



**Report on the 2021
National LIP Network Summit:
Governance of the
National LIP Secretariat**

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Executive Summary

The *2021 National LIP Network Summit* took place over three days with the participation of representatives of 45 Local Immigration Partnerships. The expressed purpose of the summit was to establish a clear mandate and governance structure for the National LIP Secretariat pilot project through collaborative conversations amongst LIP representatives. The summit was hosted on the WebEx conferencing platform and used facilitated plenary and breakout discussions aided by tools included the Miro smart whiteboard platform and Slido polls. Discussions were aimed at achieving consensus through open and inclusive conversation. Voting was only used in one instance, to decide between two slightly different versions of a statement of mandate.

The summit sessions focused on three major topic areas: mandate, governance structure and newcomer engagement. For each topic area, discussions progressed from creative “brainstorming” sessions intended to elicit ideas, concerns, and questions from participants to collaborative “refining” conversations intended to build consensus around key issues. This report summarizes that process and the progression toward broad agreement on several key issues.

The summit was not intended to deliver consensus on every detail of NLS governance, but it did succeed in addressing the core questions surrounding mandate, governance, and newcomer engagement. It also identified a number of secondary issues to be addressed through such instruments as Terms of Reference for the NLS Executive Committee. Such outstanding secondary issues will be addressed by the NLS Working Group prior to the constitution of an NLS Executive Committee.

The outcomes of the *2021 National LIP Network Summit* are as follows:

Mandate

The purpose of the NLS is to improve the efficacy of the LIPs through sustainable networks, shared resources, capacity building, and the amplification of the diverse LIP voices.

Governance

The National LIP Secretariat will employ a “constellation” governance model that approximates the structure detailed in *Figure 3*. The contents of the model are described below, but its major features include network members, an executive committee comprised of network members, NLS staff, both standing and *ad hoc* working groups, and stakeholders, who are defined as organizations, agencies, communities, and individuals who are directly or indirectly affected by the NLS’s work. The model designates newcomers as a special stakeholder group that will be engaged on an ongoing basis in NLS work and decision-making (see below).

Membership

Membership in the LIP Network will be constrained to representatives of Local Immigration Partnerships, with each LIP entitled to equal representation in consultation, network meetings, and, where necessary, voting. LIPs will be responsible for identifying their own representative.

LIP Network members will be consulted regularly on NLS plans, initiatives, and ongoing work. This consultation will include periodic surveys and at least one, but not more than two in-person and/or virtual LIP Network summits per year. If and when virtual summits require more than a full day of engagement, they will be spaced across several weeks to avoid unduly long interruptions of daily work. Where possible, in-person consultations will be made to coincide with other national-level gatherings (e.g., P2P, Metropolis).

In the initial phases, the NLS will consult LIP Network members on topics including the content and frequency of NLS communications, the issues on which the membership would like to be consulted going forward, and the composition of working groups. It was suggested that the membership should be consulted on any NLS activities that will impact their day-to-day work.

Deliberations during the *2021 National LIP Summit* also concluded that the NLS should support the development of both standing and *ad hoc* working groups, which will be comprised of and chaired by network members. The NLS will provide “backbone support” to these working groups.

Executive Committee

The NLS executive committee will be comprised of network members. The terms of membership will be structured to ensure that there is not complete turnover of the membership at any point in time. At the outset, this will mean that half of the EC members will be appointed to 1-year terms and half to 2-year terms. The NLS will strive to achieve an Executive Committee membership that is representative of LIP diversity. This will include the following dimensions of diversity: small and large centre LIPs, LIPs from every region of Canada, municipally housed and community-based organization housed LIPs, long-established and newly established LIPs. The NLS will also work to ensure that the Executive Committee includes members who have lived experience of migration as well as racialized people. NLS Executive Committee members will have the option to resign from their post if they are no longer able to participate. They will also have the option to name an alternate from their LIP, or to name a successor from their LIP if/when an EC member leaves their position. The executive committee will operate on a consensus-based decision-making model, with simple majority voting to be used as a last resort when efforts towards consensus-building are unsuccessful. Where voting is used, the NLS will explore mechanisms for voting *in absentia*. Quorum will be considered half of Executive Committee members plus one.

The responsibilities of the Executive Committee will include identifying strategic priorities, identifying professional development priorities, and identifying issues to be raised at national tables. The Executive Committee will also have a role to play in financial oversight, particularly in cases of overspending and/or slippage. All of these roles will be informed by consultation with the network membership.

It remains for the NLS Working Group to determine the precise mechanisms for selecting members to the executive committee. This will include determining the total number of members. The *National LIP Network Summit* concluded that the membership should be large enough to encompass all of the dimensions of diversity specified above, but not so large as to be unwieldy. The Working Group will also determine a mechanism for nominating and selecting Executive Committee members, which will include a strategy for ensuring that an adequately diverse EC. The Working Group will determine a succession strategy for members who resign from the Committee or leave their positions within their LIP. This may include mentorship of incoming alternates. Finally, the construction of the Executive Committee will be mindful of the capacity constraints of smaller LIPs and how those constraints may impede smaller LIPs’ ability to participate in the NLS Executive Committee.

