



# **national** **CONNECTOR** **program**

## **Final Progress Report**

For the Period:  
June 1, 2013 to March 31, 2017

**Presented to:**  
Immigration, Refugees and Citizenship Canada

**Prepared by:**

**HALIFAX**  
**PARTNERSHIP**  
CONNECT. COLLABORATE. PROSPER.

May 30, 2017

# Connector Communities and Industry Associations in Canada

## 7 Communities launched before 2013

- 1 Halifax, Nova Scotia – Canada's first Connector Community
- 2 North Bay, Ontario
- 3 Niagara, Ontario
- 4 Montreal, Quebec
- 5 Charlottetown, Prince Edward Island
- 6 Summerside, Prince Edward Island
- 7 Kingston, Ontario

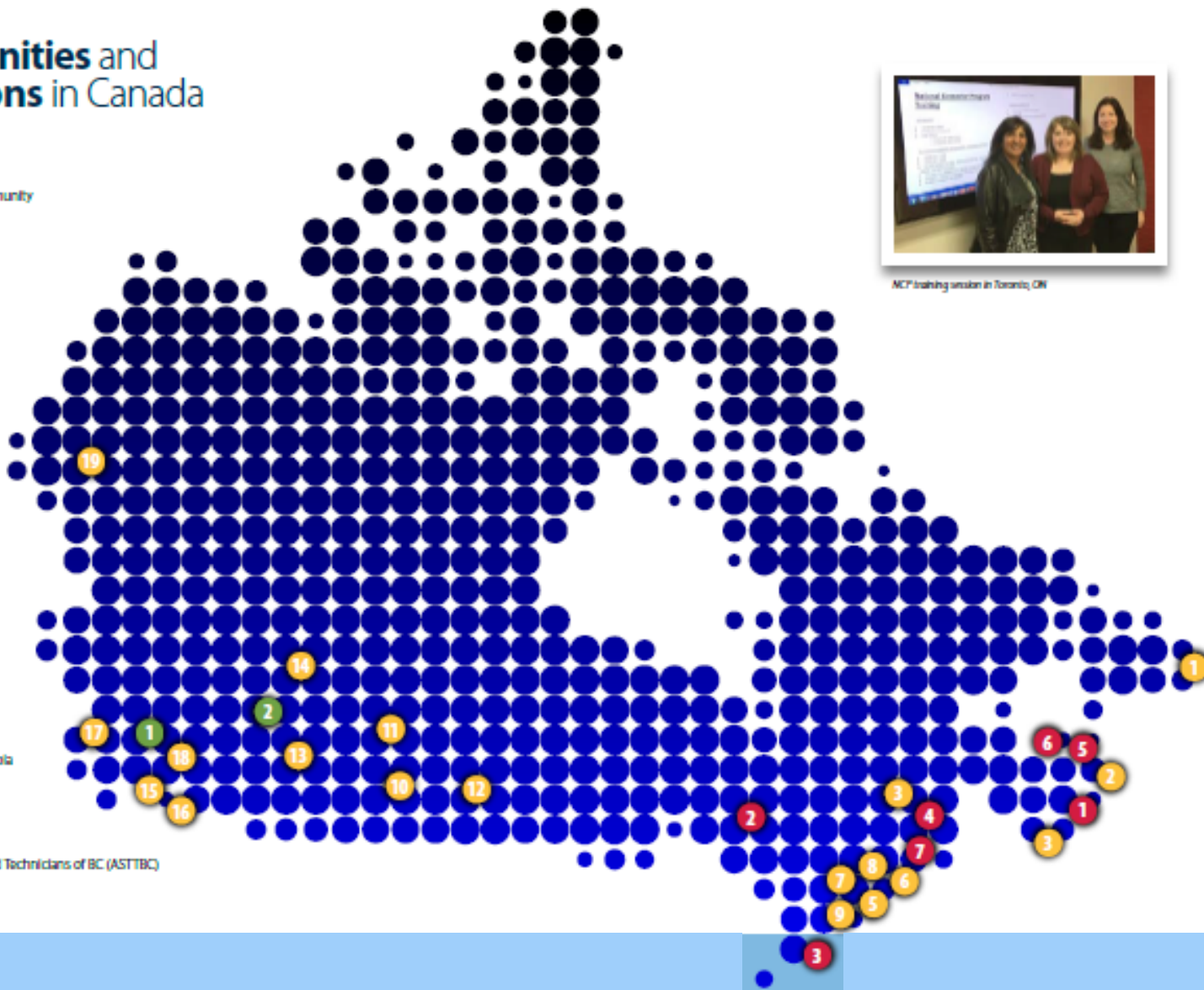
*Note: Outcomes for these programs are not included in the NCP results.*

