
IN SHORT SUPPLY

ADDRESSING LABOUR SHORTAGES IN THE TOURISM SECTOR THROUGH IMMIGRATION

**A Report Prepared for the Canadian Tourism Human Resource Council by the
Canadian Institute for Recognizing Learning**

September 16, 2005

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EXECUTIVE SUMMARY

The tourism industry is a fundamental component of the Canadian economy. It employs 1.7 million workers representing 11% of the national labour force in 164,000 business establishments. Industry experts project that over the next two decades the sector will expand at a rate that will strain human resource development beyond its current limits. By 2013, the sector's supply of workers will be 64% of what will be required if additional recruitment strategies are not undertaken. Labour shortages will increase as tourism employers compete with other industries for workers. A critical issue for the sector is, "How can the tourism industry grow if domestic labour market conditions do not supply sufficient numbers of workers?"

Tourism employers will likely need to use a combination of strategies to overcome this serious, long-term challenge: active promotion of the industry as a career choice, improvement to work and wage conditions, retention of older workers, enhanced workplace training opportunities, and higher recruitment of underrepresented groups such as the Aboriginal community, and immigrants. These kinds of strategies are currently being explored by the Canadian Tourism Human Resource Council (CTHRC). Included in this exploration is the potential of existing federal and provincial programs to increase the use of immigration as a worker recruitment mechanism.

This report provides an overview of three initiatives that hold potential to address skill shortages in the Canadian tourism sector by facilitating the permanent employment of internationally educated persons: the federal Foreign Worker Program, the nine provincial/territorial immigrant nominee programs, and the Post-graduation Work Permit for International Students. Emphasis is placed on the recruitment of workers from other countries into unregulated tourism occupations. The purposes of this overview are to inform employers of opportunities for recruitment, to provide a resource for organizations working with immigrants, and to identify new strategies to increase the labour supply.

Foreign Worker Program

The Foreign Worker Program helps employers fill positions for which there are skill shortages by authorizing the employment of foreign workers in Canada on a temporary basis. The Program includes several categories through which specific occupations have been targeted for an expedited work permit process.

The Foreign Worker Program also allows temporary foreign workers to transfer into Immigrant Nominee Programs and thus accelerate the permanent residency process. This creates two opportunities for tourism employers: first, employers with the capacity to recruit overseas can blend both programs to take advantage of temporary employment time periods to assess workers' performance before committing to long-term arrangements using Immigrant Nominee Programs; and secondly, employers who do not have the resources to transport new employees to Canada can hire foreign workers who have completed their temporary work terms in Canada and wish to obtain permanent residency.

A third component of the Foreign Worker Program is the *Pilot Project for Occupations Requiring at Most a High School Diploma or Job-specific Training*. This initiative is specifically designed to recruit overseas workers into jobs with low skill requirements.

Immigrant Nominee Programs

Immigrant Nominee Programs (sometimes called provincial nominee programs) are worker recruitment programs established by provincial and territorial governments in cooperation with Citizenship and Immigration Canada. They enable employers to recruit permanent workers from other countries in areas of labour demand, and they accelerate these workers' applications for work permits and permanent residency. The federal government initially supported the establishment of immigrant nominee programs because of their potential to improve the distribution of immigrants across the various regions and communities of Canada. Recent expansion of these programs has been based upon the federal government's decision to help provinces and territories to use immigration to meet their regional objectives.

Work Permits for International Student Graduates

International students represent another potential pool of immigrants. Although these students have traditionally been encouraged to return to their home country following completion of their postsecondary studies, the federal government has recently decided to encourage their permanent residency. In 2004, there were 41,419 international students studying in Canada at postsecondary or trade levels. They came primarily from South Korea, China, Japan, the United States, and France. Most were destined for educational institutions in Ontario, British Columbia, and Quebec.

There are currently four ways in which Canadian employers can hire international student graduates: through Post-graduation Work Permits, or permits obtained through the British Columbia Provincial Nominee Program, the Saskatchewan Immigrant Nominee Program, and the Manitoba Provincial Nominee Immigration Program. All of these programs present recruitment possibilities for the tourism sector.

The Need for Coordination, Collaboration and Support

The value that immigrant-serving agencies and other potential partners such as postsecondary institutions can bring to the process of integrating immigrants into the tourism sector is the subject of other studies currently underway by the CTHRC. It is important that a coordinated effort take place to bring the complementary elements of existing initiatives together and to ensure that employers make the best possible use of the skills and knowledge of all internationally trained workers.

Our growing experience with integration has produced many lessons about the need to support employers, institutions and immigrants in the process. Any strategies to promote immigrant recruitment and integration into the workforce must include mechanisms that will help these groups to work effectively in new and culturally dynamic environments (i.e. Canadian workplace orientation, diversity training, mentoring, essential skills and language training).

Conclusions

1. Growing labour shortages will constrain the growth of the Canadian tourism sector over the next two decades. It will be up to employers to maximize recruitment, training, and retention opportunities.

2. With few exceptions, the programs examined in this report do not currently target occupations in the tourism sector despite growing skill shortages; but the potential exists to increase employer participation.
3. A key factor affecting participation appears to be low employer awareness.
4. The Foreign Worker Program and most of the immigrant nominee programs require clear demonstrations of labour need and skill shortage. There is a need for more quantitative data on the tourism sector's labour market conditions. Further data collection and analysis are needed to confirm labour supply and demand projections, establish occupational priorities, identify desirable modifications to immigration and worker programs, and demonstrate to employers that their human resource solutions lay in part, in more effective, targeted use of internationally educated workers.
5. With one exception, all of the programs examined in this report require a confirmed offer of full-time employment. Employers have difficulty locating qualified candidates without incurring significant costs; foreign-trained workers in have difficulty finding employment commensurate with their qualifications. This is an area where employers can use and build on programs that already exist. The recent success of initiatives like Career Bridge and HireImmigrants.ca in Ontario demonstrates the potential of programs that match employers and suitably qualified immigrants.
6. There are few training partnerships between community colleges and tourism employers. Equally absent are partnerships between employers and immigrant-serving agencies. At the same time, the federal government and provinces are making hundreds of millions of dollars available for initiatives to improve the integration of immigrants into the Canadian workforce by supporting occupationally-based programs in essential and occupational skills training, language training, and Canadian workplace culture orientation. Current conditions present an opportunity for the CTHRC to facilitate fuller engagement of colleges and immigrant-serving agencies in the training of immigrants in tourism occupations.
7. The parameters of the federal Pilot Project for Occupations in the NOC's C and D skill categories appear to present potential for recruiting workers into skill shortage areas of the tourism sector. However, more information is needed.
8. The Post-Graduation Work Permit for International Students programs may be valuable vehicles for recruitment of management and professional workers in the tourism sector. However, limited information on their operation, challenges, and success is available.

Recommendations

Based on the above conclusions, this report offers 18 recommendations that urge the Canadian Tourism Human Resource Council to work toward increasing employer awareness and participation in immigration programs, improving available data on labour supply and demand and skill shortages, building on existing programs to support recruitment and training, and exploring new recruitment opportunities.

Specifically, it is recommended that the CTHRC:

Increase participation in immigrant programs by,

1. Establishing occupational and regional priorities for human resource development and engaging in direct, detailed talks with regional Foreign Worker Program officials and provincial/territorial immigrant nominee program officials on how their recruitment mechanisms could be combined to best serve the tourism sector.
2. Recommending to immigrant nominee programs that the number of workers permitted under immigrant nominee programs be reviewed and a number be established for participation by tourism employers.

Increase employer awareness by,

3. Enlisting the support of immigrant nominee officials in tourism's priority regions to conduct an awareness campaign to bring the availability and benefits of these programs to the attention of employers in the sector;
4. Organizing discussion sessions between groups of tourism employers with complementary needs and federal program officials in order to explore possible projects and strategies for collaboration.

Improve available data on labour supply and demand and skill shortages by,

5. Continuing to develop and enhance demographic and employment profiles and labour supply and demand projections of industry groups in the tourism sector;
6. Undertaking specific studies to identify priority occupations and those for which special accommodations or exception categories should be applied;
7. Conducting employer surveys similar to those conducted by Industry Canada to gauge labour supply issues on a regular basis;
8. Formally requesting that Citizenship and Immigration Canada and relevant provincial/territorial departments provide more public data on the operations of these programs including occupational breakdowns, types of employers, workers' source countries, participation rates of workers and employers in program sub-categories, and any evaluations that have been completed;
9. Recommending to CIC that a pan-Canadian evaluation of immigrant nominee programs be undertaken and the results made publicly available.

Build on existing programs to support recruitment and training by,

10. Entering into discussions with Career Bridge to explore the possibility of including priority tourism occupations in their internship program;
11. Investigating the possibility of using other immigrant employment support programs such as the mentoring program operated by the Toronto Region Immigrant Employment Council, Vancouver's Community Bridging Program, and the national Host Program supported by Citizenship and Immigration Canada in communities across the country.
12. Entering into discussions with SkillsInternational to explore the possibility of including priority tourism occupations in their database of skilled workers and promoting SkillsInternational with employers in the sector.
13. Investigating the existence of similar programs in tourism's priority regions with a view to developing regional web-based worker databases for tourism employers;

14. Investigating the possibility of strategic links with the Association of Community Colleges of Canada (ACCC) and CON-NECT in Ontario to explore areas of common interest and opportunity and facilitate cooperation;
15. Surveying employers, immigrant-serving agencies, and colleges in priority regions for their interest in participating in occupationally-based training partnerships that are geared to orienting tourism-employed foreign workers, provincial nominees and recently landed immigrants;
16. Conducting presentations at complementary conferences and symposia, particularly the biannual, national Recognizing Learning Conference on strategies the sector is undertaking to promote the recognition of immigrant skills for employment.

Explore new recruitment opportunities by,

17. Making inquiries at the highest possible level of HRSDC to explore to potential use of the *Pilot Project for Occupations Requiring at Most a High School Diploma or Job-specific Training* to recruit workers for lower skill level jobs.
18. Entering into discussions with Citizenship and Immigration Canada and immigrant nominee program officials in priority regions to obtain more detailed information on their programs to recruit postsecondary graduates and determine the best methods of improving awareness and program access by employers in the tourism sector.

Capstone Recommendation

As an active, national sector council, the CTHRC is in a positive position to increase employer awareness of federal and provincial worker recruitment programs, influence the labour force development strategies of employers and educators, and accordingly help to improve Canada's use of the skills and knowledge of its internationally educated workers.

It is therefore recommended that the Council develop a strategy that encompasses all of the actions contemplated by the above recommendations. A formal strategy would assist the Council to systematically identify relevant and interested stakeholders, target occupational priorities, select programs to build on, and establish realistic goals, action plans, and timetables. This strategy should be an integral part of the overall human resources model currently under development by the Council and should be used in the implementation of pilot employment integration projects that provide and test an immigrant recruitment framework for tourism employers.

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INTRODUCTION

The tourism industry is a fundamental component of the Canadian economy. It employs 1.7 million workers or 11% of the national labour force in 164,000 business establishments. Industry experts project that over the next two decades the sector will expand at a rate that will strain human resource development beyond its current limits. By 2013, the sector's supply of workers will be 64% of what will be required if additional recruitment strategies are not undertaken. Labour shortages will increase as tourism employers compete with other industries for workers (e.g. manufacturing). A critical issue for the sector is, "How can the tourism industry grow if domestic labour market conditions do not supply sufficient numbers of workers?"

A combination of strategies is currently being explored by the Canadian Tourism Human Resource Council (CTHRC) to help the industry address its labour supply challenges. Included in this exploration is the potential of existing federal programs to increase the use of immigration as a worker recruitment mechanism.

This report provides an overview of three initiatives that hold potential to address skill shortages in the Canadian tourism sector by facilitating the permanent employment of internationally educated persons: the federal Foreign Worker Program, the nine provincial/territorial immigrant nominee programs, and the Post-graduation Work Permit for International Students. Emphasis is placed on the recruitment of workers from other countries into unregulated tourism occupations. The purposes of this overview are to inform employers of opportunities for recruitment, to provide a resource for organizations working with immigrants, and to identify new strategies to increase the labour supply.

Citizenship and Immigration Canada (CIC) and Human Resources and Skills Development Canada (HRSDC) are the key federal government organizations involved in the movement of immigrants and foreign workers to Canada. These departments authorize and facilitate landings and labour market integration. Following landing, immigrants and foreign workers have access to programs and services offered by a range of federally, provincially, municipally, and privately supported organizations.

IMMIGRATION CONTEXT

Federal labour market officials tell us that in six to eight years, immigrants will account for 100% of Canada's net labour force growth. An individual can immigrate to Canada by applying to Citizenship and Immigration Canada as a skilled worker, a business immigrant, a live-in caregiver, a provincial nominee, a family member of an immigrant, or as a refugee. There are specific conditions that must be met relating to applicants' financial resources, adaptability, education, work experience, age, language skills, employment opportunities, health, security, and sponsorship. Table 1 presents the number of immigrants and refugees to Canada in 2004.

Table 1: Immigrants and Refugees to Canada, 2004

Category	Number
Skilled Workers	47,891
Business immigrants	2,708
Live-in caregivers	3,295
Provincial nominees	2,085
Spouses and dependents(economic)	77,674
Family class immigrants	62,745
Refugees	32,683

Source: The Monitor, Citizenship and Immigration Canada, (Fall, 2004)

TOURISM SECTOR CONTEXT

In exploring ways to meet the future labour force needs of the tourism sector, it is useful to review the current labour market and labour supply. In 2003, of the 15.6 million people in Canada's labour force, 1.6 million were employed in the tourism sector. Table 2 presents a breakdown of the sector's five industry groups.

Table 2: Total Tourism Sector Employment, 2003

Tourism Industry Group	Number Employed	% Employed
Accommodation	206,900	12
Food and Beverage Services	766,100	46
Recreation and Entertainment	379,400	23
Transportation	272,300	16
Travel Services	41,200	3
TOTAL	1,665,900	100

Source: *Total Tourism Sector Employment: 2003 Update*, (2003),

The tourism sector is dominated by small enterprises. About 43% of employers have 4 or fewer employees. About 50% have between 5 and 49 employees. Many occupations are not exclusive to the tourism sector but nevertheless part of it (e.g. air pilots). A study of 37 tourism-related occupations recently revealed that 23.2% of workers were born outside of Canada, ranging from 7.3% of landscaping workers to 52.6% of taxi drivers (Centre for Spatial Economics, 2004).

Labour Demand and Supply

Data on labour demand and supply are the demographic foundations of labour force planning. In the tourism sector, limited information is available. The following data have been obtained from research conducted for the first time by the CTHRC and the Canadian Institute for Spatial Economics in 2004. The information is useful in providing a preliminary overview of the labour market but CTHRC cautions that it should be used as a guide only.

Demand

The Canadian Tourism Human Resource Council's interest in exploring new sources of labour for the tourism sector stems from projected shortages in industry subgroups and from national demographic labour market data documenting Canada's growing reliance on immigration for its labour market growth.

Regional studies indicate employer perspectives on labour demand. A recent survey by the British Columbia's tourism industry's human resources association reported 41% of employers experiencing trouble finding qualified employees vital to running their business. The occupations of cook, housekeepers, and front desk agents were highlighted (Council of Tourism Associations of British Columbia, 2005).

Projections prepared by CTHRC in 2004 estimate that close to 397,685 new jobs will be required between 2003 and 2015, representing an annual aggregated compounded growth rate of 1.8% and an increase of 8% in the number of jobs. Table 3 presents projected labour demand by sub-sector between 2003 and 2015.

Table 3: CTHRC Projected Labour Demand, 2003 - 2013

	2003	2005	2010	2015
Total Tourism Sector	1,665,900	1,726,412	1,887,485	2,063,585
Accommodations	206,900	213,155	229,630	247,375
Food and Beverage Services	766,100	793,930	868,000	948,985
Recreation and Entertainment	379,400	395,500	438,810	486,860
Transportation	272,300	282,745	319,650	341,300
Travel Services	41,200	42,530	46,040	49,845

Source: *Total Tourism Sector Employment: 2003 Update*, (2003), CTHRC

In its report, *The Impact of Changing Demographics in Canada on the Supply of Tourism Workers 2003 to 2013*, (2004), the Centre for Spatial Economics (CS4E) provided the CTHRC with additional analysis. Their study examined three tourism-related sub-sectors - transportation and warehousing; information, culture and recreation; and accommodation and food services. These sub-sectors include most of the services that tourists demand and most of the tourism-related occupations. The report projected that between 2003 and 2013, total employment in the above three tourism-serving sub-sectors will grow by an average of 19.4%. The Centre's projections "call for an increase in the demand for workers in tourism-related industries of almost 500,000, a gain exceeding their projection of the potential gain of 123,000 in the supply of tourism workers".

