



Grant Thornton

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Prince Edward Island Provincial Nominee Program

Evaluation Results

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Executive summary

The Prince Edward Island Provincial Nominee Program

The Prince Edward Island Provincial Nominee Program (PNP or the Program) was introduced in 2001 through an agreement (the Agreement) with Citizenship and Immigration Canada (CIC) (now Immigration, Refugees, and Citizenship Canada (IRCC)) to better align immigration with the economic development priorities of the Province of Prince Edward Island (the Province). With the creation of the Program, immigrants have the option of applying to come to PEI directly through CIC or to be nominated to CIC by the Province through the PNP.

Delivered by Island Investment Development Inc. (IIDI), the PNP is intended to attract immigrants with the skills, experience and economic means to successfully establish themselves on Prince Edward Island, and expedite the immigration process for them. It aims to:

- Respond to the labour market needs of businesses operating on Prince Edward Island;
- Increase investment and performance in targeted sectors;
- Establish new or enhance existing businesses;
- Retain newcomers and build stronger immigrant communities; and
- Contribute to population growth targets.

A new program model was introduced in 2011, which is the subject of this evaluation for the 2010 to 2014 period. During this period, the Program consisted of two categories: Labour Impact and Business Impact.

1 Labour Impact

This category aims to attract immigrants with the skills and experience required to meet labour market needs. The Province identifies strategic labour market needs by defining broad eligibility such as National Occupational Classification skill level requirements and eligible sectors. The category is an employer-driven vehicle for businesses and organizations to meet self-identified employment needs through three streams: Skilled Worker, Critical Worker and International Graduate.

2 Business Impact

This category aims to attract skilled entrepreneurs wanting to establish new businesses in the Province or purchase existing ones. The Program requires active involvement in the management

of the company. This category includes three streams: 100% Ownership, Partial Ownership and Work Permit.

Scope and Intent of the Evaluation

The Province of Prince Edward Island commissioned this evaluation to:

- Assess the extent to which the Program continues to be relevant to the priorities of IIDI, the Province and its federal partner, CIC.
- Review program management, reporting and accountability processes, focusing on the quality of processes and services from the perspective of program participants, and factors affecting nominee success; and
- Assess the extent to which intended Program and Provincial outcomes are being realized, with a focus on nominee retention, employment outcomes and income, establishment in the community, responding to employer needs, and promoting investment in the Island economy.

Restrictions

In accordance with the Agreement, this report was prepared for IIDI for management information purposes as outlined in the preceding *Scope and Intent of the Evaluation* section. We will not assume any responsibility or liability for losses occasioned to IIDI, participants in the Provincial Nominee Program or any third party, as a result of the circulation, publication, reproduction or use of this report contrary to the provisions of this paragraph.

Our analyses are based upon information provided by participants in the Provincial Nominee Program and/or on behalf of IIDI. We assume no responsibility and make no representations with respect to the accuracy or completeness of any information provided by participants in the Provincial Nominee Program and/or on behalf of the Province.

We reserve the right, but are under no obligation, to review and/or revise the contents of this report in light of information which becomes known to us after the date of this report.

Approach

The evaluation covers the period of 2010-2014. A combination of nominee and employer surveys, interviews, and data analysis were employed in order to meet the specific evaluation objectives

Conclusions

The PNP is instrumental in attracting immigrants to the Province. Accounting for 88% of newcomers to PEI during the period of 2010-2014, the Program attracts immigrants with the skills, experience and economic means to successfully establish themselves on Prince Edward Island, and expedites the immigration process for them. Further, the Program allows the Province flexibility in developing immigration programs that respond to the unique challenges of PEI's economy and contribute to the broader social and economic prosperity objectives.

Recommendations

The following recommendations are based on observations of potential impediments to the success of PNP in achieving its objectives, as well as of conflicting information that appears to lead to contradictory conclusions:

- **Setting goals:** We recommend that IIDI be more explicit in the preparation and open communication of the goals that it has set for each stream within each Impact Category, and the outcomes related to those goals.
- **Participation rates:** Related to greater tracking and accountability of outcomes, IIDI should monitor participation rates for all streams to identify any that are underperforming (based on targets), and assess the underlying cause of underperformance and the impact that the outcome has on the overall Program.
- **Inconsistent results:** We recommend that IIDI further investigate the underlying causes for various anomalies resulting from the analysis performed for this report. For example, survey results showed that assistance provided meets the needs of immigrants, but fails to have a positive impact on the nominee and nominee's family. Also, Program nominees did not consider "good business opportunities" or "a high quality workforce" as reasons to invest and start a business on the Island.

Introduction

Program profile

The Prince Edward Island Provincial Nominee Program (PNP or the Program) was introduced in 2001 through an agreement with Citizenship and Immigration Canada (CIC) (the Agreement) to better align immigration to the Provincial and regional labour market with the economic development priorities of the Province. Prior to the creation of the PNP, the Province relied on the federal government for immigration. Within the federal categories, PEI received approximately 150 permanent residents per year, with the Refugee class accounting for 40%. From 2010-2014, 7,087 immigrants landed in Canada through the PNP, accounting for 88% of newcomers to the Island.¹

Delivered by Island Investment Development Inc. (IID), the PNP provides the opportunity for the Province to position itself internationally to compete for foreign talent, promoting the Province's vibrancy, diversity and openness to qualified individuals and families. The Program is designed to expedite the Canadian immigration process for nominees and to attract immigrants with the skills, experience and means to be successful in establishing themselves economically on Prince Edward Island. The PNP aims to:

- Attract immigrants with the skills, experience and economic means to successfully establish themselves on Prince Edward Island, and provide them with a pathway to permanent residency;
- Respond to the labour market needs of businesses operating on Prince Edward Island;
- Increase investment and performance in targeted sectors;
- Establish new or enhance existing businesses;
- Retain newcomers and build stronger immigrant communities; and
- Contribute to population growth targets.²

Through the Agreement, PEI has defined selection criteria to meet the Province's economic, labour market and population needs. Based on the criteria, PNP staff select eligible applicants and nominate them for permanent residency to CIC.

