

LOCAL IMMIGRATION PARTNERSHIP

strategic action plan

Welcoming and Inclusive New West (WINS)

2015 to 2020

NEW WEST
WINS
Welcoming and Inclusive New West



Local
Immigration
Partnership



acknowledgements

The Welcoming and Inclusive New West (WINS) Local Immigration Partnership Council has worked collaboratively for the past eight years to make New Westminster a great place for newcomers to call home. We want to thank members for their ongoing passion, commitment and support.

The plan was developed from information gathered locally over the past few years from newcomers, the established population and community stakeholders. We would like to acknowledge the valuable information that was found in the following rich and well-researched resources:

- 2007 New Westminster Immigrant Survey
- 2013 New Westminster Immigrant Survey
- Community Development Partnership Charter (WICWP)
- Feedback from New Westminster Community Gateway and Immigrant Mentorship Projects (WICWP/Legacy Fund)
- 2012 Newcomers' Guide (WICWP)
- Immigrant Demographic Profile (WCP)
- Immigrant Labour Market Profile (WCP)
- Inventory of Settlement-Related Services and Asset Maps (LIP)
- 2015 Research Workshop *Discoveries* (A. Fenton)

We would especially like to thank the City of New Westminster for hosting monthly WINS meetings, the Research Workshop and supporting many other Council activities.

We would also like to thank Citizenship and Immigration Canada for their financial contribution and support for this initiative.

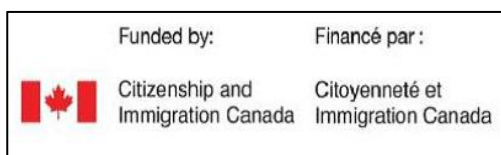




Table of Contents

| | |
|---|----|
| Acknowledgements | 2 |
| Table of Contents | 3 |
| Overview | 4 |
| Vision - Mission - Values | 6 |
| Looking Back | 7 |
| Welcoming and Inclusive New West (WINS) | 8 |
| Organizational Structure | 9 |
| Barriers for Newcomers | 10 |
| Goals, Objectives and Activities | 11 |
| Settlement | 12 |
| Employment | 13 |
| Community Inclusion and Receptivity | 14 |
| Support | 15 |
| Outcomes, Monitoring and Evaluation | 16 |
| Logic Model | 17 |
| References | 18 |
| APPENDIX A: Terms of Reference (ToR) | 19 |



Local Immigration Partnership Council

overview

This strategic plan covers the period 2015-2020. It lays out where and how the Welcoming and Inclusive New West (WINS) Local Immigration Partnership Council should concentrate efforts to address issues and challenges faced by newcomers to New Westminster. The strategic plan builds on the previous work of the table, well-positioned to respond to the evolving face of the community.

This strategic plan documents the history of the Local Immigration Partnership Council, provides a list of current member organizations, organizational structure, Canadian and New Westminster specific barriers to settlement, and the goals, objectives and priority activities which will address these barriers.

Goals focus on Settlement, Employment, Community Inclusion and Receptivity, and Support. They were created from evidence from local research, surveys, visioning sessions, research workshops, focus groups, feedback from service providers and immigrant residents and the experience and expertise of the WINS Council.

Goal one: Newcomers to New Westminster are supported with streamlined and integrated opportunities that promote healthy outcomes and increase their sense of belonging.

Goal two: Newcomers to New Westminster can access appropriate employment.

Goal three: Newcomers to New Westminster are supported by a community invested in and aware of the important role of immigration in the community.

Goal four: Newcomers to New Westminster are supported by a strong, collaborative Council.

Priority activities will be reviewed annually to reflect the current needs of newcomers.

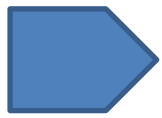
Welcoming Inclusive New West (WINS) Local Immigration Partnership Council is a collaboration of community members and service providers from key community and immigrant service organizations. Since 2007, WINS has dedicated its efforts to create a welcoming community that will have a positive impact on the outcomes of newcomers settling in New Westminster.

This Strategic Plan will guide the direction of the Council over the next five years. It is the basis from which WINS will develop and implement activities to achieve its vision of a diverse, inclusive and caring community where all feel welcome and valued.



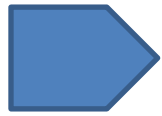


Local Immigration Partnership Council



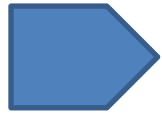
vision

A diverse, inclusive and caring community where all feel welcome and valued.



mission

To work collaboratively and creatively to break down barriers, ease access to settlement-related services, promote social and economic inclusion, and develop opportunities for and with newcomers.



values

acceptance, collaboration, compassion, inclusion, integrity, respect, trust



looking back



Welcoming and Inclusive Communities and Workplaces (WICWP)

In 2007, the Welcoming and Inclusive New West (WINS) Working Group was established through a provincial initiative aimed at helping communities become more welcoming and inclusive through collaboration. WINS created a Community Partnership Development (CPD) Charter, which incorporated a shared vision, indicators of success, and a preliminary action plan.

