



JANUARY 15, 2016

COME FROM AWAY'S TO LOCALS
THE POTENTIAL FOR IMMIGRANT RETENTION IN NOVA SCOTIA

ANNE RICHARD | B00704465
ORIGINALLY PRESENTED TO PROFESSOR JACK NOVACK | PUAD 6400
Dalhousie School of Public Administration



ABSTRACT

AS NOVA SCOTIA TRANSITIONS TO A KNOWLEDGE-BASED ECONOMY, POLICY MAKERS ARE FACED WITH NEW LABOUR FORCE CHALLENGES. SLOW ECONOMIC GROWTH AND AN AGING POPULATION ARE CREATING CALLS FOR INCREASED IMMIGRATION RATES TO THE PROVINCE. HOWEVER, NOVA SCOTIA HAS STRUGGLED TO MAINTAIN HIGH RETENTION RATES FOR IMMIGRANTS. THIS PAPER PROPOSES THAT LOCAL GOVERNMENTS CAN PLAY AN INTEGRAL ROLE IN CREATING WELCOMING ENVIRONMENTS FOR IMMIGRANTS BY CREATING A PROVINCE-WIDE RETENTION STRATEGY. THIS WOULD INVOLVE MOBILIZING THE UNION OF NOVA SCOTIA MUNICIPALITIES (UNSM) TO WORK COLLABORATIVELY WITH LOCAL BUSINESSES, NOT-FOR-PROFIT ORGANIZATIONS, COMMUNITY ORGANIZATIONS, AND PROVINCIAL AND FEDERAL GOVERNMENTS. BY BECOMING MORE ENGAGED, MUNICIPALITIES CAN MAKE SURE THAT IMMIGRANTS HAVE GREATER ACCESS TO LANGUAGE SERVICES, MEANINGFUL EMPLOYMENT OPPORTUNITIES, AND COMMUNITY-BUILDING RESOURCES, WHICH ARE KEY DRIVERS IN IMMIGRANT RETENTION. THE UNSM WOULD BENEFIT FROM LOOKING AT IMMIGRANT RETENTION STRATEGIES USED IN ONTARIO, SPECIFICALLY THE ASSOCIATION OF MUNICIPALITIES OF ONTARIO AND THE CITY OF OTTAWA. THE UNSM SHOULD ALSO LOBBY THE FEDERAL AND PROVINCIAL GOVERNMENT TO HAVE THE MUNICIPAL ROLE IN IMMIGRATION FORMALIZED IN THE CANADA-NOVA SCOTIA IMMIGRATION AGREEMENT, AS IS DONE IN ONTARIO. BY ENGAGING WITH FEDERAL AND PROVINCIAL GOVERNMENTS, THE UNSM WILL HAVE MORE OPPORTUNITIES TO BE INVOLVED IN GOVERNMENT IMMIGRATION INITIATIVES SUCH AS THE ATLANTIC GROWTH STRATEGY. RESEARCH WAS PRIMARILY QUALITATIVE IN NATURE. A JURISDICTIONAL SCAN OF MUNICIPAL IMMIGRANT RETENTION PRACTICES IN ONTARIO, FOCUSING IN OTTAWA, WAS COMPLETED AND COMPARED TO NOVA SCOTIAN PRACTICES. THE FOCUS OF THE RESEARCH WAS ON OPPORTUNITIES FOR COLLABORATION BETWEEN THE UNSM AND OTHER COMMUNITY PARTNERS.

TABLE OF CONTENTS

Abstract	2
Introduction.....	4
The Ivany Report's Observations on Immigration.....	4
The Federation of Canadian Municipalities: Immigration as an Opportunity.....	5
Federal and Provincial Immigration Frameworks.....	6
Provincial Nominee Program	6
Nova Scotia's Provincial Nominee Program	6
Drivers of Immigrant Retention	6
Federal-Provincial Immigration Agreement: Nova Scotia.....	7
Federal-Provincial Immigration Agreement: Ontario	8
The Union of Nova Scotia Municipalities: Strategic Opportunity	8
Learning from Ottawa	8
Engaging Community Partners in Immigration Policy	10
Immigration Services Association of Nova Scotia	10
Approaches to Collaboration	11
Engaging the Private Sector	12
Federal and Provincial Initiatives.....	12
Barriers to Municipal Immigration Programming	13
Moving Forward on Municipal Immigration Policy	13
Appendix A: City of Ottawa Economic Integration Strategy.....	14
References.....	15

INTRODUCTION

In an increasingly globalized world, local government officials and public servants are faced with unprecedented challenges. In parallel, Brunet-Jailly and Martin (2009) argue that national institutions face increased pressures to decentralize services and encourage intergovernmental competition. Therefore, there is an increased focus on governance, instead of government, meaning that the focus of the public process has shifted from structure to engagement (Brunet-Jailly & Martin, 2009). Because of this shift, there is a unique opportunity for local governments in Nova Scotia to engage in the public policy processes that are traditionally under federal and provincial jurisdiction.

