

Report on the 2022

National LIP Network Summit:

National-Level Collaboration in Support of Local-Level Effectiveness and Sustainability

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For the National LIP Network

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Executive Summary

The 2022 National LIP Network Summit event was held at the Westin Hotel in Ottawa on November 17th, 2022, immediately following the P2P conference. It was attended by staff representatives of 54 LIPs. The event represented the continued development of national-level LIP collaboration and was organized by the National LIP Secretariat with support from the NLS Executive Committee. Funding in support of the event was provided by IRCC.

The agenda for the 2022 NLN Summit included reports from the National LIP Secretariat Co-leads, as well as from the co-chairs of the LIP Research Working Group. The bulk of the event was dedicated to collaborative discussions between LIP staff members on three subject areas: LIP sustainability, LIP anti-racism work, and support for new LIPs and new LIP staff. These discussions were facilitated by NLS staff using a modified “World Café” approach (see the full report).

The collaborative conversation on LIP sustainability highlighted several areas of work that are already being undertaken by the NLS as well as some new ideas for LIP collaboration. The former category included creating a central repository for LIP resources and creating an interactive, web-based map of LIPs across Canada. There was an emphasis in this conversation on making the inclusion of materials in a central repository an inherent part of the completion process of any major LIP activity. The conversation around LIP sustainability also included a lively discussion of the role of LIPs and the National LIP Network in advocacy, specifically around policy and operational issues within the settlement sector. While there was no consensus on this issue, there was broad recognition of the important role for a collective LIP voice in helping shape settlement policy and practice.

The conversation on LIP anti racism work resulted in a similar set of actionable recommendations, with several touching on and augmenting work that has already been initiated by the NLS. This included the development of a central repository of anti-racism resources and the establishment of a national anti-racism committee or working group that consciously employs anti-colonial structures and practices. It also included the use of inclusive co-design principals in the development of an adaptable anti-racism framework that could function as a template for use by individual LIPs. The conversation on LIP anti-racism work recognized the unique position that LIPs occupy in the settlement landscape, with their networked connections to a broad range of community partners rendering them uniquely well-placed to lead this work.

On the issue of supporting new LIPs and new LIP staff, participants homed in on the concept of a formalized system of mentorship between new and more experienced LIP staff. This conversation began with a recognition that several LIP staff members from across the country had played an outsized role in mentoring new LIP staff and helping new LIPs get off the ground. That recognition was coupled with the acknowledgement that such informal relationships place an undue burden on some individuals and are therefore unsustainable. Participants proposed a range of potential models for a mentorship system that address some of the shortcomings of such informal connections. The NLS will continue working toward the establishment of such a system in 2023.

Event evaluation forms from the 2022 National LIP Network Summit indicate that most participants found it to be a well-organized, valuable exercise that responded well to their needs and expectations. While some participants found the timing of the event following the P2P conference challenging, there is clear interest on the part of LIP staff members for more in-person summits of this type.

The National LIP Secretariat is actioning several of the key recommendations that emerged from the summit through continued engagement with the National LIP Network, the establishment of an anti-racism working group, and a virtual follow-up event planned for January 30th, 2023.

Introduction

The 2022 National Local Immigration Partnership Network Summit (the NLN Summit/the summit) was held at the Westin Hotel in Ottawa on November 17, 2022. The summit followed the three-day long Pathways to Prosperity Conference (P2P) and was attended by 63 representatives from 54 LIPs. The stated purpose of the 2022 NLN Summit was to “chart a path forward for mutual support and collaboration amongst LIPs.”

While the history of inter-LIP collaboration can be traced back to the earliest years of the LIP program in southern Ontario, the 2022 National LIP Summit can trace its origin most clearly to the 2018 LIP Learning Event in Calgary. It was during this event that the concept of a formalized body to support national level collaboration between LIPs (the National LIP Secretariat/NLS) began to take shape. More recently, the 2021 National LIP Network Summit took place online over three days with participation from 45 LIPs. The primary objective of that summit was “to establish a clear mandate and governance structure for the National LIP Secretariat pilot project through collaborative conversations amongst LIP representatives.” With the underlying structures of national-level LIP collaboration now established, the 2022 Summit represented the first opportunity to engage the entire network of LIPs in discussions focused squarely on the substantive content of their collaboration.

Funding for the 2022 National Lip Network Summit was provided by IRCC through the National LIP Secretariat Pilot Project grant, which is held by The Neighbourhood Group – the non-profit organization that houses the Toronto South Local Immigration Partnership. That agreement is administered jointly by the Toronto South LIP and the Jasper LIP, as co-leads of the National LIP Secretariat pilot project. The grant that supports the NLS Pilot Project provides funding for in-person LIP Network events in fiscal years 2022/23 and 2024/25.

