

Business Plan

2016–2017

Office of Immigration



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1. Message from the Minister

I am pleased to present the 2016-17 Business Plan for the Nova Scotia Office of Immigration (NSOI). This plan demonstrates our commitment to support government priorities by maximizing immigration pathways to Nova Scotia and providing services to newcomers that help them succeed in our communities.



In Canada, immigration is a shared responsibility and, as such, managing our relationship with the Immigration Refugees and Citizenship Canada is paramount to our success. In 2016-17 we will continue to advance Nova Scotia's interest in increased allocations with the federal government and will work closely with federal colleagues toward an improved understanding of the unique economic challenges and opportunities within our province. A key element of this work will involve the review of the 2007 Canada – Nova Scotia Agreement on Immigration.

Through an integrated and multi stakeholder approach we will support and fund the work of service provider organizations to ensure that critical immigrant settlement services are available in Nova Scotia, including language training, employment readiness programs and welcoming community events. Further, using innovative new tools such as e-processing, our Office will continue to work to attract new immigrants with entrepreneurial talent while also retaining the highly skilled workers that are already here in Nova Scotia, including international students.

In the year ahead, attraction and recruitment activities will take place in Canada and abroad and we will be focusing on ways to better meet the needs of Nova Scotia employers. Ongoing modifications to our website(s) will ensure that we are connecting all of our users - immigrants, partners, colleagues, employers and the public, with the information they need to understand the increasing scale and importance of immigration to our province's future prosperity.

Our leadership of government's Syrian Refugee response also will continue into 2016 carrying on the strong Nova Scotian tradition of welcoming those in need.

I am proud of how far we have come over the last year and look forward to working together in 2016-17.

A handwritten signature in black ink that reads "Lena Metlege Diab". The signature is written in a cursive, flowing style.

Lena Metlege Diab
Minister

2. Mandate, Vision and Mission

Vision:

Our vision is a welcoming province that sees greater numbers of immigrants each year and recognizes the important contributions they make to Nova Scotia.

Mission:

To attract, integrate and retain immigrants to the province by taking a lead role in engaging and working with partners to ensure Nova Scotia is well-positioned for growth.

Mandate:

In order to achieve the vision and mission, the Nova Scotia Office of Immigration (NSOI) will work to:

- Market the Province as an attractive immigration destination and promote all immigration pathways to Nova Scotia;
- Select immigrants through the Nova Scotia Nominee Program, who fulfil a labour market need and who will make a contribution to Nova Scotia's economy;
- Strengthen immigration and settlement planning, policy and programming in the Province in order to encourage integration and retention; and
- Promote welcoming communities, including raising awareness and understanding of immigration and diversity issues.

Specifically in 2016-17 the Minister of Immigration has been directed to:

- Lead and maximize international immigrant attraction and retention efforts;
- Lead the provincial refugee strategy

Within government, it is the function of NSOI to:

- Facilitate and promote a coordinated approach within the Government to immigration; and
- Develop advice and provide support to the Government in policy, planning, research and co-ordination in matters involving immigration and settlement.

3. Government Priorities

Departmental Priorities, Outcomes and Goals:

The departmental priorities and outcomes of NSOI directly support government's **People** and **Innovation** priorities.

Provincial Government Priority: People

Outcome to be Achieved: Nova Scotia's population is growing, productive and thriving.

Goals

1. Increase net inter-provincial and international immigration levels.
2. Enhance workforce participation of youth, older workers and marginalized communities.
3. Enhance health & wellness outcomes.
4. Improve communities and social well-being.

The Office's alignment with three of the **People** priority goals, along with NSOI's related actions and performance measures, is outlined below:

Goal # 1: Increase net inter-provincial and international immigration levels.

The Nova Scotia Office of Immigration directly supports the government's goal to increase immigration levels. This is achieved through NSOI's immigration attraction and recruitment activities which are focused on Nova Scotia's economic needs and labour market gaps. NSOI is committed to maximizing all immigration pathways to ensure Nova Scotia is well positioned to increase economic immigration through federal and provincial streams. In 2015, the Office has realigned its operations to increase policy capacity, which increased our ability to be proactive in our approach to evaluating current programs and planning for future iterations. As a result, NSOI has been, and continues to be, focused on stream design to ensure that it is developing streams to meet Nova Scotia's labour market needs. NSOI evaluates its immigration streams on an ongoing basis to ensure that it is meeting existing needs and capitalizing on competitive advantages that exist in Nova Scotia.