Immigration is a policy area that is positioned under both federal and provincial jurisdictions, as per Section 95 of the Constitution Act of 1987 (IRCC, 2010). If we assume that, as a traditionally federal and provincial policy area, immigration policy is undergoing the shift as described by Brunet-Jailly and Martin, this means that local governments have the opportunity to engage in immigration policy decisions on a heightened level.

This paper will explore the need for municipal involvement in immigration policy, especially immigration retention. Specifically, this paper will consider how municipalities can work with other community stakeholders and governments to ensure that immigrants have access to language training, appropriate employment opportunities, and community-building programming. There are three main assumptions that must be considered to fully understand the arguments of this paper:

1. Federal, provincial, and local governments all have a role to play in immigration policy;
2. As members of the the Nova Scotian community, private and not-for-profit sector participants hold specialized skills that can be applied to help retain immigrants in Nova Scotia; and,
3. Nova Scotia's economy is in a transition phase and needs immigrants to fill knowledge and workforce gaps that are growing due to an aging population and a shift towards a knowledge-based economy.

THE IVANY REPORT'S OBSERVATIONS ON IMMIGRATION

The 2014 Report of the Nova Scotia Commission on Building Our New Economy, commonly referred to as the Ivany Report, provides a worrying picture of the future of Nova Scotia, should policy makers maintain the status quo:

“Nova Scotia is on the verge of a significant and prolonged decline in our standard of living, in the quality of our public services and amenities, and in our population base, most seriously in the rural regions of the province where more than two-fifths of our population now make their livings.” (2014, p. 3).

The need for better immigration policy in Nova Scotia was clearly identified in this Report. The Ivany Report has had a profound effect on policy discussions being held in Nova Scotia, despite what some call a “slow lift-off from the runway” for the province to act on the report’s 19 recommendations (Guy, 2016). One area the Ivany Report recommends policy makers to focus on is “[achieving] significantly higher rates of attraction and retention of both inter-provincial and international immigrants to grow the population overall, increase the number of entrepreneurs, and renew the labour force.” The Report reinforces the idea that encouraging immigrant retention will increase the diversity of a community, and has a positive effect on the economic development of the region.

Despite a recognized need for an increase of participants in the skilled labour force, the Ivany Report shows that there is a significant part of the population that does not agree with increased immigration as a solution to Nova Scotia’s economic issues and slow population growth (2014). The Report shows that there is a stigmatized belief that immigrants come into Nova Scotian communities and take local jobs: “there clearly are additional barriers stemming from negative attitudes and even racism when it comes to welcoming new people into our communities and hiring people ‘from away’.” (The Nova Scotia Commission on Building Our New Economy, 2014, pg. 26). This is a main challenge for immigrants who come to Nova Scotia, as they often struggle to have credentials received in their country of origin recognized by local employers. Despite this negative sentiment, the Ivany Report provides evidence that, historically, periods of economic growth have been coupled with periods of high immigration rates (2014). Therefore, it can be argued that municipalities should work to reduce these negative attitudes and encourage local businesses to hire immigrants whenever possible to grow the economy.

THE FEDERATION OF CANADIAN MUNICIPALITIES: IMMIGRATION AS AN OPPORTUNITY

The Federation of Canadian Municipalities (FCM) brings together 90% of Canadian municipalities and “actively [advocates] to have the needs of municipalities - and their citizens - reflected in federal policies and programs.” (FCM, 2016). According to a 2011 FCM report, *Starting on Solid Ground: The Municipal Role in Immigrant Settlement*, “municipal governments play a key role in helping newcomers settle into Canadian life.” (p.2). Furthermore, in municipalities such as Toronto, where their participation as an immigration policy planner is formally recognized by provincial and federal governments, “the intergovernmental partnerships are paying off.” (FCM, 2011, p.3).

This FCM report shows that immigrants prioritize proximity to family and friends, the ability to develop a sense of community, have good employment opportunities, and access to efficient and affordable transportation (FCM, 2011, p.2). It is clear that these issues are closely tied to municipally-based policies and programs. Therefore, if municipalities want to ensure that they are able to prosper economically by attracting and retaining immigrants, they must foster welcoming environments so that they may achieve their individual goals and create a desire to remain in the community in which they first landed.

