



LONDON & MIDDLESEX
LOCAL IMMIGRATION
PARTNERSHIP

London & Middlesex Local Immigration Partnership Council (LMLIP)

Terms of Reference

October 2023

A Community Initiative of Individuals and Organizations

Co-led by:



Funded by:



Immigration, Refugees
and Citizenship Canada

Financé par:

Immigration, Réfugiés
et Citoyenneté Canada

London & Middlesex Local Immigration Partnership Council (LMLIP)

Terms of Reference

Intent

The London & Middlesex Local Immigration Partnership Central Council is the strategic planning body that will ensure that multiple interested parties participate in **planning and coordinating to enhance delivery** of integration services to **all** immigrants.¹

The Central Council will develop and implement strategies to facilitate increased access to all services, and assist settlement and non-settlement service providers and the community to develop a greater understanding of immigrants' needs and services.

Principles

The work of the LMLIP will be guided by the following principles:

- **Immigrant-Centred:** We focus on and are responsive to the holistic needs of immigrants and empowerment of the individual.
- **Collaboration and Coordination:** We work together to coordinate our efforts and achieve common goals, benefiting the communities of London & Middlesex.
- **Diversity:** We respect diversity within and between immigrant and ethno-cultural communities and build understanding across communities and cultures
- **Consensual Decision Making:** We value and welcome the contributions, perspectives and experiences of all members of the LMLIP as equal participants, and make decisions by consensus.
- **Decolonization:** We support decolonization and promote increased understanding between immigrants and Indigenous communities.
- **Inclusivity:** We are inclusive of all immigrants in London and Middlesex, regardless of immigration status, citizenship, age, gender, race and ethnicity, place of origin, faith, language, ability, income, health status, sexual orientation and intersectional identities.
- **Equity:** We recognize that different immigrants have different needs and we strive for equitable outcomes for all.
- **Social Justice:** We seek to advance inclusion and engagement, and to champion change to support the settlement and integration of all immigrants.
- **Transparency:** We openly share all information related to LMLIP directions, activities and achievements

¹ For the purposes of the LMLIP, an immigrant is identified as any individual who defines themselves as an immigrant; this includes but is not limited to: Canadian Citizens, Permanent Residents, Convention Refugees, Temporary Residents and individuals without formal immigration status.

Areas of Focus

It is acknowledged that the following areas of focus are not intended to be distinct from one another but rather are interconnected.

The primary areas of focus are:

- **Education** - This includes increasing understanding of immigrant students' needs and their inclusivity in elementary, secondary, post-secondary and non-credit education and providing information on credentialing supports.
- **Employment** - This includes removing barriers to employment for immigrant job seekers and raising awareness of immigrant talent amongst employers to help job seekers achieve employment commensurate with their international skills and experience.
- **Health & Wellbeing** - This includes but is not limited to, mental health, physical health, impact of trauma/war, access to services for immigrants, recreation, nutrition, access to interpretation and life skills.
- **Inclusion & Civic Engagement** - This includes social, community and civic engagement at all levels
- **Settlement** - This includes information and referrals, education on housing issues, transitional services, and educating newcomers on the history of the Indigenous People of Canada.

Anticipated Outcomes

Our anticipated outcomes include:

- Improved access and coordination of services
- Improved labour market outcomes
- Strengthened strategic capacity of municipality and county on immigration issues
- Increased community capacity to respond to emerging needs
- Increased community awareness of immigrant integration needs
- Informed decision making by immigrants and those who support them
- Reduced racism and discrimination in our community
- Increased welcoming and integration of all immigrants in our community

Key Interested Parties

We believe the community-at-large has a shared responsibility. Among the key interested parties for the Central Council and Sub-councils are:

1. Immigrants
2. Service providers in the following areas
 - i. Education
 - ii. Employment

- iii. Health & well-being
- iv. Inclusion & civic engagement
- v. Settlement
3. Government
4. Faith and ethno-cultural groups
5. Francophone community
6. Researchers
7. Research liaison
8. United Way Elgin Middlesex representing community development
9. Funders, as appropriate

Governance

The work of the LMLIP will be guided by a Central Council and Sub-councils representing our community's areas of focus.

