

GREATER HALIFAX PARTNERSHIP
Report for Grant Funding

January 1, 2009 – December 31, 2009

Submitted: March 2010

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Executive Summary

On behalf of the Halifax Regional Municipality, the Greater Halifax Partnership (Partnership) is pleased to report we have achieved our objectives for HIRE IMMIGRANTS- HALIFAX, as identified in the ALLIES proposal for Grant Funding.

Included in this report, you will find a complete summary of the work completed on the ImmigrationWorksInHalifax initiative for the period January 1, 2009 to December 31, 2009. The measurement and evaluation of outcomes are summarized for the following three goals:

- Raise awareness and change perceptions on the benefits of hiring immigrants
- Provide key decision makers with the information they need to source, select, develop and welcome skilled immigrants to their workforce
- Increase the business network of new immigrants so that they will be able to find employment related to their work experience and qualifications

A large portion of our success includes engaging our local partners on our work we do with immigration. Given our unique economic foundation, we are well positioned to partner with other ethno-cultural organizations to maximize the services currently provided by these organizations. We have comprised an overview of the work we have done with these organizations in our community and the project activities carried out to support immigrants.

In addition to engaging our local business community, we have held a number of events to educate HR managers, integrate, and welcome newcomers to the community. Through these events, we have gathered success stories and testimonials from those involved in our initiative over the past year.

We hope this report is useful to explain and highlight our accomplishments. We look forward to continuing work with ALLIES and continue to work towards skilled immigrants settling successfully in our community.





Introduction/Background

The global war on talent is one of the greatest issues facing business and local economies. Halifax, Nova Scotia is no exception. The Partnership recognized this escalating economic challenge and responded to employers who told us they need to tap into new labour pools to grow their workforce today and into the future.

The Partnership is the catalyst for economic growth and confidence in Greater Halifax, the economic hub of Atlantic Canada. Working with all three levels of government and over 150 businesses, we work to expand and retain business, attract new investment and strengthen our community. We've gathered intelligence from over 1,800 businesses. Employers of every size and in every industry have identified a shortage of suitable talent as their primary concern and challenge. In fact, the majority of CEOs told us they need to connect to new labour pools to sustain and expand their businesses.

With a population of over 370,000, Greater Halifax has the largest population east of Québec City and north of Boston and ranks 13th among Canadian cities. Well over one-half of residents in the area are less than 40 years old and more than one-quarter are under 20. The working-age population of Halifax has the highest proportion of post-secondary graduates in Canada. Virtually every area in and around Greater Halifax is expanding. This should be great news for our economy. The troubling reality is that our employment growth has outpaced our population growth. Halifax is challenged by an aging population and the increasing out-migration of youth.

As an organization with deep insight into the city's emerging trends, we recognized that the impending labour crunch was not well understood by the business community. In response, we built a talent strategy that increases awareness about looming labour shortages and the huge gaps in talent availability. We identified four latent labour pools in our area – immigrants, emerging professionals, older workers, and disadvantaged groups such as priority youth – and worked with partners to develop practical strategies that connect business to available talent.

One of the key pillars of the Greater Halifax Talent Strategy is the attraction and retention of immigrants. We are working to encourage the hiring of immigrants and find ways to deliver awareness and engagement initiatives that reach out to business in Greater Halifax.



Fred Morley in the Chronicle Herald:
"Halifax is working to develop its
image as an economic hub of Atlantic
Canada..." <http://bit.ly/7F9baL> 8:47
AM Jan 5th from mobile web





Immigration Works in Halifax Initiative

In partnership with other community stakeholders, the Greater Halifax Partnership has been working to make immigration a priority for our community and has taken a leadership role in a number of immigration related activities.

There are three pillars to our immigrationworksinalifax initiative:

Marketing Campaign:

The ImmigrationWorksInHalifax advertising campaign built on the information gained from the successful SmartBusiness initiative. Its goal is to remove obstacles to immigrant employment and create positive perceptions among employers to hiring immigrants. The campaign is featured in print, radio, television, out of home advertising, and a website, immigrationworksinalifax.ca.

Connector Program

The Connector Program launched in July 2009 as a formalized networking initiative. The program co-coordinator matches immigrants with 'connectors' who are established local business leaders with extensive networks in the immigrant's chosen industry. Each connector commits to a 30-minute meeting with each immigrant. The meetings were expressly not job interviews; the intention is to give the participant an understanding of how their industry works in Halifax. Each connector committed to providing a minimum of three referrals of the immigrant job-seeker to people within their network. The connector would then contact three additional referees to see if they had time to meet to meet the job-seeker. In turn, the three referees were encouraged to refer the immigrant to another three people. In this way, a basic network of 13 people was created for each person. From there, potential contacts for each participant were limitless.

Immigration Employer Support Program

The Immigration Employer Support Program helps employers access skilled immigrants for the local job market. For employers who have admitted to having recruitment challenges, the program equips them with the benefits of hiring immigrants and the how-to's of hiring foreign workers and international students and graduates. These goals are carried out through a suite of initiatives including site visits and information sessions.