## 19 Communities supported by the National Connector Program

- 1 St. John's, Newfoundland
- 2 Cape Breton, Nova Scotia
- 3 Western Region, Nova Scotia
- 4 Ottawa, Ontario
- 5 Toronto, Ontario
- 6 Scarborough, Ontario
- 7 Brampton, Ontario
- 8 North York, Ontario
- 9 Mississauga, Ontario
- 10 Regina, Saskatchewan
- 11 Saskatoon, Saskatchewan
- 12 Winnipeg, Manitoba
- 13 Calgary, Alberta
- 14 Edmonton, Alberta
- 15 Vancouver, British Columbia
- 16 Surrey, British Columbia
- 17 Campbell River, British Columbia
- 18 Regional District of Central Okanagan, British Columbia
- 19 Yukon, Yukon Territory

## 2 Industry Associations Supported by the National Connector Program

- 1 British Columbia – Applied Science Technologies and Technicians of BC (ASTTBC)
- 2 Alberta – CPA Alberta Joint Venture



NCP training session in Toronto, ON

## Table of Contents

Executive Summary .....	2
Program Outcomes between 2013 and 2017 .....	4
Year 1 - 2013-14 .....	4
Year 2 - 2014-15 .....	4
Year 3: 2015-16.....	4
Year 4: 2016-17.....	5
National Connector 2013-17 Scorecard .....	6
Challenges, Best Practices and Lessons Learned.....	7
Challenges .....	7
Best Practices .....	7
Lessons Learned .....	8
Opportunities Going Forward 2017-20 .....	9

### Appendices:

- 2016-17 Report Card & Cumulative Results
- 2015-16 Report Card & Cumulative Results
- 2014-15 Report Card & Cumulative Results
- 2013-14 Report Card
- About the Halifax Partnership

## Executive Summary

The Halifax Partnership is pleased to present its Final Progress Report to Immigration, Refugees and Citizenship Canada (IRCC) for the delivery of the National Connector Program (NCP) for the June 1, 2013 to March 31, 2016 contribution agreement and the April 1, 2016 to March 31, 2017 one-year amending agreement.

In 2009 the Halifax Partnership launched the first Connector Program in Canada. The Program is a unique and innovative workforce development initiative aimed to help immigrants build their professional network, secure a relevant job, and connect employers facing labour challenges to high-qualified talent.

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

Agreement specific outcomes for June 2013 to March 31, 2017 are as follows:

- Increase labour market participation in Canadian communities (jobs).
- Increase labour market and community integration through Connector meetings, networking associations and community-based activities.
- Increase newcomer confidence and knowledge through mentorship, skill development, relationships and interactive training portal.
- Increase strategic opportunities to secure employment through the successful and sustainable set up of 13 new Connector programs and three industry pilot streams.

The following measurable targets were established:

- Aid between 1000-1500 newcomers
- Increase the engagement of business leaders by matching them to immigrants to increase their business networks
- Increase labour market participation (jobs) in their respective communities

The NCP uses the Halifax Partnership's efficient and proven Connector Program's pay-it-forward model which engages community and business leaders (Connectors) in helping employment-ready immigrants (Connectees) build professional networks and break into their local labour markets. The Program benefits everyone involved including:

- Newcomers to Canada who make professional connections and find employment in their new communities;
- Employers who gain access to pre-qualified immigrants in their industry;
- Immigrant serving organizations who are delivering an effective immigration integration and retention program; and
- Canadian communities who are able to retain more highly-skilled immigrants which ultimately leads to stronger local, provincial and national economies.

We are pleased to report that in the four years since its launch, the National Connector Program has exceeded its targets with the successful launch of 21 Canadian communities and two (2) industry associations. This brings us to a total of 28<sup>1</sup> communities, plus two industry associations, now working to connect immigrants to business networks in Canada. International communities are also recognizing the innovation and benefits of the Connector Program. It is now operating in St Louis, Missouri; Detroit, Michigan; Bern, Switzerland; and Sweden.

Since June 2013, National Connector Communities aided 1380 newcomers. More than 1180 business and community leaders met with newcomers and provided referrals and introductions to their business network. These referrals were extremely helpful in enabling these individuals to build their own business networks. The results have been impressive - 438 immigrants have found jobs with the support of the National Connector Programs.

The work of the National Connector Program has also resulted in a national, collaborative community of interest that believes in the value of collaboration and partnership -- strongly demonstrated by the sharing of opportunities, challenges,

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<sup>1</sup> 7 Communities were operating before the NCP was launched  
NCP Communities ceased operations in 2015-16: Toronto and Kitchener Waterloo

and best practices. The collective lessons learned from our work benefit each respective community and the country. In the pursuit of program excellence, we have documented the outcomes of the work and lessons learned in this report.