Planning the Event

A national in-person meeting of LIPs in fiscal 2022/23 was first suggested in the original proposal for a National LIP Secretariat pilot project as one of three “in-person LIP consultations” over the course of the 5-year funding period. Due to changes in the funding of the pilot project¹ and the COVID-19 pandemic, the first of these “in person” consultations took place virtually. The 2022 summit was thus the first opportunity since the LIP Learning Event in Calgary in 2018 for a large majority of LIPs to engage in focused, in-person discussions on collaboration and mutual support at a national level.

Planning for the 2022 NLN Summit began with consultations involving the National LIP Secretariat Executive Committee on June 28, 2002. Follow that initial “brainstorming” session, NLS staff developed a survey to gather further input from LIPs on their priorities for a national summit. The

¹ the core grant for the project was reduced to three years, with “bridging funding” supplied to sustain the project in years one and two.

five-question survey probed LIP preferences for issues to be discussed during the summit, interest in further developing sub-national LIP networks, priorities in the development of LIP working groups, and needs for collaborative support of local-level work. Twenty-seven LIP representatives completed the survey. The survey results helped inform subsequent planning discussions with the NLS EC. The NLS EC met on two additional occasions to discuss the planning of the 2022 NLN Summit, on September 19th and again on October 25th. The group agreed upon a general agenda for the day, including a short list of core discussion topics, including LIP sustainability, anti-racism, support for new LIPS/coordinators, and professional development. It was also agreed that space should be held for emergent conversations.

The 2022 National LIP Network Summit

i. Core Agenda

The core agenda of the summit began with a report from NLS project co-leads Paulina Wyrzykowski and Doug Olthof. The report covered an history of the development of the NLS project, a review of its mandate, an overview of the work completed to date, a summary of ongoing work and a discussion of the rationale for the present summit. This was followed by a presentation by Meagan Reid (Bow Valley LIP) and Dan Vandebelt (Waterloo LIP), co-chairs of the LIP Research Working Group. Meagan and Dan's presentation included a history of the research working group and a summary of its work to date. That work includes contributing guidance the NLS partnership with the Community Data Program, specifically with respect to data purchases and the development of data visualization tools. To that end, Dan and Meagan introduced a "parking lot" to solicit input from attendee on their data needs and priorities.

ii. Collaborative Discussions

One of the primary goals for the 2022 Summit was to set a clear direction for national-level collaboration and mutual support amongst LIPs. This meant moving from creative, exploratory conversations toward the concrete, action-oriented and specific. Another challenge was to engage in this style of conversation on multiple topics within a single day. At the suggestion of NLS staff, the NLS EC endorsed a plan to use a "world café" facilitation strategy with multiple, simultaneous conversations on topics of mutual interest to the National LIP Network.

The world café facilitation plan called for participants to self-assign to one of three conversation groups. Each conversation group would be further divided into six sub-groups. To that end, participants were asked during the morning coffee break to select a coloured ticket from one of three bowls, each representing one of the three topics of conversation. Each bowl contained 24 tickets numbered 1 through 6, thus establishing a maximum of 24 participant per conversation. Twelve tables were set up and coloured placards indicating the conversation assigned to them (green=LIP sustainability, blue=anti-racism, orange=support for new LIPs). Each placard was also imprinted with

a number combination: 1&2, 3&4, 5&6. Thus, participants were assigned to tables corresponding with the colour of their ticket and the number written on it.

In addition to the self-selection process, twelve volunteers were identified to act as “table hosts” for the conversations (see *acknowledgements*). Table hosts were invited to participate in the conversations but were also tasked with taking notes and facilitating (i.e., keeping discussions on topic and ensuring equal space for all participants). In the first round of conversation, participants were asked to relate a story, anecdote or experience related to the topic of conversation. The purposes of this initial round of conversation were to “break the ice”, to establish in each participant a personal connection to the topic at hand, and to establish a shared understanding of the various ways the topic impacted LIP colleagues and their work. Table hosts were not asked to take notes for this portion of the world café conversation.

After 20 minutes of discussions, table hosts were asked to lift the coloured and numbered placard on the table, revealing a second placard with the same colour, but a different number combination. Participants were then asked to relocate to the table with the colour and number combination corresponding to their ticket. Table hosts remained at their original table. This process was repeated in each round of the conversation, resulting in different combinations of table participants in each round. Participants were engaged in conversation on the same topic in each round, but with a different combination of table partners. Only in the fourth and final round did participant return to their original combination. The purpose of this approach was to encourage “cross-pollination” in each round of the conversation as well as to encourage familiarization between members of the National LIP Network.

