



GOVERNANCE STRUCTURE

December, 2012



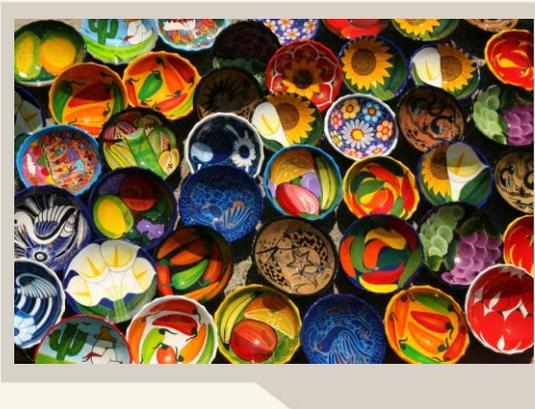


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1. BACKGROUND

Immigrants currently make up approximately 25% of Calgary's population. In 2010, approximately 16,000 immigrants landed in Calgary along with an additional 8,000 temporary foreign workers.¹ By 2031, it is estimated immigration will account for Calgary's entire net labour growth. For Calgary to continue to be a great city to live in and for newcomers to choose to make Calgary their home, successful settlement and integration of newcomers into the Calgary community is critical.



Calgary's favourable economic conditions make it an attractive place to settle for immigrants. Calgary leads the rest of the country for being among the fastest growing economies, having lowest rates of unemployment, and the highest rates of employment among recent and established immigrants.¹ Still, in the next decade Alberta forecasts a labour shortage of 114,000 workers, an increase from 77,000 predicted two years ago. As with the rest of Canada, immigration is becoming the only source of labour force growth in Calgary and Alberta.

Large cities in Canada are where diversity flourishes and where most immigrants settle. However, many of the public services such as health care and education that immigrants rely on are the responsibilities of the provincial and federal government. Municipal governments need to develop local policies and programs that manage the seamless integration of newcomers in the city and inform other levels of government on local priorities.

¹ Facts and figures 2010 – Immigration overview: Permanent and temporary residents. Statistics Canada. ¹Federation of Canadian Municipalities. 2011. "Starting on Solid Ground: The Municipal Role in Immigrant Settlement."
http://www.fcm.ca/Documents/reports/Starting_on_Solid_Ground_Municipalities_and_Immigration_EN.pdf



2. LOCAL IMMIGRATION PARTNERSHIP

Over the past years, many of the partners in the settlement process have come to realize solutions to the full integration of immigrants cannot only be under federal and provincial jurisdictions, but must also include municipalities and local communities. Citizenship and Immigration Canada and the Ministry of Human Services in Alberta have made changes to their funding structure to include a wider range of community partners, recognizing the importance of community in the process of integration.

Local Immigration Partnerships (LIPs) are the mechanism through which Citizenship and Immigration Canada supports the development of local partnerships and community-based planning around the needs of newcomers. LIPs seek to engage various stakeholders including employers, school boards, boards of trade, levels of government, professional associations, research bodies, ethno-cultural organizations, faith-based organizations and the community and social services sectors. LIPS signify an innovation in multi-level collaborative governance, encouraging co-operation among federal, provincial, municipal governments, nonprofit and industry.



Citizenship and Immigration Canada has funded Local Immigration Partnerships (LIPs) in Ontario since 2005. By early 2011 approximately 30 LIPs were established around Ontario and 15 in Toronto. Calgary will be the first LIP outside of Ontario, and will be referred to as Calgary Local Immigration Partnership (CLIP).



3. CALGARY LOCAL IMMIGRATION PARTNERSHIP

United Way of Calgary and Area, The City of Calgary and Immigrant Sector Council of Calgary have responded to the call of a local immigration partnership in Calgary. A partnership of the three organizations was formed to establish the Calgary Local Immigration Partnership (CLIP).

The focus of CLIP is to develop community-based planning to integrate the needs of immigrants into the local planning and building connections between different levels of government, settlement agencies, employers, social service agencies, faith organizations and other community serving agencies.

The overarching objectives for CLIP include:

- Developing a multi-sectorial council at the local community level, so that newcomer needs are integrated seamlessly into the community planning process, community-specific strategic priorities are identified, and action plans implemented to improve newcomer outcomes;
- Engaging mainstream human service providers in the active inclusion of newcomers;
- Strengthening local capacity to integrate newcomers in a manner that promotes improved labour market access, increased social inclusion, and the creation of sustainable welcoming communities for newcomers; and
- Improving outcomes for newcomers in economic, social, political, and civic participation

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4. CLIP ORGANIZATION

The structure proposed for CLIP consists of the CLIP Council, five Project Teams, Community Conversations and CLIP staff.