Central and Sub-council members will be identified through a transparent, competency-based recruitment process with an open call for applications.

Members of the Central Council and Sub-councils will be asked to demonstrate their commitment to the LMLIP by signing a Letter of Understanding. This letter addresses willingness to support the Intent, Principles and Policies of the LMLIP in general, and specifically addresses the areas of LMLIP Code of Conduct, Conflict of Interest and Member Commitment. If a member cannot adhere to their commitment to the Central Council or Sub-council, the Co-Chair (s) / Chair(s) may request their resignation.

Members (with the exception of funders) may not send delegates or substitutes from their respective organizations.

A. Central Council

Composition

The Central Council will comprise members representing the following:

1. Chair of each Sub-council
2. Members-at-large: Equal or greater number of individuals representing the lived experience of immigrants, noting that Members-at-large are in addition to those immigrants who may be sitting as Sub-council Chairs (8)
3. Middlesex County
4. Representative of agency that provides Administrative Support and Coordination Services to the LMLIP if not already represented on Central Council
5. Community partners: Research liaison from Pathways to Prosperity Partnership, Western University; United Way Elgin Middlesex, and Réseau en Immigration francophone Centre-Sud-Ouest de l'Ontario
6. Funders including, but not limited to, Immigration, Refugees and Citizenship Canada and the Ontario government

7. One of the Co-chairs will be from the City of London; the second Co-chair will be a member of the LMLIP, desirably an immigrant who meets the required qualifications and skills
8. LMLIP Staff

Note: Members from community organizations will represent the sector, not their individual organizations.

Central Council Roles and Responsibilities

Strategic Planning and Evaluation

1. Ensures that regular meetings are held
2. Ensures adherence to LMLIP Code of Conduct, Conflict of Interest and Member Commitment (to be consistent with above)
3. Reviews reports of Sub-councils and provides direction, endorsement and vision
4. Advances the strategic plan, including goals and objectives
5. Updates and monitors the strategic plan
6. Communicates with Chairs of the Sub-councils on a regular basis to ensure connectivity
7. Self-assessment of collaboration, outcomes and processes

Community Development

1. Consults with researchers and community on a regular basis to ensure current needs and gaps are identified
2. Prioritizes based on input from annual events, consultations and community meetings and gives direction to Sub-councils on priorities
3. Communicates with the community regarding successes and opportunities for action

Advice and Raising Awareness

1. Raises awareness on immigrant issues.
2. Advises on needs and gaps to funders and policymakers.

Leadership and Succession

1. Participates in the recruitment, selection, and orientation of new Central Council members.
2. Advances and strategically utilizes the expertise of members at large.

Central Council Member Roles and Responsibilities

Co-chair(s)

The Central Council will be chaired by a member from the City of London and a member from the community.

The two Co-chairs will provide strategic leadership to the LMLIP Central Council. The Co-chair leadership roles will spread the leadership workload and ensure the LMLIP progresses in accordance with its community and funder(s).

Time Commitment: An average of 10 hours/week during business and non-business hours (meetings, preparation, consultation, special events)

Term: The community Co-chair will serve for a two-year term, renewable by agreement of the Co-Chair and Central Council, to a maximum of six years.

Authority: The Co-chairs ensure that the work of the Central Council moves forward and are the spokespersons for the Central Council. The Co-chairs may not, on behalf of the LMLIP, enter into contracts or endorse funding without the knowledge and approval of the LMLIP Central Council.

Responsibility: The Co-chairs are responsible for the effective functioning of the LMLIP Central Council in its role of governing the LMLIP. The Co-chairs shall be ex-officio members of all committees.

