

How can the *Réseau d'employabilité et d'entrepreneurship de l'Île-du-Prince-Édouard* (RDÉEÎPÉ) and *La Coopérative d'intégration francophone de l'Île-du-Prince-Édouard* (CIF) develop a recruitment strategy for Francophone immigration for growing the PEI Acadian and Francophone community (AFC) on Prince Edward Island?

# A recruitment and attraction strategy for bringing Francophone immigrants to PEI

EMBA Signature Project

Angie Cormier

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## EXECUTIVE SUMMARY

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The PEI Acadian and Francophone Community (PEIAFC) has determined the need for population growth for its community. The PEIAFC has identified Francophone immigration as one of the spheres of activity of its population growth strategy and has set a goal of recruiting at least six (6) Francophone immigrants per year to Prince Edward Island (Gallant, 2012). The most recent data from the Longitudinal Immigration Database (IMBD)<sup>1</sup> indicates Prince Edward Island (PEI) was not an immigration destination for Francophone immigrants from 2007 to 2010. The same source indicated zero Francophone immigrants arrived on PEI from 1998 to 2005 and the twenty-five (25) Francophone immigrants who arrived in 2005 and 2006 left the province in 2007.

Using PEI Provincial Nominee Program (PEIPNP) data as a benchmark, most immigrants to the province bring spouses or family members, indicating that for every immigrant accepted through the PEIPNP, an equivalent (on average) of 2.5 to 3 other people will accompany the immigrant (Grant Thornton, 2012). For the PEIAFC, a total increase of 12 to 15 people per year through immigration through the PEIPNP would be a success story.

The challenge for the community is not only in recruiting and retaining six immigrants per year, but in getting them counted in official statistics. When considering only French as mother tongue and first official language for measurement purposes, the National Strategy for Francophone Recruitment (2006 – 2012) did not reach its objective of 4.4% (8,000 to 10,000) of French speaking immigrants to settle outside of in 2012. When evaluators applied a different definition to French-speaking immigrants for identification purposes, statistics for French-speaking immigrants outside of Quebec doubled from 2003 to 2011 from 1,614 to 3,543 (Evaluation Division, CIC, 2012). See Appendix 1 for more detail.

Francophone immigrant recruitment in Canada in general and in PEI, specifically, depends on constructing a strategy based on the reality of bridging the gap between divergent

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<sup>1</sup>The Longitudinal Immigration Database (IMDB) is a database combining linked immigration and taxation records. The IMDB is a comprehensive source of data on the economic behaviour of the immigrant taxfiler population in Canada and is the only source of data that provides a direct link between immigration policy levers and the economic performance of immigrants.

federal-provincial priorities and programs, Official Languages legislation and PEIAFC programs and priorities.

The findings of the research for this document which included a literature review and key informant interviews indicate certain conditions related to success in Francophone recruitment within the context of the Official Languages reality of a minority Francophone community such as the PEIAFC.

Those conditions include the following:

- Successful recruitment and attraction activities based on direct linkages to the local and regional labour market
- Strong partnerships within and outside of the province for identifying and supporting recruitment activities
- Inclusive and strong self-identity within the PEIAFC open to recruitment and retention of international Francophones
- Community education and awareness of immigration for guiding “best fit” recruitment, attraction and retention activities

The resulting strategy is based on the following themes that emerged from the literature review, the interviews and, the success indicators from the Findings section:

- Knowledge Acquisition and Management to follow and foresee trends and changes in immigration and population
- Networking and Relationship Leverage to create partnerships for building influence and engagement
- Engagement of the PEIAFC, employers and allies in identifying and creating employment

The following document presents a strategic plan which would guide the PEIAFC in reaching its yearly immigration goals with initiatives which would not only permit their numbers to be recognized and counted, but would also support the them in creating sustainable partnerships with the province and the private sector in order to reach their goals.

## 1. INTRODUCTION

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How do you double Francophone immigration without an increase in resources or costs? For the Francophone community, redefining French language speakers seems to be the key. Approximately ten years ago, the federal government established the Strategic Framework to Foster Immigration to Francophone Minority Communities and in 2006 published a national strategy for Francophone Immigration, which ended in 2012. The strategy defined a French-speaking immigrant as “an immigrant whose mother tongue is French or whose first official language is French if the mother tongue is a language other than French or English” (CIC-FMC Steering Committee, 2006).

When considering only French as mother tongue and first official language for measurement purposes, the national strategy objective of 4.4% (8,000 to 10,000) of French speaking immigrants to settle outside of Quebec was not reached by 2012 and has now been defined as a long-term objective for 2023. Two other measures were examined; measures which included both the first part and the second part of the definition of the 2006 Strategic Plan and other variations (Evaluation Division, CIC). When evaluators applied this different definition to French-speaking immigrants for identification purposes, statistics for French-speaking immigrants outside of Quebec doubled from 2003 to 2011 from 1,614 to 3,543 (Evaluation Division, CIC, 2012). See Appendix 1 for more detail.

The PEI Acadian and Francophone community (PEIAFC) has also redefined its population by including bilingual French-English speakers in the province. When the PEIAFC includes bilingual speakers in its measurement of its population, the French speaking population of the province rises from 5,593 (mother tongue French) to 17,160 or 13% of the population (Gallant, 2012).

Regardless of how Francophone immigrants were identified, the most recent data from the Longitudinal Immigration Database (IMDB)<sup>2</sup> indicates Prince Edward Island (PEI) was not an

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<sup>2</sup>The Longitudinal Immigration Database (IMDB) is a database combining linked immigration and taxation records. The IMDB is a comprehensive source of data on the economic behaviour of the immigrant taxfiler population in Canada and is the only source of data that provides a direct link between immigration policy levers and the economic performance of immigrants.

immigration destination for Francophone immigrants from 2007 to 2010. The same source indicated zero Francophone immigrants arrived on PEI from 1998 to 2005 and the twenty-five (25) Francophone immigrants who arrived in 2005 and 2006 left the province in 2007.

On PEI, as in other provinces, the bulk of immigration cases are processed through the provincial nomination program, 94% in 2011(Grant Thornton, 2012).The Provincial Nominee Program (PNP) is managed by the provincial Office of Immigration, Settlement and Population (OISP)<sup>3</sup>. Although the federal government mandates and manages its own immigration streams to Canada, this document will focus on the provincially-controlled PNP which is responsible for provincial immigration recruitment and where the PEI Acadian and Francophone community (PEIAFC) can exert the most direct influence. A national evaluation of PNP programs across Canada indicated only three provinces directly market to Francophone countries through their PNP(Citizenship and Immigration Canada, 2011). PEI is not one of those three provinces.

This paper works from premises set out in the national Francophone Immigration Strategy and incorporates the context and reality of the PEIAFC within the framework of PEI immigration. Section 2 describes the Official Languages Act (OLA) in Canada and identifies the Francophone provincial and federal stakeholders and their relationships within the context of the OLA. Following that section, the methodology and research issues are explained. A situational analysis, including a SWOT<sup>4</sup>and PEST<sup>5</sup>analysis, describes the challenges and opportunities of the current reality and Francophone recruitment and attraction models are reviewed. Pursuant to the analysis piece, a Findings section presents a matrix for assessing the PEIAFC in comparison to success indicators gleaned from the analysis. Final recommendations and a strategy are presented to finalize the document.

## 2 THE STAKEHOLDERS

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Due to the complexity and reality of Canada's Official Languages Act (OLA)and the organization of its Official Language Communities(OLC) in Canada, it is important to identify

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<sup>3</sup><http://www.opportunitiespei.ca>

<sup>4</sup> Strengths, Weaknesses, Opportunities, and Threats

<sup>5</sup> Political, Economic, Social, and Technological Analysis

the OLC stakeholders nationally and provincially. See Appendix 3 for details about the OLA and Canada’s OLCs. Since immigration in Canada also falls under federal-provincial agreements, the relationships can become a bit tangled within the immigration file. That being said, the following section attempts to “untangle” the relationships and agreements inherent to the Francophone immigration file.

## **2.1 OFFICIAL LANGUAGES ACT IN CANADA**

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The importance of official languages is recognized in the Canadian Constitution. The Canadian Charter of Rights and Freedoms is part of the Constitution and includes a series of language rights. Canada’s Official Languages Act clarifies the rights and obligations set out in the Charter(Office of the Commissioner of Official Languages, 2013).

The Act sets out three purposes, to:

- Ensure respect for English and French and ensure equality of status and equal rights and privileges as to their use in federal institutions,
- Support the development of English and French linguistic minority communities, and
- Advance the equal status and use of English and French.

The support of development of English and French linguistic minority communities is the part of the Act that is of most importance when discussing Francophone immigration in any particular province. As provincial governments are not obligated by the Charter of Rights to offer French services, their main concern is in supporting their linguistic minority community. How a province actually supports its minority language community can vary widely from province to province and even from one provincial department to another within a province(Informant).

## **2.2 OLC FUNDING AND ORGANIZATION**

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The federal government recognizes and supports its OLCs within the framework of the Charter of Rights. Whereas the government of Canada uses the term OLC to refer to both official language communities, Francophone OLCs are more commonly known as



Francophone minority communities (FMCs). They are organized under the umbrella or leadership of the *Fédération des communautés francophones et acadiennes* (FCFA)<sup>6</sup> and funded through Canada-community agreements managed by Heritage Canada.<sup>7</sup> The FCFA's mission is to serve as an active, involved, and inclusive voice for Canada's Francophone and Acadian communities at the national level. The organization is committed to promoting linguistic duality, supporting the ability of Canadians everywhere to live in French, and fostering the full participation of French-speaking citizens in Canada's development.

La SSTA is the PEI provincial member organization of the FCFA and, as such, has the overall responsibility for the development and governance of PEI's OLC/FMC otherwise known as the PEIAFC<sup>8</sup>. Each provincial FMC self-identifies under its own moniker. See Appendix 4 for an overview of the organizational structure of the PEIAFC.

## 2.3 THE CANADA-PEI COOPERATIVE AGREEMENT ON OLC IMMIGRATION

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Between 1998 and 2002, the federal government signed several agreements with individual provinces. PEI has had a comprehensive agreement with Citizenship and Immigration Canada since 2008. See for a copy of the agreement. The Office of Immigration Settlement and Population (OISP) is responsible for the management of immigration in the province. Its immigration agreement with the federal government includes a Provincial Nominee Program (PNP) (Citizenship and Immigration Canada, 2010). Under the PNP, the provincial government can identify and nominate an agreed-upon number of potential immigrants to the provinces. The PEI agreement, like other provinces, also includes broad statements of commitments to the OLC for Francophone immigration as required to support its OLC under the OLA. There are no outcomes or precise commitments attached to the agreement.<sup>9</sup> See Appendix 5 for a copy of the Canada-PEI Agreement.

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<sup>6</sup> [http://www.fcfa.ca/fr/Who-We-Are\\_25](http://www.fcfa.ca/fr/Who-We-Are_25)

<sup>7</sup> <http://www.pch.gc.ca/eng/1266413216352>

<sup>8</sup> <http://www.ssta.org>

<sup>9</sup> <http://www.cic.gc.ca/english/department/laws-policy/agreements/pei/can-pei-agree-2008.asp>

## 2.4 OLC IMMIGRATION FUNDING AND ORGANIZATION

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### ***La Coopérative d'intégration francophone de l'Île-du-Prince-Édouard (CIF)***

The CIF follows the lead of the FCFA and CIC in developing and administering its immigration strategies and services. CIC does not fund immigration recruitment or migration activities. CIC funding is uniquely designed for settlement services and, in the case of Francophone immigration, requires that OLCs establish a *Réseau en Immigration Francophone* (RIF) within their communities. A RIF is used as leverage within an OLC to develop community responses to immigration issues other than CIC-funded settlement services by creating a community network with a representation of stakeholders. A RIF then can become the vehicle for propelling population growth, recruitment, and attraction activities as well as any other activities that fall outside of settlement services.

At the time of the writing of this document, the CIF has received funding from the province of PEI through the OISP for an international attraction and recruitment pilot project within the Working Holidays program for international experience.<sup>10</sup>The project is designed to recruit Francophone youth from France and Belgium for a working holiday experience in PEI in 2014.

### ***Réseau de développement économique et d'employabilité du Canada (RDEE Canada)***

RDÉE Canada is the only national organization working for the economic development of the Francophone and Acadian communities in Canada.<sup>11</sup>RDÉE Canada is present in every province and territory through local RDÉEs that form the National Network.

The RDÉE Canada has identified immigration as a priority. At the time of the writing of this document, RDEE Canada had requested that each of its provincial members develop a Francophone recruitment strategy to be presented in February 2013 in order to assist in the development of a national Francophone recruitment strategy for OLCs.

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<sup>10</sup><http://pvtistes.net/canada/> and <http://www.international.gc.ca/experience/index.aspx?lang=eng>

<sup>11</sup><http://www.rdee.ca>

**Réseau du développement économique et d'employabilité de l'Île-du-Prince-Édouard (RDEEÎPÉ)**

RDÉEÎPÉ is the provincial francophone economic development council of PEI and the provincial member of RDEE Canada. Its mission is “to contribute actively to entrepreneurial and community economic development within the PEIAFC while collaborating towards the economic development of the province.”(RDÉEÎPÉ at a Glance, 2012)<sup>12</sup> It offers support services for community economic development (CED) and co-operative development services as well as certain services for entrepreneurs.

RDÉEÎPÉ manages a million dollar annual budget consisting of core funding for operations from Human Resources and Skills Development, Canada's Enabling Fund for Official Language Minority Communities, and revenues from various projects and partnerships.

In 2012, RDÉEÎPÉ launched its Francophone Immigration project, LIENS, with funding from CIC and has received associated funding for the project from the PEI OISP.

As well, the funding agreement with the province includes marketing and publicity activities for enhancing Francophone immigrant recruitment for the province. The project is funded by CIC for the following goals:

- To increase awareness of Francophone economic immigration and its importance,
- To educate employers on how to proceed for hiring permanent residents and new international Canadian citizens who speak a minority language,
- To create connections between new Francophone immigrant entrepreneurs and experienced Island entrepreneurs, employers, and services.

**Le Comité en Atlantique pour l'immigration francophone (CAIF)**

The PEIAFC is networked with the *Comité Atlantique sur l'Immigration Francophone* (CAIF). The CAIF is a consultative mechanism that brings together stakeholders in the Atlantic

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<sup>12</sup> <http://www.rdeei.pe.net/english/rdee-pei-at-a-glance/>

Francophone immigration to enable them to exchange ideas, create partnerships, share resources, work on common issues, and speak with one voice.<sup>13</sup>

The SNA is also responsible for the *Office de la Mobilité Internationale en Acadie* (OMIA) which targets all young Francophones and Francophiles from 18 to 35 years who wish to gain international experience.<sup>14</sup>The objective is to support and assist Francophone youth in its international mobility project. Canada has 32 international youth mobility agreements. See Appendix 6 for the list of countries with which Canada has an international youth mobility agreement.

## 2.5 THE INTERNATIONAL FRANCOPHONIE

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Although the International Francophonie has no Canadian jurisdiction in immigration, it represents an important piece of the puzzle when considering recruitment strategies for OLC's. The International Organization of La Francophonie (IOF) was created in 1970. Its mission is to embody the active solidarity between its 75 member states and governments (56 members and 19 observers), which together represent over one-third of the United Nations' member states and account for a population of over 890 million people, including 220 million French speakers(International Organization of the Francophonie).<sup>15</sup>In fact, the CIC evaluation of the National Francophone Recruitment Strategy states a third definition of Francophone which includes “French-speaking immigrants whose source country is a member of the IOF” (Evaluation Division, CIC, 2012). IOF organizes political activities and actions of multilateral cooperation that benefit French-speaking populations. Its actions respect cultural and linguistic diversity and serve to promote the French language, peace, and sustainable development. See Appendix 7 for list of countries which make up the IOF.

The Acadian and Francophone community of PEI look to this organization and its closer affiliates, such as the SNA in New Brunswick and the FCFA in Ottawa, when undertaking international activities, including some recruitment activities for immigration.

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<sup>13</sup> <http://www.snacadie.org/index.php/component/content/article/14-comites-et-commissions-/525-immigration>

<sup>14</sup><http://www.snacadie.org/index.php/omiacadieorg>

<sup>15</sup> <http://www.francophonie.org/English.html>

The following section presents the goal, objectives and methodology for the paper and refers directly to stakeholders mentioned above.

### 3 GOAL

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How can the *Réseaud'employabilité et d'entrepreneurship de l'Île-du-Prince-Édouard* (RDÉEÎPÉ) and *La Coopérative d'intégration francophone de l'Île-du-Prince-Édouard*(CIF) develop a recruitment strategy for Francophone immigration for growing the PEI Acadian and Francophone community (AFC) on Prince Edward Island?

### 4 OBJECTIVES

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- Identify the challenges and opportunities faced by the PEIAFC in Francophone immigrant recruitment to PEI,
- Undertake a situational analysis to identify challenges and opportunities in Francophone immigrant recruitment to Canada and specifically to PEI,
- Assess the application of identified best practices for the PEIAFC within the context of the situational analysis,
- Recommend a strategy for the PEIAFC to influence, advocate, and administer activities designed to grow the community through Francophone immigration
  - Sectorial priorities – provincial and PEIAFC
  - Countries of origin based on skills relevant to provincial and PEIAFC
  - Promotional and awareness activities to influence provincial and federal partners in Francophone immigration recruitment,
- Identify roles, responsibilities, timelines, and resources for community stakeholders within the strategy.
- The identification of knowledge and resources for creating and implementing Francophone recruitment and promotional strategies.

## 5 METHODOLOGY

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The lack of sufficient numbers of Francophone immigrants to PEI and the inability of the National Francophone immigration strategy 2006-2012 to reach its target numbers preceded the choice of attempting quantitative research. There was not enough aggregate data on Francophone immigration to the province to merit a quantitative approach to the research.

There are only a few research documents available concerning Francophone recruitment specifically and these were easily identified with the client group and through a larger pre-scanning of the general literature on Francophone immigration. This pre-scanning also enabled identification of provincial-specific Francophone immigration and recruitment strategies information. Some documents were not available publically and were considered internal government policy documents. The informant interviews enabled capture of essential information associated with these provincial and federal documents.

Immigration funding to Francophone communities is principally through Citizenship and Immigration Canada (CIC) and is typically focused on settlement and not recruitment activities. CIC signs immigration agreements with each of the provinces which include Official Languages clauses for working with the Francophone community. The lack of knowledge of the Francophone clients about the PEIPNP and recruitment activities of the province and private sector indicated the importance of researching the operations and results of the PEIPNP and other provincial PNPs, especially as it pertained to Francophone recruitment and immigration. This was accomplished through the literature review and interviews with provincial officers responsible for the PEIPNP as well as an interview with a licensed recruitment agency of the province.

The absence of experience and knowledge from the PEIAFC about Francophone recruitment eliminated the need to undertake community wide consultations. The two client groups are the community groups responsible for immigration for the PEIAFC and are advocates and spoke groups of the community for immigration.

The methodology for developing a strategic recruitment plan for Francophone immigrants for the PEIAFC included meetings, and ongoing communications with the client group to validate documents and key informant interviews to validate recommendations for the strategy.

The construct of the strategy was based on the performance based model sanctioned by the Treasury Board of Canada and customarily used by the PEIAFC to provide maximum potential for implementation.

## 5.1 LITERATURE REVIEW

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Preliminary research was undertaken to determine the PEIAFC and the Canadian context within the parameters and scope of the project. All provinces have an agreement concerning the Official Languages Act within the framework of their federal-provincial agreements on Immigration. Provinces which have developed an agreement with their OLC community within the framework of their federal-provincial agreement on Immigration include British Columbia, Manitoba, and Saskatchewan. Nova Scotia has developed a Francophone immigration recruitment and promotion strategy, which is nearing completion of its activities. New Brunswick, as Canada's only bilingual province, is in the process of creating a new immigration strategy but the strategy will not be ready in time for this project. As well, its legal status as an officially bilingual province puts it in a class of its own in how it deals with its OLCs.

Official language Francophone community literature on population growth as it related to immigration was reviewed. The principal sources of information for Francophone immigration and migration are Citizenship and Immigration Canada (CIC), Statistics Canada, PEI Statistics, PEI PNP program, the *Fédération des communautés francophone et acadiennes* (FCFA), *La Société Nationale de l'Acadie* (SNA), *Réseau d'employabilité et d'entrepreneurship Canada* (RDÉE Canada and PEI), *la Coopérative d'intégration francophone de l'Île-du-Prince-Édouard* (CIF), *la Société Saint-Thomas d'Aquin* (SSTA), and Acadian and Francophone Affairs Secretariat. The PEIAFC's population strategy was

important to the literature review as was the National Francophone Recruitment Strategy 2006-2012 and the CIC evaluation of the national strategy. Metropolis<sup>16</sup>, an international network for comparative research and public policy development on migration, diversity and immigrant integration in cities in Canada and around the world authored a best practices piece on Francophone immigration which was often cited in other provincial Francophone immigration documents, by the clients and by a provincial government stakeholder.

The PEIPNP is responsible for 94% of immigration to the province within two immigrant streams, business and labour, which informed the choice of research activities combining Francophone community interests and models and provincial and private sector opportunities and interests. Concentrating on key informant interviews and literature reviews associated with the PEI PNP and other provincial PNPs provided insight into the operational side of immigration within the province as sanctioned by CIC. Two studies were examined: an evaluation of the PEIPNP and an evaluation by CIC of all PNPs in Canada.

## 5.2 KEY INFORMANT INTERVIEWS

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Six (6) semi-structured interviews were held with key practitioners and stakeholders:

- Certified immigration consultants from PEI (1),
- Managers and immigrant officers of the Provincial Nominee Program(PNP) in Prince Edward (3),
- Stakeholders and community leaders of the AFC in PEI will be interviewed (2)
  - SSTA
  - RDÉEÎPÉ
  - CIF
  - Acadian and Francophone Affairs Secretariat

CIF and RDÉEÎPÉ interviews were held together as were interviews with the SSTA and Acadian and Francophone Affairs Secretariat. The new executive director of the SSTA previously held

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<sup>16</sup> www.metropolis.net



the position of Assistant Deputy Minister of Acadian and Francophone Affairs Secretariat and was in transition between the two positions at the time of the interview.