Although the studies by the CTHRC and CS4E examined different occupational groupings and cannot be directly compared, they both project high demand for labour in the tourism sector over the next decade that will not likely be met by domestic supply.

Supply

According to the Centre for Spatial Economics, employment in tourism-related industries will grow even faster over the next several years than the rates suggested by the CTHRC. CS4E projects that the supply of workers for tourism-related occupations will rise from 1.204 million in 2003 to 1.274 million by 2013, an increase of 123,000 workers or 5.8%.

This includes a range from 0.7% for food counter attendant and kitchen helper, to 15.1% for accommodation services managers.

Table 4 summarizes the Centre's projections on the 15 occupations that will obtain the greatest proportion of their labour supply through immigration between 2003 and 2013. The data indicate that occupations in the sector also experience different rates of labour supply increases through immigration. For a complete list of immigration projections for the 37 occupations studied by the CTHRC see Appendix A.

Table 4: Portion of Labour Supply Projected to be Sourced Using Immigration by 2013

OCCUPATION	TOTAL POPULATION 2013	SOURCED THROUGH IMMIGRATION 2003-2013	% of LABOUR SUPPLY
Food and Beverage Server	194,373	14,473	7.4
Food Counter Attendant and Kitchen Helper	209,678	11,303	5.4
Cook	136,197	9,531	7.0
Restaurant and Food Service Manager	116,063	8,730	7.5
Bus Driver	69,648	3,672	5.3
Bartender	40,992	3,566	8.7
Light Duty Cleaner	46,420	2,934	6.3
Taxi Driver	38,863	2,235	5.8
Travel Counsellor	28,449	2,176	7.6
Cashier	41,242	2,126	5.2
Chef	24,785	1,993	8.0
Accommodations Services Manager	30,312	1,712	5.6
Food Service Supervisor	24,033	1,701	7.1
Program Leader and Instructor	22,972	1,544	6.7
Hotel Front Desk Clerk	19,016	1,486	7.8

Source: Total Tourism Sector Employment: 2003 Update (2004); The Impact of Changing Demographics in Canada on the Supply of Tourism Workers 2003 to 2013, (2004).

Classification of Tourism Sector's Occupations

The majority of occupations in the tourism sector are unregulated; that is, a special license or certificate is not required by law in order to practice. Of the 37 occupations focused on in this report, 36 are unregulated. The exception is air pilot which is regulated by Transport Canada. The occupations fall into several skill level categories under the National Occupational Classification System (NOC). The NOC is a list of 520 occupational groupings and 30,000 occupational titles of jobs in Canada. It is prepared by Human Resources and Skills Development Canada (HRSDC) and includes descriptions of main duties, education and employment requirements for each occupation as well as lists of similar job titles. The NOC classifies each occupation into one of five skill levels. For a description of the NOC and each skill level, see Appendix B.

Table 5 presents the fifteen most common unregulated tourism occupations studied by the CTHRC, their labour supply projections to 2013 and their NOC-designated skill levels. For a complete list of 37 occupations studied by the CTHRC see Appendix C.

Table 5: Supply Projections of Most Common Unregulated Tourism-Related Occupations, 2003 to 2013, by NOC Skill Levels

OCCUPATION	2003	2013	% Change 03-13	NOC SKILL LEVEL
Food Counter Attendant and Kitchen Helper	208,264	209,678	0.7	D
Food and Beverage Server	187,290	194,373	3.8	C
Cook	129,680	136,197	5.0	A
Restaurant and Food Service Manager	106,784	116,063	8.7	O
Bus Driver	60,976	69,648	14.2	C
Light Duty Cleaner	43,027	46,420	7.9	D
Cashier	40,869	41,242	0.9	D
Bartender	38,666	40,992	6.0	C
Taxi Driver	34,378	38,863	13.0	C
Accommodations Services Manager	26,343	30,312	15.1	O
Travel Counsellor	25,927	28,449	9.7	C
Food Service Supervisor	23,338	24,033	3.0	A
Chef	23,291	24,785	6.4	A
Program Leader and Instructor	22,325	22,972	2.9	A
Hotel Front Desk Clerk	17,673	19,016	7.6	C

Sources: Total Tourism Sector Employment: 2003 Update, CTHRC, and Statistics Canada NOC, 2001.

The 37 occupations studied by the CTHRC fall into the following NOC skill groupings. Category O includes senior management occupations that are not classified by skill grouping.

Category O - 4 occupations
Skill Grouping A - 12 occupations
Skill Grouping B - 0 occupations
Skill Grouping C - 14 occupations
Skill Grouping D - 7 occupations

Summary and Observations

Available data from CS4E suggest that between 2003 and 2013, immigrants will supply labour for over 85,000 jobs in the tourism sector. This represents 70% of workforce growth based on CS4E's projection of an increase in the labour force of 123,000 workers. Table 4 indicates that in occupations studied by the CTHRC, more than half of the labour force increase that will occur through immigration will be in food service industries (over 51,000 workers). However, Table 5 suggests that despite this growth, immigrants who join the labour force between 2003 and 2013 will represent a small percentage of the sector's

labour supply, with none of the top occupations obtaining more than 8.7% of their workers through immigration.

Table 4 also indicates that the fifteen most common unregulated tourism-related occupations studied by the CTHRC are the top occupations projected to have the highest numbers of workers supplied through immigration between 2003 and 2013. The Table 5 presentation of supply projections identifies Accommodations Services Managers, Bus Drivers, Taxi Drivers, Travel Counsellors, and Restaurant and Food Services Managers as the occupations that will experience the greatest percentage growth.

Most noteworthy among the NOC Skill Groupings that will experience the most occupational growth in the tourism sector are Skill Groupings A, C and D. According to CTHRC's projections, these groupings will represent 87% of workers in the sector by 2013.

Based on this report's observations on labour market projections, coupled with the above data on the tourism sector's unregulated occupations, it appears that immigration will be a critical source of labour for tourism industries over the next decade. There is an urgent need to better inform employers about these rich, new sources of labour and the federal programs that recruit internationally trained workers on a temporary or permanent basis.

Three possible sources of assistance in this respect are: the federal Foreign Worker Program, provincial/territorial immigrant nominee programs operated in cooperation with Citizenship and Immigration Canada, and the Post-graduation Work Permit program for international students. Some of these programs have been designed for specific occupational groups. The following sections of this report provide an overview of these programs.

FOREIGN WORKER PROGRAM

Foreign Worker Program Case Study - Restaurant Chef

Our company owns a chain of Indian restaurants in Nova Scotia. We have had difficulty obtaining and retaining qualified chefs. However, after attending a seminar on the global economy this past spring, we realized that our market is not limited to Canada. Our contacts in India were able to provide us with the names of several candidates who were interested in exploring Canada as a possible residence if reliable employment could be secured.

After a vigorous exchange of correspondence, we selected six highly qualified chefs who were willing to come to Canada on a temporary basis under the Foreign Worker program. We applied to Human Resources and Skills Development Canada for a labour market opinion which confirmed the need for these workers and our workers also applied to Citizenship and Immigration Canada for their work permit. We provided a lot of support to transfer our new chefs to their Nova Scotia communities but work permits were granted and for the first time, we had first class, reliable staff who were committed to their work and to us as an employer.

After eight months we knew that we wanted at least four of these workers to stay and work with us on a permanent basis. At the same time, they decided to make Canada their new home. However, their permits were subject to expiration. We contacted the Provincial Nominee Program and learned that employees with a foreign worker permit are eligible to apply as provincial nominees and if successful, as expedited permanent resident applicants. We assisted our workers to become provincial nominees and they became permanent residents in six months. They are now training the kitchen staff in each of our restaurants in authentic Indian meal preparation in anticipation of the opening of two new restaurants in Ontario.

FOREIGN WORKER PROGRAM

Introduction

Citizenship and Immigration Canada (CIC) manages the Foreign Worker Program, which is designed to fill temporary labour shortages in Canada and bring new skills and knowledge to help the country's economy grow. This section of this report provides an overview of the Foreign Worker Program and examines whether better use might be made of the Program by the tourism sector in establishing pathways to work and settlement in Canada.

Program Description and Scope

The Foreign Worker Program was designed to help employers fill positions for which there are skill shortages by authorizing the employment of foreign workers in Canada on a temporary basis. In some cases, employers identify and recruit workers directly; in other cases such as hiring agricultural workers from Mexico, source countries' governments play a key role in identifying eligible workers.

In 2004, a total of 90,661 temporary foreign workers came to Canada, most notably into Ontario (41,800), British Columbia (19,885), Quebec (14,604), and Alberta (8,123). They brought with them a range of NOC skill levels and were employed in a variety of industries. The total number of foreign workers arriving in Canada and a breakdown of their NOC skill levels are presented in Table 8.

Table 8: Total Foreign Workers by NOC Skill Level, 2004

NOC Skill Level	Number of Foreign Workers	% of Total Number of Workers
0	3,329	3.7
A	19,667	22.0
B	10,996	12.0
C	28,710	32.0
D	1,143	1.3
Not Stated	26,816	29.0
Total	90,661	

Source: The Monitor, CIC, Spring 2005

Twenty-two percent of foreign workers were professionals (skill level A). Twelve percent were skilled and technical workers (skill level B). Thirty-two percent of foreign workers were working in intermediate and clerical occupations (skill level C), 1.3% were elemental and labourers (skill level D), and 3.7% of were managers (skill level 0 - representing the highest increase of 13%). (The Monitor, Spring 2005).

Most foreign workers come to Canada from the United States. Table 9 presents a breakdown of foreign worker flows by top ten source countries.

Table 9: Foreign Worker Flows by Top Ten Source Countries, 2004

COUNTRY OF LAST PERMANENT RESIDENCE	TOTAL
United States	15,226
Mexico	11,347
United Kingdom	7,337
Australia	7,268
France	6,479
Jamaica	5,926
Philippines	5,765
Japan	5,543
India	2,606
Germany	2,333

Source: The Monitor, CIC, Spring 2005

Process

The Foreign Worker Program is administered by Human Resources and Skills Development Canada (HRSDC) in cooperation with Citizenship and Immigration Canada (CIC). Employers wishing to hire foreign workers must first apply to HRSDC for 1) a labour market opinion and 2) job offer approval. HRSDC considers several factors in reviewing the application, including the impact the foreign worker is likely to have on the Canadian labour market. HRSDC also considers whether:

- The job offer is genuine and complies with Citizenship and Immigration Canada requirements
- The wages and working conditions are comparable to those offered to Canadians working in the occupation
- Employers have conducted reasonable efforts to hire or train Canadians
- The foreign worker is filling a labour shortage
- The employment of the foreign worker will directly create new job opportunities or help retain jobs for Canadians
- The foreign worker will transfer new skills and knowledge to Canadians, and
- The hiring of the foreign worker will not affect a labour disputes or the employment of any Canadian worker involved in such a dispute.

Once HRSDC approves a job offer, workers are instructed to apply for work permits from Citizenship and Immigration Canada (CIC). CIC verifies that applicants meet the requirements of offered jobs and meets federal requirements concerning security, criminality and health. When CIC grants a work permit, employers must comply with several additional requirements such as:

- Providing airfare to and from Canada (a portion is recoverable)
- Arranging and/or providing worker accommodation
- Ensuring Workers Compensation coverage
- Ensuring health insurance coverage
- Providing an employer-employee contract

Exceptions

There are several exceptions to the Foreign Worker Program's general rules that have been devised over the years to facilitate speedier processing. These arrangements are described below because they illustrate the range of possibilities that may be open to the tourism sector as well as the requirements with which even exceptional cases must comply. They include:

1. **National Confirmation Letters.**

HRSDC has eliminated the need for individual labour market opinions by providing national labour market opinions for all foreign workers who have job offers in particular fields. This means that foreign workers with confirmed job offers can apply directly to CIC for a work permit and CIC will expedite its processing. National Confirmation Letters are currently in force for the following occupations:

Canada Research Chair Positions

In 2000, the federal government in cooperation with post-secondary institutions established the Canada Research Chairs (CRC) program. The program aims to create and provide \$900 million in research funding for 2,000 Chairs positions for Canadian and foreign academics in key academic fields by the end of 2005. The intent of the CRC program is to give Canada a competitive edge in attracting, recruiting, and retaining academics who are world leaders in their respective fields of expertise. In 2004, 41% of the new Chairs came from other countries.

The national confirmation letter helps to speed up the employment process by eliminating the need for a labour market opinion by HRSDC in each individual case. Although work permits must still be obtained, their processing is also facilitated by CIC.

IT workers

In 2001, in response to the need of employers to fill critical shortages in the software industry, Citizenship and Immigration Canada (CIC) collaborated with Human Resources and Skills Development Canada (HRSDC), Industry Canada and the national Software Human Resource Council (SHRC) on the development of a pilot project to streamline the entry of those workers whose skills are in high demand in the software industry and whose entry into the Canadian labour market would have no negative impact on Canadian job seekers and workers.

Under the project, HRSDC's job-specific confirmation was replaced by a national confirmation letter, which stated, among other things, that certain software positions cannot be filled by Canadian citizens or permanent residents. The national confirmation letter removed the delay associated with the job-specific confirmation process. However, work permits from CIC are required.

The national confirmation letter currently applies to the following IT occupations listed in the NOC:

Senior Animation Effects Editor
Embedded Systems Software Designer
MIS Software Designer
Multimedia Software Developer

Software Developer — Services
Software Products Developer
Telecommunications Software Designer

An evaluation of the software development worker pilot project completed by Ekos Research found that the pilot project contributed to alleviating the skills shortage problem. There was no evidence that Canadian workers were being displaced or of any downward pressure on wages paid to Canadian workers in the same industry. There was evidence of skill transfer from foreign workers to existing staff. On the basis of this evaluation, the federal government decided to continue the expedited processing.

Under NAFTA, Canadian employers can also hire certain IT specialists from the US and Mexico without a labour market opinion or job confirmation. CIC work permits are required. These exemptions are intended to support broad economic and trade objectives in Canada and currently focus on:

- Computer Systems Analysts with a Bachelor's degree, or a post-secondary degree, or a post-secondary diploma and three years work experience
- Engineers with a Bachelor's degree or state/provincial license
- Graphic Designers with a Bachelor's degree, or a post-secondary diploma, or a post-secondary certificate and three years work experience.

2. **Labour Market Opinion Waived.** In some cases, the requirement to obtain labour market opinions from HRSDC is waived. These cases include students in international youth exchange programs, temporarily destitute international students, spouses and common-law partners of international students in public postsecondary institutions, workers in occupations covered under international agreements such as NAFTA, and workers whose primary employers are outside Canada (e.g. emergency equipment repairs). In these cases, applications for work permits can be made directly to CIC.
3. **Work Permit Waived.** There are several occupations which may be exempt for work permit requirements depending on the circumstances of workers' temporary employment while they are in Canada. These include: business visitors, foreign representatives, and their family members, military personnel, foreign government officers, international students employed on-campus, performing artists, athletes and coaches, news reporters, public speakers, convention organizers, clergy, judges and referees, examiners and evaluators, expert witnesses or investigators, health care students, civil aviation inspectors, accident or incident inspectors, crew, and emergency service providers.
4. **Specific Work Permit Processes.** A number of occupations and industry sectors have specific, customized processes for employers planning to hire foreign workers. They are:

Foreign academics
Seasonal agricultural workers
Construction and manufacturing workers
Film and entertainment workers

Live-in-caregivers
Oil Sands construction projects in Alberta
Pilot project for occupations requiring at most a high school diploma or job-specific training

Foreign Academics

The special recruitment process for foreign academics is based on the premise that employing foreign academics can help degree-granting post-secondary educational institutions in Canada meet their staffing and teaching needs and attract new knowledge and expertise to Canadian campuses. Special hiring criteria have been developed by HRSDC and CIC in cooperation with universities, degree-granting colleges, and unions representing Canadian academics. These criteria are designed to take into account the career development and employment of Canadian academics. Before positions can be filled, Canadian institutions must:

- Advertise vacant positions in Canada;
- Make sure any vacant position advertised abroad is also advertised simultaneously in Canada;
- Advertise for a reasonable length of time (about a month) to allow broad exposure of the vacancy to Canadians and permanent residents;
- Demonstrate that the advertising medium used - web, print or electronic - is effective in attracting appropriate candidates for the position;
- Include in the advertisement this statement: "All qualified candidates are encouraged to apply; however Canadians and permanent residents will be given priority;"
- Meet all conditions of applicable collective agreements;
- Complete a Foreign Academic Recruitment Summary outlining the educational institution's hiring decision and providing summaries of Canadian applicants verified by the vice-president (academic) or other senior academic official of the educational institution.
- Be prepared to complete a yearly summary report on recruitment practices for Canadian academics and results.

