

# National Connector Program



Connected



NATIONAL  
CONNECTOR  
PROGRAM

PROGRAMME  
DE CONNECTEUR  
NATIONAL

Annual Report 2017-18

## Testimonials

"The Connector Program allowed me to get to know key stakeholders in my field who could then guide me on my search for employment. Meeting in person with my Connectors gave me the opportunity to introduce myself more formally than being just another resume, and also made me feel like I was an important part of the community. Thanks to the Connector Program, I found a job in my field that will provide me with valuable experience as a professional."

-Connectee, *Western REN*

"It was really a wonderful experience to meet you and learn from you. Your valuable input will definitely help me to pursue my career in HR and also preparations for CPHR."

-Connectee, *IEC-BC*

"By participating in the Connector Program, I gained a deeper knowledge of myself, my strengths and weaknesses, my potential field of employment, and a clearer understanding of the principles and rules of the Canadian immigration system. The Connector Program helped establish my social network with local business people, which increased my opportunity to get employed. I felt welcomed, encouraged, and confident after meeting with several Connectors. They helped me feel assured of my own abilities and a sense of promising future."

-Connectee, *Cape Breton Partnership*

"The Connector Program has been invaluable to me in my work as a Career Consultant/Employment Development Coordinator at the Murphy Centre. The staff at the Centre have partnered with the Connector Program and have seen tangible success with clients gaining employment in their chosen fields. Having the opportunity to network with people in the business is truly an amazing opportunity for our clients and we look forward to continued partnering in 2018."

-Partner, *Newfoundland Connector Program*

"It was very rewarding to be part of the Connector Program with the St. John's Board of Trade and experience the power of a network. I was able to use my own network to help connect my Connectee to potential employers within his specialty area. Nothing can beat a personal introduction and in this case, seeing the introductions turn into productive conversations."

-Connector, *Newfoundland Connector Program*

**National  
Connector  
Program  
Annual Report  
2017-18**

Message from the Executive Director	2
Message from the Program Manager	3
Executive Summary	4
National Connector Program Scorecard	5
2017-18 Activity Report	6
Highlights from Across Canada	8
Challenges, Best Practices & Lessons Learned	11
2017-18 Report Card & Cumulative Results	14
Opportunities Going Forward: 2018-2020	16





It is my pleasure to present the **2017-18 Annual Report** for the National Connector Program (NCP). We are amazed and truly grateful for the growing interest Canadian communities have in launching their own Connector Programs. From small tightknit communities to major metropolitan cities, communities are looking at innovative, proven ways to attract and retain internationally trained professionals.

We all understand how important it is for immigrants to build their business networks and find the right job that matches their international skills and experience. This year, the NCP has provided all the training, tools, and resources needed to support the launch of 10 new Connector Programs.

This brings us to a total of 35 Connector Programs operating in Canada. Along with the immigrant stream, several Connector communities have added additional streams to include international and local graduates, however, this report reflects immigrant streams only.

Since July 2013, new NCP communities aided 2,094 newcomers. More than 1,919 business and community leaders met with newcomers and provided referrals and introductions. These referrals were extremely helpful in enabling these individuals to build their own business networks. The results have been impressive: 681 immigrants have found jobs with the support of Connector Programs. We would also like to acknowledge several Connector communities launched prior to 2013 that continue to operate successful programs, including Halifax, Montreal, North Bay and Kingston.

The National Connector Program team is very excited about the year ahead. We are ready with a turn-key solution to continue to help retain internationally trained professionals and grow the economy.

I would like to acknowledge Immigration, Refugees and Citizenship Canada (IRCC) and the Halifax Partnership for supporting the National Connector Program over the past five years.

This support, along with the support of our referral partners, immigrant serving organizations, local Chambers of Commerce, local Economic Development Organizations, and Immigrant Employment Councils, have shown tremendous commitment to helping Canadian communities support and retain immigrants.

Thank you to all the wonderful Connector Program Coordinators who have embraced the growth of the National Connector Program, resulting in a highly successful year. We look forward to welcoming even more Connector communities in the coming year.

Sincerely,

A handwritten signature in blue ink that reads "Robyn Webb". The signature is fluid and cursive.