FEDERAL AND PROVINCIAL IMMIGRATION FRAMEWORKS

Immigration, Citizenship and Refugees Canada (IRCC) “facilitates the arrival of immigrants, provides protection to refugees, and offers programming to help newcomers settle in Canada.” (IRCC, 2016). It is a well-known fact that Canada is a country of immigrants; that is, other than Indigenous peoples, all people living in Canada have an ancestral background from another country. Nova Scotia plays an important role in Canada’s immigration history as a central point of entry for immigrants coming from abroad. Between 1928 and 1971, one million immigrants came to Canada through Pier 21 in Halifax alone (IRCC, 2011).

PROVINCIAL NOMINEE PROGRAM

An important aspect of the Canadian immigration system is the Provincial Nominee Program. This program allows for provinces and territories to nominate individuals, known as Provincial Nominees, to the IRCC that wish to immigrate to Canada and settle in a particular province (Canada Visa, 2016). A 2011 evaluation of the Provincial Nominee Program found that Provincial Nominees tend to become economically established across most of the country, except for in Manitoba and Atlantic Canada (Immigration, Refugees and Citizenship Canada, 2011). This means that, in Manitoba and Atlantic Canada, Provincial Nominees are more likely to move to another province once they achieved a permanent residence status in the province in which they first landed.

NOVA SCOTIA’S PROVINCIAL NOMINEE PROGRAM

Nova Scotia’s Provincial Nominee Program is coordinated by the Nova Scotia Office of Immigration. Under the Program, there are six immigration streams: Skilled Worker; International Graduate; Family Business Worker; Community Identified; Non-Dependent Child of Nova Scotia Nominees; and Agri-Food Pilot (Nova Scotia Office of Immigration, 2011). In 2010, 25% of immigrants to Nova Scotia were placed through the Provincial Nominee Program (Nova Scotia Office of Immigration, 2011). 68% of immigrants who come to Nova Scotia stay in the province, meaning that the other 32% move to another province (Nova Scotia Office of Immigration, 2011).

DRIVERS OF IMMIGRANT RETENTION

Immigration, Refugees and Citizenship Canada’s 2011 report on the Provincial Nominees Program found that a key element to a Provincial Nominee’s economic success is their knowledge of one of Canada’s official languages. According to the report,

“Inter-provincial mobility and the importance of language reinforces the need for some consistent minimum criteria across [Provinces and Territories]; some standardized criteria – such as language – may reduce the negative impacts associated with secondary migration and further improve the economic outcomes of [Provincial Nominees].” (Immigration, Refugees and Citizenship Canada, 2011).

As such, the report finds that there is value in ensuring that immigrants have access to language services so that they are more likely to stay in the province of first arrival.

This has also been exemplified in the work of Asaf Levanon, whose research indicates that both ethnic community resources and external conditions are important in determining the economic success of an immigrant (Levanon, 2014). According to Levanon's findings, language assimilation is the single most important factor in an immigrant's ability to thrive in a new country (Levanon, 2014).

IRCC's 2011 report also found that Provincial Nominees are likely to move to another province to seek better employment opportunities and/or to join family and friends (Immigration, Refugees and Citizenship Canada, 2011). Therefore, it is vital that new immigrants have access to employment that match their skill set upon arrival to the country, and that there be a network on the ground that will incentivize new immigrants to stay in their province of first arrival.

This is an extremely important concept for local governments. Regional economic development puts more money into the pockets of citizens, increases the tax base, and can increase the quality of life. Having a culturally diverse environment can attract business, therefore diversifying the local economy. Therefore, it is in the local government's interest to invest in policies that aim to attract and retain immigrants.

FEDERAL-PROVINCIAL IMMIGRATION AGREEMENT: NOVA SCOTIA

Each province and territory has a negotiated agreement with the federal government to suit its regional immigration needs (IRCC, 2010). The Canada-Nova Scotia Co-operation on Immigration, the agreement between Nova Scotia and the federal government, was last modified in 2007. Broadly speaking, the agreement solidifies the partnership between Canada and Nova Scotia around immigration issues, stating that the federal government will work with the Province of Nova Scotia's immigration authorities to ensure that the province's immigration levels are appropriate to meet demographic, social, and economic needs of the region (Canada-Nova Scotia Co-operation on Immigration, 2007). Municipalities are mentioned as bodies that can be consulted or involved in immigration related discussions, but they are not formally identified as key decision makers that must be consulted in immigration policy decisions. For example, in Section 7.2 of the Canada-Nova Scotia Co-operation on Immigration states (2007):

“Canada and Nova Scotia recognize the appropriate participation of stakeholders concerned with facilitating the settlement and integration of newcomers to Nova Scotia; including municipal governments, education, health and human service sectors, immigrant and refugee serving agencies, religious and ethnic organizations, labour and business groups, as well as individuals.”