A labour market opinion and job offer approval must also be obtained from HRSDC. HRSDC considers the following factors in their assessment:

- the occupation that the foreign worker will be employed in;
- the wages and working conditions offered;
- the advertisement and recruitment efforts of the educational institution;
- the labour market benefits related to the entry of the foreign worker;
- whether the entry of the foreign worker is likely to affect the settlement of a labour dispute.

The requirements for HRSDC labour market opinions and CIC work permits are waived for foreign academic consultants and examiners, graduate assistants, and self-funded researchers. Work permits only are required for post-doctoral fellows, research award recipients, eminent individuals, guest lecturers, visiting professors, certain professors appointed under NAFTA and CCFTA.

Seasonal Agricultural Workers

The expedited employment processing of seasonal foreign agricultural workers is designed to help producers meet labour needs during peak agricultural periods. Sectoral agreements have been developed by HRSDC and CIC in cooperation with agricultural producers and several foreign countries including Mexico and Caribbean Commonwealth countries. The provinces of British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, Quebec, New Brunswick, Nova Scotia, and Prince Edward Island are participants in the Seasonal Agricultural Worker Program (SAWP).

Employers wishing to hire foreign workers must:

- Demonstrate their efforts to hire Canadian agricultural workers
- Make efforts to hire unemployed Canadians through HRSDC and provincial employment programs;
- Complete a human resource plan explaining efforts to find Canadian workers;
- Offer foreign workers the same wages paid to Canadian agricultural workers doing the same work;
- Pay for the foreign workers' airfare to and from Canada (partially recoverable);
- Provide free seasonal housing to the foreign worker that has been approved by the appropriate provincial/municipal body;
- Pay the immigration visa cost recovery fee for each worker (recoverable);
- Ensure that the foreign worker is covered by workers' compensation;
- Ensure the foreign worker is covered under private or provincial health insurance during their stay in Canada;
- Sign an employer-employee contract outlining wages, duties, and conditions related to the transportation, accommodation, health and occupational safety of the foreign worker.

Once HRSDC has approved job offers, the foreign countries involved recruit the agricultural workers who must obtain work permits (issued for no more than 8 months). Employers in British Columbia must also obtain a labour market opinion from HRSDC.

Construction and Manufacturing Workers

In a number of regions, HRSDC and Citizenship and Immigration Canada have recognized the need to expedite the processing of labour market opinions and work permits for foreign workers in particular economic sectors by entering into memoranda of understanding with industrial representatives. Examples of these agreements are an agreement on nine occupations in the construction industry in Ontario by HRSDC, CIC, and the Greater Toronto Home Builders' Association, and an agreement on three occupations in the manufacturing sector in Ontario by the Ontario Government, the Ontario Region HRSDC, and industry representatives.

In the latter case, the agreement notes shortages of qualified skilled workers, a waiving of normal requirements for employers to demonstrate an effort to fill positions domestically, HRSDC's commitment to expedite its employment confirmation process and CIC's agreement to expedite issuance of temporary work

permits. In all cases, the agreements require financial expenditures by employers to pay for the return air transportation and additional costs of participating workers.

Film and Entertainment Workers

The process for hiring foreign trained workers in entertainment and film-related occupations is the same as most foreign trained workers. However, there are some exceptions for which an HRSDC labour market opinion, a job offer confirmation and a CIC work permit are not required, although visitors visas are required. These occupations are:

- Producers of film, television, video and documentary projects funded entirely from outside of Canada;
- Adjudicators at music and dance festivals;
- Performing artists, their support crew, and other workers essential to the artistic performance.

A work permit, but not a labour market opinion is required for actors and workers on a film co-production between Canada and a foreign country.

Live-in-Caregivers

Employing foreign live-in caregivers in Canada can be very important for a family in the care of children, or elderly or disabled relatives. Caregivers are individuals who are qualified to work without supervision in a private household providing care for children, elderly persons or people who have disabilities. The live-in caregiver must live in the employer's home and be provided with a private furnished room.

Employers wishing to hire foreign trained live-in-caregivers must submit a request to HRSDC for a labour market opinion. HRSDC may ask employers to show that they have made reasonable efforts to hire a Canadian or a foreign worker already in Canada. Employers must also demonstrate sufficient income to pay a live-in caregiver and provide acceptable accommodation in their home. Job offers must contain care giving duties for a child, or an elderly or disabled person. Once HRSDC has confirmed the job offer, it will issue a job confirmation letter. Employers in British Columbia must register with the provincial government.

Caregivers must:

- Have successfully completed the equivalent of a Canadian high school education.
- Have at least six months of full-time training in a classroom setting or twelve months of full-time paid employment, including at least six months of continuous employment with one employer in a field or occupation related to live-in care giving.
- Be able to speak, read and understand English or French at a level that allows independent functioning in a home setting.
- Have a written employment contract that defines job duties, hours of work, salary and benefits.

- Apply for a work permit following issuance of a job confirmation letter by HRSDC.
- Have a valid passport and possibly a temporary resident visa.

A work permit for one year will be issued by CIC if the visa office approves the application and applicants pass medical tests.

Caregivers have legal rights respecting fair working conditions and fair treatment under employment standards legislation in most provinces and territories such as:

- days off each week;
- vacation time with pay;
- paid public holidays;
- overtime pay;
- minimum wage;
- other protection, including equal pay, equal benefits and notice of employment termination;
- maximum charges for room and board.

Workers' compensation may be payable depending on the province. EI is applicable as well as CPP.

Caregivers must be employed by only one employer on a full-time basis. If they wish to apply for permanent residency, they must complete at least two years of employment as live-in caregivers. They must have completed these two years of employment within three years of their arrival in Canada.

Oil Sands Construction Projects in Alberta

Through a Memorandum of Understanding among HRSDC, CIC and Alberta Learning, temporary foreign workers in construction trades during the course of planned construction to develop the Alberta oil sands are hired through a special process. The policy basis is that development and economic growth in northern Alberta depends on access to qualified and available labour for oil employers. The oil sands are considered a foundational economic driver in Alberta and Canada.

The Memorandum of Understanding addresses the economic significance of the oil industry and the Alberta oil sands and documents the establishment of an assessment and certification process for the recruitment of temporary foreign workers to assist with construction projects that are challenged by skilled trade shortages.

Employers are encouraged to provide HRSDC with recruitment plans at an early stage of their project planning, including an overview of their project estimates of numbers of workers by trade, description of duties, and certification requirements, as well as advertising, recruitment and training plans, plans for consultations with unions, wages and working conditions, and proposed timelines. Agreements in principle can be arranged between individual employers and HRSDC if:

- Employers document substantive, positive advertising and recruitment efforts to ensure that qualified and available Canadian workers are aware of the upcoming opportunities, including outreach to aboriginal communities.
- Employers agree to continue recruiting in Canada.
- The unions involved have been consulted and their positions documented.
- The wage rate for each trade is at least equal to the prevailing wage rate for the trade, and the working conditions meet generally accepted standards for the trade in the region. Any existing collective agreements must be respected.
- Employers can substantiate a requirement for foreign workers on the basis of recruitment results.
- The foreign workers will be required for the project within 12 months.

HRSDC analyzes the region's labour market conditions and decides whether there is a demonstrable shortage in the occupations selected by the employer by issuing a labour market opinion. As part of the agreement, HRSDC will determine the maximum number of positions in each occupation to be covered under the agreement. Alberta Learning reviews and evaluates the credentials of foreign skilled workers to ensure that Alberta training and certification standards are met. Alberta Learning also assesses the trade knowledge and skills of the foreign skilled worker on a cost-recovery basis, prior to arrival in Canada. CIC then determines whether the worker is able to perform the work sought. Work permits are required by CIC who will expedite the applications.

Pilot Project for Occupations Requiring at Most a High School Diploma or Job-specific Training

In 2002, HRSDC instituted a pilot project to recruit foreign workers in occupations that usually require a high school diploma or job-specific training (NOC Skill Levels C and D). In this program, HRSDC and CIC expect employers to:

- Demonstrate comprehensive and on-going efforts to recruit Canadian youth, aboriginal people, recent immigrants and Canadians;
- Show efforts to hire unemployed Canadians through HRSDC and provincial employment programs;
- Consult with the local union if the position is covered under a collective agreement;
- Sign an employer-employee contract outlining wages, duties, and conditions related to the transportation, accommodation, health and occupational safety of the foreign worker;
- Cover all recruitment costs related to the hiring of the foreign worker;
- Help the worker(s) find suitable, affordable accommodation;
- Pay full airfare for the foreign worker to and from their home country;
- Provide medical coverage until the worker is eligible for provincial health insurance coverage;
- Register their worker under the appropriate provincial workers compensation/workplace safety insurance plans.

Employers must submit a request for a labour market opinion from HRSDC. HRSDC will consider:

- the occupation that the foreign worker will be employed in;
- the wages and working conditions offered;
- the employer's advertisement and recruitment efforts;
- the labour market benefits related to the entry of the foreign worker;
- consultations, if any, with the appropriate union; and
- and whether the entry of the foreign worker is likely to affect the settlement of a labour dispute.

HRSDC and CIC use the NOC system to categorize the jobs employers wish to fill based on the majority of duties the employer identified. HRSDC also uses the NOC to identify wages and labour market trends when assessing the job offer. Workers may work in Canada for a maximum of one year and then return to their home country for at least four months before returning to Canada for a second term of one more year.

There are no publicly available evaluations of this pilot program to date and no data released on its operation. According to HRSDC, the program is ongoing and at this stage any employer may apply independently or with a group of other employers. The program has been used to recruit hotel workers, meat cutters, truck drivers, and beekeepers. Successful projects have included Maple Leaf Meatpackers in Manitoba, Fairmont Hotels in Alberta, and Muskoka Sands Resort in Ontario. We do know that in 2002 a total of 880 foreign workers in NOC skill category D worked in Canada (1% of all foreign workers). (CIC Facts and Figures, 2002).

Summary and Observations

Historically, the Foreign Worker Program has been used to meet the needs of employers for temporary workers, often on a seasonal basis. In 2004, over 90,000 foreign workers were temporarily employed in Canada. The Program includes a considerable list of exception categories through which specific occupations have been targeted where special circumstances have warranted an expedited process. In 2004 for example, agricultural workers from Mexico constituted almost 40% of the largest category of foreign workers - at Skill Level C, and a special process has been established to facilitate their entry and ensure good working conditions.

Although the tourism sector has growing labour needs that will not be fulfilled by Canadian workers, the sector has not made extensive use of the Foreign Worker Program. This may be an appropriate time to strategically plan better use of the Program to meet the needs of tourism industries. In this respect a number of observations can be made.

- ◆ Both the overview and detailing of the exception categories in this report demonstrate that the current criteria for the Foreign Worker Program require time and financial investment by employers. In many cases, employers are required to finance airfare and facilitate accommodation and medical coverage for temporary workers. Applying these requirements to the tourism sector would create costs that are beyond the capacity of many employers, given that 43% of tourism businesses have fewer than 5 employees. Before the tourism sector could make broad use of the Foreign Worker Program, there may be a need to re-examine the financial burden currently placed on

small tourism employers, without creating an impossible cost for prospective employees.

Such a review may also be advisable in view of projections that by 2013, immigrants will supply labour for over 85,000 jobs in the tourism sector. This represents 70% of workforce growth based on CS4E's projection of an increase in the tourism labour force of 123,000 workers (Centre for Spatial Economics, 2004).

- ◆ There is increasing use of the Foreign Worker Program to recruit workers in management (Skill Level O) and professional levels (Skill Level A). In 2004, the largest increase was among workers at Skill Level O which includes managerial and other positions for which university education is normally required. (CIC, 2005).

The Foreign Worker Program may be helpful to larger tourism employers with the capacity to support the costs and administrative complexities of international recruitment. Six of the fifteen most common unregulated occupations in the tourism sector fall into Skill Levels A and O. (e.g. Restaurant and Food Service Managers, Accommodation Service Managers, Chefs). Sixteen of the 37 occupations studied by CTHRC were also registered at these high skill levels.

For the sector to benefit from the Foreign Worker Program, it will be necessary to improve employer awareness as well as make available mechanisms to help locate and support workers. Organizations such as the Canadian Tourism Human Resource Council (CTHRC) may be in a position to increase awareness and facilitate the development of mechanisms such as a website that links tourism employers with potential overseas employees, and foreign workers already in Canada who wish to become permanent residents through immigrant nominee programs.

- ◆ The experiences of employers such as groups of BC farmers who hire large numbers of seasonal agricultural workers in cooperation with the Government of Mexico, and the Fairmont Hotel chain which has used the Program to hire food service and housekeeping staff from other countries, also teach us that the Program can be used to recruit groups of workers in specific occupations at Skill Levels C and D. With coordinating assistance from the CTHRC, it may be possible for small and medium size tourism businesses to similarly collaborate in the recruitment of groups of foreign workers in specific tourism occupations, possibly even coordinating the seasonal needs of employers across Canada. For example, summer resort staff on the east coast may be transferable to winter resort employers in the west.
- ◆ There are a number of sectoral agreements and memoranda of understanding Human Resources and Skills Development Canada and Citizenship and Immigration Canada that in effect streamline the processing of foreign workers in specific occupations. The manufacturing sector, the construction industry, the agricultural sector have all used agreements at national, regional, and municipal levels to obtain workers. In addition, individual industries such as the horticulture industry have collaborated with HRSDC to form joint advisory committees that conduct cooperative consultations and provide direct input into policy by identifying and addressing human resource issues in the horticultural industry. The possibility of establishing sectoral agreements for tourism occupations and regular policy input mechanisms should be explored with HRSDC.

- ◆ The Foreign Worker Program allows temporary foreign workers to transfer into Immigrant Nominee Programs. This creates two opportunities for tourism employers: first, employers with the capacity to recruit overseas can blend both programs to take advantage of temporary employment time periods to assess workers' performance before committing to long-term arrangements using Immigrant Nominee Programs; and secondly, employers who do not have the resources to transport new employees to Canada can hire foreign workers who have completed their temporary work terms and wish to obtain permanent residency. Increasing the use of these transition opportunities and improving tourism employer awareness requires action by organizations like the Canadian Tourism Human Resource Council in cooperation with provincial Immigrant Nominee Programs, Human Resources and Skills Development Canada, and Citizenship and Immigration Canada.
- ◆ Information on the Pilot Project for Occupations Requiring at Most a High School Diploma or Job-specific Training is limited. It would appear to have potential for use by employers in the tourism sector because it is geared to occupations in the C and D classifications of the NOC, in which many tourism occupations are classified. Projects involving Maple Leaf meatpackers in Manitoba (with El Salvador) and Muskoka Sands Resort in Ontario (with Barbados) illustrate this Project's potential for success. However, the strict conditions of recruitment may limit employer participation. In these occupations there is also a need to ensure that well-intended opportunities do not result in exploitation.
- ◆ The tourism sector has recently begun to produce data on labour market supply and demand that facilitate the development of labour force projections and strategies. The publication of reliable data confirming skill shortages in individual occupations or occupational clusters could support a national approach to recruiting foreign workers such as the establishment of special work permit processes, the waiving of labour market opinions, or the issuance of national confirmation letters. Research beyond the scope of this report is required to determine the most appropriate action. However, the CTHRC should continue its labour market data collection and analysis, possibly working in closer cooperation with industry sub-sectors and immigrant nominee programs to identify specific occupational areas in which the Foreign Worker Program would be most useful.

IMMIGRANT NOMINEE PROGRAMS

Immigrant Nominee Program Case Study – Business Creation

David was still living in Italy when he read a 1995 magazine article about the advantages of moving to Canada and setting up a business. Today, he and his wife are landed immigrants and operating an award-winning business in White Rock, B.C.

David had worked for his father's construction company, but he really wanted to make gelato. So he signed on at different gelato shops to learn about operating a business. In 1995, he went to a gelato school in Milan, where he learned how to make the delicious Italian ice cream that would become the basis of his business in Canada.

He had visited Canada a number of times, taken English language training, and contacted the BC Business Immigration Office in Vancouver for information on the Entrepreneur category. The office provided counseling and support when David and his family immigrated in 1999 and they were able to open Dolce Gelato in 2000. Their \$250,000 investment and hard work have earned them many happy customers, two Chamber of Commerce awards, and a new way of life.

In their first year of operation, the White Rock/Surrey Chamber of Commerce voted Dolce Gelato Business of the Year, and gave the business a cultural diversity award the following year. "The first award was because our products were a new concept in this community and we had a new concept for the design of the business," says David. "The second award was for cultural diversity. Sometimes we speak in Italian to the customers. We give them very small lessons in the Italian language, and about traveling in Italy. They really get their money's worth."