We would like to acknowledge **Immigration, Refugees and Citizenship Canada (IRCC)** for funding this program and the **Halifax Partnership** for housing and leading the National Connector Program over the past four years. This support, along with the support of our referral partners, immigrant serving organizations, and business and immigrant employment councils, has shown tremendous commitment to help Canadian communities launch and support Connector Programs.

## Program Outcomes between 2013 and 2017

The following table provides an overview of year over year outcomes for the National Connector Program goals and objectives:

### Year 1 - 2013-14

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The NCP recruited **four new Connector Communities and one Industry Association:**

- Edmonton, Alberta (Edmonton Region Immigrant Employment Council (ERIEC))
- Toronto, Ontario (Toronto Region Immigrant Employment Council (TRIEC))
- Vancouver, British Columbia (Immigrant Employment Council of British Columbia (IEC-BC))
- Calgary, Alberta (CRIEC)
- CPA Alberta

These five new NCP communities achieved the following results:

- **Aided 106 newcomers**
- **99 business leaders** became Connectors.

The first year of operation for NCP resulted in **10 participants finding jobs** in their related fields in their communities.

### Year 2 - 2014-15

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The NCP recruited **four new Connector Communities and one Industry Association:**

- Surrey, British Columbia (IEC-BC)
- Campbell River, British Columbia (IEC\_BC)
- Ottawa, Ontario (Ottawa Community Immigration Services Organization (OCISO))
- Kitchener-Waterloo, Ontario
- Applied Science Technologies and Technicians of British Columbia (ASTT – BC) IEC-BC;

The 10 Connector Communities achieved the following results:

- **225 newcomers** matched with Connectors in their industries
- **207 business leaders became Connectors, bringing the program total to 316 Connectors.**
- **32 networking associations and community based activities have taken place**
- **13 participants found jobs in their related fields in their communities.**

The National Connector Program was the recipient of two gold awards from the International Economic Development Council.

### Year 3: 2015-16

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The NCP **recruited five new Connector Communities:**

- St. John's, Newfoundland and Labrador (St. John's Board of Trade)
- Yukon Territory (Yukon Tourism Education Council)
- Winnipeg, Manitoba (Success Skills Centre)
- Regina, Saskatchewan (Conseil économique et coopératif de la Saskatchewan (CÉCS))
- Saskatoon, Saskatchewan (CECS).

The 15 NCP Connector Communities achieved the following results:

- **504 newcomers** matched with Connectors in their industries
- **482 business leaders became Connectors, bringing the Program total to 798 Connectors**
- **705 Connector meetings**
- **161 participants found jobs in their related fields** in their communities.

- With connector programs already established in several major immigrant receiving cities, this provided a framework and the confidence to expand from face to face connector programs to a Pre Arrival Connector. The Halifax Partnership launched the National Pre-Arrival Connector Program (NPACP) in August 2015 with support from the Planning for Canada initiative. The NPACP introduces economic class immigrants to National Connector Community programs while they are still overseas. The goal is to help pre-arrival immigrants with their job search and networking skills, provide them with a crucial head-start in building their professional network, and expedite their labour market and settlement integration to Canada. Through the NPACP, potential employers are able to meet talent in advance and connect participants to their colleagues and business communities. NPACP has received over 500 referrals for pre-arrival immigrant clients.

The third year also saw the TRIEC and Waterloo Connector Programs cease operations due to lack of sustainable funding.

## Year 4: 2016-17

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The NCP recruited eight new Connector Communities:

- Regional District of Central Okanagan, BC (includes Kelowna, West Kelowna, Lake Country, Peachland, West Banks First Nation) (COEDC)
- Western Region, Nova Scotia (Western Regional Enterprise Network)
- Toronto, Ontario (ACCES Employment)
- Scarborough, Ontario (ACCES Employment)
- Brampton, Ontario (ACCES Employment)
- North York, Ontario (ACCES Employment)
- Mississauga, Ontario (ACCES Employment)
- Cape Breton, Nova Scotia (Cape Breton Partnership)

The 21 NCP Connector Communities achieved the following results:

- **545 newcomers** matched with Connectors in their industries
- **392 business leaders became Connectors**, for a total of 1180 Connectors.
- **254 participants finding jobs in their related fields**, bringing the four-year total to 438 jobs.