**Robyn Webb**  
Executive Director  
National Connector Program

 Communities are looking at innovative, proven ways to attract and retain internationally trained professionals.

## Message from the Program Manager



It's been a pleasure to join the NCP team as Program Manager this year, and working with the communities, partners, and stakeholders has been a rewarding and exciting experience so far.

Over the past year, it's been inspiring to see established communities welcome, support, and provide guidance to the 10 new communities that joined the program. The rapid growth of this program speaks to the success of Connector: we are innovators that are bringing newcomer integration and talent retention to our communities in a way that hasn't been done before.

I've been working on a number of marketing and branding projects for NCP this past year, including the rollout of the new brand, logo, and website that will further build our program and foster expansions into new communities. We are currently working on promotional videos to increase sales, in-take meetings, and networking. I am excited to share these videos this

summer for communities to use across the country and within their organizations.

Providing onsite training and best practice sharing is a memorable part of this past year. I've greatly enjoyed the webinar training sessions and monthly conference calls with all Connector Program Coordinators as well. The highlight of the year for me was the 2017 National Connector Learning Exchange. Fourteen communities came together for two days to share their challenges, knowledge, and successes, and feedback has shown that this event is integral to the program. Welcoming everyone to my city, Halifax, was such a proud moment!

Looking forward to next year, I'm excited to continue providing support through training, resource creation and sharing. Planning for the 2018 Learning Exchange is currently underway, and I'm confident it will be even better this year. We'll also be launching the Super Connector marketing campaign, which will

highlight 10 Connectors from across Canada in digital and social media channels. We will showcase some of our best Connectors and increase awareness of the program nationally. Lastly, I'm looking forward to rolling out the Connector Organization campaign, which will also focus on added ways to attract, retain, and engage Connectors to continue to provide value to the business community.

Thank you for a wonderful year, and I look forward to seeing what we accomplish in 2018-19!

Sincerely,

A handwritten signature in blue ink that reads "Sasha Sears".

**Sasha Sears**  
Program Manager  
National Connector Program



We are innovators bringing newcomer integration and talent retention to communities in a way that hasn't been done before.

The Halifax Partnership is pleased to present its **2017-18 Annual Report** for the National Connector Program (NCP).

In 2013, with funding support from Citizenship and Immigration Canada (now **IRCC**), the Halifax Partnership was awarded a three-year agreement to lead the National Connector Program to help train and launch 10 additional Canadian communities, and to assist three industry sectors develop Connector Programs.

In 2016, IRCC extended the three-year contract for a one-year period, amending the program outcome targets accordingly. The end of the 2017-18 fiscal year marks the end of year one of another three-year contract that will lead us to 2020.

Agreement specific outcomes for April 2017 to March 31, 2020 are as follows:

- Increase labour market participation (jobs) in Canadian business communities and employers' networks.
- Increase labour market and community integration through Connector meetings, networking associations, and community-based activities.
- Increase newcomer confidence and knowledge through targeted connections with employers in their field, networking meetings and events, skill development, and online resources.
- Increase strategic opportunities for newcomers to secure employment through the successful and sustainable implementation of 10 new Connector programs.
- Increase employer engagement to support newcomer integration and retention.

The following measurable targets were established:

- Assist 2,000-4,000 newcomers.
- Increase the engagement of business leaders by matching them to immigrants and increasing their business networks.
- Increase labour market participation (jobs) in their respective communities.

In 2017-18 the NCP recruited 10 new Connector communities, exceeding the annual target of three new Connector communities:

- Moncton, NB
- Fredericton, NB
- Saint John, NB
- Waterloo, ON
- Corner Brook, NL
- Grand Falls, NL
- Charlottetown, PE
- Summerside, PE
- Eastern Region, NS
- Valley Region, NS

There is now a total of 35 National Connector communities, including two industry associations, working to connect immigrants to business networks in Canada.

Panel discussion at the Metropolis Conference 2018, from left: Patrick McKenzie, Bruce Randall and Robyn Webb



This scorecard provides an overview of National Connector Program results against targets.