NLS Staff

For the purposes of the National LIP Secretariat pilot project, the NLS staff will be comprised of the two NLS leads, housed in the Toronto South LIP and Jasper LIP, respectively. It will also include any support staff hired by the LIP leads for the purposes of supporting NLS work. NLS Staff responsibilities will include day-to-day operations of the NLS, human resources decisions and management, funder relations, the implementations of NLS strategies and initiatives, and representing the NLS at national tables (e.g., the NSIC). The National LIP Network Summit also concluded that the NLS staff should engage in advocacy, specifically for a greater role for LIPs in newcomer settlement and integration policymaking.

NLS staff will make minutes of Executive Committee meetings, summarize national table meetings and the narrative portions of regular reports to IRCC available to the membership.

Newcomer Engagement

In submitting a proposal for funding the National LIP Secretariat pilot project to Immigration Refugees and Citizenship Canada, the NLS working Group and staff committed to engaging newcomers on an ongoing basis in the NLS work and NLS decision-making. The specific nature and mechanisms of NLS engagement with newcomers was a major point of focus during the *2021 National Lip Network Summit*.

Summit participants were presented with a broad range of alternatives for newcomer engagement that ranged from the establishment of a standing, national-level Newcomer Council, to more *ad hoc* approaches relying on established LIP connections with newcomers at the local level. Participants agreed on the importance of centring the lived experience of newcomers in the NLS's work, but some expressed concern that the establishment of a national Newcomer Council would constitute the duplication of work already happening at the local level.

The newcomer engagement strategy that emerged from the *2021 National LIP Network Summit* centred on NLS staff engaging in regular consultation with established Immigrant Advisory Tables and Newcomer Councils where they exist as well as organizing engagement forums with newcomers in LIP communities where no such standing committees have been established. There was universal agreement that newcomers should be compensated for their participation in these activities. Finally, it was agreed that the work LIPs already do to engage with the newcomers at the local level should be consulted and should inform NLS work at the national level.

Introduction

In September 2021, the National Local Immigration Partnership Secretariat, with the support of the NLS Working Group, organized a three-part meeting of Local Immigration Partnerships entitled the *National LIP Network Summit 2021*. The purpose of this summit was to establish, through a consultative consensus-building process, a governance structure for the National LIP Secretariat Pilot Project. The governance structure adopted as a result of this process will remain in place throughout the remainder of the pilot project, which is scheduled to conclude at the end of March 2025. Thereafter, a review process will determine what changes to the governance structure should be considered, should the National LIP Secretariat continue beyond the pilot project phase.

Over three half-days on September 20th, 24th and 27th, representatives of Local Immigration Partnerships from across Canada gathered via the Web-Ex online conferencing platform. The discussions were focused on establishing a clear mandate and governance structure for the NLS, with particular emphasis on developing clear strategies for meaningful newcomer engagement in NLS decision-making. The process was guided by a contracted facilitator, Seema Taneja, and informed by presentations and visual models developed by NLS staff members. NLS staff also provided technical support for video conferencing and electronic polling.

Over the course of the three-part event, representatives of 45 LIPs participated, with 51 participating in the session on day 1, 46 in the session on day 2, and 43 in the session on day 3. Where possible, LIPs were asked to participate in all three of the half-day meetings. This was because each session was designed to build on the session that preceded it.

What follows is a detailed summary of the discussions that took place over the course of those three days. The summary is organized into three parts. *Part 1* focuses on the development of the NLS mandate, which took place entirely on day 1 of the summit. Parts 2 & 3 focus on discussions surrounding NLS governance over days 2 and 3 of the Summit. Section 4 concerns newcomer engagement, which was a major issue of focus on day 3. A final section concludes.

Part 1: Mandate

Substantive discussions during the three-part National LIP Network Summit began with the topic of a mandate for the National Local Immigration Partnership Secretariat. NLS project leads and the NLS working group agreed that establishing a clear mandate derived from collaborative input from Local Immigration Partnerships would be key to establishing legitimacy and buy-in for the NLS. A clear mandate will inform both the range of activities the NLS engages in, and the type of governance structures required to ensure adequate consultation and accountability.

In order to prompt constructive conversations, five break-out groups were provided with a draft statement of mandate from which to work. The draft statement read as follows:

The NLS will strive to improve the settlement and integration outcomes of newcomers by working with LIPs to facilitate sustainable networks of relevant information, data, and best practices, augment the voices of local LIPs at national decision-making tables, look for opportunities to leverage traction and scale up local initiatives, and collaborate laterally with government and non-government stakeholders to leverage the work of LIPs more effectively.

Breakout groups were also provided with two discussion questions:

- 1) What can be added (to this mandate)?
- 2) If you had to rewrite this mandate, what would it sound like?