David says they have not yet turned the corner on their investment, but he still considers himself one of the lucky people. Coming to Canada made it possible for him do what he loves every day.

Immigrant Nominee Program Case Study - Travel Agency

Our travel agency business is expanding into two new markets: Eastern Europe and South America. We are interested in recruiting travel counselors who are already expert in their profession, who have extensive, personal knowledge of these regions, and who are multilingual. We have not been able to find qualified personnel through our regular recruitment procedures. We learned about the Immigrant Nominee Program from one of our competitors and we are now taking steps to reap similar benefits.

We have advertised internationally for counselors who are interested in moving to Canada and we hope that by using the Immigrant Nominee Program in our province, we will be able to recruit professionals with the skills and knowledge we require. We expect that our guaranteed full-time positions at standard Canadian wages and the opportunity to obtain permanent residency through the accelerated process of the Program will be attractive to prospective candidates.

We are investing time and resources to find the right employees and we expect to employ individuals who are prepared to invest their professional futures with our organization. We have also advertised across Canada for candidates who are here on work permits under the Foreign Worker program. The links between these programs allow us to hire candidates who are already in Canada, thus saving us some of the costs associated with hiring nominees from overseas and giving us an opportunity to meet them and assess their skills prior to offering employment.

IMMIGRANT NOMINEE PROGRAMS

Introduction

Immigrant Nominee Programs (sometimes called provincial nominee programs) are worker recruitment programs established by provincial and territorial governments in cooperation with Citizenship and Immigration Canada. They enable employers to hire permanent workers from other countries to fill positions in areas of labour demand, and they accelerate these workers' applications for work permits and permanent residency. The federal government initially supported the establishment of immigrant nominee programs because of their potential to improve the distribution of immigrants across the various regions and communities of Canada.

In 2003, recommendations were made by the Standing Committee on Citizenship and Immigration to strengthen the programs. Their recommendations were received positively by the federal government which stated in their response to the Committee, *"The development and growth of [Immigrant Nominee Programs] has been based upon the Government facilitating provinces and territories that have strong interests in managing immigration to meet their regional objectives. The Government is confident that this approach will continue to be successful in growing PN programs."* (Government of Canada, 2003). The agreements specify a maximum number of nominees that provinces/territories may accept in any one year.

Originally introduced in the late 1990's, eight provinces and one territory now have immigrant nominee programs. In 2004, the overall number of provincial nominees increased by 41% but they are still a very small percentage of immigrants. Table 10 presents the number of nominees recruited since 2002.

Table 10: Number of Provincial Nominees since 2002

Province	2002	2003	2004	Total	Maximum Annual Cap
British Columbia	206	441	597	1244	
Alberta	24	278	425	727	
Saskatchewan	73	173	323	569	
Manitoba	1,528	3,106	4,037	8,671	
New Brunswick	105	146	161	412	
Nova Scotia	0	0	196	196	
Prince Edward Island	10	44	143	197	
Newfoundland and Labrador	38	37	168	243	
Yukon Territory	Unavailable				

(Source: The Monitor, CIC Spring 2005, Nova Scotia PNP website, July 6, 2005)

In 2004, source countries for nominees were led by the Philippines (1,156), Germany (1,065), South Korea (553), the United Kingdom (480), and China (417). The majority of nominees were recruited into jobs that did not require occupational licensing or certification.

Although immigrant nominee programs differ in many respects, they all have a number of common characteristics.

CIC applies the general principle that authorizing a person to come and work in Canada has an impact on the Canadian labour market and economy. As a result, employers must fulfill several requirements that demonstrate the need to recruit workers from outside Canada.

Participation by most employers begins with a formal application to the immigrant nominee program in their province or territory. Application forms, business plans, and financial reports that must be submitted vary by jurisdiction and nominee category. All participating employers must provide nominees with written offers of full-time employment.

Generally, an employer application is followed by a nominee application, accompanied by supporting documents on their qualifications, work experience, and potential for settling permanently in Canada. Immigrant nominee officials review applications in accordance with uniquely provincial/territorial criteria, and prepare nominations to CIC for all approved applications. Provinces and territories must indicate to CIC that there will be benefit to their jurisdiction (and therefore to Canada) by permitting the entry of the worker. CIC may consult organizations in Canada who can provide an opinion. For example, if an applicant wishes to be self-employed in the tourism industry, officers could contact the provincial tourism authority to determine whether the activity would be beneficial or actually impinge on Canadian service providers.

Following review of each application, CIC decides whether to grant a work permit. Normally, the permit is for a two-year period and is non-renewable. During this period, it is expected that workers will successfully apply for permanent residency.

Obtaining employment under an immigrant nominee program has distinct advantages for workers. First, they are guaranteed employment and their spouses/partners will be permitted to work as well. Secondly, nominees are not required to apply for immigration through the normal immigration point system so the time it takes to obtain permanent residency is much shorter thus creating a greater sense of stability and permanence in their immigration.

Immigrant nominee programs also benefit employers in that they are able to fill their labour needs with qualified workers. They are not required to finance workers' travel to Canada or provide accommodation as is required by most streams of the Foreign Worker Program. The Business categories of several nominee programs also provide existing businesses with an opportunity to raise capital.

Provinces and territories with immigrant nominee programs have tailored them to their own labour market priorities. The Province of Manitoba for example, has used their Program to encourage settlement of nominees in communities outside of Winnipeg. The most common nominee occupations include skilled trades such as welders, carpenters, and motor vehicle mechanics. On the east coast, Nova Scotia's skill shortage occupations in the areas of offshore oil and gas drilling and exploration, and science and technology have been emphasized.

The following summaries describe common and unique features of each provincial/territorial immigrant nominee program so that employers may identify in general terms if immigrant nomination is a tool that could assist them with their recruitment needs. Direct web links to the programs in participating provinces and territories are provided to facilitate easy access to program details and downloadable application forms. A summary table is provided at the end of the section.

British Columbia Provincial Nominee Program (BCPNP)

Ministry

Ministry of Economic Development

Purpose

The purpose of BC's Provincial Nominee Program (BC PNP) is to fill critical skill shortages in the province. The BC PNP is aimed at highly skilled occupations, where the potential for benefits to the economy are substantial and where it is expected that there will be a transfer of skills to the BC workforce. Nomination through the BC PNP removes the requirement to meet the selection criteria required by Citizenship and Immigration Canada for the issuance of a permanent resident visa and allows for faster processing. Under the BC PNP, processing of a visa application takes approximately six months rather than the normal eighteen months to two years.

Most employers must demonstrate that the person which they hope to have nominated will provide significant benefit to the BC economy. Indicators of economic benefit include:

- whether jobs will be created or maintained by the permanent employment of the nominee;
- the degree to which export markets for BC products and services will be expanded;
- secondary benefits to other related industries that may be created; and
- whether there is a transfer of skills and knowledge to Canadians, particularly in emerging technologies.

Occupations

The BC PNP is not focused on a specific skill shortage list. While the BC PNP has identified certain sectors as high priorities, employers in other industries who identify key skill shortages and the need to recruit from outside Canada may also apply. Post-secondary education and other factors such as employer size and geographic impacts may also be considered.

Program Categories

Business Categories

Business Skills: intended to attract prospective applicants with extensive resources and business experience who want to be actively involved in implementing a BC business undertaking that will make a significant contribution to the economy of the province.

Regional Business: intended to attract people with proven skills and financial resources, to rapidly implement plans for business establishment or expansion outside of Greater Vancouver contributing to the regional development of British Columbia.

Projects: intended to assist local or foreign companies with the timely entry of skilled, key managers and key technical professionals essential to the success of the establishment or expansion of a business expected to generate significant economic benefits to British Columbia.

Strategic Occupations

Skilled workers: Priority is given to the IT sector (especially software development) aerospace technicians and skilled trades people.

Health care professionals: Nurses, physicians and midwives.

International Students includes those studying:

- pure and applied science;
- computer science (including software engineering);
- computer, electronic, electrical and mechanical engineering; and
- business or commerce (including information systems management, tourism and hospitality management, international trade, finance and accounting programs geared to professional designations).

The BC PNP will also consider applications from students in other fields of study who have strong academic records and where it can be demonstrated that the student's employment in BC will fill future skill needs.

Initiating Party

BC's PNP is employer-driven. If an employer has a permanent, full-time vacancy in a field where there is a shortage of qualified workers, they may recruit a qualified person, and then apply for nomination for that person for permanent residency in Canada.

Recruitment of nurses and physicians is managed by BC Health Match, a health care recruitment service used by the provincial government to manage PNP applications.

Program Criteria

The BC PNP uses a standard set of assessment criteria to examine each application. This includes: the employer; the BC labour market; the standards of the industry; the position; the remuneration offered; the long term prospects for employment; the individual's ability to settle in the province; the suitability of the individual in relation to their skills and experience and those required for the position; the individual's immigration status in Canada; and, whether a significant economic benefit is created for BC.

Employers are expected to assist applicants with the immigration application process. An employer's application to the BC PNP will be considered only if the employment offered meets provincial employment and wage standards and does not conflict with any existing collective bargaining agreement. Employers in non-priority sectors must demonstrate that international recruitment is required in order to fill a job opening as well as provide information documenting the shortage and difficulties experienced in recruiting qualified persons in Canada. Employers must also have a history of good employment practices.

Foreign Worker Eligibility

Individuals already working in Canada on a temporary work permit may apply to the BC PNP.

Potential for Tourism Sector

Employers in the tourism sector are considered eligible for the BC PNP. Recruitment of international business or commerce student graduates who meet specific criteria is also considered a priority area.

Contact Information

BC PNP on the Web: www.mcaws.gov.bc.ca/amip/pnp/index.htm

Business Immigration Program
Ministry of Economic Development
Suite 730, World Trade Centre
999 Canada Place
Vancouver, BC V6C 3E1 Canada
Tel: (604) 775-2227
Fax: (604) 660-4092
E-mail: bus.imm@gov.bc.ca

Provincial Nominee Program – Strategic Occupations
Ministry of Economic Development
PO Box 9214 Stn Prov Govt
Victoria, BC V8W 9J1 Canada
Tel: (250) 387-6540
Fax: (250) 387-3725
E-mail: PNPInfo@gov.bc.ca

Alberta Provincial Nominee Program (APNP)

Ministry

Alberta Economic Development

Partner Ministries

- Alberta Agriculture, Food and Rural Development
- Alberta Health and Wellness
- Alberta Innovation and Science
- Alberta Learning

Purpose

The Alberta Provincial Nominee Program (PNP) is an immigration program that allows the Province to nominate a limited number of workers from other countries to meet provincial economic needs. It is intended to provide significant economic and industrial benefit to the province by assisting Alberta employers to fill critical skill shortages that cannot be filled by Canadian residents. Permanent residency is granted by Citizenship and Immigration Canada to successful candidates.

Occupations

The APNP does not limit nominees to specific, critical skill occupations. It is generally assumed that employer applications relate to critical skills and these will be accepted by the Ministry unless evidence to the contrary is revealed. Employer requests to nominate candidates must: present an individual who meets the required qualifications, meet provincial employment and wage standards, and not conflict with existing collective bargaining agreements.

Program Categories

The Program has no discreet program categories.

Initiating Party

The APNP is employer-driven. An interested employer must present a business case to the Ministry and apply for approval to recruit a specified number of foreign candidates to fill the position(s).

Program Criteria

The Ministry considers factors such as why the occupation is required by the employer; how Alberta will benefit by the hiring; whether recruitment activities meet in-Alberta labour requirements; how, where, and for how long the position was advertised in Alberta/Canada; the employer's employee benefit plan including how the employer will assist with relocation expenses; how/where the training of the new employee will take place; what additional assistance will be available to the applicant and their family.

Employers submit formal applications to the Ministry that respond to all the criteria. An application will be considered where it has been satisfactorily demonstrated that the position:

- cannot be filled by a Canadian resident;
- is for permanent, full-time employment in Alberta;
- meets provincial employment and wage standards;
- is offered to an individual who meets the required qualifications; and
- does not conflict with existing collective bargaining agreements.

If the application is approved, the employer submits a Guaranteed Job Offer application form and the worker submits an application form to the APNP. If approved federal application forms are submitted to CIC. CIC considers workers' work experience and qualifications in relation to position offered and industry standards, and their ability to settle successfully in Alberta as well as medical and security issues before granting permanent residency.

Foreign Worker Program Participant Eligibility

Individuals already working in Canada under the Foreign Worker Program are eligible to apply for the Alberta Provincial Nominee Program.

Potential for Tourism Sector

This Program's flexibility of occupations provides program access to a wide range of tourism employers and workers with varied skill levels. The fact that workers who are already working in Alberta under the Foreign Worker Program are eligible to be nominated under the APNP presents an opportunity for employers to meet and assess potential workers prior to nomination. Employers in the tourism sector may also wish to take advantage of a support service provided by APNP to help develop their business case.

Contact Information

Alberta Provincial Nominee Program Website: <http://www.alberta-canada.com/pnp/>

Alberta Economic Development
4th Floor, Commerce Place
10155 - 102 Street
Edmonton, AB T5J 4L6
E-mail: pnp.info@ab.ca

Saskatchewan Immigrant Nominee Program (SINP)

Ministry

Saskatchewan Department of Government Relations

Purpose

The Saskatchewan Immigrant Nominee Program is designed to assist employers to recruit workers from other countries for permanent full-time jobs, and to facilitate the processing of participants' permanent residency. The Program is not solely designed to fill critical skills shortages but welcomes a range of occupational categories.

Occupations

In relation to the tourism sector, nominee applicants can be skilled workers, business persons, in designated critical occupations, or hold temporary work permits under the Foreign Worker Program. The SINP also requires that workers in most of these occupational groupings fall into the A, B, or O categories of the National Occupational Classification (NOC) system, or in an apprenticed trade. For more information on the NOC, see Appendix B.

Program Categories

The SINP has several nominee categories. The following are the categories relevant to the tourism sector.

Skilled Worker Category

There are three sub-categories under the Skilled Worker Category.

Skilled Workers/Professional

To be eligible under this sub-category, employers and applicants must have an agreed-upon offer of permanent full-time employment in Saskatchewan. Applicants must work as a skilled worker/professional, in a management position, or they must have worked in Saskatchewan for a minimum of six months on a temporary Foreign Worker permit. Occupations in this sub-category must fall into the NOC skill category A, B or O, or be equivalent to an apprenticed trade in Saskatchewan. Applicants must reside outside of Canada or have proof of legal status in Canada. For a list of eligible occupations, see Appendix D. For a list of eligible apprenticed trade go to: http://www.saskapprenticeship.gov.sk.ca/modules.php?name=Files&f_action=securefiles_main

Critical Occupations

To be eligible for this sub-category, an employer must provide a nominee with a permanent, full-time offer of employment for a management position that falls into the NOC skill category 0 and has been approved by SINP. Employers must demonstrate that the hiring of their nominees will have a significant economic impact, such as technology transfer, creation of jobs, or provision of training for other employees, improved marketing

opportunities, industry knowledge or other positive impact. For a list of eligible occupations, see the occupations listed under “Skill Level O Occupations” in Appendix D.

Existing Work Permits

Applicants with existing work permits under the Foreign Worker program may apply to the SINP if they have a permanent full-time offer of employment with their existing Saskatchewan employer; have worked for the employer under the work permit (which has been supported by a Human Resources and Skills Development Canada labour market confirmation or a North American Free Trade Agreement (NAFTA) exemption) for more than six months; and be applying in an occupation or trade that falls into the NOC skill category A, B, or O, or is an apprenticed trade in Saskatchewan. For a list of eligible occupations, see Appendix D. For a list of eligible apprenticed trade go to:

http://www.saskapprenticeship.gov.sk.ca/modules.php?name=Files&f_action=securefiles_main

Business Category

Individuals who identify a business opportunity in the province’s key sectors/industries that will enhance the production of goods, the provision of services, exports, technology, or research in Saskatchewan may apply to the SINP as a business nominee. The province’s key sectors are: agriculture and agri-value, biotechnology, culture, energy, environmental industries, forestry, information technology and telecommunications, mining, tourism, and value-added processing and manufacturing.

Business applicants must have proven experience in managing a business; have significant funds for establishing a new business, or a joint venture or partnership in an existing Saskatchewan business; complete a business plan; undertake at least one fact-finding trip to Saskatchewan; and provide a full disclosure of business assets and debts including national and international business activities. A letter of recommendation from the applicant’s banking institution will assist in the review of the business proposal. Business applicants must intend to manage and operate a business in Saskatchewan, and live in the province.