Over time, the Program has kept pace with the changing federal regulatory environment and the evolving needs and priorities of the Province, which have been further clarified in the recent Throne Speech. The 2015 Speech places a strong emphasis on people being the Province's "greatest resource"

¹ CIC Annual Report to Parliament on Immigration, years 2011-2015

² The overall aims of the Program can be found in: Annex A of the Canada – Prince Edward Island Agreement on Immigration, the Island Prosperity Strategy and PNP program guidelines and eligibility requirements. They have been summarized in general terms in the evaluation.

and refers to immigrant programs as part of the coordinated strategy to build the workforce and enhance talents of current workers. While there have been significant changes to the Program to address changing priorities and promote improvements identified through the results of past reviews and audits, the Program has consistently aimed to attract immigrants, now provided with a choice of six streams in these two program categories:

1 Labour Impact

This category aims to attract immigrants with the skills and experience required to meet labour market needs. The Province identifies strategic labour market needs by defining broad eligibility such as National Occupational Classification skill level requirements (0 – management jobs, A – professional jobs, B – technical jobs and skilled trades), eligible sectors and lower skilled positions. The category is an employer-driven vehicle for businesses and organizations to meet self-identified employment needs through the following streams:

- Skilled Worker Stream – allows employers that have identified or hired a foreign worker to support that worker to obtain permanent residency to Canada.
- Critical Worker Stream – facilitates filling labour market shortages through enabling foreign workers to apply to become permanent residents. A pilot program, there are five occupations currently included: truck drivers, customer service representatives, labourers, food and beverage servers, and housekeeping attendants.
- International Graduate Stream – gives employers the opportunity to hire a recent graduate from a recognized accredited Prince Edward Island university or college.

2 Business Impact Category

This category aims to attract skilled entrepreneurs wanting to establish new businesses in the Province or purchase existing ones within eligible sectors. The Program requires active involvement in the management of the company. This category includes the following streams:

- 100% Ownership Stream – requires a conditionally-refundable deposit of \$200,000 Canadian dollars (CAD) to be held in escrow. Conditions of the escrow agreement require the applicant to obtain 100% control of a business through the outright purchase of an existing business or the start of a new business in Prince Edward Island.
- Partial Ownership Stream – required the applicant to, amongst other conditions, obtain a minimum of 33 1/3% of the business' equity or invest \$1,000,000 CAD in the equity of the business.
- Work Permit Stream – requires applicants to obtain their work permit and become a sole or partial owner of a business by investing in and actively managing an eligible business in Prince Edward Island, prior to being nominated.

Scope and intent of the evaluation

In accordance with the Agreement, IIDDI commissioned this evaluation to critically assess the Program over the 2010 to 2014 period by evaluating the following three aspects of performance:

a Rationale and Intent

Identify the role that the PNP Program plays in building a secure and prosperous future for all Islanders.

- Assess whether the Program is aligned with the priorities of IIDI, the Province and its federal partner, CIC; and,
- Assess how the intent of the Program provides an incremental contribution to PEI's immigration objectives that would otherwise not be met by other immigration programs.

b Design and Delivery

Review Program management, reporting and accountability processes and:

- Assess the quality of processes and services of the PNP from the perspective of Program participants;
- Identify the factors that affect success for nominees, including available settlement services and supports; and
- Assess key areas of strength and challenge in program design and delivery, including how management identifies and assesses opportunities for improvement.

c Outcomes

Assess the extent to which intended Program and Provincial outcomes are being realized. This includes an assessment for each Program category along with an overall assessment covering:

- Nominee retention, employment outcomes, income, and establishment in the community;
- The extent to which the labour needs of the Province and participating employers have been met;
- The level of investment and business growth associated with nominee investments; and
- Secondary impacts (intended and unintended), focusing on population impacts, distribution of benefits across the Island, impact on priority sectors of the economy and establishment of minority language communities.

Changes since Prior Review

The last evaluation covered the period of 2001 to 2010. Any comparison to the previous report will refer to either the time period covered by the report, or to the year the evaluation was performed (2011). Since the previous evaluation, the following program changes have been implemented:

- 1 Launching a new program model on March 10, 2011. As outlined above, the model is comprised of six streams divided into the Labour Impact and Business Impact categories.
- 2 Modifying the governing structure by:
 - Merging the Office of Immigration with the Population Secretariat to eliminate the duplication of services. (May 2012)