Each breakout group then produced an alternative draft statement of mandate, which were as follows:

Group 1: *The NLS will strive to improve the efficacy of LIPs by sustaining the National LIP Network, advancing connections between LIPs, amplifying all LIP voices at national tables, assisting LIPs in showcasing their initiatives to a broader audience, and facilitating collaborations with government and non-government stakeholders to support LIP work more effectively.*

Group 2: *The NLS will enhance/increase LIPs' capacity to support welcoming communities. The NLS will facilitate sustainable LIP networks to share relevant information, data and best practices. The NLS will augment the voices of LIPs at national decision-making tables, look for opportunities to learn from and amplify local initiatives, and collaborate laterally with government and non-government officials to leverage the work of LIPs more effectively.*

Group 3: *The purpose of the NLS is to build capacity among LIPs and augment LIP voices to improve settlement and integration outcomes for newcomers.*

Group 4: *To better support LIPs across Canada through shared materials, ideas, resources (non-financial – e.g., materials, info, templates, etc.), professional development, and to represent our diverse interests at the national level.*

Group 5: *The NLS will strive to increase the sense of belonging and opportunities to thrive and build on strengths of immigrants by working with LIPs to facilitate sustainable networking of relevant information, data, best practices, augment the voices of LIPs and bring local lenses to national policy-making tables, look for opportunities to leverage traction and scale up local and regional initiatives, collaborate laterally with government and non-government.*

These alternative draft statements were the basis for a discussion involving all participants, the goal of which was to identify commonalities among the draft statements and to reach consensus on various points of difference. Some of the key points in that discussion were as follows:

- Explicit recognition that the NLS does not have a directive role to play viz-a-viz LIPs
- A focus on what is achievable
- Focusing on supporting LIPs, rather than settlement outcomes
- Placing newcomers at the centre of our work
- A focus on the “what” rather than the “how”

Through the course of this discussion, the group arrived at two alternative formulations of a mandate statement for the NLS. They were:

- a) The purpose of the NLS is to build capacity among LIPs and amplify the diverse LIP voices to improve the efficacy of their work.
- b) The purpose of the NLS is to improve the efficacy of the LIPs through sustainable networks, shared resources, capacity building and by amplifying the diverse LIP voices.

The key difference between the two formulations was that the second (‘formulation b’) specified more explicitly the range of activities the NLS will employ to achieve the mandate. Owing to time constraints, the two formulations were presented to participants for voting, with the eventual result being 69% of participants favoring ‘formulation b.’ Thus, with a slight tweak in grammar, the National LIP Network selected the following statement of mandate for the NLS:

The purpose of the NLS is to improve the efficacy of the LIPs through sustainable networks, shared resources, capacity building, and the amplification of the diverse LIP voices.

Part 2: Preliminary Discussion of Governance Structure

Days two of the National LIP Network Summit was focused primarily on introducing a number of key questions pertaining to the governance structure of the NLS and to gathering preliminary input from the attendees. These conversations began with an overview of key concepts in the collaborative governance literature, including a summary of relevant governance models. This overview served to establish a common foundation for collaborative and creative discussion.

The initial presentation also specified a number of commitments the NLS team has made through the process of proposing and negotiating the NLS pilot project. These commitments were in keeping with principals of collaborative governance identified in the literature and included the development of a governance structure characterized by:

- Inclusivity, Responsiveness, Accountability and Effectiveness
- An Executive Committee made up of LIP staff representing the following dimensions of LIP diversity
 - Municipal vs. Community Organization-housed
 - Geographical distribution
 - Large vs. Small centers (rural vs. urban)
- Incorporating the voices of newcomers on an ongoing basis, whether through the establishment of an NLS Newcomer Council or some other mechanisms
- Engaging newcomers in decision-making

Following the initial presentations, participants once again broke out into five discussion groups. The discussion groups were facilitated by a contracted facilitator, members of the NLS staff and one member of the NLS Working Group. Each group worked through a series of 9 discussion questions covering the following topics (see *Figure 1* for further details):

- Identifying the stakeholders of the NLS
- Determining the composition of the Executive Committee
- Establishing processes for decision-making
- Consulting with LIPs
- Establishing governance bodies in addition to the Executive Body and NLS Staff
- Consultation/Engagement with newcomers

Day 2 of the summit concluded with a facilitated plenary session through which the outcomes of breakout conversations were amalgamated to identify common themes and points of difference. These conversations were not intended to be conclusive, but rather to begin the process of thinking through a broad range of ideas, considerations and concerns regarding NLS governance. The remainder of this section summarizes the outcomes of the day 2 discussion but does not indicate any final decisions. Final decisions were reached through collaborative conversations that took place on day 3 and are summarized in *Section 3*. The following summary is indicative of where the conversation left off at the close of day 2 of the summit (see *Figure 2* for more details).

1) Identifying the stakeholders of the NLS

- Potential stakeholders may include:
 - LIPs
 - LIP Staff
 - Lead agencies/contract holders
 - IRCC

- Newcomer Councils/IATs
- Newcomers to Canada
- Communities
- Stakeholders can potentially be broken down into categories
 - Primary – including LIPs, LIP staff, LIP leads.
 - Secondary – including IRCC, RIFs, Secondary funders, NSIC, employment bodies, provincial umbrellas.
 - Tertiary – no examples given.
- Stakeholder engagement will depend on the role of a given stakeholder vis-à-vis the NLS

2) Composition of the Executive Committee:

The discussion of executive committee composition resulted in a fairly long and diverse set of recommendations, which is contained in full in *Figure 2*. Key points of commonality and difference are as follows:

Common themes:

- Lived experience of migration
- Racialized people
- New vs. long established LIPs
- Relatively short (1–2-year terms) with staggered terms to ensure continuity
- Newcomer (non-LIP staff) participation in the executive

Points of difference:

- Institutional vs. Individual representation (with an emergent preference for institutional representation)
- Size (large to accommodate diversity vs. smaller to be more efficient)