Here, we can see that municipalities seemed to be grouped with other smaller community stakeholders. Furthermore, the federal and provincial government can decide what level of participation of the municipalities is deemed “appropriate,” therefore there is no required level of participation from the

municipalities. It would be in the interest of Nova Scotia's municipalities to lobby for a formal recognition in this agreement as a partner in immigration policy decision, as is done in other jurisdictions.

FEDERAL-PROVINCIAL IMMIGRATION AGREEMENT: ONTARIO

Nova Scotia's immigration agreement with the federal government is very different than other agreements in the country. Ontario's agreement is an interesting model that identifies the need for prescribed collaboration with local governments on immigration issues. The agreement recognizes that municipalities in Ontario "are seeking collaborative relationships to ensure that federal and provincial policies and programs on immigration and integration are informed by the knowledge, understanding and priorities of Ontario's communities." (IRCC, 2005, Annex F, Section 2.1).

The Association of Municipalities of Ontario (AMO) is identified as a key partner in Ontario's federal-provincial immigration agreement. The AMO created the Municipal Immigration Committee, which has identified two key areas of interest:

- a. attraction and retention of immigrants, particularly in smaller and northern municipalities;
- b. effective and timely settlement and integration of immigrants, particularly in municipalities that receive a large number of immigrants. (IRCC, 2005, Annex F).

Two working groups have been created within the Committee to address these particular issues. The Committee works directly with federal and provincial partners to create policy and programming that addresses these issues. There could be an opportunity for Nova Scotia's municipalities to create a similar framework for collaboration, as elaborated below.

THE UNION OF NOVA SCOTIA MUNICIPALITIES: STRATEGIC OPPORTUNITY

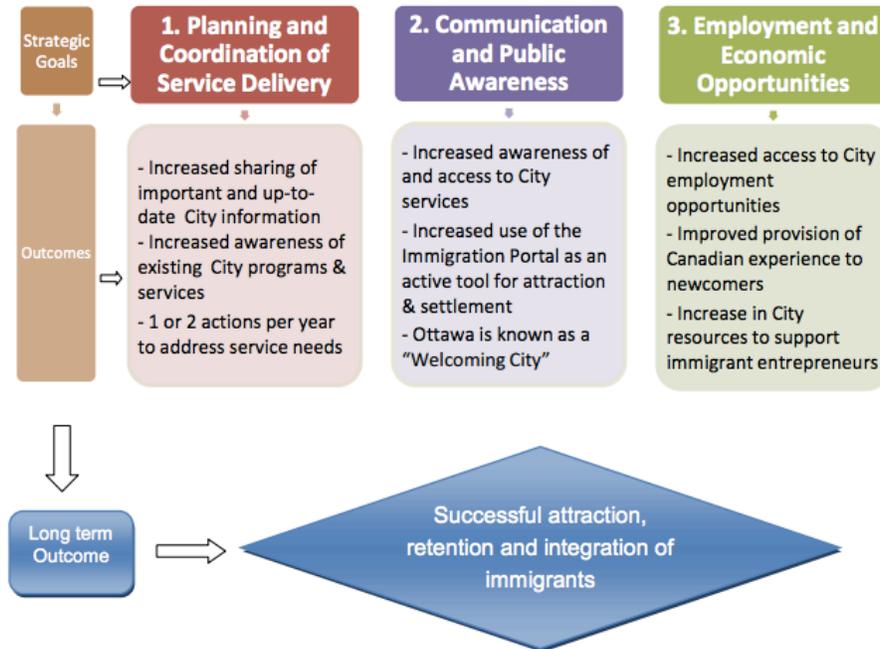
The AMO Municipal Immigration Committee model could be applicable in the Nova Scotian context. The Union of Nova Scotia Municipalities (UNSM) is a similar organization to the AMO. As a representative of all 51 municipalities in the province, the UNSM "represents the interests of municipalities on policy and program matters that fall within provincial jurisdiction." (UNSM, 2016). As such, it could be in UNSM's interest to create a similar committee to formalize its' advocacy role in immigration matters.

LEARNING FROM OTTAWA

Several large municipalities across Canada have integrated immigration attraction and retention policies that have been adopted by council. The UNSM could model an immigration retention strategy based on best practices established in other jurisdictions across the country. For example, the City of Ottawa adopted a Municipal Immigration Strategy in 2013, which has since been updated to plan for action until 2018. The mandate of Ottawa's strategy is "to enable the City, within its mandate as municipal government, service provider, employer and funder to coordinate its efforts to attract immigrants and to

provide the necessary support to enable newcomers to successfully integrate with a sense of belonging to Ottawa.” (City of Ottawa, 2016, p. 3). An overview of the strategy is presented here:

CITY OF OTTAWA MUNICIPAL IMMIGRATION STRATEGY AT A GLANCE



Source: City of Ottawa Municipal Immigration Strategy (2013).