- Assigning the recruitment, retention and settlement team to the Department of Workforce and Advanced Learning, and the administration of the PNP (by IIDDI) to the Department of Economic Development and Tourism. (May 2015)
- 3 Improving communication and collaboration with CIC, facilitating stream openings, closures and changes, such as increasing the English language requirements, modifying escrow deposit and performance agreement requirements and removing good faith and language deposit requirements.
 - 4 Improving resources available to applicants and nominees by:
 - Identifying and selecting agents authorized to represent PNP applicants in the Business Impact category;
 - Funding the PEI Connector Program aimed at connecting applicants to relevant groups such as existing business owners and business professionals; and
 - Offering support to applicants through Business Integration Officers.
 - 5 Gaining feedback directly from applicants and nominees through periodic surveys

Approach

A combination of surveys, interviews, data analysis and file reviews were employed in order to meet the specific objectives for the evaluation. Two program models were in place during the five year period in scope. As a result, portions of our analysis cover immigrants processed through one or both of the program models. For example, nominee surveys focused on individuals nominated during the period 2010 to 2014 under the new program model, and data analysis related to landings focused on immigrants landing during the period 2010 to 2014 whether through the old or new program model.

Surveys

Nominees and employers were surveyed in support of the evaluation.

- A link to the web survey was emailed to 1,061 individuals nominated during the period 2010 to 2014, with 434 participating (response rate: 41%).
 - Labour Impact: 23% (N=98)
 - Business Impact: 43% (N=188)
 - Category not specified: 34% (N=148)
- 134 employers who had secured employees through the PNP during the period of 2010 to 2014 were contacted with a request to complete the survey, with 14 agreeing to do so (response rate: 10% of the total population). Given the small sample size relative to the whole population, the nature of survey responses should be considered as more anecdotal in nature than statistically relevant.

Implementation of the employer survey encountered these challenges:

- Contact information for employers was not always complete or accurate; and,
- Employers often indicated a general unawareness of the Program and were hesitant to provide uninformed opinions. Some cited a lack of time, and others expressed a general disinterest in participating.

Interviews

Interviews were conducted in person and over the telephone with representatives of PEI government departments and agencies, IIDI, Skills PEI, PEI Connectors, University of Prince Edward Island, Holland College and Association of Newcomers.

Data review

PEI PNP data and CIC data on immigrants were accessed and drawn on to support the evaluation.

A Rationale and intent

A1 PEI PNP Alignment with IIDI, Provincial and Federal Priorities

Conclusion: The primary objectives of the PEI PNP align with IIDI's, the Province's and the Government of Canada's goals to attract, integrate and retain immigrants and grow the Provincial/Federal economy.

The Province of PEI and the Government of Canada, including CIC, have defined a number of economic, social and cultural objectives. Economic objectives are those related to strengthening access to qualified workers and increased trade. Social and cultural objectives are those related to promoting a sense of belonging for immigrants while being able to retain their heritage (settling) and giving immigrants a reason to stay (retaining). Whether directly or indirectly, the following objectives of the PEI PNP align with these broad provincial and national goals:

- Attract immigrants with the skills, experience and economic means to successfully establish themselves on Prince Edward Island, and provide them with a pathway to permanent residency
- Respond to the labour market needs of businesses operating on Prince Edward Island
- Increase investment and performance in targeted sectors
- Establish new or enhance existing businesses
- Retain newcomers and build stronger immigrant communities
- Contribute to population growth targets

A few variants across objectives include the following:

- PEI PNP objectives are specific to PEI, while the Canada and CIC objectives refer the whole of Canada.
- PEI PNP targets economic development and is not intended or designed to address national immigration objectives related to refugees and people in need.
- Similarly, while not a primary objective of the Program, maintaining health, safety and security of Canadians is a standard part of the immigration process. For example, CIC makes the final approval of applicants following a review of nominee information, including a background declaration.

A2 Incremental Contributions to PEI's Immigration Objectives

Conclusion: The PEI PNP offers the only immigration option designed specifically for PEI. The

Business and Labour category streams have been planned to address the resource needs of PEI business and promote business investment within the Province.

A key PEI immigration objective is to attract and retained skilled workers and entrepreneurs, and the PEI PNP's Labour and Business categories are specifically designed to address this objective. Specifically:

- The Labour category of PEI PNP is driven by employers who use the program to meet their staffing needs.
- Each of the Labour Impact category streams (Skilled Worker, Critical Worker and International Graduate) require an immigrant nominated through the stream to have a job offer from a Prince Edward Island employer. For the Skilled Worker and Critical Worker streams, these must be full-time long-term (minimum of two years) jobs. The International Graduate stream requires the nominee to have a permanent, full-time job offer in their field of study.
- The Business category is driven by investment opportunities. As with other smaller provinces in Atlantic Canada, PEI has an aging population³ at a time when interest of the next generation in continuing to operate the family business may be decreasing. This creates opportunities for immigrants through the Business category to buy existing, proven businesses, as well as a vehicle through which business owners can plan for business succession and allows PEI to retain existing business investment.

Outside of the PEI PNP, the only other means to immigrate to PEI is through the Federal classes such as Family, Economic (e.g., Federal Skilled Workers or Business), and Refugee/Protected Person. As a result, the only competing or duplicate immigration programs are those in the Economic class offered through the Government of Canada.

³ PEI's aging population is reflected in the median age (defined as the age at which half the population is older and half the population is younger) increasing from 24.8 in 1971 to 43.3 in 2014 and the portion of the population aged 45 and over increasing 25.2% since 2010. Source: Prince Edward Island Population Report 2014, Prince Edward Island Statistics Bureau, p6.