Additional concerns

- Mentorship
- Succession planning
- Compensation
- Capacity constraints, especially for smaller LIPs
- Ability to resign
- Identifying alternates
- Selection process if there is a high level of interest in participation

3) NLS Decision-making

Breakout groups discussions on NLS decision-making were guided by three discussion questions. Those questions and the feedback they elicited can be summarized as follows:

- A. What kinds of decisions can be left to the lead agency/NLS Staff?
 - Operational/Day-to-day decisions
 - Implementation of strategy and policy
 - Time-sensitive decisions when convening the Executive is not practical
 - Informing the Executive Committee selection process to ensure representativeness

- Determining the kinds of information to be shared with the network
- B. What kinds of decisions can be left to the Executive Committee?
 - Identifying strategic priorities (based on consultation with the LIP network)
 - Identifying professional development priorities (based on consultation)
 - Identifying issues to be raised at national tables (based on consultation)
 - Financial oversight
 - The executive should adopt hybrid consensus-majority decision-making
 - Decisions regarding new funding opportunities.
- C. What kinds of decisions require consultation with other stakeholders?
 - Strategic plans
 - Funding-related issues
 - Issues related to the broader LIP structure, governance, and funding
 - Identifying newcomer needs
 - PD/training needs
 - Creation of orientation materials for new LIPs
 - Determining what kind of LIP work to amplify

4) Consultation with LIPs

Breakout groups were also asked how the NLS should approach consultation with LIPs. Their responses can be summarized as follows:

- Surveys (2 per year) with the option to skip questions that are not relevant to a particular LIP's work
- At least one and as many as two virtual and/or in-person meetings per year
- Emails
- Polls
- In-person/virtual consultations spaced over several days
- Avoid asking too much
- Facilitate connections between LIPs facing similar challenges
- P2P
- Settlenet.org
- Ad-hoc, issue specific consultations
- Open discussion groups

5) Breakout groups also discussed what additional bodies (i.e., additional to the Executive Committee and NLS staff) might be beneficial to the NLS governance structures. Their suggestions and concerns included:

- Groupings of LIPs engaged in similar work
- Issue-specific working groups (research, marketing and communications, finance, advocacy)
- Establishing the foundations for working groups to emerge as needed
- Regional consultative groups
- Executive participation in existing regional bodies
- An executive committee formed out of working groups
- Executive committee members representing a particular "category" of LIP chairing working/consultative groups of LIPs of that type

- A newcomer advisory group
- A newcomer inclusion working group
- Concern that additional bodies (like working groups) would make things unnecessarily complicated
- Concern that regional bodies would lead to inequitable outcomes because Western Canadian LIPs are better organized as a group

6) Participants were also asked how the NLS should approach engagement with newcomers. This will be discussed in detail in *Part 4*.

Part 3: Collective Decisions and Unresolved Issues

Following the conclusion of Day 2 discussions, NLS staff created a draft visual model of the NLS governance structure (*Figure 3*), incorporating several elements on which there appeared to be an emerged consensus and outlining significant outstanding questions that would guide the conversation during Day 3. That figure included an executive committee with responsibility for strategic direction, initiating discussions, acting on input from membership, supporting NLS projects and financial oversight. It also included an NLS staff charged with overseeing day-to-day operations, staffing and human resources, funder relations, implementing strategic plans, representing LIPs in national bodies, information sharing, consultation, and developing professional development opportunities for LIPs. In addition, the draft model also included a largely undefined constellation of stakeholders responsible for providing input on strategic plans, general consultation and providing members to the executive committee. Finally, the model included a yet-to-be-defined bubble around the issue of newcomer consultation.

The bulk of the discussion on day three concerned refining and addressing unanswered question inherent in that draft model, not least the question of newcomer consultation. This conversation concluded having addressed the most pressing and consequential questions pertaining to the governance of the NLS. At the same time, several of the finer points (e.g., the final number of Executive Committee members, the selection of Working Groups chairs, etc.) were left without clear resolution. These issues will be resolved in proposed Terms of Reference that will be presented to the NLS Working Group for final approval. This section summarizes the conclusions of day 3 discussion on NLS governance. The next section (*Part 4*) summarizes the focused discussion on newcomer engagement.

Stakeholders

Day 3 deliberations on the question of stakeholders in the NLS led to the conclusion that a distinction should be made between “members” and “stakeholders”. The members of the National LIP Network are the LIPs themselves and, as such, LIPs are entitled to equal representation in consultation, network meetings, and, where necessary, voting. It will be up to each LIP to independently determine who will represent that LIP in its engagements with the NLS. The category of “stakeholders” is intended to be much broader, inclusive of all organizations, agencies, communities, and individuals who are directly or indirectly affected by the NLS’s work. Inclusion in the “stakeholder” category does not imply the same consultative and decision-making role as that of members, but the NLS will consult with stakeholders when appropriate.

It was also agreed that the NLS should support the development of working groups made up of and chaired by members. The NLS will supply “backbone support” for the development of working groups, which will be formed by member LIPs on issues of mutual interest.