Municipal actions highlighted in this strategy include:

- In 2016, the City of Ottawa invested \$796,762 in 10 community based organizations that engage in social support services to newcomers and immigrants.
- The City of Ottawa has created an Immigration Network, a working group of 30 City staff representing various departments and staff from the Ottawa Local Immigration Partnership (OLIP) and the Francophone Immigration Support Network of Eastern Ontario (FISNEO), that plans and innovates on potential immigration attraction and retention projects.
- In 2015, Ottawa Mayor Jim Watson hosted a Public Forum on Refugee Resettlement Efforts which brought together approximately 1,000 residents, faith leaders and community groups who wished to be involved in immigrant retention and support programs, and provided them with the resources to enable their involvement.
- The City of Ottawa has committed to promoting and hosting community based events and initiatives such as the Talent Attraction Initiative, Welcoming Ottawa Week, the Professional

Internship for Newcomers (PIN) Program, and the Immigrant Entrepreneur Award Program. (City of Ottawa, 2016).

Because of the small size of so many of Nova Scotia's municipalities, it is recognized that it would be fiscally impossible for each local government to try and implement such an extensive strategy. Therefore, the UNSM could provide a platform to develop a similar strategy with its member municipalities in partnership with the provincial government. By creating a framework that is supported by all members across the province, the UNSM can support growth in regional economies and may have the opportunity to receive further resources from the provincial and federal government to implement immigration retention strategies. By taking a shared approach that creates a framework for inter-municipality collaboration, there is an opportunity to develop standard immigration practices across the province that would reduce an immigrants desire to leave the community that they originally landed in.

ENGAGING COMMUNITY PARTNERS IN IMMIGRATION POLICY

IMMIGRATION SERVICES ASSOCIATION OF NOVA SCOTIA

A UNSM-based immigration retention strategy does not have to be exclusive to municipalities. The not-for-profit sector in Nova Scotia is very well-positioned to provide services that would encourage immigration retention and would complement a UNSM-led initiative. The Immigration Services Association of Nova Scotia (ISANS) offers "services & create[s] opportunities to help immigrants to participate fully in Canadian life." (ISANS, 2016). ISANS provides settlement services, family support and counselling, orientation to Nova Scotia, translation services and language training, employment services, and many other services for immigrants. In their 2015-2016 Annual Report, ISANS explains the increasing importance of its programming. From 2015 to 2016, there was a 15% increase in ISANS' website traffic, and ISANS served nearly 2500 new clients.

ISANS has over 100 partnerships with various organizations in Nova Scotia. The organization was instrumental in supporting the settlement of 706 Syrian refugees that arrived in Nova Scotia between January and April 2016. ISANS worked closely with local businesses and organizations, such as the Chocolate Lake Best Western Hotel and the Transitional Health Clinic for Refugees, to provide a steady stream of services to Syrian refugees. Families were generally placed in permanent housing within two to three weeks, and many were paired with locals in the community that continue to ensure that they are integrating well into Nova Scotian life (ISANS, 2016). During this period, ISANS worked with 32 private sponsorship groups, providing guidance on what to do to support Syrian refugees before and after their arrival in Nova Scotia (ISANS, 2016).

ISANS supports many different types of activities for new arrivals to Canada, including meet-and-greet networking sessions with local business people, sessions to teach about Canada's democratic electoral

system, volunteer opportunities, and language training (ISANS, 2016). ISANS also acts as a capacity builder for Nova Scotian employers, providing in-house language training and teaching local businesses about the values of employing immigrants (ISANS, 2016). It is clear that ISANS has the institutional knowledge that could support programming and immigration policy frameworks that would be produced by a UNSM-led immigration retention strategy.

ISANS has an operating budget of just over \$10 million, and is funded by private partners, federal and provincial governments, and a limited number of charitable organizations (ISANS, 2016). Approximately one third of the budget is dedicated to settlement and community, communications, and outreach (ISANS, 2016). For several years, ISANS has been a part of multi-stakeholder working groups that look to find collaborative solutions that break down job market barriers for new immigrants. These groups aim to ensure that immigrants have access to meaningful work that is aligned with their skills set and interests (ISANS, 2016). As immigrants are able to find work for which they are passionate and educated for, they are more likely to stay in the area.

The UNSM and Nova Scotian municipalities may benefit from taking part in these working groups because of their direct involvement in policies that have a severe impact on a recent immigrant's decision to stay in a community. Joining these working groups is a cost effective solution to getting retention policy ideas to work by embracing a collaborative model that is already in place.

