



HALIFAX REGION
IMMIGRATION STRATEGY
Research & Consultation
Findings

Volume 2 of 2

Submitted to:

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1. CURRENT CONTEXT INTRODUCTION

To begin this volume of the report, it should be noted that it has been intended from the outset of this engagement that the research component of the project would be limited in scope to a brief analysis of the current and historical situation related to immigration in Halifax region. No primary, original source research was contemplated as part of the analysis of the “Current Context” and, indeed, the work involved in compiling the information presented in that Chapter was identified in the Request for Proposal as comprising less than one third the total effort of the project.

Much of the “Current Context” data has been incorporated into the Business Case in Volume 1 and therefore, is not repeated in Volume 2.

2. STAKEHOLDER SUPPORT & READINESS

Consultations were held with approximately 100 key stakeholders that have interests in the successful implementation of the immigration strategy.

Stakeholder Map



Through a series of some 30 sessions a comprehensive understanding of all stakeholder relationships was developed. This understanding forms the foundation from which we build a set of related strategies that collectively address all prioritised stakeholder requirements and provide the basis for the action and implementation plans contained in this report.

The consultations consisted of large and small meetings, focus group-type sessions and a number of one-on-one meetings. The findings from these consultations are summarised in the following paragraphs.

2.1 Immigrants

A formal information session was held with a group of 13 immigrants. In addition, interactions with many immigrants took place over the course of the study in a variety of settings.

The newcomers we consulted came to Canada and the Halifax Region for a variety of reasons. However, they all share a number of identifiable common goals. These include:

- Faster integration into the economic and social communities;
- Employment that meets the expectations they developed prior to arrival; and
- A sense of security and comfort with their new environment.

A majority of those we consulted are under-employed. In several instances, spouses of immigrants have returned to their home country or relocated to other parts of Canada to find appropriate employment. The result is divided families, increased levels of anxiety, and misgivings about the decision to come to Halifax.

Several of the immigrants consulted are searching for investment opportunities. A few have started businesses as planned, or have done so because they could not find appropriate employment.

2.2 International Students

There are more than 2,500 international students attending university in the Halifax Region. A consultation session was held with a small representative group of about 12 undergraduate and graduate students.

The primary reason cited for choosing Halifax as a place to attend university was that tuition costs are lower in Canada than in other English speaking countries considered and costs in Halifax are lower than in other regions of Canada.

Other reasons identified for choosing Halifax included:

- high academic standards of our post-secondary institutions;
- course and program offerings in specific areas of study;
- the fact that Halifax is a port city;
- easy accessibility through an international airport; and
- the city's size.

About half the students consulted came to Halifax with no intention of becoming immigrants, but have subsequently decided to immigrate and attempt to find employment here. The bases for their immigration decisions include:

- Expectations of finding suitable employment; and
- Perceived opportunities to start their own businesses in a community which is familiar to them.

The students are quite pragmatic, however. Most stated clearly they would move to other parts of Canada if their expectations could not be met in Halifax. Other characteristics demonstrated include:

- Academic credentials, often combined with global experience;
- Strong English language skills;
- Established social and community roots; and
- Foreign language skills and an understanding of foreign cultures.

2.3 Community Partners

Settlement Organizations

There are excellent settlement organizations providing services to immigrants in Halifax. A meeting was held with representatives from Metropolitan Immigrant Settlement Association (MISA), Halifax Immigrant Learning Centre (HILC), Metro Immigrant Learning Services (MILS) and the Halifax Regional School Board, Adult ESL program.

MISA offers assistance in employment, language assessment, settlement, cultural awareness, and volunteer opportunities. The other organizations provide English as a second language (ESL) training services. Collectively, these organizations are critical to the integration of immigrants into our community.

Settlement organizations see first hand the obstacles faced by newcomers. Challenges identified during our consultations included:

- Economic and credit histories from countries of origin are viewed as having little or no value here;
- Partly as a result of the credit history issue, immigrants are often required to pre-pay rent for lengthy periods, pay higher property, casualty and automobile insurance premiums than would otherwise be warranted;
- Newcomers face a general inability to obtain rudimentary financial services and establish basic banking and financial service relationships; and
- There are frequently problems matching the skills and qualifications of immigrants with the needs of employers.

Economic Development Organizations

Consultations were held with three key economic development organizations active in Halifax:

- The Greater Halifax Partnership (GHP);
- The Halifax Regional Development Agency (HRDA); and
- The Black Business Initiative (BBI).

Key points from the consultations with each organization are summarised in the following paragraphs.

The GHP has explicitly its economic development mission with its Approach for Success on the immigration agenda. The points of the linkage are:

- *Keep our businesses* → *Keep the immigrants we have*
- *Grow our businesses* → *Grow the international communities already here*
- *Attract new business* → *Attract new immigrants into our community*

The GHP occupies a leadership position in the Halifax Region business community and has marshalled the resources needed to further the immigration agenda.

The HRDA's Mission is "to create, facilitate and strengthen community economic development in the rural and suburban areas of HRM". The organization's philosophy is that immigration is 'not just about Revitalization, it is also about Vitalization'.

The consultation with the HRDA yielded a number of suggestions for program and policy initiatives that have been reflected in the strategies and action plan.

The Black Business Initiative (BBI) is community-focused economic development organization brings together immigrants with the indigenous Black community. The organization has established close relationships with GHP, HRDA and MISA and has the capacity to leverage programs and networks to the economic betterment of immigrants and the Black community.

The BBI provides newcomers with information about accessing capital and operating funds and has been successful as a catalyst in encouraging successful Black immigrants to become role models for the indigenous Black community.

Francophone Community

Consultations with Fédération acadienne de la Nouvelle-Écosse (FANE) and Conseil communautaire du Grand-Havre (CCGH) provided an overview of a community with significant enthusiasm for attracting Francophone immigrants to the Halifax region. This community has considerable infrastructure in place including schools, employment services and cultural organizations to support immigrant needs.

In 2003, the federal government developed the ‘Strategic Framework to Foster Immigration to Francophone Minority Communities’. Within the context of this strategy, CCGH will launch an immigration pilot in August 2005, intended to build on the existing infrastructure and work in partnership with other community organizations to develop French language services.

During the consultation process, discussion took place around the potential economic impact increased capacity in bilingualism would bring to the Halifax region. Call centres, government organizations and business exporters to French-speaking countries would all benefit from French-speaking immigrants. It was also noted that employment prospects for fluently bilingual job seekers are very good.

As a result of participation in an international immigration recruitment mission last spring, FANE has received a number of expressions of interest from Francophones in France and Belgium. Based on CIC information, FANE indicates that about 45 to 50 Francophones immigrate to Nova Scotia annually (specific numbers for Halifax are not known). The retention rate is similar to all other immigrants – about 40%.

Multi-Cultural Organizations

As a ‘proxy’ for the array of cultural organizations active in Halifax and throughout Nova Scotia, we consulted with the Multicultural Association of Nova Scotia (MANS). The mandate of this organization focuses on integration and retention of immigrants, as articulated in its mission statement:

- Develop and/or influence existing multicultural policy to promote equality;
- Create a sense of belonging and respect for all cultures;
- Influence and/or initiate the development of all relevant legislation so that it reflects multiculturalism;
- Educate all Nova Scotians on multiculturalism by –
 - developing and/or delivering multicultural programs;

- acting as a clearinghouse for multicultural issues, information and consulting services; and
- Advocating broad multicultural issues.

Immigration and multi-cultural awareness programs and initiatives of groups like MANS can be significant contributors to the successful integration and retention of immigrants in Halifax and the Province.

International and Religious Communities

Input was received from a consultation with the Honorary Consul of Lebanon and the balance of input received was from immigrants and others involved in the international and religious communities.

International communities active within Halifax contribute to an effective immigration strategy in a number of ways, including:

- Through family, community and church ties in their countries of origin, international and religious communities in Halifax can help identify and sponsor potential immigrants;
- With presence in Halifax, these communities can help newcomers from their country of origin become established locally by helping them understand and adjust to Canadian culture and behavioural norms;
- By providing access to social and religious organizations that will present familiar characteristics to newcomers, these communities can help immigrants develop a sense of belonging, leading to enhanced levels of comfort and security; and
- These communities can also play a role in reaching out to international students to help them establish links to a local community that will serve as a foundation for establishment of a successful life in Halifax.

2.4 Government Partners

Halifax Regional Municipality (HRM)

As the Government of the Regional Municipality, HRM is responsible for a range of programs and services with which newcomers have direct contact, The extent to which these programs and services are perceived by these residents to address their particular needs is a significant contributor to their successful integration into the Halifax community.

The HRM Community & Race Relations Advisory Committee has adopted immigration as an area of focus. This committee with its multicultural composition and in-depth knowledge

of and insights into community activities can serve as an important linkage between HRM and immigrants.

Province of Nova Scotia

Nova Scotia Office of Immigration

The Province of Nova Scotia formally launched “Nova Scotia’s Immigration Strategy” in January 2005. The strategy set out a number of key objectives, including a target of attracting 3,600 immigrants per year and of retaining 70% of these newcomers as long terms residents of the Province.

Other important elements of the strategy include:

- Commitment to optimise and improve the Nova Scotia Nominee Program;
- Creation of a new cabinet post of Minister of Immigration; and
- Creation of an Office of Immigration with funding provided in the budget for the current fiscal year.

Consultations with the representatives of the Province confirm its intention to be an active partner in the Halifax Immigration Strategy.

Nova Scotia Department of Education P-12

A consultation was held with the Executive Director, Skills and Learning, Department of Education. A key concern of this Department is that the Province is in the midst of a serious decline in school enrolments, driven entirely by the demographic profile of the Nova Scotia population.

An example of this cited by the Department is illustrated by enrolment data for primary classes — in 2005 there are 12,884 registered primary students in Nova Scotia; in 2007, the number of registered students will drop to 8,000, a decline of 38% in only two years. In 2020, when these 2007 Primary students complete high school, the number of high school graduates in the Province will be about half the number who will graduate this year.

The concern expressed by the Department is that the steady decline in high school graduates that will occur over the next decade — a known outcome because the students are already enrolled in the school system — will result in serious shortages of workers in Nova Scotia unless action is taken to reverse the trend.

Thus, the Department’s expected outcome from the Halifax Immigration Strategy is that its success will contribute to resolution of the impending work force shortages facing the Province.

Federal Government of Canada

Atlantic Canada Opportunities Agency (ACOA)

ACOA's involvement in immigration initiatives relates to the Agency's regional economic development mandate, and in particular, the issue of current and future skills shortages in the region. The Agency can play a strong role in coordinating economic development related initiatives with other Departments and Agencies of the Federal and Provincial Government, as well as with the Regional Municipality.

ACOA's expectations regarding outcomes from a successful Halifax Immigration Strategy include increased ability for local companies to compete in the global marketplace and expansion of the local economy. The Agency also expects that the Immigration Strategy will create a larger and more diverse pool of skilled and knowledgeable resources for SME's in Halifax and alleviate skilled labour shortages.

Citizenship and Immigration Canada (CIC)

Two consultations were held with CIC in addition to input the Department has provided through its participation in the Steering Committee for this project. As the Department responsible for Canada's immigration policies, legislation and regulations, CIC has an important facilitative role to contribute in helping ensure that federal rules, regulations and approaches are supportive of Nova Scotia's and Halifax's immigration objectives.

CIC is responsible for the Provincial Nominee Program initiative through which the Federal Government works in partnership with Provincial Governments to accelerate the flow of immigrants into specific parts of the country. A key expectation held by the Department with respect to the Immigration Strategy is that a tri-partite partnership relationship can be developed between CIC, the Nova Scotia Office of Immigration and the Halifax strategy implementation group to coordinate efforts related to improvements needed in the Nova Scotia Nominee Program (NSNP) and other elements of Federal policies that can affect the success of the strategy.

2.5 Employer, Trade & Labour Organizations

A focus group session was held with approximately 25 employers from with Investors in the GHP. In addition, consultations were held with several employers in the private and public sectors, as well as with the Canadian Manufacturers & Exporters (CME). The consistent message from these consultations is that while there is no immediate overall shortage of skilled workers, there are a few specific categories facing shortages. There is also a consensus that a shortage of workers will become a major problem within 5-7 years.