## National Connector Program 2013-17 Scorecard

TARGETS	Year 1: 2013-14	Year 2: 2014-15	Year 3 2015-16	Year 4 2016-17	CUMULATIVE RESULTS
<p><b>New Connector Communities &amp; Industry Associations (Training provided through NCP)</b></p> <p><b>Target:</b> 10 Communities 2 Industry Associations</p>	<ol style="list-style-type: none"> <li>Edmonton</li> <li>Toronto</li> <li>Vancouver</li> <li>Calgary</li> <li>CPA Alberta</li> </ol>	<ol style="list-style-type: none"> <li>Surrey</li> <li>Campbell River</li> <li>Ottawa,</li> <li>Kitchener-Waterloo</li> <li><i>Applied Science Technologies and Technicians of British Columbia (ASTT – BC)</i></li> </ol>	<ol style="list-style-type: none"> <li>St. John’s</li> <li>Yukon Territory</li> <li>Winnipeg</li> <li>Regina</li> <li>Saskatoon</li> </ol>	<ol style="list-style-type: none"> <li>Regional District of Central Okanagan (includes Kelowna, West Kelowna, Lake Country, Peachland, West Banks First Nation)</li> <li>Western Region, Nova Scotia</li> <li>Toronto,</li> <li>Scarborough</li> <li>Brampton</li> <li>North York</li> <li>Mississauga</li> <li>Cape Breton, Nova Scotia</li> </ol>	<p style="text-align: center;"></p> <p>Currently Operational: 21</p> <hr/> <ul style="list-style-type: none"> <li>21 New Connector Communities</li> <li>2 Industry Association Connector Programs</li> <li>In 2015-16, Toronto and Kitchener-Waterloo Connector Programs ceased to operate</li> </ul>
<p><b>National Connector Communities will aid between 1000-1500 newcomers</b></p> <p>Count # of Newcomers</p>	106	225	504	545	<p style="text-align: center;"></p> <p>Target: 1000 to 1500 Achieved: 1380</p>
<p><b>National Connector Program Communities will contribute to Increasing labour market participation (jobs) in their respective communities</b></p> <p>Count # of Jobs</p>	10	13	161	254	<p style="text-align: center;"></p> <p>438 jobs</p>
<p><b>Increase the engagement of business leaders by matching them to immigrants to increase their business networks</b></p> <p>Count # of Connectors</p>	99	207	482	392	<p style="text-align: center;"></p> <p>1180 Connectors</p>



## Challenges, Best Practices and Lessons Learned

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

### Challenges

- **Securing long-term, sustainable funding:** It is difficult for communities to acquire long-term funding from Federal and Provincial providers. Several programs have received pilot or short-term funding. In Year-two TRIEC and Waterloo Connector Programs ceased to operate due to lack of sustainable funding. However, the nature of the Connector Program model does require more consistent funding to see the full potential of program growth. 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.
- **Upgrading the Tracking System** -- As new Connector programs sign on, there are more requests for upgrades. Given budget constraints, NCP is encouraging new Connector programs to work with the system as is. NCP has created a “wish list” for upgrades which estimate to be over \$20,000 to increase efficiency, gather better data and assist with matching and reporting. As new communities come on and purchase the tracking software, the NCP puts approximately \$2,500 towards upgrades for all members. The NCP has managed to provide the \$20,000 worth of upgrades to satisfy the original “wish list”.
- **When Provinces Face an Economic Set Back** – In 2015-2016 Alberta lost more jobs than in any year since 1982, when the province was in the throes of a deep recession. This had consequences for the Connector Program. Connectors were more hesitant to open their business networks to others and Connectors were finding themselves out of work.
- **The Need for an In-Person Learning Exchange** - NCP communities have requested more in-person learning exchange opportunities as the sharing of best practices, challenges and solutions helps organizations roll-out and grow their Connector programs.

### Best Practices

- Implementing speed interviews as a key component of the Connector Program provides an opportunity to showcase the best, pre-qualified talent to busy professionals with specific labour market needs. When industry participates in such events, they are impressed with the quality of the pre-screened candidates and find it an efficient way to see potential candidates to fill their talent needs. Interviewees who were not chosen still have an opportunity to get connected.
- Developing strategic partnerships with business/industry associations (e.g. Chambers of Commerce), to identify opportunities for increased engagement. This may include co-hosting of events to provide opportunity for intentional networking for immigrants, identify potential Connectors within association’s membership, increase awareness on the benefits and need for hiring diverse professionals.
- Ensuring strong alignment with immigrant-serving community organizations ensures immigrant participants in the Connector Program are properly prepared and deemed employment ready. The Connectee intake process provides additional quality assurance before connections are made to business leaders. This leads to increased satisfaction for both the Connectee and the Connector experience.
- Recruiting professional Connectors from high-wage, high-growth occupations and sectors increases the probability that connections will lead to a job that is commensurate to job-ready immigrant’s education and experience. Working in a

career that they have invested time and money in will increase the likelihood of an immigrant choosing to stay in the community.