The second round of the World Café conversation asked participants to identify and, if possible, to group themes that emerged from the anecdotes and experiences they heard in round one. Table hosts were asked to create a list of those themes. After another reshuffling of participants, the third round of the conversation asked participants to review the list of themes and discuss the needs and opportunities that may exist for LIP collaboration in relation to them. In the fourth round, participants returned to their original tables and were asked to identify clear first steps – including timelines and responsibilities – toward realizing national-level LIP collaboration on these issues. In this way, the world café conversation aimed to generate clear and actionable ideas about the future direction of collaboration between LIPs.

Following a lunch break, the group turned for a plenary session in which each table host presented a summary of their notes from the four-round conversation and the entire group engaged in a “popcorn style” discussion of each topic for a further 30 minutes. The World Café conversation and plenary were designed, facilitated and documented by NLS staff with knowledge capture supported by graphic facilitation specialist Assma Basalamah of Aha! Consulting (see *appendix 1*).

iii. LIP Sustainability

Participants engaging with the topic of LIP sustainability were offered the following paragraph to help guide their conversation:

The past four years have seen significant developments in the LIP sphere; originally a pilot project, LIPs have now become a key part of the settlement landscape, from participating in emergency community response (Covid-19, Ukrainian migration) to taking on anti-racism initiatives and organizing stakeholder consultations in the lead up to CFP 2019. At the same time, the LIP Network has continued to grow and mature, making LIPs not only more aware of their shared challenges but also more capable of working together to address them. The National LIP Network can help shape a more sustainable future for the Local Immigration Partnership program by engaging collectively in conversations that are of interest to all members. These may include (but are not limited to) the LIP funding model, capacity, staff retention and compensation, the consistency of IRCC approach to engaging with LIPs, and the influence of the LIP host on LIP work. This discussion will aim to identify the core common challenges to LIP sustainability and identify possibilities for LIPs to play a collective role in shaping more supportive foundations for our work.

Discussions followed at three tables, with the first round focused on related personal stories, anecdotes or experiences with the topic at hand. In the second round, table hosts began recording core themes that arose in the previous round. These themes included:

- Partnership culture
- Strategic embeddedness in host organizations
- Haphazard structures
- Ambiguous job descriptions
- The untenability of part-time coordinator roles
- Need for dedicated research and communications roles
- Compensation
- Staff turnover
- Administrative burden
- Long-term funding & community buy-in
- Lack of understanding of the LIP program
- Burn out
- Limitations of different types of agreement holders
- Scope creep
- Accountability

In the third round of the conversation, participants began forwarding ideas for LIP collaboration and mutual support aimed at bolstering LIP sustainability. Several of these ideas received further discussion in the plenary session discussed below. A summary of those ideas is as follows:

- Creating a central repository of templates (job descriptions, TORs, etc.)
- Creating an interactive map of all LIPS on the NLS website
- Sharing funding and operations issues via a dedicated (confidential) working group
- An SDI-funded research project to map different LIP structures and recommend best practices
- Creating a “pitch package” explaining what LIPS are and the value they bring

- Collectively “tell our story”
- Update the LIP handbook
- Regular NLS-hosted discussions on topics of shared interest
- Advocating with IRCC and others for funding across departments
 - Diversify sources of funding
- Engaging IRCC to help them tell the “success story” of LIPs
 - Give them the words to describe LIPs’ success – indispensable, indisputable, undeniable
- Improving department-wide understanding of LIPs within IRCC
 - NLS could develop a webinar for onboarding new IRCC Program Officers
- Using the anonymity of the network as a channel for advocacy
 - Leverage the NLS to this end
 - Use the power of the collective voice
- Improving recognition of the unique space LIPs occupy and the value they bring to enhance sustainability
 - Investment vs. impact
 - Breaking down silos
- Developing a community of practice
- Expanding the concept of performance measurement
 - Instead of just telling IRCC what they want to know, tell them what we want them to understand.

In the fourth round of the conversation, participants worked to specify actions that can be taken within the next several months to generate collaboration and mutual support around LIP sustainability. These suggestions were discussed in the plenary session that followed the world café conversations. Some of the ideas discussed (e.g., creating a repository, creating an interactive map of LIPs on the NLS website) are already being actioned by the NLS, but were expanded upon during this discussion. For example, LIPs have long used online communities of practice like basecamp and settlernet.org to share resources, but some participants find these forums to be ineffective. In many cases, LIPs are passive in waiting to be asked by other LIPs to share research reports, tools and templates. The suggestion was made that uploading a report or tool to the NLS website should be considered part of the completion process of any major LIP activity. This idea ties in with the suggestion to build and develop a community of practice wherein sharing with the network becomes an inherent part of the work LIPs do.