Concerns of employer groups that can be addressed particularly by the integration elements of an immigration strategy include:

- Enhanced ESL training to address weaknesses in written and spoken English language capability;
- Initiatives to facilitate accreditation of immigrants and related capability testing; and
- Initiatives and processes to help companies effectively match immigrant candidates with appropriate employment positions, and to help those with no experience hiring immigrants, deal with the details of finding immigrant employment candidates and related work permit issues if applicable.

The employer stakeholders also recognised that many job openings are filled without public posting and that this practice represents a significant barrier to immigrants wishing to enter the workforce.

In contrast, several of the companies consulted have successfully hired immigrants who they have found exhibit a very strong work ethic. The groups suggested these success stories could contribute to the communication and community education initiatives within the strategy.

Employers expect to have a pool of skilled workers to draw from when the need arises and there is recognition that a diversified workforce will position companies better to compete in a global marketplace.

The consulting team made numerous, unsuccessful attempts to initiate consultations with representatives of organised labour. In the absence of direct discussion, we have drawn on pertinent information related to consultations with the Nova Scotia Federation of Labour and the Nova Scotia Government Employees Union presented in the Nova Scotia Immigration Strategy Framework

Labour organizations clearly want to further the Canadian Labour Congress policy initiative to increase immigration. These groups indicated a need for early recognition of skill shortages in order to provide for timely attraction and training of immigrants. They also see

increased international immigration to Halifax as a vehicle through which the security and economic prosperity of members can be enhanced.

The groups consulted also expressed commitment to and a willingness to take on a leadership role in and the Halifax Region immigration strategy, and to participate during implementation of the strategy by providing:

- Support for an assessment process which recognizes various skills, education and experiences;
- Support for longer term planning and visioning; and,
- Support for cross-cultural competency and sensitivity training, including delivery of education and awareness programs to help combat racism.

2.6 Education Sector

Post-Secondary Education Sector

Consultations were held with the Association of Atlantic Universities, Atlantic Metropolis, the Nova Scotia Community College, (as well as with International Students as previously noted).

Universities in the region have begun to experience the decline in students graduating from high schools in Atlantic Canada. To address this decline in local students, the institutions are aggressively attempting to attract international students, as well as students from other parts of Canada.

The biggest challenge facing the universities in attracting international students to Halifax is that the intense competition for such students from all over the world.

The attraction of international students to the Halifax Region is a ‘Win-Win-Win’ situation:

- The universities are better able to maintain enrolment figures;
- The region enjoys the economic benefit of having international students active as consumers; and
- There is potential to retain international students as permanent residents.

Universities can also contribute to the success of the immigration strategy by educating the community about the positive contribution international students make to the cultural diversity of the Halifax Region. Universities play a role in the accreditation of immigrants and in offering ESL training and the Nova Scotia Community College can play a role in providing trade and skills training to immigrants to meet the future needs of the areas employers.

2.7 Summary of Stakeholder Relationships – Expectations & Contributions – With Halifax Immigration Strategy

Stakeholder Group	Stakeholder Outcomes (What the Stakeholder Gets)	Stakeholder Contribution (What the Stakeholder Provides)
<p>Immigrants</p>	<ul style="list-style-type: none"> • Opportunity to achieve their immigration objectives • Building public awareness about benefits of immigration • The experience of being welcomed by being an active participant in the community without feeling that they are judged or isolated • Equality of opportunity • Employment that meets anticipated expectations • Faster integration into the business and social communities • A feeling of being welcomed and becoming part of the community • A sense of security and comfort with the environment 	<ul style="list-style-type: none"> • Enrichment of the community • Leadership and input in the design and implementation of the immigration strategy • Skills and knowledge to address current and future labour shortages • Building public awareness about benefits of immigration • Enhanced cultural diversity and creative capabilities • Knowledge & understanding of what new immigrants require to integrate into the broader community • Investment capital • Consumer expenditures • International contacts and networks • Communication to future immigrants that Greater Halifax is a good place to live and work • Aggressive proactive support for international credential recognition

Stakeholder Group	Stakeholder Outcomes (What the Stakeholder Gets)	Stakeholder Contribution (What the Stakeholder Provides)
International Students	<ul style="list-style-type: none"> • Employment and investment opportunities that meets anticipated expectations • Faster integration into the business and social communities • Living in Halifax Region where innovation, creativity and diversity generates growth and prosperity 	<ul style="list-style-type: none"> • Well educated, English speaking immigration candidates with existing community relationships • Highly knowledgeable employees with diverse creative approaches and cultural diversity • Foreign language capabilities • Entrepreneurship • International networks • Knowledge of the global marketplace
Settlement Organizations	<ul style="list-style-type: none"> • Fully engaged & welcoming community in urban and rural areas • Support to assist with the integration of new immigrants • Able to leverage existing resources through collaboration with other partners involved in the immigration agenda • Enhanced awareness of the roles of the settlement organizations by immigrants and the community • An effective matching process between immigrants and job opportunities • A NSNP that is tailored to meet the needs of Halifax Region • Potential for increased funding as the program areas grow • Enhanced ability to influence immigration policy and processes at the provincial and municipal levels 	<ul style="list-style-type: none"> • Informed input into development of immigrant programs & policies • Knowledge & understanding of what new immigrants require to integrate into the broader community • Ability to implement Best Practices in welcoming, attracting, integrating and retaining immigrants • Programs to accelerate immigrant language skills • A Leadership role in implementing the immigration strategy • Education and awareness about immigration related issues • Identification of target immigrant sources

Stakeholder Group	Stakeholder Outcomes (What the Stakeholder Gets)	Stakeholder Contribution (What the Stakeholder Provides)
<p>Greater Halifax Partnership</p>	<ul style="list-style-type: none"> • Economic Growth through increased numbers of immigrants coming to and staying in the region • Achievement of desired outcome of 2,800 immigrants a year with 70% retention • A community with increased ability to compete in the global marketplace • An enhanced diversity program in the Halifax Region • Expanded participation in the immigration agenda of organizations in the Halifax Region • A higher retention rate of the immigrants currently in the Halifax Region • Enhanced cultural diversity, creative capabilities and improved Mosaic index in HRM 	<ul style="list-style-type: none"> • A leadership role in and commitment to the Halifax Region immigration strategy • A leadership position in the Halifax Region business community • Very strong networking capabilities • Influence on provincial and federal policies and programs • Provision of reliable research, information and support • Organization of international trade missions
<p>HRDA</p>	<ul style="list-style-type: none"> • Opportunity to provide leadership in implementing the immigration strategy • Vitalization and Revitalization of communities within the Halifax Region • Sustained or Increased economic activity in the region, particularly the suburban and rural segments • An increase in Community sponsorships • Fully engaged & welcoming community in suburban and rural areas • Enhanced participation in immigration activities by SME's 	<ul style="list-style-type: none"> • Lobbying support in development of immigrant programs & policies • A leadership role in and commitment to the Halifax Region immigration strategy • Strong suburban and rural community relationships and networks • Proactive involvement with NSNP Community Stream sponsorships • Strong SME relationships • Identification and communication of specific employment opportunities

Stakeholder Group	Stakeholder Outcomes (What the Stakeholder Gets)	Stakeholder Contribution (What the Stakeholder Provides)
<p>Black Business Initiative (BBI)</p>	<ul style="list-style-type: none"> • Enrichment and vitalization of the Black Community • Enhanced utilization of BBI programs • Successful black immigrants can become role models for the Black community • Enhanced cultural diversity • Increased knowledgeable resources to fill skilled labour positions 	<ul style="list-style-type: none"> • A leadership position in the Halifax Region Black community • Existing relationship between the Black business community and MISA re employment opportunities • Link to employers for international students and co-op programs • Very strong networking capabilities in financial circles • Partnership with GHP on a Business Retention and Expansion program • Information on how to access capital and operating funds • Commitment to the Halifax Region Immigration Strategy
<p>Francophone Community</p>	<ul style="list-style-type: none"> • Increased Francophone / French speaking population base in Halifax which allows the community to prosper • Community and government support to assist with attraction and integration on new immigrants • Expanded partnerships / relationships with other ethno-cultural groups where French is a second language • Supports FANE's mandate as an advocacy group 	<ul style="list-style-type: none"> • A mature infrastructure including schools, employment services and cultural organizations • A cultural, social and business network for new immigrants • Input into the development of immigrant programs and policies • Identification of target immigrant sources and the capability to recruit internationally • Identification and communication of specific employment opportunities • Ability to secure funding for immigration related initiatives

Stakeholder Group	Stakeholder Outcomes (What the Stakeholder Gets)	Stakeholder Contribution (What the Stakeholder Provides)
<p>Multi – Cultural Organizations</p>	<ul style="list-style-type: none"> • Growth and vitality in their existing community • Enhanced cultural diversity, creative capabilities and improved Mosaic index in Halifax Region • Support to assist with the integration of new immigrants • Enhanced ability to influence policy 	<ul style="list-style-type: none"> • A cultural, social and business network for new immigrants • Knowledge & understanding of what new immigrants require to integrate into the broader community • Input into development of immigrant programs & policies • Implementation of Best Practices in welcoming, attracting, integrating and retaining immigrants • Programs to accelerate immigrant language skills • Support & potential employment opportunities for International students – pre and post graduation • Identification of target immigrant sources • Identification and communication of specific employment opportunities
<p>International & Religious Communities</p>	<ul style="list-style-type: none"> • Enhanced cultural diversity, creative capabilities and improved Mosaic index • Larger and more diverse pool of skilled and knowledgeable resources available to fill skilled job positions • Vitalization and Revitalization of their communities and congregations • Expanded local economy • Increased immigration of international students 	<ul style="list-style-type: none"> • Advocacy capability • Strong network to homelands including honorary consuls • Ability to attract immigrants • Provision of job opportunities • Access to support networks for newcomers • A safe environment for immigrants • Cultural support for international students

Stakeholder Group	Stakeholder Outcomes (What the Stakeholder Gets)	Stakeholder Contribution (What the Stakeholder Provides)
HRM	<ul style="list-style-type: none"> • Population Stability & Economic Growth through increased numbers of immigrants coming to and staying in the region • Achievement of desired outcome of 2,800 immigrants a year with 70% retention • Fully engaged & welcoming community in urban and rural areas • Enhanced cultural diversity, creative capabilities and improved Mosaic index in HRM • A community with increased ability to compete in the global marketplace • Linkage to the recommendations from 2004 Economic Summit 	<ul style="list-style-type: none"> • A leadership role in and commitment to the Halifax Region immigration strategy • Provision of multi-lingual services and cultural awareness programs • Influence on provincial and federal policies and programs • Educating the public about immigration related issues • Employment opportunities for immigrants
HRM Community & Race Relations Advisory Committee	<ul style="list-style-type: none"> • Fully engaged & welcoming community in urban and rural areas • Recognition of their contribution to the development of an enhanced welcoming community in the Halifax Region • Enhanced cultural diversity, creative capabilities and improved Mosaic index in HRM 	<ul style="list-style-type: none"> • Linkage between HRM and the community • In-depth knowledge of and insight into community activities • Multi-cultural composition • Networks within the international and religious communities

Stakeholder Group	Stakeholder Outcomes (What the Stakeholder Gets)	Stakeholder Contribution (What the Stakeholder Provides)
<p>Province of NS Office of Immigration</p>	<ul style="list-style-type: none"> • Population Stabilization through increased numbers of immigrants coming to and staying in the region • Efficient and effective marshalling of resources dedicated to the implementation of immigration initiatives • Fully engaged and welcoming business, social and cultural communities in Nova Scotia • Achievement of Nova Scotia immigration goals as outlined in Nova Scotia's Immigration Strategy document • Support and leverage of capabilities currently being developed in this new department 	<ul style="list-style-type: none"> • Development of immigrant programs & policies • Ability to tailor the NSNP to meet the needs of Greater Halifax • Participation in development and implementation of Best Practices in welcoming, attracting, integrating and retaining immigrants • Support for international credential recognition • Data and in-depth knowledge of how the immigration system works • Educating the public about immigration related issues • Coordination of efforts with the Federal government and Greater Halifax • Identification of target immigrant sources • Attraction of immigrants to Nova Scotia
<p>Cornwallis Financial</p>	<ul style="list-style-type: none"> • Success in meeting the goals set for NSNP • Continuation of relationship with the immigration initiative • Population Stability & Economic Growth through increased numbers of immigrants coming to and staying in the region 	<ul style="list-style-type: none"> • Contractual relationship with the province re the NSNP • In-depth knowledge of how the immigration system works, especially the NSNP • Foundation of success in attracting immigrants to Halifax Region • Large international agent network • NSNP.net an extanet with an electronic library of opportunities, immigration information