B Program design and delivery

B1 Monitoring and reporting of ongoing Program administration and results

Conclusion: IIDI produces or obtains regular reports for review that provide information on Program administration and the results achieved.

However, the reports do not include the targets that IIDI intended to achieve, or qualitative assessments of significant aspects of the Program. Similarly, IIDI has not assessed the benefits realized from recruitment and retention efforts.

Key factors in assessing the extent and quality of monitoring over Program administration and results are management's efforts in the areas of planning, reporting status to plans, supervising operational activities and managing organizational risk. The benefits coming from these efforts can be strengthened by the existence of regular evaluation and audit. Each factor is outlined below:

a Planning

PEI is required to provide the federal government with an annual provincial nominee plan to consider when preparing federal immigration projections (per the Agreement). After receiving the federal government allocation, the PNP proposes an allocation across streams and submits to the IIDI board for review.

Additional PNP planning efforts include:

- Developing Programs with the intent of meeting the Province's needs by attracting appropriate foreign workers and entrepreneurs; and
- Consulting with the Federal Government on Program changes (to reduce risk of duplication with Federal programs and promote compliance with the Immigration and Refugee Protection Act).

b Reporting

The Agreement outlines the expectation of information sharing, indicating the specific reports are to be agreed upon by both parties. The PNP provides CIC with an annual report outlining results and historical figures to indicate trends. The report consists of a series of 15 tables covering data such as number of nominees by stream, file status, landings, retention and deposit activity.

IIDI also releases its annual report to the Province. The annual reports cover the objectives of IIDI, plus an overview and results of IIDI programs, including the PNP. Similar data is presented in the annual reports over the five year period, with the headings evolving to align more directly with key topics found in the Agreement (recruitment, settlement, and retention). Reporting indicates progress toward the goal of recruiting and settling the full number of nominees allocated by the CIC. However, no reports include specific action steps through which IIDI plans to attain that goal.

Additional reports are described in the Supervising section below, with monthly reports being reviewed by the Director, Executive Director and Deputy Minister.

c Supervising

Both the Director and Executive Director are expected to play a supervision role. The Director is responsible for supervising daily operations and Program activity and outcomes. She is actively involved in each file, reviewing them and discussing them with the respective Officers and signing them off. She regularly considers staff workloads and file progress. On a monthly basis, she receives and reviews a series of reports covering the progress on nominations (approvals, landings, stage, timelines with CIC, processing time, etc.), deposit data and location from where immigrants originate. According to the Director, her close involvement with daily operations and monthly report review allows her to manage any issues or risks that may arise. For example, she monitors the number of files in progress and considers expected timelines looking for potential bottlenecks and backlogs.

The Executive Director is responsible for overseeing the Program. He reviews the same monthly reports reviewed by the Director (as does the Deputy Minister). Regular status discussions are also held with the Deputy Minister.

Reports are primarily generated using information in the IIDI database, with supplementary information coming from other sources such as the annual Business and Labour impact surveys:

- 1 **Business Impact** – Requesting every business to provide updates each year for five years on the following:
 - Dollars invested in the business
 - Operating expenditures
 - Number of employees
 - Length of time between nomination and starting the business
- 2 **Labour Impact** – Requesting information on where nominees currently reside and their employment status. IIDI is in the process of changing this methodology.

In the sample of reports reviewed, targets were not incorporated into the reports, and management review was not formally documented. Similarly, the reports did not incorporate a comparison of actual results to the plan submitted to the Federal Government or immigration figures allocated to PEI.

Further, while summaries of communications and recruiting trips are maintained (e.g., attendees, results) for possible use in briefings and incorporation into annual reports, there is no requirement for IIDI to assess whether the investment in efforts aimed at recruitment and retention result in the achievement of expected benefits.

d Risk management

Risk management is incorporated into various aspects of the Program beginning with design. This is further discussed in section B2 Continuous improvement of Program Delivery and Design.

Additionally, based on staff interviews, management applies processes to address risks inherent in the immigration fielding, including:

- Providing training to staff on best practices and changes to regulatory requirements, such as those found in the Immigration and Refugee Protection Act (IRPA); and
- Holding regular staff meetings to keep staff informed, including making them aware of the importance of not only having, but also being perceived as having fair and legitimate processes.

e Evaluation

Section 5.1 of the Agreement's Provincial Nominee Annex calls for evaluation activities aimed at assessing the impact and outcomes of the Program in PEI. Evaluation results are expected to inform discussions on potential modifications to the Annex. For the current evaluation, IIDI selected a timeframe of the five years preceding the start of the new Express Entry stream in 2015. While the Agreement does not provide a set evaluation frequency, the current evaluation is occurring within five years of the previous evaluation that covered the period of 2001 to 2010.

f Audit

Both the Agreement and Province of PEI legislation result in the activities of IIDI and the PNP being subject to audit by agencies of Canada and/or the Province. As IIDI's financial statements are audited annually by an external financial statement auditor, audits performed by government agencies, such as Auditor General of PEI, are often performance audits that assess the value for money related to organizational and operational processes.

B2 Continuous improvement of Program Design and Delivery

Conclusion: Continual improvement is demonstrated by the changes made to the immigration categories/streams and their related requirements. Other recent initiatives and efforts to improve the Program include the approval of intermediaries to work with nominees, adopting a survey approach to track retention of immigrants to the Island, and an increase in public awareness of the PNP, especially within the business community.