The chart below measures out outputs and outcomes for the above initiatives:

Measurement and Evaluation of Outcomes

	Objectives	Year I Output Target	Year I Outcomes
<p><i>#1 - To raise awareness and change perceptions on the benefits of hiring immigrants.</i></p> <p><i>#2: To provide business leaders with the information they needed to source, select, develop and welcome skilled immigrants to their workforce.</i></p>	<p>1. Create and launch a thought-provoking, broad-based, multi-media marketing campaign to change attitudes and perceptions of the local business community on the benefits and opportunities of hiring immigrants. Campaign must have a strong call to action and change perceptions about hiring immigrants.</p>	<ul style="list-style-type: none"> • Sample of SmartBusiness to determine % increase of hiring. • Over 8 million media impressions. • Survey on overall awareness. 	<ul style="list-style-type: none"> • A broad-based, multi-media marketing campaign was created. • Generated > 10 million media impressions in radio, television, print and out-of-home advertising. • 20 % increased in referrals to the Partnership regarding hiring immigrants. • Before the campaign's 2008 start, 68% of companies surveyed said that they were ready to benefit from hiring immigrants. One year after the advertising campaign and communications material began, that percentage had jumped to 80 %. This shows a significant attitudinal shift within a one-year-period. • As a direct result of the referrals and inquiries, an estimated 35 people have been successfully employed. • A survey on the overall awareness of the immigration will be completed in 2010.
	<p>2. Create a single-minded, compelling and truthful proposition about immigrants.</p>	<ul style="list-style-type: none"> • No target 	<ul style="list-style-type: none"> • Immigrants are skilled, qualified and highly motivated employees.
	<p>3. Create a website specifically for employers on how to hire immigrants.</p>	<ul style="list-style-type: none"> • Benchmarked year 1 hits to website • Website and toolkit launched in local market. 	<ul style="list-style-type: none"> • Website www.immigrationworksinalifax.ca was created. 1315 visits, 2795 page views, average time on page 1.5 minutes. (Source: Google Analytics). The website visits peaked in June 2009 when more content was added. • The website content focuses on how to integrate newcomers into the workplace, accessing the recruitment process and diversity in the workplace. • Content development will continue throughout 2010.
	<p>4. Create a position within the Partnership to support employers in the immigrant hiring process.</p>	<ul style="list-style-type: none"> • 40 direct visits to businesses. 	<ul style="list-style-type: none"> • A survey of business that provided information in 2009 will be completed in 2010 to determine how many hired immigrants.
	<p>5. Obtain strategic sponsoring partners to help carry the cost of the campaign.</p>		<ul style="list-style-type: none"> • Entire campaign funded by sponsoring partners, <ul style="list-style-type: none"> ○ RBC - \$15,000 annual ○ Convergys - \$15,000 annual ○ Nova Scotia Office of Immigration -

HIRE IMMIGRANT - HALIFAX

			<p>\$180,000 (\$60,000 per year for three years)</p> <ul style="list-style-type: none"> o ALLIES - \$270,000 (\$90,000 per year for three years) o Greater Halifax Partnership's media investors - \$300,000 annual
<p><i>#3: Increase the business network of new immigrants so they will be able to find employment in their areas of expertise</i></p>	<p>1. Create a specific program that directly connects immigrants to well-established business networks within Halifax</p>	<ul style="list-style-type: none"> • No target • Place 70% of all immigrants involved with this program in a job. 	<ul style="list-style-type: none"> • Created the Halifax Connector Program and hired a dedicated resource to manage it. • In July 2009, successfully held a breakfast event to officially launch the Connector Program.
	<p>2. Find 50 business leaders willing to share their professional networks</p>		<ul style="list-style-type: none"> • 104 business leaders signed up for the Connector Program • 91 immigrants signed up to be connected
	<p>3. Find 50 immigrants to participate in the program</p>		
	<p>4. 70% of all immigrants participating in this program will secure employment in their profession</p>		<ul style="list-style-type: none"> • 48% of the original goal of 50 immigrants connected to secure employment (18 people). While this result was not achieved, we believe this was, in part, due to the fact that the Connector Program did not start getting immigrants' resumes until July, which only provided a six-month window during a recession to secure employment. Already one month into 2010 another 8 immigrants have been placed within the Connector network, so we are very optimistic this is the beginning of an upward trend.
	<p>Unexpected Outcome: Although we did not set out to expand Immigration Works in Halifax, we have had a number calls from other organizations as far away as Vancouver and British Columbia, who have looked at Immigration Works in Halifax as a best practice.</p>		

Identified Challenges and Solutions

The past year has been extremely successful however, we identified and addressed a few challenges along the way:

Connector Program

Challenge:

It was critical for the Partnership to work with Immigrant Settlement and Integration Services (ISIS) to gain access to immigrant ready clients. ISIS has existing tools in place to screen applicants that will determine if they are ready for a networking program. When the program was first introduced to ISIS, their employees found it difficult to distinguish the Connector Program was not a competing initiative, but another service for immigrants to take advantage of throughout their job search.

Solution:

The Partnership had to establish a strong working relationship with the employees at ISIS, and wrote a formal memorandum of understanding to ensure there would be a steady flow of referrals of immigrant ready clients to the Partnership's Connector Program. Currently, it is common for immigrants to participate in programs offered at ISIS as well as the Connector Program.

The Partnership has also reached out to the Atlantic Jewish Council and the Nova Scotia Office of Immigration as a resource to refer immigrant clients to the program. We are currently receiving a large volume of resumes each month.

Challenge:

Although the Partnership was able to recruit over 100 connectors, to participate in the program, it was a common reaction for some connectors to have the misconception they would have to be friends with the immigrants they met with and maintain contact with them over a long period of time, by including them in their own personal network.

Solution:

During the training and explanation of the program it is important to be clear that the connection meeting is a professional meeting, and it is not necessary to discuss personal lives or become friends with the immigrants. Immigrants are provided with a series of sample questions to ask during the connection meeting to ensure the meeting is relevant to enhancing their employment search.

Challenge:

The program is relationship driven, and can be challenging to ensure that connectors will follow through with their commitment to provide immigrants with up to three referrals after the meeting.

Solution:

To make it as seamless as possible for the connector, as follow-up after the meeting, the connector receives both a thank you email, and an email they can use as a guide to forward onto the next round of connectors. It is important to explain the referral process





can be done electronically or via the telephone. If the connector did not show an interest in continuing to help the immigrant's network develop, they would be re-connected to a different connector.