Targets	Year 1: 2017-2018	Cumulative Results: 2013-2018
New Connector Communities & Industry Associations (Training provided through NCP)	<ol style="list-style-type: none"> <li>1. Moncton, NB</li> <li>2. Saint John, NB</li> <li>3. Fredericton, NB</li> <li>4. Waterloo, ON</li> <li>5. Corner Brook, NL</li> <li>6. Grand Falls, NL</li> <li>7. Charlottetown, PE</li> <li>8. Summerside, PE</li> <li>9. Eastern Region, NS</li> <li>10. Valley Region, NS</li> </ol>	 Currently Operational <b>35</b>
NCP Communities will aid <b>2,000</b> newcomers	Count # of newcomers <b>750</b> New Connectees	 <b>2,094</b>
NCP communities will contribute to increasing labour market participation (jobs) in their respective communities	Count # of jobs <b>244</b>	 <b>681</b> Jobs
NCP communities will increase engagement of business leaders by matching them to immigrants to increase their business networks	Count # of Connectors <b>672</b>	 <b>1,919</b> Connectors



"I enjoy helping newcomer professionals to establish their career in a new environment. It helps me to think positively. It too provided me an atmosphere to act, learn, and teach professionally."

-Connector, IEC-BC



The following is an overview of 2017-18 results against the statement of planned activities and intended results identified in the 2017-20 Contribution Agreement:

## Activity 1

**Recruit 10 new National Connector Programs and provide continued support to existing Connector communities.**

### Actions:

Presentations to potential Connector communities:

- Charlottetown Chamber of Commerce (program expansion)
- PEI Association for Newcomers
- Ignite Fredericton
- Opportunities New Brunswick
- Newfoundland Board of Trade (program expansion)
- Immploy, ON
- Niagara Workforce Planning Board
- Axion Quebec
- Thunder Bay Community Economic Development Commission
- Western Region Enterprise Network (REN), NS
- Valley REN, NS
- Eastern Strait REN, NS
- Thunder Bay Economic Development/Réseau de soutien à l'immigration francophone du Nord de l'Ontario
- Red Deer Immigrant Centre

Other promotional activities:

- Presented NCP at the Metropolis Conference in Calgary
- NCP webinar for Planning for Canada
- Emerging and Best Practices Conference by IRCC and Employment and Social Development Canada (ESDC)
- Immigrant Employment Initiatives and Foreign Qualification Recognition Conference
- Immigrant Employment Council (IEC) Symposium

International interest:

- Presented NCP to University of Lapland, Finland who expressed interest in launching a Connector Program.
- Engage, Ann Arbor, Michigan launched a Connector Program at the end of 2017.
- Change Agency, Pittsburgh reached out to learn more about NCP with plans to launch in the coming year.
- BCG, Denmark reached out to learn more about NCP.
- Portugal invited NCP as their guest at an international conference to speak about youth and immigrant retention and attraction.
- Attended National Mentorship Conference as a guest in Washington, DC.

### Outputs Achieved:

- 10 new Connector communities signed partnership and sharing agreements in the first year of the three-year contract.

## Activity 2

**Training of new and existing NCP communities, including hosting a Learning Exchange.**

### Actions:

- Provided onsite training to 10 communities.
- Held monthly NCP calls to discuss challenges, best practices, resources, and results.
- Held quarterly one-on-one coaching calls starting in Q4 with each NCP community.
- Hosted the annual National Connector Learning Exchange in October 2017; 14 NCP communities attended.
- NCP communities shared resources on the online portal, including network strategies, speed interviewing strategies, presentations, best practices, and lessons learned. Continual emphasis on sharing resources aimed to improve networking and knowledge of the labour market for newcomers.

### Outputs Achieved:

- Feedback from Connector communities that new onsite training provided by Program Manager is an excellent resource.
- Connector communities appreciate the opportunity to come together at the annual Learning Exchange.
- Portal valued by newly launched and established Connector Programs.



### Activity 3

Ongoing maintenance and enhancement of the NCP tracking software.

#### Actions:

- Provided ongoing support and training to new and existing communities. Trained nine communities on the tracking system software.
- Worked with Halifax Connector Program to develop better Connector intake process and subsequent tracking within the system.
- Updated training manual and onsite training schedule to focus on updates to tracking system processes.
- Collaborated with Code + Mortar to develop a funding proposal for the Atlantic Canada Opportunities Agency (ACOA) and the Province of Nova Scotia to provide a rebuild of the tracking system, as the technology is outdated and needs attention.