The Director and Executive Director use their monitoring to identify opportunities for improvement. In particular, they consider:

- Daily interactions with staff;
- The content of the reports noted in the previous section;

- Research (related to the Director's involvement on Federal Committees, including being a Co-chair of the Economic Development Committee);
- Information on other provincial programs;
- Feedback received from nominees and other stakeholders; and
- Updates to Provincial priorities (e.g., strategic industry targets).

Decisions coming out of their reviews range from how to further investigate the root cause of an issue (e.g., changes in processing time) to whether and how the Program or individual streams should be modified. An example of this is the design of the Program Model introduced in 2011.

The former Program had received negative press coverage in relation to the immigration streams, including low retention rates, the operations of intermediaries and the handling of immigrant funds, and one of the streams was shut down. Program changes, including those below, were made with the aim of applying lessons learned from previous experience.

Exhibit B2-1: Program changes to address lessons learned

Concerns with previous Program Model	Related changes incorporated in current Program Model
Immigrant English language skills not strong enough and viewed as a barrier to establishing oneself as a permanent resident	Increased English language skill level requirement
Data to determine retention rates not consistently obtained	Implemented surveys to collect more information from nominees, including validating province of residence to assess retention rates of immigrants and the Program's contribution to increasing the population of PEI over the longer term
Inconsistent messaging related to Program requirements	Increased public awareness by educating companies and labour, as well as volunteering to speak at events with lawyers and real estate agents

Related to the above changes and the Program in general, interviewees from the stakeholder groups commended that:

- The new language requirements have helped address the issues with principal applicants, but spouses and/or family members do not have the same language requirements, and conducting business in English continues to be a challenge;
- Student eligibility criteria appear too stringent and difficult to attain, as these immigrants may have difficulty finding jobs that are permanent rather than seasonal;

Other comments coming out of interviews include the following strengths, weaknesses and suggestions for improvement.

Exhibit B2-2: Interviewee-identified strengths, weaknesses and suggestions for improvement

<p>Strengths</p> <ul style="list-style-type: none"> • Processing time • Accessibility to officers • Clarity of criteria • Demonstrated willingness of the Province to accept immigrants and international students • Introduction of immigrants to the Association of Newcomers • Increase in language requirements • Cultural diversification of PEI and associated possibilities • Increase in settlement services and coordination with applicants 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Conflicts between information available on the website and that communicated by Program Officers • Need to know the language needs of the spouse of an immigrant • Students are reluctant to use intermediaries due to expense and because they can do that work themselves
<p>Suggestions for improvement</p> <ul style="list-style-type: none"> • There could be further alignment between occupations targeted through the critical worker stream and areas where employers are experiencing a shortage of employees to fill available positions (e.g., agriculture) • Consider creating an International Student Entrepreneur class • Consider providing a business language class • Having more information on the age and timeline of immigrant arrival could better help those outside of IIDI with the projection of costs, such as those related to health/medical and education 	

Instances, where management feels the weaknesses or suggestions have already been considered and acted upon, may represent opportunities for improved communication to stakeholder groups. For example, a business language class is now offered, but an awareness of this class by stakeholders was not reflected in the results of our interviews.

Other ways that the Program changed during the 2010 to 2014 timeframe is in the streams that have opened and closed within the Labour Impact Category (the Family and International Graduate streams were closed in 2012 and then the International Graduate stream was recently reopened). The latest change, addition of Express Entry, began in 2015, and is not in scope for this evaluation.

B3 Program Reach

Conclusion: Program participants learn of the Program through a mix of formal and informal means, allowing IIDI to determine the most appropriate ways to communicate its message to targeted groups. The message should include information regarding the Program, as those less directly involved in the nomination process do not have a clear understanding of the Program objectives, offerings, roles and responsibilities. In general, Program demand is sufficient to meet Program targets. However, there are no targets related to specific streams, some of which have few

to no nominees, which may indicate further changes are required in those streams.

Active targeting of francophone immigration has improved since 2011. However, French content on the official website of the PNP does not appear to be readily available.

The perception of Program benefits among government and non-government stakeholder groups is generally aligned to the intended benefits, but there are inconsistencies that indicate an opportunity to better educate these groups on both the intended benefits and how outcomes actually achieve those benefits.

Reach of the PNP is assessed largely through the results of surveying the Program participants (i.e. nominees and employers). Survey respondents were asked to identify the means by which they initially became aware of the Program, as well as their level of understanding of the PNP to determine how and whether critical information reaches participants.

Another indicator of the adequacy of Program reach is whether demand for the Program is sufficient to meet targets of the Program, and whether stakeholders interviewed had an accurate and consistent understanding of program benefits.

How Program participants (nominees and employers) become aware of the PNP

The survey of nominees asked both the Business and Labour Impact categories how they learned of the Program. As expected, since people tend to immigrate with others, such as family members, both groups consistently reported having first heard about the Program through a friend or family member. All other means to learn of the PNP did not have consistent results between the two groups. The low percentage of Labour nominees learning of the Program from recruitment agencies seems counter-intuitive, as one would expect such agencies to actively recruit immigrants, especially for positions that are otherwise difficult to fill. It may be of interest to IIDI to better understand what, if any, impediments recruitment agencies experience in reaching potential immigrants.

There is no readily apparent reason for more Labour than Business nominees to learn of the Program through the website, which includes the same links and information for both categories.