APPROACHES TO COLLABORATION

ISANS has already been engaged in communicating ideas on how local governments can involve themselves on a greater level for immigration policy:

- Discuss with federal and provincial governments what to do to attract immigrants
- Support local initiatives that promote a welcoming community
- Provide free access to recreation programming
- Campaign on the importance of immigration, targeting business
- Providing culturally appropriate welcome visits
- Consider municipal policy and programming through an immigration lens
- Ask municipal departments what they are doing to hire/welcome/serve immigrants, and see what can be done to improve this area
- Consider sponsoring refugees or encouraging locals to do so (Mills, 2014).

The FCM highlights that there are unique challenges for immigrants who settle in rural communities, such as is often the case in Nova Scotia (2011, p. 24). This is why it is extremely important for municipalities, especially in rural areas, to collaborate with third parties to engage immigrants and ensure that they have access to resources that will encourage them to stay in the area.

ENGAGING THE PRIVATE SECTOR

Another partner that may be of interest to municipalities are local businesses and chambers of commerce. As a central meeting point for local employers, chambers of commerce can be used as an excellent communication tool for municipalities about the benefits of employing immigrants and dealing with immigrant businesses. Getting local businesses on board will be key to fostering a local economy that supports immigrants and recognizes their skills and abilities. There are instances of chambers of commerce that have already recognizes the importance of immigration to local economies. In many cases, there is already a meaningful relationship between local governments and chambers of commerce in Nova Scotia. As such, the implementation of programs for businesses that target immigration retention can be built on these pre-existing relationships.

FEDERAL AND PROVINCIAL INITIATIVES

Municipalities in Nova Scotia must also be aware of the opportunities that are presented on the national and Atlantic level. In the summer of 2016, a coalition of federal and provincial partners launched the Atlantic Growth Strategy, which is intended to drive economic growth in the region by implementing targeted, evidence-based actions in five key policy areas:

- Skilled workforce/immigration
- Innovation
- Clean growth and climate change
- Trade and investment
- Infrastructure (Atlantic Canada Opportunities Agency, 2016).

As the federal and provincial governments look for innovative policy solutions to develop a knowledge-based skilled work force by encouraging economic immigration, Nova Scotia's municipalities can play an important role in testifying to the needs and opportunities of individual communities. By involving themselves in the federal and provincial policy processes, local governments can help ensure informed policy making through engagement and collaboration, as suggested by Brunet-Jailly and Martin (2009). Municipalities also tend to have extensive experience in service delivery, and therefore can be used as a tool for program implementation in Atlantic Growth Strategy initiatives related to immigration. For example, some services that municipalities are well positioned to provide, as described by FCM, include:

- Municipal websites as portals for newcomers or prospective newcomers
- Newcomer guides
- Loans for education to upgrade credentials
- Awareness campaigns on the importance of immigration, often targeted to business
- Designated multicultural days
- Joint municipal government–economic development–chamber of commerce recruitment programs

- Co-location and coordination of settlement agencies
- Grants to ethno cultural organizations (FCM, 2011, p. 21)

BARRIERS TO MUNICIPAL IMMIGRATION PROGRAMMING

It is important to recognize the barriers that individual municipalities face when it comes to developing immigration policy. Local governments operate with limited budgets and much smaller tax bases than provincial and federal governments. A 2013 report from the UNSM found that costs of municipal services are growing at an average rate of 5% a year, outpacing population and economic growth in most local governments in Nova Scotia. Municipalities are constantly challenged to find innovative ways to reduce costs of service while delivering more appropriate and creating programs and services.

Local governments depend on property taxes and user fees as the main sources of revenue (Sancton, 2011), and also receive transfer payments from the province. Canadian municipalities, unlike many of their international counterparts, rely overwhelmingly on the slow-growing and regressive property tax. Without access to revenues that grow with the economy, and without sufficient long-term investments by other governments, municipalities face a structural gap between their growing responsibilities and the resources they have to meet them.” (FCM, 2011, p. 12).

Because of these barriers, it is extremely important that Nova Scotia’s municipalities look for increased opportunities for collaboration, as previously described. By partnering with the not-for-profit and private sector, and coordinating policy with the provincial and federal immigration authorities, municipalities increase their knowledge and resource bases, and may be able to provide more effective and efficient services that will help to retain immigrants.

MOVING FORWARD ON MUNICIPAL IMMIGRATION POLICY

To ensure the economic and social success of Nova Scotia communities, municipalities must embrace a mentality of diversity and collaboration to ensure that newcomers to the province succeed and make this province home. By fostering environments that provide essential immigrant services such as language training and permanent meaningful employment, Nova Scotian municipalities can position themselves as leaders in transforming the province into a forward thinking and innovative place to live and work. However, it is impossible to achieve this without working with partners on a national, provincial, and community scale. This is why is key for Nova Scotia’s municipalities to increase engagement with local not-for-profit and private organizations to permit knowledge and resource sharing in immigration planning processes, while lobbying the federal and provincial governments for a formalized role in immigration policy.