The interview guide was developed using the results of the preliminary research, discussions with the working group, and guidance from the advisor to the project. Interviews were held with key informants concerning proposed strategies and resources discussed with the client. See Appendix 2a ,b and c for interview guides, consent form and list of interviewees.

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### 5.3 CLIENT ROLE

A working committee was formed with RDÉEÎPÉ and CIF to guide and inform the development of this immigration strategy for the PEIAFC. Detailed information about the PEIAFC, and more specifically concerning the CIF and the RDÉEÎPÉ and their respective roles, responsibilities and connections to the national Francophone network was presented in Section 2, *Stakeholders*. The working committee has a direct connection and consultative relationship with the PEIAF. CIF and RDÉEÎPÉ have signed a disclosure agreement to acknowledge their participation and sharing of resources and information. The working committee met four (4) times during the development of the document. The final research document will be available to the PEIAFC through CIF and RDÉEÎPÉ. The next section, *Research Issues* presents identified research issues as they apply to the PEIAFC and provincial Francophone immigration.

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### 5.4 RESEARCH ISSUES

Three research issues were identified which limited or influenced the scope of the research. All three proved to be correctly identified from the inception of the research until the termination of the project. As identified in two of the issues, *Client Role* and *Ministerial Instructions and Changes in Immigration Policy* did occur within the four month period of work on the project. The changes will not unduly affect the research findings and the outcomes of the project at this time.

### 5.4.1 CLIENT ROLE

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In nine provinces and two territories, the provincial Francophone umbrella organization responsible for the community's development is the responsible body for the overall governance of the Francophone immigration file for the Francophone community (Fédération des communautés francophones et acadiennes, 2013). That responsibility is formalized with a Memorandum of Understanding (MOU) between the provincial umbrella organization responsible for immigration and settlement services (financed by CIC) and the Francophone provincial umbrella organization. On PEI, the Saint Thomas Aquinas Society (SSTA) is the provincial Francophone umbrella organization which, under normal circumstances, would be the absolute lead in the development and implementation of a population strategy and, consequently, immigration for the PEIAFC. However, a vacuum in leadership occurred due to a transition in the executive director position of the SSTA. That position, although briefly occupied part-time on an interim basis, has been vacant for over a year. This vacancy has prevented a MOU on immigration from being signed between the SSTA and the CIC (Informant, 2013).

Now that the RDEEIPÉ has an immigration project, LIENS, and immigration has been identified as priority by both RDEEIPÉ and RDEE Canada, roles and responsibilities have become even more complicated. At this point, both of these organizations play lead roles in the PEIAFC immigration; there is gray area, gaps, and some overlap in these roles, especially in terms of recruitment. Their client role may also evolve parallel to the progress of the research project and in terms of the transition in leadership at the SSTA. See Section 4 *Stakeholders* for more detailed information.

### 5.4.2 LACK OF LOCAL LABOUR, MARKET INFORMATION (LMI)

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There seems to be a lack of precise labour market information per industry sectors and job positions in the province. LMI can offer information on a variety of important elements for the job seeker, such as jobs, salaries, work conditions, industry sectors, trends, and statistics. However, devolution of labour market responsibilities to the provinces, unpredictable and unstable country economies in a global labour market, outsourcing, and the increase in part-time and seasonal work have all contributed to difficulties in predicting

labour market needs for regional economies(Informant). Labour market information is dynamic and can easily change from month to month(Labour Market Bulletin- Prince Edward Island - September 2013, 2013). This is especially true for Prince Edward Island, which has an important seasonal economy.

Skills PEI has been tasked with the design and delivery of labour market programs for Innovation PEI. In its 2012-2013 Annual LMMA Plan, Skills PEI notes: *“While the vast amount of LMI is available to Islanders, much of it lacks the required level of local context due to the relatively small sample sizes available to measure labour force”*(Skills PEI, 2012). This lack of local LMI makes planning for recruitment difficult. Gathering local and timely labour market information does not seem to be an ongoing function of any other provincial department in PEI(Informant).

Immigration to Canada and especially to PEI is directly related to economics and employability. An immigrant to PEI must either invest or start a business or have a job offer to come to the province. See Section 6.1.3 for detailed information on the PEIPNP. Understanding the job market, the PEI economy and being able to identify job opportunities in the province are crucial to immigration recruitment activities.

### **5.4.3 MINISTERIAL INSTRUCTIONS AND CHANGES IN IMMIGRATION POLICY**

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The federal government, through Bill C-50 (2008) has provided itself with the authority of ministerial instructions (MIs) which allows it to enact changes to the Immigration and Refugee Protection Act (IRPA).In 2012, the federal government again provided itself with powers to change the IRPA through the Budget Implementation Act (BIA)(McAteer, 2010)(Meurrens, 2013). Changes which can now be applied to the IRPA happen quickly, without notice and are sometimes difficult to assimilate creating outdated and new information, which may not be captured in this strategy.

## **6 PEST ANALYSIS**

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A PEST analysis to review political, economic, social, and technological (PEST) is presented in this section. Francophone immigration which is part of OLC politics and policy in Canada

lends itself well to a PEST analysis in this case. Francophone immigrant recruitment in Canada and in PEI specifically, depends on constructing a strategy based on the reality of bridging the gap between divergent federal-provincial priorities and programs and OLC/PEI AFC programs and priorities.

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## 6.1 POLITICAL

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### 6.1.1 FEDERAL GOVERNMENT POWERS IN IMMIGRATION

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Under Canada's constitution, responsibility for immigration is shared between the federal and provincial/territorial governments. However, the federal government, through Bill C-50 (2008) and the Budget Implementation Act (BIA) of 2012 has provided itself with the authority of ministerial directives, and can unilaterally enact changes to the Immigration and the IRPA. The powers which the government has provided itself for changing numerous parts of the IRPA without going through a process of regulatory changes allows changes to be enacted through MIs and without a regulatory process which would include a Regulatory Impact Analysis Statement and a cost and benefit analysis (McAteer, 2010). As well, there is no requirement to provide any advance notice of changes and the changes can become effective immediately upon publication (McAteer).

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### 6.1.2 THE OFFICIAL LANGUAGES ACT

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*The Roadmap for Canada's Official Languages 2013-2018: Education, Immigration, Communities* follows *the Roadmap for Canada's Linguistic Duality 2008-2013*. It reaffirms the Government of Canada's commitment to promote official languages and enhance the vitality of official-language minority communities in three priority sectors: education, immigration, and communities (Government of Canada, 2013).<sup>17</sup> The new agreement pledges \$125 million more to CIC to fund language training for economic immigrants. The AFC depends heavily on Official Languages funding for community economic development, as well as for education. The RDEE network depends largely on this funding for operations and CIC draws on this funding for working with FMCs on Francophone immigration.

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<sup>17</sup> <http://www.pch.gc.ca/eng/1358263602229/1358263791285>

CIC funded Destination Canada participation for OLCs until 2012. Destination Canada was considered a major immigration recruitment event for OLC's across Canada<sup>18</sup>. Evaluation results concerning Destination Canada show that only France was being targeted by Destination Canada and that a "significant" portion of French-speaking newcomers (40%) come from sub-Saharan African countries and that the top source country for French-speaking newcomers to Canada is actually Lebanon (Evaluation Division, CIC, 2012). See Figure 2.

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### 6.1.3 PEI PNP

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The Provincial Nominee Program (PNP) allows provinces and territories (PTs) to nominate individuals for permanent residence who will meet specific local labour market needs. This allows each province to meet specific labour market needs with their immigration programs. PTs have various streams in their PNPs, but they tend to fall into five clusters: skilled workers, semi-skilled workers, business/investors, international student graduates, and family/community connections. The roles and responsibilities for the PNP are defined through bilateral agreements between CIC and PT governments. All the provinces and territories except Quebec and Nunavut have signed nominee agreements with the federal government. Quebec has a separate arrangement under the Canada-Quebec Accord. Furthermore, each province can create priority categories or change the categories (or streams) of nominees that it will accept.

In the PEIPNP<sup>19</sup>, there are two immigration streams: Business Impact Category (BIC) and Labour Impact Category (LIC). The BIC provides the opportunity for foreign nationals to be nominated by Prince Edward Island to become permanent residents of Canada providing they invest in and actively manage a business in Prince Edward Island. The LIC allows international applicants to be nominated for immigration through a long-term employment (permanent or 2 years) contract agreement with an employer.

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<sup>18</sup> <http://www.destination-canada-forum-emploi.ca/accueil.php?lang=en>

<sup>19</sup> [www.opportunitiespei.ca](http://www.opportunitiespei.ca)

## **BIC**

The business stream consists of the 100% ownership stream for immigrants who would like to start or buy a business as sole proprietor and the partial ownership stream which allows immigrants to buy a minimum of 33% of a business and become an active partner in managing the business with immediate entry into the nomination process for permanent residency. The work permit stream of the business category allows an immigrant to come into the province to start a business and the business owner can receive a work permit while in the start-up phase. Once the applicant has met the requirements for the business start-up, the nomination process for permanent residency can be undertaken.

## **LIC**

The Labour Impact Category facilitates and provides opportunity for Prince Edward Island businesses and potential new employees from outside of Canada who have the right skill set to immigrate, work, and settle in Prince Edward Island. The two subcategories of the LIC are: Skilled workers and Critical Workers.

**The Skilled Worker** stream includes applicants whose who have the necessary skills and fall under the National Occupational Classification (NOC)<sup>20</sup> skill level O, A, or B are eligible provided they have obtained a post-secondary degree/diploma and experience in the intended profession. Furthermore, specific criteria must be satisfied to be nominated, such as sufficient language skills, secondary education levels, two years previous work experience, and financial resources for moving and settling in the province<sup>21</sup>.

**The Critical Worker** stream fills labour market gaps by enabling foreign workers to apply to become permanent residents. The job being offered must fall under the National Occupational Classification (NOC) skill level C or D which requires the completion of a minimum of 12 years of education - equivalent to a high school diploma or on the job training. Furthermore, specific criteria must be satisfied to be nominated, such as sufficient

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<sup>20</sup> NOC is a standardized system for describing and classifying employment in the Canadian labour market  
<http://www.hrsdc.gc.ca/eng/jobs/lmi/noc/index.shtml>

<sup>21</sup> <http://www.opportunitiespei.ca/pnp/index.php3?number=1037606&lang=E>

language skills, having two years previous work experience, and financial resources for moving and settling in the province. The Critical Worker Stream is a pilot program to be reviewed annually for both the impact on the industries represented and the occupations selected to participate. There are five occupations currently included in the pilot program: truck drivers, customer service representatives, labourers, food & beverage servers, and housekeeping attendants. Furthermore, specific criteria must be satisfied to be nominated under the program<sup>22</sup>.

On PEI, recruitment for the PNP is undertaken by seven different licensed immigration and recruitment agencies in the province. The current PEIPNP draws about 200 to 250 immigrant entrepreneurs through its business stream to Prince Edward Island and another 200 labourers within its skilled and critical labour streams. PEI receives a total yearly average of approximately 1200 to 1500 immigrants through both streams when including spouses and family members of the nominees, refugees, and participants of Federal immigration programs. See Appendix 9 for more details.

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#### 6.1.4 PEI PNP RESULTS

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A recent evaluation of the PEI PNP reported that from 2001 to 2010 the PEI PNP accounted for 94% of all immigration. The program took the province from a low 37% rate of economic immigration in 2001 to a high of 96% in 2010(Grant Thornton, 2012). The report highlights the contribution of PNP as follows:

- \$106 million in investments
- GDP impact of \$60 million
- Estimated \$11.5 million in federal and provincial tax contributions (Grant Thornton)
- The PEIPNP accounted for 94% of all landings

Federal immigration programs accounted for the remaining 6% and were divided as follows:

- Refugees (2%)
- Family Class (2%)

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<sup>22</sup> <http://www.opportunitiespei.ca/pnp/index.php3?number=1037607&lang=E>

- Economic Class (2%)

The study results noted that over time, federal immigration streams have consistently been under 200 people per year(Grant Thornton).

PEI, like other provinces, draws mainly from its PNP for its immigration population. The current PEIPNP draws approximately 200 to 250 immigrant entrepreneurs and investors to Prince Edward Island through its business stream and another 200 labourers within its skilled and critical labour streams. PEI receives a total yearly average of approximately 1200 to 1500 immigrants through both streams when including spouses and family members of the nominees.

The principle source country or nationality for the PNP is Chinese and the other source groups are not typically Francophone immigrant source countries for Canada. Top source countries identified in the Grant Thornton report are largely Asian, Indo-Asian, Arab, and English countries. See Table 1. However, according to the Association of the International Francophonie the following top six countries of the PNP that have French-speaking populations are: Iran, Egypt, Vietnam, Egypt and Germany. See Appendix 7 for list of IFO country members. Despite this, as mentioned earlier, there were no Francophone immigrants arriving on PEI from 2007 to 2010. For the Francophone community, the mismatch is clear as Asian ethnicities, especially Chinese, are not typically part of the international Francophonie, neither are they usually source countries for immigration purposes. See Table 2.



## Nominees by country of origin – IIDI Database

	2007 - 2008			2008 - 2009			2009 - 2010			2010 - 2011			2011 - 2012		
	Country	#	%	Country	#	%	Country	#	%	Country	#	%	Country	#	%
Top Six Source Countries	China	535	65.01	China	1393	71.33	India	30	31.91	China	15	14.02	China	40	25.64
	Korea (South)	100	12.15	Iran	291	14.90	United Kingdom	14	14.89	Israel	15	14.02	Philippines	34	21.79
	Iran	56	6.80	Korea (South)	42	2.15	China	8	8.51	Philippines	10	9.35	Israel	12	7.69
	Taiwan	30	3.65	Taiwan	31	1.59	Philippines	4	4.26	United Kingdom	10	9.35	United Kingdom	8	5.13
	United Kingdom	13	1.58	Egypt	19	0.97	United States	4	4.26	India	8	7.48	United States	7	4.49
	United States	9	1.09	Viet Nam	19	0.97	Germany	3	3.19	Germany	7	6.54	India	4	2.56
Other Source Countries	80	9.72		158	8.09		31	32.98		42	39.25		51	32.69	
<b>Total:</b>	<b>823</b>	<b>100%</b>		<b>1953</b>	<b>100%</b>		<b>94</b>	<b>100%</b>		<b>107</b>	<b>100%</b>		<b>156</b>	<b>100%</b>	

Table 1(Grant Thornton)

Country of birth	Total number who immigrated to a FMC between 2003 and 2011
Lebanon	4,844
Democratic Republic of the Congo	4,445
France	4,365
Haiti	3,340
Mauritius	3,176
Morocco	3,052
Algeria	1,639
Republic of Cameroon	1,552
Burundi	1,440
Rwanda	878
Other countries	11,117
<b>All French-speaking newcomers</b>	<b>39,848</b>

Source: RDM, permanent residents, February 2012 (FOSS)

As shown in Table 4, of the top 10 source countries for French-speaking newcomers settling in FMCs, only France is currently being directly targeted by Destination Canada. These figures also indicate that a significant proportion of French-speaking newcomers come from sub-Saharan African countries, such as the Democratic Republic of the Congo, the Republic of Cameroon, Burundi and Rwanda. In fact, of all French-speaking newcomers who settled in FMCs between 2003 and 2011, approximately 40% came from the sub-Saharan African region, which is not targeted by Destination Canada's activities.

Table 2(Evaluation Division, CIC)

## 6.2 ECONOMIC

The PEI economy is traditionally resource-based and seasonal. Non-traditional economic development priority areas determined by the government include the aerospace and IT industry as well as the bio-science industry(Innovation PEI, 2012). These industries seem to lend themselves to smaller economies such as the Island economy as they are not based on

a limited or natural resource and have potential for growth(Innovation PEI)(Baldacchino, 2010). At the same time, highly skilled and specialized labor is needed in these industries which has created a labour gap or, as some stakeholders noted, “a misalignment” of skills as compared to labour needs(Informant). As well, an ageing population, declining birth rate, and exodus of youth has created a labour shortage in traditional PEI industries and increased labour needs in other lower-skilled areas such as farm and fish plant workers, the food industry, and care-giving for the elderly and the young(Informant;Innovation PEI).

In its 2012 Throne Speech, the Province committed to the following economic development objectives:

- An increase in employment from 72,000 to 75,000 jobs over the next four years,
- A rise in the provincial GDP from \$5.3 billion to \$6 billion over the next four years,
- A growth in population from 146,000 to 150,000 by 2022.

Unlike other provincial jurisdictions, PEI did not experience a major downturn in its economy in 2008 and has maintained constant growth. See Figure 1. In fact, from 2007 to 2012, Island employment increased from 68,000 to 72,000, and saw a GDP increase from 4.5\$ to \$5.3 billion(Grant Thornton). During that same time period, the population of PEI increased from 138,000 to 146,000(Grant Thornton).

Employment on Prince Edward Island increased by 1.1% in 2012 for an average of 72,800 jobs for the year. Total labour income increased by 3.4%. The unemployment rate averaged 11.3% in 2012, no change from 2011. According to the Survey of Employment, Payrolls and Hours, employment on Prince Edward Island declined by 0.7% in 2012(PEI Statistics Bureau, 2012).

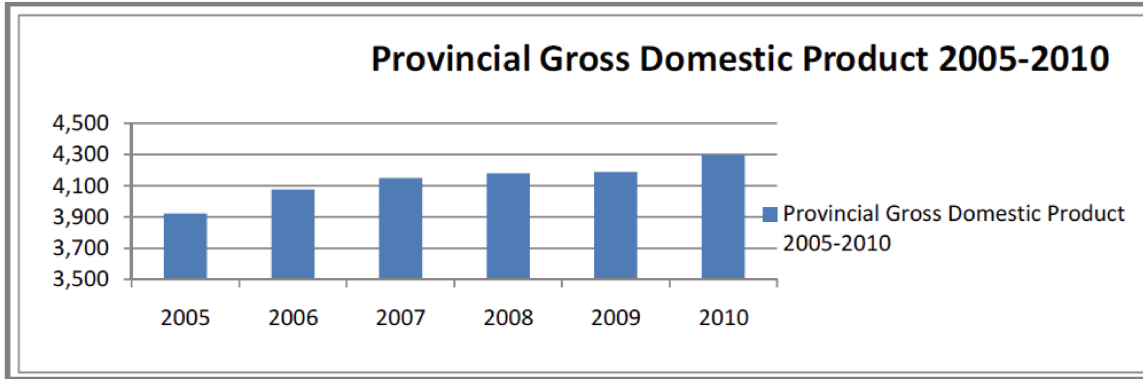


Figure1(Innovation PEI)

When considering the ageing population, the majority of the population is 45 years or older, representing 46% of the population; 49% of this category is over the age of 60. Many Islanders are approaching the age of retirement which will lead to higher labour needs by employers (Innovation PEI).See Figure2.

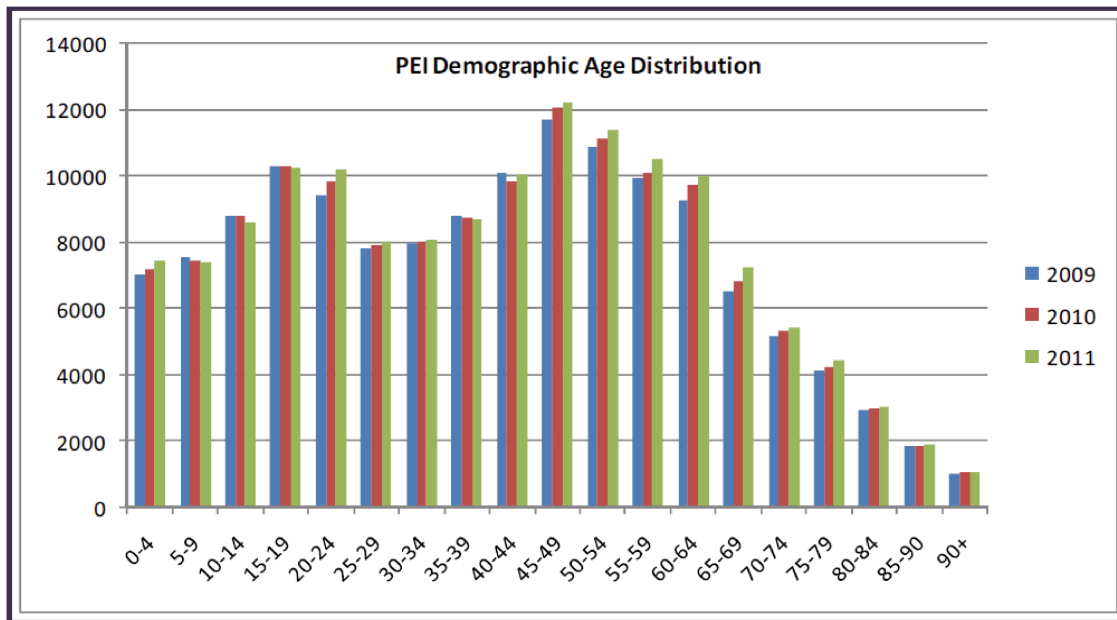


Figure2(Innovation PEI)

## 6.3 SOCIAL

As explained in the economic section of the document, PEI faces economic challenges due to its ageing demographics and traditional resource-based economy. As well, opportunities and growth have been created through its priority economic development sectors, despite economic downturns in the rest of the world. Prince Edward Island has experienced population growth over the past decade (Innovation PEI). Immigration, according to Innovation PEI and stakeholder interviews, has contributed to population growth and better economic outcomes for the province. (Informant; Innovation PEI; Grant Thornton). See Table 3.