4.1 CLIP Council

The CLIP Council

Be Champions for CLIP

Promote a shared awareness to help create a cohesive voice in Calgary

Develop a strategic plan based on the recommendations from the Project Teams

Review the progress of the implementation of the strategic priorities and address key issues and challenges

The CLIP Council will consist of 10-20 community members that are willing to play a leadership role in Calgary in promoting and implementing the vision of CLIP. The role of the Council members consists of developing a strategic plan based on the input from the Project Teams and encouraging the implementation of this plan. Each year the Council will review the progress of the plan and address key issues and challenges. CLIP Council members will be ambassadors for CLIP in the community and in their respective organizations. The CLIP Council will be guided by the work of the Project Teams and supported by the CLIP staff.

The CLIP Council will meet 3-4 times per year. The Council will be established in early 2013, the first Council Members will be invited by the CLIP interim steering committee. Once the Council is established, additional members can be added on the advice of Council or Project Teams.

The Council and the individual members are accountable to the community. The Council's roles and responsibilities will be laid out in The Terms of Reference. (See Appendix I. For Job Descriptions of CLIP Council Members and CLIP Council Chair, please refer to Appendices II and III.)



4.2 Project Teams

Initially, five Project Teams will be established by the interim steering committee. The Project Teams are designed to align with the integration process of immigrants into the Calgary community and include:

- Preparation Project Team
- Arrival Project Team
- Adaptation Project Team
- Security Project Team
- Belonging Project Team

The Project Teams are inclusive and open to any organizations or individuals that play a role in the immigrant's life at that stage. The role of the Project Team is to provide expertise and knowledge and collectively identify priorities that will work towards the vision of CLIP. The priorities of the five Project Teams will form the basis of the CLIP Strategic Plan.

The Project Teams will take the lead in the implementation of the priorities and engage stakeholders to achieve their goals. They will report back to the Council on their progress and challenges and adjust the implementation as necessary. The Council's work is guided by the experts in the Project Teams.

Project Teams

Provide expertise

Consult with community on issues

Identify and recommend Strategic Priorities to CLIP Council

Provide input for Local Research Agenda

Develop implementation plan

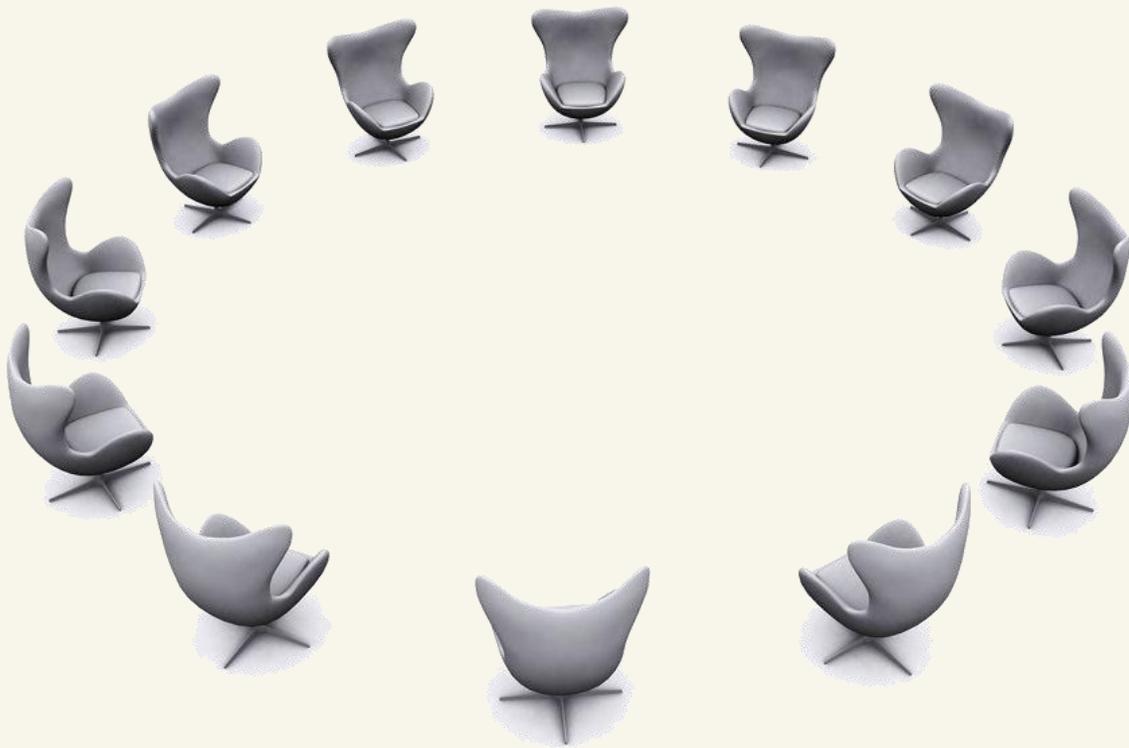
Bring stakeholder together for implementation

