

Vision & Mission

The vision of ISANS is a community where all can belong and grow.

ISANS is a leading community organization that welcomes immigrants to Nova Scotia.

Working in partnership, we offer services and create opportunities to help immigrants to participate fully in Canadian life.

Values

Diversity, Respect, Innovation
Collaboration, Accountability

Leading the Way

Strategic Plan 2012 - 2015

Integrate Clients More Quickly

ISANS will provide exceptional programs, resources and opportunities so that immigrants can stay and build a life in Nova Scotia. By building on our expertise in distance technologies, we will reach out and assist immigrants in their integration journey before they arrive and wherever they are in the province.

Demonstrate Impact

ISANS' processes and procedures will facilitate service delivery excellence. By focusing on priorities and measuring our outcomes, we will demonstrate clear results and know the value of our work. We will also play a lead in celebrating the power and value of immigration by telling the story of immigrants' contributions to Nova Scotia.

Capitalize on our Capacity

ISANS recognizes that its capacity comes from the diversity, passion and commitment of its staff. Capitalizing on these strengths, we will provide staff with clear roles, achievable objectives and infrastructure, which allow them to give of their best. Our workplace will be an environment that increases cross-team communication, promotes workload balance and provides opportunities for professional growth and learning. We will recognize excellence and innovation and create spaces for their development and recognition. We will also build capacity by leveraging our partnerships to create unique solutions that lead to successful immigrant integration.

Enhance Financial Accountability

ISANS recognizes its responsibility for the administration and use of public funds and will demonstrate its commitment to accountability by using its resources wisely and through rigorous governance and financial management practices, actively seeking ways to diversify its funding base.

ISANS has established itself in Nova Scotia and across the country as a centre of excellence and innovation, particularly in the areas of refugee settlement, distance delivery, ESL Literacy and bridging programs. From this foundation, ISANS provides programs and services that are professional, responsive and strategically designed to meet the unique needs of immigrants to Nova Scotia, so that they, in turn, can seize the possibilities before them.

This year, with a shifting environment, new immigrant profiles, government policies and local contexts, ISANS undertook a process of developing a strategic plan that would direct and focus the organization for the next three to four years. This strategic plan, *Leading the Way*, is a response to what we heard in 42 meetings with 383 stakeholders, all of whom we would most sincerely like to thank for sharing their time, experience and ideas to help build ISANS' future. In establishing these strategies we undertake to continue to deliver on our reputation for excellence and innovation. We do not see radical changes in our future, but we do recognize the need for a more refined articulation of purpose and focus.

In the next few years ISANS will actively seek opportunities for partnership to promote immigration in the province and support initiatives to increase the numbers coming to settle here. As the priorities of governments shift, we will use our ability to respond to change, at the same time as focusing on the needs of our clients and the communities that welcome them. Responding to immigrants' priority to be linked to social and economic opportunities more quickly, we will increase those opportunities and we will use technology

to bridge boundaries of time and space to become a recognized leader in the country for online service delivery for immigrants. Furthermore, we acknowledge our responsibility to tell the stories – the currently invisible and compelling stories of immigrants and their significant contributions to our communities, to highlight the need for increased immigration to Nova Scotia.

We acknowledge, with pride, the reputation for excellence that we have worked so hard to achieve over the last thirty-two years. We also recognize the need to place a higher focus on demonstrating our impact, articulating the measurable results that come from the investment of public funds. In addition, although ISANS is likely to remain dependent on government funding, the organization commits to exploring sponsorship and other funding opportunities.

The outstanding reputation that ISANS currently enjoys was built by a staff that commits unconditionally to the work that we do. ISANS places great value on that commitment and will develop the skills and use the strengths of staff in an environment that both encourages learning and innovation and recognizes the importance of capacity. By leveraging the strengths of our staff and being strategic in our collaborations, we will be able to increase our efficiency and our effectiveness

In creating this first ISANS strategic plan, we commit to our vision, our mission and our values because they are the foundation of who we are and how we will accomplish the strategic objectives in *Leading the Way*.



LEADING THE WAY