Primary Duties/Accountability:

Community Co-chair

- Presides and facilitates all meetings of the Central Council and some of its Work Groups.
- Collaborates with the Project Manager in preparing Central Council meeting agendas
- Helps create a welcoming and appreciative environment conducive to governance dialogue
- Maintains rules of conduct as they apply to the LMLIP Central Council and its members
- Serves as a public spokesperson for the LMLIP, adhering to the LMLIP communication protocol
- Ensures full and timely communication with members of the LMLIP Central Council
- Mentors other Central Council members to assume the Co-chair's role for the purposes of succession planning
- Must have understanding and experience in community development, effective negotiation and conflict resolution
- Must be able to contribute 10 hours a week to LMLIP activities during business and non-business hours

City of London Co-chair

- Presides and facilitates all meetings of the Central Council and some of its Work Groups.
- Collaborates with the Project Manager in preparing Central Council meeting agendas
- Helps create a welcoming and appreciative environment conducive to governance dialogue

- Maintains rules of conduct as they apply to the LMLIP Central Council and its members
- Serves as a public spokesperson for the LMLIP, adhering to the LMLIP communication protocol.
- Ensures full and timely communication with members of the LMLIP Central Council
- Mentors other Central Council members to assume the Community Co-chair's role for the purposes of succession planning
- Must have understanding and experience in community development, effective negotiation and conflict resolution

Secondary Duties:

- Prepares recommendations for LMLIP Central Council consideration
- Is available to the Project Manager for consultation purposes
- Represents the LMLIP at meetings of interested parties and funders and community functions
- Enhances relationships with other community groups and agencies
- Works to recruit and select new Central Council members
- Participates in the selection process for members-at-large

City of London as administrator of the IRCC agreement, will:

- Represent the LMLIP to government officials on financial/contractual issues
- oversee contracts on behalf of the LMLIP
- Liaise with the Administrative Support Service provider to ensure the LMLIP is administered effectively
- Act as lead negotiating officer with the Administrative Support Service provider on project deliverables and contractual obligations

In-Kind Contribution: It is noted that at present the City of London provides in-kind contributions of both time and administrative costs in supporting the LMLIP

Additional: The Co-chairs must have an understanding of the role of the LMLIP Central Council and the Project Staff. The LMLIP Central Council may authorize the Co-chairs to take on additional duties.

Recruiting the Community Co-chair:

A nomination committee, chaired by the Co-chair from the City and members from the Central Council will be struck to screen applications for the community Co-chair. LMLIP members may nominate themselves or be nominated. The selected candidate will be introduced to Central Council before being approved.

Qualifications: The Co-chair must:

- Be knowledgeable of effective meeting and facilitation practices
- Have demonstrated integrity, executive leadership experience, and communications ability

- Be able to inspire colleagues and keep them focused on the necessary effort to complete initiatives
- Have demonstrated experience in utilizing arm's length approach (i.e., neutrality)
- Have demonstrated understanding of immigration legislation
- Have demonstrated collaborative, system building experience
- Have demonstrated political acumen
- Have demonstrated ability to plan strategically

Central Council Member: United Way Elgin Middlesex

Responsible for:

- Attending meetings as per the Policies and Procedures of the LMLIP
- Informing and educating on community activities
- Contributing to sharing information on the LMLIP to the community

Time Commitment: Approximately 4 to 6 hours/month (meetings, preparation, consultation, special events)

Central Council Member: Réseau en Immigration francophone Centre-Sud-Ouest de l'Ontario.

Responsible for:

- Attending meetings as per the Policies and Procedures of the LMLIP
- Informing and educating on issues related to Francophone immigration to the region
- Contributing in sharing the learning from the LMLIP with other Reseaux
- Time Commitment: Approximately 4 to 6 hours/month (meetings, preparation, consultation, special events)

Central Council Member: Middlesex County

Responsible for:

- Attending meetings as per the Policies and Procedures of the LMLIP
- Acting as a liaison between the county and LMLIP
- Informing and engaging council on issues related to immigrants in the County
- Contributing to sharing information on the LMLIP to the County and other interested parties

Time Commitment: Approximately 4 to 6 hours/month (meetings, preparation, consultation, special events)

Central Council Member: Researcher

The Researcher is responsible for:

- Attending meetings as per the Policies and Procedures of the LMLIP
- Informing and educating on issues related to immigration
- Contributing in sharing the learning from the LMLIP with other interested parties

Members-at-large

Time Commitment: Approximately 4 to 6 hours/month (meetings, preparation, consultation, special events)

Recruitment: Members-at-large will be recruited as vacancies arise on Central Council. The members-at-large will be recommended by the Recruitment Group, a sub-set of the LMLIP Governance Committee, for approval and selected accordingly.