Stakeholder Group	Stakeholder Outcomes (What the Stakeholder Gets)	Stakeholder Contribution (What the Stakeholder Provides)
<p>Province of NS Office of Economic Development</p>	<ul style="list-style-type: none"> • Population Stability & Economic Growth through increased numbers of immigrants coming to and staying in the region • Expanded local economy & enhanced ability to compete in the global marketplace • Larger and more diverse pool of skilled and knowledgeable resources to attract as future employees and business owners to the province • Financial return on investment for the province made into the new immigrant initiatives • Achievement of Nova Scotia immigration goals 	<ul style="list-style-type: none"> • Participation in development of immigrant programs & policies • Funding for immigration related programs and infrastructure • Opportunity for immigrants to access to capital and operating funds for immigrant run businesses • Support for international credential recognition and related work experience
<p>Federal Government ACOA</p>	<ul style="list-style-type: none"> • Increased ability for companies to compete in the global marketplace • Enhanced cultural diversity, creative capabilities and improved Mosaic index • Larger and more diverse pool of skilled and knowledgeable resources for SME's • Expanded local economy • Advances ACOA mandates associated with business development and alleviating skilled labour shortages 	<ul style="list-style-type: none"> • Advocacy capability • Advice to employers based on their in-depth knowledge of immigration policies and procedures • Ability to craft and implement strategies to allow immigrants better opportunities to participate in the knowledge economy • Access to capital and operating funds for immigrant run businesses • Funding capabilities to support economic development initiatives that will have direct and indirect benefit on the immigration agenda

Stakeholder Group	Stakeholder Outcomes (What the Stakeholder Gets)	Stakeholder Contribution (What the Stakeholder Provides)
Federal Government CIC	<ul style="list-style-type: none"> • Population Stabilization through increased numbers of immigrants coming to and staying in the region • Efficient and effective marshalling of resources dedicated to the implementation of immigration initiatives • Enhanced tailored NSNP program in place in Halifax • Expanded economy in the Halifax region • Enhances ability to achieve overall Canadian immigration targets 	<ul style="list-style-type: none"> • Development of and influence on policies – can tailor the programs to best meet the Halifax region needs • Data and in-depth knowledge of how the immigration system works • Coordination of efforts with the Provincial Government, HRM and Greater Halifax • Programs to attract immigrants to Canada
Federal Government HRSDC	<ul style="list-style-type: none"> • Larger and more diverse pool of resources to address impending skills shortages • Enhanced recognition of international credentials and work experience • Equal opportunity hiring for immigrants • Enhanced ability to fulfil its mandate e.g. Foreign Worker Program 	<ul style="list-style-type: none"> • Analysis and reports about future skills shortages • Programs and funding to accelerate immigrant advanced language skills and resolution of accreditation issues • Development of immigrant programs & policies – can change the rules • Coordinate flexible bridging programs around skills gaps of immigrants based on prior learning assessment

Stakeholder Group	Stakeholder Outcomes (What the Stakeholder Gets)	Stakeholder Contribution (What the Stakeholder Provides)
<p>Employers & Trade Organizations</p>	<ul style="list-style-type: none"> • Larger and more diverse pool of skilled and knowledgeable resources to attract as future employees • Access to a stable workforce with a strong work ethic • Enhanced cultural diversity and creative capabilities in their workforce • Increased ability to compete, not only in global market: immigrants bring diverse creative approaches, education, training and experience • Recognition as good community citizens 	<ul style="list-style-type: none"> • Early identification of future skilled position shortages • Jobs • Mentoring, opening doors by referrals • Business and organizational networks • Participating in creating new pathways for qualifications recognition - not only credentials, but also general qualifications and credit for related work experience • Employment for International students (pre and post graduation) and/or Co-op participation • Identification and communication of specific employment opportunities
<p>LABOUR (based on Nov 9, 2004 NS Immigration Strategy Framework Consultation With NSFL and NSGEU)</p>	<ul style="list-style-type: none"> • Ability to further the Canadian Labour Congress policy initiative to increase immigration • Advance recognition of skill shortages allowing for timely attraction and training of immigrants to maintain membership levels • Enhanced economic prosperity providing for membership security • Attraction strategy will put upward pressure on wage levels 	<ul style="list-style-type: none"> • A leadership role in and commitment to the Halifax Region immigration strategy • Support for an assessment process which recognizes various skills, education and experiences • Support for longer term planning and visioning • Support for cross-cultural competency and sensitivity training • Assistance in forecasting skill shortages • Education and awareness to combat racism

Stakeholder Group	Stakeholder Outcomes (What the Stakeholder Gets)	Stakeholder Contribution (What the Stakeholder Provides)
<p>Post Secondary Education Sector</p>	<ul style="list-style-type: none"> • Increased ability to compete in the global marketplace through referrals from international students • Enhanced ability to attract international students considered to be the key to maintaining enrolment levels in face of declining local P-12 student enrolment • Ability to attract and retain highly qualified faculty • Larger and more diverse pool of skilled and knowledgeable resources to attract as future employees and researchers • Recognition as good community citizens 	<ul style="list-style-type: none"> • Input into development of immigrant programs & policies • Advocacy capability • Programs to accelerate immigrant language and other skills • A leadership role in and commitment to the Halifax Region immigration strategy • Attraction of international students and faculty • Existing multi-cultural environment • Global networks including alumni • Aggressive proactive support for international credential recognition • Support & Employment for international students – pre and post graduation
<p>NS Dept of Education P – 12</p>	<ul style="list-style-type: none"> • Fully engaged & welcoming communities in the school districts • Enhanced stability in the student and teacher populations • Fewer incidents of racist /bullying behaviour in schools • Increased integration of newcomers into the community • Access to additional funding for programming related to newcomers 	<ul style="list-style-type: none"> • Direct access to immigrant families, in particular, young immigrants • ESL capabilities and programming for newcomers • Strong community relationships • Ability to play key role in communications associated with creating a welcoming community • Access to funding for immigrant programming

2.8 Stakeholder Implementation Suggestions

The following list of suggestions and comments arose from the consultations held with the Stakeholder groups.

Build on Foundation of existing ethnic & religious communities:

- Look at second-generation immigration.
- Take care of the needs of the existing minority communities and immigrants will take care of themselves.
- There is a definite role for religious groups to play as many immigrants will gravitate towards their religious organizations, as well as, or rather that their ethno-cultural community. Churches tend to be welcoming – it is part of their philosophy.
- Provide education on how communities can become eligible to sponsor NSNP candidates.
- Encourage the consulates and honorary consulates to get involved in the immigration agenda.
- Minority communities have their own networks which to which immigrants can link. Link them to the larger community networks is a bigger challenge.
- Private sponsorship is a cost effective way of encouraging immigration for public funding bodies.
- Sizeable immigrant communities are an asset to be leveraged.

Retain international students as immigrants:

- Universities must be involved and in lock step with the business community in this agenda. Universities graduate people with the skills employers are seeking.
- Use of co-op and summer job placement programs are a way of growing roots in the community
- Teach international students about local hiring practices – how to get into the system here can be difficult (Note: This issue can only be resolved if and when the MOU between the Province and the post secondary institutions regarding off campus employment comes into effect)
- Must address employers' reservations around – 'why invest in a student when they might not be able to stay here upon graduation'.
- Students need help with the immigration process. Information and forms are available online but access to an interactive process is lacking.
- Entrepreneurial students need access to capital.

- Alumni can be a great source of referrals and they themselves may be candidates for immigration.
- There are strong historical and cultural ties with New England that would make that region a great target area for students, and hence, potential immigrants.
- Pre-clearance for international students for immigration – a fast track initiative for international students, likely through the NSNP.

Engage the employers and business community:

- Employers must be open to hiring the best candidate from the total pool of applicants.
- Employers must be prepared to give credence to related experience and not just focus on credentials. Adopt an Apprenticeship approach to hiring immigrants thus allowing the new employees to get that Canadian experience they need.
- Often immigrants bring a stronger work ethic to an employer than that found in the existing workforce. This must be part of the communications plan.
- Employers could adopt a testing approach – pass the test and you've got the job.
- Be prepared to hire immigrants in their area of expertise even if at a lower level. And this will provide an opportunity for newcomers to work on credential recognition while they work.
- There has to be a better process to link up employer needs and available immigrants with the right skills.
- A degree of economic incentive may be required to engage employers, such as a payroll rebate program.
- How do we best engage the companies in the trades, plumbing, electrical, etc., where they tend to be smaller organizations.
- Business leaders and their companies must be prepared to become partners in a consortium that focuses on meeting their labour needs.
- There appears to be an opportunity for NSCC – training geared to the immigrant trade worker.
- Include immigrants in business events, and the business network – open up the network.
- Need to identify future job needs and develop creative approaches to match demand and supply.
- Educate and promote the value to companies of having access to globally focused employees.
- Develop program to reach and engage the smaller employer.
- The MISA New Beginnings program is a great way to engage employers.

Publicly focused communications:

- It will be important to build and sustain momentum. Beat the Drum on success stories.
- Emphasize the fact that immigrants are consumers.
- Get the myths out of the way - change the perception that immigrants are taking jobs away from current residents.
- Initiate proactive involvement of successful immigrants
- Reinstate the ability in HRM to take children on visits to their local police and fire stations.
- A lot of work must be done around the community related organizations such as Home & School, Recreational bodies.
- Need ongoing forum for immigrant input

Welcoming Community:

- There is a need for sensitivity and diversity training.
- Hold special events for newcomers in the communities where they live.
- Landlord education will be critical as part of the welcoming community.
- Create newcomer focused information centres.
- It's all about making connections.
- Introduce and welcome newcomers into the activities centred around Community Halls – which are often the true social centres of communities.

Attraction and Marketing

- Target M-T-V as a good source for Secondary Immigrants.
- The HRM Twin Cities may be a potential source of immigrants.
- Target populations that have strong English language capabilities.
- Create marketing materials promoting the attributes and attractiveness of the Halifax Region. Target areas that have similar characteristics – port cities, comparable size, etc. Consider creating a website and building an on-line portal.
- Garner the attention of the Canadian embassies. They can direct immigrant traffic.

3. IMMIGRANTS AND THE MULTI-CULTURAL MOSAIC

As noted in “A Framework For Immigration”, compared to the general population in Nova Scotia and Canada, immigrants on average have:

- Lower rates of unemployment;
- Higher employment income;
- Lower percentage of income from government transfers;
- Higher education levels;
- Higher level of entrepreneurship, creating jobs locally and generally, a net gain of jobs;
- Use fewer health services;
- Pay more in taxes than received in public services than the average; and
- The children do better than average academically.

To understand the current context of immigrants in Halifax, it is helpful to note that the principle criterion for location cited by immigrants is the proximity to family and friends¹. This criterion ranks just ahead of the economic security of a job. It is therefore not surprising that newcomers choose to settle mainly in larger urban centres where there are well-established immigrant communities, often including family and friends, and much needed settlement services.

By comparison to Halifax, in other mid-sized Canadian cities of similar size to Halifax — St. John’s, Kitchener, London, Winnipeg, Regina and Victoria —immigrants constitute varying proportions of the population. As the following table illustrates, immigrants comprise 18% - 22% of the population in Kitchener, London, Winnipeg, and Victoria, while Regina has a similar level of immigrants population, while St. John’s has a very small immigrant population.

¹ IMDB – The Longitudinal Immigration Database, Citizenship and Immigration Canada (CIC), Interprovincial migration of Immigrants to Canada, 2000.