Table 1: Population and Components of Growth in Prince Edward Island (July 1 – June 30)					
	2006	2007	2008 <sup>(r)</sup>	2009 <sup>(r)</sup>	2010 <sup>(r)</sup>
<b>Births</b>	1,428	1,447	1,486	1,487	1,489
<i>Annual Change (%)</i>	7.4	1.3	2.7	0.0	0.1
<b>Deaths</b>	1,143	1,166	1,216	1,246	1,275
<i>Annual Change (%)</i>	-1.9	2.0	4.3	2.5	2.3
<b>Net Interprovincial Migration</b>	-849	-291	-536	60	-543
<b>Net International Migration</b>	652	1,211	1,651	1,720	2,560
<i>Annual Change (%)</i>	137	86	36	4	49
<b>Non-Permanent Residents</b>	153	242	230	155	229
<i>Annual Change (%)</i>	96	58	-5.0	-33	48
<b>Total Population</b>	<b>137,920</b>	<b>138,161</b>	<b>139,604</b>	<b>141,219</b>	<b>143,395</b>
<i>Annual Change (%)</i>	<i>-0.01</i>	<i>0.17</i>	<i>1.00</i>	<i>1.16</i>	<i>1.54</i>

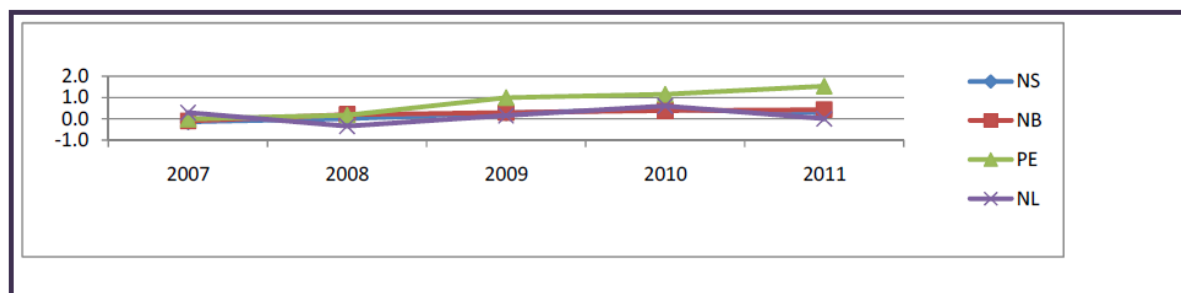
r: revised data    p: preliminary data    - Population (t)=Population(t-1)+births-deaths + net interprovincial migration +net international migration + non-permanent residents + residual.

Source: 38th Statistical Review 2011, released by the Department of Finance and Municipal Affairs, June 2012.

Table 3 (Innovation PEI)

Population growth in PEI for the last decade has also slightly surpassed the other Maritime Provinces. See Figure 3

## Atlantic Provinces' Population Growth 2007-2011



Source: Statistics Canada "Quarterly population estimates, national perspective — Population"

<http://www.statcan.gc.ca/pub/91-002-x/2011004/1002-eng.htm>

Figure 3(Innovation PEI)

### 6.3.1 FRANCOPHONE POPULATION

Two strategy documents, the National Strategy for Francophone Immigration and the PEI Francophone Population Strategy, provided the broad directions of the author's work. Both are anchored, for the most part, in the reality of the OLC situation both nationally and provincially. Both documents were developed with strong stakeholder engagement; they recognize the issues of FMCs and the role of the majority Anglophone marketplace in the context of immigration. Those issues include language and cultural identity, identification and definition of inclusion in FMCs, and the economic focus of immigration in relation to the population challenges of FMCs. Thus, their premises offered a good jumping off point for this document.

### 6.3.2 NATIONAL STRATEGY FOR FRANCOPHONE IMMIGRATION

In March 2002, CIC created the Citizenship and Immigration Canada–Francophone Minority Communities Steering Committee<sup>23</sup>(CIC-FMC Steering Committee) which brought together community representatives, CIC executives, and representatives of other federal and provincial departments. In November 2003, the CIC-FMC Steering Committee established the *Strategic Framework to Foster Immigration to Francophone Minority Communities*. This framework outlined the following key objectives: to increase the number of French-speaking

<sup>23</sup>The Steering Committee is co-chaired by the Official Languages Champion at CIC and one member of the community. It brings together federal, provincial, territorial, and community partners in order to develop and implement a strategy to foster immigration to FMCs.

immigrants to FMCs, to facilitate the reception and the economic, social and cultural integration of those immigrants into the communities, and to facilitate the reception and the economic, social and cultural integration of those immigrants (CIC-FMC Steering Committee, 2006). In 2006, The Strategic Plan to Foster Immigration to Francophone Minority, 2006-2012<sup>24</sup> was published and included three major strategic directions to guide the development of initiatives for implementing Francophone Immigration in FMCs:

- Improving the integration of immigrants who have already settled in the communities,
- Recruiting new immigrants, and
- Integrating new immigrants into the communities, helping them become established, and retaining them.

The Steering Committee estimated that it would take 15 years to reach the annual target of 8,000 to 10,000 French-speaking immigrants to FMCs, as proposed in the Strategic Plan (CIC-FMC Steering Committee).

Results of an evaluation of the CIC-FMC strategic plan indicated that there “are still many misperceptions of Canada’s linguistic reality” and that there is much difficulty in trying to understand “all aspects of bilingualism and linguistic duality” in Canada. In fact, the evaluation notes three types of definitions for linguistic duality and the lack of data and clear criteria for accurately measuring immigration outcomes related to language. Ultimately, even using three different definitions, the evaluation report notes that the strategy objective of 4.4% of French speaking immigrants to settle outside of Quebec has not been reached and has been defined as a long-term objective for 2023 (Evaluation Division, CIC). See Appendix 1 for more detail on the three measurements and their outcomes.

### **6.3.3 THE PEI ACADIAN AND FRANCOPHONE POPULATION STRATEGY**

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The PEIAFC developed a population strategy in 2012 under the leadership of a committee responsible for population growth for the community. The committee was composed of representatives from the Secretariat for Acadian and Francophone Affairs, CIF, Saint

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<sup>24</sup> <http://www.cic.gc.ca/english/pdf/pub/plan-minority.pdf>

Thomas Aquinas Society (SSTA), le CollègeAcadie Î.-P.-É., and the RDÉÎPÉ. In 2013, the task of implementing the strategy was delegated in its entirety to the CIF. The CIF has put in place a permanent working committee to implement the strategy. It has been proposed that this committee become a sub-committee of the Comité de Développement des Ressources Francophones (CDRF). The strategy sets a moderate goal of attracting sixFrancophone immigrants per year to PEI.

By creating its own provincial population strategy, the PEIAFC is one step ahead of the province which does not have its own population strategy. The importance of the population strategy cannot be underestimated as it links together immigration, migration,repatriation, and integration. With a rapidly ageing population, a rural-based population, low literacy rates, and youth exodus, the PEIAFC represents, to a certain degree, an intense microcosm of the broader PEI population.

The relationship between recruitment and retention becomes important in this strategy as the PEIAFC is building its strategy based on five different segments of population, which all have something in common: French language and culture. See Figure 7.

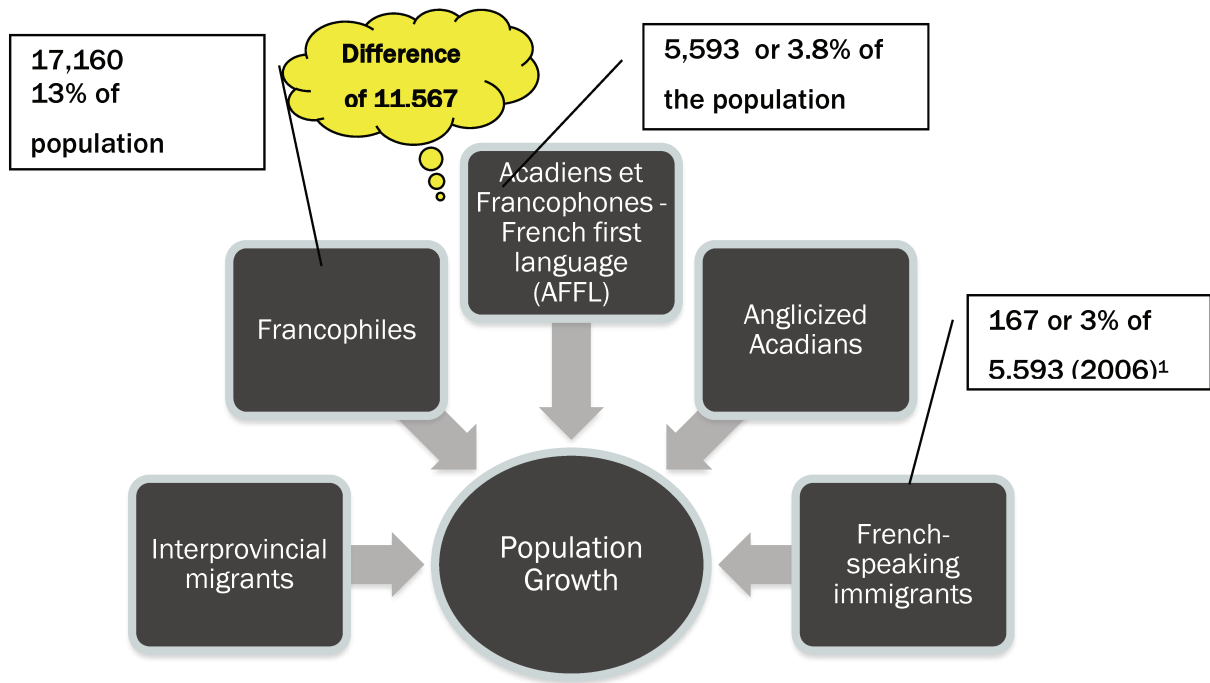


Figure 4(Gallant)

## 6.4 TECHNOLOGICAL

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In the immigration file, technology, and especially, the Internet and social media are critical tools for recruitment and attraction activities. Potential immigrants from all over the world can research PEI, its employment offerings, and any socio-demographic information necessary to inform their immigration decisions. The province and the PEIAFC, by the same token, can produce, publish, and “push” recruitment information to potential immigrants across the globe.

Database technology allows for capturing data on inquiries, entries, and exits into the country and into the province to study trends for decision-making.

## 7 SWOT ANALYSIS

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This section provides a SWOT analysis based on the literature review and interviews with stakeholders and key informants. The SWOT analysis provides a scan of the economic and social environment as it applies to Francophone recruitment for Prince Edward Island. The scan examines social and economic factors which influence the job market and hence, immigrant recruitment for the labour market and economy of Prince Edward Island. Parallel to this, factors which contribute to the PEIAFC’s status within socio-economic environment of PEI and within the context of immigrant recruitment are also included.

The analysis is presented in a summary table format. See Table 4. A SWOT narrative presents more detailed information for each part of the SWOT analysis.



## 7.1 SWOT SUMMARY TABLE

<b>Strengths</b>	<ul style="list-style-type: none"> <li>• PEIAFC Population Strategy</li> <li>• Provincial French Language Services Act</li> <li>• High level of English-French bilingualism in the province</li> <li>• Commitment of the OISP</li> <li>• High-Skilled Provincial Francophone/Acadian Recruitment Officer</li> <li>• Recruitment is now a priority for RDÉE Canada and RDÉEÎPÉ</li> <li>• RDEE and CIF have a vested interest in recruitment and have aligned themselves for effective collaboration</li> </ul>	<b>Opportunities</b>	<ul style="list-style-type: none"> <li>• Defining Francophone immigration pathways using new information and resources: <ul style="list-style-type: none"> <li>○ PEI Working Holiday Pilot Project</li> <li>○ France’s program for youth civic missions</li> <li>○ Concerted community and sectorial recruitment initiatives</li> </ul> </li> <li>• Resources are available to build relationships with the business community and employers.</li> <li>• Resources available to design and implement Francophone specific recruitment services.</li> <li>• National Round Table on Francophone Immigration has been established.</li> <li>• Multilingual immigrants with French as a second or third language are a growing trend.</li> <li>• PEIPNP can be modified to respond to Francophone recruitment and attraction needs.</li> </ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>• CIC and provincial funding for Francophone immigration activities lack planning and cohesiveness on both a national and provincial level.</li> <li>• CIF and RDEE are new to the recruitment agenda and have limited skill and knowledge levels.</li> <li>• CIF and RDEE have weak linkages to the Anglophone employment market and business investment opportunities.</li> <li>• Leadership vacuum in the immigration file for PEIANC.</li> <li>• Weak or non-existent recruitment and attraction strategy for Francophone immigrants through PEIPNP.</li> <li>• Lack of provincial LMI</li> <li>• Limited Francophone and bilingual employment opportunities for international recruitment</li> <li>• Provincial government Francophone recruitment and attraction activities and tools are limited.</li> <li>• Rural communities</li> <li>• Ageing population and low birth rates</li> <li>• Foreign qualifications recognition is more complex for Francophone high needs sectors, such as health and education.</li> <li>• Misalignment of skill sets and employment opportunities in the province.</li> </ul>	<b>Threats</b>	<ul style="list-style-type: none"> <li>• Federal government changes to the immigration system could hinder or unravel international recruitment efforts deployed by OLC within their provinces. (EOI)</li> <li>• Provincial stakeholders rely heavily on international recruitment for a largely Anglophone job market.</li> <li>• Non official languages community expanding in Canada and catching up to Francophone first official language community in the province.</li> <li>• OLC national stakeholders fail to effectively exploit current resources and support for Francophone immigration on a provincial level where recruitment activities originate.</li> <li>• On PEI, immigrant quota numbers will be unlikely to increase again.</li> </ul>

Table 4

## 7.2 SWOT NARRATIVE

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### 7.2.1 STRENGTHS

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#### *PEIAFC Population Strategy*

The PEIAFC has taken on the responsibility of its population strategy as a “societal project”, considering it “everybody’s business”, meaning the population in general, community organizations, and government. The Strategy is considered a tool of collaboration and engagement and is guided by the community’s 2011-2016 Global Development Plan<sup>25</sup>, CIF’s strategic plan, and the 2010 Joint Government/Community Plan(Gallant). The population strategy will guide the community not only in its immigration efforts but also with other initiatives which include migration and Francophile attraction and integration.

#### *French Language Services Act*

The French Language Services Act was based on the priority services identified by the Acadian and Francophone community through public surveys. The new Act was introduced in the Legislative Assembly on April 18, 2013, and received Royal Assent on May 8, 2013. The current Act will be repealed and replaced by the new act after its proclamation.

Although it is still not clear exactly what will change with the new Act and how it will affect each provincial department, twenty (20) government departments and agencies have been directed to conduct reviews to identify what services can be offered in both official languages. The new act enshrines services currently offered, implement a complaint mechanism for the PEIAFC and, there is a possibility that current bilingual public services could be moved into official bilingual positions(Informant, 2013).

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<sup>25</sup> [http://www.ssta.org/images/Notre\\_developpement/SSTA%20-%20PDG%20IPÉ%20-%20Version%20abrégée%20-%202001-12-10\\_ENG.pdf](http://www.ssta.org/images/Notre_developpement/SSTA%20-%20PDG%20IPÉ%20-%20Version%20abrégée%20-%202001-12-10_ENG.pdf)

### **High level of English-French bilingualism in the province**

English is the predominant language with French spoken widely, especially in Acadian and Francophone communities on PEI. Prince Edward Island has the third highest rate of bilingualism in Canada; 12.7% of the population self-identify as speaking both English and French (Province of PEI; Statistics Canada).

### **Commitment of the OISP**

The OISP has chosen to commit resources and focus attention on Francophone immigration in the province. Those commitments include new funding to the AFC for recruitment and attraction activities. A bilingual position for a recruitment and settlement officer is in place and is solely funded by the OISP. The OISP bilingual officer is mandated to meet regularly with PEIAFC stakeholders in the immigration file to develop and monitor projects and connect the stakeholders with other service providers, provincial departments, and funded organizations encouraging collaboration and synergy. As well, the officer is responsible for educating the stakeholders on immigration programs, policies, and practices in the province. Employer engagement activities for recruitment purposes include promoting bilingual and Francophone recruitment initiatives and educating employers about the federal government Francophone Advantage program. This program is designed to expedite work permit applications for French-speaking job candidates for OLCs in Canada. See Appendix 10 for description. The province is returning to the Destination Canada job fair event in 2013 after a three year absence and lack of commitment to the event.

### **High-Skilled Provincial Francophone/Acadian Recruitment Officer**

The Francophone recruitment officer is an immigrant, a long-time member of the PEIAFC, a UPEI MBA candidate, an adult educator, and has 20+ years in business and community economic development on PEI. Her skill levels, community connections, relationships, and experience make her an ideal job fit and has enabled the file to move forward within the context of OISP's commitments (Informant).

### **Recruitment is a priority for RDÉE Canada and RDÉEÎPÉ**

The Francophone economic and employability network, RDÉEÎPÉ, has identified immigration as a priority area aligning itself with its national umbrella organization, RDEE Canada which

has also taken on immigration as a priority development area. The RDÉEÎPÉ has a dedicated project officer for immigration and has received a three year funding commitment from CIC for economic development and immigration. See Appendix 11 for description of LIENS project.

### ***RDÉEÎPÉ and CIF collaboration***

CIF has been funded for the first time for recruitment and attraction activities and RDÉE Canada and RDÉEÎPÉ are now focusing on immigration and more specifically, on Francophone recruitment. CIF and RDÉEÎPÉ have signed a MOU which lays out the parameters and possibilities of closer collaboration and resource sharing in the file. Items such as client information sharing, collaboration on promotion activities, employer engagement and education, mutual client service support, knowledge management, and collaboration with the province are all part of the MOU.

## **7.2.2 WEAKNESSES**

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### ***CIC and provincial funding for Francophone immigration activities lack planning and cohesiveness on both a national and provincial level.***

CIC solely funds settlement activities for Francophone immigration services in each province. In 2012, CIC terminated funding to FMCs for attending Destination Canada, the principle recruitment event for Francophone communities. CIC evaluation data notes that only 40% of Francophone immigrants to Canada originate from France and Brussels, the two source countries of Destination Canada (Evaluation Division, CIC).

The FCFA which works with all Francophone settlement services is not involved with recruitment activities. CIF requested and received funding from the province in 2013 to launch its WHV pilot project to fill the identified gap while waiting to see what RDÉEÎPÉ will undertake for recruitment activities.

RDÉE Canada and RDÉEÎPÉ have taken up international recruitment as a priority issue, yet neither organization has received specific funding for undertaking recruitment

activities(Government of Canada;2013;Informant). RDÉE Canada seemed to be sending signals of forthcoming funding and has requested each provincial RDÉE member to outline its own recruitment plans by 2014(Informant). At this point RDÉE Canada has no obligation or clear plans to work with provincial governments which are the gatekeepers for recruitment through their respective PNPs(Informant).

### **CIF and RDEE are new to the recruitment agenda**

CIF and RDEE are undertaking new initiatives in recruitment and attraction activities in the immigration file. They have received new funding to do so and each organization has taken on a certain commitment and responsibility. Due to the constant changes in the immigration file, complex federal-provincial relationships and CIF-RDEE weak linkages to largely Anglophone labour market, they face a skills and knowledge challenge in the recruitment field. Although FMCs across Canada, including the PEIAFC have been working in settlement services with CIC and their respective provinces, recruitment activities, especially those strategically linked to the job market are new for FMCs. Recruitment activities linked to employer engagement involve a thorough understanding of federal and provincial government programs and a close linkage to the labour market.

### **Weak linkages to Anglophone employers**

The RDÉE, after a five year lapse, and CIF, for the first time, have just recently become involved in Francophone attraction and recruitment strategies. Their linkage to the Anglophone job market is limited to one or two projects, albeit successful, with employers or entrepreneurs. The employer engagement model undertaken by the province for fiscal year 2013 is also a new development involving ongoing consultations and communications with employers about their international recruitment needs. CIF and RDÉEÎPÉ have not yet undertaken this dialogue process. Their short-term focus is to support and follow the province's lead with employers, except for specific Francophone association or bilingual rural job opportunities(Informant).

### **Leadership vacuum**

In nine provinces and two territories where an OLC implemented a RIF, the OLC provincial umbrella organization responsible for the community's development was the responsible

body for the RIF(Fédération des communautés francophones et acadiennes, 2013). The responsibility is formalized with an MOU between the provincial OLC organization responsible for immigration and settlement services (financed by CIC) and the OLC provincial umbrella organization. On PEI, the SSTA, under normal circumstances, would be the OLC organization and the absolute lead in the development and implementation of a population strategy and, consequently, immigration for the PEIAFC. However, a vacuum in leadership has occurred due to a transition in the executive director position of the SSTA. No MOU exists with the CIF to lead the immigration portfolio on behalf of the community. Instead, a MOU between CIF and RDÉEÎPÉ has been signed and both organizations are working to move the file forward within this new environment, which lacks clarification on some points(Informant).

#### **Weak or non-existent Francophone recruitment strategy - PEIPNP**

As uncovered in the literature review and validated in key informant interviews, the PEIAFC, like other OLCs across Canada, have limited employment and investment opportunities within their provincial PNP. PNPs, designed to meet provincial economic and investment needs, are largely unresponsive to OLCs population growth needs(Evaluation Division, CIC;Citizenship and Immigration Canada 2011;Informant). These weak linkages and unresponsive provincial nominee programs have hindered Francophone immigration targets not only on PEI, but in provinces across Canada (Citizenship and Immigration Canada).

#### **Lack of provincial LMI**

Lack of provincial labour market information hinders development of well-timed provincial employment programs, slows down or skews good human resource planning for sectors and industries, and creates difficulties for recruitment decision-making and priority setting for and with employers in the province(Informant).