- Openness, collaboration, transparency and sharing of information with other communities and stakeholders ensures stronger alignment to regional, provincial and national immigration goals. Additionally, this avoids the duplication of effort.

## Lessons Learned

- **Maintain Focus** -- The NCP has continued to maintain a focus on attaching skilled immigrants to the labour market. This allows NCP to maintain and build relationships with potential Connector community organizations whose interests are closely aligned with NCP's goals.
- **Host an Annual Learning Exchange** – An Annual Learning Exchange provides numerous benefits to Connector Communities beyond just acquiring information. It provides an opportunity to create a common understanding on the importance of immigration to our country and our communities. Relationships are forged in shared experiences, sharing of ideas, and assessing the relevance of new approaches. It is a chance to look behind the scenes, to get acquainted with real people, understand their issues, challenges and how best to celebrate success.
- **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 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 portal with resources like Connector Toolkits, promotional materials and success stories to help Connector communities share and/or access information and resources.
- **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 supply gaps.
- **Meet Face-to-Face with Potential Community and Stakeholders** -- NCP will garner greater buy-in and support from targeted communities when there is an opportunity to meet face-to-face with community proponents and stakeholders of interest. The opportunity is for an open, collaborative dialogue that addresses questions, concerns, benefits and challenges that communities may face when launching a Connector Program. This 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 community and business leaders who are interested in becoming Connectors, it is imperative that the Connector understand the value and impact of their role. It is important the Connector is committed to providing referrals for the immigrant to have the greatest potential of creating a robust business network.
- **Celebrate Success** -- Annual recognition events are important to celebrate “Super” Connectors -- those Connectors who enjoy meeting with several Connectees throughout the year and Connector organizations who have several employees that are engaged in the Connector Program. The recognition events also serve to inspire other businesses and organizations to consider joining the program and meeting and referring professional newcomers.

- **Share Results with Immigrant Referral Partners** -- Provide immigrant referral partners with quarterly reports letting them know who found jobs. By doing this we strengthen partnerships, see patterns of opportunity and challenges to inform our planning.
- **Ensure Alignment with Provincial Government Immigration Offices** -- When identifying potential Connector communities, there is greater success in raising awareness of the Program's benefits when there is alignment with the community's provincial government's office responsible for immigration. This office has a strong understanding of the community's ecosystem and can provide strong recommendations on community organizations who may have the capacity and skills to take on the program.
- **Identification of potential organizations to assume role and responsibilities when communities who are implementing a Connector Program face operational funding challenges** -- there is benefit for the NCP to work with impacted organizations to determine if there is any opportunity to find other sources of support for funding. If a funding commitment is not secured, NCP will work with the Connector community to identify other potential organizations that may have the capacity and mandate to take over the Program.

## Opportunities Going Forward 2017-20

Over the last four years, the National Connector Program has seen great success, achieving its goals and surpassing its target of supporting the development and launch of 13 new Connector Programs in Canada. The NCP's success is a testament to the effectiveness of the program and the replicability of the Connector model. The NCP has proven to be a valuable and effective national immigrant integration and settlement program.

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 NCP communities (New Brunswick is a priority target as it is currently the only province in Canada without a Connector Program).
- Identify, recruit and profile 10 "Super" Business Connectors from new and existing NCP communities
- Train new and existing NCP Connector Communities
- Update the NCP tracking software
- Connect with Connector Communities and share best practices, knowledge and insights
- Increase awareness and foster engagement within NCP communities
- Celebrate and showcase success of Connector Communities
- 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.