Based on the charter, the working group gained funding focused on new immigrants. Projects fell under the themes of Greet, Inform and Connect, and included Greet: Community Gateway Initiative (Welcome Ambassador); Inform: a Newcomers' Guide to New Westminster; and Connect: an Immigrant Mentorship Program; a 'NuYu Popular Theatre Project' and a 'Changing City, Changing Minds through Knowledge Development and Exchange' project were also funded.

Welcoming Communities Program

In August 2012, the Province of British Columbia requested proposals to "increase the capacity of the community to support the integration of new immigrants."

WCP focus was the community, with activities designed to raise awareness, enhance intercultural relations and reduce systemic barriers to inclusion.

The WIN Working Group, now the WIN Community Partnership Council, developed a Community Action Plan which included activities and events under the following three areas: Inclusive Workplaces, Welcoming Spaces, and Receptive Communities.

Local Immigration Partnership (LIP) Initiative

WINS was awarded LIP funding in 2014 from Citizen and Immigration Canada (CIC). The main goal of this initiative is to oversee the development of a local settlement strategy and a targeted action plan to produce a more welcoming and inclusive community.

Deliverables include:

- Terms of Reference
- Five-Year Strategic Plan
- Local Settlement Strategy
- Research and planning related to a Welcome and Integration Centre
- Evaluation Plan

All are welcome at the table.

LIPs allows the table to build on the solid foundation that it has already established; continue to create a receptive, welcoming and inclusive community; and meet newcomer's needs through agency collaboration and service integration. (Stark, 2014)



Welcoming and Inclusive New West (WINS)

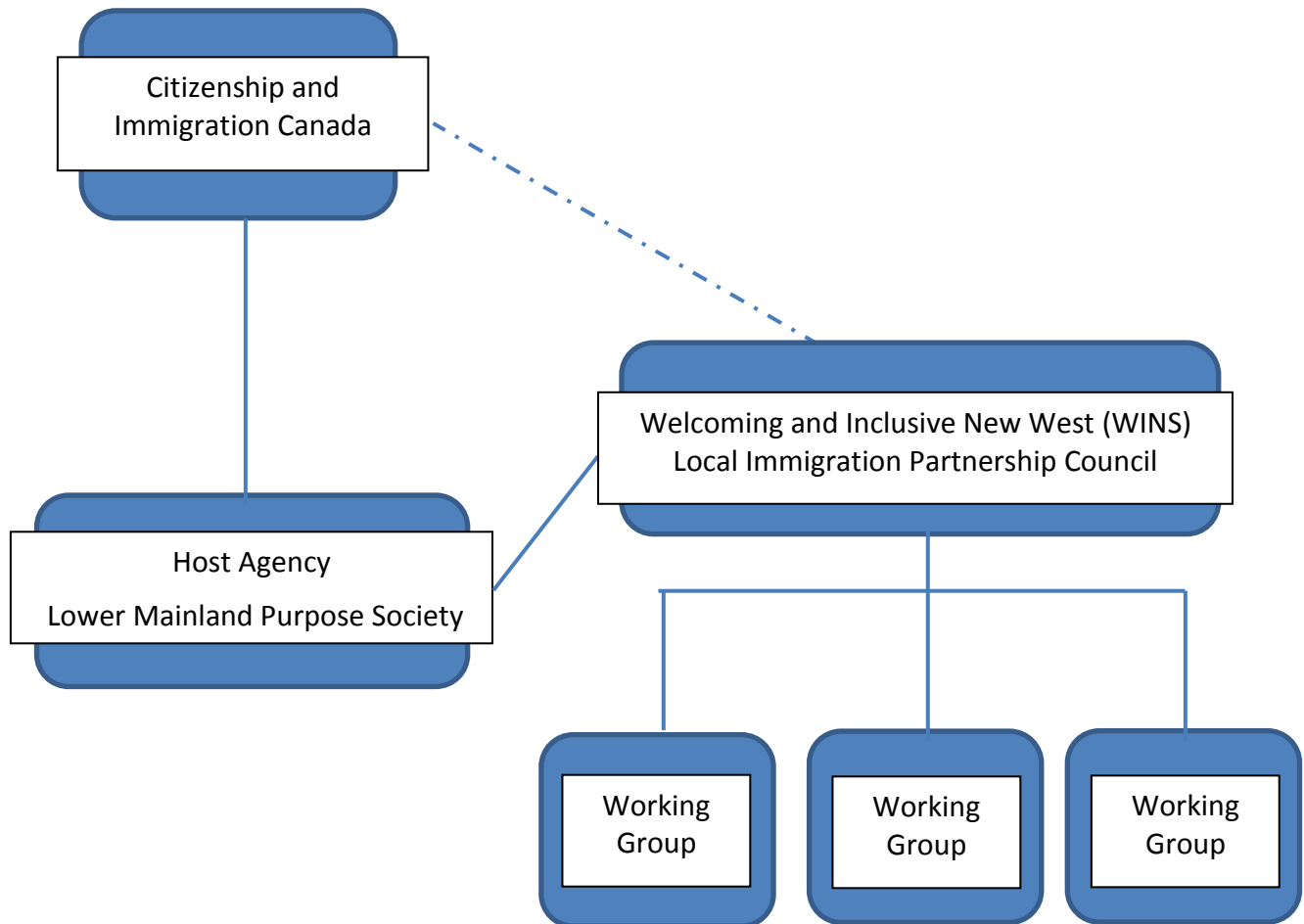
Membership to WINS is open to local agencies, organizations and community members via an expression of interest. To date, this includes representatives from