NSOI also directly supports this goal in its role as a leader and advocate for immigration policy, and its ability to leverage partners to advance priorities. The One Nova Scotia Report, released in 2014 highlights the contribution that immigrants have made to Nova Scotia's economy, and the need to attract and retain more immigrants. The report recommends that Nova Scotia adopt a

goal of 7,000 new permanent residents per year. In order to achieve this notable goal, NSOI continues to work to build a shared understanding of immigration with community and private sector stakeholders and influencers in order to advocate for change at the national level. NSOI is actively advocating for increases to Nova Scotia's nominee allocation to ensure that Nova Scotia remains vibrant and is able to achieve sustainable economic growth. In 2015, NSOI was able to secure the highest number of nominations to date at 1,350. This included an increase of 300 over the original allocation of 1,050 and was a direct result of the advocacy efforts of Nova Scotia.

The Office of Immigration is also committed to resettling refugees. The Office has taken a lead role in coordinating the provincial response to the current refugee effort. NSOI is actively meeting with other government departments and external stakeholders to assess and mobilize all available resources to accept more refugees, particularly in light of the federal government's commitment to increasing the number of refugees accepted by Canada.

NSOI Planned Actions for 2016-17 that relate to Goal #1 include:

- Continue to engage in provincial and national advocacy efforts to ensure Nova Scotia benefits from increased allocations.
- Leverage partnerships with key stakeholders in order to achieve common immigration goals for Nova Scotia.
- Continued engagement with business, industry and labour to increase awareness of immigration tools available to help address skill shortages.
- Review and strengthen existing Nova Scotia Nominee Program streams, particularly those currently being piloted, to ensure that programs continue to meet their intended goals.
- Continue with targeted international and secondary migration attraction and recruitment initiatives.
- Collaborate with other government departments to develop a more coordinated approach to recruitment.
- Focus on attracting immigrants with a genuine intention to live in Nova Scotia.
- Target common messaging and coordinate approaches, including supporting the work of the Premier's Advisory Council on Immigration and the One Nova Scotia Coalition, and other immigration partnerships province-wide.
- Work with other departments to advance a corporate approach to agreements with the federal government such as the Temporary Foreign Worker Program and Provincial Nominee Program Annex.
- Lead the coordination of the provincial refugee response.
- Continue to work with partners under the Atlantic Attraction and Immigration Table of the Atlantic Workforce Partnership with the aim to promote the region as a destination of choice, identify best-practices, engage in collaborative research, and share information.

Goal # 2: Enhance workforce participation of youth, older workers and marginalized communities.

Goal # 4: Improve communities and social well-being.

Nova Scotia's immigration policies and settlement activities directly support Goals #2 and #4 as its mandate includes helping immigrants and their families to successfully settle and integrate in their new community.

The Nova Scotia Office of Immigration has strengthened, and continues to build on partnerships between government and settlement service providers in Nova Scotia. NSOI has moved to an integrated approach that focuses on employment support, inclusion and immigrant settlement. NSOI continues to work collaboratively with Immigrant Services Association of Nova Scotia (ISANS) to ensure that programming offered is responsive, flexible and meets the needs of immigrants, including refugees. NSOI continues to support the YMCA and their efforts in delivery of a pan-provincial program aimed at helping immigrants integrate into, and feel welcome in, their communities. NSOI is also continuing to work with colleagues at Labour and Advanced Education to ensure the Careers Nova Scotia Centres are equipped to deliver employment-assistance services to immigrants wishing to connect to the labour market. In addition to providing services in English, NSOI also funds Le Conseil de développement économique de la Nouvelle-Écosse (CDENE), La Fédération acadienne de la Nouvelle-Écosse (FANE) and Université Sainte Anne to provide settlement services to French-speaking immigrants.

In addition to the above, NSOI also funds, and continues to work with, a range of other settlement service providers to deliver services such as employment readiness, employer training, language training, professional bridging programs and cultural links. It also supports the efforts of multi-stakeholder work groups aimed at recognizing international education and assist in linking immigrants to the Nova Scotia workforce.