Executive Committee

On the question of the composition of the Executive Committee, it was agreed that, in addition to the dimensions of diversity specified in the NLS Pilot Project Proposal (geographic representation, small vs. large LIPs, municipal vs. community housed), membership should also be representative of newer as well as long-established LIPs and should include people with lived experience of migration as well as racialized people. The total number of executive committee members was not explicitly agreed upon, but a general agreement emerged that the committee should be large enough to encompass all of the dimensions of diversity without being too large as to be unworkable. In first iteration of the Executive Committee, half of the members will be given two-year terms and half will be given one-year terms, so as to avoid complete turnover. A specific mechanism for determining how this will be achieved was not specified. Where possible, the Executive Committee will work toward consensus-based decision-making, reverting to simple majority voting where consensus cannot be reached. Quorum will consist of half of Executive Committee members plus one.

The group agreed that the NLS should explore the possibility of Executive Committees participating in regional groupings (e.g., the PNT LIPs group, the 905 LIPs) to facilitate two-way information flows between the NLS and those regional groups.

NLS Staff

In addition to the roles already specified in the draft model produced following Day 2 deliberation, the conversation on Day 3 of the National LIP Network Summit specified some additional roles for the NLS staff. These included engaging in advocacy, specifically around the role of LIPs in the development of settlement and integration policy. Participants also indicated that the NLS staff should make minutes from NLS Executive Committee meetings available to the membership and should continue producing summaries of NSIC meetings and other national-level meeting in which they participate. Participants also agreed that, if IRCC requires periodic reporting on activities and deliverables, the narrative portions of those reports should also be shared with the network of LIPs.

Consultation

The discussion around NLS consultation with LIPs continued on Day 3 and specified more clearly the expectations and preferences of the LIPs with respect to NLS consultation. Participants agreed that the NLS should consult with LIPs through quarterly surveys, in addition to one in-person or virtual consultation each year. Where possible, in person consultations should be made to coincide with other national-level gatherings, such as P2P. In the initial phases, consultations should aim to clarify what types of information LIPs would like to receive from the NLS on a regular basis (such as through a monthly newsletter) and what issues LIPs would like to be consulted on. It was suggested that LIPs should be consulted on anything that affects the work that they do (e.g., funding, professional development, new initiatives, innovation, opportunities to collaborate). LIPs should also be consulted on the creation of working groups.

Part 4: Newcomer Engagement

As part of the proposal for funding for a National LIP Secretariat Pilot Project, participating LIPs committed to ongoing engagement with newcomers as part of the NLS governance structure and to involve newcomers directly in NLS decision-making. As such, determining an appropriate approach to newcomer engagement was an important goal of the 2021 National LIP Network Summit. In the planning of that summit, several options were considered with respect to the direct involvement of newcomers (specifically, members of LIP Newcomer Council and IATs) in shaping that approach. However, given time constraints and the need to cover a wide range of governance-related issues in a three half-day summit series, the NLS Staff and Working Group took the decision to hold a pre-summit event as a means of gathering input from newcomers engaged with LIPs across Canada.

The Newcomer Engagement Pre-Summit Event was held online on September 10th, 2021. Staff members and Newcomer Council/IAT members from nine LIPs participated in the event to share their experiences of newcomer engagement in LIP work. NLS staff organized the feedback they received from that event into a typology of public engagement developed by the International Association of Public Participation known as the Spectrum of Public Participation (see *Figure 4*). This typology of examples of newcomer engagement on the part of LIPs was presented to participants in the 2021 National LIP Network Summit as background information for a discussion on how the NLS should approach newcomer engagement. Much of the discussion on Day 3 of the Summit focused on this question.

Already on Day 2 of the Summit, participants in breakout groups had been asked to discuss how they felt the NLS should approach engagement with newcomers. The responses from each breakout group were then grouped together to identify common themes and concerns, which can be summarized as follows:

- Leveraging the work LIPs already do at the local level
- Need to clearly identify the role and relationship to the executive
- Tapping into existing IATs could be challenging with respect to continued engagement
- A national body should encompass the full range of diversity, including recent immigrants
- Creating a national newcomer body might be seen to imply that LIPs are not consulting newcomers adequately at the local level
- Compensation for time is very important
- Dedicated space on the Executive Committee
- NLS hosting periodic discussions/summits with newcomers
- Recognize that many LIP staff are newcomers
- Hiring newcomers as researchers

This summary of breakout group discussions set the stage for a more detailed plenary discussion of newcomer engagement on Day 3 of the Summit. That conversation was structured by three questions, each of which elicited a broad diversity of ideas and perspectives. They can be summarized as follows:

1) What are the types of issues on which the NLS should engage directly with newcomers?

- Anything to do with advocacy
 - Representing Newcomer needs
- Maintain a focus on the NLS mandate
- Challenges newcomers face in engaging with LIPs
- Employment and credentials
- Paths to citizenship
- Dismantling white supremacy in LIP governance
- Systemic barrier to participation

This discussion also ranged into suggestions and concerns about how the NLS should engage with newcomers, including:

- Relying on local LIP engagement and research
- Using local-level data to identify gaps, patterns, and trends, and communicating those back to the network
- Ensuring consultation is followed up with further context and information about what was done on the basis of that consultation
- NLS going out to existing Newcomer Councils and IATs to consult with them
- Focus groups and summits for newcomers
- Recognizing that many who are engaged with Newcomer Councils and IATs are at more advanced stages of settlement. Developing tools and strategies to engage with marginalized newcomers
 - Sharing those tools and strategies with LIPs.
- Offering training to newcomers
- Ensuring adequate compensation for time

2) A second discussion question continued the conversation on how the NLS should engage with newcomers. This question included reference to a spectrum of engagement strategies ranging from ad-hoc surveys and forums, to leveraging existing local level bodies, to establishing a national Newcomer Council. This discussion resulted in broad agreement that the type of engagement should be determined by the topic at issue.