Challenge:

In order to measure success draw conclusions and statistics it was critical to develop and maintain an accurate inventory of the actions taken within the Connector Program to maximize the effectiveness of connections, avoid duplication and ensure immigrants were meeting with people within their industry

Solution:

Through trial and error, a data base has been created that is updated daily with the number of connections and referrals provided to the immigrant clients participating in the program. The Partnership has had an offer from a national information technology company to develop an application system to track, but based on our small budget we could not proceed with the proposal. In 2010, we have begun working with Saint Mary's Business Development Centre to develop a system that is more affordable.

Challenge:

For some immigrants, networking is a new concept, foreign to their culture, and they don't understand why it is important in Halifax.

Solution:

The more the Partnership worked with immigrants from different parts of the world, the more we recognized the need to hold networking workshops. Where ISIS has existing services in place, we worked with them to coordinate networking workshops so immigrants could practice their skills.



Immigration Employer Support Program

Challenge:

The recession of the economy during 2009 affected the number of visits from June to December 2009.

Solution:

The Partnership has been delivering consistent communication to our investors about the state of the economy. January 2010 has proven to be more successful in terms of more visits to employers

Challenge:

Employers do not want to deal with too much paper work, and do not see the need to learn about how to hire skilled workers from abroad or learn the benefits of hiring immigrants.

Solution:

Targeted industry sector information sessions organized by the Partnership and delivered by the Nova Scotia Office of Immigration, Service Canada and CIC. During the Sessions information regarding shortage of skilled workers is provided.



Challenge:

Employers are reporting they don't want to hire immigrants because of language barriers and cultural differences

Solution:

The Partnership promotes ISIS services such as "English in the Workplace" in order to reduce the commonly held belief that language is a strong barrier when hiring immigrants. The Partnership also promotes ISIS as a provider of Diversity information sessions for CEO's or Human Resources Managers in order to help them to implement strategies for retaining skilled immigrant workers and ways to reduce and or manage possible cultural differences in the work place.

"Canada is standing at a crossroad. We must not only attract, but improve how well we integrate new immigrants. If we don't, we will lose more than we can imagine."

- **Gordon M. Nixon,**
President and CEO,
RBC Financial Group



Office of Immigration
Office de l'immigration



Engagement of Local Partners

The Greater Halifax Partnership works in partnership with and aligns the interests of other organizations that have a role in the attraction and retention of immigrants to our community. We recognize the importance of collective action and involve businesses, investors, stakeholders and government to achieve our success. Below are some of the key partners we have engaged through our immigration initiatives:

- Nova Scotia Office of Immigration
- Immigrant Settlement and Integration Services (ISIS)
- RBC Royal Bank
- Convergys
- The Chronicle Herald
- Halifax Regional Municipality
- Atlantic Jewish Council
- Pier 21
- Greater Halifax Partnership Investors (Please see appendix 6 for full list)



Description of Events

As part of our immigration initiatives we have been involved with a variety of events to engage our partners and the community:

January 23, 2009 – Opportunities Canada Information Session: The Partnership held an information session for the Health Sector in Halifax on how to register and participate in Opportunities Canada Expo: Health Pavilion. In 2009, the expo took place in Leeds, London and Johannesburg to allow Canadian health employers to carry out interviews with pre-screened candidates, and provide a highly effective and cost-efficient recruitment platform for health care workers in Canada.

April 9, 2009 – Immigration Employer Information Session: This session provided HR managers in the Health Care Sector information about how and where to hire immigrants, international workers, international students and international graduates.

June 17, 2009 - Health Human Resources Symposium: This event was a brainstorming session to explore ideas on how to create strategies on the recruitment of health care workers in Halifax.

July 16, 2009 – HRM Advanced Briefing on Connector Program: Advanced briefing on the Connector Program to senior External and Corporate Affairs Staff of HRM to engage them as Connectors. The format was a presentation and a question answer period to approximately 15 HRM employees.

July 20, 2009 - Official Launch of Connector Program:

This event was held at The World Trade and Convention Centre: Windows Restaurant. The event was to publically launch the Connector Program. Approximately 60 business leaders attended, including Lenard Preyar, MLA Halifax Citadel and Sable Island and Peter Paul, Project Leader: ALLIES. Testimonials were given from a Connector and an immigrant who participated in the program, breakfast was served, and a networking session to follow. There was some media coverage from the event.

August 8, 2009 - Community Potluck & BBQ for Newcomers and Residents:

This annual event brings together newcomers and residents of Greater Halifax, to have an afternoon of events including an international craft display, face painting, art-making and book reading for kids. Other entertainment consists of Korean and African drumming and a variety of games. Sponsors of the event include: HRM, ISIS, YMCA, and African Diaspora of the Maritimes (ADAM). More than 200 immigrants attended this year's event.





September 8, 2009 – Presentation at the Atlantic Jewish Council:

The Partnership organized a networking workshop and presentation at Urbanity Salon (owned by a Jewish family), to integrate newcomer professionals who have immigrated to Halifax through the community identified stream with other business leaders in Halifax. The Partnership arranged for Lynn McMichael, President of BConnected to present a workshop on the importance of networking.

September 16, 2009 – Networking Workshop at ISIS:

Co-hosted by ISIS and the Greater Halifax Partnership, this workshop was an introduction for newcomer professionals to help them understand the importance of networking. This event was specifically to prepare Newcomer Professionals for a more formalized networking event with mentors and connectors at a later date.

September 23, 2009 – Internal presentation at Job Junction:

The Greater Halifax Partnership was asked to present an overview of immigration initiatives and specifically the Connector Program to an internal meeting at Job Junction. This meeting was for both organizations to partner and work with immigrants participating in the Connector Program so they could use Job Junction as a resource to upgrade their resumes and use the space as a place to conduct their job search.

October 6, 2009 – Investor Briefing Breakfast:

Partnership investors were invited to a breakfast presentation where Jane Allen, Chief Diversity Officer at Deloitte and Touche spoke to the importance of Immigration and Diversity in the work place. Approximately 30 Partnership investors attended and were engaged in a discussion following the presentation on how to implement immigration and diversity in their workplaces.