# APPENDICES

## NATIONAL CONNECTOR – 2016-17 REPORT CARD & CUMULATIVE RESULTS

National Connector Communities and Industry Associations	Partnership and Sharing Agreement between Community and the National Connector Program	Status	Program Name	Delivered by:	Key Performance Indicators					
					National Connector Communities <b>will aid between 1000-1500 newcomers</b> between July 2013 to March 31, 2017 Count # of Newcomers		National Connector Program Communities will contribute to <b>Increasing labour market participation (jobs)</b> 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	
					2016-17 Annual	2013 to 2017 Cumulative	2016-17 Annual	2013 to 2017 Cumulative	2016-17 Annual	2013 to 2017 Cumulative
1. Edmonton, Alberta	November 27, 2013	Operational	Connector Program – Edmonton	Edmonton Region Immigrant Employment Council (ERIEC)	29	121	4	14	16	56
2. CPA Alberta	December 18, 2013	Operational	Connector Program – CPA Alberta	Chartered Professional Accountants - Alberta	48	369	20	38	32	266
3. Toronto	January 15, 2014	In 2015-16 the Connector Program ceased due to lack of funding. Toronto community now served through ACCES	TRIEC Connector Program - Pilot	Toronto Region Immigrant Employment Council (TRIEC)	0	50	0	19	0	74
4. Applied Science Technologies and Technicians of British Columbia (ASTT – BC)	January 22, 2014	Operational	IEC-BC Connector Program – ASTT-BC	Immigrant Employment Council of British Columbia (IEC-BC)	137	237	116	213	110	199
5. Vancouver, British Columbia		Operational	IEC-BC Connector Program – Vancouver							
6. Surrey, British Columbia		Operational	IEC-BC Connector Program – Surrey							
7. Campbell River, British Columbia		Operational	IEC-BC Connector Program – Campbell River							
8. Calgary, Alberta	March 10, 2014	Operational	Calgary Connector Program	Calgary Economic Development	68	222	19	42	105	273
9. Ottawa, Ontario	June 30, 2014	Operational	Ottawa Connector Program	Ottawa Community Immigration Services Organization (OCISO)	202	257	85	99	98	187
10. Kitchener-Waterloo	March 16, 2015	In 2015-16 the Connector Program ceased due to lack of funding.	Kitchener-Waterloo Connector Program - Pilot	Kitchener Waterloo Multicultural Centre	0	50	0	2	0	30
11. St. John's, Newfoundland and Labrador	July 6, 2015	Operational	The St. John's Connector Program	St. John's Board of Trade	32	45	10	11	22	86
12. Yukon Territory	August 5, 2015	Operational	Yukon Connector Program	Yukon Tourism Education Council	29	29	0	0	9	9
13. Winnipeg, Manitoba	August 12, 2015	Ramping up. Funding not secured.	Connector Program – Winnipeg	Success Skills Centre	-	-	-	-	-	-
14. Regina, Saskatchewan	March 31, 2016	Launched May 2017	Connector Program – Regina	Conseil économique et coopératif de la Saskatchewan (CÉCS)	-	-	-	-	-	-
15. Saskatoon, Saskatchewan			Connector Program - Saskatoon		-	-	-	-	-	-
16. Regional District of Central Okanagan (includes Kelowna, West Kelowna, Lake Country, Peachland, West Banks First Nation)	January 17, 2017	Operational	Connector Program - Okanagan	Central Okanagan Economic Development Commission on behalf of the Regional District of Central Okanagan	-	-	-	-	-	-
17. Western Region, Nova Scotia (includes Digby, Yarmouth and Barrington)	February 13, 2017	Operational	Connector Program – Western Region	Western Region Enterprise Network	-	-	-	-	-	-
18. Toronto, Ontario	March 13, 2017	Ramping up. Expected to Launch May 2017	ACCES Employment Connector Program - Toronto	ACCES Employment	-	-	-	-	-	-
19. Scarborough, Ontario			ACCES Employment Connector Program - Scarborough		-	-	-	-	-	-
20. Brampton, Ontario			ACCES Employment Connector Program - Brampton		-	-	-	-	-	-
21. North York, Ontario			ACCES Employment Connector Program – North York		-	-	-	-	-	-
22. Mississauga, Ontario			ACCES Employment Connector Program – Mississauga		-	-	-	-	-	-
23. Cape Breton, Nova Scotia	March 22, 2017	Ramping up. Expected to Launch May 2017	Connector Program – Cape Breton	Cape Breton Partnership	-	-	-	-	-	-
<b>TOTAL PROGRAM OUTCOMES</b>					<b>545</b>	<b>1380</b>	<b>254</b>	<b>438</b>	<b>392</b>	<b>1180</b>