In 2012, OISP consulted with major employers in the provincial priority sectors and subcontracted a firm to undertake an employer survey in the near future. About 50% of targeted employers responded to the current survey. In-house results indicate that employers are experiencing difficulty planning for recruitment needs because of unforeseen business or economic growth opportunities, lack of internal capacity, or lack of knowledge

and information. As well, some companies' recruitment operations are undertaken from a head office outside of the province. This makes it difficult to pinpoint specific employment opportunities (Informant).

As noted in the limits to the research methodology, Skills PEI, which is responsible for LMI, notes that there is a "lack of local context" to information that is available.

### ***Limited Francophone and bilingual employment opportunities***

High travel costs, small number of job opportunities, and head office recruitment efforts from out of province headquarters create a limited demand for international recruitment activities. Actual numbers of employers who attend international recruitment activities with the province are low (Informant). Health and education which are both high needs areas for the Francophone community are caught up in the cumbersome and difficult Canadian and provincial programs for recognizing foreign equivalencies for certification in this country. (Informant; RDA Global, 2010).

### ***Population characteristics***

FMCs in Canada are principally located in rural areas with limited economic and employment opportunities. The same holds true for PEIAFC. Charlottetown, as an urban area, is the exception to that rule due to the number of bilingual government jobs which tend to draw Francophones to that city (Gallant, 2012) (Informant).

The PEIAFC is ageing quickly, faster than that of the general population on Prince Edward Island (Gallant). Whereas, the average age of PEI residents in 2006 was 40, in the PEIAFC it was 48 (Gallant).

## **7.2.3 OPPORTUNITIES**

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### ***Defining Francophone immigration pathways***

#### ***Working Holiday Visa Program***

The Working Holiday Visa program (WHV) can be used for a pilot project designed to position PEI as a destination for France and Belgium citizens, where almost 10,000 WHVs are issued

for Canada every year. See Appendix 12 for information on Canada Working Holiday visa program. British Columbia and New Brunswick have similar programs for their province. Anecdotal evidence indicates that WHV travelers have chosen to stay in MFCs and, in some cases, start families(Informant). In other jurisdictions, Australia increased its number of working holiday visas and since 1975 increased its source countries from three (of which Canada was one) to sixteen. As well, 210,369 working holiday visas for Australia were issued in 2012-2013(Ozvisa.com, 2013). France saw an increase of almost 25% in working holiday visitors to Australia in 2012(Ozvisa).

### France Youth Civic Missions

France's *Ministere de la Jeunesse* (Ministry of Youth) is responsible for preparing and implementing the government's policy toward youth development and community life. Its focus is to develop public service programs to fight against poverty. One program implemented by the Ministry is called *Service Civique* (Civic Service), in which young people ages 16-25 serve their communities for periods of 6-12 months. In 2010,*Service Civique* had over 10,000 young volunteers and aims to mobilize 75,000 young people by 2015. France's president Nicolas Sarkozy announced an investment of 1.3 billion Euros "in employment and training to help more than 50,000 youth," promising companies "zero expenses" if they hire a trainee(France, 2012). Currently, the SSTA in Summerside has a youth civic worker and is planning a project to bring another French youth to PEI in 2014(Informant). New Brunswick is a host for about half a dozen youth civic workers in their communities (Informant).

### Concerted community and sectorial recruitment initiatives

The FMCs in Canada participate in and sponsor a variety of regional, national, and international Francophone events to foster relationships and exchange information and knowledge throughout the *Francophonie*. These events should be tied to immigration and migration recruitment and attraction activities. Regional events attracting tens of thousands



of Francophones to Atlantic Canada include *Les Jeux de l'Acadie* and *Le Congrès Mondial acadien*. PEI and New Brunswick will co-host both of these events in the next five years. The SNA is responsible for the CAIF, the organization which promotes Francophone immigration in Atlantic Canada, and regularly visits other Francophone countries and hosts delegations to the region. This organization and its affiliates, such as the CIF, are traditionally focused on welcoming and settlement projects within FMCs. However, the SNA travel and exchange activities related to the Francophonie would offer venues and events for immigration recruitment and attraction activities. The RDÉEÎPÉ and its parent organization, RDEE Canada, frequently cooperate and create economic development projects on a regional and national basis. Now that both organizations have taken up the torch for Francophone recruitment there will be ample opportunity to promote PEI as an immigration destination within their activities.

The Department of Veterans Affairs Canada (VAC) is a primary employer of bilingual and Francophone employees in the province. VAC is often involved in activities in France and more specifically, Normandy, and as such, strong relationships and connections have developed with those areas and Francophone residents of PEI (Informant).

The province participates and instigates trade missions in other countries with Francophone populations which can be linked to Francophone recruitment and attraction activities in collaboration with the PEIAFC. As well, the province could add labour recruitment fairs in Montreal to its traditional Toronto agenda of recruitment activities.

### **Resources for Francophone recruitment**

RDEEÎPE and RDEE Canada now have dedicated human resources for Francophone recruitment and attraction activities. The OISP has for the first time, financed CIF and RDÉEÎPÉ to support recruitment and attraction activities. In 2013, for the first time, OISP included Destination Canada as a recruitment event for its employer engagement activities. It also promoted the Francophone Advantage initiative to all employers for all recruitment

events RDEE Canada will be participating in Destination Canada and representing all its provincial chapter members in 2013(Informant).

**National Round Table on Francophone Immigration has been established.**

The FCFA has set up this National Round Table to help align Francophone needs and priorities with those of provincial and federal governments in the areas of attraction, recruitment, settlement, and integration(Fédération des communautés francophones et acadiennes du Canada, 2013). As discussed in the PEST and SWOT analysis and the Stakeholders section, this is an important challenge for the Francophone immigration file, especially in recruitment. If this initiative functions as it should, it could move the Francophone immigration file forward, especially now that the National Francophone Recruitment Strategy has ended. This initiative is also discussed in the Threats section of the document also. See Appendix 13 for more details on the initiative.

**Multilingual immigrants with French as a second or third language are a growing trend**

When the government of Canada suspended its funding for supporting communities to participate in Destination Canada it noted that only 40% of Francophone immigrants originated from France and Brussels, the two countries targeted by Destination Canada(Evaluation Division, CIC). Statistics Canada identified the growing number of immigrants speaking French as a second or third language in its official language reporting from 2011 Census data(Statistics Canada, 2013). Provincial informants have indicated their knowledge of Francophone immigrants residing in the province despite statistics showing just the opposite. Key informant interviews, Destination Canada evaluation information, PEIAFC's population strategy and Census data all point to the growing trend of Francophones and Francophone immigrants with French as a second or third language which is changing the dynamic of the *Francophonie* in Canada. This change represents an opportunity to enlarge the scope of countries traditionally sourced for Francophone immigrants. Those countries include Arab nation states, Haiti and sub-Saharan African countries (Evaluation Division, CIC;Informant

**PEIPNP modifications to respond to Francophone recruitment needs**

As much as federal government powers in immigration can be a threat to local and regional immigration needs, the PNP can offer pathways designed specifically for provincial needs. The PEIAFC can use the PEIPNP to respond to their recruitment and attraction needs by presenting a business case and influencing the program directions. The PEIAFC can ask for quotas, special categories or streams as a pilot project with a focus on certain labour or investment categories or even countries.

Recognizing new programs, initiatives, and trends in immigrant mobility, especially for youth, can help identify Francophone pathways which can lead to immigration to the province. Youth mobility agreements include programs such as Working Holidays, France's program for youth civic missions, and Young Professionals Work Experience. These experiences can be counted for entry into the Canadian Experience Class (CEC) stream for immigration purposes. Canada has increased the number of immigrants entering the country via the CEC stream every year for the last three years (Citizenship and Immigration Canada).

## 7.2.4 THREATS

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### Government powers

The federal government has chosen to play a stronger leadership role in immigration and has been steadily changing and enacting new initiatives, policies, and legislation. Recent initiatives such as the Expression of Interest model (EOI), changes in the Temporary Foreign Worker (TFW), and Refugee Streams are examples of the federal government's proprietary position on immigration. Further evidence of the federal government's continued direction to drive immigration on its terms includes the suspension of British Columbia and Manitoba's federally-funded and provincially run immigration service agreements and, consequently, the implementation of a RFP process for immigration services in British Columbia and Manitoba.

The proposed EOI model is employer-driven and, as discussed previously in the document, employers in largely Anglophone provinces are not necessarily recruiting for bilingual employees. In PEI particularly, job market growth is limited and unemployment rates are among the highest in the country. This leaves little room for PEI to consider an expansion in job opportunities with or without an EOI.

The changes in the TFW stream require employers to pay a processing fee for each TFW position and to develop a transition plan to demonstrate how the employer plans to hire more Canadian workers and be less reliant on TFWs. **As in other provinces, the possibility of using the TFW stream for transitioning to PNP will be lessened.** The possibility of using the TFW stream for transitioning to PNP (Informant). The results of the CIC Evaluation of the Provincial Nominee Program indicate a number of provinces and territories, but not PEI, require that prospective nominees have worked in their nominated province before they became candidates for the PNP (Citizenship and Immigration Canada). This pathway could be explored as a possible pathway for Francophone immigration, but will have more limitations. Employers may be more reluctant to use this stream because of added costs and even less likely to use it for French-speaking immigrants for an Anglophone job market (Informant).

Although the federal government has tightened up rules for refugees in its most recent changes to the Act, it is committed to sponsoring more refugees as compared to previous years. Refugee sponsorship may be a pathway for Francophone immigration, especially with the increase in sponsored refugees; however, the associated costs and required resources to integrate refugees are more expensive than economic immigration costs(Informant).

### **Provincial stakeholders rely on recruitment for a largely Anglophone job market**

The top six countries of origin for the PEIPNP in 2011-2012 are China, the Philippines, Israel, the United Kingdom, the United States, and India. China represents the highest rate of numbers for the BIC stream, whereas the other countries are mainly responsible for the LIC stream of nomination. This indicates that the LIC stream, for which employment recruitment is undertaken, has no representation from Francophone countries.

### **Non-official languages community expanding in Canada and PEI**

It is important to address the question of language, albeit briefly, to better understand its possible impacts for Francophone immigration. The increase in French immersion programs in Canada has created an increase in bilingualism and French speakers, but maternal language French speakers or Francophones are decreasing in number (Gallant). As well, bilingualism is increasing although the percentage of bilingual Canadians to the rest of the Canadian population is decreasing (Gallant;LePage & Corbeil, 2013;Statistics Canada, 2013). Le Page & Corbeil also note in their study that a part of this phenomenon is due to an increase in the number of immigrants outside Quebec who do not speak either official language(LePage & Corbeil).

PEIAFC accounts for 3.8% of the population for French as a mother tongue, or as a first Official Language of Canada, whereas, 3.5% of PEI's population speak a non-official language other than French or English(Statistics Canada, 2013). 2011 census language statistics for the Canadian population indicate that 21.7%spoke French,20.6% spoke other languages, and the top five non-official languages spoken in Canada include Chinese, Punjabi, Spanish, Italian, and German(The Canadian Press, 2012)(Statistics Canada). The same census data concluded that 8.8% of Charlottetown's population reported a mother tongue other than one of Canada's official languages and the Chinese language represented

3.7% of languages spoken in Charlottetown (The Canadian Press;Statistics Canada). See Appendix 15 for data on languages.

### **OLC national stakeholders fail to effectively exploit resources**

The FCFA and the RDÉE Canada are both stakeholders in the immigration files. Key informant interviews and CIC evaluation information indicate gaps and areas of tension concerning the Francophone immigration file (Evaluation Division, CIC ;Informant). Neither organization is directly funded for Francophone recruitment activities, RDÉE Canada has claimed it a priority and the FCFA has recently set up the *Table nationale de concertation communautaire en immigration francophone*, a National Round Table for Community Collaboration in Francophone immigration which includes dealing with recruitment(Fédération des communautés francophones et acadiennes du Canada, 2013). When examining the members of this new organization, there seems to be little representation or knowledge from the recruitment side; neither is there representation from PEI.(Fédération des communautés francophones et acadiennes du Canada).Spending more money on a national discussion table without close ties to PNPs as occurred with the National Francophone Recruitment and Attraction Strategy has not ensured results in the past and may be a misuse of funds which could be directly targeting recruitment.See Appendix 13 for more information.

### **PEI immigrant quota numbers will be unlikely to increase**

Provincial immigration quotas are set by CIC for each province using a three year rolling average formula that takes into account previous year's numbers. On PEI, immigration numbers have been dropping off after the peak periods of 2006 to 2008 (Grant Thornton;Innovation PEI). This means the province has reached the end of its three year time frame with larger numbers(Informant). The government of Canada has focused on shifting immigrant numbers between categories and increasing efficiencies to cut down on waiting times to move immigration applications through the system more quickly. From 2001 to 2011, Canada maintained an average of a little less than one quarter of a million (245,613) immigrants per year. The Planning Matrix for 2013 does not indicate any significant increases in immigration to PEI. Immigration numbers will level off from a high of 1200 applications in 2008 to 450 applicants per year through the PEIPNP (Informant;

Innovation PEI). See Table 5. See Appendix 14 for Canada’s planning matrix for immigration for 2013.

### Applications Received by Category – IIDI Internal Database

**Table 2: Applications Received by Category - Source: captured from the IIDI Internal Database**

	2007 – 2008		2008 – 2009		2009 – 2010		2010 – 2011		2011-2012	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
100% Ownership Stream									154	48.58%
Critical Worker Stream							4	3.54%	68	21.45%
Family Connection Stream									33	10.41%
Immigrant Connections (closed)	27	2.48%	32	2.51%	46	33.09%	29	25.66%		
Immigrant Entrepreneur (closed)	10	0.92%	19	1.49%	13	9.35%	6	5.31%		
Immigrant Partner (closed)	999	91.74%	1137	89.04%						
International Graduate Stream									6	1.89%
Partial Ownership Stream									3	0.95%
Skilled Worker	53	4.87%	89	6.97%	80	57.55%	74	65.48%	51	16.09%
Work Permit Stream									2	0.63%
<b>Total:</b>	<b>1089</b>	<b>100%</b>	<b>1277</b>	<b>100%</b>	<b>139</b>	<b>100%</b>	<b>113</b>	<b>100%</b>	<b>317</b>	<b>100%</b>

Table 5 (Grant Thornton)

## 8 REVIEW OF MODELS IN FRANCOPHONE IMMIGRATION

On the whole, the national Francophone Immigration Strategy (2006-2012) did not achieve the targeted results. The deadline for results is now set at 4.8% for 2032. However, there are “pockets” of success or learnings, which can be indicators for provinces and/or sectors for ongoing development. The provinces and/or projects highlighted were gleaned from the literature review as well as stakeholder and client discussions and interviews. Some of these partnerships involved formal arrangements or agreements between the province and the FMC or the province, the FMC, and CIC. The positive results often cited and which are applicable to this strategy include results addressing rural or small centre recruitment and attraction strategies and specific Francophone recruitment initiatives between FMCs and their provinces.

Common themes for the Francophone models in recruitment are:

- Strong self-identification and inclusive messaging as a FMC from within and to the “outside” world,

- Close collaboration and partnerships created between members of the FMC organizational network,
- Partnerships and agreements created between the FMCs and the province,
- Strong engagement between the FMCs and employers, especially in specific sectors.

The theme of strong self-identification and inclusiveness needs to be addressed at this point as its importance to FMCs is critical. The threat section of the document discussed the growth of non-official second language and bilingualism. For FMCs, although immigration and even migration may be a source of population growth, it can be a threat to language and culture identity of the “indigenous” Francophone population of the province. The FMC models in this section all addressed this issue as part of a population strategy and included migration and immigration. Therefore, strategies related to maintaining the French language and creating a sense of identity while being inclusive seem to be an essential part of a successful Francophone immigration and recruitment strategy.

Provinces which demonstrated the themes and were either cited in the literature and/or discussed in interviews include:

- British Columbia
- Manitoba
- Saskatchewan
- Nova Scotia

Provinces which were considered but not included as models were Alberta and New Brunswick. New Brunswick’s official language status means they automatically work from a different legal environment than all of the other provinces. Alberta’s FMC does recruit Francophones and has a strong FMC dynamic with the aforementioned elements in place. However, it was not mentioned in the immigration literature nor by the stakeholders as a model for promising Francophone immigrant strategies.

### **British Columbia**

Since 2006, the British Columbia Francophone Immigration Steering Committee (BCFISC),



which promotes Francophone immigration and settlement in British Columbia, has funded select representatives to participate in Destination Canada. The BCFISC takes advantage of the opportunity to promote B.C. to a Francophone audience, address B.C.'s labour market needs, and foster the development of Francophone communities in B.C.(Citizenship and Immigration Canada; Metropolis, 2009). In 2012, B.C. launched a pilot project bringing together community collaborators and provincial recruitment resources to become a Working Holiday destination for Francophones (Informant).

### **Manitoba**

Although the federal government is pulling back its direct funding to Manitoba for the delivery and management of all settlement services, the Manitoba model is known as a successful model for recruitment, settlement, and retention(Evaluation Division, CIC;Informant;Metropolis)Furthermore, the OLC in Manitoba works within a formal agreement with the province which includes Francophone quotas within its PNP (7%) and direct funding to the Francophone community for international recruitment and promotional activities (Informant;Metropolis).

Manitoba's Francophone recruitment initiatives include collaboration with partners in Destination Canada and other Canadian recruitment missions from the province, pre-screening and identification of candidates for immigration from France and Belgium through the Manitoba PNP, recruitment of international students and youth mobility program visa holders, and development of promotional and attraction tools and materials (Metropolis). Manitoba's Francophone community has developed a strategic alliances and an international investment attraction group with the support of the province which offers services to businesses for attracting investment from Francophone markets.

### **Nova Scotia**

The Office of Immigration and the Fédération Canadienne de la Nouvelle Écosse(FANE), advocates for Francophone immigration and has forged a partnership for the Nova Scotia Nominee Program (NSNP). The partnership allows the FANE to recognize potential French-speaking immigrants who have established strong connections with the community; once they have that recognition, immigrants can apply to the Office of Immigration in the

Community Identified Stream, a stream based on community needs. Communities can recognize or identify individuals who meet the economic needs of the region or community and attract immigrants to rural areas, one of the objectives of the provincial strategy (Metropolis, 2009). In 2010, the Acadian and Francophone community of Nova Scotia produced an attraction and retention strategy based on a comparative analysis of industry needs and Francophone country skills profiles (Informant).

According to the Nova Scotia Office of Immigration, “One of the goals of Nominee Programs is to encourage the development of Acadian and francophone minority communities. NSOI works closely with our francophone stakeholders to attract more immigrants to these regions of the province. NSOI will continue to address the development of francophone minority communities in the province” (Nova Scotia Office of Immigration, 2003-2010).

### **Saskatchewan**

Since 2010, Saskatchewan has had an agreement with its Francophone community whereas the province finances the community to participate in Destination Canada with an international recruiter who is paid by employers. In the past, Destination Canada has provided up to 50 employees for Saskatchewan. The Saskatchewan FMC, through its community engagement process, created a holistic and inclusive approach and definition of the Saskatchewan Francophonie (Gallant)(Metropolis)(Informant). This definition and approach was an integral piece of its global development plan and its immigration and population planning.

### **IEHP and CNFS for Ottawa, Edmonston and Winnipeg**

In 2009, Ottawa, Edmonston, and Winnipeg were chosen as locations for a pilot project for recruitment and integration of Francophone international health graduates (IHG's) to respond to the shortage or lack of French-language integration services for internationally educated health service professionals (IEHPs). These municipalities were chosen because of their unique demographic, economic, and linguistic characteristics. Each of the city's Francophone health networks guided their IHGs in their efforts to obtain professional

accreditation or licenses to practice in their field and supported their integration into Francophone communities (Metropolis).

Here on PEI, the PEIANC has been running a specially-funded project with Health Canada for integration IEHP's into Island communities. There is an opportunity for a Francophone component to this project, as the PEIAFC has identified health services in French as priority, especially for seniors and young children(PEI, 2011). As well, a shortage in Francophone early childhood educators could be used for this type of project model.

## 9 FINDINGS

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The SWOT and PEST analysis, stakeholder and key informant interviews, and the review of Francophone immigration and recruitment models form the basis of the following summary of “Conditions for success”. Although the Francophone immigration numbers outside of Quebec have not reached the goals set out by the National Francophone Recruitment Strategy (2006-2012), positive experiences have emerged which seem especially conducive to better outcomes while balancing the federal economic agenda and the FMC population challenge.

The findings are presented in a table format which lists conditions of success for Francophone recruitment and offers an assessment of the strength of the PEIAFC in comparison to those conditions of success. This comparison should help the PEIAFC to focus on strengthening weaker areas and taking full advantage of strengths.