A substantial part of the plenary discussion on this topic was given to discussing advocacy. A lively discussion emerged on the topic of advocating for policy and operational changes within IRCC. Several participants expressed the need for LIPs to take a strong stance on a range of issues, aiming a critical lens at IRCC and, as at least one participant put it, to occasionally “bite the hand that feeds us.” Other expressed the difficulty of taking such bold stances when the organizations housing the LIP are nervous of losing funding. At least one participant cautioned the group to remember that IRCC is the primary funder of LIPs. There was some agreement that the National LIP Network could be a useful vehicle for conveying unified messages to IRCC and others and that the anonymity of a collective message could help alleviate some of the concerns contract holding organizations have with respect to advocacy. One interesting suggestion was that LIPs could use the APRCP reporting process

to convey collective messages. The group also recognized that the NLS has an important role to play in representing the interests of LIPs to IRCC and that the NLS had developed strong relationships with IRCC's policy branch.

iv. Anti-Racism

Participants engaging with the topic of anti-racism were offered the following paragraph to help guide their conversation:

Fostering more welcoming and inclusive communities is core to the LIP mandate. Implicit in this objective is the need to address all forms of systemic discrimination, including racism. In recent years, a series of tragic murders of Black men and women at the hands of the police in the United States have placed systemic racism in the forefront of public discourse, both in the United States and Canada. The COVID-19 pandemic, meanwhile, underscored inequities throughout Canadian society. In this context the newcomer serving sector in general and LIPs in particular have established a new focus on combating racism. LIPs do this work at the local level, drawing on their broad-based partnerships to respond to the context-specific challenges of their communities. This is challenging work, and there are likely to be wide ranging benefits to LIPs sharing and collaborating with one another as they engage with it. The purpose of this conversation is to identify some of the most urgent and promising areas for mutual support and collaboration between LIPs as they engage in anti-racism work, and to identify some of the first steps we can take as a network as we pursue that objective.

The discussion format was identical to that of the LIP sustainability conversation, with round two of the conversation generating the following list of themes:

- Resilience
- Youth
- Anti-bullying
- Xenophobia
- Unconscious bias
- Inclusive messaging
- Tokenism
- Early engagement with newcomers
- Funding challenges
- Transition to action/creating behavioural changes
- Combining education and action
- Reporting and categorization of racist incidents

The third round of conversation produced a range of ideas and opportunities for LIP collaboration and mutual support around anti-racism work:

- Creating a platform for resource sharing
- Train the trainer opportunities

- Newer LIPs can receive advice and resources from more experienced LIPs
- Creating an inventory of funding opportunities
- Creating an inventory of federal anti-racism initiatives
- Collaboratively developing an action-oriented EDI framework
- LIPs collaborating to plan and host virtual anti-racism events
- Campaigning against “Canadian experience” requirements
- Creating a list of 5 “anti-racism principles” to promote collectively
- Creating an anti-racism working group
- Creating an “anti-racism charter” for LIPs
- LIPs advocating collectively for policy change/systemic change

In the fourth round of the conversation, participants specified actions to be taken in the immediate future. These included creating an anti-racism committee or working group that consciously employs anti-colonial structures and practices. An example given was the “sharing circle” approach to group conversation. This led into a discussion of “co-design principles” in relation to LIPs co-creating an anti-racism framework that could be adapted to each LIP. All LIPs would have an opportunity to contribute to the development of a framework and/or anti-racism charter, starting from basic anti-racism principles. The immediate goal would be to identify and agree upon a short list of core principles that would inform local-level adaptations. Conversely, the local level-work that LIPs do could be compiled into a single, national-level report highlighting the role of LIPs in combating racism. There was a general recognition that racism is national in scope, and so the work that LIPs do at the local level can be informed by and contribute to national-level campaigns.

As with the conversation on LIP sustainability, some of the suggestions for immediate action reflected work that is already underway. This included creating an online repository of anti-racism resources (something already in underway with the development of the NLS website). In addition to a resource repository, some participants suggested creating an index of anti-racism initiatives taking place across Canada as well as a list of anti-racism trainers and consultants. Once again, the plenary discussion touched on the shortcomings of existing platforms for LIPs to share resources. While it was noted that the Basecamp3 platform addresses many of the shortcomings of the existing Basecamp LIP forum, it was also acknowledged that better sharing of resources between LIPs requires a behavioural change. Namely, LIPs need to begin thinking of resource sharing within the network as part of their core work.