Inputs:

- The announcement of a dedicated Minister (July 2015) highlights the importance that the Provincial Government places on immigration and the work of NSOI. Having a dedicated Minister allows NSOI to capitalize on the ability to fully engage the federal government on immigration issues at all levels of government.
- NSOI is committed to maximizing all immigration pathways to ensure Nova Scotia is well positioned to increase economic immigration through federal and provincial streams. NSOI has been focused on stream design to ensure that it is developing streams to meet Nova Scotia's labour market and economic needs. In 2014-15, the Office realigned its operations to increase policy capacity, which has increased NSOI's ability to be proactive in its approach to evaluating current programs and planning for future iterations.
- The Provincial Nominee Program is healthy and growing. Initially, the federal government gave Nova Scotia 1,050 individual nominations for 2015, 350 of which were allocated to Express Entry. After fulfilling this allocation, the Office of Immigration successfully negotiated a further increase of 300 nominations for the two Express Entry streams, bringing the total number of nominations to 1,350 for 2015 -- and nearly doubling the 2014

cap of 700. While nominations have effectively doubled, the number of Nominee Officers that are processing nominations has stayed constant. NSOI has been able to make processing improvements and create efficiencies in order to meet its nomination allotment for the Skilled Worker and Express Entry streams with the current staff complement.

Performance Measures:

1. Number of nomination certificates issued annually per calendar year.
2. Number of new immigrant landings per calendar year.
3. Percentage of all immigrants arriving in Nova Scotia in a five-year period remaining in the sixth year.

Please see the attached tables for further details on these performance measures.

Provincial Government Priority: Innovation

Outcome to be Achieved: Nova Scotia has a strong and globally competitive economy and a sustainable, modern government.

Goals

5. Create the climate for private-sector and social-enterprise economic growth to support the ONE NS economic goals.

The Office's alignment with the **Innovation** priority and goal, along with NSOI's related action and performance measure, is outlined below:

The Nova Scotia Office of Immigration has aligned its programs to support Nova Scotia's economic goals and labour market needs. The Nova Scotia Nominee Program Entrepreneur Stream and International Graduate Entrepreneur Stream were designed to attract individuals who wish to start or acquire a business and settle permanently in Nova Scotia. These streams support economic growth, in the form of new start-ups, as they create new pathways for individuals who prefer to start their own business rather than work for someone else. The International Graduate Entrepreneur Stream also assists in the retention of international students by providing a stream directly targeting international graduates from Nova Scotia institutions, an innovative stream that is the first of its kind in Canada.

In December 2015, NSOI launched its new e-application system in cooperation with Service Nova Scotia. Applicants to NSOI are now able to submit their applications electronically rather than as a paper based form. This innovation allows for the more efficient receipt and processing of immigration applications. It also reduces costs in the form of postage costs for the applicant, and administrative costs for NSOI. Currently, the e-application process is available for the following NSOI streams: Nova Scotia Demand: Express Entry, Nova Scotia Experience: Express Entry and Skilled Worker. The new business immigration streams will be added to the e-application system in future.

NSOI Planned Actions for 2016-17 that relate to Goal # 5 include:

- 2016-2017 is the first year for the Entrepreneur Stream and the International Graduate Entrepreneur Streams. NSOI will closely monitor and evaluate these programs to ensure that they continue to meet their intended goals.
- 2016-2017 is the first full year of using the new e-application system. NSOI will closely monitor and evaluate the implementation and operation of the system.

Inputs

- On January 1, 2016, NSOI launched two new Business Streams – the Entrepreneur Stream and the International Graduate Stream. These streams required additional resources in order to ensure that they are successful. Specifically, NSOI required 4 additional staff in order to implement these new streams. These new staff are working exclusively on these new streams and will ensure the Office's ability to maintain the integrity of the business programs.

Performance Measures

- Initially, the success of these new streams will be determined by the quality of the applications that are received for the streams. In 2016-17, NSOI anticipates issuing support letters for temporary work permits under the Entrepreneur stream but no nominations are anticipated due to the temporary-to-permanent model being used. Likewise, for the International Graduate Entrepreneur stream, NSOI does not anticipate a large number of nominations as it is expected that there will only be a few international graduates who will be eligible in Year One of the program. For these reasons, no new performance measures specific to these streams will be used in 2016-17. Nominations will be captured under the existing measure: Number of nomination certificates issued annually per calendar year.