October 6, 2009 – Deloitte Diversity Dinner

The Greater Halifax Partnership was invited to participate at a Diversity Dinner at Precision Biologic where round tables were set for business leaders to engage in discussions about immigration, and describe what initiatives their organizations are involved in surrounding immigration.

October 16, 2009 – Deloitte Office Wide Meeting

Deloitte invited a representative from the Partnership to present to approximately 50 – 60 Deloitte employees at their office wide meeting regarding the Partnership's immigration initiatives, and specifically the Connector Program. From this program 12 Deloitte employees agreed to sign up as Halifax Connectors.

October 16, 2009 – Halifax Club Networking Night:

The Halifax Club Sponsored for the Partnership to host a networking night for newcomer professionals and business leaders (including mentors and connectors) in the Community. This event was a place for business leaders to meet in a warm atmosphere to exchange ideas around excelling in today's workforce, and sharing experiences from around the globe.

Deloitte.

twitter

“Our immigration employer support coordinator. talked about the benefits of hiring immigrants to an enthusiastic Hfx Exec. Assoc. Great job Margie! “[11:21 AM Nov 12th, 2009](#) from mobile web

October 28, 2009 – Employer Immigration Information Session – The Partnership organized an employer information session to educate HR managers in the manufacture sector on where and how to hire immigrants, international workers, international students, and international graduates. The following organizations were invited as presenters:

- Service Canada
- Citizenship Immigration Canada (CIC)
- Nova Scotia Office of Immigration (NSOI)
- Immigrant Settlement and Integration Services (ISIS)
- Mount Saint Vincent University (MSVU)
- Dalhousie University
- Saint Mary's University



November 4, 2009 - Hire International Skills Job Fair:

This is an annual event organized by different stakeholders. The Nova Scotia Office of Immigration provides the funds for the event. In 2008, 34 employers from a variety of sectors registered and 334 job seekers between immigrants, international students and international graduates participated. In 2009, 36 employers registered and more than 267 job seekers participated. There is an information session for employers at this session where the Connector Program was presented.

November 12, 2009 – The Partnership presented to eight members of the Halifax Executives Association about the benefits of hiring immigrants and the Immigration Employer Support Program

November 20, 2009 - Attended a meeting regarding the development of a Web site (Pan-Canadian Information Centre) organized by the Foreign Credentials Referral Office (FCRO) (Ottawa). During the meeting participants assisted in defining the design and development requirements of the Web site.

November 23, 2009 Atlantic Population Table Meeting: The Atlantic Population table is a working group, that meets quarterly to effectively collaborate between the federal government and the provinces and territories to the successful manage and share responsibility of the unique economic, social and labour market needs of immigration. The Partnership was invited to present our immigration initiatives and specifically the Connector Program.

December 3, 2009 – Mini Trade Show, TD Meloche Monnex: This event was for members of the business community to come and present to immigrants who have come through the nominee program looking to start a business in Halifax. The Connector Program was presented, along with some other Partnership initiatives, followed by a networking and question and answer period for immigrants.



Appendices

Appendix 1

Success Stories

It is valuable to showcase and share the successes of our immigration initiatives. Our programs have been mutually beneficial for many individuals and businesses, and to share that success with our partners boosts confidence and will encourage others to recognize the value our immigration initiatives have brought to Greater Halifax. The following stories are also showcased on our website:

Newcomer Professional Employed at First Connection

Alina Librman moved to Halifax from Israel with her two children. She brings over 19 years experience as a hairstylist and owner of a salon in Israel. After moving to Canada, she knew it would be a challenge to find employment, both to have an income to support her family and also to gain hours that could go towards her licensing through the Cosmetology Association of Nova Scotia. As a licensed stylist, there are many more opportunities for employment. Licensed stylists are able to apply to any salon and also, have the opportunity to start up a registered salon of their own.

As a participant in the Connector Program, Alina's first Connection was with Sandra Martin, owner and operator at Cuts of Class. Sandra has owned Cuts of Class for over 20 years and has had very positive experiences hiring immigrants. She has kept in touch with them after they have moved on to other positions with different organizations. At the first Connection meeting, Sandra gave Alina a very warm welcome and, invited her into job shadow for a day. Alina has been employed with Sandra at Cuts of Class ever since.

"I am grateful Halifax has a program that welcomes newcomers into the city and connects them to employment opportunities," says Alina Librman, Newcomer Professional. "I was hired at my first connection meeting, and am enjoying my Canadian work experience very much. Through the Connector Program, I had the opportunity to meet an employer who I wouldn't have known otherwise. I feel like I am part of the community now, and am looking forward to being a Halifax Connector one day"

This is an example of how the Connector Program puts newcomers directly in touch with employment opportunities. Sandra is also tracking the hours worked at Cuts of Class so Alina can put that towards her licensing. Newcomer professionals add a world of opportunities to your business, and when the right opportunity exists, everyone benefits.

Local aerospace company recruits internationally, adds 21 people to roster

During a consultation with I.M.P. Aerospace in Spring 2007, SmartBusiness learned the company was having challenges recruiting skilled labour in Halifax. Given the lack of qualified workers locally, I.M.P. would be attending job fairs in international markets and needed to clearly understand the process for international recruitment from an immigration perspective while also determining which recruitment program option would best suit the company's needs.

In response, SmartBusiness made a referral to the Nova Scotia Office of Immigration on behalf of I.M.P. Aerospace. The Office of Immigration worked quickly to assist I.M.P. in determining the best way to bring chosen candidates to work in Halifax after the job fairs.

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I.M.P. had great success recruiting in the United Kingdom. Of the 60 candidates that the company interviewed, 21 were hired with positions varying from engineers to managers to planners. A second recruiting trip that summer resulted in another 13 employment offers.