local immigration partnership council

- City of New Westminster (Council)
- City of New Westminster (Economic Development)
- City of New Westminster (Parks, Culture and Recreation)
- City of New Westminster (Development Services)
- Community members
- Douglas College
- Downtown New Westminster Business Improvement Association
- Elizabeth Fry Society
- Family Services of Greater Vancouver
- Fraser Works Co-op Employment Services Centre
- Immigrant Services Society of British Columbia
- Lower Mainland Purpose Society (Host Agency of LIP Initiative)
- Ministry of Children and Family Development
- MOSAIC
- New Westminster Chamber of Commerce
- New Westminster English Language Centre
- New Westminster Family Place
- New Westminster Public Library
- Pacific Immigrant Resources Society
- School District #40 (New Westminster)
- S.U.C.C.E.S.S.
- Umbrella Multicultural Health Co-op
- Western Society for Children



organizational structure





barriers for newcomers

A national survey of new immigrants to Canada (Statistics Canada, 2007) identified the challenges most often cited by new immigrants were:

- finding a job
- learning a new language
- adapting to a new culture
- Canadian weather
- developing social support networks and making friends

Preliminary research from the University of Manitoba (Wilkinson, 2014) shows British Columbia scored the lowest in the country when newcomers were asked about their sense of belonging. Newcomers may experience a sense of belonging when they secure a job, attend school, meet their neighbours, or get involved in their community.

A local city survey (MAC, 2014) found key barriers specific to newcomers settling in New Westminster were:

- finding a job or training (70% of respondents), particularly impacted by:
 - reluctance to hire immigrants without Canadian work experience
 - reluctance to recognize or check/verify foreign credentials
 - reluctance to hire immigrants with English-as-a-Second Language
 - difficulty in finding a decent or high paying job
 - difficulty in getting assistance in finding a job or training
- finding suitable housing (52.5% of respondents), including
 - lack of units with two and three bedrooms for large or extended families
 - high cost of housing to purchase or rent
 - lack of assistance or support in finding suitable housing
 - limited supply of government, non-market or subsidized housing
 - low vacancy rates for rental housing
- finding a doctor or dentist (40.0%)
- finding information about available services (39.0%)
- finding child care (30.0%)
- finding English language training (10.0%)
- finding a school for their children (10.0%)



goals, objectives and activities

Resources, information and a collaborative community approach will ease access to services and supports and ameliorate some of these challenges.

Recognizing that there are many ways to conceptualize settlement-related service needs, this strategic plan will consider goals, objectives and activities through a 'Sense of Belonging' lens. Over the next five years, WINS activities will focus on

Settlement | Employment | Community Inclusion and Receptivity | Support

Settlement

Newcomers to New Westminster are supported with streamlined and integrated opportunities that promote healthy outcomes and increase their sense of belonging.

Employment

Newcomers to New Westminster can access appropriate employment.

Community Inclusion and Receptivity

Newcomers to New Westminster are supported by a community invested in and aware of the important role of immigration in the community.

Support

Newcomers to New Westminster are supported by a strong, collaborative Council.



Settlement

Goal one: Newcomers to New Westminster are supported with streamlined and integrated opportunities that promote healthy outcomes and increase their sense of belonging.

Through the Local Immigration Partnership Initiative the WINS Council will complete a settlement strategy. The intent is to:

- create an identified pathway to access local resources and services
- streamline the assessment process
- coordinate and maximize existing resources and services
- increase collaboration amongst settlement-related services
- increase awareness of community resources and services

As part of a 2010 Neighbourhood Learning Centre (NLC) consultation process, a ‘Welcome and integration Centre’ was identified as a need. As well, 39% of respondents to a New Westminster Immigrant Survey (MAC, 2014) reported that they had difficulty finding information about resources and services. A number expressed concern that services are fragmented and difficult to access.