Immigrants in Mid-Size Canadian Cities – 2001 Census

Municipality ²	Population	Total Immigrants	% of Pop.	Recent Immigrants (1996-01)	% of Pop.
Kitchener	414,300	90,500	22.1%	14,180	3.4%
London	432,200	80,400	19.2%	10,065	2.3%
Winnipeg	671,700	109,400	18.2%	13,400	2.0%
Victoria	312,000	57,590	18.0%	4,700	1.5%
Regina	192,800	14,000	7.2%	1,780	0.9%
Halifax	359,000	24,400	6.8%	4,435	1.2%
St. John's	173,000	5,300	3.0%	825	.05%

The multicultural makeup of the Halifax population is also important, because the communities represented here can be attraction points and integration supports for new immigrants coming here from those countries of origin. The countries of origin of all immigrants and of more recently arrived immigrants are shown in the following table:

Countries of Origin Foreign-born Nova Scotia Residents*	Countries of Origin Recent (1996-2001) Immigrants to Nova Scotia*
<ul style="list-style-type: none"> • United Kingdom • United States • Lebanon • Germany • India • China • Netherlands • Greece • Poland • Vietnam • Hong Kong • Italy • Philippines 	<ul style="list-style-type: none"> • China • United States • United Kingdom • South Korea • Saudi Arabia • Yugoslavia • India • Philippines • Russia • Iran • Egypt • Bosnia • Germany

*Descending Order of Importance, by Number of Residents

² CMA: a census metropolitan area. For example Halifax CMA includes all of Halifax Regional Municipality.

3.1 International Students

The number of international students in Halifax and Nova Scotia has increased by about 24% per year since 2001. The majority of these (69%) are enrolled in Halifax universities.

**Total Nova Scotia Enrolments by Institution
and Immigration Status – 2001/2002 to 2003/2004**

Institution	International Students		
	2001/2002	2002/2003	2003/2004
Acadia University		557	698
Atlantic School of Theology			3
Dalhousie University	822	1003	1179
Mount Saint Vincent University	188	284	343
Nova Scotia Agricultural College	22	19	33
Nova Scotia College of Art & Design	44	52	55
Saint Mary's University	593	713	930
St. Francis Xavier University	154	221	249
Université Sainte-Anne	10	14	12
University College of Cape Breton	67	102	144
University of King's College	19	18	32
Sub-Total Halifax Institutions	1,666	2,070	2,542
Grand Total	2,345	2,983	3,678

Note: Universities in Halifax are highlighted in blue

Data provided by Dalhousie University indicates that in the 2004/5 academic year, 1,357 international students from 134 countries were registered, an increase of 15% over 2003-2004, and an increase of 78% since 1999/2000.

The table below provides a snapshot of the changes in international student enrolment at Dalhousie over the most recent six-year period, based on the top ten countries of origin in 2004/5.

Dalhousie University International Student Enrolment, Selected Countries

Country	2004/05	2003/04	2002/03	2001/02	2000/01	99/00
China	233	213	155	89	57	32
USA	224	204	137	87	79	71
India	124	104	62	30	21	16
Bermuda	72	71	62	49	39	32
Saudi Arabia	58	52	51	40	40	36
Bahamas	51	42	37	26	20	20
Iran	33	14	11	8	7	4
United Arab Emirates	30	34	26	16	13	8
Botswana	21	22	19	18	20	14
Germany	21	23	12	14	11	15
TOTAL	867	779	572	377	307	248

As evidenced by our consultation findings, a significant percentage, (as many as half), of these students are often interested in becoming immigrants to Canada. They are also generally excellent candidates for immigration, having established an understanding of our language, culture, and employment and business conditions.

4. EXPERIENCES TO DRAW FROM – EFFECTIVE PRACTICES OF OTHERS

Programs and policies being implemented elsewhere, both within Canada and in other jurisdictions, provide illustration of some effective practices other communities are using in immigration initiatives. These examples offer useful perspectives and lessons to be considered in development and implementation of an immigration strategy for Halifax region.

4.1 Attraction Practices

Smaller jurisdictions must try to create distinctive advantages to compete for immigrants with the larger population centres. Major metropolitan centres possess a strong magnet in their large established immigrant populations which data shows to be the single strongest attractor for new immigrants³.

Alberta Agreement to Attract Foreign Students:

- Alberta was the first province to sign a Memorandum of Understanding with CIC in 2004 to ‘fast-track’ study permits for international students. Alberta has 10% of Canada’s population and is growing, but was concerned because it was receiving only 6.5% of immigrants to Canada, and fewer than 6% of the international students.
- Recognizing that international student enrolments are a good source of skilled immigrants to the Province, Alberta’s MOU allows the study permit application process at Canadian embassies to be shortened to 28 days, reduced from the standard time of three months. This increases Alberta’s opportunity to attract more international students overall and to attract the students with highest levels of academic standing. This pilot project is currently established at embassies in New Delhi and Beijing, with other embassies in Asia to be designated when possible.

Manitoba Provincial Nominee Program and Refugee Sponsorship programs:

- Manitoba has a strong history of attracting immigrants but numbers were declining in the mid 1990’s. At the same time Manitoba’s population was also static and aging. The Province then acted on several fronts to compete more effectively with Montreal, Toronto and Vancouver (M-T-V) in attracting and retaining immigrants.

³ IMDB - The Longitudinal Immigration Database, Citizenship and Immigration Canada (CIC) Interprovincial migration of Immigrants to Canada, 2000

- The key initiative to attract newcomers was the Manitoba Provincial Nominee Program. Launched in 1999 this agreement with the Federal Government allowed Manitoba to ‘fast track’ applicants through the federal backlog, (at time of writing the federal backlog is 2-3 years), and attract applicants most suitable to the economy and cultural makeup of the province. As a result, newcomers to Manitoba increased 80%, from 3,600 in 1995 to about 7,500 in 2004. This increase is attributable mainly to the Nominee Program. Manitoba now receives about 70% of all Provincial Nominee Program (PNP) immigrants landing in Canada.
- To ensure better retention of immigrants, the Manitoba PNP requires either a job offer or a sponsor who is family or longstanding friend. The categories of the Manitoba program include:
 - employer direct – i.e., a job offer;
 - family reunification with principal applicant;
 - community identified;
 - International student;
 - Farm Stream (recently added); and
 - General stream, for unique qualifications, but no job offer required.
- There are several key foundation elements to the success of the Manitoba Nominee Program. These include:
 - creation of an Immigration Council; and
 - sufficient provincial resources to promote and support the PNP process and settlement services.
- The budget for immigration in Manitoba is now approximately \$10 million. This amount is in addition to the federal contribution of \$5.5 million for settlement support. There are a total of about 43 FTEs employed by the Province to implement the initiative.

Manitoba Immigration Levels

MANITOBA IMMIGRATION LEVELS

Principal Applicants and Dependents	2001		2002		2003	
	No.	Per cent	No.	Per cent	No.	Per cent
Family Class						
Immediate Family	682	14.86	661	14.30	768	11.83
Parents, Grandparents and Other	415	9.05	288	6.23	351	5.41
Subtotal	1,097	23.91	949	20.54	1,119	17.24
Economic Class						
Skilled Workers - Principal Applicant	491	10.70	423	9.15	431	6.64
Skilled Workers - Dependent	687	14.97	614	13.29	430	6.62
Business - Principal Applicant	34	0.74	25	0.54	39	0.60
Business - Dependent	100	2.18	72	1.56	33	0.51
Provincial/Territorial Nominees - Principal Applicant	307	6.69	466	10.08	1,705	26.26
Provincial/Territorial Nominees - Dependent	665	14.49	1,061	22.96	1,401	21.58
Live-In Caregiver - Principal Applicant	38	0.83	26	0.56	23	0.35
Live-In Caregiver - Dependent	9	0.20	2	0.04	10	0.15
Subtotal	2,331	50.81	2,689	58.19	4,072	62.72
Other						
Unknown			1	0.02	66	1.02
Subtotal	0	0.00	1	0.02	66	1.02
Refugees						
Government Assisted Refugees	517	11.27	580	12.55	539	8.30
Privately Sponsored Refugees	552	12.03	360	7.79	597	9.20
Refugees Landed in Canada (Asylum)	82	1.79	31	0.67	91	1.40
Dependents Abroad*	9	0.20	11	0.24	8	0.12
Subtotal	1,160	25.28	982	21.25	1,235	19.02
TOTAL	4,588	100.00	4,621	100.00	6,492	100.00

Source: Manitoba Immigration Facts 2003 Statistical report, 2004; www.immigratemanitoba.com

Quebec – Tax Holidays for Research Scientists:

- In the effort to attract leading researchers from abroad into Quebec’s biotechnology and other advanced technology research sectors, the province offers a tax holiday from provincial income tax to immigrants who qualify. The target group is leading research leaders in bio- and other advanced technologies. This group, though small in number, is being pursued because they are perceived to create a disproportionately positive cultural and economic impact.

Memphis, TN, USA: Promoting Technology, Tolerance and Talent:

- In recent years, cities in North America have been the focus of theories on how to expand and sustain the knowledge-based economy. As noted elsewhere in this document, evidence from several researchers, (e.g., Florida and colleagues), suggests that cities, small and large, are the drivers of the new economy. That same research also suggests that it is the “people climate” as much as business climate in these cities that helps them compete successfully in attracting and retaining talented people which is important to attracting industry and business, rather than vice versa.
- A better people climate means promoting the amenities, diversity, and institutions that seem to attract educated mobile younger people, “the creative class”. Diversity is one of the keys according to the research.
- Memphis, Tennessee is a mid-sized city that has adopted the approach advocated by Florida’s theories and publicly announced a strategy – the talent magnet project -- to create a better people climate which its municipal government anticipates will cause the community to be perceived as an attractive as a place to live by the creative and talented people that are needed to attract and retain industry.
- For the purposes of this project, it is worth noting that Memphis does not have an explicit immigration strategy. However, it has incorporated the language and active promotion of “diversity” and “tolerance” into all of its economic development strategies and activities.
- The strategic initiatives incorporated into the talent magnet project include:
 - Promote Technology
 - Championing university initiatives to develop nationally competitive programs in technology.
 - Active support for a technology incubator in the city.
 - Active support for organizations such as the Entrepreneurs Roundtable to encourage entrepreneurial culture.
 - Promote Tolerance

- Visibly and officially embrace diversity as an economic and civic development goal.
- Expand the definition of diversity as an economic and civic “good”.
- Use images of diverse Memphians and their lifestyles in branding and image strategies.
- Actively support the International Freedom Awards.
- Promote Talent
 - Embrace young people and newcomers and welcome them into the city’s civic life.
 - Seek out and nurture, honour, and reward talent, including artists, entrepreneurs, technology workers and civic innovators.
- Promote Peak Experiences
 - Develop, package and promote as peak experiences unique Memphis experiences in the areas of outdoor recreation, arts and culture, cuisine, and intellectual life.

Wellington, New Zealand

- Wellington was a quiet, undistinguished city in New Zealand until it recently became a movie-making centre. It is now a case example for theorists of the creative class.
- In this example, Wellington, as a community, did not develop an explicit immigration strategy, though New Zealand’s national policies on immigration were not seen as restrictive.
- The catalyst for creating the talent magnet was a local filmmaker who set out to produce the film version of The Lord of the Rings trilogy in Wellington. To achieve this objective, all necessary production facilities were established locally and the highly skilled people need to create and produce the film were recruited to come to Wellington.
- The result has been that many of those who came to work on the Lord of the Rings productions have now immigrated and settled in Wellington because they have been attracted by the significant community of film technology and production artists have gathered there.

4.2 Integration and Retention Practices

The effort to welcome and settle newcomers who have landed in a community may be more important than the effort to attract them. This is because immigrants attract immigrants. The longitudinal survey of immigrants to Canada reveals that the presence of relatives and friends is the single largest factor in immigrants' choices to land and settle in a region. Our efforts and services to help our immigrants settle and become integrated into life in our community is therefore a key ingredient in attracting other newcomers.

Language training, work-bridging activities, and other key settlement services are essential if the notion of a "welcoming community" is to move beyond merely "friendly" to being personal, practical, and effective in helping newcomers integrate into our economy and society.

Metropolitan Immigrant Settlement Association (MISA), Halifax

- MISA is a national leader in developing effective settlement programs related to employment readiness and associated issues within the context of a small population and very limited funding base. MISA has implemented a creative web of employment related services in partnership with the Halifax Immigrant Learning Centre (HILC), industry groups and employers.
- The New Beginnings Program (NBP) is a pre-employment training and work term placement program. The basic program offers newcomers 45 hours of pre-employment training aimed at preparing them for the Canadian labour market, followed by a practice interview and a 6-week "on the job" work placement with a local employer. There is no cost to the employer, who is provided with the opportunity to assess the skills and compatibility of the participant for potential employment. Newcomers get invaluable work experience in their field, references, contacts, and feedback. Eighty percent of NBP participants find a job in their field, open their own business, or return to school within 3 months of completing the work placement experience. Dozens of employers in HRM have become partners and have received placements from the NBP programs. This framework has been used by other settlement organizations nationally.