#### Outputs Achieved:

- All Connector Programs utilized the Connector tracking software, including six new communities.
- Process improvement allowed for better tracking and engagement of Connectors.
- Projected system rebuild will allow for more control of the system by the NCP team as well as the communities.

### Activity 4

Develop a needs-based integrated marketing, communications and engagement strategy to build on current marketing and engagement assets/resources.

#### Actions:

- Updated brand, including logo, brand guidelines, photos, letterhead, and PowerPoint template completed in fall 2017.
- Completed a rebuild of the NCP online portal in February 2018, including updated branding, community pages, simplified resource upload, and a reporting form.
- Updated all current documents and resources with new branding to share with NCP communities.
- Currently developing an updated sales video to encourage new communities to start a Connector Program.
- Currently developing a Connector intake how-to video to instill confidence in Connector Coordinators and support them in attracting and engaging quality Connectors.

#### Outputs Achieved:

- Marketing and communications strategy for NCP is complete.
- New branding is being implemented in NCP communities.

### Activity 5

Create online networking toolkit to equip newcomers with the specific business-focused strategies to increase their employability.

#### Actions:

- Currently developing a how-to video with key tips for networking in Canada.
- Gathered and compiled other online resources (articles, tests, videos, etc.) to add to the toolkit.
- Shared skill development and online resources for immigrants on the NCP portal.

#### Outputs Achieved:

- Online newcomer networking toolkit is live with its own page on the new NCP website.

### Activity 6

Identify, recruit, and profile 10 “Super” Connectors from new and existing NCP communities.

#### Actions:

- Initiated planning process and established a committee within the Halifax Partnership.
- Project will launch in the coming fiscal year.



**Goal: Recruit 10 new National Connector Programs over three years...achieved in Year One** ✓

## Vancouver and Surrey

- **Engaged** the City of Surrey to make connections for the third time. Twenty-six employers signed up to be Connectors and introductions were made to 22 Connectees.
- **Held** a connections networking event for engineers co-hosted by the Immigrant Employment Council of BC and the Vancouver Immigration Partnership. The event brought together local engineering companies and internationally trained engineering professionals.
- **Participated** in the Connections Networking Event as a part of Surrey Newcomer Week. The event was designed to increase employers' awareness of the skilled immigrant labour pool in British Columbia, while helping those who are new to Surrey learn more about the finance and technology sectors.

- **Partnered** with TELUS to provide a unique opportunity for 22 new immigrants to hear first-hand from TELUS team leaders and hiring managers about ways to make a successful transition to the Canadian labour market.

- **65%** of Connectees found employment in their field, and 43% found employment within three months of arriving in the province.

## Okanagan

- **Presented** the Connector Program at Okanagan College to recruit Connectees.
- **Provided** roundtable discussion to service providers to foster relationships and understanding of the Connector Program.
- **Presented** at UBC Alumnights networking session.

- **Presented** the program during a quarterly City of Kelowna cultural services roundtable.

- **Participated** as a panelist in the Reverse Career Fair at UBC Okanagan.

## Calgary

- **Hosted** a Personal Branding in the Digital Age workshop in Calgary and Edmonton. Participants were taught how to connect using social media.
- **Partnered** with Calgary Region Immigrant Employment Council (CRIEC) and Certified Professional Accountants (CPA) Alberta to organize a hockey networking event, attended by 15 Connectors and 15 Connectees.
- **CRIEC** hosted a roundtable meeting with 14 post-secondary career advisors to discuss the Connector Program and the potential of working together on referrals.

## Edmonton

- **Launched** this year with Edmonton Region Immigrant Employment Council (ERIEC) and worked with 70 Connectees and 30 Connectors.
- **Hosted** a speed career networking event for finance professionals; 13 professional immigrants and seven local employers attended.

“Networking and making connections is the key to finding employment. The program model is great for employers and businesses because we are doing pre-review with all the work-ready professionals and there’s no pressure of having job offers at the moment we meet.”

–Coordinator, IEC-BC



■ **Hosted** a Smart Connections event. The theme was *Leveraging your Presentation Skills* and the keynote was delivered by a local expert in improving communication and presentation skills.