4. Performance Measurement

Outcome	Measure	Base Year	Annual Target: 2016	Trends - Subsequent year data	Strategic Actions
Immigration activities address Nova Scotia's economic needs and labour market gaps	Number of new immigrant landings per calendar year.	2003: 1,474	3000	2004: 1,771 2005: 1,929 2006: 2,586 2007: 2,523 2008: 2,651 2009: 2,388 2010: 2,397 2011: 2,136 2012: 2,336 2013: 2,527 2014: 2,668 2015: 3,401 ¹	Monitor and ongoing evaluation of two new business immigration streams within the Nova Scotia Nominee Program to attract prospective immigrants to acquire or establish a business Maximize all provincial and federal pathways to immigration by engaging with business, industry and labour to meet skill shortages. Targeted international and secondary migration attraction and recruitment initiatives.

¹ Preliminary figures for 2015, awaiting official figures from Immigration, Refugees and Citizenship Canada (IRCC).

Breakdown of Landings – Nominee Program Principal Applicants and Dependents vs Exclusively Federal Pathways											
Category / Year	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015 ²
NSNP total	326	863	900	866	797	630	777	955	1,202	1,399	1,394
<i>NSNP % of landings</i>	17%	33%	36%	33%	33%	26%	36%	41%	48%	52%	41%
All federal	1,603	1,723	1,623	1,785	1,591	1,767	1,359	1,381	1,325	1,269	2,007
<i>Federal % of landings</i>	83%	67%	64%	67%	67%	74%	64%	59%	52%	48%	59%
GRAND TOTAL	1,929	2,586	2,523	2,651	2,388	2,397	2,136	2,336	2,527	2,668	3,401

² Preliminary figures for 2015, awaiting official figures from Immigration, Refugees and Citizenship Canada (IRCC).

Integration and Retention

Outcome	Measure	Base Year	Annual Target: 2016	Trends - Sub year data	Strategic Actions
Nova Scotia's immigration policies and settlement activities support immigrants and their families to successfully settle and integrate in their new community.	<p>Percentage of all tax-filing immigrants arriving in Nova Scotia in a <u>six year-period</u> remaining in the sixth year.</p> <p>This measure was originally created using a baseline of 37% from the 2001 national census. The figure rose to 63% by the 2006 census. However, the discontinuation of the long-form census in 2011 means it is not possible to track retention with census data.</p> <p>Similar calculations can be done using tax filer data available in the Longitudinal Immigration Database (IMDB).</p> <p>The reinstatement of the long form census in 2016 may provide an additional source of data for future years.</p>	2008 IMDB: 69%	70% or better retention rate.	2013 ³ - 74%	<p>Focus on attracting immigrants with job offers or with skills to acquire a job in reasonable amount of time or match immigrant skills to labour market needs.</p> <p>Fund an integrated approach to settlement services to maximize settlement programming and resources to ensure successful settlement of immigrants, including to the Francophone community.</p> <p>Enhance welcoming communities to make Nova Scotia an open province.</p>

³ There is a two-year time lag in the availability of data from the IMDB, so the latest available data is for the 2013 tax year.

Leadership and Advocacy

Outcome	Measure	Base Year	Annual Target: 2016	Trends - Subsequent year data	Strategic Actions
Increase the number of annual provincial nominations.	Number of certificates issued annually per calendar year.	2003: 23	1,350	2004: 117 2005: 303 2006: 400 2007: 405 2008: 309 2009: 367 2010: 500 2011: 525 2012: 725 2013: 630 2014: 717 2015: 1,350	Develop a shared understanding of immigration with stakeholders and influencers in order to advocate for a greater number of nominee certificates for Nova Scotia. Leverage our partnerships with key stakeholders such as Premier's Advisory Council on Immigration in order to achieve our common immigration goals for Nova Scotia.

5. Departmental Expenses Summary

Departmental Expenses Summary (\$ thousands)			
<u>Programs and Services</u>	<u>2015-2016 Estimate</u>	<u>2015-2016 Forecast</u>	<u>2016-2017 Estimate</u>
	\$7,490	\$7,425	\$8,432
Total - Departmental Expenses	<u>\$7,490</u>	<u>\$7,425</u>	<u>\$8,432</u>
Ordinary Recoveries	---	\$74	—
Funded Staff (# of FTEs)			
Department Funded Staff	27	27.5	33

Note:
For Ordinary Revenues, see Estimates and Supplementary Detail Book, Chapter 2
For TCA Purchase Requirements, see Estimates and Supplementary Detail Book, Chapter 1