Note: Funding from Human Resources and Skills Development Canada has recently been committed to help MISA develop and implement on-line versions of the New Beginnings Program workshops which will support distance education outside the urban area of Halifax, and beyond.

- Associated programs in employment readiness at MISA include the MISA Mentoring program through which local professionals formally mentor newcomers seeking employment in the same or related field. Employers can also participate as a speaker

at MISA's job information sessions, and take advantage of MISA cross-cultural workshops to help make diversity an asset in organizations. MISA is currently working to address licensure issues for professionals such as nurses, doctors, and engineers. These are complex issues in self-regulating professions. MISA's involvement in health sectors includes CIC funded pilot programs to develop sector specific language programs, and "Orientation to the Canadian and Nova Scotia healthcare system". The latter is unique in Canada because it is not profession-specific.

Halifax Immigrant Learning Centre (HILC):

- Language is often cited by employers and immigrants alike as the hardest barrier to overcome for many immigrants seeking employment or entrepreneurship opportunities. Employers consulted during this project confirmed that confidence in language familiarity is often a key obstacle for hiring newcomers. HILC offers English in the Workplace programs which can be customized to various industries. These programs can be delivered in the classroom or workplace.

Toronto Regional Immigration Employment Council (TRIEC)

- TRIEC is a multi-stakeholder council working to improve access to employment for newcomers in the Toronto region. There are presently six initiatives:
 - *Career Bridge* helps break the unproductive cycle of **no Canadian experience = no job = no Canadian experience** by providing newcomers with their first Canadian work experience in their field.
 - *Bridging Occupation and Licensing Gaps* – is a proposed service and database to match employers seeking specific skills with qualified immigrants, and immigrants requiring Canadian experience with potential employers.
 - *Mentoring* links a professional with an immigrant seeking work in the same or a similar field.
 - *Employer Promising Practices* disseminates management practice suggestions from employers who have a diverse and immigrant-friendly workplace.
 - *Getting the Message Out* creates and implements public awareness campaigns designed and managed by working groups to portray how immigrants contribute to the local labour market and the obstacles they face.
 - *Helping Immigrants Find the Information They Need* coordinates all the information resources available to help a newcomer navigate through the community, and making it more accessible by doing so.

Metropolis – The Cities Initiative – Ottawa

- Metropolis is an international forum for comparative research and public policy development about population migration, cultural diversity and the challenges of immigrant integration in cities in Canada and around the world.
- The Metropolis Project Team recently launched the Cities Initiative. Even though municipalities do not have jurisdiction over immigration policy, cities have an important role to play in integrating immigrants and ethno-racial minorities and in promoting positive inter-group relations. Municipalities are also interested in immigrants and diversity as part of their effort to prosper in the new economy.
- The City of Ottawa is actively engaged with Metropolis in this initiative and is in the midst of a year-long series of 10 monthly public forums on how immigration and diversity impact municipal policy and programs in the city. Participants in each forum include researchers, municipal officials, community organizations and media representatives. The forums feature one hour of presentations and one hour of discussions.
- Topics include:
 - Our Diverse City – Ottawa;
 - Planning for a Diverse City;
 - Delivering Social Services to a Diverse Citizenry; and
 - Education in the context of Diversity.
- Seven of the ten sessions have been held to date and have been well attended. These forums appear to be an effective partnership approach to engaging a community in a dialogue on immigration. The sessions involve knowledgeable resources from Metropolis, city officials who can make change happen and media, who can communicate outcomes to a much larger audience.

City of Quebec Internship Program

This program of paid internships was launched in 1999 to provide new immigrants with work experience in the Québécois environment. The internships are geared towards immigrants who are actively seeking employment in their chosen field, including such diverse occupations as town planners, IT technicians, chemists, communications advisors, secretaries, and accountants.

Key elements of the program include:

- Candidates must be 18 years or older and have received their status of permanent residence or Canadian citizenship. They have to live in the City of Quebec and have the competency in both the position and in the French language in order to be able to perform their duties associated with the internship offered.

- Those chosen will be offered a six-month internship for which they will be compensated according to their level of competency. At the conclusion of the assignment, the intern will be assessed on their performance. A positive evaluation will result in a letter of recommendation from their immediate supervisor.

More than a hundred people have participated in the program and the majority of them have found employment afterwards. Current program openings are oversubscribed.

The City of Quebec manages the program and it is financed by the Québec Department of Immigration and Cultural Communities and Employment.

LASI World Skills - Ottawa

- LASI World Skills was established in 1997 by a coalition of Local Agencies Serving Immigrants (LASI). The members of this unique partnership are pioneers in the settlement and integration of new Canadians in this region. The coalition includes:
 - The Catholic Immigration Centre (TCIC);
 - Immigrant Women Services Ottawa (IWSO);
 - Jewish Family Services (JFS);
 - Lebanese and Arab Social Services Association (LASSA);
 - Ottawa Community Immigrant Services Organization (OCISO);
 - Ottawa Chinese Community Service Centre (OCCSC);
- LASI World Skills is a recognized leader in responding to the needs of the local labour market while promoting the skills and talents of New Canadians. The vision of the organization is to build a welcoming community that meets its full potential. It is a not-for-profit organization that offers assistance to more than 2500 immigrants every year through a variety of programs and services, including job search workshops, a resource centre, and sector-specific support for internationally trained professionals and trades people.
- LASI World Skills provides employers with access to newcomers with a broad range of skills and educational credentials – including experienced professionals, skilled trades people, customer service specialists, scientists, and experts in an almost endless variety of other fields. Employers can search a database of potential applicants and create a job order on line.
- The creation of a Job Clearing House with active participation of multiple settlement and international communities with a wide range of employers has been recognized as a very effective process for Ottawa and for the 2,500 immigrants a year involved with LASI World Skills.

Manitoba Settlement Services

- Through a bilateral federal/provincial agreement, the government of Manitoba receives federal support for settlement services directly and manages all the distribution and accountability for that funding. An Immigration Council was formed including representatives from industry, government, and ethno-cultural communities to help guide the Province in this devolved process for planning and investment in mandated settlement services.

Winnipeg Refugee Support MOU

- Private sponsorship of refugees has been well developed in Manitoba, attracting about 500 applicants and family members annually. To support this high level of sponsorship, the City of Winnipeg, (where a large majority of refugees arrives), negotiated an agreement with CIC to provide an emergency fund in the event a refugee encounters unforeseen financial hardship the private sponsor is unable to address (with substantive reason).

Southern Alberta Institute of Technology and Calgary Catholic Immigration Society: Skills for Work Training Program

- SAIT and CCIS have a ten-year history helping new Canadians settle and become contributing members of Canadian society. In 2002, a Memorandum of Understanding was signed between the two organizations to formalize the training partnership for Skills for Work (SFW) programs. Among the many SFW programs currently offered, SAIT is subcontracted by CCIS to provide the occupational skills training component for five customized trades programs. SAIT also assists in providing practicum placements
- Active partners also include:
 - Alberta Human Resources and Employment (AHRE);
 - Calgary Community Adult Learning Association;
 - Citizenship and Immigration Canada; and
 - Human Resources Development Canada.
- Typically, the SFW programs are delivered in conjunction with external institutions and independent contractors to provide core components that include occupational training, technical/business English, access improvement, computer skill upgrading, industry work experience and job placement/job support. Class sizes are generally small and program length varies.
- Part of the integration services CCIS provides are AHRE-funded pre-employment Skills for Work (SFW) training programs. These particular programs are available to current and recent Employment Insurance recipients who require upgrading of skills to

get and keep a job. Skills for Work program participants receive monthly benefits to cover living expenses while they learn.

- This training program has been extremely effective in both meeting employment needs for business and providing employment to the almost all graduates of SFW. This is an excellent example of immigrants, business, settlement and post-secondary institutions working together to achieve their respective objectives.

5. FEDERAL AND PROVINCIAL POLICY AND PROGRAMS

The purpose of this section is to provide an overview of Federal and Provincial immigration policies and programs which form the framework within which an immigration strategy for Halifax is to be developed.

Canada is widely recognised as having one of the most immigrant-intensive populations in the world. Foreign-born residents are now 18.4% of Canada's population, compared to 23% in Australia, and 11% in the U.S. However, the distribution of immigrant populations within Canada is uneven, as the data in the table below illustrate.

Canada Immigration Levels (Landings) by Province 2001-2004

	2001		2002		2003		2004	
	Number	%	Number	%	Number	%	Number	%
Ontario	147,581	59.3	133,641	58.3	119,741	54.1	125,123	53.1
Quebec	37,523	14.9	37,627	16.4	39,551	17.9	44,276	18.7
British Columbia	38,352	15.3	34,001	14.8	35,228	15.9	37,046	15.7
Alberta	16,377	6.5	14,729	6.4	15,830	7.15	16,393	6.9
Manitoba	4,588	1.8	4,621	2.02	6,492	2.9	7414	3.1
Saskatchewan	1,708	0.7	1,665	0.7	1,670	0.8	1,949	0.8
Nova Scotia	1,711	0.7	1,419	0.6	1,476	0.7	1,745	0.7
New Brunswick	809	0.3	710	0.3	667	0.3	791	0.3
Newfoundland	402	0.2	405	0.2	359	0.1	577	0.2
Prince Edw. Isl.	135	0.05	110	0.05	153	0.07	317	0.1
TOTAL	250,484	100	229,091	100	221,352	100	235,808	100

Note: Immigration levels dipped after the events of 9/11/2001 due to increased tightening of security checking and the resulting delays and backlogs. But the number of applicants to immigrate to Canada has steadily grown.

5.1 The Role of Government: Immigrant Admission Criteria

Immigration is a joint responsibility of the Federal and Provincial government, although Federal legislation takes precedence⁴. The Immigration and Refugee Protection Act (IRPA, 2002) guides Canada's immigration program and is based on non-discriminatory principles. That is, foreign nationals, (potential immigrants), are assessed on the same criteria regardless of race, nationality, ethnic origin, religion, or gender⁵.

The law is administered by Citizenship and Immigration Canada (CIC), and its objectives include:

- Ensuring the greatest possible social, economic, and cultural benefits of immigration;
- Reuniting families;
- Protecting refugees;
- Integrating immigrants; and
- Managing access with a fair enforcement strategy.

The law establishes three categories in which applicants can apply for entry to Canada:

1. **Economic Class:** includes skilled worker, business immigrants, live-in caregivers, and Provincial Nominees. The economic class is about 60 % of immigrants to Canada.
2. **Family Class:** is for reunification of immediate and some extended family members as the principle applicants.
3. **Protected Persons:** includes government and privately sponsored refugees selected abroad, and those granted asylum once in Canada.

The Provincial Nominee Program (PNP) is an important option for Nova Scotia. It is an extension of national rules through which provinces can negotiate a PNP agreement with Ottawa. Such programs enable provinces to define the economic criteria by which immigrants to the province will be selected. Provincial nominee programs also provide for acceleration of the (normally 2-3 year) admission process. Under nominee program agreements, responsibility for certifying medical, security, and criminal clearance remain with CIC.

The PNP program can be an important tool for the smaller provinces that need to define economic criteria more locally, and have difficulty competing with M-T-V for immigrants⁶.

⁴ Constitution of Canada: (S. 95 Constitution Act, 1867)

⁵ *Annual Report to Parliament on Immigration*: Citizenship and Immigration Canada, 2004

⁶ *ibid.*

5.2 Economic Class Immigrants

The skilled worker category is by far the largest of all immigrant categories nationally, and arguably the most important for Nova Scotia. This category exists in the Federal rules as well as the Nova Scotia Nominee Program (NSNP). The criteria for each are similar and include: language, age, and education requirements. Where NSNP rules require the applicant to have a guaranteed job offer, the Federal rules grant a significant number of admission points for a job offer, but it is not required.

The Business Immigrant category has three streams under the Federal rules: Investor, Entrepreneur, and Self-employed. Investors must have business experience and invest \$400,000 in a business in Canada. The entrepreneur class must have business experience, actively manage the business they set up, and employ at least one Canadian citizen or resident. The self-employed applicant must show ability and intent to be self-employed, primarily in areas of culture, sports, and farm management.