Initiating Party

Employers may approach SINP to obtain assistance in finding workers to nominate. Individuals wishing to be nominated may also apply directly to the SINP but their applications will not be considered if they do not have a guaranteed permanent job offer from an employer.

Program Criteria

Program criteria vary according to occupational category and are summarized above under each program category. In all categories involving employers, verification may be required that wages and benefits offered to nominees are equal to those the employer does or would pay to Canadian or permanent residents with similar skills and experience. Where employers plan to hire a number of foreign skilled workers, the development of community support plans to help settle newcomers are encouraged.

Applicant eligibility varies according to occupational category. All applicants must complete a series of self-assessment and application forms and provide documented proof of education, training, occupational credentials and/or work experience. SINP program officers may require that educational credentials be reviewed by a qualification assessment organization or Saskatchewan regulatory body responsible for the occupation to ensure that applicants are eligible to work in Saskatchewan.

Foreign Worker Program Participant Eligibility

Individuals already working in Canada under the Foreign Worker Program may apply to the Saskatchewan Provincial Nominee Program under the Skilled Worker Category.

Potential for Tourism Sector

The SINP has potential to meet skilled worker/professional needs of employers in the tourism sector if employers require workers in occupations that fall into categories A, B, or O of the National Occupations Classification system (e.g. cook, food service supervisor).

The Saskatchewan Program has designated tourism as one of the critical sectors eligible under its Business category. Since offers of employment are not required for this category of nominee, entrepreneurs who wish to invest in a tourism business in Saskatchewan may find the SINP helpful in accelerating their transition to permanent residency in Canada.

In addition, four of the 37 occupations studied by the CTHRC fit within the requirements of the Critical Occupations category of the Program – NOC Skill Level O (Restaurant and Food Service Manager, Accommodations Services Manager, Retail Trade Manager, Sales Marketing and Advertising Manager). Employer will find this nominee stream helpful as long as a positive economic impact can be demonstrated.

The fact that workers who are already working in Saskatchewan under the Foreign Worker Program are eligible to be nominated under the SINP presents an opportunity for employers in all of the above categories to meet and even assess potential workers prior to nomination.

Contact Information

Saskatchewan Immigrant Nominee Program Website:
<http://www.immigrationsask.gov.sk.ca/default.htm>

Saskatchewan Government Relations and Aboriginal Affairs
Saskatchewan Immigrant Nominee Program
Immigration Branch
2nd Floor, 1919 Saskatchewan Drive
Regina SK S4P 3V7
CANADA
Phone: (Canada 001) 306-798-SINP (7467)
Fax: (Canada 001) 306-798-0713
E-mail: immigration@graa.gov.sk.ca

Yukon Business Immigrant Nominee Program (YBINP)

Ministry

Department of Economic Development

Purpose

The Yukon Business Immigrant Nominee Program operates under an agreement with the Government of Canada that allows the Yukon to nominate persons who will make a significant economic contribution to the territory. Permanent residency is granted to successful candidates by Citizenship and Immigration Canada.

Occupations

The Yukon has identified several sectors which will be given priority: Information Technology, Manufacturing, Value Added Processing, Forestry, Tourism Products, Attractions, Services and Facilities, Energy, Mining/Mineral Development, Agriculture, and Cultural Industries including film and video production.

Program Categories

The YBINP focuses on the single category of business immigrants.

Initiating Party

This program is applicant driven. Business people wishing to be nominated for employment and permanent residency in the Yukon must apply directly to the YBINP.

Program Criteria

Nominees must make business investments that create new employment opportunities or maintain and enhance existing employment for residents of the Yukon.

Nominees must be involved in the active management of the business. They must have a business background and experience that would enhance the production and marketing of goods, services, exports, technology or research in the priority sectors. Eligibility requirements include: a proposed business plan and sufficient proven experience in operating a business to implement the plan, certain assets and equity investments, at least one visit to the Yukon within the previous three years, and reasonable communication skills in one of Canada's official languages.

Foreign Worker Program Participant Eligibility

Individuals who are already in Canada on a Foreign Worker Program work permit are eligible to apply for the Program.

Potential for Tourism Sector

The identification of tourism products, attractions, services, and facilities as priority sectors suggests that the YBINP may be useful in increasing the supply of workers in the Yukon through new business investments in the tourism sector. The fact that workers who are already working in the Yukon under the Foreign Worker Program are eligible to be nominated under the YBINP presents an opportunity for candidates to assess the Yukon as a business location prior to making significant investments.

Contact Information

Yukon Business Immigrant Nominee Program Website:

<http://www.economicdevelopment.gov.yk.ca/general/ybinp.html>

Bob Snyder
Trade and Business Development Branch
Department of Economic Development
Yukon Government
P.O. Box 2703
Whitehorse, Yukon
Y1A 2C6
Telephone 867-667-3014
Facsimile 867-393-6944
E-mail: bob.snyder@gov.yk.ca

Manitoba Provincial Nominee Program (MPNP)

Ministries

Manitoba Labour and Immigration
Manitoba Industry, Economic Development and Mines

Purpose

The Manitoba Provincial Nominee Program (MPNP) was established under the Canada-Manitoba Immigration Agreement which recognizes that the province has specific immigration priorities and economic, cultural and social needs. The province reviews applications from both employers and applicants and nominates those persons who are best suited to contribute to the province's economy and who intend to live and work in Manitoba, for permanent resident status in Canada.

Occupations

The MPNP will accept applications from individuals in any occupation providing that they meet specific skilled worker assessment stream criteria and are able to demonstrate both their employability and potential to establish successfully in Manitoba. Business applicants must have the intent and ability to move to Manitoba and establish or purchase a business.

Program Categories

The MPNP has two categories: the MPNP for Skilled Workers and the MPNP for Business.

Initiating Parties

Applications in both categories are applicant driven, that is, immigrants in search of employment and permanent residency in Manitoba submit the formal application to MPNP authorities. Employers in the Skilled Worker category may apply for pre-approval.

Program Criteria

MPNP for Skilled Workers

Applicant employability is assessed on the basis of documentation submitted by applicants indicating that they are currently employed in Manitoba or have a pre-approved offer of employment as well as the training, work experience, and language ability required for employment in their occupation. They must also meet the requirements of any assessed occupation included on the PMNP Occupational Requirements List.

The MPNP Occupational Requirements List is a list of occupations with specific licensing, certification, and/or employment requirements that an applicant must meet before applying to the MPNP (see Appendix E). The list is updated regularly on the Program's website with links to information informing applicants how they can meet any requirements listed for their occupations.

Employer Direct Stream (Priority Assessment Stream)

Applicants are eligible to apply through the Employer Direct Stream if they are currently employed full-time (at least 6 months) in Manitoba and have a permanent job offer from the same employer. Applicants are also eligible to apply from outside of Canada if they have a pre-approved job offer from a Manitoba employer.

Manitoba employers may apply directly to the MPNP for pre-approval of job offers to fill positions they have been unable to fill with Canadian citizens or permanent residents. Priority is given to employers who can document a demonstrated need to recruit workers outside of Canada, a viable recruitment strategy ensuring that potential applicants will be thoroughly pre-screened for required skills and experience, and a positive retention strategy based on a wage and benefit package consistent with prevailing labour market standards.

International Student Stream (Priority Assessment Stream)

The International Student Stream is designed for individuals who have graduated from a post-secondary education program in Manitoba, have a full-time job offer related to their field of studies and are currently working with that employer. They have been issued a work permit by CIC allowing them to work in Manitoba. For details, see the Post-graduation Work Permit for International Student Graduates section of this report.

Family Support Stream (Priority Assessment Stream)

The Family Support Stream is for skilled worker applicants with a minimum level of education (postsecondary) and work experience (two years in the last five), and language ability (job-ready English or French) who have close relatives in Manitoba. Specific job offers are not required.

Strategic Recruitment Initiatives (Priority Assessment Stream)

The MPNP regularly undertakes promotional initiatives to recruit skilled workers as part of a targeted strategic mission and /or in partnership with Manitoba industries or communities. Applicants are generally invited to apply on the basis of a successful pre-arranged exploratory visit and interview with the MPNP.

Community Support Stream (Priority Assessment Stream)

The MPNP has signed specific agreements with a few established and representative ethno-cultural community organizations who are able to contribute significantly to the settlement success of newcomers lacking other ties to the Province of Manitoba. Applicants are eligible to apply on the basis of a successful pre-arranged exploratory visit, interview with the MPNP, a Letter of Support from the Community Support Agreement holder, and a documented ability to meet minimum age, education, work experience, language ability and adaptability (employability, settlement funds) requirements. Specific job offers are not required.

General Stream

Under the General Stream, an offer of employment is not required but applicants are eligible to apply if they do not meet the requirements of a priority assessment stream, and are able to demonstrate a connection to the Province of Manitoba (support of friends or relatives, evidence of previous education or employment in Manitoba). Factors including age, education, work experience, language ability, and adaptability are also taken into account. Applicants must be able to demonstrate sufficient settlement funds, and potential for employability and settlement success in Manitoba.

MPNP for Business

The Manitoba Provincial Nominee Immigration Program for Business allows Manitoba to recruit, select, and nominate qualified business people from around the world who have the intent and ability to move to Manitoba and establish or purchase a business.

Program Criteria

To qualify for the program, applicants must meet several financial criteria. They must also demonstrate business experience or extensive experience in senior management of a successful company and conduct a visit to Manitoba within few months of applying.

Foreign Worker Program Participant Eligibility

Persons working full-time in Manitoba on a temporary work permit under the Foreign Worker Program are eligible to apply for the Manitoba Immigrant Nominee Program.

Potential for Tourism Sector

The Manitoba Provincial Nominee Program provides flexible opportunities for immigrants to meet skilled labour requirements that cannot be met by Canadian citizens or permanent residents providing the conditions of the Employer Direct stream are met. The MPNP will accept applications under any occupation, including those found in the C and D skill level categories of the National Occupation Classification (NOC) system, many of which are targeted by the CTHRC.

Providing that the employment offered is long-term, meets prevailing labour market standards, and will contribute to the successful establishment of immigrants in Manitoba, there is considerable potential for the tourism sector to benefit.

Contact Information

Manitoba Labour and Immigration PNP Websites
<http://www.gov.mb.ca/labour/immigrate/immigration/2.html>

Immigration Promotion & Recruitment Branch
Manitoba Labour and Immigration
9th Floor
213 Notre Dame Avenue
Winnipeg, Manitoba
Canada R3B 1N3

Tel: 204 945 2807
Fax: 204 948 2256
Email: immigratemanitoba@gov.mb.ca

New Brunswick Provincial Nominee Program (NBNPN)

Ministry

Department of Business New Brunswick

Purpose

The purpose of the New Brunswick Provincial Nominee Program is to seek skilled immigrants who will come to the province to fill labour market shortages, or support employment or business expansion. Permanent residency is granted to successful candidates by Citizenship and Immigration Canada.

Occupations

The NBNPN does not restrict applicant eligibility to a specific set of occupations.

Program Categories

There are two classes of applicant for the NBNPN: Job Offer Applicants who apply individually as skilled workers and Business Applicants who apply to undertake business ventures in New Brunswick.

Initiating Party

The NBNPN is applicant driven. Individual skilled workers and business persons or businesses wishing to become established in New Brunswick may apply directly to the Program.

Program Criteria

Job applicants and business applicants must demonstrate adaptability to changing workforce needs and opportunities. Adaptability is assessed on the basis of six factors: age, language skills, education, work experience, adaptability, skill shortage (for job offer applicants only) and business experience (for business plan applicants only).

Job Offer Applicants

To be considered for nomination as a skilled worker, an applicant must have a guaranteed, permanent, full-time job offer from an established New Brunswick employer. In most cases, employers must demonstrate that they are having difficulty finding these skills in the local job market. Applicants must make a commitment to settle permanently in New Brunswick and are required to sign a declaration stating their intention to live and work in the province.

The program is based on a points system. Greater consideration is given to job applicants whose employment fills a skill shortage in New Brunswick.

Business Applicants

To be considered as a business applicant, an individual must have previous management experience with proven success as a senior executive and/or business owner. Applicants' business skills must be relevant to the business they intend to pursue in New Brunswick and they must have sufficient funds to finance the first phase of the planned business venture without third party assistance as well as support their family for a period of up to two years.

Language training may be required. Applicants must also obtain a minimum of 50 points in a self-assessment provided by the Province.

When immigration officers are satisfied that business applicants meet program requirements, applicants must undertake a five-day visit and interview during which they are asked to demonstrate knowledge of the business sector they are interested in pursuing. Following a positive interview, applicants must submit a detailed business plan that demonstrates the proposed investment's economic benefit to the province.

Applicants are required to become residents of New Brunswick and to implement the business plan, assuming either active ownership or a managerial role. Greater consideration is given to applicants with business plans that create new employment for Canadians other than the applicant's family.

Foreign Worker Program Participant Eligibility

Individuals who are already working in Canada on Foreign Worker Program work permits are eligible to apply for the NBPNP. Most of the Program's skilled worker applicants access the PNP by obtaining employment through the Foreign Worker Program and then transferring to the NBPNP.

Potential for Tourism Sector

NBPNP's flexibility regarding eligible occupations provides access to the Program for a wide range of employers including tourism. This provides some flexibility to employers who wish to hire workers in occupations at the C and D skill levels of the National Occupational Classification system. The Business category is also a potential mechanism to attract and utilize immigrants' potential as well as bring new capital into the provincial economy.

The fact that workers who are already in New Brunswick under the Foreign Worker Program are eligible to be nominated under the NBPNP presents an opportunity for employers in the tourism sector to meet and assess potential workers prior to nomination.

Contact Information

New Brunswick Provincial Nominee Program Website:

http://www.gnb.ca/immigration/english/immigrating/nominee_program.asp

Investment and Immigration
Department of Business New Brunswick
P.O. Box 6000

Fredericton, New Brunswick
E3B 5H1
Canada
Telephone: (506) 453-3981
Fax: (506) 444-4277
E-mail: immigration@gnb.ca

Nova Scotia Nominee Program (NSNP)

Ministry

Nova Scotia Office of Immigration. Nova Scotia has engaged Cornwallis Financial as world-wide marketing coordinator for their provincial nominee program.

Purpose

The Program is designed to help Nova Scotia employers fill skill shortages in the workforce and benefit the provincial economy. Permanent residency is granted to successful candidates by Citizenship and Immigration Canada.

Occupations

The NSNP does not restrict applicant eligibility to a specific set of occupations. Individuals in most skilled occupations could qualify. The employment of economic nominees must be at least middle management.

Program Categories

The NSNP has two categories of provincial nominees: Skilled Workers and Economic Nominees.

Skilled Workers

Individuals in most skilled occupations can qualify, provided they have a firm offer of full-time employment from a Nova Scotia employer who demonstrates to the Program that they have exhausted all other means of finding workers in Canada and are offering wages and working conditions that are standard for that occupational field.

Economic Applicants

The NSNP invites experienced managers and/or business owners to apply for immigration to Nova Scotia as economic nominees. They are provided with a six-month work experience contract with a Nova Scotia employer. This serves as an orientation to basic business operations in the province as well as a chance to assess the range of job opportunities and the best fit for their skills over the long term. Nominees select from a list of companies approved by the Province of Nova Scotia, a six month middle management work experience contract with a salary of \$20,000. At the time of interview, the applicant must state his/her intention of settling in the Province of Nova Scotia.

Initiating Party

Provincial nomination of skilled workers is employer driven, that is, employers must initiate the application with NSNP. Economic applicants apply directly to the Program.

Program Criteria

Skilled worker criteria include: legal working age, the desire for permanent, full-time employment, basic literacy, an equivalent to a Nova Scotia grade 12 education, and a guaranteed job offer from a Nova Scotia employer.

Economic nominees must have reached the minimum age of 25 years, and be no more than 60 years of age; have basic skills in English, or French and English; have the equivalent to grade 12 Nova Scotia education, have owned (wholly or in partnership) and operated a business. OR, have two years (in the previous 5 years) of management experience. They must also meet several financial investment requirements.

Foreign Worker Program Participant Eligibility

Individuals already working in Canada under the Foreign Worker Program are permitted to apply for the Nova Scotia Nominee Program.

Potential for Tourism Sector

The areas identified by the NSNP as examples of skill shortage occupations (health services, offshore oil and gas drilling and exploration, and science and technology) do not involve jobs normally associated with tourism. However, it is up to employers to demonstrate the skill shortages they are experiencing and other occupations such as those in the tourism sector will be considered if it is shown that qualified Nova Scotians are not available.