## Matrix for comparing Conditions for Success with capacity for success of the PEIAFC

Conditions for success	Rating for PEIAFC (poor, fair, good, excellent)	Evidence
Successful recruitment and attraction activities are based on direct linkages to the local and regional labour market	Fair	<ul style="list-style-type: none"> <li>• Limited linkages to Anglophone labour market</li> <li>• PEIANC stakeholders on a learning curve for engaging Francophone employers in international recruitment</li> <li>• No core or long-term financial resources are yet committed to recruitment activities by any PEIAFC organization</li> </ul>
Strong partner relationships within and outside of the province are essential for identifying and supporting recruitment activities	Fair to Good	<ul style="list-style-type: none"> <li>• Partnerships within the province and recruitment resources and responsible bodies are new and evolving.</li> <li>• Partnerships are emerging within the PEIAFC to support recruitment and attraction activities (MOU)</li> <li>• FMC regional and national activities which have potential for recruitment activities exist, but are yet to be developed as such.</li> </ul>
FMCs with inclusive and strong identity construction within their community are well positioned to recruit and retain international Francophones	Fair to Good	<ul style="list-style-type: none"> <li>• PEIAFC Population Strategy includes 5 pillars for self-identification</li> <li>• Strong identity and dynamic community</li> <li>• “Traditional” Acadian identity and image needs to evolve for better inclusivity – similar to “Islander from Away” syndrome</li> </ul>
FMCs education and awareness of immigration within their community support and guide Francophone recruitment, attraction and retention activities which “fit” the community.	Fair to Good	<ul style="list-style-type: none"> <li>• Population strategy in place; activation will strengthen capacity of community</li> <li>• FMC stakeholders’ renewed commitment to the immigration file influences and supports national parent bodies’ initiatives</li> <li>• Implementation of RIF structure will help educate community partners</li> <li>• New funding initiatives from province for recruitment will support moving forward</li> </ul>

Table 6

## 10 CONCLUSION

Francophone immigrant recruitment in Canada in general and in PEI, specifically, depends on constructing a strategy based on the reality of bridging the gap between divergent federal-provincial priorities and programs and OLC/PEI AFC programs and priorities. The resulting strategy is based on the following themes that emerged from the literature review, the interviews and, the success indicators from the Findings section:

- Knowledge Acquisition and Management to follow and foresee trends and changes in immigration and population

- Networking and Relationship Leverage to create partnerships for building influence and engagement
- Engagement of the PEIAFC, employers and allies in identifying and creating employment

The emergence of these themes also occurred in the PEIAFC Population Strategy and a strong convergence between the two documents will support the activation of this strategy. Recruitment is but one piece of the puzzle in the bigger picture of PEIAFC population growth. The “right” recruitment is intimately linked to retention. Immigrants who stay have the economic means to support themselves and feel an affiliation and a sense of community.

The six (6) immigrants per year noted as a goal in the population strategy can actually translate into 15 to 18 people per year when including family members and dependants. These numbers would have a significant impact on the community as they represent business and professional people and children in schools. By following the strategy outlined, the PEIAFC are well on their way to achieving those numbers and more in meeting their population and economic growth goals.

## 11 STRATEGY

11.1 Knowledge Acquisition and Management		11.1. Intermediary Outcomes The PEIAFC will be equipped with information and analysis enabling them to be both proactive and intelligently reactive in the changing and complex Francophone immigrant recruitment file. 11.1 Short-term Outcomes Organized and/or shared intelligence gathering and information distribution services		
Activities	Outputs	Inputs	Responsible Organization(s)	Timeline
1. Assure the development of a data collection and analysis mechanism for identifying and tracking Francophone immigrants <sup>26</sup> arriving and leaving the province for planning purposes 1a. Study the IOF member states and movement of Francophone immigrants in Canada	<ul style="list-style-type: none"> <li>- Database</li> <li>- Tracking mechanisms</li> <li>- Analysis and reporting capacity</li> <li>- Identification of Francophone source countries with “best fit” for the PEIAFC and PEI.</li> </ul>	<ul style="list-style-type: none"> <li>- Expertise in data collection, management and reporting</li> <li>- Financial Resources</li> <li>- Partnerships with provincial departments and ANC</li> <li>- Staff time and resources</li> </ul>	CIF RDÉEÎPÉ SSTA	2014-2015
2. Ensure the monitoring and application of federal and provincial government intelligence on immigration policies and practices. Sources: <ul style="list-style-type: none"> <li>• CIC</li> <li>• Statistics Canada</li> <li>• Opportunities PEI/OISP/Innovation PEI (Trade PEI)</li> <li>• On-line private sector legal and immigration blogs and sites</li> <li>• Community research partners:(examples) <ul style="list-style-type: none"> <li>• CAIF/FCFA</li> <li>• Commissariat des languesofficiels</li> <li>• Voiesvers la prospérité</li> <li>• Université de Moncton</li> </ul> </li> </ul>	Dedicated human resources for this function Regular newsletter or e-bulletin Regular meetings for discussion and learning Information distribution system for partners	Research and communication expertise Financial Resources Partnerships with provincial and federal departments and research organizations Staff time and resources	CIF RDÉEÎPÉ SSTA	2014-2015

<sup>26</sup>Francophones as identified by the community

11.1 Knowledge Acquisition and Management (continued)	11.1. Intermediary Outcomes <b>Relationship and information brokering will allow the PEIAFC to be active players in trade missions and prospection for the province.</b> 11.1 Short-term Outcomes <b>The PEIAFC will be equipped with information and analysis enabling them to be in provincial and municipal business prospecting initiatives</b>			
Activities	Outputs	Inputs	Responsible Organizations	Timeline
3.Ensure ongoing monitoring and influence of provincial and regional directed trade missions and recruitment initiatives.	Dedicated human resources for this function Community and Francophone immigration information available for awareness building with elected officials	Communication and political advocacy expertise Board member training and engagement Volunteer board and municipal and provincial elected officials meetings Staff time and resources	RDÉEÎPÉ SSTA Le Collège Acadie ÎPÉ (CAIPE)	2014-2016
4.Monitoring and scanning of PEIAFC community network HR status	HR Information and analysis reports for the network	PEIAFC network meetings and information gathering HR expertise and knowledge	SSTA RDÉEÎPÉ	2014-2015

11.2 Networking and Relationship Leverage		11.2. Intermediary Outcomes		
		<ul style="list-style-type: none"> <li>• PEIAFC will be recognized as a valuable partner and contributor to immigration in PEI.</li> <li>• Development of targeted Francophone immigration pathways to PEI</li> </ul>		
		<b>11.2 Short-term Outcomes</b> Establishment of a working relationship with the province in order to share information and influence recruitment activities.		
Activities	Outputs	Inputs	Responsible Organizations	Timeline
1.Apprising the provincial stakeholders on Francophone national, regional, and provincial developments in the recruitment file, including stakeholder partnerships and MOU's, recruitment goals, initiatives, promotions and projects from PEI AFC and other jurisdictions Stakeholders: Innovation PEI – trade missions OISP Skills PEI HR Sector Councils	- Ongoing and enhanced funding for Francophone recruitment	- Knowledge base information and analysis - Bilingual communication tools - Staff time and Resources - Board member time and resources - Regular meetings and communications - Reports from monitoring and scanning of PEIAFC community network HR status	RDEÉIPE SSTA PEI Acadian and Francophone Advisory Committee CAIPE	2014-2016
2.Collaborating with provincial stakeholders in recruitment for business investment and labour for the province: Stakeholders: Innovation PEI – trade missions OISP –PNP Skills PEI –funding and FCR <sup>27</sup> Licensed recruitment agencies HR Sector Councils	- Collaboration in provincial recruitment and investment missions, employer engagement and recruitment activities. - New partnerships with the province and CIC - New partnership(s) with recruitment agencies			
3.Collaboration with provincial stakeholders about French/bilingual job opportunities in the AFC and bilingual service needs in PEI public service	- PNP modifications designed to respond to PEIAFC needs <sup>28</sup> - Increased public service bilingual employment opportunities			

<sup>27</sup>Foreign Credential Recognition

<sup>28</sup>Source countries other than France and Belgium with French-speaking populations, source regions with specific ties to FMCs, specific job types and increased awareness with Anglophone employers.



11.2 Networking and Relationship Leverage (continued)	<b>11.2. Intermediary Outcomes</b> <ul style="list-style-type: none"> <li>• PEIAFC will be recognized as a valuable partner and contributor to immigration in PEI.</li> <li>• Development of targeted Francophone immigration pathways to PEI</li> </ul> <b>11.2 Short-term Outcomes</b> Establishment of a working relationship with the province in order to share information and influence recruitment activities.			
Activities	Outputs	Inputs	Responsible Organizations	Timeline
4. Renew the RDÉEÎPÉ international Francophone student project to recruit international students to entrepreneurship or employment opportunities leading to immigration.	<ul style="list-style-type: none"> <li>- Creation of partnership with UPEI and Collège Acadie</li> <li>- Identification of employment and entrepreneurship opportunities for international students</li> <li>- Development of relationships and partnerships between students and newly arrived and settled immigrants</li> </ul>	<ul style="list-style-type: none"> <li>- Financial resources</li> <li>- Staff time and resources</li> <li>- Settlement services geared specifically to this clientele</li> <li>- Entrepreneurship and Employability expertise</li> </ul>	RDÉEÎPÉ – projet LIENS CAÎPÉ	2014-2016
5. Explore an IEHP project with Réseau Santé en français de l’île-du-Prince-Édouard(RSFÎPÉ) and the ANC based on CNFS model. (See page17)	<ul style="list-style-type: none"> <li>- Creation of partnership with RSFÎPÉ/ANC and CNFS</li> <li>- French language version of ANC PEI IEHP project</li> <li>- Funding and support from Health Canada/CNFS and the province</li> </ul>	<ul style="list-style-type: none"> <li>- Financial resources</li> <li>- Staff time and resources</li> <li>- Settlement services geared specifically to this clientele</li> <li>- Knowledge and experience in French language health services</li> </ul>	RDÉEÎPÉ – projet LIENS CAÎPÉ CIF RSFÎPÉ	2015-2017
6. Establish a professional immigrant advisory committee for this strategy	<ul style="list-style-type: none"> <li>- Professional immigrant working committee to advise and learn from the PEIAFC</li> <li>- Development of a knowledge base for targeting sectors and countries for recruitment and investment</li> <li>- Establishment of out of province and international relationships and communication channels for recruitment</li> </ul>	<ul style="list-style-type: none"> <li>- Financial resources</li> <li>- Staff time and resources</li> <li>- Regular meetings and communications</li> <li>- Linkages to collaborative recruitment and investment initiatives with the province</li> </ul>	SSTA CIF RDÉEÎPÉ – projet LIENS CAÎPÉ	

<b>11.3 Engagement</b>		<b>11.1 Intermediary Outcomes</b> <b>The PEIAFC is organized and supports active recruitment of Francophone immigrants for growing their community</b>		
		<b>11.1 Short-term Outcomes</b> <b>The PEI AFC understands and is aware of the importance of fostering immigrant recruitment and attraction to their community</b>		
<b>Activities</b>	<b>Outputs</b>	<b>Inputs</b>	<b>Responsible Organization(s)</b>	<b>Timeline</b>
1. Incite PEIAFC network, private sector Francophone employers and allies to recruit WHV travellers, civic mission youth from France and international students for temporary, permanent and volunteer employment positions.	<ul style="list-style-type: none"> <li>- Identification of and recruitment for ten (10) employment opportunities in the PEIAFC network.</li> <li>- Identification of and recruitment for five (5) employment opportunities with Francophone employers in the private sector.</li> </ul>	<ul style="list-style-type: none"> <li>- Staff time and resources</li> <li>- Employer information packages and presentations for international recruitment and hiring</li> <li>- Partnership with PEIPNP</li> </ul>	SSTA PEI Acadian and Francophone Advisory Committee RDÉEÎPÉ OISP	2014-2016
2. Create awareness among PEIAFC network, allies and, Francophone employers about immigrant recruitment to identify investment opportunities.	<ul style="list-style-type: none"> <li>- Identification of five (5) investment opportunities for immigrants within the PEIAFC and associated municipalities.</li> </ul>	<ul style="list-style-type: none"> <li>- Staff time and resources</li> <li>- Investment information packages and presentations for international investment through PEIPNP</li> <li>- Partnership with PEIPNP</li> </ul>	SSTA PEI Acadian and Francophone Advisory Committee RDÉEÎPÉ OISP	2014-2016
3. Communicate with NGO's, business and professional organizations and faith-based organizations to discuss Francophone recruitment initiatives and opportunities	<ul style="list-style-type: none"> <li>- Identification of champions and opportunities for recruitment</li> </ul>	<ul style="list-style-type: none"> <li>- Staff time and resources</li> <li>- Employer information packages and presentations for international recruitment and hiring</li> <li>- Partnership with PEIPNP</li> </ul>	SSTA RDÉEÎPÉ CIF ANC	2015-2017
4. Creation of partnerships with municipalities where the PEIAFC has close associations to foster and support incentive programs in housings and business start-ups for immigrants	Three (3) partnerships in recruitment supported by municipal incentive packages	<ul style="list-style-type: none"> <li>- Staff time and resources</li> <li>- Investment information packages and presentations for international investment through PEIPNP</li> <li>- Partnership with PEIPNP</li> </ul>	SSTA RDÉEÎPÉ CIF ANC	2015-2017

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## APPENDICES

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## **Appendix 1 Source:(Evaluation Division, CIC, 2012)**

### **French-speaking Immigrant definition as per CIC:**

The definition of a French-speaking newcomer has evolved since the Strategic Framework was introduced in 2003. The accepted definition was developed in the 2006 Strategic Plan.

A French-speaking immigrant is an immigrant whose mother tongue is French, or whose first official language is French if the mother tongue is a language other than French or English.[\[Note 23\]](#)

As previously mentioned, the definition adopted in the Strategic Plan clearly indicates the criteria to be used to identify who is a French-speaking immigrant, but there is currently no one single validated and accepted method to count the number of French-speaking immigrants using that definition. The challenge is in the interpretation of the second part of the definition, namely “[if the immigrant’s] first official language is French if the mother tongue is a language other than French or English.”

For the purposes of this evaluation, three measures were used to examine trends in the number of French-speaking newcomers settling outside Quebec. First, the “mother tongue” criterion was considered because it makes up the first part of the definition set out in the 2006 Strategic Plan. Next, two derived measures that incorporate the second part of this definition (mentioned above) were considered. These last measures offer two different interpretations of the second part of the definition.

It is important to point out that FOSS does not contain data that could directly measure the concept of the “first official language” contained in the second part of the definition. The number of newcomers who meet this criterion must be estimated. The only language knowledge variables at this time are mother tongue and official languages spoken.[\[Note 25\]](#) The two derived measures, which incorporate the second part of the definition in the 2006 Strategic Plan, are based on these two variables, but with a few variations, based on different interpretations of this definition.

- **The first measure** of French-speaking immigrants includes permanent residents whose mother tongue is French.
- **The second measure** of French-speaking immigrants combines the population of permanent residents whose mother tongue is French with a second population of permanent residents whose mother tongue is a language other than French and whose first official language is French (excluding those who speak both French and English). [\[Note 26\]](#) This measure takes into account that there are French-speaking permanent residents in Canada whose mother tongue is a language other than French. However, it does not take into account that there also may be permanent residents whose mother tongue is other than French or English, who can speak these two languages, but whose first official language spoken is French.
- **The third measure** of French-speaking immigrants, which is explored in greater depth in this evaluation, expands on the last measure by adding a third population of permanent residents whose mother tongue is a language other than French or English, and whose official languages spoken are French and English, but who come from a

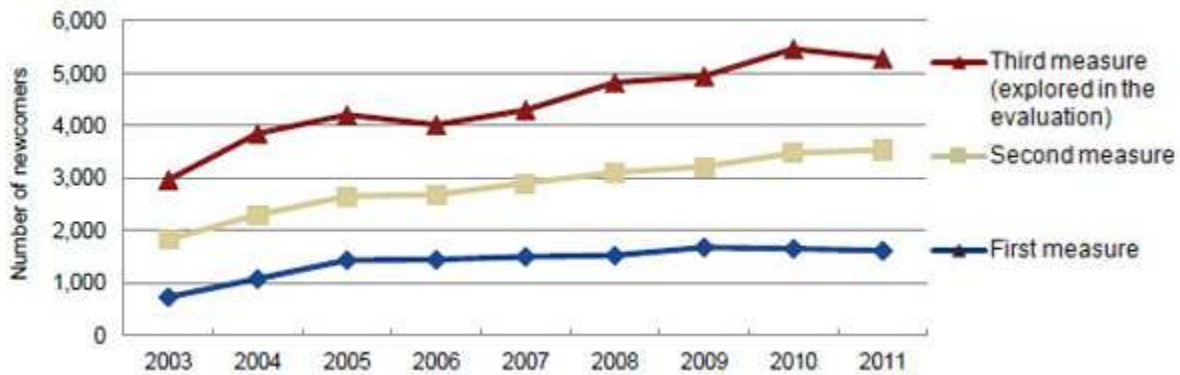


country that has been designated “Francophone.” [Note 27] This measure attempts to include permanent residents who have the ability to speak both official languages, but only those who would more likely use French in their daily lives.

Figure 4 provides an illustration of the trend in Francophone immigration outside Quebec through these three measures.

- Using the first measure of mother tongue only: the number of newcomers settling outside Quebec increased from 728 in 2003 to 1,614 in 2011 (for a total of 12,653 during this period).
- Using the second measure: the number of newcomers settling outside Quebec increased from 1,830 in 2003 to 3,543 in 2011 (for a total of 25,726 during this period).
- Using the third measure: the number of newcomers settling outside Quebec increased from 2,968 in 2003 to 5,279 in 2011 (for a total of 39,848 during this period).

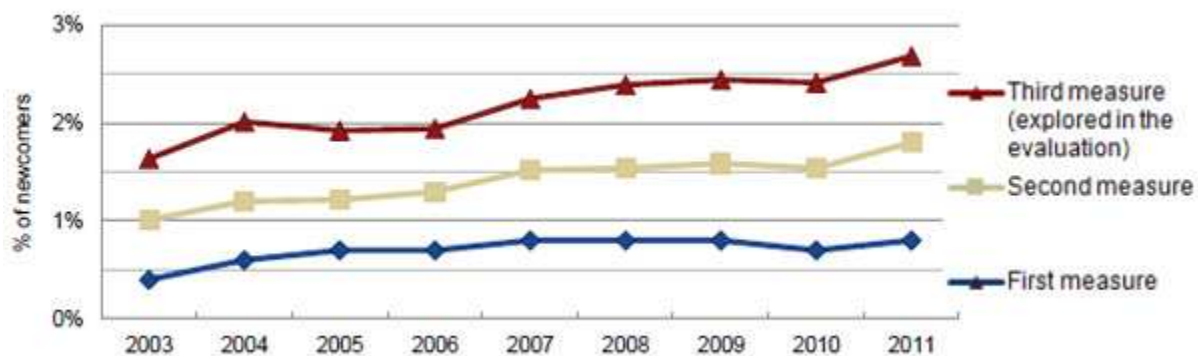
**Figure 4: Number of French-speaking newcomers in FMCs using the three measures**



[Text version: Figure 4: Number of French-speaking newcomers in FMCs using the three measures](#)

If these figures are converted into a percentage of the 1.8 million newcomers who have settled outside Quebec since 2003, according to the second measure, the Initiative attained the interim objective of 1.8% in 2011, and according to the third measure, [Note 28] the Initiative attained it in 2004 (See Figure 5).

**Figure 5: Percentage of French-speaking newcomers in FMCs using the three measures**



[Text version: Figure 5: Percentage of French-speaking newcomers in FMCs using the three measures](#)

Based on experience acquired since 2003, CIC redefined its objective regarding the number of French-speaking newcomers settling in FMCs. Accordingly, the Department set short- and long-term objectives:

## Appendix 2

### Appendix List of Key Informants

Name	Position	Organization
<b>Francophones</b>		
Aubrey Cormier	Past Assistant Deputy Minister Executive Director	Francophone Affairs, PEI SSTA
Bonnie Gallant	Executive Director	RDÉEÎPE
Jacinthe LeMire	Provincial Coordinator	CIF
<b>Provincial Officials</b>		
Philip Muise	Senior Policy Advisor	OISP
AbbeyMacPherson	Director	PEIPNP
Paul Snow	Senior Agent, Settlement Services	OISP
<b>Key Informant – Recruiting Service</b>		
Kimberley Doherty Smith	National Director of Strategic Consulting	Island Recruiting

## Appendix 2a

### Interview guides

#### **Semi-structured Interview Questionnaire for provincial non-Francophone stakeholders For validation of SWOT and Recommendations for a Francophone Immigration Strategy**

##### **Section : SWOT**

Do you have anything to add to the SWOT analysis?  
Would you change anything? Is anything missing?  
When considering opportunities and threats, are there other recommendations you would suggest to deal with opportunities and threats?  
In your opinion, how does the PEI's situation line up with other provinces? What is similar/different?

##### **Section: Recommendations**

The recommendations are divided into broad categories:

- Knowledge Management
- Engagement
- Developing Francophone Immigration Pathways
- Networking and Leverage

When you look at each category and its corresponding activities, is anything missing? Would you change or add anything?

What do you think are the priority areas for the community?

Can you comment on the feasibility of the actions associated with the recommendations? What are your suggestions?

In your opinion, how does this strategy line up with future changes, trends and the capacity of the community?

What would be your advice or final recommendations to the community^

Appendix 2b

<b>Semi-structured Interview Questionnaire for provincial Francophone stakeholders – client group For validation of Context, SWOT and Recommendations for a Francophone Immigration Strategy</b>
<b>Section: Context</b>
Do you feel that the current context is well –defined? Would you make any additions or changes? Would the community accept this analysis as a realistic description of the situation?
<b>Section : SWOT</b>
Do you have anything to add to the SWOT analysis?
Would you change anything? Is anything missing?
Would the community/your audience accept this analysis as reflective of the community and the situation?
When considering opportunities and threats, are there other recommendations you would suggest to deal with opportunities and threats?
In your opinion, how does the PEI’s situation line up with other provinces? What is similar/different?
<b>Section: Recommendations</b>
The recommendations are divided into broad categories: <ul style="list-style-type: none"><li>• Knowledge Management</li><li>• Engagement</li><li>• Developing Francophone Immigration Pathways</li><li>• Networking and Leverage</li></ul> When you look at each category and its corresponding activities, is anything missing? Would you change or add anything? What do you think are the priority areas for the community? Can you comment on the feasibility of the actions associated with the recommendations? What are your suggestions?

## Appendix 2c

### Consent Letter

The information provided during this interview is part of a UPEI EMBA signature project being conducted by Angie Cormier. The objective of the project is the development of a Francophone recruitment strategy for the Acadian and Francophone population of Prince Edward Island.

You have been asked to participate in an interview of about 30 minutes to help validate components of the recruitment plan and to create a better understanding of the issues surrounding Francophone immigration in PEI.

All the information collected for the strategy will be treated with the upmost respect to confidentiality. Any and all notes from the interviews will be used strictly for analysis and validation purposes for the recruitment strategy.