5.3 The Nova Scotia Nominee Program – Current Status

The NSNP program has the potential flexibility to become the major stream of immigrants to the Nova Scotia.

Manitoba has effectively used its Nominee Program to become the leader in attraction and retention of immigrants among the less populated provinces. Manitoba has been equally effective in applying the resources needed to support the Nominee Program. Launched in 1999, the Manitoba PNP now accounts for 50% of the immigrants landing in Manitoba, and the retention rate is high.

The nominee program enabled Manitoba, with a similar population to Nova Scotia's, to land 7,414 immigrants in 2004 compared with 1,745 in Nova Scotia during the same period. This well developed program in Manitoba accounted for 70% of all PNP immigrants to Canada in that year⁷.

In Nova Scotia the NSNP program has three streams at present:

- Economic,
- Skilled, and
- Community identified.

In addition to satisfying language, age, and education requirements, the 'economic' applicant must make a large non-refundable financial contribution. This amount includes a fee paid to an agent, a \$1700 non-refundable fee payable to the Province of Nova Scotia and most of the

⁷ *Manitoba Immigration Facts*, 2004, statistical report for 2003; www.immigratemanitoba.com

money is used to finance an investment in an approved small business in the province. In return for such an investment, the applicant receives a six-month paid employment contract and work experience in the local work environment. This category is where most of the effort of our current nominee program has been focused.

Characteristics of the other two streams under the NSNP are as follows⁸:

- The Skilled category is designed to meet critical labour market skills shortages and is employer-driven. In addition to language, age, and education requirements, candidates must have a guaranteed offer of a permanent full-time job from a Nova Scotian employer in an area where an employer has identified a skill shortage. At present, the NSNP is working with the academic and medical community to bring skilled workers quickly to Nova Scotia. Many of the skilled worker nominees are already working and living in Nova Scotia as temporary workers.
- The Community-identified stream is offered through Rural Development Authorities, (RDA's), and community partners. An RDA can recommend nominees who will add social or economic value to their community. The RDA and community partners develop their own criteria based on the Authority's business plan outcomes and economic development objectives.

5.4 Strengthening the Nova Scotia Nominee Program

As the NSNP program is still in its early stages, Provincial officers listened to feedback from stakeholders in 2004 and, as an outcome from that process, have proposed plans to strengthen existing nominee categories and to introduce three additional categories.

To strengthen the existing NSNP, the Provincial Government proposes to:

- Educate employers, communities, and regional development authorities on ways to benefit from the NSNP;
- Improve marketing and promotional aspects of the NSNP, such as the website and promotional brochures;
- Ensure that the program remains responsive to changing labour market conditions;
- Work with regional development authorities and community partners to support and further enhance the community-identified stream;
- Work with the Federal Government to ensure that visitor visas will be issued to people who are considering immigrating to Nova Scotia, (using the dual intent allowance provisions of federal legislation);
- Review the necessity for potential nominees to visit Nova Scotia for a personal interview; and

⁸ Nova Scotia Immigration Strategy, Jan. 2005, www.gov.ns.ca/immigration

- Ensure that the fee structure for the program is competitive with nominee programs in other provinces.

The effectiveness of the existing program will be evaluated by March 31, 2007.

Nova Scotia is also considering introduction of three new streams to the Nominee Program, as follows:

- ***International Post-Secondary Students***
Target international students for immigration because they know the community, understand the job market, have graduated with Nova Scotia credentials, and have acquired good language skills and a strong sense of Nova Scotia culture
- ***Family Business Stream***
 - Develop a stream to allow immigrants who have made Nova Scotia their home and who are business owners to nominate a family member to come and work for them in their business. As a criteria for this proposed stream, businesses will be required to demonstrate that the nominated family member can be supported at prevailing wage rates and working conditions
- ***Entrepreneur Stream***
 - Through discussion with CIC and other federal and provincial partners, the Nova Scotia Office of Immigration is assessing the viability of establishing a stream for entrepreneurs who have demonstrated business success elsewhere to immigrate to Nova Scotia to establish a business venture here.

5.5 Immigrant Services and Federal-Provincial Agreements

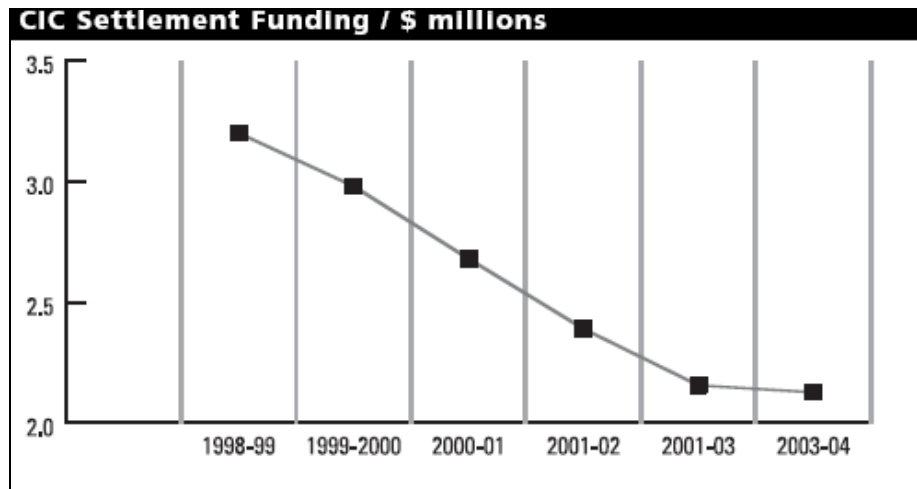
Retention of immigrants is considered by immigration experts to be more important than attraction, since immigrants attract other immigrants. In Nova Scotia our retention rate has been about 40% compared to over 70% in Manitoba.

One of the keys to successful retention of immigrants is settlement services, including ESL training in various forms, job bridging programs, credential enhancement and recognition, and family oriented services that are the key to providing a welcoming community. Federal law commits to co-operation with the provinces for planning and delivery of important immigrant services.

In addition to Provincial Nominee programs, bilateral agreements and memorandum of understanding can be struck to give provinces discretion in setting their own immigration goals and in settlement service delivery, if they wish to assume that responsibility. Manitoba and British Columbia have signed agreements with CIC to transfer responsibility and funding for immigrant services to those provinces

Settlement services have traditionally been funded by the federal government. Funding is determined by a formula based on the number of immigrants arriving in the province. As the number of immigrants arriving in Nova Scotia has declined since the mid-nineties, the Federal Settlement Services transfers have also declined.

Federal Transfers to Nova Scotia for Settlement Services



Source: *A Framework for Immigration, August 2004, NS Office of Immigration, www.gov.ns.ca/immigration*

5.6 Provincial Government Investment and Outcomes: Comparisons

The *Framework for Immigration*⁹ document identified three provinces – New Brunswick, Manitoba, Saskatchewan – with comparably sized economies and similar demographic concerns to those prevalent in Nova Scotia. These provinces have been actively seeking to increase immigration through creation of a Provincial Nominee program, and related agreements with Federal government, and with provincial investment in attraction and retention strategies.

⁹ Current Outcomes – Immigrant Retention Rates

5.7 Examples of Other Jurisdictions

The following tables show the comparable level of resources and the outcomes since 1995. Outcomes are measured by immigration numbers and retention rates.

Resources Dedicated to Immigration

Province	FTEs (full-time equivalents) and Financial Resources
Manitoba: <ul style="list-style-type: none"> • Department of Labour and Immigration • (Additional advisors in Industry, Trade and Mines) 	<ul style="list-style-type: none"> • 43 FTEs • \$15 million (including \$5.5 million in federal dollars for settlement services)
New Brunswick <ul style="list-style-type: none"> • Business New Brunswick 	<ul style="list-style-type: none"> • 9 FTEs • Financial resources unavailable
Saskatchewan <ul style="list-style-type: none"> • Department of Government Relations and Aboriginal Affairs 	<ul style="list-style-type: none"> • 10 FTEs • \$ 850,000
Nova Scotia <ul style="list-style-type: none"> • Office of Immigration (est. March 2005, launched April-May 2005) 	<ul style="list-style-type: none"> • 10.8 FTEs • \$2.6 Million

Current Outcomes – Immigrant Retention Rates

Province	Immigrants Destined 1995	Immigrants Destined 2001	Immigrants Destined 2003	Retention Rate
Manitoba	3605	4601	6492	78%
New Brunswick	646	808	674	62%
Saskatchewan	1947	1703	1671	57%
Nova Scotia	3589	1705	1476	40%

5.8 Related Government Initiatives

A number of related initiatives are underway in the Halifax region and in Nova Scotia. This immigration strategy will ultimately need to fit within the broader context of these planning and strategy-related initiatives.

From the perspective of the Halifax Regional Municipality (HRM), the regional plan is a policy "umbrella". It defines the need for three related strategies – immigration, cultural and economic, all of which are somewhat interconnected. At the same time, the province is reviewing its economic strategy and currently implementing the Nova Scotia Immigration Strategy.

Regional Plan

Regional Council endorsed the need for a Regional Municipal Planning Strategy (Regional MPS) for a multitude of reasons. Council and community stakeholders recognized a number of key characteristics of the quality of life we enjoy –

- a rich cultural life within a historic waterfront downtown;
- a strong, varied economy;
- beautiful wilderness and ocean areas; and,
- rural communities which inspire dreams of country life.

Yet, this enviable quality of life is at risk without a region-wide plan.

Guided by extensive public input, the Regional Planning Committee has developed a Regional MPS. This strategy comprises a detailed, long-range, region-wide plan which will outline where, when and how future growth should take place in Halifax Regional Municipality. A framework to ensure that current and future residents will continue to enjoy our present quality of life is contained within this document. It outlines how we can preserve our environment while still maintaining a strong, vibrant economy, promoting development and ensuring that our transportation needs are met.

Planning on a region-wide basis has significant benefits for HRM, primarily that our environment, which has shaped our current settlement patterns and influenced our economy, will be preserved.

The following excerpt from the HRM Regional Plan describes the need for an increase in population to meet labour demands in the next 25 years.

“Employment in HRM (on a place of work basis) is expected to expand to about 230,000 persons by 2025. This represents growth of 0.8 percent per year. Natural

increase in population alone will not be sufficient to produce an adequate supply of labour. As noted in the Economic Potential Study:

‘To meet projected employment opportunities over the next 25 years, immigration will have to rise from the current net annual level of 750 to reach about 3,500 per year by 2025. This will require major policy and program development by all levels of government.’

HRM needs to be a place that attracts in-migration, whether from elsewhere in Canada or from other countries. This can be achieved through support of five main drivers in the Region's economy which will help create many of those new jobs: universities and colleges, defence, hospitals, public administration, and financial, insurance and real estate services. Together, these five economic sectors account for one third of the job growth by 2026. The stability of, and prospects for, these sectors, therefore, are important to the overall economy of the region.”

HRM Economic Strategy

The Regional MPS makes reference to the HRM Economic Strategy in the following way.

“Over the next several months, HRM will develop an innovative strategy designed to build a creative community and to lead the region towards vibrant, sustainable economic growth. The strategy will provide an overall sense of vision and direction to economic development organizations and our community leadership.”

In order to compete effectively with other regions, HRM has decided to develop a comprehensive economic strategy that defines clear goals and tactics to differentiate Greater Halifax in the global economy. The strategy will serve to identify key growth sectors, and develop ways for the region to properly utilize its resources in order to become more efficient.

As noted elsewhere in this document, HRM is undeniably the economic hub of Atlantic Canada. The region accounts for forty percent of provincial GDP, and about twenty percent of Atlantic Canadian GDP. From the period between 1996 and 2001, the region experienced a 4.7% growth unlike many other Atlantic Canadian communities. However, we cannot be complacent and assume this growth trend will continue indefinitely.

But, with our excellent location and unique economic foundation (human resources, research and development, business climate, and quality of life), our economy has never been in a better position to compete with other regions nationally and internationally.

The underlying question is how can we better use our resources so that our economy continues to grow at a sustainable rate, while giving us a competitive edge over other regions worldwide?

HRM Cultural Plan

The Halifax Regional Municipality has recently launched a planning process to develop the Municipality's first Cultural Planning Strategy. The HRM truly is at a crossroads in its development. The Cultural Plan, to be completed in the fall of 2005, will build on the strategic growth management foundation that has been set through the proposed HRM Regional Plan. The sustainable management of HRM's cultural assets is recognized as being critical to the Region's future development and the health and vitality of every community in-between. The Cultural Plan will provide the framework for not only managing cultural assets but also developing our cultural identity to its full potential.