## NATIONAL CONNECTOR – 2015-16 REPORT CARD & CUMULATIVE RESULTS

National Connector Communities and Industry Associations	Partnership and Sharing Agreement between Community and the National Connector Program	Status	Program Name	Delivered by:	Key Performance Indicators FOR THREE-YEAR FUNDING AGREEMENT (JUNE 2013 TO MARCH 2016)					
					National Connector Communities <u>will aid between 1000-1500 newcomers</u> Count # of Newcomers		National Connector Program Communities will contribute to <u>Increasing labour market participation (jobs)</u> 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	
					2015-16 Annual	2013 to 2016 Cumulative	2015-16 Annual	2013 to 2016 Cumulative	2015-16 Annual	2013 to 2016 Cumulative
1. Edmonton, Alberta	November 27, 2013	Operational	Connector Program – Edmonton	Edmonton Region Immigrant Employment Council (ERIEC)	56	92	4	10	19	40
2. CPA Alberta	December 18, 2013	Operational	Connector Program – CPA Alberta	Chartered Professional Accountants - Alberta	91	321	1	18	34	234
3. Toronto	January 15, 2014	Operational	TRIEC Connector Program - Pilot	Toronto Region Immigrant Employment Council (TRIEC)	39	50	19	19	43	74
4. Applied Science Technologies and Technicians of British Columbia (ASTT – BC)	January 22, 2014	Operational	IEC-BC Connector Program – ASTT-BC	Immigrant Employment Council of British Columbia (IEC-BC)	55	100	97	97	52	89
5. Vancouver, British Columbia		Operational	IEC-BC Connector Program – Vancouver							
6. Surrey, British Columbia		Operational	IEC-BC Connector Program – Surrey							
7. Campbell River, British Columbia		Operational	IEC-BC Connector Program – Campbell River							
8. Calgary, Alberta	March 10, 2014	Operational	Calgary Connector Program	Calgary Economic Development	145	154	23	23	151	168
9. Ottawa, Ontario	June 30, 2014	Operational	Ottawa Connector Program	Ottawa Community Immigration Services Organization (OCISO)	55	55	14	14	89	89
10. Kitchener-Waterloo	March 16, 2015	<i>In 2015-16 the Connector Program ceased due to lack of funding.</i>	Kitchener-Waterloo Connector Program - Pilot	Kitchener Waterloo Multicultural Centre	50	50	2	2	30	30
11. St. John's, Newfoundland and Labrador	July 6, 2015	Operational	The St. John's Connector Program	St. John's Board of Trade	13	13	1	1	64	64
12. Yukon Territory	August 5, 2015	Operational	Yukon Connector Program	Yukon Tourism Education Council						
13. Winnipeg, Manitoba	August 12, 2015	Ramping up. Funding not secured.	Connector Program – Winnipeg	Success Skills Centre						
14. Regina, Saskatchewan	March 31, 2016	Launched May 2017	Connector Program – Regina	Conseil économique et coopératif de la Saskatchewan (CÉCS)						
15. Saskatoon, Saskatchewan			Connector Program - Saskatoon							
<b>TOTAL PROGRAM OUTCOMES</b>					<b>504</b>	<b>835</b>	<b>161</b>	<b>184</b>	<b>482</b>	<b>788</b>

## NATIONAL CONNECTOR – 2014-15 REPORT CARD & PROGRAM CUMULATIVE RESULTS

National Connector Communities and Industry Associations	Partnership and Sharing Agreement between Community and the National Connector Program	Status	Program Name	Delivered by:	Key Performance Indicators FOR THREE-YEAR FUNDING AGREEMENT (JUNE 2013 TO MARCH 2016)					
					National Connector Communities <u>will aid between 1000-1500 newcomers</u>		National Connector Program Communities will contribute to <u>Increasing labour market participation (jobs)</u> in their respective communities		Increase the engagement of business leaders by matching them to immigrants to increase their business networks	
					Count # of Newcomers		Count # of Jobs		Count # of Connectors	
					2014-15 Annual	2013 to 2015 Cumulative	2014-15 Annual	2013 to 2015 Cumulative	2014-15 Annual	2013 to 2015 Cumulative
1. Edmonton, Alberta	November 27, 2013	Operational	Connector Program – Edmonton	Edmonton Region Immigrant Employment Council (ERIEC)	35	36	6	6	20	21
2. CPA Alberta	December 18, 2013	Operational	Connector Program – CPA Alberta	Chartered Professional Accountants - Alberta	25	230	7	17	102	200
3. Toronto	January 15, 2014	Operational	TRIEC Connector Program - Pilot	Toronto Region Immigrant Employment Council (TRIEC)	11	11			31	31
4. Applied Science Technologies and Technicians of British Columbia (ASTT – BC) (New)	January 22, 2014	Operational	IEC-BC Connector Program – ASTT-BC	Immigrant Employment Council of British Columbia (IEC-BC)	45	45			37	37
5. Vancouver, British Columbia		Operational	IEC-BC Connector Program – Vancouver							
6. Surrey, British Columbia (New)		Operational	IEC-BC Connector Program – Surrey							
7. Campbell River, British Columbia (New)		Operational	IEC-BC Connector Program – Campbell River							
8. Calgary, Alberta	March 10, 2014	Operational	Calgary Connector Program	Calgary Economic Development	9	9			17	17
9. Ottawa, Ontario	June 30, 2014	Operational	Ottawa Connector Program	Ottawa Community Immigration Services Organization (OCISO)						
10. Kitchener-Waterloo	March 16, 2015	Operational	Kitchener-Waterloo Connector Program - Pilot	Kitchener Waterloo Multicultural Centre						
<b>TOTAL PROGRAM OUTCOMES</b>					<b>225</b>	<b>331</b>	<b>13</b>	<b>23</b>	<b>207</b>	<b>306</b>