All information collected will be kept in a secure place and will only be accessible to the interviewer. Once the project is completed, all notes will be destroyed. The information collected is only for the use of this project. If you would like a copy of notes from your interview or a copy of the results of the study, please don't hesitate to contact Angie Cormier at the following coordinates: [acormiercanada@yahoo.ca](mailto:acormiercanada@yahoo.ca) or by telephone at 902-854-2518.

If you have any questions or issues about the project, you can contact the UPEI advisor of the project:

Melissa MacEachern:  
School of Business  
University of Prince Edward Island  
mmaceachern@upeil.ca  
902-566-0737

Your signature on this form indicates that you 1) understand the information which has been provided concerning your participation, that 2) you're satisfied with the information and that, 3) you agree to participate in an interview.

Your agreement to participate does not mean that you renounce your legal rights and that you do not release the researcher or UPEI of their legal and professional responsibilities. Your participation in the interview is strictly voluntary and you are free to ask questions now and in the future. As well, you can, at any time, withdraw your participation without any justification.

I, the undersigned, understand that the information collected for this study, I understand that I can ask questions in the future and that I can, at any time, withdraw my participation. In case of my withdrawal, I will let us know if the information collected can be used in the strategy. By the present, I freely give my consent to participate in this interview as per the conditions specified above.

\_\_\_\_\_  
Name of the interviewee

\_\_\_\_\_  
Consenting signature of the interviewee

\_\_\_\_\_  
Date

I certify that I have explained to the signer, the terms of the present agreement, the objectives and the implications of the study, have responded clearly to questions and indicated that he or she can withdraw his/her participation at any time without providing justification.

\_\_\_\_\_  
Signature of Interviewer

\_\_\_\_\_  
Date

Angie Cormier  
1A Smallwood Crescent  
Charlottetown PEI C1J 3J4  
902-854-2518

### Appendix 3: The Official Languages Act of Canada

Source:(Office of the Commissioner of Official Languages, 2010)

The purpose of the Act is to:

- ensure respect for English and French and ensure equality of status and equal rights and privileges as to their use in federal institutions;
- support the development of English and French linguistic minority communities; and
- advance the equal status and use of English and French.

The Act applies to federal institutions—that is to say, offices, Crown corporations (VIA Rail and Canada Post) and federal departments. In addition, certain organizations, such as Air Canada and NAV CANADA, retained their language obligations after they were privatized(Office of the Commissioner of Official Languages, 2013).

The Charter specifically makes the institutions of Parliament and of the Government of Canada bilingual and confirms minority language educational rights. Furthermore, it paves the way for increased cooperation between the federal government and the provinces and territories to develop the two language communities in Canada.(Office of the Commissioner of Official Languages, 2012)

The federal government recognizes and supports Official Language communities (OLC) within the framework of the Charter of Rights and the French Language Services Act. Terms used by the federal government when referring to these communities include the following:

- French language communities (FLM)
- Francophone minority communities (FMC)
- Minority language communities (MLC)
- Official language minority communities (OLMC)

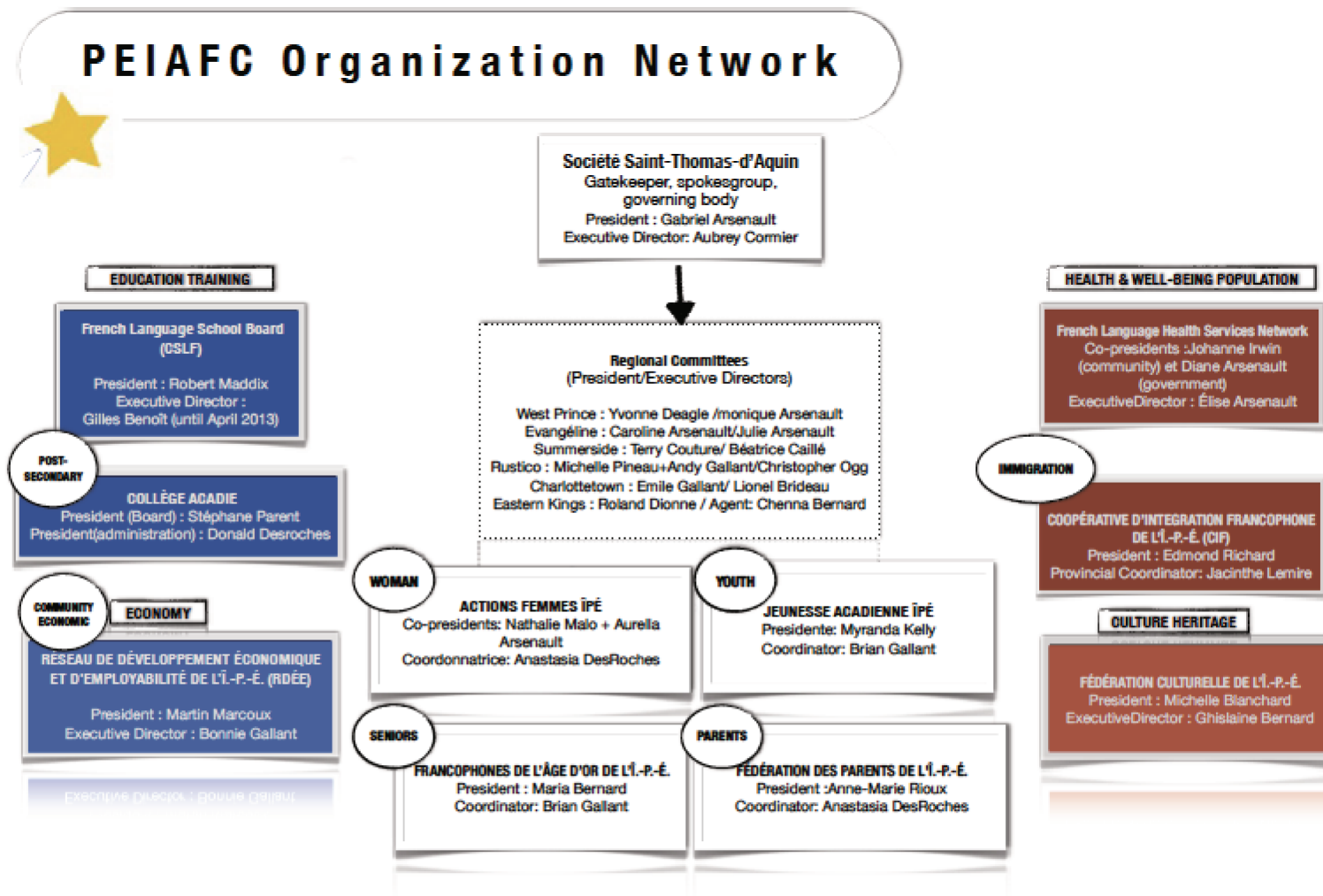
All Francophones living in provinces and territories other than Quebec are considered part of the FMCs. Section 23 of the Canadian Charter of Rights and Freedoms grants these communities educational rights, while section 41 of the Official Languages Act (OLA) confirms the federal government’s commitment to enhancing their vitality. The term “Francophone communities” encompasses all the driving forces behind civil society that

contributes to the establishment and development of FMCs. These include community organizations, school systems, post-secondary institutions, credit unions and the private sector(CIC-FMC Steering Committee, 2006).



## Appendix 4 PEIAFC Community Organizational Structure

Source: Francophone and Acadian Affairs



## Citizenship and Immigration Canada

[Home](#) > [About us](#) > [Mandate](#) > [Policies, operational instructions and agreements](#) > [Agreements](#) > [FPT](#) > [P.E.I.](#)

### Agreement for Canada – Prince Edward Island Co-operation on Immigration

#### General Provisions

- [1.0 Preamble](#)
- [2.0 Purpose, Objectives and Definitions](#)
- [3.0 Immigration Programs and Planning](#)
- [4.0 Promotion and Recruitment](#)
- [5.0 Selection and Admissibility](#)
- [6.0 Resettlement, Settlement and Integration](#)
- [7.0 Information Sharing and Research](#)
- [8.0 Program Integrity](#)
- [9.0 Implementation](#)
- [10.0 General Provisions](#)
- [Annex A – Provincial Nominees](#)

#### 1.0 Preamble

1.1 The Agreement for Canada-Prince Edward Island Co-operation on Immigration (hereinafter referred to as the "Agreement") is between Her Majesty in right of Canada, as represented by the Minister of Citizenship and Immigration (hereinafter referred to as "Canada") and Her Majesty in right of the Province of Prince Edward Island, as represented by the Minister Responsible for Immigration (hereinafter referred to as "Prince Edward Island").

1.2 TAKING INTO ACCOUNT section 95 of the *Constitution Act*, 1867, whereby immigration is a shared responsibility.

1.3 AND WHEREAS the Parliament of Canada has enacted the *Immigration and Refugee Protection Act*, S.C. 2001, c. 27, as amended, (hereinafter referred to as the "IRPA") under this responsibility.

1.4 AND WHEREAS the *Canadian Charter of Rights and Freedoms* guarantees certain mobility rights to every person who has the status of a permanent resident of Canada and guarantees every individual equal protection and equal benefit of the law without discrimination.

1.5 AND WHEREAS the *Canadian Charter of Rights and Freedoms* guarantees the equality of status to English and French as the official languages of Canada.

1.6 AND WHEREAS subsection 10(2) of the IRPA requires the Minister of Citizenship and Immigration to consult with the provinces annually with respect to the number of foreign nationals in each class who will become permanent residents each year, their distribution in Canada taking into account regional economic and demographic requirements and the measures to be undertaken to facilitate their integration into Canadian society.

1.7 AND WHEREAS subsection 8(1) of the IRPA and subsection 5(1) of the *Department of Citizenship and Immigration Act* (DCIA) authorize the Minister of Citizenship and Immigration, with approval of the Governor in Council, to enter into agreements with provinces for the purposes of the IRPA.

1.8 AND WHEREAS the *Executive Council Act* provides Prince Edward Island with the authority to enter into agreements with Canada on matters relating to immigration.

1.9 AND WHEREAS the IRPA is designed, among other things, to:

- a. support the development of a strong and prosperous Canadian economy, in which the benefits of immigration are shared across all regions of Canada; and
- b. enrich and strengthen the cultural and social fabric of Canadian society, while respecting the federal, bilingual and multicultural character of Canada.

1.10 AND WHEREAS Prince Edward Island recognizes the objective of the IRPA to support and assist the development of minority official language communities in Canada and shares a mutual interest in enhancing the vitality of French linguistic minority communities in Prince Edward Island;

1.11 AND WHEREAS Canada and Prince Edward Island welcome immigrants, recognize their contribution to the demographic,

social, humanitarian and economic objectives of the country and the province, and acknowledge the long-term benefits of immigration.

1.12 AND WHEREAS Canada's international obligations include its commitments to the protection of Refugees, as reflected in subsection 3(2) of the IRPA.

1.13 AND WHEREAS Canada and Prince Edward Island share a mutual interest in:

- a. enhancing the role of immigration in addressing demographic, economic and labour market trends in Prince Edward Island;
- b. planning and coordinating their immigration activities, based on cooperation, consultation and information sharing;
- c. the principle that federal funding be available for settlement activities based upon a fair allocation model developed in consultation with Prince Edward Island;
- d. the provision of resettlement services to Refugees selected from abroad;
- e. working in partnership with stakeholders, including federal, provincial and municipal governments, educational institutions and non-governmental organizations, ethnic organizations, communities, and employers to facilitate the attainment of immigration objectives;
- f. providing effective services, while avoiding overlap and duplication;
- g. enhancing and facilitating the social, cultural and economic contribution of Immigrants;
- h. recognizing the importance of reunification of family members;
- i. recognizing a shared commitment with respect to humanitarian considerations of Refugees;
- j. recognizing the benefits of international students to Prince Edward Island;
- k. enhancing the vitality of minority official language communities in Prince Edward Island;
- l. encouraging the development of pilot initiatives to increase regional dispersion of Immigrants and recognizing differing regional settlement requirements;
- m. ensuring that immigration and immigration-related programs meet their objectives and serve those for whom they are intended; and
- n. recognizing the benefits of citizenship and providing supports for eligible permanent residents in acquiring Canadian citizenship.

1.14 BOTH PARTIES recognize the following in order to determine their respective areas of activity relating to Immigrants and Temporary Residents in order to meet the needs of Canada and Prince Edward Island:

- a. that this Agreement relates to the planning of immigration levels to Prince Edward Island annually, the promotion of immigration and the recruitment of Immigrants to the province, the selection and admission of Immigrants into Canada and their settlement into Prince Edward Island and Canadian society, the sharing of information and cooperative efforts to ensure the integrity of the programs of Canada and Prince Edward Island in relation to immigration;
- b. that Canada will determine national policy objectives and annual plans for the immigration program. It will be responsible for the selection and admission of Immigrants, Temporary Residents and Refugees wishing to reside in Prince Edward Island. In addition, Canada will discharge these responsibilities utilizing mechanisms that include but are not limited to defining classes of foreign nationals and classes of persons who are inadmissible into Canada under the IRPA, establishing the conditions for the granting of citizenship, as defined in the *Citizenship Act, R.S.C. 1985, c. C-29* and ensuring the fulfillment of Canada's international obligations with respect to refugees;
- c. that Prince Edward Island will advise Canada regarding its annual immigration levels plans for provincial nominees; and
- d. that Prince Edward Island will exercise its responsibilities in the development and implementation of programs, policies and legislation, promotion and recruitment of Immigrants, determination of provincial nominees; and facilitating the settlement and integration of Immigrants as set out in this Agreement.

## **2.0 Purpose, Objectives and Definitions**

2.1 The purpose of this Agreement is to define the respective roles and responsibilities of Canada and Prince Edward Island relating to permanent and Temporary Residents wishing to reside in Prince Edward Island.

2.2 The objectives of this Agreement are:

- a. to foster an effective partnership between Canada and Prince Edward Island for the promotion, recruitment, selection, admission, settlement and integration of Immigrants to the province;
- b. to establish processes for Canada and Prince Edward Island to consult and cooperate on the development and implementation of policies, programs, and mechanisms to influence the levels and composition of Immigrants to Prince Edward Island and to Canada, including those to support and assist the development of minority official language communities in Prince Edward Island.
- c. to cooperatively develop and implement new initiatives and projects that meet regional immigration needs;
- d. to delineate the roles and responsibilities between Canada and Prince Edward Island for the promotion, recruitment, selection, admission, settlement and integration of Immigrants and Temporary Residents to Prince Edward Island;
- e. to provide Prince Edward Island with the opportunity to address its particular social, demographic, economic



- development and labour market needs, including responses to skills shortages;
- f. to foster cooperation in information sharing, research and evaluation and in ensuring the integrity of the programs of Canada and Prince Edward Island in respect of immigration;
- g. to consult and co-operate on programs and initiatives to settle and integrate Immigrants in Prince Edward Island including appropriate, fair and ongoing funding for settlement services provided in Prince Edward Island;
- h. to develop cooperation in achieving humanitarian goals
  - i. to develop cooperation in reunification of family members;
  - j. to collaborate in the development and implementation of strategies to address barriers to qualification recognition and integration of Immigrants into the labour market; and
  - k. to develop cooperation in facilitating movements of temporary workers and students to Prince Edward Island.

2.3 The following annex is attached to, and forms part of, this Agreement:

**Annex A – Provincial Nominees**

2.4 For the purposes of this Agreement:

- a. except where otherwise provided in this Agreement, words used in this Agreement which are defined in the IRPA or in the Immigration and Refugee Protection Regulations (hereinafter referred to as the “IRPR”), have the same meaning as in that Act or those Regulations;
- b. a reference to the IRPA or the IRPR is a reference to that Act or those Regulations as amended from time to time. Otherwise, the following definitions will apply for the purposes of this Agreement.
- c. “Immigrant” means a permanent resident, including a Refugee unless the context indicates otherwise.
- d. “Temporary Resident” means a temporary worker, a student, or a visitor.
- e. “Refugee” means a protected person as defined in the IRPA.
- f. “Vulnerable Person” means a Convention Refugee abroad or a humanitarian-protected person abroad in greater need of protection than other applicants due to a heightened risk to their physical safety;
- g. “Person In Urgent Need of Protection” means a Convention Refugee abroad or a humanitarian-protected person facing an immediate threat to their life, liberty or physical safety and, if not protected, the person is likely to be killed, subjected to violence, torture, sexual assault or arbitrary imprisonment, or returned to their country of nationality or their former habitual residence.
- h. “Special Needs Person” means a person who has greater need for integration services than other applicants for protection abroad owing to personal circumstances, including: family size and composition; trauma resulting from violence or torture; medical disabilities; and/or the effects of systemic discrimination.
- i. “Resettlement Services” refer to specialized interventions funded by Citizenship and Immigration Canada and/or the voluntary sector to support the immediate and essential needs of refugees resettled from abroad.
- j. “Settlement and Integration Services” refer to settlement activities that are specifically designed to facilitate and expedite the economic and social integration of Immigrants in Canada. These activities include orientation, adult language training, settlement counselling, qualifications recognition activities, labour market preparation, temporary or one time interventions to facilitate adaptation of mainstream services to meet the needs of newcomers, and activities which help to develop a more informed and welcoming environment for newcomers to Canada. They do not include services to the general public that normally fall within the mandate of provincial governments, such as health and education services.
- k. “Party” means Canada or Prince Edward Island and “Parties” means Canada and Prince Edward Island.

### **3.0 Immigration Programs and Planning**

3.1 Canada will establish Canadian immigration policy and develop an annual immigration plan in consultation with the provinces, taking into account Prince Edward Island’s immigration planning, including its demographic, social, and economic objectives and the particular needs of Prince Edward Island.

3.2 Canada will consult in a timely manner with Prince Edward Island on Canada’s immigration policy and immigration projections and respond to identified issues in shared immigration planning.

3.3 Prince Edward Island will conduct planning based on factors contributing to the social, economic and demographic growth of the province including, but not limited to, available resources, balanced growth, impact of immigration streams destined to the province, absorptive capacity, and regional development including the development of minority official language communities.

3.4 Prince Edward Island will provide Canada annually with an annual provincial nominee plan, to be considered in Canada’s immigration projections, and will provide comments on Canada’s immigration plan with respect to immigration to Prince Edward Island.

3.5 Canada, in consultation with Prince Edward Island, will develop an annual delivery plan for national immigration targets that will include provincial nominees, as well as annual targets for government assisted refugees as they relate to the Province.

3.6 Prince Edward Island will consult with immigration stakeholders on the province’s immigration policies, plans and

programs.

3.7 Prince Edward Island will participate in multilateral consultation processes associated with developing or promoting national immigration initiatives or resolving conflicts.

3.8 Canada will cooperate with Prince Edward Island to provide opportunities to provincial staff for training, taking into account cost and resource restraints and, if required, negotiating cost-sharing approaches. It is recognized that employees of the Province of Prince Edward Island will be subject to security clearances required to access federal information.

3.9 Canada will consult Prince Edward Island on the development and implementation of policies that encourage reunification of family from abroad. Prince Edward Island will have the opportunity to participate in the development and implementation of those policies and programs that strengthen and enforce sponsorship provisions and obligations.

3.10 Prince Edward Island will plan to receive a share of refugees to be resettled in the province and, recognizing the need for flexibility in responding to emerging humanitarian needs, Prince Edward Island will receive a proportion of refugees who have special needs, are deemed to be vulnerable or are in urgent need of protection. In assigning a share of refugees to the province, Canada will, to the extent possible, take into account, the potential financial and program impact on Prince Edward Island resulting from variations in the number of urgent protection, vulnerable and special needs refugees to be resettled in Prince Edward Island.

#### **4.0 Promotion and Recruitment**

4.1 Canada and Prince Edward Island will share roles and responsibilities in the planning and implementation of immigration promotion and Immigrant recruitment activities abroad, recognizing Canada's responsibility for coordinating such activities on a national level and Prince Edward Island's intent to pursue a targeted immigration recruitment policy to meet its demographic, social and economic objectives.

4.2 Canada and Prince Edward Island will, where appropriate and subject to the agreement of the Parties, share responsibilities in public education and information regarding the benefits of immigration to Prince Edward Island.

4.3 Canada will endeavour to assist Prince Edward Island in identifying overseas labour market and demographic information, as available, to assist in niche market recruitment.

4.4 Canada and Prince Edward Island will share responsibilities to increase effective recruitment and to make promotional materials available for prospective Immigrants overseas, including access to current and realistic information on labour markets and international qualifications recognition.

4.5 Canada and Prince Edward Island will, where appropriate and subject to the agreement of the Parties, cooperate in the promotion and recruitment of Immigrants and Temporary Residents by working together in the following areas:

- a. Prince Edward Island will provide Canada with its annual provincial nominee levels plan and objectives, and Canada will ensure that its visa officers are informed about the national plan and objectives;
- b. Prince Edward Island will endeavour to provide Canada with information regarding the province's demographic, educational, labour market and other needs, and Canada will endeavor to provide information to Prince Edward Island about optimum recruitment opportunities through Canadian missions abroad in order to meet Prince Edward Island's immigration needs;
- c. Prince Edward Island will provide Canada with detailed information regarding the province's needs for Immigrants and Temporary Residents, and Canada will provide this information to its visa offices and make it accessible to qualified prospective Immigrants and Temporary Residents;
- d. Canada and Prince Edward Island will establish mutually acceptable procedures, in accordance with the Canadian Charter of Rights and Freedoms and federal and provincial privacy legislation, for providing available information related to specific applicants for permanent and temporary residence destined to Prince Edward Island; and
- e. Canada will make all reasonable efforts to proactively manage the delivery of the immigration program to support the achievement of Prince Edward Island's provincial nominee plan pursuant to section 2.3, bearing in mind federal priorities with respect to overall immigration targets, the mix of economic to non-economic landings, limitations related to the number of applications for Immigrants destined to Prince Edward Island received and able to be processed by CIC missions abroad, and current processing times and departmental priorities.