5.9 Nova Scotia Opportunities for Prosperity

Opportunities for Prosperity is the framework for achieving provincial prosperity. Released in October 2000, the strategy is closely linked to Skills Nova Scotia (the province's skills agenda), and Seizing the Opportunity (the provincial energy strategy). The strategy outlines a number of economic performance targets that Nova Scotia must meet to achieve its economic development goals. These include:

- Continued balanced budgets;
- Increases in provincial employment by 20,000 by 2005;
- Investment per person above the national average by 2005;
- Export expansion by \$2 billion, or 40% by 2005;
- Exports per person above the national average by 2010;
- Provincial GDP growth above the national average over the next 10 years; and
- Consistent net in-migration through to 2010.

It is part of the Office of Economic Development's Business Plan to revisit and validate Opportunities for Prosperity during the 2005-2006 fiscal year.

6. COMMUNITY ORGANIZATIONS INVOLVED IN THE IMMIGRATION AGENDA

6.1 Overview

The research indicates there are a multitude of organizations involved in immigration in Halifax. They can best be categorized in the following manner –

- Organizations providing Settlement, Awareness and Educational Services;
- Business and Labour Related Organizations;
- Universities;
- Multicultural Communities, including foreign government representatives; and
- Faith Communities.

6.2 Organizations Providing Settlement, Awareness and Educational Services

The settlement providing organizations are those who provide language, orientation and introductory programs into the community, including the business community. The eight primary organizations in Halifax are described in the table below.

Organization Name	Service / Programs	Funding
MISA	<ul style="list-style-type: none"> • Settlement and Orientation • Outreach / Crisis • Language Assessment • Translation and Interpretation • Community Capacity Building • Cross Cultural Training – Speaker’s Bureau • Family Violence and Cultural Awareness • Employment and New Beginnings Program • Immigrant entrepreneur Orientation 	<ul style="list-style-type: none"> • CIC • ACOA & • Province of NS

Organization Name	Service / Programs	Funding
Centre for Diverse Visible Cultures	<ul style="list-style-type: none"> • ESL – Home Instruction • Database of Services • Refugee Sponsorship Assistance • Legal and Advisory Information • Canadian Citizenship Preparation • Translation and Interpretation 	<ul style="list-style-type: none"> • Federal • Provincial • Municipal • Memberships • Donations
YMCA	<ul style="list-style-type: none"> • English Conversation • Community Involvement Program • School Support Program • Host Program 	<ul style="list-style-type: none"> • CIC • Project Funding
Halifax Immigrant Learning Centre	<ul style="list-style-type: none"> • ESL • Computer Training • English in the Workplace • Child Minding 	<ul style="list-style-type: none"> • CIC • Province of NS
Halifax Regional School Board	<ul style="list-style-type: none"> • Includes Queen Elizabeth High School, St. Agnes and Metro Region Immigrant Language Services • ESL • Computer Training • Child Care 	<ul style="list-style-type: none"> • CIC
Private Language Schools	<ul style="list-style-type: none"> • Includes • International Language Institute • Canadian Language Training Centre • East Coast School of Languages • St. Mary's University 	<ul style="list-style-type: none"> • Student Fees
Halifax Regional Libraries	<ul style="list-style-type: none"> • International Language Collections • Workshops / Cultural Programs 	<ul style="list-style-type: none"> • HRM
Pier 21	<ul style="list-style-type: none"> • Internship Program for immigrants • Workshops teaching students about nation building, citizenship, Canadian heritage and multiculturalism 	

Organization Name	Service / Programs	Funding
Multicultural Association of NS	<ul style="list-style-type: none"> • Community Education • Multicultural Trails • Multicultural Festival • Research 	<ul style="list-style-type: none"> • Province of NS • Heritage Canada • Status of Women

Of these organizations, only MISA is dedicated completely to immigrant settlement. The Centre for Diverse Visible Culture and the YMCA have significant programs which address immigrant needs but they are also involved with other programs and target populations.

The concept of welcoming community, based on the definition provided by Nova Scotia's Immigration Strategy, pertains to the ability of the local region to welcome immigrants into their neighbourhoods, workplaces and communities. The Strategy includes elements of increasing awareness and education around the benefits of immigration and diversity. Three of the organizations identified above address this need, at least in part – Halifax Regional Libraries, Pier 21 and the Multicultural Association of NS.

6.3 Business and Labour Related Organizations

In addition to the settlement providing organizations, there are a number of business organizations which have become interested and actively involved in immigration related issues over the past several years.

Organization Name	Involvement
Greater Halifax Partnership	<ul style="list-style-type: none"> • Able to nominate immigrant candidates under the NSNP Community Identified category • Lead organization in the Halifax Region Immigration Strategy • Participant in various immigration related initiatives • Link Pier 21 Interns to employers
Halifax Regional Development Authority	<ul style="list-style-type: none"> • Able to nominate immigrant candidates under the NSNP Community Identified category • Business and employment support programs in which immigrants can participate • Steering Committee membership in the Halifax Region Immigration Strategy • Participant in various immigration related initiatives

Organization Name	Involvement
Halifax Chamber of Commerce	<ul style="list-style-type: none"> • Support CME immigration activities • Link Pier 21 interns to employers • Cooperate with MISA's New Beginnings and mentoring programs • Developed Immigration Policy and Action Plan
Canadian Manufacturers and Exporters	<ul style="list-style-type: none"> • Developing the Nova Scotia CME Tool Kit and Brochure • Participate on the Chamber's Immigration Committee • Advisory Committee member in the Halifax Region Immigration Strategy • Participant in various immigration related initiatives
Black Business Initiative	<ul style="list-style-type: none"> • Support for black business immigrants • Advisory Committee member in the Halifax Region Immigration Strategy • Participant in various immigration related initiatives
NovaKnowledge	<ul style="list-style-type: none"> • Lead organization in the coalition to respond to the Framework for Immigration • Call to Action initiative identified immigration as key to Nova Scotia's economic viability • Advisory Committee member in the Halifax Region Immigration Strategy • Participant in various immigration related initiatives
Labour Organizations	<ul style="list-style-type: none"> • Represents interests of their members • Recognition of the importance of immigration to the Halifax Region • Concern about the lack of understanding and intolerance about people from different cultures • (Consultation with NSFL scheduled for June 23)

6.4 Universities

The post secondary sector plays a significant role in the immigration agenda. Halifax universities recruit and integrate thousands of international students and faculty from around the world each year. In addition, they act as informal ambassadors on a variety of international research and other projects in which faculty are involved, all of which could be coordinated with a Nova Scotia immigration attraction campaign.

Atlantic Metropolis is a consortium of academic researchers, government representatives and non-governmental organizations dedicated to pursuing policy relevant research related to immigration, population migrations and cultural diversity. Metropolis pursues research focused on the attraction of new immigrants to Atlantic Canada and issues related to retention. (Source: Metropolis Brochure)

6.5 Multicultural Communities and Foreign Government Representatives

The Multicultural Association of Nova Scotia lists 46 multicultural communities in Nova Scotia. In addition, there are 27 Consuls General, Honorary Consuls and foreign government representatives in the province. Many of these organizations and their government representatives attract immigrants from their home countries and support them in securing employment and settling in Nova Scotia. These organizations are discussed in more detail later in this document.

Multicultural Association of Nova Scotia, Members

Name of Organization	President
African Society of N.S.	Levi Ezurike
Albanian Canadian Community Assn.	Zeqirja Rexhepi
Arab Canadian Assn. of the Atlantic Provo	Dr. Ismaikl Zayid
Association of Nigerians in N.S.	Dr. George Mbamalu
Association of Pakistani Canadians of NS	Mr. Aijaz Baig Mirza
Atlantic Jewish Council	Michael Anthony / Jon Goldberg
Black Cultural Centre of N.S.	Henry Bishop
Canadian Lebanon Society	Joseph Daniel
Caribbean Society	Melissa Lezama / Jeremy Hart
Chinese Society of N.S.	Doreen Tan
Croatian-Canadian Cultural Ed. Soc.	James Luck
Diman Association of Canada	David Salah
Egyptian Coptic Community	Nabiha Ataliah
Federation of Scottish Clans of N.S.	Mr. Mel Baird
Filipino Association of N.S.	Jocelyn Croox
Federation Acadienne N.E.	Jean Leger
Ghanaian Canadian Friendship Assn.	Rosamond Luke
G.U. of Palestinian Students	Ahmed Wafaey
German Canadian Assn. of N.S.	Erika Ehses (VP)
Greek Community of Halifax	John Angelopoulos
Indo-Canadian Assn. of N.S.	Mr. Sundar Sharmar
Irish Association of N.S.	Mr. Pat Curran

Name of Organization	President
Islamic Association of the Maritimes	Saleem H. Amed
Islamic Community Centre of N.S.	Terry Saleh
Italian-Canadian Cultural Association	Robert Berard
Japanese Society of N.S.	Mr. Shizho Suetsugo
Korean Association of N.S.	Mr. Chang Kang
Latvian Association	Ms. Ingrid Sketris
Maritime Sikh Society	Dr. Dalip Singh Chehil
Micmac Native Friendship Centre	Mr. Gordon King
Palestine Social Association	Hassan Felfel
Polish Assn. of Halifax / Dartmouth	Dr. Alinea Klimek
Portuguese Society of N.S.	Victor Carvalho
Russian Society of the Maritimes	Tatiana Rossolimo
Scandinavian Society of N.S.	Mr. Knut Lonningdal
SICAM	Mr. Venkatesh Thyagarajan
South East Asian Assn.	Dr. Surender Sodhi
Sisters from the Caribbean	Lorraine Ferguson
Sri Lankan Assn. of N.S.	Mark Fernando
Sri Lanka Canadian Assn. of N.S.	R. Samarasekera
Swiss-Canadian Cultural Assn. of N.S.	Peter R. Kunz
Taiwanese-Canadian Assn. of N.S.	Un, C.L.
Thai	Sue Woo
United Africans Women's Assn.	Felicia Eghan
Vietnamese Assn. of N.S.	Mr. T.T. Nguyen
Multicultural Council of Halifax / Dartmouth	Carol Terry

6.6 Faith Communities

Churches, mosques and temples are integral to supporting and providing settlement assistance to some immigrants and refugees from their respective faith communities. These organizations, and the people in them, are an important element in the immigration settlement puzzle.

7. PROJECT MANAGEMENT APPROACH

A structured project management approach includes three distinct phases and emphasizes development of sound planning at the front end of the project:

- Initiation and Planning
- Delivery and Control
- Completion and Wrap-Up

7.1 Project Initiation and Planning

The Project Initiation phase includes the planning and kick-off activities necessary to establish the project governance structure, parameters, control processes and communications.

The planning process describes the foundation on which the project will proceed. It provides the guide for decision-making throughout the life of the project. It includes development of three working documents – the Project Charter, the Work Plan and the Communications Plan.

- The **Project Charter** defines the parameters within which the project will operate. It includes:
 - project goals and objectives;
 - critical success factors;
 - risk management approach;
 - project governance and organization;
 - roles and responsibilities; and
 - project control processes, including risk and issue management, change control and status reporting.
- The **Project Work Plan** provides the roadmap by which the project will be managed. Its elements include:
 - A detailed work breakdown structure within which activities and tasks are listed and described;
 - Duration and target dates to achieve completion of each defined task;
 - Task dependencies identifying those tasks which are dependent on completion of other tasks;
 - A schedule of deliverables and milestones; and
 - Assignment of responsibility to individual team members for completion of tasks.

- The **Project Communications Plan** includes:
 - Identification of key stakeholders;
 - What they will need to know and with what frequency; and,
 - The communication vehicles to best distribute the information and solicit feedback, if that is deemed suitable for the project.

The intent of the **project launch or kick-off** is to formally acknowledge commencement of the project and to achieve agreement on the parameters and overall project approach. The governance of the project is a key factor in the successful and timely delivery of project milestones.

Elements of a sound governance structure include:

- Strong direction and support, and timely decision-making by the Project Sponsor and Leadership Team;
- Capable day-to-day management by the Project Manager; and,
- Overall just-in-time and clear communication among the project team members as a whole.