In response, there is a long-term goal to establish a ‘Welcome and Integration Centre’ in the proposed new secondary school as a centralized place to access information and services.

Reflecting the fact that a fully-serviced centre may take years to build and develop, interim measures, such as a new immigrant information booth at a public location, or a virtual welcome centre, where information could be coordinated through a website, may meet interim needs.

Objectives

1.1: Improve integration outcome of newcomers through a settlement strategy that coordinates and guides settlement service delivery.

1.2: Ease access to settlement services through a Welcome Centre and Interim Measures.

Examples of activities to achieve these objectives include:

- Create a Collaborative Practice Agreement.
- Complete ‘Theory of Change’ process to identify outcomes.
- Address translation and language barriers to enhance navigation of settlement-related services.
- Research the infrastructure and resources needed to build the capacity of the Welcome Centre and Interim measures (Information & Service Navigation, one-stop-shop, maps, etc.)
- Create or update information which is beneficial for settlement.
- Find ways to improve coordination and collaboration among settlement agencies.
- Partner with other community networks to share information.
- Create interim measures until a Welcome Centre is established.



Employment

Goal two: Newcomers to New Westminster can access appropriate employment.

Having a job can create a feeling of confidence, a sense of purpose, worth and validation. It can mean increased family income and improved social inclusion. Friendships are forged, experiences shared, and a sense of community can form.

Employment is one of the main reasons why newcomers come to Canada, yet gaining appropriate employment is consistently identified as a key challenge by newcomers in surveys or questionnaires. (Esses et al, 2013, MAC Survey, 2014)

Many arrive to find their credentials are not recognized, face discrimination, are under or un-employed, and/or must work more than one job to make ends meet. Once employed, understanding the language of the workplace and the cultural environment is crucial to success.

In 2012, the Council received provincial funding that included working towards Inclusive Workplaces. The strategic plan responds here to the research and recommendations resulting from this project.

Objectives

- 2.1** Build on previous relationships with the business community, both to increase collaboration between agencies and between businesses.
- 2.2** Increase newcomers' knowledge of the work environment and of local labour markets.
- 2.3** Increase employers' cultural competency skills.
- 2.4** Increase understanding of barriers to employment for newcomers.

Examples of activities to achieve this objective include:

- Provide opportunities for newcomers to build social networks to contribute to successful employment outcomes.
- Continue to work with the business community to create strategic partnerships that address newcomer employment.
- Follow-up recommendations from Inclusive Workplaces Final Report to create resources for employers and newcomers, and to increase awareness of employment resources.
- Create opportunities to develop cultural competency as related to employment.
- Develop a common access point for employment resources.
- Highlight immigrants who have been successful in employment or self-employment.

25 to 54 year old immigrants to Canada are 6.6% less likely to be employed than their counterparts born in Canada. In Vancouver the gap is 7.8 %. (Bollman, 2014)

Immigrants on the whole earn less than their Canadian-born counterparts and are more likely to live in poverty. (FSGV, 2014)

55% of companies surveyed in New West were unaware of the existence of immigrant serving organizations and resources. (Mosaic, 2014)



Community Inclusion and Receptivity

Goal three: Newcomers to New Westminster are supported by a community invested in and aware of the important role of immigration in the community.

Through the WINS Council, New Westminster agencies and organizations have built a cohesive and collaborative partnership that aims to make the community a place of welcome and inclusion for newcomers, and in turn help newcomers feel part of the community.

A strong connection to a community can provide social support, access to jobs, and fill the human need for a sense of belonging.

In January 2014 a Research Workshop for newcomers and service providers resulted in a wide variety of suggestions, such as translation of more resources, raised awareness in the business community of the benefits of hiring newcomers, a website for newcomer moms, and more community engagement and networking activities to promote inclusion.

Many measures acknowledging the value of diversity and inclusion in the community are already underway in New Westminster. For example, all civic facilities, and many agencies and organizations, are designated as Safe Harbour sites, which allow them to promote respect, increase workers' awareness of diversity, and demonstrate the value of inclusiveness to the community.

A 2009 General Social Survey found one-fifth of immigrants to Canada face discrimination in various situations. Ethnicity, race, language, and religion are the major grounds of discrimination.

(Nangia, 2013)

Objectives

3.1 Promote cultural diversity.

3.2 Ensure voices of newcomers are heard.

3.3 Bolster community receptivity.

Examples of activities to achieve this objective include:

- Promote cultural diversity and increase cultural sensitivity.
- Develop diversity and cultural awareness initiatives for frontline workers in agencies, organizations and public spaces.
- Develop diversity and cultural awareness initiatives for the community.
- Respond to issues related to isolation of newcomers.
- Find opportunities for newcomers to participate in the community.
- Broaden community engagement within the Council, including Aboriginal participation.
- Highlight best-practice projects and initiatives in New Westminster.
- Highlight newcomers' contributions to the community.