4.6 This Agreement does not preclude either Party from undertaking promotion and recruitment activities independently.

#### **5.0 Selection and Admissibility**

5.1 In accordance with the IRPA and the IRPR, Canada will have responsibility for:

- a. establishing selection criteria and selecting foreign nationals, taking into account the role of Prince Edward Island in nominating individuals within the provincial nominee class;
- b. determining Refugee status;
- c. prescribing classes of Immigrants; and



d. defining which persons are inadmissible to Canada.

5.2 Canada will consult with Prince Edward Island on the admission of visitors to the province for the purposes of receiving medical care and treatment, where such purposes are known at the time of admission.

5.3 Canada will consult Prince Edward Island regarding medical inadmissibility cases destined to Prince Edward Island in cases where Canada is considering issuance of a temporary resident permit. Prince Edward Island can make recommendations on whether medical inadmissibility cases should be permitted to come into Canada, where Canada is considering the issuance of a temporary resident permit destined to Prince Edward Island. However, for all applicants who pose a danger to the public health of Canadians, CIC will determine the final decision regarding medical inadmissibility.

## **6.0 Resettlement, Settlement and Integration**

6.1 Canada and Prince Edward Island recognize that full participation of newcomers in Canadian society is essential to achievement of the economic and social benefits of immigration policy and programs.

6.2 Canada and Prince Edward Island recognize the appropriate participation of stakeholders concerned with facilitating the settlement and integration of newcomers to Prince Edward Island, including municipal governments, education, health and human service sectors, immigrant and refugee serving agencies, religious and ethnic organizations, labour and business groups, as well as individuals.

6.3 Canada and Prince Edward Island agree to consult on information about the general settlement situation of Immigrants, as well as movements of Temporary Residents, in order to inform policy and program development and research, in accordance with respective federal and provincial privacy laws.

6.4 Canada agrees to maintain its role in providing programs for Refugees resettled from abroad that offer income support and address immediate and essential services to government-assisted refugees during their initial period in Canada.

6.5 Canada agrees to maintain its leadership role in providing programs to assist with the settlement and integration of Immigrants in Prince Edward Island.

6.6 Should new arrangements for realignment of settlement and integration services be agreed upon, including administration, delivery and funding, the roles and responsibilities of Canada and Prince Edward Island with respect to settlement and integration could be the subject of an Annex to this Agreement, or of a separate agreement.

6.7 Canada agrees to provide appropriate, fair and ongoing funding for settlement services delivered in Prince Edward Island under an allocation model, that will be developed in consultation with provinces and territories and that could include the following factors:

- a. relative demand for services will be based largely on recent share of landings of Immigrants and Refugees to provinces and territories;
- b. Immigrant and Refugee characteristics such as language ability will be considered as service demand factors; and
- c. the volatility and predictability of funding will be managed to minimize fluctuations in service levels.

6.8 Canada will inform Prince Edward Island by March 31 of each year of the amount of funding to be available nationally for settlement services for the subsequent two fiscal years, subject to appropriations by Parliament.

6.9 Canada will inform Prince Edward Island by November 1 of each year of its share of recent immigration for the purposes of calculating the province's allocation of federal funds available for settlement services for the next fiscal year.

6.10 Canada and Prince Edward Island will continue to consult each other, as well as stakeholders concerned on services and programs available to Immigrants and Temporary Residents in the Province.

6.11 Canada and Prince Edward Island agree to participate in provincial and local mechanisms for co-operation on settling and integrating Immigrants.

6.12 Canada will work in cooperation with Prince Edward Island to secure better recognition of the foreign qualifications of permanent residents and their more rapid integration into the labour market. This does not preclude either Party from taking independent action to address qualifications recognition in Prince Edward Island.

6.13 Canada and Prince Edward Island will work together to promote full participation of Immigrants in Prince Edward Island and Canadian society, while recognizing Canada's responsibility for determining conditions related to the granting of Canadian citizenship.

## **7.0 Information Sharing and Research**

7.1 In the interest of immigration levels planning, policy development, program design and evaluation, program delivery and integrity, research, and efforts to reduce overlap and avoid duplication, Canada and Prince Edward Island agree to cooperate by exchanging information and sharing research results, subject to sections 7.6 and 7.7 below, and which may require

developing formal mechanisms, such as a Memorandum of Understanding (MOU) on information sharing.

7.2 Canada, in consultation with Prince Edward Island, will investigate the possibility of putting in place a means to provide Prince Edward Island with adequate access to current and future case processing systems in support of the administration of the Provincial Nominee Program.

7.3 Canada and Prince Edward Island agree to encourage immigration research, to consult annually on research priorities and planned research activities, and to cooperate on common research initiatives, as appropriate.

7.4 Canada and Prince Edward Island agree to inform each other in a timely manner of any immigration-related information sharing and research agreements or formal negotiations with government departments, municipalities and other parties concerned under provincial jurisdiction, such as school boards, professional, occupational and similar licensing bodies, quasi-governmental organizations and provincial Crown corporations, settlement agencies, and immigrant serving agencies.

7.5 Canada and Prince Edward Island will establish mutually acceptable procedures, subject to sections 7.6 and 7.7 below, for Canada to provide statistical reports to Prince Edward Island on:

- a. individuals destined to Prince Edward Island whose immigration applications are being considered by Canada;
- b. the issuance of immigrant visas to persons destined to the Province;
- c. landings of persons destined to the Province;
- d. temporary resident permits, work permits, and study permits issued to applicants destined to the Province; and
- e. additional reports as agreed to by both Parties.

7.6 Canada and Prince Edward Island will ensure that any exchange of information, particularly personal information, will be conducted in accordance with applicable federal and provincial legislation and in accordance with their respective policies relating to protection of privacy, access to information and security of records.

7.7 All agreements between the Parties will provide for the exchange or sharing of personal information in accordance with:

- a. the *Privacy Act* and supporting guidelines on Privacy and Data Protection and the Government of Canada Security Policy and supporting operating directives and guidelines covering the administrative, technical and physical safeguarding of any personal information; and
- b. The Freedom of Information and Protection of Privacy Act of the Province of Prince Edward Island, whichever shall apply.

## 8.0 Program Integrity

8.1 Recognizing that it is in their mutual interest and benefit, Canada and Prince Edward Island will work together to ensure that their respective programs, as they relate to Immigrants and Temporary Residents, respect the program and policy interests of Canada and Prince Edward Island.

8.2 Canada and Prince Edward Island will cooperate, to the extent possible, with respect to ensuring the integrity of their respective programs, including, but not limited to such activities as: sharing information, conducting research and establishing mutual reporting arrangements; auditing, program evaluation, and investigating potential program abuse. Canada and Prince Edward Island will also work collaboratively with agencies, as required, to address issues relating to admissibility.

8.3 The commitment to cooperation pursuant to section 8.2 shall not be interpreted by either Party to impose legal, financial or other obligations beyond specific arrangements and conditions which are already in operation or are mutually agreed upon.

8.4 Canada and Prince Edward Island will consult on the development and implementation of national measures to recognize immigration representatives. Canada recognizes Prince Edward Island's right to develop and implement its own measures consistent with provincial jurisdiction and federal legislation.

## 9.0 Implementation

9.1 A Joint Program Management Committee will be established with a general mandate to oversee the implementation of this Agreement, including exchanging information relevant to the activities of this committee, acting as the forum for the annual consultation on immigration levels, and addressing policy or operational issues that have an impact on the implementation of this Agreement.

9.2 The Joint Program Management Committee will meet at least once annually and will be co-chaired by the Regional Director General for the Atlantic Region, the Director of Intergovernmental and Stakeholder Relations of Citizenship and Immigration Canada and the Director of Immigration Services, Department of Innovation and Advanced Learning, Government of Prince Edward Island, and their successors or designates. Members of this committee will include, as appropriate, Citizenship and Immigration Regional and National Headquarters officials and representatives of federal departments and provincial ministries responsible for programs and services related to immigration.

9.3 The Joint Program Management Committee may establish, by mutual agreement, ad hoc groups or sub-committees, with



third party participation if appropriate, for the purpose of implementing this Agreement

9.4 In the case of a dispute or disagreement under this Agreement, Canada and PEI officials will attempt to resolve the matter.

9.5 Procedures for addressing disputed issues will be determined by the Joint Management Committee. Such procedures will be flexible, provide equal opportunities for representation by each Party, establish clear time limits and ensure clarity for the implementation of final decisions.

## **10.0 General Provisions**

10.1 Canada and Prince Edward Island will take all reasonable measures necessary to implement this Agreement.

10.2 Canada and Prince Edward Island agree to consult each other with reasonable advance notice when either Party is contemplating a policy, program or legislative change that could have a significant impact, fiscal or otherwise, on the other Party and on the operation of this Agreement.

10.3 In keeping with the purpose and scope of this Agreement, Canada will be open and transparent concerning its intention to enter into agreements with other provinces relating to immigration and Canada will provide, at Prince Edward Island's request, other federal-provincial agreements made under subsection 8(1) of the IRPA and subsection 5(1) of the DCIA, and will negotiate amendments to this Agreement, including any annex to this Agreement, taking into consideration the different needs and circumstances of the provinces.

10.4 The French and English language versions of this Agreement are equally authoritative.

10.5 Canada and Prince Edward Island will provide advance notice to each other of announcements relating to funding and new initiatives relevant to the Agreement and, where appropriate, explore the possibility of joint communications by the Parties.

10.6 This Agreement may be amended by the mutual written consent of the Parties, subject to any required approval or authorization, including the approval of the Governor in Council.

10.7 The Joint Program Management Committee will from time to time, and not less than every five (5) years, review this Agreement for the purpose of determining whether any amendments pursuant to section 10.5 are desired.

10.8 Either Party may terminate this Agreement at any time by providing at least twelve (12) months notice in writing to the other Party. Upon notice of termination, the Joint Program Management Committee will negotiate a transition strategy.

10.9 In the event of a conflict, specific arrangements for duration, amendments and termination as detailed in the Annex to this Agreement take precedence over sections 10.6 and 10.7. The termination of the Annex to this Agreement does not affect the continuation of the General Provisions. Similarly, the termination of the General Provisions does not affect the continuation of the Annex, and all of the provisions of this Agreement necessary to give full force and effect to the intent of the Annex will survive any termination of the Agreement.

10.10 Any notice to Canada must be sent to:

Deputy Minister  
Citizenship and Immigration Canada  
365 Laurier Avenue West  
Ottawa, Ontario K1A 1L1

Any notice to Prince Edward Island must be sent to :

Deputy Minister  
Innovation and Advanced Learning  
Government of Prince Edward Island  
Shaw Building, 5th Floor  
105 Rochford Street  
P.O. Box 2000  
Charlottetown, PE  
C1A 7N8

10.11 Any notice, information or document provided for under this Agreement may be delivered or sent by letter, electronic mail or facsimile, postage or other charges prepaid. Any notice that is delivered will be deemed to have been received on delivery; any notice sent by electronic mail or facsimile will be deemed to have been received one working day after having been sent, and any notice mailed will be deemed to have been received eight (8) calendar days after being mailed.

10.12 This Agreement supersedes the prior agreement dated March 29, 2001.



10.13 This Agreement will come into force when signed by the last of the Parties to do so.

**IN WITNESS WHEREOF** this Agreement has been signed by the Parties on the dates written below.

**FOR THE GOVERNMENT OF CANADA**

\_\_\_\_\_  
The Honourable Diane Finley  
Minister, Citizenship and Immigration

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Date

**FOR THE GOVERNMENT OF PRINCE EDWARD ISLAND**

\_\_\_\_\_  
The Honourable Richard Brown  
Minister, Innovation and Advanced Learning

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Date

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**Annex A – Provincial Nominees**

**1.0 Preamble**

1.1 Both Parties recognize that Prince Edward Island has particular labour market needs and circumstances and that these can be accommodated through the Prince Edward Island Immigrant Nominee Program insofar as they are not incompatible with national immigration policy.

1.2 Both Parties recognize the importance of supporting and assisting the development of minority official language communities in Prince Edward Island.

**2.0 Purpose and Objectives**

2.1 The objective of this Annex is to increase the economic benefits of immigration to Prince Edward Island, based on economic priorities and labour market conditions, by providing Prince Edward Island with a mechanism to admit Provincial Nominees to Prince Edward Island while taking into account the importance of supporting and assisting the development of minority official language communities in Prince Edward Island.

2.2 To admit Prince Edward Island Provincial Nominees for permanent residence as expeditiously as possible, taking into account:

- a. Prince Edward Island's Provincial Nominee levels plan;
- b. Canada's immigration projections;
- c. statutory requirements; and
- d. operational and resource constraints, as well as service standards as developed.

**3.0 Assessment and Nomination**

3.1 Prince Edward Island has the sole and non-transferable responsibility to assess and nominate candidates who, in Prince Edward Island's determination:

- a. will be of benefit to the economic development of Prince Edward Island; and
- b. have a strong likelihood of becoming economically established in Prince Edward Island.

3.2 Provincial Nominee applicants may be nominated on the basis of economic benefit to Prince Edward Island, including long-term regional growth and community development.

3.3 In exercising its nomination authority under this Agreement, Prince Edward Island will follow the procedures and criteria for nomination established by Prince Edward Island, as amended from time to time. Prince Edward Island will share its criteria with Canada and keep written records of its assessments of its nominees against those criteria.

3.4 Prince Edward Island will develop an annual Provincial Nominee plan based on principles established by Prince Edward Island, and will share this plan with Canada.

3.5 Prince Edward Island's annual Provincial Nominee plan will be submitted to Canada in a timely manner to allow for levels planning for the following year. Canada undertakes to incorporate Prince Edward Island's Provincial Nominee objectives into the operational targets set for visa offices. The targets, which will be agreed to by both Parties, may be exceeded at any time during the year, upon agreement by both Parties.

3.6 Prince Edward Island will issue a dated Certificate of Nomination, valid in accordance with Prince Edward Island's administrative requirements for each Provincial Nominee. For security reasons, Prince Edward Island will forward a copy of the certificate to the mission where the candidate will apply for admission. A nomination certificate received directly from the candidate or other Parties will not be accepted as evidence pursuant to sections 3.8 and 3.9.

3.7 Canada agrees to process applicants nominated for permanent resident status by Prince Edward Island as expeditiously as possible with a view to achieving targets that have been integrated into Canada's annual delivery plan.

3.8 Upon receipt of the Certificate of Nomination from Prince Edward Island, Canada will:

- a. exercise the final selection in accordance with the relevant regulations;
- b. determine the admissibility of the nominee and his or her dependants with respect to legislative requirements including health, criminality and security; and
- c. issue permanent resident visas to Provincial Nominees and accompanying dependants who meet all the eligibility and admissibility requirements of the *Immigration and Refugee Protection Act* and Regulations and of this Annex.

3.9 Canada will consider a Certificate of Nomination issued by Prince Edward Island as a determination that admission is of benefit to the economic development of Prince Edward Island and that Prince Edward Island has conducted due diligence to ensure that the applicant has the ability and is likely to become economically established in Prince Edward Island.

3.10 Processing of applications and issuance of visas may continue beyond the calendar year in which the Certificate of Nomination was issued.

3.11 Should Canada determine that an individual nominated by Prince Edward Island is likely to be refused a permanent resident visa based on the applicant's membership in the Provincial Nominee Class as per the *Immigration and Refugee Protection Regulations*, Prince Edward Island will be notified immediately and consulted regarding the reasons for possible refusal.

3.12 Prince Edward Island may raise concerns or seek clarification from the assessing officer at the relevant mission with respect to a potential refusal, where the refusal is based on an applicant's membership in the Provincial Nominee Class as per the *Immigration and Refugee Protection Regulations*, within ninety (90) days from the date of being advised by Canada. Further representation, if necessary, may be made to the program manager at the mission within the 90-day period.

3.13 Should Canada determine that an individual nominated by Prince Edward Island is likely to be refused a permanent resident visa based on the applicant's admissibility as per the *Immigration and Refugee Protection Act* and Regulations, Canada will forward a copy of the refusal letter to Prince Edward Island.

3.14 Where an individual nominated by Prince Edward Island has received a job offer from a Prince Edward Island-based employer, the responsible Canadian visa officer may issue a temporary work permit pursuant to the *Immigration and Refugee Protection Regulations*, if the work permit application includes a letter from Prince Edward Island that:

- a. states that the nominated individual is urgently required by the employer; and
- b. determines that:
  - i. the job offer is genuine and would create economic, social or cultural benefits or opportunities;
  - ii. the employment is not part-time or seasonal; and
  - iii. the wages and working conditions of the employment would be sufficient to attract and retain Canadian citizens, and
- c. requests the visa officer to issue a temporary work permit.

3.15 Prince Edward Island will not issue a Certificate of Nomination to anyone whose employment will affect the settlement of any labour dispute or affect the employment of a person involved in such a dispute, or where their employment will adversely affect employment or training opportunities for Canadian citizens or permanent residents in Prince Edward Island.

#### **4.0 Promotion and Recruitment**

4.1 In furtherance of the objectives of this Annex, Prince Edward Island will undertake active recruitment initiatives designed to implement its strategy on immigration including:

- a. participation at trade fairs and other targeted missions;



- b. development of promotional materials describing the nature and quality of life in Prince Edward Island;
- c. provision of information on a Prince Edward Island-maintained website to prospective permanent residents on occupation certification and business requirements for working in Prince Edward Island;
- d. preparation of information for staff working in Canadian missions abroad; and
- e. consultation with representatives of the francophone community in Prince Edward Island.

4.2 Canada agrees to make all practical efforts to assist Prince Edward Island to identify prospective permanent residents to fulfill Prince Edward Island's targets in its immigration strategy (subject to limitations imposed by conditions faced at missions at the relevant times, including competing promotional interests of other provinces and territories), including:

- a. directing potential applicants through Immigration Canada's website, to visit the Prince Edward Island website;
- b. displaying promotional materials provided by Prince Edward Island at selected missions abroad;
- c. participating in provincially initiated missions to attract permanent residents within the limits of mission resources; and
- d. inviting Prince Edward Island to participate, as appropriate, in training or information sharing exercises with program managers and other mission staff to communicate the province's specific needs and opportunities.

## 5.0 Program Evaluation and Information Exchange

5.1 Canada and Prince Edward Island recognize the importance of evaluating the Provincial Nominee Program in order to determine its impacts and outcomes in Prince Edward Island. Accordingly, immediately following the date of the signing of the Agreement, Canada and Prince Edward Island will negotiate an evaluation activity plan that will ensure that sufficient data and analysis are completed and available at appropriate intervals so that it might form the basis of discussions regarding the modification of this Annex.

5.2 Subject to 5.3, Canada and Prince Edward Island agree to share information on prospective and actual permanent residents so as to aid in the evaluation and management of Prince Edward Island's Provincial Nominee Program. This will include information with respect to the retention of Prince Edward Island's Provincial Nominees within the province and the community to which the nominee was originally destined.

5.3 Canada and Prince Edward Island will ensure that any exchange of information shall be conducted in accordance with applicable federal and provincial legislation and in accordance with their policies relating to protection of privacy, access to information and security of records.

5.4 In order to facilitate the exchange of information between Canada and Prince Edward Island, Prince Edward Island will obtain from each nominee and his or her dependents a signed release allowing Canada to share with Prince Edward Island information regarding the nominee's application, including the processing thereof.

## 6.0 Other

6.1 The designated representatives for the purpose of communication and notification pursuant to this Annex are:

- a. for Canada, the Director, Permanent Resident Policy and Programs, Immigration Branch; and
- b. for Prince Edward Island, the Director, Prince Edward Island Provincial Nominee Program.

6.2 The Ministers or their designates shall meet **at least once annually**, for the purposes of:

- a. ensuring that necessary communication for the furtherance of activities under this Annex takes place, including the exchange of information regarding likely processing times for Provincial Nominees, and ways that Canada and Prince Edward Island can cooperate to optimize these processing times; and
- b. providing a forum for the consideration and resolution of disputes between the Parties with respect to the selection decisions of Canada regarding the admission, or denial of admission, of specific Provincial Nominee candidates.

6.3 Practices under this Annex are subject to audit by the respective audit and evaluation agencies of Canada and Prince Edward Island. The Parties agree to provide full cooperation and information if, when and where such audits take place.

6.4 Subject to section 6.5, this Annex will remain in effect indefinitely.

6.5 This Annex may be amended at any time by mutual written consent, subject to any required approval or authorization, including the approval of the Governor in Council.

6.6 This Annex may be terminated by either Party by written notice provided at least twelve (12) months in advance.

6.7 In keeping with the purpose and scope of this Annex, Canada will be open and transparent concerning its intention to enter into agreements with other provinces respecting Provincial Nominee Programs and Canada will provide, at Prince Edward Island's request, other federal provincial agreements made under subsection 8(1) of the *Immigration and Refugee Protection Act* and subsection 5(1) of the *Department of Citizenship and Immigration Act*, and will negotiate amendments to this Annex, taking into consideration the different needs and circumstances of the provinces.

6.8 Prince Edward Island shall not nominate, as a Provincial Nominee, any applicant who intends to enter, has agreed to

enter, or has entered into a “passive investment proposal”, as described in subsection 87(6) of the *Immigration and Refugee Protection Regulations*, or any amendments thereto.

6. 9 Prince Edward Island will advise Canada on any proposed arrangement to be entered into with another party to carry out Prince Edward Island’s nomination responsibilities under this Annex.