**NATIONAL CONNECTOR – 2013-14 ANNUAL REPORT CARD**

National Connector Communities and Industry Associations	Partnership and Sharing Agreement between Community and the National Connector Program	Status	Program Name	Delivered by:	Key Performance Indicators FOR THREE-YEAR FUNDING AGREEMENT (JUNE 2013 TO MARCH 2016)		
					National Connector Communities <u>will aid between 1000-1500 newcomers</u>	National Connector Program Communities will contribute to <u>Increasing labour market participation (jobs)</u> in their respective communities	Increase the engagement of business leaders by matching them to immigrants to increase their business networks
					Count # of Newcomers	Count # of Jobs	Count # of Connectors
					2013-14 Annual	2013-14 Annual	2013-14 Annual
1. Edmonton, Alberta	November 27, 2013	Operational	Connector Program – Edmonton	Edmonton Region Immigrant Employment Council (ERIEC)	1		1
2. CPA Alberta	December 18, 2013	Operational	Connector Program – CPA Alberta	Chartered Professional Accountants - Alberta	105	10	98
3. Toronto	January 15, 2014	Operational	TRIEC Connector Program - Pilot	Toronto Region Immigrant Employment Council (TRIEC)			
4. Vancouver, British Columbia	January 22, 2014	Operational	IEC-BC Connector Program – Vancouver	Immigrant Employment Council of British Columbia (IEC-BC)			
5. Calgary, Alberta	March 10, 2014	Operational	Calgary Connector Program	Calgary Economic Development			
<b>TOTAL PROGRAM OUTCOMES</b>					<b>106</b>	<b>10</b>	<b>99</b>



## TESTIMONIALS

- *I would encourage individuals to embrace the process and follow through even if you have found work. The networking and ability to turn to someone who can offer support and guidance is of immense value. IEC-BC Connectee*
- *I believe this program is a wonderful opportunity for any newcomers into the country to make meaningful connections. - IEC-BC Connectee*
- *I would like to thank all of the Connectors and the referrals who invested some of their busy time, the IEC of BC and the City of Surrey to create such great connections and facilitate this great opportunity for all participants. – IEC-BC Connectee*
- *The program gave me an opportunity to know specialists working locally by communicating with them, learning from them and building confidence in your upcoming job in working place. - IEC-BC Connectee*
- *The program has given me a broader view of different cultures and professionalism that immigrants bring to Canada. – IEC-BC Connector*
- *As a new immigrant, I realized that connecting was a must. My first goal was to learn straight from the horse's mouth about qualifications and experience required to get the job I was looking for. The Connector Program seemed like the right fit. - Connectee, CPA Alberta*
- *The meeting went very well, Steve is an amazing person and was able to provide me with some very helpful and insightful advice. During our conversation, we were able to come up with three individuals who might be interested in connecting with me. He has already talked to two of his co-workers about meeting up with me and a third from the Project Management Institute (PMI). Thank you for your work and I am very glad a program like Calgary Connector exists to help individuals like me. - Calgary Connectee.*
- *The Connector is such an amazing, intelligent lady and I felt like we discussed so much and made a great connection. There are some other interesting contacts that she has, so I am excited as well. I can honestly say I haven't felt very optimistic for a while and being a part of this program has allowed me to see some light at the end of the tunnel, and for that, I am so grateful. Thank you again for your help and I hope to see you soon. - Calgary Connectee*

## ABOUT THE HALIFAX PARTNERSHIP

The Halifax Partnership is Halifax, Nova Scotia's economic development organization. As a public-private partnership, the Partnership helps keep, grow and get business, talent and investment in Halifax. We do this through leadership on economic issues; through local, national and international partnerships and collaborations; and by marketing Halifax to the world.

The Halifax Partnership is an Accredited Economic Development Organization (International Economic Development Council) which displays expertise and excellence in the field of economic development. The Partnership 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 specifically address the 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 network 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 up their networks, finding jobs, and staying in Halifax. Since then, the Partnership has expanded the Connector Program to support additional talent pools including local and international graduates.

With 1,670 Connectees and 870 volunteer business Connectors, approximately 1 in 3 Connectees are finding jobs in Halifax. This success has garnered interest across Canada, as communities face declining workforces and fall 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.



# **national** **CONNECTOR** **program**

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