Finally, the discussion of LIP collaboration on anti-racism work shifted focus to the society-level role of LIPs in combatting racism. A participant raised the questions of how we can be confident that efforts toward attitudinal and behavioural change are, in fact, effective. The led into a discussion of the long-term nature of anti-racism work and the fact that the timelines of creating social change do not necessary correspond with funding cycles and reporting periods. Several participants emphasized that systemic racism is an inherent feature of our society and that we have a moral duty to dismantle it. It was further recognized that LIPs are uniquely positioned in the settlement sector to engage in and lead anti-racism work

v. Support for New LIPs and New LIP Staff

Participants engaging with the topic of support for new LIPs and new LIP staff were offered the following paragraph to help guide their conversation:

As a relatively new approach to nurturing community-based integration of newcomers and building welcoming communities, LIPs lack an established standard of professional expertise, nor an agreed upon procedure for their development. The work of LIPs is very much context specific and dynamic, and even though it constantly evolves with the context, it can nonetheless build on previously implemented strategies and the integration of current peer experiences. Consultations with 11 “new LIPs” in June 2022 identified the need for better support for LIPs and LIP staff in their early period of their development. Staff turnover across the LIP network means that many LIP coordinators in longer-established LIPs are new in their roles and could also benefit from greater support. The purpose of this conversation is to identify some of the most urgent challenges and promising areas for mutual support and collaboration between LIPs as we address the specific challenges faced by new LIPs and new LIP coordinators, and to identify some of the first steps we can take as a network toward that objective.

Once again, the second round of the conversation resulted in a list of common themes:

- Onboarding
- Isolation
- The challenge of explaining the LIP program
 - To potential partners
 - Within your own organization (municipalities in particular)
- Lack of consistency
- Changing IRCC staff (program officers)
- Mentorship
- Relationships with other LIPs

As with the previous conversations, round three of the discussion produced several ideas and opportunities for LIP collaboration and mutual support:

- Promoting mentorship relations between LIPs (rather than guidebooks)
- Regular-subregional group meetings
- Clarifying the relationship between the NLS and regional/subregional groupings of LIPs
- Facilitating engagement between LIPs
- Workshops on common LIP challenges and LIP staff competencies
 - How to form a partnership council
 - Addressing housing
 - Anti-racism
 - Rural attraction
 - Supporting francophone communities
 - Facilitation
 - Event planning

- Research
- Evaluation
- Report writing
- Networking
- Grant writing
- Social media
- Specific onboarding professional development
- Creating an accessible list of LIPs and LIP coordinators
- A dedicated webpage for new LIP resources
 - Including “marketing materials”
- Improving communication between IRCC and NLS when a new LIP comes online

In the fourth round of the conversation, participants began identifying some concrete actions that can be taken in the immediate future to improve LIP collaboration around supporting new LIPs and new LIP staff. One theme recurring among all the groups discussing this topic was mentorship. Many LIP staff members have benefitted tremendously from mentorship relationships with staff from other LIPs. In every LIP region it is possible to identify a small number of LIP coordinators who have played prominent roles in supporting new LIP staff and helping new LIPs get off the ground. There is a clear appetite for formalizing mentorship as a feature of new LIP development and onboarding for new LIP staff, but also a recognition that continuous reliance on small number of experienced LIP coordinators and directors is not sustainable.

Several ideas were floated for creating a mentorship system that supports knowledge sharing of this type without overburdening experienced LIP staff. These included creating an evolving list of volunteer mentors who could remove their names when their availability changes, as well as peer-matching strategies to connect LIPs with similar geographies, institutional characteristics and other pertinent qualities. Potential mentors would also be able to self-identify as having specific areas of competency they would be willing to share (i.e. research, communications, facilitation, etc.). An immediate action item on this issue is to create an interactive map on the NLS website that allows LIPs to update their own information about their LIPs and the communities they serve. This will allow for peer matching as new LIPs and new LIP staff can seek out LIPs that share key characteristics with their own.

Evaluation

At the conclusion of the 2022 National LIP Network Summit, evaluation forms were distributed to all participants. The evaluations forms contained five questions and were completed by 26 participants. This feedback will aid in the organization and planning of future National LIP Network events. The results of the evaluation are included in *appendix 2*.

The first question in the evaluation form asked participants: *What were your expectations for the one-day NLN Summit?* Seven choices were provided, including an “other” option. Responses were as follows: Networking with other LIPs (15); Finding ways for LIPs to move forward together on specific

initiatives or challenges (13); Getting ideas on how to find support within the LIP network (11); opportunity to discuss my unique challenges (5); Finding ways to strengthen LIP voices at decision-making tables (4); Inspiration for my day-to-day work (3); other (0).