APPENDIX A: CITY OF OTTAWA ECONOMIC INTEGRATION STRATEGY

Strategic Goal: The City of Ottawa will contribute to successful immigrant integration by improving access to City jobs and contributing to better economic outcomes for immigrants.

Table 3 - Strategic Area: Employment and Economic Opportunities

Strategic Actions	Outcomes	Indicators	Performance Measures	Leads (Branch / Department)
3.1.a) Develop an Employment Equity Self Identification Questionnaire in the eRecruitment tool to provide immigrants with the opportunity to self identify for the purposes of recruitment b) Develop an Immigration field in SAP to capture data on Immigrant employees who have self-identified 3.2. Partner with Hire Immigrants Ottawa, OLIP and participate in targeted career fairs to increase immigrant's awareness of employment opportunities at the City 3.3. Establish an Internship for Newcomers program	3.1.a) Improved statistics on the number of immigrants who have applied for a City of Ottawa job b) Improved statistics on the number of immigrants employed at the City of Ottawa 3.2. Increased number of immigrants applying to City of Ottawa jobs 3.3. Provision of Canadian experience to newcomers and immigrants into the City's workforce 3.4. International students are aware of the varied	3.1.a) % increase in self identification of immigrants who have applied for a City of Ottawa job b) % increase in self identification of immigrants who are employed by the City of Ottawa 3.2. % increase in number of immigrants applying for City jobs 3.3. # of immigrants and newcomers participating in City internship program 3.4. # of post-secondary institutions	3.1.a) Establish the baseline number of immigrants who apply for City of Ottawa jobs in 2013 b) Establish the baseline number of immigrants who are hired by the City of Ottawa in 2013 3.2. Increase number of immigrants in City jobs by 5% in 2014 3.3. Create at a minimum 10 City internship positions for immigrants and newcomers in 2013 and 20 in 2014 3.4. Implement 2 initiatives per year in 2013 and 2014 focused on International students	3.1. Resourcing & Talent Mgmt / Human Resources 3.2. Resourcing & Talent Mgmt / Human Resources 3.3. Resourcing & Talent Mgmt / Human Resources 3.4. Strategic Community Initiatives / Community and Social Services 3.5. Economic Development & Innovation 3.6. Economic Development & Innovation 3.7. Economic
3.4. Engage post secondary institutions in a discussion about creating welcoming communities for international students 3.5. Engage Invest Ottawa's Entrepreneurship Centre to develop courses translated into various languages, in partnership with local community stakeholders 3.6. Support the Ottawa Community Loan Fund (OCLF) small business loans to immigrants pilot program 3.7. Work with OLIP and Ottawa's private sector to continue the Ottawa Immigrant Entrepreneur Awards to recognize, promote and showcase immigrant business leaders in Ottawa	employment opportunities at the City and of the benefits of staying in Ottawa 3.5. Increased resources to support immigrant entrepreneurs and integration of newcomers in Ottawa's economic mainstream 3.6. Increase in business loans to help immigrant entrepreneurs get started 3.7. Public recognition of immigrants' contributions to the city to create a sense of identity, belonging and full participation in the social and economic life of Ottawa	committing to work on a strategy to increase the retention of international students in Ottawa 3.5. # of new resources available to immigrant entrepreneurs 3.6. # of small business loans to immigrant entrepreneurs 3.7. % increase in number of immigrants/ businesses nominated for the Ottawa Immigrant Entrepreneur Awards	3.5. Create 3 new resources for immigrant entrepreneurs in 2013 and 2014 3.6. Provide funding to an organization(s) that may provide small business loans and/or professional development loans to immigrants in 2013 and 2014 3.7. Increase the number of first time nominees for the Ottawa Immigrant Entrepreneur Awards by 5 per event in 2013/ 2014	Development & Innovation