■ **Partnered** with Stantec to host a speed career networking event for engineering professionals; 17 professional immigrants and 17 local employers attended.

■ **Facilitated** an event called Secret Networking Dinner: Food Meets Culture. Five CPA members hosted dinner parties at five restaurants around Edmonton. The event had a 96% turnout and feedback was extremely positive.

#### **Saskatchewan**

■ **Organized** a speed interview event for information technology professionals; 25 Connectees participated.

■ **Partnered** with Open Door Society in Regina to host a networking event for Connectees and Connectors.

#### **Manitoba**

■ **Launched** this year with Success Skills Centre.

■ **Worked** with 28 Connectees and 17 Connectors.

■ **Invited** Connectors to speak at workshop sessions for Connectees.

## Waterloo

- **Re-launched** this year with the Kitchener-Waterloo Multicultural Centre.
- **Worked** with 24 Connectees and 31 Connectors.

## Toronto

- **Re-launched** this year with ACCES Employment.
- **Worked** with 62 Connectees and 30 Connectors.
- **Engaged** ACCES Employment's Speed Mentoring® program and six in-house bridging programs to recruit Connectees.
- **Engaged** ACCES program alumni as Connectors.

## Ottawa

- **Facilitated** a career exploration and encouragement workshop for Connectees.
- **Partnered** with Survey Monkey on a speed interview event for Connectees.

## New Brunswick

- **Launched** this year with Opportunities New Brunswick in three major cities – Fredericton, Moncton and Saint John. Streams include immigrant, international graduates, and local graduates.

## Newfoundland and Labrador

- **Expanded** Connector Program to include Grand Falls-Windsor and Corner Brook. Communities are working with immigrant, international graduate, and local graduate streams.
- **Launched** new brand, including logo and website.

## Prince Edward Island

- **Launched** this year under the name PEI Network. Worked with immigrant, international graduate, and local graduate streams.

## Nova Scotia

- **Launched** this year with Western Regional Enterprise Network. Worked with 26 Connectees and 58 Connectors. Streams include: immigrants, international graduates, and local graduates, as well as “employment ready” professionals.
- **Launched** this year with Cape Breton Partnership. Worked with 39 Connectees and 50 Connectors. Streams include: immigrants, international graduates, local graduates, African Nova Scotians, First Nations, and disability clients.

“Meeting with my Connector was amazing. She shared with me her journey when she came to Canada and introduced me to people in the industry. I am happily employed now.”

–Connectee, ACCES Employment



**65%** of Connectees in BC found employment in their field.

**T**hrough regular monthly meetings, the NCP team works with Connector communities to identify and share challenges, best practices, and lessons learned to ensure continuous learning and program improvements. Below are highlights of what we have uncovered.

## Challenges

**Securing long-term, sustainable funding.** It can be difficult for communities to acquire long-term funding from federal and provincial governments. Several programs have received pilot or short-term funding, however, the nature of the Connector Program model requires more consistent funding to see its full potential. Ideally, Connector Program funding would be multi-year and come from both the private and public

sectors. This is a challenge Connector communities are seeking to address by reaching out to potential private sector partners.

### Upgrading the tracking system.

The current tracking system technology is becoming too outdated to maintain. We are working with our current service provider and potential funders to rebuild the system with newer technology that will allow the NCP team to have more control over the system.

### Provinces facing economic setback.

When the province was in the throes of a deep recession in 2015-16, Alberta lost more jobs than in any given year since 1982. As a result, Connectors were more hesitant to open their business networks and some were finding themselves out of work. This is just starting to improve.

**Connector referrals.** Ensuring Connectors provide three referrals consistently has been a challenge. The NCP team will work to develop targeted training and resources to help Connector communities recruit and engage Connectors who will follow through on this expectation.

### Rural Connector Programs.

As the Connector Program expands across the country, we've seen rural communities adopt the program for the first time. As these programs grow, we see challenges related to population size and the ability to recruit quality Connectors and Connectees. We will provide specific support to ensure each adoption of the program works for their community.



## Best Practices

**Hosting an Annual Learning Exchange.** The annual Learning Exchange provides many benefits to Connector communities. It is an opportunity to create a common understanding of the importance of immigration to our communities and our country. Relationships are forged in shared experiences and in assessing the relevance of new approaches. It is a chance to look behind the scenes, get acquainted with Connector teams, and understand their issues, challenges, and successes.