3) A third discussion question raised explicitly the possibility of relying on existing channels for newcomer consultation. This discussion raised several suggestions, including:

- Conducting evaluations to determine whether newcomers found consultations useful
- Developing “feedback loops” to share information back
- Establishing an annual forum for newcomer engagement
- Leveraging national campaigns like “Immigration Matters”

The discussion on NLS newcomer engagement concluded with several ideas and concerns only partially resolved. Several participants felt strongly that the NLS should rely by-and-large on the local-level consultation that they were already engaged in. Others held that the NLS could play an important role in strengthening local level newcomer engagement, particularly as it concerns engaging with more marginalized newcomers. There was, however, broad agreement on several key issues:

- Participants were not in favour of establishing a standing national Newcomer Council
- Participants supported the NLS engaging regularly with existing Newcomer Councils and Immigrant Advisory Tables to gather their input on relevant issues
- Participant supported the NLS organizing regular forums or summits aimed at gathering input from a diverse and representative body of newcomers
- Newcomers should be compensated for their time and participation in these events
- LIPs already engage in local-level consultation with newcomers and this work should inform the NLS’s national-level work as well

Conclusion

The *2021 National LIP Network Summit* took place over three days in September with the expressed purpose of establishing a clear mandate and governance structure for the National LIP Secretariat pilot project through collaborative conversations amongst representatives of Local Immigration Partnerships. The summit succeeded in engaging a significantly large portion of Local Immigration Partnerships in these discussions and moved towards broad-based consensus on most if not all key questions regarding network governance. In combination with the structural features of the NLS already specified in the NLS pilot project funding agreement, these deliberations establish a firm foundation for NLS work for the remainder of the pilot project period, which concludes at the end of the 2023-25 fiscal year. Remaining details will be addressed by the National LIP Secretariat Working Group, with the support of the NLS staff. Thereafter, strategic planning and the ongoing work of the NLS will continue through ongoing consultation and engagement with Local Immigration Partnerships and newcomers.

Figure 1: Day 2 Breakout Group Questions

Who are the stakeholders of the NLS?

Bearing in mind that the NLS is committed to having an executive committee made up of LIP staff members and representative of the geographical, rural/urban, municipal/community-based diversity of LIPs, how should the executive committee be structured?

How should members be selected (over and beyond the variables shared above)?

What other factors should we consider with respect to the composition of the executive committee? Should membership be institutional or individual, and is it limited by role with LIP?

What does decision making look like for the NLS?

What kinds of decisions can be left to the lead agency/NLS staff?

What kinds of decisions can be left to the Executive? How are decisions reached? (e.g. simple majority, consensus-building, a hybrid approach)

What kinds of decisions require consultation with other stakeholders? How are decisions reached? (e.g. simple majority, consensus-building, a hybrid approach)?

How should the NLS approach ongoing consultation with LIPs?

Should the governance structure of the NLS include any other bodies that support the work? E.g. Regional consultative groups (which include engagement with existing regional groupings), subject specific working groups, a designated body for the inclusion of newcomer voices, others

Given that the NLS is committed to actively including newcomer perspectives on an ongoing basis and engaging newcomers in decision-making, how should the NLS approach engagement with newcomers? What structure or structures does that approach imply?