Coordinate between Project Teams



The Project Teams will coordinate the efforts from all teams and Project Team Leads will meet regularly. They will also work closely with the community to ensure that all voices are heard. Community Conversations will be set up on an annual basis to engage the community.

The Project Teams will be supported by the CLIP staff. Each Project Team will work with the CLIP staff to determine the structure and organization that suits their needs best. The Project Teams' work will be guided by the Terms of Reference (see Appendix I).





4.3 Community Conversations

Community Conversations

Invite Community input and feedback

Organized by Project Teams and The Secretariat (staff of CLIP)

Community Conversations are community engagement events where the CLIP Project Teams create opportunity for the wider community to provide input and feedback on the work of CLIP. Initially five community conversations will be set up to seek input from the community in the development of the priorities for each project team.

4.4 The Secretariat

The Secretariat consists of the staff of CLIP. The main function of the Secretariat is to support the CLIP Council and the Project Teams. In addition the Secretariat will coordinate research based on the needs of the Council and Project Teams and work with the research community.

The CLIP Secretariat will report on the achievements and challenges of CLIP at a national level.

The Secretariat

Provide support for CLIP Council and Project Teams

Coordinate local research

Report on progress of implementation to Citizenship and Immigration Canada (CIC)

Accountable for CLIP funding to CIC



5. GOVERNANCE STRUCTURE



6. TIMELINES

DATE	ACTIVITY
December	Governance Structure finalized
January/February	Identify CLIP Council Chair Identify Council Members Identify Project Team leads Announcement of the CLIP Council First meeting of the CLIP Council
March	Community Conversations Project Team 1
April	Community Conversations Project Team 2 Project Team 1 continues work on priorities and implementation plan Project Team 1 starts developing its structure
May	Community Conversations Project Team 3 Project Team 2 continues work on priorities and implementation plan Project Team 2 starts developing its structure
June	Community conversations Project Team 4 Project Team 3 continues work on priorities and implementation plan Project Team 3 starts developing its structure
July	Community Conversations Project Team 5 Project Team 4 continues work on priorities and implementation plan Project Team 4 starts developing its structure
August	Project Team 5 continues to work on priorities and implementation plan Project Team 5 starts developing its structure Project Teams report their priorities and implementation plan to CLIP Council
September	CLIP Council unveils Strategic Plan

Month Day Year



Calgary Local Immigration Partnership TERMS OF REFERENCE

December, 2012



The Terms of Reference will be ratified by the CLIP Council after the inclusion of the Council's suggestions and or changes.

Appendix I



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1. INTRODUCTION

The Calgary Local Immigration Partnership (CLIP) provides a unique opportunity for the Calgary community to come together and build a truly welcoming community for newcomers in the city. A community that is enriched by the diversity and skills immigrants bring.

CLIP is an initiative through which Citizenship and Immigration Canada supports the development of the community engagement and the planning around the successful integration of newcomers.

CLIP brings together local stakeholders to develop a comprehensive strategy that will improve the integration of newcomers into Calgary, while strengthening the prosperity and vibrancy of the city.

2. VISION AND OBJECTIVES

The overarching objectives for CLIP include:

- Developing a multi-sectorial Council at the local community level, so that newcomer needs are integrated seamlessly into the community planning process, and community-specific strategic priorities are identified and action plans implemented to improve newcomer outcomes;
- Strengthening local capacity to integrate newcomers in a manner that fosters improved labour market access, increased social inclusion, and the creation of sustainable welcoming communities for newcomers;
- Engaging mainstream human service providers in the active inclusion of newcomers; and
- Improving outcomes for newcomers as indicated by increased economic, social, political, and civic participation by newcomers.