Over 100 Halifax business leaders share their professional networks

The Greater Halifax Partnership launched the Connector Program in July 2009 as a formalized networking initiative to help newcomers expand their professional networks. By putting newcomers directly in touch with established business leaders, we are connecting them to the opportunities they need to settle successfully into the community.

The response from this initiative amongst the Halifax business community has been overwhelmingly supportive. Our goal in the first year of the program was to recruit 50 business leaders, known as “connectors”. These connectors have agreed to meet with a newcomer to discuss how their international skills can be applied in Halifax. From there, connectors refer newcomers to three other business leaders in the same field. Within the first six months of the program, we had a data base of over 100 connectors willing to help make this program a success.

The social and professional networks that exist in Halifax are a natural part of the business community, and critical for newcomers to become part of for their professional growth in a new city. The Connector Program seems like such an obvious concept to welcome and integrate newcomers into the community – but until now, no other organization has initiated a program like this.

The Connector Program is an innovative a unique referral process and, we are hoping to shift attitudes and change the way people think and hire in Halifax. Based on the response from the business community, Halifax is beginning to become connected to the hidden talent pool of immigrants and share their professional networks with new talent.

Deloitte leads the way with Immigration and Diversity in Greater Halifax

Deloitte strives to attract and retain professionals with a broad range of experiences from across the globe. This international accounting and consulting firms understands that they can deliver the best solutions to their clients by diversifying their workforce and their work environment. Deloitte Halifax is effectively working with the Greater Halifax Partnership to engage their employees and work with business leaders in the community to promote immigration and diversity.

Deloitte and the Partnership co-hosted an immigration- and diversity-themed Investor Breakfast, where Deloitte's Chief Diversity Officer Jane Allen spoke to Partnership Investors on a range of topics pertaining to immigration and diversity.

She explained how many organizations in Canada focus on hiring visible minorities, however, most Canadian workplaces are not inclusive to the needs of other cultures. Working with senior leadership at Deloitte, Jane Allen is developing and implementing a diversity strategy. The discussion engaged Partnership Investors about the importance of immigration in Greater Halifax. The hope is that through these discussions, we can shift attitudes and change the way people think and hire in Halifax.

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Following the investor briefing, the Partnership was asked to present an overview of our current immigration initiatives at a Deloitte office-wide meeting. Approximately 60 Deloitte employees attended and they were able to find out more about the work we do in the immigration sector. During the presentation, Deloitte employees took a keen interest to the Connector Program. Although it was not the intention, a sheet was distributed for to sign up as a Connector.

"This Connector Program is something I am really excited about", said Jamie Welsh, Senior Manager with Deloitte.

There have currently been 12 connections made through Deloitte employees of the Connector Program, and as a result of the referral process, four newcomers have secured employment.

Making a personal connection with a newcomer is a way to provide immigrants with the skills required to land a job in their desired industry. Deloitte is a leader in making immigration work in Halifax.

Testimonials

The testimonials we have received are concrete examples of the effectiveness of our immigration initiatives. Both business leaders and immigrants have voiced their thoughts on immigration in Greater Halifax:



"Newcomers are not aspiring for the moon. They want that first job. Giving them a hand is about helping ourselves, our communities and our economies."

Leonard Preya, MLA and ministerial assistant to the Office of Immigration



"Newcomers need a hand as they come in and the faster they are brought into the workforce the better it is for the country."

Ammar Al Shalabi, Newcomer Professional

Ammar Al Shalabi holds a Masters Degree in Mechanical Engineering and has a diverse, international work experience. Ammar is participating in the Connector Program to develop a business network and to enhance his chances of finding work in his field.



"I was proud to be the first Halifax Connector, but I am only one of thousands of well-connected people who can help talented immigrants expand their business networks. It seems like a natural thing to do. If many people pitch in and share their connections, they'll be helping not only the person seeking employment, but themselves and the economy as well."

Pat d'Entremont, Partner, Nicom IT Solutions Inc.



"I am grateful Halifax has a program that welcomes newcomers into the city and connects them to employment opportunities. I was hired at my first connection meeting, and am enjoying my Canadian work experience very much. Through the Connector Program, I had the opportunity to meet an employer who I wouldn't have known otherwise. I feel like I am part of the community now, and am looking forward to being a Halifax Connector one day."

Alina Librman, Newcomer Professional



"Through the Halifax Connector Program, I was able to meet with four business leaders who I wouldn't have had the opportunity to meet with otherwise. With every connection meeting I gained confidence and valuable skills I could use during the interview process. I am now working full time in my field and am thankful I have established the beginning of my business network. I am now more connected to Greater Halifax, and am proud to call it my new home."

Maya Moscovich, Executive Assistant, Premiere Executive Suites

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"The Connector Program was perfect for my current situation and professional objectives. The first connector I met passed on my resume to a large financial institution and within 5 weeks I had a job offer. I am so happy, I will now be able to stay in Halifax and build my career in this city."



Maxim Klimenko, Operations Specialist, Citco

"There is such a friendly atmosphere in Greater Halifax. Once I met with the Coordinator of the Halifax Connector Program, I felt the effort that Halifax provides to help new comers settle and start a career in Halifax. The meetings I had with Connectors have contributed to my self confidence and helped me through the interview process. I accepted a position with Keane Canada during my enrolment of the Connector Program, and would recommend the Program, and all Newcomers to be part of this great city."



Fady Nashat, Data Base Developer Keane Canada

"My first meeting as part of the Connector Program worked out wonderfully. From the moment of our introduction, I felt a great rapport with my Connector. He appeared very well informed about my job interests and the sector I am interested in and he provided great advice in those areas and great referrals too. Our meeting was conducted in a relaxed but professional format and once we concluded it, I went away thinking – I couldn't have had a better first connector. The support didn't end up at our meeting, as he has been following up by email and he made sure I attended a reception for a golden opportunity to network with people in the sector of my interest. Thank you Connector Program!"



