements per Regional policy.

The Region of Waterloo, as host agency, will speak on behalf of the Immigration Partnership with respect to administration of agreements with the federal and provincial governments 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 Executive Director 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 Leadership Team.

## **C4: Reporting**

The Executive Director will provide quarterly reports on the strategic and operational aspects of overseeing the Immigration Partnership and Community Action Plan implementation to the Council, as part of the Council meeting documentation. Steering Groups Chairs will provide quarterly update reports to and seek input from Council based on their CAP implementation plans. The Executive Director 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 have included:

- Federal immigration ministry – provides funds for staffing, communications, meetings/volunteers and a limited amount of project funding
- Provincial government – provides funds (directly and through the KW Chamber of Commerce) for the Work Pillar for staffing, communications and events, as well as other projects from time to time
- Region of Waterloo – provides funds (both financial and in-kind) for community initiatives, staffing, communications, planning, evaluation, HR, IT, financial services
- United Way Waterloo Region Communities – provides operational and project based funds



## Appendices

### 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). People who became Canadian citizens through the naturalization process are within scope for the Immigration Partnership's work.

**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 outside of Canada 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.

### Appendix 2: Anti-Racism Commitment

In July 2020, the following commitment was penned and approved by the Immigration Partnership Council. In a subsequent governance review, it was embedded within the Immigration Partnership's Governance Document.

July 2020

The Immigration Partnership has witnessed the recent police-involved deaths of Ejaz Ahmed Choudry, Regis Korchinski-Paquet, George Floyd and others. We express solidarity with Black, Indigenous and racialized community members in Waterloo Region and the tens of thousands of residents that recently marched in Kitchener and Cambridge to affirm that Black Lives Matter.

For more than 10 years, the Immigration Partnership has been a collaboration of over 60 community service, business, municipal and post-secondary organizations and Waterloo Region residents working together so immigrants reach their full potential and contribute to creating and sustaining a thriving, prosperous community for everyone. Immigrants living in Waterloo Region have told us that racism and racial discrimination negatively impact their experiences and opportunities here. In the past, the Immigration Partnership has brought awareness to those experiences and called organizations and residents across Waterloo Region to take action to end racism and racial discrimination in our community.

We need to do more. Addressing racism and discrimination in Waterloo Region through a regional Anti-Racism strategy is now a goal in our recently-approved Community Action Plan 2020-2025. We affirm the Immigration Partnership's commitment to helping eliminate systemic

and individual racism and racial discrimination in Waterloo Region. We will do this first and foremost by looking inward as a Partnership, with a focus on our own accountabilities and action. We will immediately mobilize to create a concrete action plan, which will include:

1. Reviewing, at least annually, our governance and membership with an anti-racism and equity lens, to ensure we are representative of the community and centre the voices of immigrants in our work.
2. Listening to the experience and calls to action of racialized immigrant and other community members, and continuing to create and consider disaggregated data that provides insights into racism and systemic barriers in Waterloo Region as it relates to immigrants, as the foundation of our work.
3. With our Leadership Council and partners, establishing parameters for engagement in anti-racism work across our Partnership and elaborating accountability mechanisms.
4. Working with and supporting our community service, municipal, business and post-secondary partners to confront racism.
5. Using our voice and platform to advocate for long-needed systems change to redress systemic racism.
6. Working with and supporting others who are engaging in this collective work towards the development of a regional anti-racism strategy.

Our work in this area will be grounded in our guiding principles, which focus on having community-driven impact by being responsive, collaborative and results-oriented.

On behalf of the Immigration Partnership Council.