Exhibit B3-1: Reach, how Program nominees become aware of the Program

How did you first hear about the Prince Edward Island Provincial Nominee Program?	Business	Labour	Total
Intermediary (immigration consultant/Island Agent/lawyer)	52%	4%	36%
Family member or friend	31%	39%	34%
Prince Edward Island Provincial Nominee Program website	7%	21%	12%
Employer or job fair	1%	16%	6%
Promotional materials, such as brochures	5%	1%	4%
Co-worker	5%	1%	4%
Other	2%	5%	3%
A cultural association	0%	4%	1%
A recruitment agency	1%	3%	1%

Although IIDI has little control over the message communicated by immigrants to family and friends, IIDI should consider whether there are additional opportunities to publicize the website to target groups, where messaging may be specifically tailored by IIDI to highlight key information and benefits.

Employers of PNP nominees consistently reported having first heard about the Program by means other than the options presented, including word of mouth and friends. This is somewhat analogous to nominees learning of the Program through family and friends, and is not surprising given that word of mouth is often an effective means to spread a message, especially among small communities. For employers who did not select “other” as the source for first hearing of the PNP, the top selection was from another employer, with a current or prospective employee, the PNP website and recruitment agency all tied for second choice. It is interesting to note that 11 percent of employers became aware of the Program through recruitment agencies, whereas only 3 percent of Labour Impact nominees selected that option. This may suggest that recruitment agencies are less successful than they could be at connecting employers with immigrant employees, and may be worth further investigation. Similar to nominees, as the majority of employers are made aware of the program through informal means, IIDI has no direct means to influence the message that is communicated through those channels, but may be able to indirectly achieve such influence by providing information to those channels, as well as ensuring that all messaging through the website and recruitment agencies is consistent and appropriately targets potential employers.

Exhibit B3-2: Reach, how employers become aware of the Program

How did you first hear about the Prince Edward Island Provincial Nominee Program?	Employer
Other	28%
Another employer informed you about it	17%

How did you first hear about the Prince Edward Island Provincial Nominee Program?	Employer
Prospective or current employee	11%
Prince Edward Island Provincial Nominee Program website	11%
A recruitment agency	11%
Promotional materials, such as brochures	6%
An Island agent	6%
Visa office	6%
A cultural association	6%
You were contacted by an immigration consultant or lawyer	0%
Sectoral or industry association informed you about it	0%

Understanding of PNP objectives, offerings, roles and responsibilities

The nominee and employer surveys included four statements related to the extent of understanding PNP objectives, program offerings, and program roles and responsibilities, for which respondents were asked to indicate their level of agreement, disagreement or uncertainty.

Nominees, both through Business and Labour categories, as well as employers responding to the survey questions, consistently agreed that Program information was complete and readily available, clear and easy to understand, and addressed all questions and concerns about the PNP, and that Program staff were responsive to questions and requests. However, a higher percentage of employers disagreed with each of the statements than did nominees, indicating a potential opportunity to improve employer perception that the Program is clear and easy to understand.

Exhibit B3-3: Understanding of the Program across participant types

Statement about the PEI Provincial Nominee Program	Business			Labour			Employer		
	Agree	Disagree	Not Sure	Agree	Disagree	Not Sure	Agree	Disagree	Not Sure
Program information is complete and readily available	91%	8%	1%	93%	6%	1%	86%	14%	0%
Program information is clear and easy to understand	94%	5%	1%	95%	4%	1%	71%	29%	0%
Program information addressed all the questions and concerns you had about the PNP	86%	12%	2%	93%	5%	2%	79%	21%	0%
Program staff are responsive to questions and requests	90%	7%	3%	92%	4%	4%	93%	7%	0%

Interviews with non-government stakeholder groups had less favourable results than the surveys of employers and nominees. This is likely, in part, due to the fact that these groups may have less

direct contact with the Program. Interviewees expressed confusion about the Program, because of inconsistent messaging and frequent changes in Program streams. Most interviewees held the opinion that IIDI, as the managers of the PNP, should be more proactive about providing Program information of relevance to their organization.

Program demand meets program targets

Although Program targets are not explicitly defined by IIDI, the CIC provides the PNP with an allocation, which is the number of immigrants that can be nominated through a PNP category in a given year. It is the implicit target of the PNP to nominate sufficient numbers to meet the CIC allocation.

In interviews with IIDI management and staff, the opinions expressed were that demand is adequate to meet the program target of nominating the complete CIC allocation.

Despite overall demand for the Business and Labour Impact categories, there are streams within each category with participation rates that outperform those of other streams. Specifically, in the Business Impact category, the number of nominees participating in the 100% Ownership stream accounts for 98.2 percent of all nominees in the category, with Partial Ownership accounting for 1 percent and the Work Permit stream just 0.2 percent. The picture is similar for the Labour Impact category, with the Critical and Skilled Worker streams having 53.4 percent and 43.3 percent of total nominees, respectively and the International Graduate stream at a much lower 3.3 percent (although this stream was discontinued to avoid duplication with federal programs and only recently brought back, so there may not have been sufficient time for individuals to respond to its availability).

Perceived program benefits

Interviews were conducted with different stakeholder groups, including government and non-government, to identify what these groups perceived to be the benefits intended with the current program. Ideally, the perception would be a close match to the objectives that the PNP is designed to achieve. Each of the benefits listed below received support from multiple stakeholder representatives, but 3 and 4 were most frequently identified as Program benefits.