Figure 2: Day 2 Combined Breakout Notes

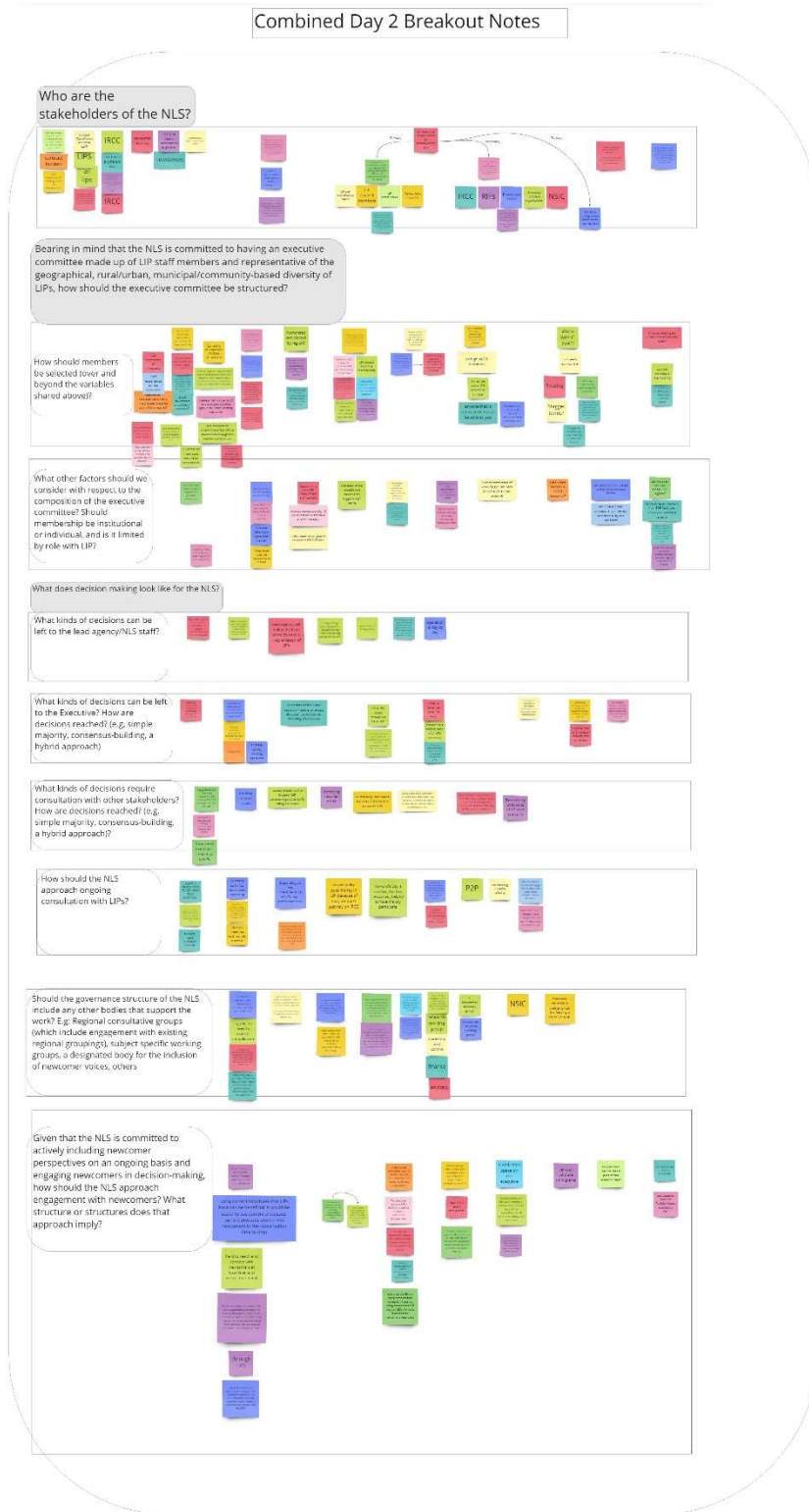


Figure 3: Draft NLS Governance Model

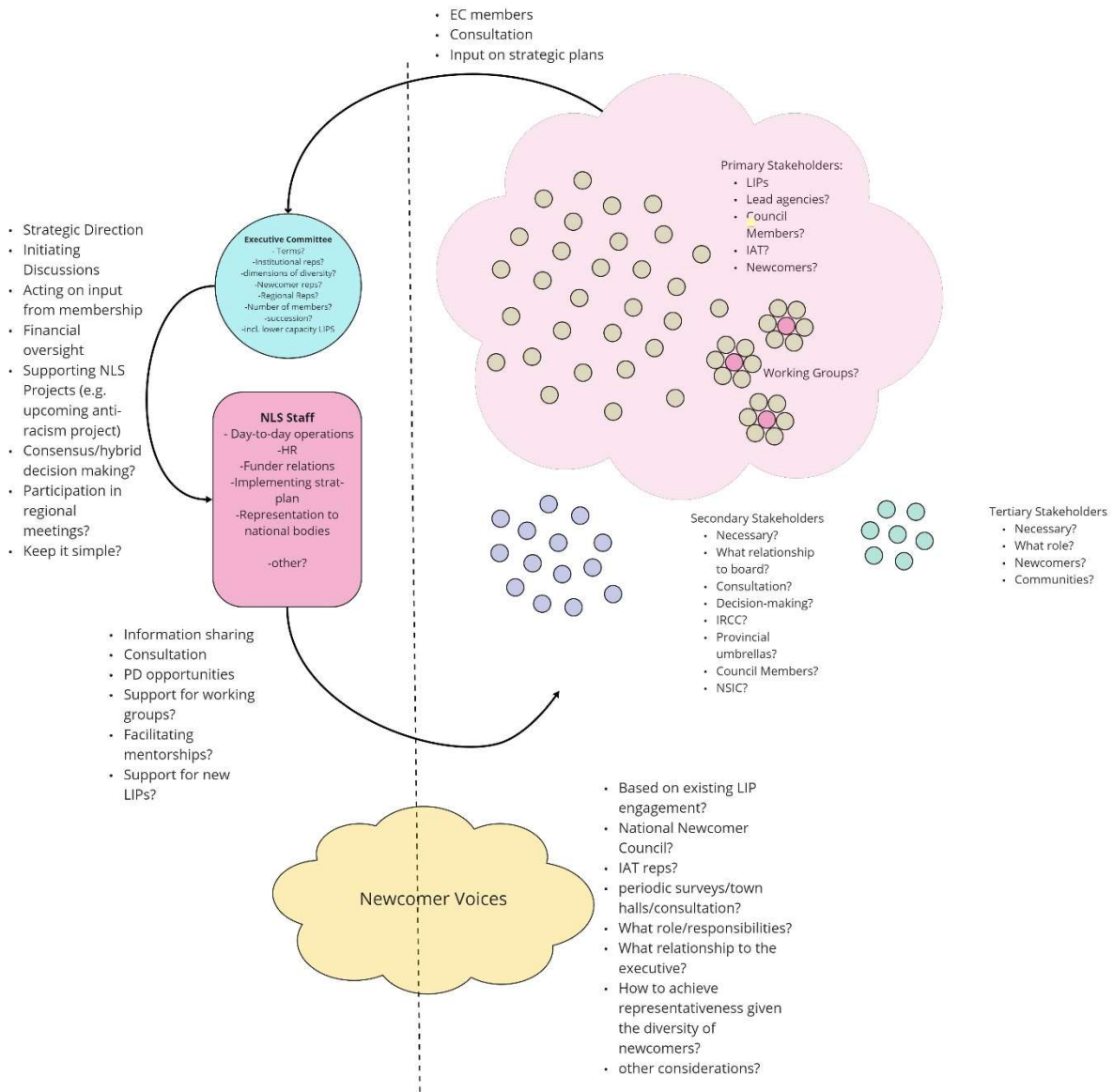


Figure 4: Spectrum of Newcomer Engagement

	Inform ¹	Consult	Involve	Collaborate	Empower
Examples heard in the workshop	<p>Virtual information sharing sessions</p> <p>Programing to share info</p> <p>Translating (to 9 different languages) and distributing critical messaging in times of crisis (Covid, flood)</p> <p>Facebook page with 1000 followers to distribute information</p> <p>Welcome Centre for newcomers – containing all necessary information and can be approached virtually or in person</p>	<p>Survey to find out what the needs are (especially related to specific situations – like Covid)</p> <p>Regular focus groups with newcomers</p> <p>Formal municipal policy requires inclusion of the immigrant population in every survey or public consultation done by the LIP or Municipality</p> <p>Getting feedback on info/educational package developed by the LIP and the Municipality.</p> <p>Regular consultation with more specific target groups – e.g. international students.</p> <p>IAT members regularly being heard.</p>	<p>Immigrants bring information and perspective to Council meetings through direct participation.</p> <p>1 on 1 conversations with newcomers to listen to their perspective</p> <p>Newcomers involved in planning, implementation and evaluation of different projects</p> <p>Diversifying communication tools, so communication and exchange flows regularly – different directions – intense all-way communication</p> <p>IAT advised the Strategic Plan in first 2 years of the</p>	<p>Working together with immigrants to organize events</p> <p>Working together with newcomers on producing videos, so stories could be shared and heard</p> <p>Immigrants taking part in organizing regular activities of the LIP (annual forum)</p> <p>Immigrants are directly involved in Working Groups - working on special projects.</p> <p>As a part of formal Information Exchange policy embedded in the TORs, members of IAT take turns to directly participate in stakeholder/Council decision-making</p>	<p>Council implements strategic directions received from IAT through Working Groups</p> <p>Immigrants assigned with key-speaker roles in public events</p> <p>IAT comes with solutions that are later adopted and implemented by the LIP, like establishing a Welcome Centre for newcomers or Wellness event.</p> <p>Newcomers participate equally in decision making tables – “we are developing a horizontal level of governance, working together with Canadian born members of the community”. (Challenge to take</p>