Term: Members will normally serve for a two-year term. Members may be reviewed by the Governance Committee and extended twice by mutual consent for a maximum of six consecutive years. No more than half of the members' terms will expire at the same time. Members must indicate their interest in being reappointed at the time of completion of each two-year term.

Qualifications: Members-at-large must:

- Demonstrate knowledge, expertise and/or commitment to serving and integrating immigrants
- Have lived immigrant experience
- Have a clear understanding of their roles and responsibilities on Central Council
- Have demonstrated understanding of immigration issues
- Have demonstrated knowledge of the mandate of the LMLIP
- Have demonstrated knowledge of the LMLIP Strategic Plan
- Represent and have some influence over the different levels of professional/life experience related to LMLIP priorities (versus representing the organizations with which they are affiliated)
- Be willing to commit to at least two years

Members-at-large are responsible for:

- Attending meetings as per the Policies and Operating Procedures of LMLIP
- Contributing according to their [immigrant] experience with community needs
- Contributing to a more informed body of knowledge about immigration, particularly in London-Middlesex
- Creating and disseminating foundational knowledge of immigration and immigrants in London-Middlesex
- Seeking input from the community-at-large and educating the community about immigrant issues
- Providing input to Central Council regarding strategic priorities and issues
- Being involved in one of the LMLIP Sub-councils or an ongoing Working Group
- Having an understanding of conflict of interest (real and/or perceived) and where appropriate, declare this at meetings

Recruitment Process:

Those interested in becoming a Member-at-large and/or a Sub-council member will submit an Expression of Interest to the Recruitment Work Group through the Project Manager, along with the following:

- A cover letter that demonstrates all aspects of qualifications, with examples
- A copy of their resume

The Recruitment Work Group will review applications for Members-At-Large and the selected candidates will be contacted within three weeks of the submission deadline.

Governance Work Group

The Governance Work Group will be drawn from Central Council. The primary duties of the group are to:

- Review and update the Terms of Reference when necessary.
- Review membership of the LMLIP where appropriate to ensure there is an appropriate mix of experience, perspectives and skills to undertake the activities of the LMLIP.
- Form a recruitment group to select and meet members-at-large.

Other works groups will be constituted as necessary.

B. Sub-councils

Sub-councils will represent five areas of focus: Education, Employment, Health & Wellbeing, Inclusion & Civic Engagement- and Settlement.

Composition

Each Sub-council will be inclusive and open to anyone with a commitment in the particular area. Sub-councils will include:

1. Members from established councils and networks
2. Individuals from community organizations (including ethno-cultural organizations) with experience, knowledge and skills related to the area of focus
3. Interested parties from diverse sectors of the community as identified within LMLIP community engagement processes
4. Individuals with lived immigrant/newcomer experience
5. Members of service and voluntary agencies that work with immigrants
6. Staff from City of London and Middlesex County, where possible

Sub-council Roles and Responsibilities

Strategic Planning, Implementation and Evaluation

1. Develops the strategies for the area of focus
2. Makes recommendations and contributes to the activities of Central Council
3. Consults with researchers on the issues related to the area of focus and communicates with Central Council
4. Shares best practices between Sub-councils
5. Identifies opportunities for collaborations between Sub-councils and Central Council
6. Implements the strategies for the area of focus

Sub-council Member Roles and Responsibilities

Sub-council Chair

The Sub-council Chair will be a sitting member of the LMLIP Central Council.

Time Commitment: On average 6 to 8 hours/month (meetings, preparation, consultation, activities)

Appointment: The Sub-council members will select a Chair from one of their members.

Term: Sub-council Chairs will normally serve for a two-year term. Chairs may be reappointed twice and must indicate to the Sub-council their interest in being reappointed in advance of their term ending. Extensions beyond the six year limit can be extended by mutual understanding between the Chair and Central Council.