The second question asked: *To what extent did the summit meet your expectations?* Answers were as follows: Not at all (0); somewhat (9); completely (12); exceeded (5). A full list of comments is included in *appendix 3*. Some comments of relevance to the planning of future events included the perception that the agenda was determined by NLS staff, that some issues (including the role of the NLS) were left unaddressed, and that holding the event after three days of P2P conferencing was very tiring. Other comments included positive reviews of the facilitation strategy, expressed interest in more events of this type and satisfaction with outcomes, including forming stronger connections with other LIPs.

The third question asked participants to score the NLN summit in terms of enhancing participant's capacity in four areas, with scores ranking from one (not at all) to five (total). Scores were as follows: Capacity to engage with other LIPs 1(0), 2(1), 3(2), 4(9),5(14); capacity to understand the work and purpose of the NLS 1(0), 2(2), 3(4), 4(11), 5(9); capacity to take part in initiatives that are national in scope 1(0), 2(4), 3(6), 4(9), 5(7); Capacity to advocate with your PO around issues that are relevant to you specific LIP 1(3), 2(4), 4(8), 4(5), 5(6). One participant commented in the "other" field: "understand the LIP model better on a local, regional and national level."

The fourth question asked: *Will the summit influence or change your future work? How?* 17 participants responded positively to this question while two participants responded in the negative and four responded with uncertainty. A further three responded that they "hoped" for positive outcomes. The details of these responses are contained in *appendix 2*.

Question 5 invited additional feedback from participants. 16 responses were recorded, with 8 of these responses being expressions of appreciation to NLS staff for organizing and facilitating the event. Other responses included: references to the value of connecting with other LIPs (2); request for improved communication on next steps and timelines (1); requests to "keep new LIPS in the loop" (1); a question as to why the event didn't last longer (1); an expression of appreciation for the relaxed and flexible atmosphere of the event (1); and regrets that we did not take a group picture (1). One participant also noted their frustration at the lack of interest in their work on the part of the CA holder. Details can be found in *appendix 2*.

Conclusions

The 2022 National LIP Network Summit was well received by participants and achieved substantial progress on several key areas for national-level collaboration between LIPs. The event represented the continuation of a process that began in March 2018 at the Calgary LIP learning event and has continued with the NLS pilot project. With staff turnover being a persistent issue across many LIPs, the event marked the first opportunity for many LIP staff members to engage in focused collaborative discussions with their counterparts from around the country. Feedback from the event suggests that both new and experienced LIP staff members consider this type of event and the collaboration it supports to be beneficial to their work.

While the event was by-and-large a success, there were notable challenges in its organization that should be considered for future iterations on the NLN summit. One such challenge stemmed

