National LIP Secretariat (NLS)

Strategic Plan 2025-2028

Prepared by the NLS Executive Committee & Staff

National LIP Secretariat

A network of Local Immigration Partnerships

Version française disponible : thelipsecretariat.ca/about-us

ABOUT THE NATIONAL LIP SECRETARIAT (NLS)

The National LIP Secretariat (NLS) provides backbone support to the National LIP Network, comprising over 95 Local Immigration Partnerships (LIPs) and Zonal Immigration Partnerships (ZIPs).

Developed by and for LIPs and ZIPs, our purpose is to support the work of National LIP Network members through information and resource sharing, facilitated collaboration, provision of professional development opportunities, and collective representation at the national level.

The NLS is governed by an Executive Committee and working groups made up of LIP and ZIP representatives from across the country, supported by an administrative team hosted at the Toronto South West LIP and the Jasper LIP.

Since 2020, the NLS has been funded by IRCC, transitioning from a pilot to a regular program in April 2025.

OUR MISSION

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

VISION & CORE VALUES

We envision an inclusive, responsive, accountable, and effective Secretariat, informed by diverse stakeholder views to address emerging issues collectively through a transparent governance structure and effective communication to influence and achieve strategic objectives. Our core values are:

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

OUR CORE AREAS OF WORK

- Building Sustainable Networks
- Sharing Resources
- Building LIP and ZIP Capacity
- Amplifying LIP Voices

For more information on the NLS please visit thelipsecretariat.ca/about-us

OUR COMMITMENT TO TRUTH & RECONCILIATION

The NLS will support Truth and Reconciliation work throughout the LIP network by promoting, participating in, and creating opportunities for continuous shared learning. We will also deepen our own learning, including by respectfully engaging and listening to Indigenous partners and advisors.

ABOUT THIS PLAN

This plan arrives at a unique moment for the LIP network and the settlement sector. As the NLS transitions out of its pilot phase, communities across Canada are adjusting to and preparing for the impacts of global, political, economic, and climate instability, including the rise of anti-immigrant rhetoric. These difficult circumstances coincide with a period of fiscal restraint and funding cuts to LIPs and their sector partners. In some ways, it has never been more challenging to build welcoming communities.

LIPs, ZIPs, & PIP

Throughout this document, we will use the acronym LIP to refer to Local Immigration Partnerships, Zonal Immigration Partnerships, and PEI's Provincial Immigration Partnership.

At the same time, the LIP network has never been stronger. Across the country, all 96+ LIPs are finding new ways to build capacity together, supported by the secretariat we've been creating together since 2018.

This document outlines a plan to capitalize on our strengths, adapt to current challenges, and ready the LIP network for what comes next. The plan was created under the oversight of the NLS Executive Committee. It draws on a survey of LIPs, consultations with 12 LIP groups and 9 other partners, plus an extensive review of the NLS Evaluation and a dozen other documents containing insights from LIPs and partners. From the hundreds of comments, three broad aspirations for the NLS and the LIP network emerged. The objectives you'll find here are organized accordingly and grounded in the values we chose together.

We will implement this plan in synergy with the work of partners with whom we share a vision of diverse, thriving, equitable communities, including the essential work of the Fédération des communautés francophones et acadienne du Canada (FCFA) and the Réseaux en immigration francophone (RIF) to support Francophone minority communities, welcome Francophone newcomers, and grow the Francophonie.

This strategy belongs to the LIP network. We thank you for helping to shape it and invite you to help bring it to life. Learn more at thelipsecretariat.ca

Strategic Ambition 1:

LIPs are effective at building welcoming communities thanks to abundant & equitable access to information, resources, & opportunities.

The objectives in this section summarize our approach to helping LIPs do good work when many say they feel more stretched than ever. They aim to lighten the burden by investing strategically where support is most needed and will have the greatest impact. This includes applying a GBA+ lens to ensure our capacity-building plans consider how identity factors and lived experience intersect with the work of LIP leaders.

Objectives:

- Expand capacity-building resource offerings with a focus on ease of navigation and use.
- Build LIP capacity through professional development that is responsive to the network's evolving needs and priorities.
- Adopt an equity and GBA+ informed approach to resources and professional development, while also considering differences in LIP needs according to characteristics such as size and location.
- Equip LIPs with timely, relevant information to support strategic resource allocation and planning.

Key Tactics

- Website with Resource Library.
- New LIP Guidebook that explains the essentials of LIP work and provides work examples.
- Weekly newsletter showcasing and organizing resources.
- Maintenance of LIP Data Portal to support community profiles, needs assessments, and forecasting.
- Consultation with LIPs and Working Groups to identify LIP needs and capacity development priorities.
- Ongoing professional development events.

Strategic Ambition 2:

The LIP network is resilient, independent, & sustainable, with peer-organized points of connection bolstered and woven together by lightweight secretariat support.

As the LIP network grows, regional and smaller-scale LIP groups help LIPs build capacity together by offering spaces where trust, mentorship, and collaboration flourish. The objectives in this section aim to maximize the benefits of these dynamic, peer-led connection points via coordinated national support and information sharing.

Objectives:

- Create opportunities for LIPs to connect and strategize collectively as a national network.
- Provide backbone support to groups where LIPs can collaborate nationally on areas of work or issues of shared interest.
- Support regional and peer-led LIP groups to foster mentorship and incubate ideas through consistent two-way communication, referrals, and other help as-needed.
- Leverage the strengths of regional and peer-led LIP groups, ensuring their insights and assets benefit the whole LIP network.
- Continuously strengthen relationships between all LIPs and the NLS.

Key Tactics

- National networking opportunities: in-person & online.
- Refreshed Communication and Engagement Strategy tailored to the needs of our diverse members.
- Participation in regional and peer-led LIP group meetings.
- Periodic New LIP Leader onboarding.
- Ad hoc meetings with individual LIP leaders, including Executive Committee and Working Group representatives.
- Online Community of Practice (Basecamp).
- Regular consultation to inform NLS focus areas including key priorities and strategic objectives.

Strategic Ambition 3:

The impact of LIPs is amplified by settlement sector partners, funders, and governments that value and leverage LIP expertise.

The objectives in this section involve leveraging the network's collective knowledge to ensure LIPs have an impact beyond their immediate community, including by helping to shape immigration discourse and policy. To this end, we will strive to increase LIP visibility and credibility through connections with external stakeholders and will work to ensure LIP narratives are communicated successfully to funders and other stakeholders.

Objectives:

- Support LIPs to measure and communicate their impact to local audiences and beyond. Gather and share these stories nationally.
- Ensure that IRCC and other decision-makers are aware of LIP perspectives and insights.
- Ensure Canada's immigration and settlement policy is informed by local knowledge and interests.
- Leverage and extend the work of LIPs and increase sector capacity in collaboration with sector, government, and other partners.

Key Tactics

- Regular LIP consultations to identify integration and sector trends and needs.
- Participation in regional and national decision-making tables.
- Regular meetings with aligned regional and national actors.
- Regular meetings with and briefings for IRCC.