Accountability: The Sub-council Chair serves and is accountable to the Sub-council and the LMLIP Central Council for their performance.

Authority: The Sub-council Chair may not, on behalf of the LMLIP, enter into contracts. The Chair and Vice-chair are actively engaged in supporting the work of the Sub-council.

The Sub-council Chair is responsible for:

- Speaking publicly, in consultation with the LMLIP Co-chairs, on behalf of the specific issue being addressed by the Sub-council they represent
- Attending meetings as per the Policies and Operating Procedures of the LMLIP
- Collaborating with Project staff in preparing Sub-council meeting agendas
- Facilitating regular meetings of the Sub-council
- Coordinating activities specific to individual Sub-council mandates and supporting the activities of Central Council
- Helping create a welcoming and appreciative environment conducive to dialogue
- Encouraging the capacity, skills and confidence of Sub-council members to participate
- Ensuring rules of conduct are respected and followed as they apply to the Sub-council and its members
- Reporting to fellow LMLIP Central Council members on the work undertaken in their Sub-councils and bringing forward any items requiring Central Council support and/or approval
- Arranging for the Vice-chair to chair meetings in the absence of the Sub-council Chair

Succession/Leadership

1. Participates in the recruitment, selection, and orientation of new Sub-council members
2. Advances and strategically utilizes the expertise and experience of members at large.

3. The Chair will on an annual basis review membership to ensure there is an appropriate mix of experience, perspectives and skills to undertake the activities of the Sub-council

Qualifications: Sub-council Chair must:

- Have a firm understanding of the role of the LMLIP Council vis-à-vis the Project Manager
- Have an understanding of conflict of interest (real and/or perceived) and where appropriate, declare this at meetings
- Have demonstrated knowledge of the LMLIP Strategic Plan
- Be knowledgeable of effective meeting and facilitation practices
- Commit an average of 6-8 hours a month to devote to their primary duties
- Demonstrate integrity, executive leadership experience, and communications ability
- Have demonstrated experience, expertise and/or commitment to the Sub-council strategic priorities and area(s) of interest
- Be able to inspire colleagues and keep them focused on the necessary effort to complete the initiatives undertaken by the Sub-council
- Must be willing to advocate on behalf of the sector (i.e., the immigrant)

Sub-council Vice-chair

Time Commitment: On average 4 to 6 hours/month (meetings, preparation, consultation, activities)

Appointment: The Sub-council members will select a Vice-chair from one of their members.

Term: Vice Chairs will normally serve for a two-year term. Vice Chairs may be reappointed twice and must indicate to the Sub-council their interest in being reappointed in advance of their term ending. Extensions beyond the six year limit can be extended by mutual understanding between the Vice-chair, Chair and Sub-council

Accountability: The Vice-chair serves and is accountable to the Sub-council and the Sub-council Chair for their performance.

Responsibilities: Performing such duties and exercising such powers as the Sub-council Chair may delegate (see Sub-council Chair responsibilities), or as the Sub-council may prescribe.

The Vice Chair, in addition to the qualifications and responsibilities outlined for the Chair, should:

- Perform Chair responsibilities when the Chair cannot be available (See Sub-council Chair role description)
- Attend meetings as per the Policies and Operating Procedures of the LMLIP
- Contribute according to their experience with community needs
- Have demonstrated knowledge of the LMLIP Strategic Plan

- Be familiar with Sub-council agenda items and activities to ensure full participation in meetings
- Commit 4-6 hours a month to devote to his/her primary duties
- Report to Sub-council Chair
- Work closely with Sub-council Chair and staff
- Have an understanding of conflict of interest (real and/or perceived) and where appropriate, declare this at meetings

Sub-council Member

Time Commitment: A minimum of 4 hours/month (meetings, consultation, special events)

Recruitment Process: A call for Expressions of Interest will formally be circulated twice a year (Spring and Fall) and candidates will go through a selection process. The Recruitment Work Group will review applications and selected candidates will be invited for an interview. The Chair of the specific Sub-council will be part of the recruitment process.