Monica Romero, Environmental Microbiologist, PhD.

Appendix 2

Invitation to the Launch of the Connector Program



Halifax Connector Program Opening doors, borders and opportunity.

Make a Connection

The Greater Halifax Partnership invites you to join us for the official launch of the Halifax Connector Program, opening doors, borders and opportunity.

Halifax needs people. We already have lots of great people, but we're facing an imminent labour shortage, and we need newcomers to help us grow.

We've developed the Connector Program to help attract and retain immigrants who are crucial to the growth of Greater Halifax.

The Program connects the Halifax business community with skilled newcomers, and introduces those newcomers to the network they need to find suitable employment.

Come launch the Connector Program with us. When the right opportunity exists, everyone benefits.

Monday, July 20, 2009

World Trade and Convention Centre

Windows Restaurant

8:00am - 8:30am

Networking and Registration

8:30am - 10:00am

Continental Breakfast and Presentations

RSVP to Cindy Dean at cdean@greaterhalifax.com or by calling **490.6049**

The Halifax Connector Program is made possible with the support of The Nova Scotia Office of Immigration and Assisting Local Leaders with Immigrant Employment Strategies (ALLIES), a project of Maytree and The J.W. McConnell Family Foundation

Official Launch of Connector Program



Peter Paul, Project Leader ALLIES, speaking at the official Launch of the Connector Program

Attendees listening to speakers at the official launch of the Connector Program



Pat d'Entremont, Partner Nicom IT Solutions and the first connector gives a testimonial about the importance of the Connector Program

Appendix 3

Immigrants will help win talent war

By ROGER TAYLOR Business Columnist
Wed. Jul 22 - 4:46 AM



BY 2013, Nova Scotia will be in a serious "war for talent," says economist Fred Morley.

The senior vice-president of the Greater Halifax Partnership says the provincial government estimates that there will be a shortage of 64,000 workers as people retire and the economy grows.

Nova Scotia is not alone in this. Labour shortages exist throughout North America as the baby boom generation moves into retirement. There is stiff competition among communities trying to attract new people to fill all the jobs.

In order to fill them, Nova Scotia needs to become more imaginative in how it deals with the issue, says Morley.

From his experience with the provincial government, he says Halifax is the showroom for the province, so it is essential that the effort to attract and keep immigrants should start in the capital.

"Whether they're immigrants or whether they're just students coming in or business people or spouses of business people coming into (Halifax), it is a tough nut to crack because networks are well-established and most of the jobs and opportunities don't go public," he says.

"They're filled through the grapevine, so to speak."

One of the first things we need to do is to become more inviting to immigrants who are seeking to break into our closely knit social networks and help them to put down roots here.

"It's one thing to attract immigrants to come here, it's another to get them to stay," says Morley.

That is the reason behind a new partnership initiative.

With support from the provincial Office of Immigration and the Maytree Foundation, the partnership introduced its connector program this week. Immigrants are invited to contact the partnership and they will be put in touch with three so-called "connectors" in the local community.

The program is business-oriented and is one of the tools to be used in that war for talent, says Morley.

There are already 19 immigrants in the program, which started Monday.

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The immigrant is put in touch with three well-connected people in Halifax and they're asked to help the immigrant make connections within the community by introducing them to three of their best contacts.

Each of those contacts passes along connections to three more people, and so on.

Morley says the partnership is taking its cue from trendsetting author Malcolm Gladwell, who wrote about connectors in his influential book *Tipping Point*.

According to Gladwell, connectors are people in a community who know large numbers of people and who like to make introductions.

There are already lots of those kinds of people in Halifax, says Morley.

The partnership identifies connectors in Halifax and asks them to meet with an immigrant to provide advice and contacts. The job of the immigrant is to work their new network by staying in touch with everyone up and down the chain.

"Their objective is to get that job or that better job . . . or just to get more connected to people in their new home," Morley says. "The connector chain is their new support group."

So far, more than 50 connectors from a range of Halifax businesses and government organizations have become involved.

If it works, the connector program may turn out to be the first serious attack by Halifax in the so-called war for talent.



Touch BASE Online

The magazine for Global Canadians

New program connecting newcomers with employers launched

By a Staff Reporter

The Halifax Connector Program (HCP) which is designed to connect newcomers and employers was launched by the Greater Halifax Partnership (GHP) on July 20 at the World Trade and Convention Centre.

Fred Morley of the GHP told guests at the launch that there will be over 63,000 job openings in the next five years on account of retirement and the creation of new jobs. He said many HRM employers are experiencing critical skill shortages and one way out of that dilemma is to hire newcomers.

That's because while Nova Scotia is witnessing a negative growth in population and an ageing population on the other, net growth can come through immigration.

Morley said that over the last few years the GHP has connected with some 1800 CEOs in our communities. "It's a question now of changing attitudes and making the connector program work with the collaboration of partners."

The Halifax Connector Program is an effective referral process. The program matches newcomers with Connectors in the same industry. The GHP acts as a catalyst in bringing the two together.

Then when a first meeting takes place the Connector will refer the newcomer to three appropriate contacts in their industry and each of the contacts will make three more referrals.

It's then up to the newcomer to follow through and develop a business network.

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“It works on the old boy network philosophy,” Morley said.

Pat d’Entremont of Nicom IT solutions, one of the Connectors to sign up first, said the way to sustain business is to grow the labour force. “In as much as we need to export our products we need to import talent,” he said.

It’s widely recognized that newcomers bring a fresh international approach as well as connections to business.

Ammar Al Shalabi, a Jordanian with a Master’s degree in mechanical engineering said he stayed back in Halifax because he could see economic development emerging in a vibrant way. “Newcomers need a hand as they come in and the faster they are brought into the workforce the better it is for the country,” he said.

