



Immigrant Services  
Association of Nova Scotia

# Building our future together

## Strategic Plan 2025-2030

It's an exciting time for ISANS, with a future that holds great possibilities and opportunities. The Strategic Plan outlines the key goals, strategies, and initiatives that will guide ISANS' work over the coming years.



### Vision

A community where all can belong and grow

### Mission

Empowering immigrants to build a future in Nova Scotia

### Core Values

An organizational culture built on wellness and performance values

### Enablers

Ensuring we have the right systems, tools and resources to implement our strategic plan

## Core Values

### Wellness Culture Values

#### Care

Caring about people and their well-being is at the heart of our work, and we lead with compassion and empathy.

#### Diversity

Recognizing and valuing the diversity of perspectives, backgrounds, and experiences is how we create a welcoming and respectful environment for all.

#### Empowerment

Empowering people to thrive is how we work by providing the resources, opportunities, and support they need to learn and grow.

#### Inclusion

Inclusivity inspires us to be connected by our differences and to celebrate each other as equals and as representatives of those we support.

#### Respect

Treating others the way we want to be treated, leading with integrity, trust and kindness is how we show up.

### Performance Culture Values

#### Accountability

Holding ourselves and each other accountable for meeting our commitments, delivering high-quality results and driving continuous improvement.

#### Collaboration

Sharing knowledge, communicating openly and respecting each other's contributions make us stronger.

#### Innovation

Fostering an environment where new ideas and creativity can flourish, where we embrace change and create a better future.

#### Service

Understanding client and community needs and experiences, building relationships that deliver exceptional service, exceed expectations and drive successful outcomes.

# Strategic Priorities and Goals

## Thriving Modern Workforce

Creating a thriving modern workforce delivers high-quality service and organizational success by ensuring staff have the tools necessary to be effective in their roles, clear pathways for development, and programs designed to support their well-being. Valuing volunteers through enhanced engagement and support is key to our success and that of ISANS' clients.

Our goals:

- Improved staff engagement and well-being
- Attracting and retaining skilled and diverse talent
- Enhanced volunteer experience
- Effective internal communication

## Organizational Excellence and Resilience

Achieving organizational excellence and resilience ensures long-term sustainability and adaptability that aligns with environmental factors. Financial controls, facility optimization and streamlined internal systems will create an efficient operations function designed to withstand environmental fluctuations and seize new opportunities that advance organizational goals.

Our goals:

- Achieve financial sustainability through revenue diversification and continuous improvement of program and service delivery
- Achieve organizational resilience
- Financial and accounting structures that support revenue diversification
- Improved space "One ISANS One Space"
- Improved internal systems and processes

## Community Belonging and Immigrant Success

Focusing on community belonging and immigrant success ensures that immigrants are empowered to build their lives in Nova Scotia through high-quality programs and service delivery. Broadening awareness of ISANS' programs and opportunities for integrated settlement services across the province will foster inclusivity and community connection for newcomers and their families.

Our goals:

- Integrated service delivery model and client experience
- Increased awareness of ISANS' programs and services
- Increased access to settlement services across Nova Scotia



## Immigrant Workforce and Economic Development

Championing an immigrant workforce is a driver of economic development and growth. It empowers newcomers to contribute their experience and expertise and builds a strong labour market for employers. Innovative and strategic sector initiatives that enhance support for employment and entrepreneurship in Nova Scotia are essential to achieving this goal.

Our goals:

- Alignment of immigrant strengths, skills and experience with job markets
- Innovative and strategic sector initiatives, including construction and healthcare
- Enhanced support for immigrant employment and entrepreneurship
- Growth in strategic business partnerships

## Voice of Immigrant Empowerment

Building on ISANS' history and impact, we will continue to advance dialogue that recognizes the positive impact and economic value created by immigrants who choose Nova Scotia as their home.

Central to our new strategy will be a Thought Leadership Framework with the following goals:

- Nova Scotia continues to be positioned as a welcoming and inclusive province
- Increased and sustained awareness of the values and benefits of immigration and settlement services
- Trusted voice for newcomers at immigration and settlement policy tables
- Reduced systemic barriers facing immigrants working together with partners
- Unified with partners advancing a collective impact
- Championing of Nova Scotia's role in supporting humanitarian needs
- Pride amongst ISANS' employees