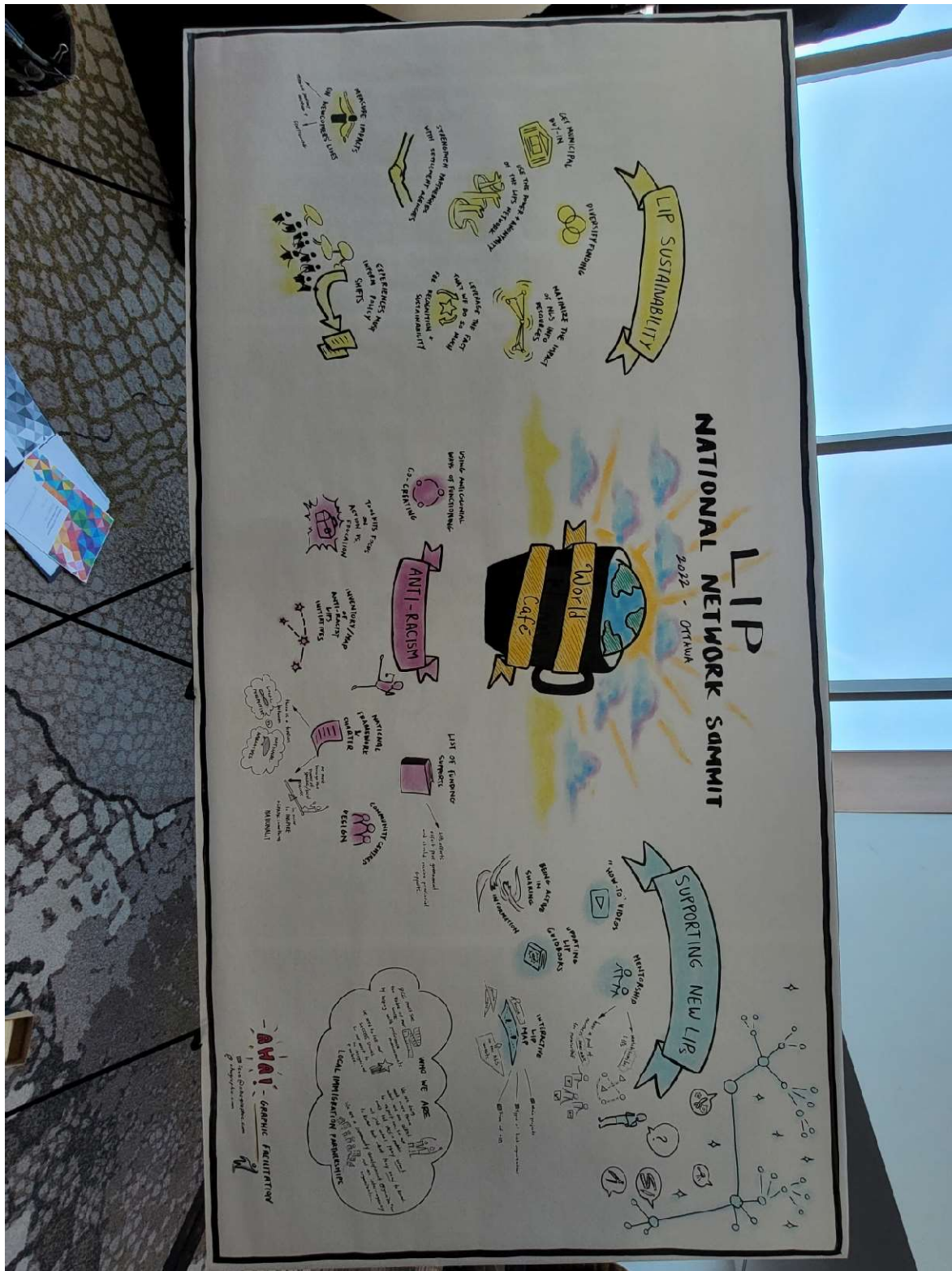
from the fact that the NLS Pilot Project grant does not contain funds to support travel and accommodations for LIP representatives attending in-person summits. To ensure that LIP staff members were able to attend the event, IRCC agreed to issue a directive to program officers to facilitate amendments to individual LIP contribution agreements and grants. NLS staff followed up with LIPs to ensure that such requests had been duly processed, but in at least a few cases there were gaps in communication that complicated this process.

Secondly, in an effort to reduce the costs associated with holding an in-person meeting of LIP staff from across Canada, the NLS partnered with the Pathways to Prosperity conference, organizing the summit to follow immediately after the P2P conference and in the same venue. P2P is one of the largest national newcomer settlement conferences in Canada and is attended by most LIPs. The partnership between the NLS and P2P was effective in reducing the additional budgetary requirement to facilitate LIP attendance at the 2022 NLN summit, which likely had a positive effect on attendance. At the same time, some participants noted that holding the event after three days of conferencing strained their capacity to engage. From an event organizing perspective, challenges emerged with respect to ensuring that registration for the event was consistent with the established governance structure for the National LIP Network. Specifically, organizers encountered some challenges in ensuring that only one representative from each LIP registered for the event and that no “non-LIP” participants were in attendance. These restrictions were considered important to ensuring a safe and egalitarian environment for collaborative conversations.

Finally, one of the key takeaways from the summit was that there exists significant appetite for annual in-person meetings between LIP staff members. This was documented in the post-event feedback forms and was also a topic of informal discussion immediately following the event’s conclusion. As noted above, the NLS Pilot Project grant contains funding to support an additional event in fiscal 2024-25, with the expressed objective of that event being the evaluation of the pilot project itself. Feedback from the 2022 event suggests that additional funding in support of National LIP Network summits in fiscal 2023-24 and beyond would be beneficial to strengthening collaboration between LIPs, with positive outcomes for their local level work.

Follow-up from the 2022 National LIP Network Summit will include the establishment of a national anti-racism working group in early 2023. The working group will incorporate suggestions recorded during the summit. On the issue of LIP sustainability, a survey has been circulated to all LIPs in late 2022 to aid in the planning of next steps. Finally, a virtual follow-up event is currently being planned for January 30th, 2023. The focus of this event will be solidifying the structure of a LIP mentorship system and initiating the first steps towards its establishment.