Leonard Preya, MLA and ministerial assistant to the Office of Immigration made the point about that first job opportunity. “Newcomers are not aspiring for the moon. They want that first job. Giving them a hand is about helping ourselves, our communities and our economies,” he said.

Appendix 4

SmartCityBLOG

Monday, October 05, 2009

[Hiring immigrants- it's not as complicated as you think.](#)

Over the past two years I have met with over 100 local employers educating them about the immigration process and the benefits of hiring immigrants.



During this time, I've experienced a common thread. That some employers are hesitant to get involved with anything immigration-related because **they believe the process is extremely complex**. However, after some discussion **they often realize it is not as complicated** as they had initially thought.

Immigration is something I hold close to my heart. As an immigrant to Canada from Colombia I am well aware of the barriers that newcomers face, and the hesitations that employers have about getting involved in the process. **I feel a sense of fulfillment when I visit with an employer and I am able to provide clarity around some of the process. I feel that I am doing my part for other newcomers** who are coming to Canada in hopes of finding work, and my part for Canada as employers begin to recognize the benefits of hiring immigrants. In addition to the one-on-one sessions with employers, I also provide information sessions to groups. If you are in the manufacturing sector, there is an upcoming information session that may be of interest to you.

At this [information session for manufacturers](#) you will learn about:

- The immigration process with representatives from Citizenship and Immigration Canada Nova Scotia Office of Immigration
- The Temporary Foreign Worker Program
- The process to obtain a work authorization
- The Provincial Nominee Program: Skilled Worker Stream
- The Provincial Nominee Program: International Graduate Stream
- And much more...

Wednesday, October 28, 2009

8:45 a.m. – 12:15 p.m.

Nova Scotia Office of Immigration,
1741 Brunswick Street, Suite 110A.

There is no cost to attend this event but please RSVP to cdean@greaterhalifax.com If you have specific questions that you would like to have answered by the presenters during the session, please send them by October 20th to Cindy (902) 490-6049 or email cdean@greaterhalifax.com

We look forward to seeing you there!

Thursday, October 29, 2009

[Pssst...Business Networking for Newcomers...Pass it on!](#)



As Project Coordinator of the [Halifax Connector Program](#), I work with many immigrants who have chosen Halifax as their home. I see firsthand, how newcomer professionals can bring a world of experience to our city and are a principal factor for Halifax's growing labour shortage.

However, as many of us have experienced, finding a job in Halifax is not always an easy battle. In our welcoming city, it seems important to know a large network of business leaders. The saying, "*It is not what you know, but who you know*" sometimes rings true in Greater Halifax.

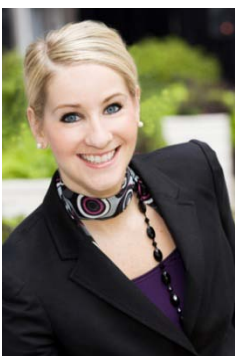
The Partnership has been proactive with this approach and in [July](#) we launched the Connector Program to assist immigrants with expanding their networks. I help to put newcomer professionals directly in touch with **Connectors** - business owners and operators, managers, civil servants, community leaders...people like you.

There are currently close to 100 Connectors who have agreed to meet with a newcomer professional and help to point them in the right direction. This is a referral process where after the meeting, Connectors are asked to provide the newcomer with 3 other contacts who they can also connect with. Finding employment will come, as their networks grow and they are exposed to employment opportunities.

By taking an hour or so of your time to meet with a newcomer, you will be making a world of difference for a new valued member of our community.

When the right opportunity exists, everyone benefits.

Contact me at cdean@greaterhalifax.com for more information on becoming a Halifax Connector or to participate in the program.



[Cindy Dean](#) is Project Coordinator for the Halifax Connector Program, a Greater Halifax Partnership Initiative. Program partners are the [Nova Scotia Office of Immigration](#), [The Maytree Foundation](#) and the [J.W. McConnell Family Foundation](#).

Appendix 3

Appendix 5

ImmigrationWorksInHalifax Website



Appendix 6

Placement of Awareness Campaign in 2009

Date	Publication	Cost of Placement
Jan. 09	Atlantic Business Magazine	\$4,845
Mar./April 09	Atlantic Business Magazine	\$4,845
Jul-09	Atlantic Business Magazine	\$4,845
Sept-Oct'09	Atlantic Business Magazine	\$4,845
Nov-Dec'09	Atlantic Business Magazine	\$4,845
Spring'09 OTTW	OTTW	\$3,285
Summer'09 OTTW	OTTW	\$3,285
Fall'09 OTTW	OTTW	\$3,285
Winter 2009 OTT	OTTW	\$3,285
Apr/May 09	Halifax Magazine	\$2,109
Jun-09	Halifax Magazine	\$2,109
Jul-09	Halifax Magazine	\$2,109
Sept'09	Halifax Magazine	\$2,109
Oct'09	Halifax Magazine	\$2,109
Nov'09	Halifax Magazine	\$2,109
Dec'09	Halifax Magazine	\$2,109
Apr./May 09	Ocean Resources	\$3,181
Fall'09	Ocean Resources	\$3,181
July 30'09	C100	\$5,935
July 30'09	The Bounce	\$1,153
Aug 4-Sept 14'09	107.7 News	\$6,000
2008-2009	Global Television	\$28,653
Apr. 13/09	Pattison	\$4,200
August 3'09	Pattison (transit side)	\$10,080

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August 3'09	Pattison (transit back)	\$5,040
Nov. 16/09	Pattison	\$5,040
Nov. 16/09	Pattison	\$5,040
28-Jul-09	CBS Outdoor 22 locations- placement	\$15,000
28-Jul-09	CBS Outdoor Production of 30 posters	\$2,350
Feb – Nov/09	HIAA Signage (6-8 mths)	\$11,217