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3. GUIDING PRINCIPLES

The guiding principles for CLIP are as follows:

- Integration is a two way process, which involves commitment on the part of newcomers to adapt to life in Calgary and on the part of Calgarians to welcome and adapt to new people and cultures;
- Newcomers contributions to the economic and social fabric of Calgary are valued: it is important for newcomers to become economically self-sufficient and to be able to participate in the social dimensions of life in Canada; and it is important for individuals and the Calgary community to ensure that newcomers have opportunities to participate in and contribute to the economic and social life of Canada.

4. GOVERNANCE STRUCTURE

4.1 CLIP Council



The CLIP Council will consist of 10-20 community members that are willing to play a leadership role in Calgary in promoting and implementing the vision of CLIP. The role of the Council Members consists of developing a Strategic Plan based on the input from the Project Teams and encouraging the implementation of this plan. Each year the Council will review the progress of the plan and address key issues and challenges. CLIP Council Members will be champions for the CLIP vision in the community and in their respective organizations. The CLIP Council will be guided by the work of the Project Teams and supported by the CLIP staff.



4.2 Roles and Responsibilities of the CLIP Council Members

The Council will be established in early 2013, the first Council Members will be invited by the CLIP interim steering committee. Two additional Members for the Council will be selected through a Public Call for Council Members. This process will be initiated by the CLIP staff and selection will be the responsibility of the Council Members. The intent of the Council is to have relevant stakeholders and expertise represented at the Council.

4.3 Membership

Membership is open to all who have an interest in the issue and are willing to contribute to implementing the strategy developed. Selection of new Council Members will be the responsibility of the Council; each term 2 Council Members will be selected through a public Call for Council Members from the general public.

4.4 Terms

CLIP Council Members serve for two years and may serve a maximum of two consecutive terms. To ensure continuity of the Council, the initial Council Members will serve either a 2 or 3 year term in order to stagger the terms of Council Members.

4.2 Roles and Responsibilities

Be Champions for CLIP vision in the community

Promote a shared awareness to help create a cohesive voice in Calgary

Develop a strategic plan based on the recommendations from the Project Teams

Review annually the progress of the implementation of the strategic priorities and address key issues and challenges

Provide input for a local research agenda

Participate in CLIP Council meetings (3 – 4 per year)

Encourage implementation of the Strategic Plan

Ensure the Council membership includes all relevant stakeholders



4.5 Accountability

The Council and the individual Members are accountable to the community.

4.6 Decision Making Quorum

The quorum at Council meetings shall be 50% plus one individual of the total number of Council Members. A Member of the Council shall be deemed to be present at a meeting of the Council if he or she participates by telephone or other electronic means and all present Council Members are able to hear each other.

Decision-making process

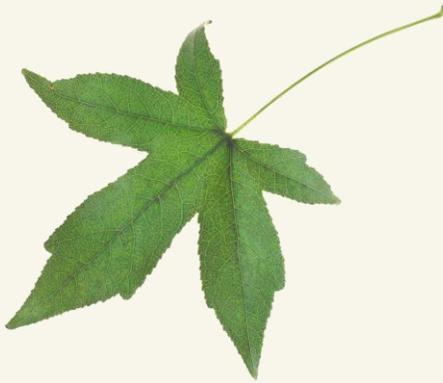
Decisions are to be made through consensus. This means that if all Members are on level 1 to 4 on the following scale, consensus is achieved. If someone finds themselves on level 5, they have the obligation to indicate what information they require from the group. If someone is on level 6, they will be asked to offer a solution that can accommodate their needs and the needs of the rest of the group.

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





4.7 Conflict of Interest



Conflict of interest occurs when an individual or organization is involved in multiple interests, one of which could possibly corrupt the motivation for an act in the other. Those with a conflict of interest are expected to declare the conflict of interest and to recuse themselves from decisions where such a conflict exists. They have to refrain from discussing the issue with any other CLIP Members and have to excuse themselves while the issue is under consideration and being voted upon by the Council.

4.8 Meeting Schedules and Attendance

CLIP Council will meet 3-4 times per year and the meetings will be set in advance by the Council. All Members are expected to attend all Council meetings. If it is not possible, they are expected to inform the CLIP staff in advance of their absence and have a prepared replacement. After two consecutive absences at CLIP meetings, Members will be asked to confirm their continued interest in participating on the CLIP.





5. PROJECT TEAMS

Based on the research and community engagement, five focus areas have been identified. The Project Teams are designed to align with the integration process of immigrants into the Calgary community and include:

- Preparation Project Team
- Arrival Project Team
- Adaptation Project Team
- Security Project Team
- Belonging Project Team

The Project Teams provide expertise and knowledge and collectively identify priorities that will work towards the vision of CLIP. The priorities of the five Project Teams will form the basis of the CLIP Strategic Plan.