Local Immigration Partnership Council

Support

Goal four: Newcomers to New Westminster are supported by a strong, collaborative Council.

WINS, the Local Immigration Partnership Council in New Westminster, boasts a legacy of collaboration. Over the period of this strategic plan, agencies and organizations will have worked together for thirteen years to make New Westminster a more welcoming and inclusive community.

WINS expects to: evolve as the community changes and grows; be actively involved in the creation of a local settlement strategy; work together to address local effects of changes within the settlement sector; increase community capacity to attract and retain newcomers; and ease barriers to settlement and create a sense of belonging.

Objectives

4.1 Maintain a strong and diverse Local Immigration Partnership Council.

4.2 Build on existing strengths and partnerships to improve Council collaboration.

4.3 Increase newcomer engagement.

Examples of activities to achieve this objective include:

- Maintain a board structure that supports a collaborative culture.
- Develop or maintain working groups or advisory committees.
- Continue to explore ways to meaningfully involve newcomers.
- Create strategies to raise community interest and expand the diversity of membership.
- Create opportunities to exchange and access information, ideas and best practices.
- Develop ways to increase the visibility of the Council.
- Continue to plan, analyze and research the needs of newcomers in the community.
- Leverage funding to remain sustainable after 2016.



outcomes, monitoring and evaluation

Progress will be measured throughout the length of this strategic plan. The effectiveness of individual priority activities will be monitored using a logic model such as this to determine outcomes.

| Inputs | Activity | Output | Outcomes |
|-----------------|-----------------------|-------------------------|--|
| What is needed? | What is the activity? | Evidence, numbers, etc. | What will happen because of this activity? |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

Monitoring and evaluation will ensure that

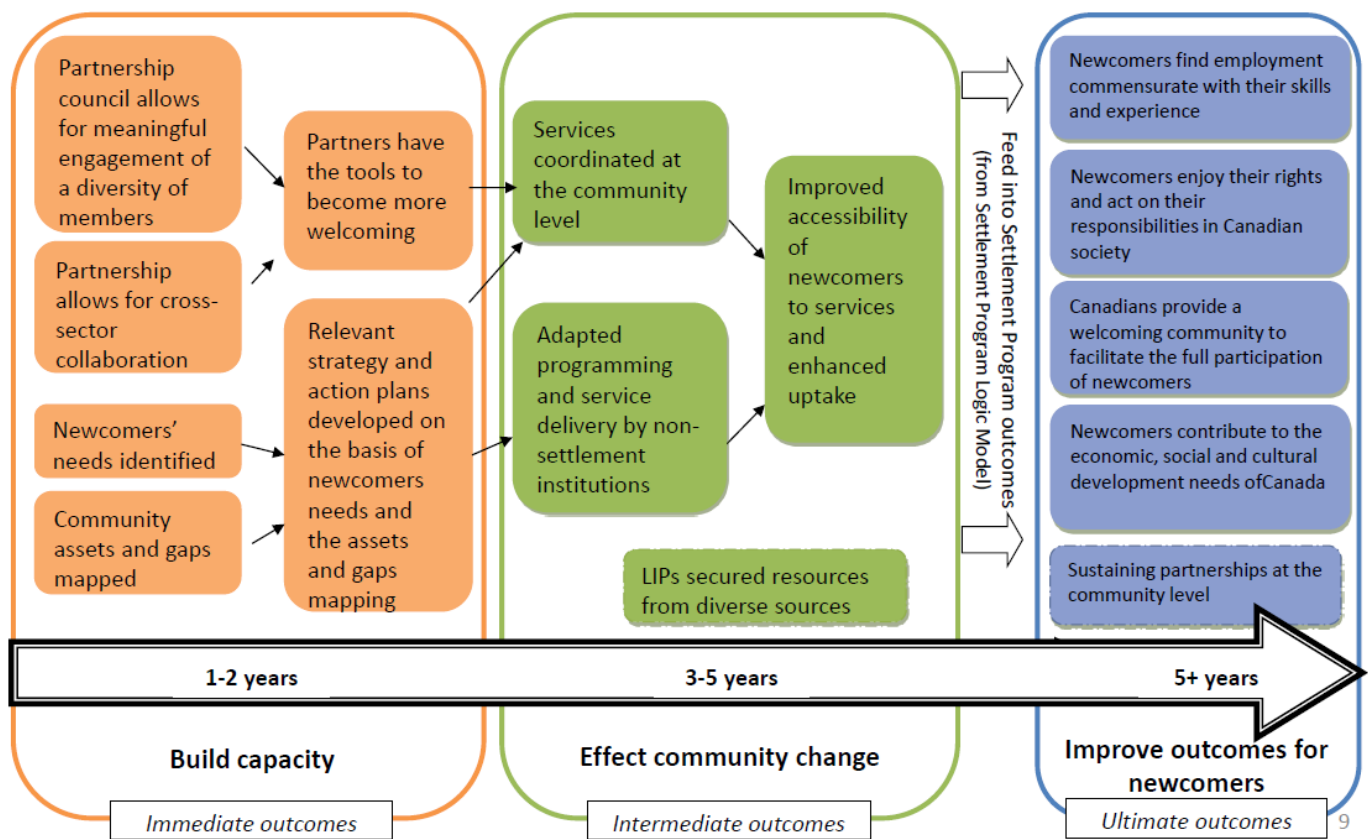
- Activities meet WINS priorities.
- Activities fit the parameters of the identified goals and objectives.
- Activities reflect the vision, mission and values.
- Activities are achievable.
- Activities are relevant.
- Activities are flexible and can be adapted to reflect current needs of newcomers and service providers in New Westminster.