1. Meeting critical skill shortages for Prince Edward Island in a timely fashion
2. Creating or maintaining employment in the province
3. Establishing new or enhancing existing businesses in Prince Edward Island
4. Helping businesses wishing to locate and invest in Prince Edward Island
5. Increasing the population of Prince Edward Island

Although all of the above are objectives of the PNP, amongst the stakeholder groups there was a lower perception that numbers 1, 2 and 5 were benefits of the program, and interviewees did not identify that the Program supported economic development of strategic sectors. Given that groups identified as Program stakeholders (e.g. universities and settlement services) struggle to understand the objectives and achievements of the Program, IIDI may consider communicating with interested groups for the purpose of identifying the information that the groups may need to address those gaps.

Promotion and recruitment targeting francophone immigration

In the Agreement for Canada – Prince Edward Island Co-operation on Immigration, there is no requirement for the PNP to achieve specific targets related to francophone immigration, but it does require that IIDI undertake active recruitment initiatives that include consultations with representatives of the francophone community in PEI.

IIDI has gone beyond consultation at this point, and there are clear actions aimed at targeting the francophone population. Specifically, in November 2013 and 2014, IIDI attended Destination Canada in Paris and Brussels, an event is organized by the CIC office in Paris in cooperation with employment agencies in France and Belgium. There were approximately 2,400 attendees over the three day event in Paris and 1,000 during the one day in Brussels. Attendees were pre-screened based on job postings by provinces and companies. The event promoted Canada as an immigration destination, the growth of the francophone minority communities and international mobility programs. IIDI, as the representative of PEI immigration objectives, was accompanied by a long-haul trucking company and the PEI francophone settlement agency, Cooperative D'Integration Francophone (CIF).

As well, when PNP was relaunched in 2011, the language requirements were revised to require potential immigrants to achieve the required level of proficiency in either official language.

Since this evaluation was last performed in 2011, there has been an increase in active targeting of francophone immigration. Of note, language support for children of immigrant families is made available in both official languages. Still, the official website of the PNP does not appear to have any readily available content in French, and IIDI is not the only organization in less than an ideal position to support francophone newcomers living on the Island. Programs designed to help immigrants are generally not provided in French, and this may be worthy of additional consideration if francophone immigration continues to be an area of focus.

B4 Nominee experience with the Program

Conclusion: Program nominees, in general, were highly positive about their experiences with the PNP. The area where nominees, overall, expressed the least satisfaction, was with the fees charged by agents or intermediaries for assisting with applications. However, for Business Impact nominees specifically, the least satisfying aspect of the Program were the requirements that must be met for the return of the escrow deposit.

Through use of the nominee survey to collect data, the dimensions used to evaluate nominee experience with the Program included satisfaction with various Program components, the reasonableness of various components of the program, what they perceived to be the benefits of the Program, and how the Program impacted their careers.

Nominee satisfaction with aspects of Program experience

As indicated above, nominees, both Business and Labour, responded positively when asked about their level of satisfaction with responsiveness of Program staff, accessibility and completeness of

information, clarity and ease of understanding of Program information, and whether information addressed all questions and concerns about the Program.

As well, when asked about the language requirements, the majority of both Business (95 percent) and Labour (93 percent) nominees agreed that they were reasonable. Both Business and Labour also reported high levels of satisfaction with the time taken to fill out the application form, time to be nominated after submitting the application, and the time to receive a Permanent Resident Visa (although Business nominees were slightly less satisfied than Labour nominees).

The factor achieving the lowest levels of satisfaction for both Business (58 percent) and Labour (44 percent) was the fees charged by agents or intermediaries for assisting with applications. This represents the greatest opportunity for improvement, as nominees were much more satisfied with other aspects of the program. Depending upon the extent to which IIDI may be able to influence the fees charged by intermediaries, IIDI may consider reviewing the fees/value for fees charged, or may consider working to improve the perception of nominees, for example, by enhancing their understanding of why the fees are reasonable.

Nominee perception of Program benefits

Survey respondents were asked to indicate agreement, disagreement or uncertainty about the extent to which various factors were reasons that they would recommend PEI as a good place to settle. The majority of Business Impact nominees agreed that all factors, other than good employment opportunities, and good business opportunities, were reasons to recommend settling on the Island. Good living conditions had unanimous agreement, followed by welcoming communities at 96 percent and affordability (cost of housing, cost of living) at 91 percent.

The survey results for Labour Impact nominees' reasons to recommend PEI as a place to settle were slightly better than those for Business, with most Labour Impact nominees agreeing that every factor was a reason to recommend PEI.

Good employment opportunities and good business opportunities were the least frequently selected reasons, by both Business Impact and Labour Impact nominees, for recommending PEI as a place to settle. To the extent that economic factors influence whether nominees do or do not recommend settling in PEI, it may be of value for the PNP to determine why these factors lag behind others.