Sub-council members are responsible for:

- Attending meetings as per the Policies and Operating Procedures of LMLIP
- Contributing according to their experience with community needs
- Carrying out activities related to LMLIP strategic priorities within their own domain
- Implementing special projects in keeping with LMLIP strategic priorities
- Strengthening cross-sector partnerships
- Seeking input from community-at-large and educating community about immigrant issues
- Providing input to Sub-council regarding priorities and issues
- Providing community and/or sectoral representation in alignment with Sub-council priority areas identified in the LMLIP Strategic Plan
- Promoting positive community awareness of the LMLIP and the Sub-councils
- Focusing on the deliverables within defined timeframes

Qualifications: Sub-council members must:

- Be results-oriented individuals who are able to contribute to the direction and accomplishments in identified areas of priority
- Have demonstrated knowledge of the mandate of the LMLIP
- Have demonstrated knowledge of the LMLIP Strategic Plan
- Have professional and/or lived experience related to LMLIP priorities and activities.
- Have an understanding of conflict of interest (real and/or perceived) and where appropriate, declare this at meetings
- Be willing to advocate on behalf of immigrants.
- Be willing to commit to at least two years

Policies and Operating Procedures

Meetings

Purpose: To provide a framework for ensuring the effective and efficient management of meetings.

- Meetings should be constructive and democratic. In the case of procedural uncertainty, members will be guided by Robert's Rules of Order.
- All agendas should include a Land Acknowledgement statement and "Conflict of interest".
- For a proposed agenda to become the official agenda for a meeting, it must be adopted by the members at the outset of the meeting. At the time that an agenda is presented for adoption, any member can suggest amendments by proposing an addition that they wish to add.

Emergency or Special Meetings

Purpose: To define the terms under which an emergency or special meeting may be called.

Special Meeting:

- Central Council Co-chair(s) or Sub-council Chairs may call meetings to be held on a date other than the regularly scheduled meeting
- Action may be taken at this meeting
- Where possible, members should be notified at least 72 hours prior to these meetings. All reasonable means will be used to contact members. Quorum may be achieved in person or via teleconference/video.

Emergency Meeting:

- Central Council Co-chair(s) or Sub-council Chairs may call meetings to address a situation that must be handled immediately
- Action may be taken at this meeting
- Where possible, members should be notified at least four hours prior to these meetings. All reasonable means will be used to contact members. At the discretion of the Central Council co-chairs and/or Sub-council chairs, respectively, quorum may be reduced to 30% of voting members, in person or via teleconference/video.

Attendance

Purpose: To provide a framework for ensuring consistent and effective levels of LMLIP Central Council and Sub-council member involvement and participation in LMLIP agendas and activities.

- LMLIP Central Council and Sub-council members are expected to attend all meetings
- If members are unable to attend a meeting, they must notify Project Staff at least 24 hours in advance in order to prepare regrets
- If a member misses two consecutive meetings without reasonable cause, one of the Co-chairs/Chairs will have a conversation with the member. If absence continues without reasonable cause, the member will be notified that they are considered to have resigned. Leaves of Absence will be considered on a case by case basis.

Decision-making

Purpose: To provide a framework for effective and inclusive decision-making at LMLIP Central Council and Sub-council meetings.

- LMLIP Central Council and Sub-council decisions will reflect a consensual, open, and strategic approach to identifying and gathering input to address issues in accordance with the LMLIP Intent, Principles, and Strategic Directions
- LMLIP Central Council and Sub-council quorum will be fifty percent (50%) plus one of the filled seats. However, if a decision cannot be made due to lack of quorum, that decision will be made at the discretion of the Co-chair / Chair and Project Staff on the recommendation of attending members.
- Central Council voting members include: Middlesex County, Réseau en Immigration francophone Centre-Sud-Ouest de l'Ontario, Sub-council Chairs, Research liaison, United Way Elgin Middlesex, Members-at-large and the agency providing LMLIP Administrative Support and Coordination Services. All Sub-council members are voting members.

All voting members are equal partners for decision-making that will be done on a consensus basis. In the event that consensus cannot be reached, a vote will take place with the final decision made by majority rule.