Economic applicants are also potential sources of labour in the Nova Scotia tourism sector and the Program's work experience contracts provide valuable Canadian workplace culture orientation. The investment requirements associated with this category can also provide Nova Scotia businesses with sources of new capital. Nova Scotia reports that some nominees stay with their original employers; others go on to establish their own businesses and create additional employment opportunities for Nova Scotians.

Contact Information

Nova Scotia Nominee Program Website: <http://www.gov.ns.ca/econ/nsnp/default.asp>

Cornwallis Financial Corporation: <http://www.cornwallis.com>

Prince Edward Island Nominee Program (PEINP)

Ministry

Department of Development & Technology

Purpose

The Prince Edward Island Nominee Program is to recruit internationally recruited workers and nominate them for permanent resident status in order to achieve provincial socio-economic goals. The Province is developing a web site to identify employment opportunities.

Occupations

The Province maintains a skills shortage list containing the occupations that skilled workers must apply for if they wish to participate in the PEINP (see Appendix F). There are no occupational specifications for the Program's other nominee categories.

Program Categories

The PEINP has three program categories: Skilled Workers, Immigrant Entrepreneurs, and Immigrant Partners. Specific criteria apply depending upon program category.

Skilled Workers

Applicants in this category must have specialized skills and experience that can fill labour market gaps in specific occupations. The Program provides each applicant with a self-assessment questionnaire which the Ministry uses along with CIC's immigration point system to select skilled worker nominees.

Immigrant Entrepreneurs

Immigrant Entrepreneurs are applicants who propose to establish viable, new businesses. They must comply with several asset and investment requirements.

Immigrant Partners

Immigrant Partners are applicants who propose to make investments in existing PEI companies and to take an active role in those companies as directors or senior managers. That role may be either as a director or as a senior manager defined at level "O" of the National Occupational Code. They must meet several financial investment and visitation requirements.

Initiating Party

The Skilled Worker category of applications is employer driven, that is, employers must submit the formal application for nomination to the PEINP. The Immigrant Entrepreneur and Immigrant Partner categories are applicant driven. Immigrants may submit their applications directly to the PEINP.

Program Criteria

The Nominee Program targets immigrants who intend to settle on PEI and who have language ability in English or French. All nominees must hold a Baccalaureate degree or equivalent from an accredited institution and have a minimum of 14 years education; be able to communicate at a moderate level in one of Canada's two official languages; and meet the financial requirements of the category under which they intend to apply.

All applicants must undertake a self-assessment. Potential skilled worker nominees must have a guaranteed offer of employment before they can proceed to the next stage. The employment offered must be in their field of study and/or experience, and the employer must be able to prove they have been unable to fill the position after advertising provincially and nationally.

In some circumstances, a temporary work permit may be arranged to allow a prospective immigrant to accept employment and to assess whether he/she and their family will be able to settle successfully in PEI.

Foreign Worker Program Participant Eligibility

Individuals who are already working in Canada on a Foreign Worker Program work permit are eligible to apply for the Program.

Potential for Tourism Sector

The skill shortage list used by the Program to identify eligible occupations for the Skilled Worker category does not include occupations normally associated with tourism. However, the more flexible categories of Immigrant Entrepreneurs and Immigrant Partners can assist existing tourism businesses by supplying highly qualified management workers and providing sources of new capital.

Contact Information

Prince Edward Island Nominee Program Website:

<http://www.gov.pe.ca/immigration/index.php3?number=61449&lang=E>

Department of Development & Technology
Immigration & Investment Division
PO Box 1176, 94 Euston Street, 2nd Floor
Charlottetown, Prince Edward Island, Canada C1A 7M8
Telephone: (902) 894-0351, 1-800-563-2299
Fax: (902) 368-5886
e-mail: peinominee@gov.pe.ca

Newfoundland and Labrador Provincial Nominee Program (NLPNP)

Department

Department of Innovation, Trade and Rural Development

Purpose

The Newfoundland and Labrador Provincial Nominee Program seeks to recruit immigrants who have specialized occupational or entrepreneurial skills. The Province may nominate for permanent resident status immigrants who can contribute to the economic and social goals of the province.

Occupations

The NLPNP has identified a list of priority occupational areas for nomination. The tourism sector is included. Skilled Worker applicants' permanent job or job offers must fall within the sectors included on the list (see Appendix G).

Program Categories

There are three categories of the Provincial Nominee Program: Occupational/Skilled Worker, Immigrant Entrepreneur, and Immigrant Partner.

Occupational/Skilled Worker Category

Applicants submitting an application in this category are required to have a guaranteed job offer at prevailing market rates, from a Newfoundland and Labrador employer. They may also be required to visit Newfoundland and Labrador for a pre-employment interview with the employer and the Department of Innovation, Trade and Rural Development. They are required to meet with department officials within fourteen days after landing.

In some circumstances an employer, in cooperation with the Department of Innovation, Trade and Rural Development, may arrange for a temporary foreign work permit to allow the prospective immigrant to accept employment and assess whether he/she and the family will be able to settle successfully in Newfoundland and Labrador.

In most cases, provincial credentials standards and/or professional licensing requirements must be met prior to the final decision by the Province to nominate candidates.

Immigrant Entrepreneur Category

The Immigrant Entrepreneur category is intended for prospective immigrants who propose to establish a new business or purchase an expanding existing business and who intend to be self-employed in that business. Applicants who wish to submit an application in this category must meet several criteria regarding net worth and liquidity, investment/equity requirements, business experience, good faith performance deposits, exploratory visits, submission of a business plan, and evidence of investment in a business in Newfoundland.

Immigrant Partner Category

The Immigrant Partner category is intended for prospective immigrants with business and/or entrepreneurial skills and expertise who wish to partner, in a limited manner, with other prospective immigrants (to a maximum of 3 additional immigrant partners) in establishing a new business to be located in Newfoundland and Labrador or invest in an expanding existing Newfoundland and Labrador company. In both situations the immigrant partner must take an active role in the new company by participation in the day to day operations and decision making activities as a director or senior manager of the company with a “meaningful managerial role”.

Whereas under the Immigrant Entrepreneur category the immigrant is engaged on a self-employed basis in the business, the active role played by immigrants under the Immigrant Partner category may be either as director of the company, with the attendant financial, legal and decision-making responsibilities, or as a senior manager of the company, as defined at level “O” of the National Occupational Code Classification. Applicants who wish to submit an application in this category must meet several financial and legal criteria.

Initiating Party

Applications under the Skilled Worker category are employer driven, that is, employers submit the nominations to the NLPNP. Applications under the Immigrant Entrepreneur and Immigrant Partner categories can be submitted by the nominees directly to the NLPNP.

Program Criteria

There is an onus on employers to ensure that applicants’ skills could not have been met locally and/or that the position was extremely difficult to fill, and that the skills have a critical impact on the local employer/organization’s operating ability.

Nominees must settle in Newfoundland and Labrador and have sufficient ability to communicate in either English or French. Depending upon the program category in which an application is submitted, specific financial and other criteria apply.

All prospective applicants must complete a self-assessment form to determine if they meet the criteria to be nominated by the province for immigration to Canada. The province assesses the application based on a point scoring system developed by Citizenship and Immigration Canada. A pre-assessment form is then completed by applicants and reviewed by the PNP. The Government of Newfoundland and Labrador conducts a due diligence process including verification of the applicant’s track record as a business person or accreditation as a skilled worker, and/or validation of information submitted in support of the application. Applicants meeting provincial criteria will be issued a provincial nominee certificate.

Foreign Worker Program Participant Eligibility

Individuals who have been in the province on Foreign Worker Program work permits for at least six months may apply for the program.

Potential for Tourism Sector

The NLPNP identifies tourism - winter/adventure and eco-tourism operations as a priority sector. However, given the interview requirements of the Skilled Worker category, international recruitment is less realistic than transitioning foreign skilled workers who are already in the province with work permits under the Foreign Worker Program. There were about 1,100 foreign workers in Newfoundland and Labrador in 2004, a drop of 24% from 2003.

The recruitment of nominees under the Immigrant Entrepreneur and Immigrant Partner categories has the potential to expand the tourism industry in Newfoundland and Labrador and inject new investments into the provincial economy.

Contact Information

Newfoundland and Labrador Provincial Nominee Program Website:

http://www.intrd.gov.nl.ca/intrd/prov_nominee.htm

Department of Innovation, Trade and Rural Development

Provincial Nominee Program

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St. John's, NL, Canada

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CHART: IMMIGRANT NOMINEE PROGRAMS IN CANADA*

PROVINCE TERRITORY	MINISTRY	PURPOSE	OCCUPATIONS	CATEGORIES	INITIATING PARTY	FOREIGN WORKER ELIGIBILITY	FULL-TIME JOB OFFER REQUIRED
British Columbia	Economic Development	Critical skill shortages; substantial provincial economic benefit	High priority sectors; others may be accepted	Business; Strategic Occupations	Employer	Yes	Yes, for skilled workers
Alberta	Economic Development	Critical skill shortages; significant economic and industrial benefit	No priority occupations or sectors; largely employer driven	No discrete program categories	Employer	Yes	Yes, for skilled workers
Yukon Territory	Economic Development	Significant economic contribution	Several specific priority sectors	Business only	Individual applicants		No
Saskatchewan	Government Relations	Not necessarily related to shortages; significant economic impact	NOC categories A, B, or O; apprenticed trades	Skilled worker; Business	Employers; individual applicants	Yes	Yes, for skilled workers
Manitoba	Labour and Immigration; Industry, Economic Development and Mines	To fulfill province's economic, cultural and social needs	No occupational restrictions	Skilled worker (6 streams); Business	Employers; individual applicants	Yes	No
New Brunswick	Business New Brunswick	Labour market shortages; support employment or business expansion	No occupational restrictions	Job offer; Business	Individual applicants	Yes	Yes, for skilled workers
Nova Scotia	Cornwallis Financial contracted by NS Office of Immigration	To fill skill shortages; provincial economic benefit	No occupational restrictions; economic nominees must be middle management	Skilled workers; Economic	Skilled workers are employer driven; Economic are applicant driven	Yes	Yes, for skilled workers
Prince Edward Island	Development and Technology	To fill provincial socio-economic goals; skill shortages	Skill shortage list for skilled workers; no occupational	Skilled Workers; Immigrant Entrepreneurs;	Skilled workers are employer	Yes	Yes, for skilled workers

PROVINCE TERRITORY	MINISTRY	PURPOSE	OCCUPATIONS	CATEGORIES	INITIATING PARTY	FOREIGN WORKER ELIGIBILITY	FULL-TIME JOB OFFER REQUIRED
			restrictions for other categories	Immigrant Partners	driven ; others are applicant driven		
Newfoundland and Labrador	Innovation, Trade and Rural Development	To recruit specialized occupational or entrepreneurial skills	Established specific priority occupational areas	Occupational/skilled Workers; Immigrant Entrepreneurs; Immigrant Partners	Skilled workers are employer driven ; others are applicant driven	Yes	Yes, for skilled workers

* The information in this table was accurate at the time of printing (September, 2005). However, immigrant nominee programs are constantly evolving. Updates should be obtained directly from provincial and territorial authorities.

Summary and Observations

A comparative review of current immigrant nominee programs reveals two basic types of nominees: skilled workers, and business nominees. Skilled workers are persons recruited individually or in groups by employers to fill specific positions of employment. Business nominees are entrepreneurs or senior business persons who wish to establish new businesses, invest in existing businesses as partners, or become members of senior management.

Although the parameters of nominee programs are constantly changing as provinces learn more about the dynamics of the industries they serve, the immigrant nominee programs of Alberta, Saskatchewan, Manitoba and New Brunswick currently appear to have the strongest potential to provide their provinces with skilled worker nominees in the tourism sector. These programs permit nominations in a wide range of occupations, including those at the C and D skill levels of the National Occupational Classification system where many tourism-related occupations are classified. Newfoundland and Labrador has identified tourism as a priority sector for its occupational/skilled worker nominee category.

All nominee programs provide strong designs for business nominees to immigrate and make significant financial investments that can contribute to provincial economies and employment over the long term. Saskatchewan, the Yukon Territory, and Newfoundland and Labrador have identified tourism as a priority sector for the business categories of their immigrant nominee programs. All nominee programs also facilitate the transition of workers from the federal Foreign Worker Program.

Based on our review of current nominee programs, it would appear that the tourism sector has not been considered a priority. In a manner similar to the federal Foreign Worker Program, this may be an appropriate time to strategically plan better use of provincial/territorial immigrant nominee programs to meet the needs of employers in the tourism sector. The following observations are relevant to this issue.

- ◆ There is little publicly available data on the participants, experiences or results of provincial or territorial immigrant nominee programs. Statistics published by Citizenship and Immigration Canada are unfortunately different from data made available by some provincial authorities. The lack of published data combined with these inconsistencies, limit public awareness, and create uncertainty about the programs. As a result, potential benefits to industry including the tourism sector are difficult to gauge.

It would be helpful to the tourism sector to examine data on the occupational destinations of nominees in each participating province/territory given their stated priorities, as well as the previous employment status of nominees and their rate of transition from the federal Foreign Worker Program. Information on the challenges faced by employers and nominees in navigating the process and the impact of nominees on the workplace would assist potential employers to decide if these programs could help to address their long-term labour supply problems.

- ◆ The use of existing linkages between the federal Foreign Worker Program and provincial/territorial immigrant nominee programs to transition in-Canada foreign workers was discussed in an earlier section in this report. However, it bears repeating as an attractive feature of nominee programs in cases where employers are uncomfortable with the uncertainties of hiring permanent workers directly from other countries but would be prepared to participate if interviews and assessments could be conducted in advance of hiring.

Increasing the combined use of both programs requires improvements to employer awareness and obtaining the cooperation of provincial Immigrant Nominee Programs, Human Resources and Skills Development Canada, and Citizenship and Immigration Canada. Efforts to improve communications should take into account the federal government's position that it will *"work with interested provincial governments to develop effective communications strategies directed at provincial businesses. However, as all provincial programs are different, each jurisdiction must take primary responsibility for the promotion of its own program, to ensure that program criteria are not misrepresented and that the jurisdiction's accountability for its own program is not undermined."* (Government of Canada, 2003)

***POST-GRADUATION WORK PERMITS FOR
INTERNATIONAL STUDENTS***

International Student Graduate Case Study - West Coast Hotel

Our company runs a group of five hotels. We began with one low budget hotel and one manager ten years ago and we now have five managers and an annual occupancy rate of 75%. Many of our customers are repeat business representatives who come from all over the world including Asia. However, the hotel and hospitality market is increasingly competitive and to remain successful, we need to increase efficiencies and promote customized multi-lingual client services.

Over the last three years, it has been increasingly difficult to retain management staff as our business expands. Many managers are older and looking toward retirement. We want employees who are loyal and willing to grow with us. By recruiting through the province's postsecondary institutions we found an excellent candidate for our accommodations manager position. She is an international student from China who speaks four languages. She has a degree in Business from a university in Singapore but because it is not recognized in Canada, she is completing a three year diploma in Hotel Administration and Tourism at her local college.

We recently learned that as an international student she is eligible to work for us on a post-graduation work permit for two years after the date of her graduation. This permit provides her with some security knowing that her application for permanent residency will likely be completed well before her work permit expires. It also gives us ample opportunity to assess her fit with our organization and provide some on-the-job training. The Post-graduation Work Permit program has played a key role in our ability to hire this qualified person and our decision to finance the Canadian Tourism Human Resource Council's online management certification courses to supplement her on-the-job learning experience will help us to build her loyalty and retain her on a long-term basis.

The application process is straightforward and once a permit is issued, an employee may apply to Citizenship and Immigration Canada for permanent resident status. This process takes about 6 to 8 months placing our new employee in a position to plan for her new life in Canada much sooner than if she had left Canada and applied through other immigration categories from overseas.

POST-GRADUATION WORK PERMITS FOR INTERNATIONAL STUDENTS

Introduction

International students represent a potential pool of immigrants. Although international students have traditionally been encouraged to return to their home country following completion of their postsecondary studies, the federal government has recently decided to encourage their permanent residency. In 2004, there were 41,419 international students studying in Canada at postsecondary or trade levels. Students came primarily from South Korea (12,298), China (6,985), Japan (4866), the United States (3,807), and France (3,481). Most were destined for educational institutions in Ontario, British Columbia, and Quebec.

There are currently four ways in which Canadian employers can hire international student graduates: through Post-graduation Work Permits, the British Columbia Provincial Nominee Program, the Saskatchewan Immigrant Nominee Program, and the Manitoba Provincial Nominee Immigration Program.

