



**National Local Immigration  
Partnership Secretariat**  
Strategic Plan

2022-2025

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Prepared by The National LIP Secretariat Executive Committee and  
Staff

## **NATIONAL LIP SECRETARIAT - WHO WE ARE**

National LIP Secretariat (NLS) functions as the backbone support of a National LIP Network comprising over 80 Local Immigration Partnerships (LIPs)/Zonal Immigration Partnerships (ZIPs). Its purpose is to support the work of National LIP Network members through information sharing, facilitated collaboration, the provision of professional development opportunities, and collective representation at the national level.

A desire to create a National LIP Secretariat (NLS) was evident from the input received from LIPs/ZIPs across Canada at the 2018 learning event. It resulted in 2021 National LIP Network Summit that facilitated the development of NLS governance structure that will remain in place throughout the pilot project, which is scheduled to conclude in March 2025. A review process in the final year of the pilot project will determine the changes required to the governance structure, should the National LIP Secretariat continue beyond the pilot project phase.

## **NLS GOVERNANCE STRUCTURE**

**Governance Model:** The National LIP Secretariat employs a “constellation governance model” that includes network members (LIPs/ZIPs), an Executive committee comprised of LIP network members, NLS staff, both standing and ad hoc working groups, and other stakeholders (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.

**NLS Executive Committee:** The Executive Committee will provide strategic and operational guidance to the National LIP Secretariate to safeguard the vision, mission, and core values of the Secretariat. The NLS Executive Committee will consist of LIPs/ZIPs staff selected to represent diversity of LIP/ZIP voices. The NLS Pilot Project Co-Leads will sit on the Executive Committee in ex-officio, non-voting capacities. LIP/ZIP representatives are selected by an independent LIP/ZIP Nominations Committee following an open nominations process and serve for a two-year term. Only LIP/ZIP representatives serving terms have voting privileges. Executive Committee Members serve as representatives of their LIP/ZIP, and their membership is transferrable in the event of staffing changes within their organization.

**NLS Administration:** 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.

**Membership and Stakeholders:** The NLS is primarily responsible to Local Immigration Partnerships and Zonal Immigration Partnerships across Canada. Each IRCC-funded Local Immigration Partnership (LIP) or Zonal Immigration Partnership (ZIP) is considered a

member of the National LIP network and is thereby entitled to equal representation in consultation, network meetings, and, where necessary, voting. LIPs/ZIPs will be responsible for identifying their own representative. In addition to its primary membership, the NLS will be responsive to a broader stakeholder group including provincial umbrella organizations, national and regional Networks, policymakers, and newcomers to Canada.

## **NLS VISION**

- ✚ A National LIP Secretariat that is inclusive, responsive, accountable, and effective by seeking diverse stakeholder views to address emerging issues collectively through a transparent governance structure and effective communication to influence and achieve strategic objectives.

## **NLS MANDATE & MISSION**

- ✚ To improve the efficacy of the LIPs/ZIPs through sustainable networks, shared resources, capacity building, and the amplification of diverse LIP/ZIP voices.

## **NLS CORE VALUES**

- ✚ **Inclusive:** Actively seek and commit to diverse stakeholder views, including those of newcomers (“nothing about us without us”) and anti-oppression principles
- ✚ **Responsive:** Ability to take on emerging issues, leverage influence, address stakeholder concerns and respond to local context
- ✚ **Accountable:** Clear and transparent governance structures, effective communication with individual LIPs/ZIPs and other stakeholders, clear strategic objectives, and an evaluation framework
- ✚ **Effective:** Ability to work collaboratively and partner with other bodies to prioritize tasks, and achieve strategic objectives

## **NLS STRATEGIC DIRECTIONS AND OBJECTIVES: 2022 - 2025**

### **STRATEGIC DIRECTIONS**

1. Organizational Development of National LIP Secretariat
2. Stakeholder Engagement and Communication
3. Augmenting LIP/ZIP Voices at the Regional and National Level
4. Building Local/Zonal Immigration Partnerships Capacity

## **STRATEGIC DIRECTION 1: ORGANIZATIONAL DEVELOPMENT OF THE NATIONAL LIP SECRETARIAT**

### **OBJECTIVES**

- ✚ Consult with the LIP Network regularly about NLS plans and ongoing initiatives at various stages of planning and implementation processes
- ✚ Build relationships with LIPs/ZIPs by attending regional LIP/ZIP meetings, one-on-one follow-ups with NLS Executive Committee and Working Group members and individual LIPs/ZIPs
- ✚ Secure funding resources to implement NLS work and provide capacity building support to LIPs/ZIPs across Canada
- ✚ Evaluate the NLS project in its last year (2024-25) to assess the extent to which it met the stated goals and objectives, including successes, challenges, opportunities, and areas for improvement

## **STRATEGIC DIRECTION 2: STAKEHOLDER ENGAGEMENT AND COMMUNICATION**

### **OBJECTIVES**

- ✚ Develop an effective communication strategy that promotes the NLS, informs stakeholders of its progress, and seek feedback at various stages of the planning and implementation process
- ✚ Engage and consult with LIPs/ZIPs regularly to build relationships and seek input on emerging needs/issues and NLS initiatives to inform policy changes and promising practices
- ✚ Initiate and maintain relationships with Umbrella Organizations, the National Settlement Council (NSIC), Funders, Regional and National Networks (including Immigrant Employment Councils and Canadian Association of Community Health Centres), and other relevant stakeholders across Canada
- ✚ Amplify the voices of newcomers to effectively champion their cause

## **STRATEGIC DIRECTION 3: AUGMENTING LIP VOICES AT THE REGIONAL AND NATIONAL LEVEL**

### **OBJECTIVES**

- ✚ Engage and consult with LIPs/ZIPs annually to identify emerging newcomer needs and challenges and develop NLS focus areas including key priorities and strategic objectives
- ✚ Represent LIPs/ZIPs at the regional and national decision-making tables to influence Canada's immigration and settlement policy by leveraging local knowledge and expertise to enhance newcomer outcomes
- ✚ Collaborate laterally with government and non-government stakeholders to leverage the work of LIPs/ZIPs more effectively

## **STRATEGIC DIRECTION 4: BUILDING LOCAL/ZONAL IMMIGRATION PARTNERSHIPS CAPACITY**

### **OBJECTIVES**

- ✚ Facilitate and provide backbone support in the establishment and functioning of working groups or standing committees to support LIP/ZIP work in areas such as research, diversity and inclusion, and communication.
- ✚ Initiate pilot projects, provide professional development supports, facilitate collaboration, and maintain a repository of resources
- ✚ Reach out to newer and smaller LIPs/ZIPs to create awareness about the resources available and offer capacity building support as needed
- ✚ Engage LIPs/ZIPs to foster equitable post COVID communities through the Anti-Racist Recovery initiative

### **TRACKING AND MONITORING IMPLEMENTATION OF THE STRATEGIC PLAN**

Annual action plans will be developed detailing the step-by-step process to track and monitor strategic plan implementation. NLS will regularly update members of the LIP Network on the status of the strategic plan implementation.

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