**Collaborating** and utilizing the Halifax Connector Program as an incubator for new innovations, process improvement, and training feedback. As the most mature and successful program, the capacity exists to provide help with training and process improvement that can benefit other Connector communities.

**Developing strategic partnerships** with business/industry associations (e.g., Chambers of Commerce) to identify opportunities for increased engagement. This may include co-hosting events to provide networking opportunities for immigrants, identifying potential Connectors within the associations' membership, or increasing awareness on the benefits and need for hiring diverse professionals.

**Ensuring strong alignment** with immigrant-serving community organizations ensures immigrant participants are properly prepared and employment ready. The Connectee intake process provides additional quality assurance before connections are made to business leaders. This leads to increased satisfaction for both Connectees and Connectors.

## Lessons Learned

**Maintain focus.** The NCP has continued to focus on attaching skilled immigrants to the labour market. This allows the NCP to build and maintain relationships with potential Connector community organizations whose interests are closely aligned.

**Success comes with time.** The scale of results within an organization increases dramatically over time, especially after its first full year of reporting. The longer an organization uses the NCP framework, the wider its reach and outcomes.

**Ensure program excellence with continued sharing.** In addition to the training provided and the Learning Exchange, Connector communities have identified the benefits of participating in a "Community of Practice" as an important element of the NCP. Follow up sessions through monthly conference calls provide additional opportunities to share ideas, challenges, and opportunities. The NCP also populates a shared online portal with resources such as Connector toolkits, promotional materials, skills development and online resources for immigrants, and success stories for Connector communities.

"Thank you for registering me in the Connector Program. I met my Connector and found the meeting to be very informative. Soon after I found a job."

-Connectee, ACCES Employment

 Ensuring Connectors provide **3** referrals consistently has been a challenge.



**Ensure local leadership buy-in.**

When working with potential communities, the NCP must understand the local context and get buy-in from local leadership. Connector community organizations must be involved and familiar with local labour market demands and gaps.

**Meet face-to-face with potential communities and stakeholders.**

The NCP garners greater buy-in and support from targeted communities when there is an opportunity to meet face-to-face with proponents and stakeholders. This allows for an open, collaborative dialogue that addresses questions, concerns, benefits, and challenges that communities may face when launching a Connector Program. It provides stakeholders with a clear understanding of their potential commitment, role, and responsibilities in the successful launch and implementation of a Connector Program in their community.

**Build strong Connector engagement.** When communities engage with potential Connectors, it is imperative that they understand the value and impact of their role and are committed to providing referrals for the Connectees they meet.

**Celebrate success.** Annual recognition events celebrate “Super” Connectors – Connectors who enjoy meeting with several Connectees throughout the year – and Connector Organizations – organizations that have several employees actively engaged in the Connector Program. Recognition events inspire other businesses and organizations to consider participating in the program.

**Share results with immigrant referral partners.** Provide immigrant referral partners with quarterly reports outlining results to strengthen partnerships, and to see patterns of opportunity and challenges that inform planning.

**Ensure alignment with provincial immigration offices.** When identifying potential Connector communities, there is greater success when there is alignment with the community’s provincial office responsible for immigration. The office has a strong understanding of the community’s ecosystem and can provide recommendations on community organizations who may have the capacity and skills to coordinate the program.

**Identify potential organizations to assume role/responsibilities if new Connector communities face operational funding challenges.** It is beneficial for the NCP to work with impacted organizations to determine if there is opportunity to find other sources of funding support. If a funding commitment is not secured, the NCP team will work with the Connector community to identify other potential organizations that may have the capacity to take over the program.