Appendix 1: Graphic Knowledge Capture



Appendix 2: Event Evaluation Results

26 evaluation sheets collected

1. **What were your expectations from the one day NLS Summit? (Please choose your top two)**
 - a) Networking with other LIPs -**15 participants**
 - b) Getting ideas on how to find support within the LIP network – **11 participants**
 - c) Opportunity to discuss my unique challenges – **5 participants**
 - d) Inspiration for my day to day work – **3 participants**
 - e) Finding ways for LIPs to move forward together on specific initiatives or challenges – **13 participants**
 - f) Finding ways to strengthen LIP voices at decision making tables – **4 participants**
 - e) Other:

2. **To what extent the Summit met your expectations:**
 - a) Not at all – 0 participants
 - b) Somewhat – 9 participants
 - c) Completely – 12 participants
 - d) Exceeded – 5 participants

Explain your answer:

- The World Café was an excellent way to discuss my expectations
- We should have more opportunities like this
- Some elements were not discussed, I am still unclear of the role of NLS and what can we expect from them.
- Ideas that are relevant to short term and long term plans were captured
- The LIP Network Summit already had issues that it wanted to discuss
- Excellent event, well facilitated, great opportunity for cross pollination and info/knowledge sharing. Also, very de-isolating.
- Lots of networking and sharing of best practices and challenges.
- Made the connections need and created a good networking group
- However, given the level of exploitation that my NGO (municipality) exacted upon LIP (only me), I am sadly feeling this is my last year, despite great work done – my department is very toxic and doesn't treat the LIP as equal in pay and benefits.
- It was a great start but needs to keep moving
- I am exhausted from being here for 4 days. My mind is full and can't take in any more. My physical fatigue limits me to engage more.

3. For the following, mark your answer on a scale from one (not at all) to five (totally). The Summit has enhanced your capacity to:

- Engage with other LIPs: 1 2 3 4 5

1 – 0 answers
2 – 1 answer
3 – 2 answers
4 – 9 answers
5 – 14 answers

- Understand the work and purpose of the NLS: 1 2 3 4 5

1 – 0 answers
2 – 2 answer
3 – 4 answers
4 – 11 answers
5 – 9 answers

- Take part in LIP initiatives that are national in scope 1 2 3 4 5

1 – 0 answers
2 – 4 answers
3 – 6 answers
4 – 9 answers
5 – 7 answers

- Advocate with your PO around issues that are relevant to your specific LIP: 1 2 3 4 5

1 – 3 answers
2 – 4 answers
3 – 8 answers
4 – 5 answers
5 – 6 answers

- Other:
 - Understand the LIP model better on a local, regional, and national level

4. Will the Summit influence or change your future work? If yes, how?

- Yes, much better sense of scope and reach of the LIP
- Yes, research and resources.
- No
- Yes
- Yes, I would reach out more often for help
- Hopefully we will have platform to share resources
- Certainly - lessons learned from other LIPs that will guide our work.
- Not sure
- I hope it enhances LIP ability to push the envelope nationally and otherwise
- Yes, I have more programing ideas plus new ways to try to succeed.
- Not really
- Maybe, I am not sure

- Yes,
- Yes. Now, more than ever I can see the value of having a LIP organization.
- Yes, I got ideas of how to get more involved in the community, and how to adjust my priorities to the community needs.
- Great experience around the NLS members
- Hopefully it will for who will come after me.
- Yes! Always opportunities to grow after all this connecting
- Yes, great information!
- Yes.
- Yes. I feel empowered and hopeful that all this ideas, information and sharing, keep me in line of what I need to do.
- New ideas, communication
- Don't know yet.
- Yes, through greater connection and understanding of LIPs and focus on both national and local levels.
- Work collaboratively with LIPs on national level; Use Basecamp/Settlenet.org more frequently; Inspired, hence more energy!

5. Feel free to provide additional feedback on any element of the conference, or anything else you want to add:

- Connecting in-person is invaluable. Very much appreciated the advocacy behind organizing this event.
- Provide the next steps and timeline to all the LIPs. Communication must be enhanced.
- Keep new LIPs in the loop.
- Why did it end at 3? We are all here, we should have used the full day.
- There is great potential in continuing to have the Summit
- Wish we could have taken a group photo 😊
- Thanks! You guys are great. Love the graphic note-taker!
- Thank you so much!
- It was good meeting and opportunity to connect.
- It was a great event, well organized, relevant, great discussions and inspiring.
- Loved this meeting and taking a lot of value information.
- Thank you for all the great work.
- Having no evaluation of your work is like being ghosted by the holder of your contract and very demoralizing.
- Thank you NLS!
- Thanks for all your work.
- This day had more flexibility and time to relax which I appreciate. The first 3 days were packed and was challenging to decompress during the day but it was well structured today.