7.2 Project Delivery and Control

Project Delivery and Control involves implementation of the processes and management approaches defined in the project charter and execution of the project work plan and communications plan. The bases for successful delivery of any project are sound management and maintenance processes and procedures. Project Control Processes may include all or some of the following:

Project Communications	<ul style="list-style-type: none">• Includes implementation of the communications plan developed during project initiation.• Communications occur at two levels – within the project organization and with stakeholders.• Informal communications are as important as formal communications within the project organizations.
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Regular Project Status Reporting	<ul style="list-style-type: none"> • A means of communicating progress and status of a project to the Project Sponsor and the Leadership Team. • Conveys the status on scope, budget, schedule, issues, and risks. • Produced by the Project Manager at regular intervals during the life of a project.
Scope Management	<ul style="list-style-type: none"> • A way of maintaining focus on the deliverables defined in the Project Charter and Work Plan. • Controls changes which may have an impact on the scope, cost, schedule, and quality of a project. • Improves the project's ability to deliver a quality product on time and on budget.
Risk Management	<ul style="list-style-type: none"> • Consists of a structured process to identify, assess, respond and manage project risks. • A risk is a threat to the success of the project and is therefore central to the project manager's accountability. • Effective management of risks enhances the project's ability to deliver a quality product on time and on budget.
Regular Work Plan Maintenance	<ul style="list-style-type: none"> • Project plans are dynamic and can become outdated almost as quickly as the project gets underway. • Retains the integrity of the work plan and the project. • Includes a review of progress and adjustments to the plan as required • Facilitates a rolling work plan approach

Project Completion and Wrap-Up

Project Completion and Wrap-Up occurs as the project comes to an end. It includes a number of activities to achieve an orderly conclusion. These typically include:

- Acceptance of the final project report by the Project Sponsor and Leadership Team;
- Communication activities such as thank you letters to project participants and final information distribution to stakeholders;
- Administrative tasks such as archiving project documentation and reassigning any remaining work; and
- A wind up meeting with key project participants to conduct an end of project review and formally acknowledge completion of the project.

APPENDICES

Appendix A – Labour Market Information

APPENDIX A – Labour Market Information

The following listing of ‘high-opportunity’ occupations in Halifax region has been extracted from current labour market Databases of HRSDC, which can be accessed at the following URL: www.labourmarketinformation.ca/employmentprospects

Halifax Region – High Opportunity Occupations

First digit of NOC Code	Job Type
0014	Senior Managers - Health, Education, Social and Community Services and Membership Organizations
0015	Senior Managers - Trade, Broadcasting and Other Services, n.e.c.
0112	Human Resources Managers
0314	Managers in Social, Community and Correctional Services
0411	Government Managers - Health and Social Policy Development and Program Administration
0412	Government Managers - Economic Analysis, Policy Development and Program Administration
1111	Financial Auditors and Accountants
1112	Financial and Investment Analysts
1113	Securities Agents, Investment Dealers and Brokers
1114	Other Financial Officers
1121	Specialists in Human Resources
1122	Professional Occupations in Business Services to Management
1211	Supervisors, General Office and Administrative Support Clerks
1212	Supervisors, Finance and Insurance Clerks
1213	Supervisors, Library, Correspondence and Related Information Clerks
1214	Supervisors, Mail and Message Distribution Occupations
1215	Supervisors, Recording, Distributing and Scheduling Occupations
1221	Administrative Officers
1222	Executive Assistants
1223	Personnel and Recruitment Officers
1224	Property Administrators
1225	Purchasing Agents and Officers
1226	Conference and Event Planners
1227	Court Officers and Justices of the Peace
1228	Immigration, Employment Insurance and Revenue Officers
1231	Bookkeepers
1232	Loan Officers
1233	Insurance Adjusters and Claims Examiners
1234	Insurance Underwriters
1235	Assessors, Valuers and Appraisers
1241	Secretaries (Except Legal and Medical)

Halifax Region – High Opportunity Occupations

1242	Legal Secretaries
1243	Medical Secretaries
1244	Court Recorders and Medical Transcriptionists
1413	Records Management and Filing Clerks
1414	Receptionists and Switchboard Operators
1431	Accounting and Related Clerks
1432	Payroll Clerks
1434	Banking, Insurance and Other Financial Clerks
1435	Collectors
1441	Administrative Clerks
1442	Personnel Clerks
1451	Library Clerks
1452	Correspondence, Publication and Related Clerks
1453	Customer Service, Information and Related Clerks
1454	Survey Interviewers and Statistical Clerks
1461	Mail, Postal and Related Clerks
1462	Letter Carriers
1463	Couriers, Messengers and Door-to-Door Distributors
1471	Shippers and Receivers
1472	Storekeepers and Parts Clerks
1473	Production Clerks
1474	Purchasing and Inventory Clerks
1475	Dispatchers and Radio Operators
1476	Transportation Route and Crew Schedulers
2121	Biologists and Related Scientists
2131	Civil Engineers
2132	Mechanical Engineers
2133	Electrical and Electronics Engineers
2134	Chemical Engineers
2146	Aerospace Engineers
2147	Computer Engineers (Except Software Engineers)
2154	Land Surveyors
2161	Mathematicians, Statisticians and Actuaries
2171	Information Systems Analysts and Consultants
2172	Database Analysts and Data Administrators
2173	Software Engineers
2175	Web Designers and Developers
2211	Chemical Technologists and Technicians
2212	Geological and Mineral Technologists and Technicians
2221	Biological Technologists and Technicians
2231	Civil Engineering Technologists and Technicians

Halifax Region – High Opportunity Occupations

2232	Mechanical Engineering Technologists and Technicians
2233	Industrial Engineering and Manufacturing Technologists and Technicians
2241	Electrical and Electronics Engineering Technologists and Technicians
2244	Aircraft Instrument, Electrical and Avionics Mechanics, Technicians and Inspectors
2255	Mapping and Related Technologists and Technicians
3111	Specialist Physicians
3112	General Practitioners and Family Physicians
3113	Dentists
3114	Veterinarians
3121	Optometrists
3122	Chiropractors
3123	Other Professional Occupations in Health Diagnosing and Treating
3131	Pharmacists
3132	Dietitians and Nutritionists
3141	Audiologists and Speech-Language Pathologists
3142	Physiotherapists
3143	Occupational Therapists
3144	Other Professional Occupations in Therapy and Assessment
3151	Head Nurses and Supervisors
3152	Registered Nurses
3211	Medical Laboratory Technologists and Pathologists' Assistants
3212	Medical Laboratory Technicians
3213	Veterinary and Animal Health Technologists and Technicians
3214	Respiratory Therapists, Clinical Perfusionists and Cardio-Pulmonary Technologists
3215	Medical Radiation Technologists
3218	Electroencephalographic and Other Diagnostic Technologists, n.e.c.
3219	Other Medical Technologists and Technicians (Except Dental Health)
3221	Denturists
3222	Dental Hygienists and Dental Therapists
3223	Dental Technologists, Technicians and Laboratory Bench Workers
3231	Opticians
3232	Midwives and Practitioners of Natural Healing
3233	Licensed Practical Nurses
3234	Ambulance Attendants and Other Paramedical Occupations
3411	Dental Assistants
3413	Nurse Aides, Orderlies and Patient Service Associates
3414	Other Assisting Occupations in Support of Health Services
4121	University Professors
4131	College and Other Vocational Instructors
4141	Secondary School Teachers
4142	Elementary School and Kindergarten Teachers

Halifax Region – High Opportunity Occupations

4143	Educational Counsellors
4151	Psychologists
4152	Social Workers
4212	Community and Social Service Workers
4214	Early Childhood Educators and Assistants
4215	Instructors and Teachers of Persons with Disabilities
5111	Librarians
5122	Editors
5124	Professional Occupations in Public Relations and Communications
5135	Actors and Comedians
5211	Library and Archive Technicians and Assistants
5224	Broadcast Technicians
5225	Audio and Video Recording Technicians
5226	Other Technical and Coordinating Occupations in Motion Pictures, Broadcasting and the Performing Arts
5227	Support Occupations in Motion Pictures, Broadcasting and the Performing Arts
5231	Announcers and Other Broadcasters
5241	Graphic Designers and Illustrators
5242	Interior Designers
5243	Theatre, Fashion, Exhibit and Other Creative Designers
5252	Coaches
5253	Sports Officials and Referees
5254	Program Leaders and Instructors in Recreation and Sport
6221	Technical Sales Specialists - Wholesale Trade
6231	Insurance Agents and Brokers
6233	Retail and Wholesale Buyers
6241	Chefs
6242	Cooks
6251	Butchers and Meat Cutters - Retail and Wholesale
6261	Police Officers (Except Commissioned)
6271	Hairstylists and Barbers
6421	Retail Salespersons and Sales Clerks
6431	Travel Counsellors
6432	Pursers and Flight Attendants
6443	Casino Occupations
6453	Food and Beverage Servers
6471	Visiting Homemakers, Housekeepers and Related Occupations
6472	Elementary and Secondary School Teacher Assistants
6481	Image, Social and Other Personal Consultants
6482	Estheticians, Electrologists and Related Occupations
6611	Cashiers
6623	Other Elemental Sales Occupations

Halifax Region – High Opportunity Occupations

6641	Food Counter Attendants, Kitchen Helpers and Related Occupations
6651	Security Guards and Related Occupations
6683	Other Elemental Service Occupations
7211	Supervisors, Machinists and Related Occupations
7212	Contractors and Supervisors, Electrical Trades and Telecommunications Occupations
7213	Contractors and Supervisors, Pipefitting Trades
7214	Contractors and Supervisors, Metal Forming, Shaping and Erecting Trades
7215	Contractors and Supervisors, Carpentry Trades
7216	Contractors and Supervisors, Mechanic Trades
7217	Contractors and Supervisors, Heavy Construction Equipment Crews
7218	Supervisors, Printing and Related Occupations
7219	Contractors and Supervisors, Other Construction Trades, Installers, Repairers and Servicers
7222	Supervisors, Motor Transport and Other Ground Transit Operators
7231	Machinists and Machining and Tooling Inspectors
7241	Electricians (Except Industrial and Power System)
7242	Industrial Electricians
7245	Telecommunications Line and Cable Workers
7246	Telecommunications Installation and Repair Workers
7251	Plumbers
7253	Gas Fitters
7263	Structural Metal and Platework Fabricators and Fitters
7271	Carpenters
7272	Cabinetmakers
7281	Bricklayers
7282	Concrete Finishers
7283	Tilers
7284	Plasterers, Drywall Installers and Finishers and Lathers
7291	Roofers and Shinglers
7294	Painters and Decorators
7295	Floor Covering Installers
7311	Construction Millwrights and Industrial Mechanics (Except Textile)
7312	Heavy-Duty Equipment Mechanics
7313	Refrigeration and Air Conditioning Mechanics
7315	Aircraft Mechanics and Aircraft Inspectors
7321	Automotive Service Technicians, Truck Mechanics and Mechanical Repairers
7322	Motor Vehicle Body Repairers
7331	Oil and Solid Fuel Heating Mechanics
7332	Electric Appliance Servicers and Repairers
7334	Motorcycle and Other Related Mechanics
7335	Other Small Engine and Equipment Mechanics
7342	Tailors, Dressmakers, Furriers and Milliners

Halifax Region – High Opportunity Occupations

7351	Stationary Engineers and Auxiliary Equipment Operators
7371	Crane Operators
7383	Other Trades and Related Occupations
7411	Truck Drivers
7412	Bus Drivers and Subway and Other Transit Operators
7413	Taxi and Limousine Drivers and Chauffeurs
7414	Delivery and Courier Service Drivers
7421	Heavy Equipment Operators (Except Crane)
7422	Public Works Maintenance Equipment Operators
7437	Air Transport Ramp Attendants
7441	Residential and Commercial Installers and Servicers
7443	Automotive Mechanical Installers and Servicers
7445	Other Repairers and Servicers
7451	Longshore Workers
7452	Material Handlers
8254	Nursery and Greenhouse Operators and Managers
8255	Landscaping and Grounds Maintenance Contractors and Managers
8256	Supervisors, Landscape and Horticulture
8432	Nursery and Greenhouse Workers
8612	Landscaping and Grounds Maintenance Labourers
9481	Aircraft Assemblers and Aircraft Assembly Inspectors