## 2017-18 Report Card & Cumulative Results

<b>National Connector Communities and Industry Associations</b>	<b>Partnership and Sharing Agreement between Community and the National Connector Program</b>	<b>Status</b>	<b>Program Name</b>
1 <b>Edmonton, AB</b>	November 27/13	Operational	Connector Program—Edmonton
2 <b>CPA Alberta</b>	December 18/13	Operational	Connector Program—CPA Alberta
3 <b>Applied Science Technologies and Technicians of British Columbia (ASTT-BC)</b>	January 22/14	Operational	IEC—BC Connector Program—ASTT-BC
4 <b>Vancouver, BC</b>			IEC—BC Connector Program—Vancouver
5 <b>Surrey, BC</b>			IEC—BC Connector Program—Surrey
6 <b>Campbell River, BC</b>			IEC—BC Connector Program—Campbell River
7 <b>Calgary, AB</b>	March 10/14	Operational	Calgary Connector Program
8 <b>Ottawa, ON</b>	June 30/14	Operational	Ottawa Connector Program
9 <b>St. John's, NL</b>	July 6/15	Operational	The St. John's Connector Program
10 <b>Yukon Territory</b>	August 5/15	Operational	Yukon Connector Program
11 <b>Winnipeg, MN</b>	August 12/15	Operational	Connector Program—Winnipeg
12 <b>Regina, SK</b>	March 31/16	Operational	Connector Program—Regina
13 <b>Saskatoon, SK</b>			Connector Program—Saskatoon
14 <b>Regional District of Central Okanagan, BC</b> <i>(includes Kelowna, West Kelowna, Lake Country, Peachland, West Banks First Nation)</i>	January 17/17	Operational	Connector Programs of: Kelowna • West Kelowna • Lake Country Peachland • West Banks First Nation
15 <b>Western Region, NS</b> <i>(includes Digby, Yarmouth and Barrington)</i>	February 13/17	Operational	Connector Program—Western Region
16 <b>Toronto, ON</b>	March 13/17	Operational	ACCES Employment Connector Program—Toronto
17 <b>Scarborough, ON</b>			ACCES Employment Connector Program—Scarborough
18 <b>Brampton, ON</b>			ACCES Employment Connector Program—Brampton
19 <b>North York, ON</b>			ACCES Employment Connector Program—North York
20 <b>Mississauga, ON</b>			ACCES Employment Connector Program—Mississauga
21 <b>Cape Breton, NS</b>	March 22/17	Operational	Connector Program—Cape Breton

### NEW CONNECTOR PROGRAMS 2017-18

22 <b>Moncton, NB</b>	September 26/17	Ramping Up	Opportunities New Brunswick – Connector Program
23 <b>Saint John, NB</b>			
24 <b>Fredericton, NB</b>			
25 <b>Kitchener–Waterloo, ON</b>	September 27/17	Operational	Waterloo Connectors Program
26 <b>Corner Brook, NL</b>	October 24/17	Ramping Up	NL Connector Program
27 <b>Grand Falls, NL</b>	October 24/17	Ramping Up	NL Connector Program
28 <b>Eastern Region, NS</b>	February 13/18	Ramping Up	Connector Program—Eastern Region
29 <b>Valley Region, NS</b>	February 13/18	Ramping Up	Connector Program—Valley Region
30 <b>Charlottetown, PE</b>	February 23/17	Ramping Up	PEI Network
31 <b>Summerside, PE</b>	February 23/17	Ramping Up	PEI Network

### Total Program Outcomes

### Key Performance Indicators

Delivered by	National Connector communities will aid 4,000 newcomers between April 2017 to March 31, 2017 Count # of Newcomers		National Connector communities will contribute to increasing labour market participation (jobs) in their respective communities Count # of Jobs		Increase the engagement of business leaders by matching them to immigrants to increase their business networks Count # of Connectors	
	2017-18 Annual	2013 to 2018 Cumulative	2017-18 Annual	2013 to 2018 Cumulative	2017-18 Annual	2013 to 18 Cumulative
Edmonton Region Immigrant Employment Council (ERIEC)	70	191	7	21	31	87
Chartered Professional Accounts—Alberta	13	382	0	38	13	279
Immigrant Employment Council of British Columbia (IEC—BC)	24	261	37	250	28	227
Calgary Economic Development	114	336	22	64	39	312
Ottawa Community Immigration Services Organization (OCISO)	164	421	69	168	55	242
St. John's Board of Trade	41	86	9	20	70	156
Yukon Tourism Education Council	3	32	0	0	4	13
Success Skills Centre	28	28	1	1	17	17
Council économique et coopératif de la Saskatchewan (CÉCS)	128	128	26	26	53	53
Central Okanagan Economic Development Commission on behalf of the Regional District of Central Okanagan	14	14	3	3	45	45
Western Region Enterprise Network	26	26	3	3	58	58
ACCES Employment	62	62	19	19	30	30
Cape Breton Partnership	39	39	5	5	50	50
Opportunities New Brunswick	—	—	—	—	144	144
Kitchener—Waterloo Multicultural Centre	24	24	1	1	31	31
Corner Brook Board of Trade	—	—	—	—	—	—
Grand Falls—Windsor Board of Trade	—	—	—	—	—	—
Eastern Strait Regional Enterprise Network	—	—	—	—	—	—
Valley Regional Enterprise Network	—	—	—	—	—	—
Charlottetown Chamber of Commerce	—	—	—	—	—	—
Charlottetown Chamber of Commerce	—	—	—	—	—	—
	<b>750</b>	<b>2,094</b>	<b>202</b>	<b>681</b>	<b>672</b>	<b>1,919</b>