Appendix 7

Greater Halifax Partnership Investor List

PARTNER LEVEL

- 107.7FM Halifax Information Radio
- Airfire Telephone & Data Inc.
- AML Communications Inc. /Rogers Communications Inc.
- Bell Aliant
- Atlantic Business Magazine
- Atlantic Canada Opportunities Agency
- Atlantic Lottery Corporation
- BMO Bank of Montreal
- CBS Outdoor
- CTV
- The Chronicle Herald
- CHUM Radio – Halifax
- Clearwater Seafood Limited
- Cox & Palmer
- Cresco
- Dalhousie University
- Deloitte
- Delta Hotels, Barrington & Halifax
- Export Development Canada
- Extreme Group
- Floors Plus
- Foreign Affairs & International Trade
- Gerald Walsh Associates Inc.
- Global Maritimes
- Halifax Chamber of Commerce
- Halifax Harbour Bridges
- Halifax Stanfield International Airport Authority
- Halifax Marriott Harbourfront
- Halifax Port Authority
- Halifax Regional Municipality
- Helly Hansen Canada Ltd.
- IBM Canada Ltd.
- I.M.P. Group International Inc.
- Insurance Bureau of Canada

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- ISL Web Marketing and Development
- IT Interactive Services Inc.
- IWK Health Centre
- immediaC Worldwide Inc.
- Integrated People Solutions
- MT&L Public Relations Limited
- Manulife Financial
- MediaBadger
- Metro Guide Publishing
- Mount Saint Vincent University
- NRC Institute for Marine Biosciences
- Newcap Radio – Kool 96.5
- Nova Scotia Community College
- Nova Scotia Gaming Corporation
- Nova Scotia Power Inc., An Emera Company
- NovaScotian Crystal
- Ocean Resources
- Office Interiors
- PHI
- Pattison Outdoor Advertising
- PricewaterhouseCooper
- Progress Media Group
- Province of Nova Scotia
- Purdy's Wharf/GWL Realty Advisors
- RBC Royal Bank
- Saint Mary's University
- Sandler Training
- Scotiabank
- Stewart McKelvey
- Trade Centre Limited
- The Westin Nova Scotia

INVESTOR LEVEL

- AVW-TELAV
- Advanced Systems
- Aecon Atlantic Group
- Agenda Managers Inc.
- Armco Capital Inc.
- The Armour Group Limited
- Atlantica Mechanical Contractors


HIRE IMMIGRANT - HALIFAX

- Atlantic Digital Reproductions Inc.
- Atlantic Film Festival
- Atlantis Systems Eduplus
- Black Business Initiative
- Blue Ocean Contact Centers
- Bluewave Energy
- Bluteau DeVenney & Company
- Boyne Clarke
- Bristol
- Burgess Transfer & Storage Limited
- Business Development Bank of Canada
- CCL Group
- CIBC
- Clear Picture Corporation
- Colour
- Convergys
- Corporate Research Associates
- Dymaxion Research Ltd.
- Ergoworks Atlantic
- Ernst & Young LLP
- ExxonMobil Canada
- Four Points by Sheraton Halifax
- Fraser & Hoyt Insurance Ltd.
- Grant Thornton LLP
- Halifax Business Parks
- Halifax Mooseheads Hockey Club
- INOVAcorp
- Junior Achievement of Nova Scotia
- KPMG LLP
- Kim Squared Inc.
- Marinova Consulting Ltd
- Maritime Museum of the Atlantic
- Maritime Travel
- Maritimes & Northeast Pipeline
- McInnes Cooper
- Medavie Blue Cross
- Metro Halifax
- Municipal Group
- NSCAD University
- Neptune Theatre

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- Nova Scotia Business Inc.
- Nova Scotia Health Research Foundation
- Nova Scotia Liquor Corporation
- Ocean Nutrition
- PCL Constructors Canada Inc.
- Peapell & Associates/Supertemp
- Pier 21 Society
- The Prince George Hotel
- Priority Management
- Research In Motion
- Secunda Marine Services Limited
- The Shaw Group
- SolutionInc Limited
- Staples Advantage Canada
- Symphony Nova Scotia
- TD Bank Financial Group
- Terrain Group Inc.
- Time & Space Media Limited
- WBLI Chartered Accountants
- Waterfront Development Corporation Limited
- Workers' Compensation Board of Nova Scotia

Appendix 8

						
Greater Halifax Partnership						
Statement of Expenditures						
Immigration Works in Halifax Project - MAYTREE Funding						
January 1 2009 through December 31 2009						
			Less Funded Through Other Partner Contributions			
		Total Expenditures	NSOI	Other	Greater Halifax Partnership	Expenditure Claim
5101	Salaries and benefits	\$ 101,089.65	\$ 23,470.53		\$ 9,000.00	\$ 68,619.12
5610	Consultant Fees	11,227.69	11,227.69			-
5616	Web-site Design and Registrations	10,650.33	5,325.17			5,325.16
5640	Courier & Postage	180.08	158.15			21.93
5700	Office Supplies	2,438.28	2,438.28			-
1830	Computer Purchase	2,000.00	-		2,000.00	-
5710	Printing & Copying	13,604.60	2,664.72			10,939.88
5715	Advertising & Promotions	101,686.85	4,793.78	94,763.00		2,130.07
5735	Catering	3,677.93	3,205.43			472.50
5760	Office Space	9,000.00	-		9,000.00	-
5780	Transportation & Accommodations	5,046.17	962.49			4,083.68
5782	Event Registrations	84.83	84.83			-
5785	Equipment Rental	1,635.48	1,010.48	625.00		-

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5790	Telephone & Cable	1,359.70	159.70			1,200.00
5791	Administration Fee	24,000.00	7,360.70		6,333.00	10,306.30
		\$ 287,681.59	\$ 62,861.95	\$ 95,388.00	\$ 26,333.00	\$ 103,098.64

HIRE IMMIGRANT - HALIFAX