Central Council Relationship to Staff

Purpose: To enhance organizational effectiveness and to establish clear guidelines regarding staff and LMLIP member roles.

- LMLIP members and staff commit to a partnership based on a supportive, respectful and productive relationship as outlined in the Code of Conduct.
- LMLIP members will show understanding of the work of staff by responding to requests, submitting information or reports and providing feedback on items in a timely matter and by the dates requested.
- Appreciation is shown for the contributions of staff, LMLIP members, and other volunteers
- LMLIP members shall not direct staff unless such authority is explicitly delegated by the LMLIP Co-chairs. Significant changes in staff responsibilities will be

decided collaboratively among Co-Chairs and the Administrative Support and Coordination Agency.

- Staff are encouraged and trusted to use their expertise and experience to carry out Council decisions
- Working Groups are responsible for implementing action plans with limited administrative support from Project Staff

In general, Central Council is responsible for LMLIP governance, including:

- Provision of purpose, leadership and overall strategy
- Ensuring LMLIP is directed in accordance with its mission, the community it represents and funder mandate(s)
- Monitoring progress and evaluating performance
- Recruiting and appointing new Central Council members
- Through the Co-chairs, delegation of authority to Project Staff

In general, staff has delegated authority for LMLIP project coordination, including:

- Supporting Council's planning function and implementing Council decisions
- Providing information to the Council, including recommendations for action
- Project and program execution
- Monitoring and managing daily operations
- Administrative tasks of the LMLIP
- Community engagement
- In order to maintain transparency, the Project Manager will be informed of the budget available each year.

Joint Central Council/Staff responsibilities include:

- Discussing ideas, planning organizational strategies and forming long-term goals
- Promotion of LMLIP
- Ensuring achievements and successes are recognized and documented

Media and Communications

Purpose: To ensure effective and consistent communication to members, funders and the community. As appropriate, communication with corporate entities, media and the public at large will be tailored to meet those particular communication needs.

Co-chairs are:

- The primary conduits for all information about the LMLIP
- The primary spokespersons for the LMLIP
- Promoters of LMLIP to the larger community through presentations and events
- Respondents in respect to any questions regarding LMLIP's relationship with Municipal Council, the City and County, and other community partners and initiatives
- Primary contacts for all media requests unless otherwise designated

Central & Sub-council Members

- With consent of one or both Co-Chairs, individual Central and Sub-council members may provide comment to the media on a particular project or activity.

Project Staff:

- Reporting on LMLIP activities and outcomes
- Collection and dissemination of information across Central Council and Sub-councils
- In consultation with one or both Council Co-chairs, may serve as public spokesperson for the LMLIP
- Promoting LMLIP to the larger community through presentations and events.

Central Council/Sub-council Recognition

Purpose: To demonstrate LMLIP's appreciation for the commitment, support and contribution of Central Council and Sub-council members.

- LMLIP values and appreciates the contributions of Council and Sub-council members and recognizes those contributions through presentation of a certificate and/or other appropriate recognition opportunities.

Code of Conduct Guidelines

LMLIP Central Council and Sub-council Members will adhere to the Code of Conduct below:

Members of the LMLIP Central and Sub-councils will:

1. Represent and act in the best interest of the LMLIP and the community. Members will bring a broad knowledge and an inclusive approach to the task of informed decision-making through open, disciplined and focused dialogue.
2. Understand their participation is for the primary benefit of LMLIP issues and those of the community, not personal, professional or other interests, groups or agendas.
3. Be ethical and respectful to all Central/Sub-council/Work Group members and project staff.
4. Work as a team member and build collegial working relationships that contribute to consensus and support for Central Council/Sub-council decisions
5. Actively participate as a member which includes regularly attending meetings and special events, preparing sufficiently for and contributing to LMLIP Central Council/Sub-council discussions and decision-making processes, through reviewing and commenting on minutes and reports
6. Participate in reviews of LMLIP missions, objectives, and strategic plans
7. Keep informed about community issues relevant to the vision and objectives of the LMLIP
8. Respect the confidentiality appropriate to issues regarding LMLIP business

Should an LMLIP Central Council/Sub-council member breach the Code of Conduct, a discussion will occur at the Governance Work Group and the member will receive a letter outlining the nature of the breach. At the discretion of the Co-Chairs and in consultation with the Governance Work Group, the member may be asked to leave Central Council and/or Sub-council. Any member who is responsible for the breach will not participate in the discussions.