REFERENCES

- Association of Municipalities of Ontario. (2008). *Putting out the Welcome Mat: Why Immigration Matters to Ontario's Municipalities*. Retrieved from: https://www.amo.on.ca/AMO-PDFs/Reports/2008/2008_Putting_Out_The_Welcome_Mat.aspx
- Atlantic Canada Opportunities Agency. (2016). *Building a vibrant economic future for Atlantic Canada*. Retrieved from: <http://www.acoa-apeca.gc.ca/eng/Agency/MediaRoom/NewsReleases/Pages/4824.aspx>
- Brunet-Jailly, E. & Martin, J. (2009). *Local Government in a Global World (Australia and Canada in Comparative Perspective)*. Retrieved from: <http://www.lgma.ca/assets/Programs~and~Events/CAO~Forum/2009~CAO~Forum/2009-cao-forum-local-government-global-world.pdf>
- Canada Visa. (2016). *Provincial Nominee Program (PNP)*. Retrieved from: <http://www.canadavisa.com/provincial-nomination-program.html>
- City of Ottawa. (2013). *City of Ottawa Municipal Immigration Strategy*. Retrieved from: <http://olip-olio.ca/wp-content/uploads/2012/08/Ottawa-Municipal-Immigration-Strategy-EN.pdf>
- City of Ottawa. (2016). *City of Ottawa Municipal Immigration Strategy 2016-2018*. Retrieved from: http://documents.ottawa.ca/sites/documents.ottawa.ca/files/municipal_immigration_strategy_en.pdf
- Federation of Canadian Municipalities. (2011). *Starting on Solid Ground: The Municipal Role in Immigrant Settlement*. Retrieved from: https://www.fcm.ca/Documents/reports/Starting_on_Solid_Ground_Municipalities_and_Immigration_EN.pdf
- Guy, J. (2016). *Is Nova Scotia fulfilling expectations in the Ivany Report?* Retrieved from: <http://www.capebretonpost.com/opinion/columnists/2016/2/17/is-nova-scotia-fulfilling-expectations-i-4438988.html>
- Immigrant Services Association of Nova Scotia. (2012). *Leading the Way: Multi-Stakeholder Work Groups*. Retrieved from: <http://www.isans.ca/leading-the-way-multi-stakeholder-work-groups/>
- Immigrant Services Association of Nova Scotia. (2016). *About Us*. Retrieved from: <http://www.isans.ca/about/>
- Immigration Services Association of Nova Scotia. (2016). *Annual Report 2015-2016: An Extraordinary Year*. Retrieved from: <http://www.isans.ca/about/annual-reports/>

- Immigration, Refugees and Citizenship Canada. (2005). *The Canada-Ontario Immigration Agreement*. Retrieved from: <http://www.cic.gc.ca/english/department/laws-policy/agreements/ontario/ont-2005-agree.asp>
- Immigration, Refugees and Citizenship Canada. (2007). *Canada-Nova Scotia Co-operation on Immigration*. Retrieved from: <http://www.cic.gc.ca/English/department/laws-policy/agreements/ns/ns-2007-agree.asp>
- Immigration, Refugees and Citizenship Canada. (2010). *Federal-Provincial/Territorial Agreements*. Retrieved from: <http://www.cic.gc.ca/English/department/laws-policy/agreements/index.asp>
- Immigration, Refugees and Citizenship Canada. (2011). *Backgrounder — Facts in Canada's Immigration History*. Retrieved from: <http://www.cic.gc.ca/english/department/media/backgrounders/2011/2011-06-27.asp>
- Immigration, Refugees and Citizenship Canada. (2016). *Our services and information*. Retrieved from: <http://www.cic.gc.ca/english/department/>
- King, K.M. (2009). *The Geography of Immigration in Canada: Settlement, Education, Labour Activity and Occupation Profiles*. Martin Prosperity Institute. Retrieved from: <http://www.martinprosperity.org/media/pdfs/Geography-of-Immigration-in-Canada-KKing.pdf>
- Levanon, A. (2014). Who succeeds as an immigrant? Effects of ethnic community resources and external conditions on earnings attainment. *Research in Social Stratification and Mobility*, 36, 13-29.
- Mills, G. (2014). The Role of Municipalities in Immigration. *Presented to Union of Nova Scotia Municipalities*. Retrieved from: http://www.unsm.ca/doc_view/1338-role-of-municipalities-in-immigration-ms-gerry-mills-presenter.html
- Nova Scotia Office of Immigration. (2011). *Nova Scotia Nominee Program Evaluation Report*. Retrieved from: <https://immigration.novascotia.ca/sites/default/files/NomineeProgramEvaluationReport.pdf>
- Sancton, A. (2015). *Canadian Local Government, An Urban Perspective*. 2nd Edition. Oxford University Press, Don Mills.
- The Nova Scotia Commission on Building Our New Economy. (2014). *The Report of the Nova Scotia Commission on Building Our New Economy*. Retrieved from: http://onens.ca/wp-content/uploads/Now_or_never_short.pdf
- Union of Nova Scotia Municipalities. (2016). *About Us*. Retrieved from: <http://www.unsm.ca/about.html>
- Union of Nova Scotia Municipalities. (2016). *UNSM Member Handbook*. Retrieved from: <http://www.unsm.ca/unsm-member-handbook.html>