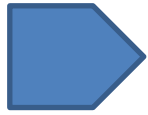
The Local Immigration Partnership initiative is monitored until March 2016 through an ongoing evaluation process conducted by an independent consultant, the howegroup. Evaluation consists of online surveys; telephone and in-person interviews with Council members, newcomers and other service providers; focus group surveys; facilitated discussion; auditing of meetings and events such as research workshops; and other measures of evaluation. The evaluation will “offer meaningful data to support quality improvement throughout the project and share findings with front line staff, as well as to demonstrate accountability for public funds.”

Evaluate the process and not just the outcomes.

logic model

Local Immigration Partnership Initiatives assess project outcomes in accordance with this national model designed by Citizenship & Immigration Canada. (Citizenship and Immigration Canada, 2013)





References

- Bollman, Ray D. (2014). Immigrant Employment Rate Gap by Province Fact Sheet. Pathways to Prosperity Partnership (P2P). Retrieved Jan 21, 2015 from <http://p2pcanada.ca/search/?q=employment>
- Citizenship and Immigration Canada. (2013). *Welcome BC Regional Meeting: Local Immigration Partnerships (PowerPoint slides)*. Retrieved from <http://www.amssa.org/files/2013%20Spring%20-%20Handout%20-%20CIC%20-%20LIPs.pdf>
- Esses, V. M., Hamilton, L. K., Wilkinson, L., Zong, L., Bramadat, J., & Bucklaschuk, J. (2013). Western Settlement Outcomes Survey. Report written for Citizenship and Immigration Canada (Western Region).
- Family Services of Greater Vancouver (FSGV). (2014). New Westminster Receptive Communities Research Outline: Demographic Profile of Immigrant Communities in New Westminster. New Westminster: Welcoming Communities Program.
- Lambert, N. M., Stillman, T. F., Hicks, J. A., Kamble, S., Baumeister, R. F., & Fincham, F. D. (2013). To belong is to matter: Sense of belonging enhances meaning in life. *Personality and Social Psychology Bulletin*, 39, 1418-1427.
- Mosaic. (2014). Inclusive Workplaces Final Report. New Westminster: Welcoming Communities Program.
- Multiculturalism Advisory Committee (MAC). (2014). Immigrant and Refugee Survey Report and Action Plan. City of New Westminster.
- Nangia, Parveen. (2013). Discrimination Experienced by Landed Immigrants in Canada [PDF]. Working Paper No. 2013/7. Toronto: Ryerson. Retrieved November 27 from http://www.ryerson.ca/content/dam/rcis/documents/RCIS_WP_Parveen_Nangia_No_2013_7.pdf
- Stark, John. (2014). Welcoming and Inclusive New West (WINS) Backgrounder. City of New Westminster.
- Statistics Canada. (2007). Immigrants' perspectives of their first four years in Canada: highlights from three waves of the Longitudinal Survey of Immigrants to Canada. *Canadian Social Trends*, 11-008.
- Wilkinson, Lori. (2014). Immigration Research West (IRW) Research. Panel Discussion at: BC/Yukon Immigrant Integration Summit, 2014 Nov 4-5; Richmond, BC.