## Appendix 6 List of countries with which Canada has an international youth mobility agreement

Source: <http://www.international.gc.ca/experience/agreements-ententes/>

- Australia
- Austria
- Belgium\*
- Chile
- CzechRepublic
- Denmark
- Estonia
- France\*
- Germany
- Hong Kong
- Ireland
- Italy\*\*\*
- Japan
- Korea, Republic of
- Latvia
- Lithuania
- Mexico
- Netherlands\*\*\*
- New Zealand
- Norway
- Poland
- Slovenia
- Spain\*\*\*
- Sweden
- Switzerland
- Taiwan
- United Kingdom

## Appendix 7 List of Member States and Governments of the IOF

Source:<http://www.francophonie.org/Welcome-to-the-International.html>

### **57 Member States and Governments :**

Albania, Principality of Andorra, Armenia, Kingdom of Belgium, French Community of Belgium, Benin, Bulgaria, Burkina Faso, Burundi, Cambodia, Cameroon, Canada, Canada-New-Brunswick, Canada-Quebec, Cape Verde, Central African Republic, Chad, Comoros, Congo, , Cyprus, Democratic Republic of the Congo, Djibouti, Dominica, Egypt, Equatorial Guinea, France, Gabon, Ghana, Greece, Guinea, Guinea-Bissau, Haiti, Ivory Coast, Laos, Lebanon, Luxembourg, Republic of Macedonia, Madagascar, Mali, Morocco, Mauritius, Mauritania, Moldova, Monaco, Niger, Qatar, Romania, Rwanda, Saint Lucia, São Tomé and Príncipe, Senegal, Seychelles, Switzerland, Togo, Tunisia, Vanuatu, Vietnam.

### **20 Observers :**

Austria, Bosnia and Herzegovina, Croatia, Czech Republic, Dominican Republic, Estonia, Georgia, Hungary, Latvia, Lithuania, Montenegro, Mozambique, Poland, Serbia, Slovakia, Slovenia, Thailand, Ukraine, United Arab Emirates, Uruguay.

## Appendix 8 Description of Destination Canada

Source: <http://www.cic.gc.ca/english/hire/jobfair.asp>

### Destination Canada Job Fair

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#### Recruit temporary or permanent francophone employees

The Destination Canada Job Fair gives Canadian employers access to workers with a wide variety of skills in France, Belgium and Tunisia.

Through presentations in Paris and Brussels by the [Embassy of Canada in France](#), up to 800 pre-screened participants each day will discover the country's diversity and learn about the opportunities to work temporarily or live permanently in Canada.

Representatives of Canada's provinces and territories as well as francophone communities across the country are also participating and giving participants a taste of the diverse immigration opportunities and the services that can help them get settled once they arrive in Canada.

Canadian employers who have job offers in the fields of hospitality, translation, IT, multimedia, engineering, education, health care, agriculture, transportation, skilled trades, or others, are welcome to register directly on the [Destination Canada website](#).

Your recruitment efforts will be supported by employment counsellors specialized in international mobility – a guarantee that your needs will be understood and the best candidates identified.

There is no fee for booth or equipment rental for Canadian employers and no participation fee for candidates.

#### 2012 Edition in numbers

- 4,600 candidates (selected over 20,000 participant submissions)
- Over 70 employers, representatives from Canadian provinces and territories, regional and municipal governments, and francophone organizations were available on-site in Paris and Brussels
- Seven employers met with 325 candidates in Tunis
- 213 job profiles, over 1,000 job postings by over 80 employers

## Appendix 9 Descriptions of BIC and LIC for the PEIPNP

Source: [www.opportunitiepei.ca](http://www.opportunitiepei.ca)

### Skilled Worker Stream

Prince Edward Island employers wishing to hire a potential new employee they have identified outside of Canada may do so through nomination via the Skilled Worker Stream. Those potential nominees who possess the necessary skills and falls under the National Occupational Classification (NOC) skill level O, A or B are eligible provided they have obtained a post-secondary degree/diploma and experience in the intended profession.

#### Skilled Worker Selection Criteria

Under the Skilled Worker Stream, the applicant:

- Must have a full-time job offer from a Prince Edward Island employer at a NOC skill level O, A or B.
- Must have a valid work permit if currently employed by a Prince Edward Island employer.
- Must have legal status in country of residence.
- Must be able to attend an interview at the Office of Immigration, Settlement and Population, if required.
- Must have completed post secondary education with a minimum of fourteen (14) years of education.
- Must be between 21 and 59 years of age.
- Should have at least two years of full-time work experience within the past five (5) years.
- Must possess sufficient English and/or French language ability to perform the job offered by a Prince Edward Island employer. Language ability can be verified by one of the following:
  - An International English Language Testing System (IELTS) test result with a minimum band score of 4.0; or
  - Declaration of language ability from the Island employer offering the full time job; or
  - Educational/training documents from an internationally recognized institution, indicating the principal language studied/communicated was in English and/or French.
- Must demonstrate sufficient settlement supports and financial resources, including transferable funds, in order for the applicant and family to pay the immigration costs and travel expenses to establish in Prince Edward Island.
- Must demonstrate genuine intention to settle in Prince Edward Island.

#### Skilled Worker Employer Requirements

The employer is responsible for ensuring:



- Employment is full-time (training, internship or apprenticeship positions that terminate on a specific date will NOT be considered)
- Employment in the intended occupation is consistent with the applicant's ability to perform the job based on the applicant's education, training and/or experience.
- Employment terms and conditions meet all applicable provincial and federal employment workplace standards and the comparable industry wage rate.
- Employment of the applicant does not contravene existing bargaining unit agreements or employment disputes.
- Employment is in Prince Edward Island.
- Employment that requires provincial licensing or accreditation has been verified to ensure the applicant has the necessary credentials to be eligible to work in the occupation in Prince Edward Island.
- Employment contract is provided, which includes the terms and conditions of the full-time job offer, signatures of the authorized signing officer of the company, and the employee (applicant) accepting the offer including conditions for employment.
- Settlement support is provided to the applicant and the family to help them establish.
- Labour Market Opinion (LMO) is provided, if applicable.
- Attendance at an interview at the Office of Immigration, Settlement and Population, if required.
- Documentation is provided to demonstrate effort to recruit for the intended profession has been unsuccessful through efforts within Canada and the position is critical to the operation of the employers business.

### Critical Worker Stream

Today's innovation and primary sectors require skills and training that are not always available in Prince Edward Island's or Canada's labour pool. As labour shortages grow, Prince Edward Island employers continue to have difficulty filling positions.

Prince Edward Island Employers that have hired a foreign worker may support that worker to obtain permanent residency to Canada through the PEI PNP Critical Worker Stream. The PEI PNP helps to facilitate filling labour market shortages through enabling foreign workers to apply to become permanent residents. The job being offered must fall under the National Occupational Classification (NOC) skill level C or D which requires the completion of a minimum of 12 years of education, equivalent to a high school diploma or on the job training.

The Critical Worker Stream is a pilot program to be reviewed annually for both the impact on the industries represented and the occupations selected to participate. There are five occupations selected for initial inclusion: truck drivers, customer service representatives, labourers, food & beverage servers and housekeeping attendants.

### Critical Worker Selection Criteria

Under the Critical Worker Stream, the applicant:

- Must have a full-time job offer from a Prince Edward Island employer at a NOC skill level C or D in one of the following occupations: truck driver, customer service representative, labourer, food & beverage server and housekeeping attendant.
- Must have worked a minimum of 6 months full-time for the Prince Edward Island employer.
- Must have a valid work permit.
- Must have legal status in country of residence.
- Must be able to attend an interview at the Office of Immigration, Settlement and Population, if required.
- Must have completed a minimum of 12 years of education and received a high school diploma.
- Must be between 21 and 59 years of age.
- Should have at least two years of full-time work experience within the past five years.
- Must provide a valid International English Language Testing System (IELTS) test result with a minimum band score of 4.0 obtained within the last 2 years. You must score at minimum the numerical value for each category: listening 4.5; reading 3.5; writing 4; speaking 4.
- Must demonstrate sufficient settlement supports and financial resources, including transferable funds, in order for the applicant and family to pay the immigration costs and travel expenses to establish in Prince Edward Island.
- Must demonstrate genuine intention to settle in Prince Edward Island.

The employer is responsible for ensuring:

- Employment is full-time (training, internship or apprenticeship positions that terminate on a specific date will NOT be considered).
- Employment in the intended occupation is consistent with the applicant's ability to perform the job based on the applicant's education, training or experience.
- Employment terms and conditions meet all applicable provincial and federal employment workplace standards and the comparable industry wage rate.
- Employment of the applicant does not contravene existing bargaining unit agreements or employment disputes.
- Employment is in Prince Edward Island.
- Employment that requires provincial licensing or accreditation has been verified to ensure the applicant has the necessary credentials to be eligible to work in the occupation in Prince Edward Island.
- Employment contract is provided, which includes the terms and conditions of the full-time job offer, signatures of the authorized signing officer of the company, and the employee (applicant) accepting the offer and conditions of employment.
- Settlement support is provided to the applicant and the family to help them establish.
- Labour Market Opinion (LMO) is provided.
- Attendance at an interview at the Office of Immigration, Settlement and Population, if required.
- Documentation is provided to demonstrate effort to recruit for the intended profession has been unsuccessful within Canada and the position is critical to the operation of the employers business.



## Appendix 10 Francophone Advantage Program – Expedited Work Permits for French-speaking candidates

Source: Canadian Embassy in France

### **Facilitated Work Permits for French-speaking candidates destined to Minority Francophone Communities**

**French-speaking candidates** recruited for **temporary employment** in **managerial, professional or technical occupations and skilled trades**, included in Skill Type 0 or Skill Level A or B of the National Occupational Classification (NOC), and who will be **working in a province or territory other than Quebec**, can benefit from **streamlined and accelerated** processing of their Work Permit applications. Please consult the website of National Occupational Classification:  
<http://www5.hrsdc.gc.ca/NOC/English/NOC/2011/Welcome.aspx>

This initiative reflects the Government of Canada's commitment to promote linguistic duality and supports the objectives of the *Immigration and Refugee Protection Act* to enrich the bilingual character of Canada and assist the development of minority official language communities in Canada.

We are prepared to process these Work Permit applications **without a Labour Market Opinion (LMO)** and with an average processing time of 2 weeks (4 weeks if a medical examination is required).

You can inform potential employers in Canada of this exemption which simplifies the hiring process, and of the fast processing time for work permit applications submitted to our visa office.

If you obtain a job offer and want to make sure this LMO exemption applies:

- 1) Send an email to [paris-immigration@international.gc.ca](mailto:paris-immigration@international.gc.ca)
- 2) Put FRANCOPHONE SIGNIFICANT BENEFIT in the subject line.
- 3) Include the following information:
  - family name as it appears in the passport
  - given name(s) as in the passport
  - date of birth

- title of the position with the NOC code if you know it
  - city and province/territory where the job will be based
  - expected start date
- 4) Attach a copy of the job offer including the title, duties and salary.

We will communicate with you with specific instructions for submitting the Work Permit application.

## Appendix 11 Description of LIENS project

Source: <http://www.rdeeipe.net/liens/>

After examining the results of a study that identified gaps in economic immigration services in French on Prince Edward Island, the first phase of a project was developed to improve Francophone economic integration in the province. The goal of the project is threefold:

- To increase awareness of Francophone economic immigration and its importance
- To educate employers on how to proceed for hiring permanent residents and new international Canadian citizens who speak a minority language
- To create connections between new Francophone immigrant entrepreneurs and experienced Island entrepreneurs, employers and services.

The project will offer a series of three workshops for employers, develop promotional and awareness building activities as well as develop a connection program between new immigrant entrepreneurs and experienced entrepreneurs.

The *LIENS* project seeks to increase the population of PEI by creating a more welcoming business and employability environment for the integration of Francophone immigrants. The project will liaise with chambers of commerce in PEI. The following project activities will take place from September 2012 to March 2013:

- The development of a French promotional video to promote the importance of economic immigration on PEI
- The establishment of closer relationships with the PEI Connect Program and other programs and services focussing on economic integration
- Insertion of Francophone economic information of interest to immigrants and entrepreneurs/employers in the PEI Newcomers Guide and updates of Web sites and newsletters
- The delivery of three workshops aimed at employers to build awareness concerning employment of Francophone immigrants

## Appendix 12 Working Holiday Visa Program

Source: <http://www.international.gc.ca/experience/index.aspx?lang=eng>

 Foreign Affairs, Trade and Development Canada    Affaires étrangères, Commerce et Développement Canada

[Home](#) > [International Experience Canada](#) > [For Canadians - Travel and Work Abroad](#) > [Choose Your Experience](#)

### Select a Category - Working Holiday



*"[Through IEC] My goal had been achieved: I had visited a new part of the world without getting into debt, improved my English and made new friends."* Valerie Cardinal, Working Holiday, Australia

### Travel and Work Abroad for up to One Year

If you're between the ages of 18 and 35, your next life's adventure could take you just about anywhere! Why not travel and work abroad through [International Experience Canada \(IEC\)](#)?

Travel and work abroad experiences are a great way to:

- See a new country;
- Immerse yourself in another culture;
- Learn or perfect another language
- Meet new people.

The work portion of your trip lets you earn money abroad so that you can fund your travels during your extended stay. While you might not make enough for savings, it's a great way to afford side trips, other excursions and accommodations while you're away.

International Experience Canada secures bilateral reciprocal youth mobility arrangements and agreements with [different countries](#) around the world to make it easier for you to obtain a temporary work permit for up to one year.

**Imagine working in a pub in Dublin, a café in Rome, or at a surf shop at Bondi Beach in Australia... The possibilities are limitless!**

Canadian citizens have two options for planning a **Working Holiday**:

#### Independent Travel Abroad

- Do you have your dream year-long holiday abroad already mapped out?
- [Choose your destination](#).
- Make your own travel and accommodation arrangements.
- Please note: IEC does not help with financing, travel plans or job search.

#### Travel Abroad Through A Recognized Organization

- Need help planning your travel and work holiday abroad?
- [Choose your destination](#) and start the application process.
- Contact one of our [recognized organizations](#) (These are non-government organizations that charge a

## Appendix 13

### National Francophone Round Table on Immigration (Author's translation)

Source: [http://www.fcfa.ca/fr/Communiqués\\_21/Communiqués-2013\\_370#15%20octobre%202013](http://www.fcfa.ca/fr/Communiqués_21/Communiqués-2013_370#15%20octobre%202013)

The role of the National Table will, in particular, to identify the issues and priorities of Francophone immigration to ensure the alignment of actions at national, provincial / territorial and local levels and between various sectors and provide a clear picture of the realities of Francophone immigration as they live throughout the country. It will also make the link between communities and Citizenship and Immigration Canada.

Members include :

Suzanne Bossé, *Fédération des communautés francophones et acadienne du Canada*

Daniel Boucher, *Société franco-manitobaine (SFM)*

Gaël Corbineau, *Fédération des francophones de Terre-Neuve et du Labrador (FFTNL)*

Alain Dobi, *Réseau de soutien à l'immigration francophone du Centre-Sud-Ouest de l'Ontario;*

Geneviève Doyon, *Réseau en immigration francophone du Yukon*

Jocelyne Lalonde, *Association des universités de la francophonie canadienne (AUFC) et Consortium national de formation en santé (CNFS)*

Jean Léger, *Réseau de développement économique et d'employabilité (RDÉE Canada)*

Moussa Magassa, *membre provenant des communautés ethnoculturelles (Colombie-Britannique)*

Denis Perreux, *Association canadienne-française de l'Alberta*

Christophe Traisnel, *Université de Moncton*

Franklin LeukamWeledji, *membre provenant des communautés ethnoculturelles (Ontario)*





## Appendix 14 Planning Matrix for Immigration

Source:<http://www.cic.gc.ca/english/resources/publications/rpp/2013-2014/index.asp>

<b>2013 Plan Admissions Ranges</b>				
<b>Immigrant Category</b>	<b>Low</b>	<b>High</b>	<b>Admissions Target</b>	<b>% Mix*</b>
Federal Skilled Workers	53,500	55,300	55,300	
Federal Business	5,500	6,000	6,000	
Canadian Experience Class	9,600	10,000	10,000	
Live-in Caregivers	8,000	9,300	9,300	
Provincial Nominee Program	42,000	45,000	42,000	
Quebec-selected Skilled Workers	31,000	34,000	33,400	
Quebec-selected Business	2,500	2,700	2,600	
<b>Total Economic</b>	<b>152,100</b>	<b>162,300</b>	<b>158,600</b>	<b>62.3%</b>
Spouses, Partners and Children (including Public Policy on in-Canada spouses/partners without status)	42,000	48,500	48,300	
Parents and Grandparents	21,800	25,000	25,000	
<b>Total Family</b>	<b>63,800</b>	<b>73,500</b>	<b>73,300</b>	<b>27.2%</b>
Protected Persons in Canada	7,000	8,500	8,500	
Dependants Abroad of Protected Persons in Canada	4,000	4,500	4,500	
Government-assisted Refugees	6,800	7,100	7,100	
Visa Office Referred Refugees	200	300	200	
Public Policy–Federal Resettlement Assistance	500	600	600	
Privately Sponsored Refugees	4,500	6,500	6,300	
Public Policy–Other Resettlement Assistance	100	400	400	

2013 Plan Admissions Ranges				
Immigrant Category	Low	High	Admissions Target	% Mix*
Humanitarian and Compassionate Considerations	900	1,100	900	
<b>Total Humanitarian</b>	<b>24,000</b>	<b>29,000</b>	<b>28,500</b>	<b>10.5%</b>
Permit Holders	100	200	100	
<b>Total</b>	<b>240,000</b>	<b>265,000</b>	<b>260,500</b>	

\* Percentage of mix is derived using the midpoint of the planning ranges.

## Appendix 15 Mother tongue and knowledge of official languages

Source:(Statistics Canada, 2013)

► Table Summary

Geographic name	Mother tongue <sup>1</sup>							
	Total	English	French	Non-official language	English and French	English and non-official language	French and non-official language	English, French and non-official language
▼ ▲	▼ ▲	▼ ▲	▼ ▲	▼ ▲	▼ ▲	▼ ▲	▼ ▲	▼ ▲
<b>Canada <sup>1</sup></b>	<b>33,121,175</b>	<b>18,858,980</b>	<b>7,054,975</b>	<b>6,567,685</b>	<b>144,685</b>	<b>396,330</b>	<b>74,430</b>	<b>24,095</b>
Newfoundland and Labrador	509,950	497,565	2,480	8,790	465	585	45	25
Prince Edward Island	138,435	127,635	5,195	4,860	445	260	35	10
Nova Scotia	910,615	836,090	31,110	37,090	3,030	2,855	315	130
New Brunswick	739,900	479,935	233,530	18,395	6,580	1,115	245	90
Quebec <sup>1</sup>	7,815,955	599,230	6,102,210	961,700	64,800	23,435	51,640	12,950
Ontario <sup>1</sup>	12,722,065	8,677,040	493,300	3,264,435	46,605	219,425	13,645	7,610
Manitoba <sup>1</sup>	1,193,095	869,990	42,090	256,500	3,800	18,940	1,425	365
Saskatchewan <sup>1</sup>	1,018,310	860,500	16,280	129,035	1,730	9,850	750	175
Alberta <sup>1</sup>	3,610,180	2,780,200	68,545	698,930	8,410	49,970	2,945	1,185
British Columbia <sup>1</sup>	4,356,210	3,062,430	57,280	1,154,220	8,600	68,800	3,345	1,530
Yukon <sup>1</sup>	33,655	28,065	1,455	3,625	140	335	20	15
Northwest Territories <sup>1</sup>	41,035	31,375	1,080	8,045	75	445	15	5
Nunavut <sup>1</sup>	31,765	8,925	435	22,070	10	320	5	0

### Note(s):

<sup>1</sup> Refers to the first language learned at home in childhood and still understood by the individual at the time of the census (May 10, 2011).

▼ Table Summary

This table shows the population by mother tongue and selected age group. The column headings are: geographic name, CSD type and mother tongue. Mother tongue is further divided into: total, English, French, non-official language, English and French, English and non-official language, French and non-official language and English, French and non-official language. The rows are: geographic names along with their corresponding values.

Geographic name	CSD type	Mother tongue <sup>1</sup>							
		Total	English	French	Non-official language	English and French	English and non-official language	French and non-official language	English, French and non-official language
▼ ▲	▼ ▲	▼ ▲	▼ ▲	▼ ▲	▼ ▲	▼ ▲	▼ ▲	▼ ▲	
<b>Canada <sup>1</sup></b>		<b>33,121,175</b>	<b>18,858,980</b>	<b>7,054,975</b>	<b>6,567,685</b>	<b>144,685</b>	<b>396,330</b>	<b>74,430</b>	<b>24,095</b>
<b>Prince Edward Island</b>		<b>138,435</b>	<b>127,635</b>	<b>5,195</b>	<b>4,860</b>	<b>445</b>	<b>260</b>	<b>35</b>	<b>10</b>
Charlottetown, CY	CY	33,610	29,760	725	2,875	100	125	10	10
Cornwall, T	T	5,160	4,885	125	130	10	5	0	0
Stratford, T	T	8,575	7,920	225	370	35	20	5	0
Summerside, CY	CY	14,485	13,355	760	265	65	35	5	0

### Note(s):

<sup>1</sup> Refers to the first language learned at home in childhood and still understood by the individual at the time of the census (May 10, 2011).

► Table Summary

Geographic name	CD type	Knowledge of official languages <sup>1</sup>				
		Total	English only	French only	English and French	Neither English nor French
▼ ▲	▼ ▲	▼ ▲	▼ ▲	▼ ▲	▼ ▲	▼ ▲
<b>Canada <sup>1</sup></b>		<b>33,121,175</b>	<b>22,564,665</b>	<b>4,165,015</b>	<b>5,795,575</b>	<b>595,920</b>
<b>Prince Edward Island</b>		<b>138,435</b>	<b>120,590</b>	<b>130</b>	<b>17,005</b>	<b>715</b>
Kings	CTY	17,865	16,745	5	1,025	95
Prince	CTY	43,870	37,295	70	6,485	20
Queens	CTY	76,710	66,545	60	9,495	600

**Note(s):**

<sup>1</sup> Refers to the ability of the individual to conduct a conversation in English only, in French only, in both English and French, or in neither English nor French at the time of the census (May 10, 2011).