Conflict of interest guidelines

Conflict of interest is any situation where:

- An LMLIP member's interest (personal or financial), or
- Those of a close friend, family member, business associate, corporation or partnership in which an LMLIP member holds or could hold a significant interest, or a person with whom a member owes an obligation
- Could influence a member's decision or impair a member's ability to:
 - a. Act in the best interest of the LMLIP, or
 - b. Represent LMLIP fairly, impartially and without bias.

A "conflict of interest" exists if the decision could be, or could appear to be influenced. It is not necessary that the influence has taken place.

Therefore, all members are required to comply by the following guidelines:

- a. All LMLIP members will strive to act in an ethical manner so as to support the intent, principles and areas of focus of the LMLIP
- b. Central Council/Sub-council members must provide full disclosure of the various professional and personal relationships both with each other and in the community that may create a conflict of interest
- c. Central/Sub-council members should declare the conflict of interest if the outcome of the decision and/or assessment is benefiting their organization or family directly or indirectly. If a proposal pertaining to the member's agency is assessed, the member should recuse themselves from the discussion and decision making
- d. Members should ensure that conflict does not exist or appear to exist between their private interests and their duties as a member of the Central Council/Sub-council
- e. Members should disclose any areas of conflict prior to becoming Central Council/Sub-council members and should continue to disclose any potential areas of conflict that may arise later
- f. Members should remove themselves from any assessment where a member of a family or close acquaintance may benefit
- g. When a potential conflict does arise, the member shall immediately advise the Central
- h. Council/Sub-council of the conflict, refrain from discussing with any other member of the Central Council/Sub-council the matter with respect to which he/she has a conflict and refrain from voting with respect thereto. The member should excuse himself/herself from the Central Council/Sub-council while the matter that gave rise to the conflict is under consideration
- i. LMLIP does not promote nor endorse any individual person, group, product or service that conflicts with the purpose and objective of the LMLIP.

Timelines & Membership formation for Central Council and Sub-Councils

Membership formation is based on the principle of inclusivity and will be open to any individual, group or organization with an interest in advancing the goals of the LMLIP. The membership process for the Central Council and Sub-councils will be as follows:

1. As vacancies warrant, the LMLIP Central Council and Project Manager will develop and issue an Expression of Interest (EOI) to be sent out to the community. There will be a broad distribution of calls for submissions of EOI through emails to existing networks, ethno-cultural groups, faith groups and social media, LMLIP Round Up and the Immigration Portal website. The EOI will detail time commitment, objectives and roles for the Central Council membership. Sub-council EOIs will be sent out twice a year.
2. All interested parties will submit their response indicating their area of interest, expertise and knowledge to the LMLIP, in care of the Project Manager, according to application deadlines.
3. Individuals may self-select the Sub-council that aligns with their interest and expertise.
4. New LMLIP Central Council/Sub-council members will be asked to indicate their commitment to the LMLIP by signing a Letter of Understanding.

Letter of Understanding

As a member of the LMLIP Central Council and/or Sub-council, I voluntarily agree that:

- I understand, support and will be guided by the LMLIP's stated Intent, Principles, Policies, and Strategic Directions.
- I have read and I am committed to the LMLIP Terms of Reference.
- I will abide by the Policies and Operating Procedures of the LMLIP.
- I am committed to the LMLIP Code of Conduct and Conflict of Interest Guidelines.
- I understand that participation as an LMLIP Council member requires a commitment of time to attend regularly scheduled LMLIP meetings and participate in LMLIP activities.
- I agree to inform the Co-chair /Chair of the LMLIP Central Council or Sub-council in a timely manner should I need to step down or be replaced.

Name of LMLIP Council Member

Signature

Date