To belong is to matter. (Lambert et al, 2013)



APPENDIX A



Terms of Reference (ToR)

| | |
|---------------------|--|
| COUNCIL NAME | WELCOMING INCLUSIVE NEW WESTMINSTER: NEW WEST WINS |
| PURPOSE | <p>The purpose of the WELCOMING AND INCLUSIVE NEW WEST (WINS) LOCAL IMMIGRATION PARTNERSHIP COUNCIL is:</p> <ul style="list-style-type: none"> • To increase the awareness and understanding of new immigrant issues and challenges and to facilitate New Westminster becoming a more receptive and welcoming community for new immigrants. • To continue the work and achievements that were made under the Welcoming and Inclusive Communities and Workplace (WICWP) initiative and Welcoming Communities Program (WCP). • To have Council members (individuals and organizations) bring their expertise to the Table. • To develop, implement and maintain a Welcoming and Inclusive Community Strategic Plan. • Under the Local Immigration Partnerships (LIPs) initiative the Community Immigration Partnership Council will build on the WINS membership and will be augmented to reflect identified activities, events and services. The Council will be assisted by a staff Coordinator and will: <ul style="list-style-type: none"> ○ Meet on a monthly basis ○ Review the membership ○ Develop terms of reference ○ Develop and implement a five-year strategic plan ○ Oversee an 'Inventory of Settlement-Related Services' and creation of 'Settlement and Integration Asset Maps' ○ Develop a local settlement strategy ○ Engage in the initial research and planning for the establishment of a 'Welcome and Integration Centre' in New Westminster |
| MEETINGS | <p>HOW OFTEN: once a month, unless additional special meetings are required.</p> <p>WHERE: Committee Room #2, City Hall, New Westminster (unless notified)</p> <p>WHEN: 2nd Friday of each month from 9:30 am to 11:30 am</p> |



Local Immigration Partnership Council

| | |
|------------------------------|--|
| | <ul style="list-style-type: none"> • If required, special meetings will be called by the Chair. • An agenda and the minutes of the previous meeting will be sent out in advance of every meeting. • Guests may be invited to speak about specific topics of interest. |
| COUNCIL STRUCTURE | <p>1. <u>Membership</u></p> <ul style="list-style-type: none"> • Membership is based on the principle of inclusivity and will be open to any individual, group or organization with an interest in immigrant issues in New Westminster. • The Council will endeavor to include a cross-section of individuals, service providers, municipal representatives, educational system representatives, government officials, business organizations and businesses from the New Westminster community with an interest in new immigrants and settlement issues. • Membership will include, but not be limited to, representatives from the following: settlement agencies, municipal government, non-profit organizations, school district, post-secondary institutions, lead agency including coordinator, and other interested stakeholders. • One or more members from an organization may participate in the Council. <p>2. <u>Chairperson</u></p> <ul style="list-style-type: none"> • The Chairperson is subject to an established selection process which is open and transparent in regard to funding, the host agency and any potential conflict of interest. • The term will be reviewed and/or renewed every two years. <p>3. <u>Subcommittee Structure</u></p> <ul style="list-style-type: none"> • Action teams, or smaller working groups, will be established as needed to focus on specific projects or activities as assigned by the Council. • Individuals may be invited to sit on Action Teams without sitting at the larger Table. <p>4. <u>Council Roles and Responsibilities</u></p> <p>A) Chair and Alternate</p> <ul style="list-style-type: none"> • Responsible for leading the discussion at each meeting pursuant to the meeting agenda and the Council's mandate. • If the Chair is not present, members are to select an acting Chairperson to serve in the same capacity for the duration of the meeting. • Is spokesperson for the Council. • Provides clear direction as needed. |

| | |
|--|---|
| | <ul style="list-style-type: none"> • Ensures meetings are productive and action oriented. • Helps create an environment conducive to governance dialogue. • Collaborates with the Coordinator in preparing Council meeting agendas. • Available to the Coordinator for consultation purposes. • Advises on needs and gaps to policymakers. <p>B) Coordinator</p> <ul style="list-style-type: none"> • Ensures agendas are produced and distributed prior to meetings. • Produces and distributes minutes in a timely fashion. • Works with the Council and community to implement the Strategic Plan. • Provides staff support to the Council. • Provides input, expertise, and facilitation to the Council. • Provides resources and administrative support. • Communicates with chairs of the sub-committees on a regular basis to ensure connectivity. • Consults with any contractors on a regular basis to ensure current needs and gaps are identified. • Ensures that information is collected, reports written, and reports submitted to funding bodies. • Promotes WINS to the larger community. <p>C) Host Agency</p> <ul style="list-style-type: none"> • Advises on needs and gaps to funders. • Prioritizes based on input from community meetings and gives direction to Coordinator on priorities. <p>D) All Council Members</p> <ul style="list-style-type: none"> • Attend meetings regularly and arrive on time. • Contribute to discussions and decision-making processes. • Participate in reviews of WINS missions, objectives, and strategic plans. • Respect confidentiality regarding WINS business. • Work as a team and build collegial working relationships that contribute to consensus and support. • Provide updates, reports, contact information etc. as needed in electronic or written form to the Coordinator. • Respond to requests for information, agenda items, support, input, feedback, etc. (and particularly to the Host Agency, Chair, and Coordinator). |
|--|---|