Post-graduation Work Permits

In recent years, Citizenship and Immigration Canada instituted the Post-graduation Work Permit for International Students through which Canadian employers in all locations outside the Communauté métropolitaine de Montréal, the Greater Toronto Area, or the Greater Vancouver Regional District, may employ international students following graduation.

The program has several criteria: the international graduates must work in their field of study; their program of study must have been at least eight months at a Canadian postsecondary institution. Application must be made within 90 days of successful program completion. Applicants must have completed their study programs at institutions outside of the Communauté métropolitaine de Montréal, the Greater Toronto Area, or the Greater Vancouver Regional District. Applicants must have a valid study permit and a full-time offer of employment.

The length of a post-graduation work permit depends on the length of an applicant's study program but can be from eight months to two years. International students studying in Canada through the Canadian Commonwealth Scholarship Program, the Government of Canada Awards Program, or the Canadian International Development Agency are not eligible for permits.

British Columbia Provincial Nominee Program

The British Columbia Provincial Nominee Program includes a component that facilitates employment and the permanent residency application process for international student graduates. The Program's International Student Component is designed to assist employers in recruiting academically strong graduates who are expected to meet the future skills needs of their organizations. The Program applies to graduates from four fields of study (pure and applied science, computer sciences, computer, electronic, electrical and mechanical engineering, business and commerce. In some of these fields, graduates must be at a masters or doctorate level; in others, they must be at an undergraduate level. A minimum number of years of study must be completed in British

Columbia but this varies by level and field of study. In some cases, graduates of programs other than those identified as priority will be considered. If jobs require occupational licensing or certification, this must be obtained before eligibility will be granted.

International graduate applicants must have graduated or be close to graduation from a full-time program at a British Columbia postsecondary institution at the time of application. They must have a written offer of a full-time, permanent job that is related to their field of study. An application kit contains forms for completion by employers and graduates. The formal submission is made by the employer. Following approval of the application by the British Columbia PNP, applicants apply for permanent residency with Citizenship and Immigration Canada. Medical and security immigration requirements must also be met. Applications are processed and permanent residency granted significantly faster than in other immigration categories.

Details on the process and additional requirements can be obtained at:
www.mcaws.gov.bc.ca/amip/pnp/Internatstudents.htm

Saskatchewan Immigrant Nominee Program

The Saskatchewan Immigrant Nominee Program (SINP) includes a component called the Foreign Student Post Graduation Work Permit Category which allows international student graduates who have already worked for a Saskatchewan employer for a minimum of six months, to apply for nomination and permanent residency under the SINP.

Applicants must have graduated from a full-time study program of at least one year in length and received a credential from a recognized Saskatchewan institution. Graduates of postsecondary institutions in another Canadian postsecondary institution may be considered eligible in some circumstances. All applicants must have a current Post-graduation Work Permit issued by Citizenship and Immigration Canada and a written, permanent, full-time job offer from their current employer. If the position requires occupational licensing or certification, this must be obtained before eligibility will be granted.

Graduates in health professions are not eligible for this category of the SINP. Neither are graduates who have been sponsored by an agency or government and are expected to return to their country of origin to work.

Application forms are required from both the employer and graduate along with additional documents. Following approval, applicants apply for permanent residency with Citizenship and Immigration Canada. Medical and security immigration requirements must also be met. Permanent residency is generally granted faster than in other immigration categories.

Manitoba Provincial Nominee Program

The Manitoba Provincial Nominee Program (MPNP) has an International Student Priority Assessment Stream which allows international student graduates to apply for provincial nomination if: they have graduated from a Manitoba postsecondary program, have a Post-graduation Work Permit from Citizenship and Immigration Canada, are currently working in Manitoba and have received an offer of full-time, long-term employment from their current employer. Graduates must also provide proof that they have all licenses/certification required to perform the job and they must demonstrate a clear ability

and intention to establish permanently and successfully in Manitoba. Proof of language ability is not required.

Applications are submitted to the MPNP by the graduate applicant. Following approval, applicants apply for permanent residency with Citizenship and Immigration Canada. Medical and security immigration requirements must also be met. Permanent residency is generally granted faster than in other immigration categories.

Summary and Observations

Post-Graduation Work Permit for International Students programs are designed to take maximum advantage of the skills and knowledge of international graduates by encouraging their permanent settlement. The programs are consistent in their requirements across jurisdictions, particularly the condition that full-time job offers must be secured before graduates may apply. It is not clear from our review how well these programs are known to employers or their long-term success from employer perspectives. Additional information is necessary before detailed recommendations can be made on whether they should be promoted to tourism employers.

CONCLUSIONS AND RECOMMENDATIONS

Existing research indicates that by 2013 the number of workers in the tourism sector will be inadequate if strategies are not undertaken to increase labour supply. It will be incumbent on employers to find workers in the face of a dwindling domestic pool and competition from other sectors facing similar shortages. Tourism employers will likely need to use a combination of strategies to overcome this serious, long-term challenge: active promotion of the industry as a career choice, improvement to work and wage conditions, retention of older workers, enhanced workplace training opportunities, and higher recruitment of underrepresented groups such as the Aboriginal community, and immigrants.

Our growing experience with integration has produced many lessons about the need to support employers, institutions and immigrants in the process. Any strategies to promote immigrant recruitment and integration into the workforce must include mechanisms that will help these groups to work effectively in new and culturally dynamic environments (i.e. Canadian workplace orientation, diversity training, mentoring, essential skills and language training). In the tourism sector, these mechanisms would also serve our communities and economy as a whole, as young tourism workers move into other industries and sectors throughout the course of their careers. Tourism employers need to increasingly consider immigrants as important sources of labour, whether they are already landed in Canada or recruited from other countries.

The value that immigrant-serving agencies and other potential partners such as postsecondary institutions can bring to the process of integrating immigrants into the tourism sector is the subject of other studies currently underway by the CTHRC. It is important that a coordinated effort take place to bring the complementary elements of all of these initiatives together and to ensure that employers make the best possible use of the skills and knowledge of all internationally trained workers.

This report examines three programs designed to meet skill shortages by facilitating the permanent residency and employment of workers from other countries. Our analysis reveals the potential for better use of these programs by employers as long as the human resource needs of the tourism sector can be accommodated while still meeting the programs' essential criteria. The following conclusions and recommendations present practical steps that can be taken to improve the use of these federal programs.

1. With few exceptions, the programs examined in this report do not target occupations in the tourism sector despite growing skill shortages. Although available statistics on participation rates are limited, they suggest that participation levels among employers in all sectors are relatively low. This is likely due to a combination of factors including: low employer awareness, the low priority given to unregulated occupations by Citizenship and Immigration Canada, program criteria that are beyond the capacities of many employers, and low maximums that are placed on worker participation in immigrant nominee programs.

Increase Participation in Immigrant Programs

It is recommended that the CTHRC:

- a) Establish occupational and regional priorities for human resource development in the tourism sector and engage in direct, detailed talks with regional Foreign Worker Program officials and provincial/territorial immigrant nominee program officials on how the various mechanisms could be combined to best serve the tourism sector (e.g. sectoral agreements, memoranda of understanding, other Foreign Worker exceptions, immigrant nominee programs, international student graduates).
 - b) Recommend to immigrant nominee programs that the number of workers permitted under immigrant nominee programs be reviewed and a number be established for participation by tourism employers.
2. One of the key factors affecting participation in the Foreign Worker Program, immigrant nominee programs, and the Post-Graduation Work Permits for International Students program appears to be low employer awareness. The federal government has taken the position that given the variation in program criteria across the country, the responsibility for employer and public awareness rests with the provinces and territories. CIC contends that it can best support communication efforts by working directly and closely with nominee program officials, leaving it to the provinces/territories to make direct contact with employers in their jurisdictions.

Increase Employer Awareness

It is recommended that the CTHRC,

- a) Enlist the support of immigrant nominee officials in tourism's priority regions to develop and conduct an awareness campaign to bring the availability and benefits of these programs to the attention of employers in the sector;
 - b) Organize discussion sessions between groups of tourism employers with complementary needs and federal program officials in order to explore possible projects and strategies for collaboration.
3. The Foreign Worker Program, its sectoral agreements and exception categories, and most of the immigrant nominee programs require clear demonstrations of labour need and skill shortage. The Foreign Worker Program targets specific occupations; immigrant nominee programs address specific sectors or particular employment situations. While emerging data are beginning to demonstrate a future of serious shortages in the tourism sector, there is a need for more quantitative data on the sector's labour market conditions. Further data collection and analysis are needed to establish occupational priorities, identify necessary improvements in the sector's use of federal programs, and demonstrate to employers that their human resource solutions lay in part, in more effective, targeted use of internationally educated workers.

Improve Available Data

It is recommended that the CTHRC,

- a) Continue to develop and enhance their demographic and employment profiles and labour supply and demand projections of industry groups in the tourism sector;
 - b) Undertake specific studies to identify priority occupations and those for which special accommodations or exception categories should be applied;
 - c) Conduct employer surveys similar to those conducted by Industry Canada to gauge labour supply issues on a regular basis;
 - d) Formally request that Citizenship and Immigration Canada and relevant provincial/territorial departments provide more public data on the operations of all of these programs including occupational breakdowns, types of employers, workers' source countries, participation rates of workers and employers in program sub-categories, and any evaluations that have been completed;
 - e) Recommend to CIC that a pan-Canadian evaluation of immigrant nominee programs be undertaken and the results made publicly available.
4. All of the programs examined in this report require a confirmed offer of full-time employment (with the exception of Manitoba's PNP). For employers, this raises the challenge of how to locate qualified candidates without incurring significant costs and the coinciding problems that foreign-trained workers experience in finding employment commensurate with their qualifications. This is an area where employers can use and build on programs that already exist. The recent success of initiatives like Career Bridge and HireImmigrants.ca in Ontario demonstrates the potential of programs that match employers and suitably qualified immigrants. This growing need has also spawned initiatives such as SkillsInternational, a non-profit organization scheduled to launch a web-based, searchable, employment database for placement of immigrants in November, 2005.

Build on Existing Programs to Support Recruitment and Training

It is recommended that the CTHRC:

- a) Enter into discussions with Career Bridge to explore the possibility of including priority tourism occupations in their internship program;
- b) Investigate the possibility of using other immigrant employment support programs such as the mentoring program operated by the Toronto Region Immigrant Employment Council, Vancouver's Community Bridging Program, and the national Host Program supported by Citizenship and Immigration Canada in communities across the country.
- c) Enter into discussions with SkillsInternational to explore the possibility of including priority tourism occupations in their database of skilled workers and promoting SkillsInternational with employers in the sector. Initial inquiries with SkillsInternational indicate a willingness to explore the possibilities of cooperating with the CTHRC;
- d) Investigate the existence of similar programs in tourism's priority regions with a view to developing regional web-based worker databases for tourism employers. Innovations such as partnerships with colleges or immigrant

serving agencies to produce web-based video clips could be invaluable to employers wishing to identify appropriate candidates for jobs requiring strong interpersonal skills. A web-based connection focused on tourism could also benefit business nominees and Canadian employers searching for partners or business capital.

5. A striking result of our research of the literature on labour market issues in the tourism sector was the limited reference to organizations such as community colleges that provide educational programming for many occupations in the sector. Employers of tourism workers in unregulated occupations in the C and D categories of the NOC classification system do not appear to engage to any significant degree in training partnerships with institutions. Equally absent are examples of partnerships between employers and immigrant-serving agencies. At the same time, the federal government and provinces are making hundreds of millions of dollars available for initiatives to improve the integration of immigrants into the Canadian workforce by supporting occupationally-based programs in essential and occupational skills training, language training, and Canadian workplace culture orientation.

It is important to use and build on existing initiatives. There may be opportunities for the CTHRC and tourism industries to work strategically with colleges in the orientation and integration of immigrants in the workplace. For example, in Ontario, the provincial government recently allocated \$5 million to CON-NECT on behalf of the Colleges of Applied Arts and Technology to undertake projects, programs and services that would improve the integration of immigrants into the province's college system. CON-NECT has expressed an interest in exploring with the CTHRC how they might collaborate to provide supports that increase and improve the hiring of immigrants at appropriate levels in tourism industries.

In other sectors, interest in such partnerships is also growing. For example, in the plastics sector, there is a recognized need to work with colleges to design training that responds to the demands of new technologies and practices (Empry, 2001). In food processing manufacturing, there is an interest among employers to join with colleges to develop sector-specific entry level essential skills training as well and management development training (Toronto Economic Development, 2004).

These conditions present an opportunity for the CTHRC to facilitate fuller engagement of colleges and immigrant-serving agencies in the training of immigrants in tourism occupations.

It is recommended that the CTHRC:

- a) Investigate the possibility of strategic links with the Association of Community Colleges of Canada (ACCC) and CON-NECT in Ontario to explore areas of common interest and opportunity and facilitate cooperation;
- b) Survey employers, immigrant-serving agencies, and colleges in priority regions for their interest in participating in occupationally-based training partnerships that are geared to orienting tourism-employed foreign workers, provincial nominees and recently landed immigrants;

- c) Conduct presentations at complementary conferences and symposia, particularly the biannual, national Recognizing Learning Conference on strategies the sector is undertaking to promote the recognition of immigrant skills for employment.
6. The parameters of the federal Pilot Project for Occupations in the NOC's C and D skill categories appear to present potential for recruiting workers into skill shortage areas of the tourism sector. However, with limited information currently available it is difficult to explore the role that this program could play in the sector's efforts to fill C and D skill category occupations.

Explore New Opportunities

- a) Given that several key tourism occupations facing labour shortages are classified as NOC skill categories C and D, it is recommended that the CTHRC undertake discussions with HRSDC to learn more about this Project and the possibility of incorporating its benefits into future CTHRC-supported immigrant recruitment initiatives.
7. The Post-Graduation Work Permit for International Students programs may be valuable vehicles for recruitment of management and professional workers in the tourism sector. However, limited information on their operation, challenges, and success is available.
- a) It is recommended that the CTHRC enter into discussions with Citizenship and Immigration Canada and immigrant nominee program officials in priority regions to obtain more detailed information on their programs to recruit postsecondary graduates and determine the best methods of improving awareness and program access by employers in the tourism sector.

Capstone Recommendation

As an active, national sector council, the CTHRC is in a positive position to increase employer awareness of federal and provincial worker recruitment programs, influence the labour force development strategies of employers and educators, and accordingly help to improve Canada's use of the skills and knowledge of its internationally educated workers.

It is therefore recommended that the Council develop a strategy that encompasses all of the actions contemplated by the above recommendations. A formal strategy would assist the Council to systematically identify relevant and interested stakeholders, target occupational priorities, select programs to build on, and establish realistic goals, action plans, and timetables. This strategy should be an integral part of the overall human resources model currently under development by the Council and should be used in the implementation of pilot employment integration projects that provide and test an immigrant recruitment framework for tourism employers.

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Albert Provincial Nominee Program
<http://www.alberta-canada.com/pnp/>

British Columbia Provincial Nominee Program www.mcaaws.gov.bc.ca/amip/pnp/index.htm

Foreign Worker Program: Exemptions and specific arrangements for foreign workers in film and entertainment
www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/on/epb/lmd/fw/entertexem.shtml&hs=hze (??)