Pari Karem, Chair

Tracey Hare Connell, Vice Chair

Tara Bedard, Executive Director

## **Appendix 3: Council Terms of Reference**

The Immigration Partnership Council (Council) will provide strategic leadership to the Immigration Partnership in Waterloo Region. The Council is responsible for ensuring 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 Executive Director
- 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, inclusive, equitable and anti-racist 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, with at least one third of members being immigrants. This includes racially diverse representatives from multiple sectors, geographies, immigrant groups and differing 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, etc.), employers/business, local funders, municipalities and immigrant service providers. As immigrant service partners, 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 will 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 will be asked to bring all their experience to the discussions. Members on Council are 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, including the July 2020 Anti-Racism Commitment (see Appendix 2)
- 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.

Federal and provincial 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 Executive Director. Under the leadership of the Vice-Chair, this team will act as the Council membership selection committee, a support team for the Immigration Partnership Executive Director 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 Executive Director. From time to time the representative from the host agency may be a guest.

The Immigration Partnership aspires to, and creates opportunities for, diverse racial and immigrant participation and leadership on the Council and Steering Groups.

### **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 Executive Director between Council meetings to develop agendas and support the Executive Director 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 any revision. Council will approve the final minutes at the next Council meeting. Once approved, they will be uploaded to the Immigration Partnership website. Meeting agenda's, updates, reports and other meeting documentation for Council will be sent for review one week prior to each Council meeting.

### **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:

- Provide direction and oversight to the development and execution of Council's strategic directions as referenced in the Community Action Plan (CAP)
- Lead, facilitate and Chair meetings of the Immigration Partnership Council
- Ensure Council follows the Governance Document including the agreed code of conduct, 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 Executive Director
- Work closely with the Immigration Partnership Executive Director to prepare Agenda's and other support as required
- Member of the Council Leadership Team
- Work with the Immigration Partnership Executive Director's host supervisor to participate in annual performance development of the Immigration Partnership Executive Director. 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 Executive Director to prepare agendas and provide other support as required to execute the responsibilities noted above
- Chair of the Council Leadership Team
- Assume responsibilities of the Chair as required.

### **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 open calls and targeted outreach to stakeholders to address existing gaps or desired directions of Council. The Executive Director 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 Executive Director 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 Executive Director 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 recommended and appointed to Council via motion of the full Council at the meeting immediately following the Leadership Team's approval.

### **Staff Support**

The Executive Director and Program Assistant will provide strategic and operational support to the Council. They will be available to support Council initiatives as required and be responsible to develop, execute and monitor, in partnership with Council, development and implementation of the Community Action Plan.

## **Appendix 4: 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 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 as they arrive in Waterloo Region. The emphasis of this Pillar includes the enhancement of services provided by settlement, other community services and private sector organizations.

**Work Steering Group:** The Work Steering Group is focused on both 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. It is also dedicated to working in partnership with industry and economic development leaders, post secondary institutions and service providers to ensure employers and immigrants increase their potential for meaningful work experiences.



**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 welcoming and 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.” The BSG engages with ethno-cultural groups, the immigrant community, municipalities, other public sector bodies and the broader public.

### **Roles and Responsibilities**

Steering Groups will contribute to the development and implementation of the Immigration Partnership’s Community Action Plan. Specifically, they will develop a detailed implementation work plan related to the priorities emerging in 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
- Take action to address racism and achieve equity

### **Steering Group Composition**

The Steering Groups will strive to ensure at least one third of their members will 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
- Interest and capacity to influence, inform and facilitate change within their circles of influence in line with the mandate of the Immigration Partnership

In addition:

The Steering Groups may 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 its membership. Project staff for immigrant-specific employment (i.e., mentorship, internship, connector, pre-employment program, etc.) programs will be also members.

### **Chair and Vice Chair Roles and Responsibilities**

Each Steering Group will have a Chair and Vice Chair. Both will be nominated by Steering Group members 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:

- Provide direction and oversight to the development and execution of the Steering Group's Council's strategic directions as referenced in the Community Action Plan (CAP)
- 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 the governance document including code of conduct, 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 to execute the responsibilities noted above.
- Assume responsibilities of the Chair as required.

### **Term of Membership**

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

### **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 Chair 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 or be online.