Local Immigration Partnership Council

| | |
|---------------|--|
| | <ul style="list-style-type: none"> • Advance the strategic plan, including goals and objectives. • Advocate on immigrant issues on behalf of the community. <p>5. <u>Community Action Plan</u></p> <p>The WINS Partnership Council annually reviews the Strategic/Community Action Plan goals and objectives, and establishes a workplan detailing congruent activities for the coming year.</p> <p>6. <u>Reporting</u></p> <p>A) Local Immigration Partnership (LIPs) Initiative Project Coordinator</p> <p>The LIPs Coordinator will report to the Partnership Council on a monthly basis as part of each meeting's agenda. The Coordinator's updates will cover any project and/or community information that is relevant to the activities of the Partnership Council.</p> <p>B) Host Agency</p> <p>The lead agency will submit Funding Reports to Citizenship and Immigration Canada (CIC).</p> |
| COMMUNICATION | <p><u>Internal</u></p> <p>The Coordinator will lead and ensure the following is completed:</p> <ul style="list-style-type: none"> • Meeting agendas and minutes • Project updates • Resource sharing <p><u>External</u></p> <p>The Council Chair will:</p> <ul style="list-style-type: none"> • Be the official spokesperson of the Council • Be the official contact for media <p>Individual Council and Action Team members do not have authority to speak on behalf of the Council, unless given such authority.</p> <p><u>Communication Action Team</u></p> <p>Purpose:</p> <p>To develop an external communications strategy project</p> |



Local Immigration Partnership Council

| | |
|------------------------|---|
| | <p>Responsibilities:</p> <p>The Council will review and make recommendations in terms of the following:</p> <ol style="list-style-type: none"> 1. Development of a communications strategy and implementation plan 2. Development of a social media strategy 3. Photo gallery/image bank 4. Speaking tour 5. Newspaper features 6. Email marketing |
| DECISION MAKING | <p>The Council will seek to make decisions based on a consensus model as outlined below. In cases where a decision is time sensitive and a consensus is not able to be reached, a majority vote will be used to reach a decision.</p> <p><u>DEFINITION OF CONSENSUS:</u> Consensus is a process for multi-party decision-making that synthesizes the ideas of all participants into a decision that is acceptable to all. Consensus requires high levels of commitment, time and communication. Consensus is not a compromise or form of deal making. It involves exploring “interests” and ensuring that the decision fits with the group’s purpose and values.</p> <p><u>CONSENSUS GUIDELINES:</u></p> <ul style="list-style-type: none"> • A clear proposal is put forth in advance of the meeting (with background material when possible). • Adequate time is set aside for meaningful discussion. • All parties are expected and encouraged to participate. If any party chooses not to participate, they give license to the group to make the decision for them and they commit to endorsing that decision. • There may not be 100 % agreement; rather, consensus means that all parties are able to “live with” the decision provided there is the opportunity to review it after the decision has been implemented. • If more than one person participates in the meeting from a member agency, only one person shall have voting power. • <u>WHERE THERE IS DISAGREEMENT, THERE IS A COMMITMENT TO:</u> <ul style="list-style-type: none"> ○ Discuss the underlying assumptions ○ Seek differences of opinion to gain understanding ○ Consider different points of view ○ Clarify the issues; for example, identifying the real issues from surface issues ○ Listen carefully to identify interests |



Local Immigration Partnership Council

| | |
|--|---|
| | <ul style="list-style-type: none"> ○ Look for “win-win” outcomes • Where there is a disagreement and a decision needs to be made (time sensitive issues), a vote will take place with the majority vote being the group decision; a quorum shall consist of half the voting members plus one. • Where time is of the essence, an email canvas may be held between meetings. The Chair will email an outline of the decision to be made. Members will be given a date by which they must respond with their perspective/decision. No response will imply consensus. Any such decisions will be entered into the minutes of the next meeting. • If time is not an issue, the decision may be deferred to a later date and will go through the consensus process after Council members have had time to consider the issue. • The opinions of all parties will be treated with respect. |
| CONFLICT OF INTEREST GUIDELINES | <p><u>Council Member Responsibility</u></p> <p>Council members should disclose any areas of conflict prior to, or while sitting at the Table, and/or should disclose any potential areas of conflict that may arise.</p> <p><u>Policy</u></p> <p>The nature of any conflict of interest should be entered into the meeting minutes.</p> <p><u>Procedure</u></p> <p>Where a conflict of interest or potential conflict of interest is identified, the Council member shall advise the Council of the conflict and excuse himself / herself from the Table while the matter is under consideration. That member shall not vote on that issue, nor initiate or take part in any discussion on that topic unless expressly invited to do so by unanimous agreement by all other members present.</p> |
| AGREEMENT TO TERMS OF REFERENCE | <p>I, _____, member of the New West Local Immigration Partnership Council, agree to abide by the Terms of Reference contained herein.</p> <p>Signature:</p> <p>Organization:</p> |