5.2 Membership

The Project Teams are inclusive and open to any organizations or individuals that play a role in the immigrant's life at that stage.

5.1 Roles and Responsibilities

Provide expertise

Consult with community on issues

Identify and recommend Strategic Priorities to CLIP Council

Provide input for Local Research Agenda

Develop implementation plan

Bring stakeholder together for implementation

Coordinate between Project Teams

Develop a working structure for implementation

Update CLIP Council on progress of implementation including successes and challenges

Hold annual Community Conversations



5.3 Coordination

The Project Teams will coordinate the efforts from all teams and Project Team Leads will meet regularly. The Project Teams will work closely with the community to ensure that all voices are heard. Community Conversations will be set up on an annual basis to engage the community.

The Project Teams will be supported by the CLIP staff. Each Project Team will work with the CLIP staff to determine the structure and organization that best suits their needs.

5.4 Accountability

The Project Teams and the individual Members are accountable to the community.

6. SECRETARIAT

The Secretariat consists of the staff of CLIP. The main function of the Secretariat is to support the CLIP Council and the Project Teams. In addition the CLIP Council will coordinate research based on the needs of the Council and Project Teams and works with the research community.

The CLIP Secretariat will report on the achievements and challenges of CLIP at a national level through Citizenship and Immigration Canada.

6.1 Roles and Responsibilities

Provide support for CLIP Council and Project Teams

Coordinate local research

Report on progress of implementation to Citizenship and Immigration Canada (CIC)

Accountable for CLIP funding to CIC

Maintain partnership between The City of Calgary, Immigrant Sector Council of Calgary and the United Way of Calgary and Area



7. CHANGING THE TERMS OF REFERENCE

The CLIP Council may change, add or modify the Terms of Reference by consensus. Project Teams can suggest changes to the Terms of Reference to the CLIP Council.



8. AGREEMENT TO TERMS OF REFERENCE

I, _____, Member of the Calgary Local Immigration Partnership Council or Member of the Project Team, have read this document and agree to the terms contained herein.

Signature: _____

Date: _____



CALGARY LOCAL IMMIGRATION PARTNERSHIP (CLIP) COUNCIL MEMBER JOB DESCRIPTION

The Calgary Local Immigration Partnership (CLIP) brings together local stakeholders to develop a comprehensive strategy that will improve the integration of newcomers into Calgary, while strengthening the prosperity and vibrancy of the city.

The CLIP Council champions the CLIP vision, provides leadership and creates an enabling environment for implementation of a city-wide strategy.

The CLIP Council will be led by a Chair, who is elected from and by the Council for a term of 2 years. The Chair will be an individual who is able to organize and inspire the members and keep them focused on the vision of CLIP.

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CLIP's VISION

Roles and Responsibilities of the CLIP Council Members:

- Be Champions for the CLIP vision in the Community
- Promote a shared awareness to help create a cohesive voice in Calgary
- Develop a Strategic Plan based on the recommendations of the Project Teams
- Review annually the progress of the implementation of the Strategic Plan and address key issues and challenges
- Provide input for a local research agenda
- Participate in CLIP Council meetings (3 to 4 per year)
- Encourage implementation of the Strategic Plan
- Ensure that Council membership includes all relevant stakeholders



CALGARY LOCAL IMMIGRATION PARTNERSHIP (CLIP) COUNCIL CHAIR JOB DESCRIPTION

The Calgary Local Immigration Partnership (CLIP) brings together local stakeholders to develop a comprehensive strategy that will improve the integration of newcomers into Calgary, while strengthening the prosperity and vibrancy of the city.

The CLIP Council champions the CLIP vision, provides leadership and creates an enabling environment for implementation of a city-wide strategy.

The CLIP Council will be led by a Chair, who is elected from and by the Council for a term of 2 years. The Chair will be an individual who is able to organize and inspire the members and keep them focused on the vision of CLIP.

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CLIP's VISION

Roles and Responsibilities of the CLIP Council Chair:

- Provide leadership to CLIP Council
- Develop meeting agendas in consultation with the CLIP Secretariat
- Chair meetings of the Board
- Encourage Council's role in strategic planning
- Serve as primary CLIP Council spokesperson
- Serve as primary signatory for council obligations and documents
- Perform other governance and management duties as may be necessary for effective council leadership
- Ensure that Council membership includes all relevant stakeholders



CALGARY LOCAL IMMIGRATION PARTNERSHIP

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