Foreign Worker Program: Sectoral Agreements
<http://www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/on/epb/fwp/fwp.shtml&hs=on0>

Foreign Worker Program: Canada Research Chairs Program
<http://www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/on/epb/fwp/fwp.shtml&hs=on0>

Foreign Worker Program: HRSDC Assessment for Academics
<http://www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/on/epb/fwp/fwp.shtml&hs=on0>

Foreign Worker Program: Hiring Foreign Academics in Canada
<http://www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/on/epb/fwp/fwp.shtml&hs=on0>

Foreign Worker Program: Academic Exemptions
<http://www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/on/epb/fwp/fwp.shtml&hs=on0>

Foreign Worker Program: Pilot Project for Hiring Foreign Workers in Occupations that Usually Require a High School Diploma or Job-Specific Training
<http://www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/on/epb/fwp/fwp.shtml&hs=on0>

Foreign Worker Program: Hiring Foreign Information Technology Specialists
<http://www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/on/epb/fwp/fwp.shtml&hs=on0>

Foreign Worker Program: Hiring foreign live-in caregivers in British Columbia
<http://www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/on/epb/fwp/fwp.shtml&hs=on0>

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<http://www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/on/epb/fwp/fwp.shtml&hs=on0>

Foreign Worker Program: Hiring Foreign Agricultural Workers in Canada
<http://www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/on/epb/fwp/fwp.shtml&hs=on0>

Foreign Worker Program: Hiring Foreign Live-in Caregivers
<http://www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/on/epb/fwp/fwp.shtml&hs=on0>

Foreign Worker Program: Construction MOU
www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/on/epb/fwp/construction_mou_intro.shtml&hs=on0

Guide for the Employer and Temporary Foreign Worker
www.immigration-quebec.gouv.qc.ca/anglais/immigration/temporary-worker

Hire Immigrants www.hireimmigrants.ca

Immigration et Communautés culturelles

<http://www.immigration-quebec.gouv.qc.ca/anglais/immigration/temporary-worker/step.html>

Manitoba Provincial Nominee Program

<http://www.gov.mb.ca/labour/immigrate/immigration/2.html>

National Occupational Classification System

<http://www23.hrdc-drhc.gc.ca/2001/e/generic/welcome.shtml>

New Brunswick Provincial Nominee Program

http://www.gnb.ca/immigration/english/immigrating/nominee_program.asp

Newfoundland and Labrador Provincial Nominee Program

http://www.intrd.gov.nl.ca/intrd/prov_nominee.htm

Nova Scotia Nominee Program

<http://www.gov.ns.ca/econ/nsnp/default.asp>

Pilot Project for Hiring Foreign Workers in Occupations that Usually Require a High School Diploma or Job-specific Training

<http://www.hrsdc.gc.ca/en/epb/lmd/fw/lowskill.shtml>

Prince Edward Island Nominee Program

<http://www.gov.pe.ca/immigration/index.php3?number=61449&lang=E>

Saskatchewan Immigrant Nominee Program

<http://www.immigrationsask.gov.sk.ca/default.htm>

Tourism Training – emerit

www.emerit.ca

Welcome Ontario: A place to Grow for Business immigrants

www.2ontario.com/bi/home.asp

Work Opportunities for Foreign Students

www.cic.gc.ca/english/study/work-opps.html

Yukon Business Immigrant Nominee Program

<http://www.economicdevelopment.gov.yk.ca/general/ybinp.html>

**PROJECTED PERCENTAGE OF LABOUR SUPPLIED THROUGH IMMIGRATION
BETWEEN 2003 AND 2013**

OCCUPATION	TOTAL POPULATION 2013	LABOUR SOURCED THROUGH IMMIGRATION BY 2013	% OF TOTAL POPULATION
Food and Beverage Server	194,373	14,473	7.4
Food Counter Attendant and Kitchen Helper	209,678	11,303	5.4
Cook	136,197	9,531	7.0
Restaurant and Food Service Manager	116,063	8,730	7.5
Bus Driver	69,648	3,672	5.3
Bartender	40,992	3,566	8.7
Light Duty Cleaner	46,420	2,934	6.3
Taxi Driver	38,863	2,235	5.8
Travel Counsellor	28,449	2,176	7.6
Cashier	41,242	2,126	5.2
Chef	24,785	1,993	8.0
Airline Pilot	23,510	1,827	7.8
Accommodations Services Manager	30,312	1,712	5.6
Food Service Supervisor	24,033	1,701	7.1
Program Leader and Instructor	22,972	1,544	6.7
Hotel Front Desk Clerk	19,016	1,486	7.8
Casino Occupation	16,932	1,479	8.7
Retail Trade Manager	17,633	1,236	7.0
Landscaping Worker	19,204	1,216	6.3
Retail Salesperson	18,337	1,207	6.6
Purser and Flight Attendant	13,984	1,144	8.2
Operator Attendant Amusement Recreation	17,788	1,080	6.1
Janitor	17,168	1,033	6.0
Airline Sales and Service Agent	13,361	1,017	7.6
Maitre d and Host Hostess	15,955	743	4.7
Accounting Clerk	9,406	735	7.8
Baker	8,596	679	7.9
Sales Marketing	5,909	504	

OCCUPATION	TOTAL POPULATION 2013	LABOUR SOURCED THROUGH IMMIGRATION BY 2013	% OF TOTAL POPULATION
and Advertising Manager			8.5
Transportation Manager	7,676	466	6.1
Travel and Tour Guide	5,683	403	7.1
Other Attendant Accommodation and Travel	4,856	380	7.8
Ticket and Cargo Agent	3,217	222	6.9
Technical Occupations Museums	2,894	212	7.3
Outdoor Sport and Recreational Guide	2,880	207	7.2
Retail Trade Supervisor	2,732	190	7.0
Conference and Event Planner	1,926	169	8.8
Human Resource Manager	1,799	141	7.8
Total	1,274,466	85,445	6.1

NATIONAL OCCUPATIONAL CLASSIFICATION SYSTEM

NOC Skill Levels

Introduced in 1992, the National Occupational Classification (NOC) is a system that describes and categorizes occupations in Canada. It is based on extensive occupational research, analysis and consultation conducted across the country, reflecting the changes in the Canadian labour market. The NOC website contains the classification structure and descriptions of 520 occupational unit groups and includes over 30,000 occupational titles.

The NOC groups occupations according to skill levels that correspond to the type and/or amount of training or education typically required to work in an occupation. It consists of four skill levels identified A through D and each is assigned a numerical value ranging from 1 to 6.

Skill level groupings also reflect the experience required for entry and the complexity of the responsibilities involved in the work, compared with other occupations. Each skill level is intended to reflect commonly accepted paths to employment in an occupation.

The NOC does not assign a skill level to management occupations. Factors other than education and training (e.g. previous experience, ownership of real property and capital, ownership of intellectual property, inherent decision-making skills and organizational capabilities) are considered more significant determinants for employment in management occupations. The designation for management jobs is "0".

The 4 skill levels (both alphabetic characters and numerical values) used in the NOC are as follows:

NOC Skill Levels

SKILL LEVEL (ALPHA)	SKILL LEVEL (DIGIT)	NATURE OF EDUCATION/TRAINING
O Management occupations		
A Professional occupations	1	University degree at the bachelor's, master's or doctorate level.
B Skilled and technical occupations	2 or 3	Two to three years of post-secondary education at a community college, institute of technology or CEGEP, or two to five years of apprenticeship training or three to four years of secondary school and more than two years of on-the-job training, specialized training courses or specific work experience. Occupations with supervisory responsibilities and occupations with

		significant health and safety responsibilities, such as firefighters, police officers and registered nursing
C Clerical, assisting, intermediate, and machine operating occupations	4 or 5	One to four years of secondary school education or up to two years of on-the-job training, specialized training courses or specific work experience.
D Elemental sales/service and labourer occupations	6	Short work demonstration or on-the-job training or no formal educational requirements.

**SUPPLY PROJECTIONS OF CTHRC-STUDIED TOURISM-RELATED OCCUPATIONS,
2003 TO 2013, BY NOC SKILL LEVELS**

OCCUPATION	2003	2013	% Change 2003-2013	NOC SKILL LEVEL
Food Counter Attendant and Kitchen Helper	208,264	209,678	0.7	D
Food and Beverage Server	187,290	194,373	3.8	C
Cook	129,680	136,197	5.0	A
Restaurant and Food Service Manager	106,784	116,063	8.7	O
Bus Driver	60,976	69,648	14.2	C
Light Duty Cleaner	43,027	46,420	7.9	D
Cashier	40,869	41,242	0.9	D
Bartender	38,666	40,992	6.0	C
Taxi Driver	34,378	38,863	13.0	C
Accommodations Services Manager	26,343	30,312	15.1	O
Travel Counsellor	25,927	28,449	9.7	C
Chef	23,291	24,785	6.4	A
Food Service Supervisor	23,338	24,033	3.0	A
Air Pilot, Engineer, Instructor	21,888	23,510	7.4	A
Program Leader and Instructor	22,325	22,972	2.9	A
Landscaping Worker	17,673	19,204	8.7	A
Hotel Front Desk Clerk	17,673	19,016	7.6	C
Retail Salesperson	17,242	18,337	6.4	C
Operator Attendant Amusement Recreation	16,863	17,788	5.5	D
Retail Trade Manager	15,990	17,633	10.3	O
Janitor	15,481	17,168	10.9	D
Casino Occupation	15,884	16,932	6.6	C
Maitre d and Host Hostess	15,818	15,955	0.9	C
Purser and Flight Attendant	13,046	13,984	7.2	C
Airline Sales and Service Agent	12,431	13,361	7.5	C
Accounting Clerk	8,739	9,406	7.6	C
Baker	8,189	8,596	5.0	A

OCCUPATION	2003	2013	% Change 2003-2013	NOC SKILL LEVEL
Transportation Manager	7,059	7,676	8.7	A
Sales Marketing and Advertising Manager	5,586	5,909	5.8	O
Travel and Tour Guide	5,183	5,683	9.7	C
Other Attendant Accommodation and Travel	4,555	4,856	6.6	D
Ticket and Cargo Agent	2,981	3,217	7.9	C
Outdoor Sport and Recreational Guide	2,681	2,880	7.4	D
Retail Trade Supervisor	2,603	2,732	5.0	A
Conference and Event Planner	1,814	1,926	6.2	A
Human Resource Manager	1,692	1,799	6.4	A
Technical Occupations Museums	2,689	2,894	7.6	A
Total	1,204,915	1,274,466	5.8	-

SASKATCHEWAN IMMIGRANT NOMINEE PROGRAM ELIGIBLE OCCUPATIONS

Skill Level A Occupations

Professional Occupations in Business and Finance

Auditors, Accountants and Investment Professionals
Human Resources and Business Service Professionals

Professional Occupations in Natural and Applied Sciences

Physical Science Professionals
Life Science Professionals
Civil, Mechanical, Electrical and Chemical Engineers
Other Engineers
Architects, Urban Planners and Land Surveyors
Mathematicians, Statisticians and Actuaries
Computer and Information Systems
Professionals

Professional Occupations in Health

Physicians, Dentists and Veterinarians
Optometrists, Chiropractors and Other Health Diagnosing and Treating Professionals
Pharmacists, Dietitians and Nutritionists
Therapy and Assessment Professionals
Nurse Supervisors and Registered Nurses

Professional Occupations in Social Science, Education, Government Services and Religion

Judges, Lawyers and Quebec Notaries
University Professors and Assistants
College and Other Vocational Instructors
Secondary and Elementary School Teachers and Educational Counsellors
Psychologists, Social Workers, Counsellors, Clergy and Probation Officers
Policy and Program Officers, Researchers and Consultants

Professional Occupations in Art and Culture

Librarians, Archivists, Conservators and Curators
Writing, Translating and Public Relations Professionals
Creative and Performing Artists

SKILL LEVEL B OCCUPATIONS

Skilled Administrative and Business Occupations

Clerical Supervisors
Administrative and Regulatory Occupations
Finance and Insurance Administrative Occupations
Secretaries, Records and Transcriptionists

Technical Occupations Related to Natural and Applied Sciences

Technical Occupations in Physical Sciences
Technical Occupations in Life Sciences
Technical Occupations in Civil, Mechanical and Industrial Engineering
Technical Occupations in Electronics and Electrical Engineering
Technical Occupations in Architecture, Drafting, Surveying and Mapping
Other Technical Inspectors and Regulatory Officers
Transportation Officers and Controllers
Technical Occupations in Computer and Information Systems

Technical and Skilled Occupations in Health

Medical Technologists and Technicians (Except Dental Health)
Technical Occupations in Dental Health Care
Other Technical Occupations in Health Care (Except Dental)

Paraprofessional Occupations in Law, Social Services, Education and Religion

Paralegals, Social Services Workers and Occupations in Education and Religion,

Technical and Skilled Occupations in Art, Culture, Recreation and Sport

Technical Occupations in Libraries, Archives, Museums and Art Galleries
Photographers, Graphic Arts Technicians and Technical and Co-ordinating Occupations in Motion Pictures, Broadcasting and the Performing Arts
Announcers and Other Performers
Creative Designers and Craftpersons
Athletes, Coaches, Referees and Related Occupations

Skilled Sales And Service Occupations

Sales and Service Supervisors
Technical Sales Specialists, Wholesale Trade
Insurance and Real Estate Sales Occupations and Buyers
Chefs and Cooks
Butchers and Bakers
Police Officers and Firefighters
Technical Occupations in Personal Service

Trades and Skilled Transport and Equipment Operators

Contractors and Supervisors, Trades and Related Workers
Supervisors, Railway and Motor Transportation Occupations
Machinists and Related Occupations
Electrical Trades and Telecommunication Occupations
Plumbers, Pipe fitters and Gas Fitters
Metal Forming, Shaping and Erecting Trades
Carpenters and Cabinetmakers
Masonry and Plastering Trades
Other Construction Trades
Machinery and Transportation Equipment Mechanics (Except Motor Vehicle)
Automotive Service Technicians
Other Mechanics
Upholsterers, Tailors, Shoe Repairers, Jewelers and Related Occupations
Stationary Engineers and Power Station and System Operators

Train Crew Operating Occupations
Crane Operators, Drillers and Blasters
Printing Press Operators, Commercial Divers and Other Trades and Related Occupations

Skilled Occupations in Primary Industry

Supervisors, Logging and Forestry
Supervisors, Mining, Oil and Gas
Underground Miners, Oil and Gas Drillers and Related Workers
Logging Machinery Operators
Contractors, Operators and Supervisors in Agriculture, Horticulture and Aquaculture
Fishing Vessel Masters and Skippers and Fishermen/women

Processing, Manufacturing and Utilities Supervisors and Skilled Operators

Supervisors, Processing Occupations
Supervisors, Assembly and Fabrication
Central Control and Process Operators in Manufacturing and Processing

SKILL LEVEL O OCCUPATIONS

Administrative Services Managers
Managers in Financial and Business Services
Managers in Communication (Except Broadcasting)
Managers in Engineering, Architecture, Science and Information Systems
Managers in Health, Education, Social and Community Services
Managers in Public Administration
Managers in Art, Culture, Recreation and Sport
Sales, Marketing and Advertising Managers
Managers in Retail Trade
Managers in Food Service and Accommodation
Managers in Protective Service
Managers in Other Services
Managers in Construction and Transportation
Facility Operation and Maintenance Managers
Managers in Primary Production (Except Agriculture)
Managers in Manufacturing and Utilities

MANITOBA PROVINCIAL NOMINEE PROGRAM OCCUPATIONAL REQUIREMENTS LIST

Agrologists and Technical Agrologists
Aircraft Maintenance
Audiologist and Speech Pathologists
Chiropractors
Clinical Perfusionists and Cardio-Pulmonary Technologists
Crane and Hoisting Equipment Operator
Dental Hygienists and Dental Therapists
Dentists
Denturists
Early Childhood Educators and Assistants
Electrologists and Estheticians
General Practitioners, Family Physicians and Specialist Physicians Other Professional Occupations in Health Diagnosing and Treating - Naturopaths
Hairstylists
Labourers in Processing, Manufacturing and Utilities (All Occupations)
Land Surveyors
Lawyers
Licensed Practical Nurses
Long Haul Truck Drivers
Machine Operators and Related Workers in Fabric, Fur and Leather Products Manufacturing
Machine Operators and Related Workers in Textile Processing
Medical Radiation Technologists
Midwives
Ministers of Religion and Other Religious Occupations
Nurse Aides, Orderlies, and Patient Service Associates
Nurse Supervisors and Registered Nurses
Occupational Therapists
Opticians
Optometrists
Other Professional Occupations in Health Diagnosing and Treating - Podiatrists
Pharmacists
Physiotherapists
Refrigeration and Air Conditioning Mechanics
Respiratory Therapists
Secondary and Elementary School Teachers and Educational Counsellors
Sprinkler System Installer and Steamfitter - Pipefitters
Veterinarians

PRINCE EDWARD ISLAND PNP SKILL SHORTAGE OCCUPATIONS

Aerospace Inspector
Aerospace Engineering Team Leader
Artisan Entrepreneurs
Chemical Process Operators
Chemical Technicians
Diagnostic Sonographer
Electricians - Journeyman
Engine Fitters
Farm Entrepreneurs
Heavy Equipment Operators
I T Specialists - Minimum 3 years experience
Licensed Practical Nurses
Machinists
Machinists, CNC
Mechanics, Heavy Duty
Medical Doctors: GP's and Specialists
Pipe Fitters
Registered Nurses
Research Biochemist
Respiratory Therapist
Speech Language Pathologist
Social Worker
University Professors, varying disciplines
Welders, Aerospace - ASME Qualified
Welders/Fabricators - C WB Flexcore, Tig-Wire, Stainless, Aluminum

NEWFOUNDLAND AND LABRADOR STRATEGIC SECTOR LIST

Aerospace
Agricultural and agrifoods
Aquaculture
Biotechnology
Creative and cultural industries
Environmental industries
Expansions
Fisheries
Healthcare
Information technology
Knowledge-based Industries
Manufacturing
Mining
Natural resources
Oil and gas
Research and development
Science and technology
Tourism - Winter/adventure and eco-tourism operations
Valued-added enterprises