### **Accountability**

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

### **Staff Support**

A Community Engagement Coordinator will provide strategic and operational support to each Steering Group through project management, community engagement, administrative and planning support. Staff will work closely with the Chair and Steering Group members as required to ensure the implementation of work plan activities.

## **Appendix 5: Council and Steering Groups Processes**

### **Vice Chair Selection Process**

To select a Chair and/or Vice Chair, the Executive Director will ask Council 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 Executive Director by a nominated date. The Executive Director will notify all Council members 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 Executive Director will count the votes and identify the individual with the highest votes, and recommend them for the role of Chair or Vice Chair respectively. In the event of a tie, the Council will be asked to revote. If still tied, the Council leadership team will vote. If still tied, a coin toss will determine the next Vice Chair. Council will approve by motion the Vice Chair at its meeting directly following the vote.

Steering Groups will follow a similar process, under the leadership of their Chair and applicable staff member.

### **Decision making**

All members of Council or Steering Group are equal voting partners for decision-making and all members should have their perspectives heard. For an Immigration Partnership Council or Steering Group meeting quorum to be achieved, 50% + 1 voting members (including a Chair or their alternate) must be present at the meeting. If there are less than 50%+1 members, any voting will be deferred. Decision making is sought on the basis of consensus. Where needed, the Chair will seek consensus decisions from those present based on the following process:

- 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 Executive Director. Should a member find him/herself with a dissenting opinion that cannot be resolved, he/she has the option of resigning from the Council.

### **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.

### **Attendance**

Council and Steering Group members are expected to attend all meetings and to send their regrets when they are unable to attend. Attendance will be tracked and reports will be provided to members at each meeting with the agenda and previous meeting minutes. After 2 consecutive absences, members will be requested to confirm continued interest/involvement.

If a Steering Group 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.

## **Appendix 6: Role of Host**

The following outlines the role of the host for the Immigration Partnership. Specifically, the role of the Region of Waterloo and the Executive Director are described. This document should be considered with respect to the overall governance of the Immigration Partnership and the Executive Director'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 the 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 Executive Director**

The Executive Director will report to the Immigration Partnership Council for all activities of the Immigration Partnership. The Council, through the Chair, will provide guidance to the Executive Director regarding Immigration Partnership activities. The Executive Director 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.

The Executive Director 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, Steering groups and the wider community
- 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 Executive Director is responsible for operational financial management of the Immigration Partnership, in accordance with Region of Waterloo policies and procedures.

The Immigration Partnership receives operational support from various departments in the Region of Waterloo. As such the Executive Director 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 Executive Director will consult and seek approval from the Chair and Council members on financial sponsorship.

### Human Resource Processes

The Council Chair, along with the Executive Director's host supervisor (Region of Waterloo, Commissioner of Community Services), will participate in annual performance development of the Executive Director. 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.

In alignment with Region of Waterloo and Immigration Partnership governance policies, and specifically the anti-racism commitment, the Executive Director directly supervises Immigration Partnership staff, with full responsibility for interviewing and selection, training and orientation, and performance management. The Executive Director will seek input from the Council regarding the selection of staff. The Executive Director is responsible for attendance and approves vacation requests.

The Executive Director 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.

## **Appendix 7: Role of the Immigration Partnership Staff Team**

The role of the Immigration Partnership staff team is to provide strategic and operational support to partners and the Partnership. They are available to support Council and Steering Group initiatives as required and be responsible to develop, execute and monitor, with partners, the Community Action Plan. More specifically, the role of the staff 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 with the community, especially in reaching out more broadly to stakeholders at all levels (Engage)
- Develop and distribute communication, advocacy and other materials (Communicate)
- Develop expertise and focus on immigration policy issues (Influence and Advocate)
- Provide concrete tools, particularly as they relate to hiring (Educate)
- Establish relationships, links and connections at all levels to facilitate the work (Connect)



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