Over the past five years, the NCP has seen great success, achieving and surpassing its goals.

This success is a testament to the effectiveness and replicability of the Connector model. The NCP has proven to be a valuable and effective national immigrant integration and settlement program.

“Thank you for engaging me in the Connector Program. It was a great feeling and very rewarding, especially knowing that my Connectee secured a really good job.”  
-Connector, ACCES Employment

In April 2017, the Halifax Partnership signed a three-year funding agreement with IRCC to continue to deliver the National Connector Program. The agreement identified outcome-based targets. Specifically, the NCP will aim to:

- **Recruit** 10 new Connector communities
- **Identify** and profile 10 “Super” Connectors from new and existing Connector communities
- **Train** new and existing Connector communities
- **Update** the NCP tracking software
- **Connect** with Connector communities and share best practices, knowledge, and insights
- **Increase** awareness and foster engagement within the communities
- **Celebrate** and showcase success
- **Develop** an online newcomer networking toolkit

These activities will increase awareness of the NCP locally and nationally and expand the Connector base in all industries and sectors to support newcomer integration and retention.



■ The NCP has proven to be a valuable and effective national immigrant integration and settlement program.

Think big. Stay tuned.



## About the Halifax Partnership

**T**he **Halifax Partnership** is Halifax's public-private economic development organization. The Partnership drives and accelerates economic growth by selling and marketing Halifax to the world, helping businesses reach their full potential and tracking Halifax's economic progress. The Partnership's network of over 115 influential and globally connected partners are committed to building a thriving, prosperous Halifax.

The Partnership is an Accredited Economic Development Organization (International Economic Development Council) with expertise and excellence in the field of economic development. It has been nationally and internationally recognized for its innovation and successful initiatives in the areas of talent attraction and retention, business retention and expansion, investment attraction, and regional and national collaboration. The Partnership is committed to fostering economic collaboration and sharing knowledge and expertise with local, national, and international partners to support economic growth and prosperity.



In 2009, the Partnership created the Halifax Connector Program to address barriers immigrants face in developing professional networks by linking them to business and community leaders called Connectors. Through direct referrals, Connectors help immigrants (Connectees) rapidly build their professional networks which increases their likelihood of finding a job in their field. Connectors benefit by gaining access to pre-qualified job seekers and helping to grow their industry, local workforce, and economy.

After the first year of implementation, immigrants were building their networks, finding jobs, and staying in Halifax. Since then, the Partnership has expanded the Halifax Connector Program to support local and international graduates.

With 2,600 Connectees and 1,109 Connectors, approximately 40% of Connectees find jobs in Halifax with the help of the business networks established through the program. This success garnered interest in other Canadian communities facing declining workforces and falling short in getting immigrants to come and to stay.

As an organization committed to collaboration and the sharing of best practices, the Partnership recognized that the Connector model could be replicated in other Canadian communities to support their immigrant retention initiatives, and as such, created the National Connector Program in 2013 with support from Immigration, Refugees and Citizenship Canada.

*Thank you to our funder:*



Immigration, Refugees  
and Citizenship Canada

Immigration, Réfugiés  
et Citoyenneté Canada



NATIONAL  
CONNECTOR  
PROGRAM

PROGRAMME  
DE CONNECTEUR  
NATIONAL

**HALIFAX  
PARTNERSHIP**  
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