¹ Inform, Consult, Involve, Collaborate, Empower the public (or the community of newcomers/immigrants – in the case of LIPs)

	<p>Understanding that newcomers highly value correct and well-timed information – best gift</p> <p>Support immigrants with what they need to know about Canada and labor market</p> <p>Inform newcomers about the LIP, so they can go there and find links to more community resources</p> <p>Prepare immigrants to what to expect, connect in pre-arrival stage.</p> <p>Inspire newcomers and inform about ways to overcome challenges by success stories from immigrants</p>	<p>Organizing community picnic and distributing Survey on newcomer needs</p> <p>Surveying specific immigrant populations on specific topics – teenagers, international students, seniors, etc.</p> <p>Organizing meeting for newcomers and the Mayor</p> <p>Collecting feedback from participants in events.</p> <p>Consultation and Focus Groups to identify strategic priorities (in first languages)</p> <p>IAT – connected to Steering committee through a liaison/LIP staff person who brings ideas and proposals for decisions</p>	<p>LIP, but there was a challenge of being a segregated group of people. Goal was to empower/inspire immigrants to participate more directly.</p> <p>Network of agencies serving newcomers comes together on monthly bases – sharing concerns and exchange info about newcomer needs</p> <p>IAT meetings held monthly to hearing voices and needs of immigrants. Immigrants also participate in Working Groups and Council meetings – quarterly</p>	<p>meetings and bring issues there</p> <p>Bringing issues like racism, employment, international students, going virtual, etc. to high-level decision making tables.</p> <p>IAT members participate in envisioning and organization of activity (festival), designing cultural event and creating culturally appropriate food basket</p> <p>IAT champion members recognized and encouraged to support the rest of the group.</p> <p>Showcasing immigrant success and strengths</p>	<p>specific demographics in consideration, e.g. teenagers).</p> <p>LIP uses the IAP2 Spectrum of Public participation and engages newcomers in different ways depending on the context with a special focus on onboarding - encouragement and orientation provided so IAT and WG members better understand/embra ce their roles and participate more meaningfully in co-designing decisions. Safer space is created through monthly meetings of IAT.</p> <p>Findings of Survey are addressed by LIP Council in planning and decision making</p> <p>(Health, care, business risk, employment, housing, dealing with grief and loss, racism, etc.)</p>
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