Exhibit B4-1: Reasons to recommend settling in PEI, by Impact Category

Reason to recommend PEI as a good place to settle	Business			Labour		
	Agree	Disagree	Not Sure	Agree	Disagree	Not Sure
Good living conditions, safety and quietness	100%	0%	0%	97%	0%	3%
Welcoming communities	96%	4%	0%	97%	2%	1%
Affordability - cost of housing, cost of living	91%	7%	1%	88%	9%	3%
Small size of the community	88%	9%	3%	92%	4%	3%

Reason to recommend PEI as a good place to settle	Business			Labour		
	Agree	Disagree	Not Sure	Agree	Disagree	Not Sure
A strong network of support	82%	14%	4%	84%	15%	1%
Availability of goods and services that cater to the ethnic and cultural needs of immigrants	83%	14%	4%	80%	19%	1%
Presence of friends and family	77%	20%	3%	81%	15%	5%
Quality of schools, health care, and other amenities	78%	20%	1%	78%	18%	4%
Good business opportunities	45%	47%	8%	68%	26%	7%
Good employment opportunities	39%	53%	8%	67%	31%	2%

Survey respondents were also asked to indicate agreement, disagreement or uncertainty about whether they were satisfied with various specific aspects of the Program. The majority of Labour Impact nominees agreed that the Program was helpful in obtaining or maintaining a temporary work permit while a Permanent Resident Visa application was being processed. Similar results were reported for recognition of professional credentials. The majority of Business respondents agreed that, without the PNP, they would not be located in PEI, whereas less than half of Labour nominees agreed with that statement. This result could reflect the fact that Labour nominees were living and working on the Island before being nominated through PNP, and these immigrants would have looked to another immigration program to remain on the Island, had there been no PNP. The 80 percent of Business nominees who agreed that if it were not for the PNP they would not be located on the Island is a good indication that the Program is attracting immigrants who would not otherwise immigrate to PEI.

There were high levels of agreement from both Business (97 percent) and Labour (97 percent) for overall satisfaction with the Program requirements and application processes.

Exhibit B4-2: Satisfaction levels of Program nominees, by Impact Category

Statement about the PEI Provincial Nominee Program	Business			Labour		
	Agree	Disagree	Not Sure	Agree	Disagree	Not Sure
Overall, you were satisfied with the PEI Provincial Nominee Program requirements and application processes (excluding the Permanent Resident Visa application process done through the Federal Government)	97%	2%	1%	97%	2%	1%
The availability of the PEI Provincial Nominee Program had a very strong influence on my decision to live and work in PEI	93%	4%	3%	86%	10%	4%

Statement about the PEI Provincial Nominee Program	Business			Labour		
	Agree	Disagree	Not Sure	Agree	Disagree	Not Sure
I have established strong ties to PEI and my community since immigrating under the PEI Provincial Nominee Program	77%	15%	8%	88%	9%	3%
Once my professional credentials are recognized in Canada, I will be able to work in my field of expertise	63%	24%	13%	74%	16%	9%
If the PEI Provincial Nominee Program was not available, I would not have located to PEI	80%	6%	13%	47%	40%	12%
My professional credentials were recognized in Canada in a timely manner, allowing me to work in my field of expertise	41%	43%	16%	77%	19%	4%
The PEI Provincial Nominee Program was helpful in obtaining or maintaining your temporary work permit while your Permanent Resident Visa application was being processed	32%	15%	53%	92%	4%	4%

Business Impact Nominee agreement that Program requirements are reasonable

In general, the majority of Business Impact nominees agreed that Program requirements were reasonable. Specifically, respondents were asked about the reasonableness of PNP fees, personal net worth requirements, business investment level requirements, minimum ownership or equity share requirements, escrow deposits, requirements for deposit return and intermediary/agent fees. As is evident in the chart below, although the majority of nominees agreed that each Program requirement was reasonable, the two with highest levels of disagreement related to the requirements for return of the escrow deposit and fees for consultants, Island Agents, or lawyers to assist with applications.

Requirements for escrow deposits are controlled by IIDDI based on Program design, and were a new feature added to the Program in 2011. During the 2010 to 2014 period, five deposits were returned and none were defaulted, which is consistent with the timing of the requirements in the escrow agreement, as follows:

- After an applicant is nominated, they must apply for permanent residency with the federal government, the processing time for which is 12-18 months;
- Applicants then have approximately 4 months to land in Canada, and 2 years after landing to start their business; and
- After starting their business, they must run it for at least a year before they can apply for a return of their escrow deposit.

IIDI should evaluate the impact escrow deposits have on nominees, considering the balance between ensuring continued residency for the short-term, and attracting and ensuring the ability of the nominee to operate a successful business in the long-term.

Exhibit B4-3: Reasonableness of Program elements, Business Impact Category

Nominee expectations of the PNP	Business		
	Agree	Disagree	Not Sure
The language requirements are reasonable	91%	5%	4%
The personal net worth requirement is reasonable	89%	7%	4%
The PEI Provincial Nominee Program application fees are reasonable (not including any fees that immigration consultants, Island Agents or lawyers may have charged for assisting with applications)	87%	10%	3%
The business investment level requirement is reasonable	83%	13%	4%
The minimum ownership or equity share requirements are reasonable	78%	16%	6%
The escrow deposit is reasonable	74%	17%	9%
The escrow requirements that you must meet in order to have the deposit returned are reasonable	66%	29%	5%
Consultant, Island Agent, or lawyer fees for assisting with applications are reasonable	58%	39%	3%

Labour Impact Nominee perception of Program impact on career

In general, the majority of Labour Impact nominees agreed that their experience as a worker since being nominated by the Program had a positive impact on their careers, as shown in the chart below,

Although most nominees felt that the impact was positive, the one factor that nominees indicated had the least impact on their careers was the acquisition of new skills through training or education outside the workplace. This may represent an opportunity to improve the program by engaging with nominees to determine whether such training or education would provide value and, if so, what those training offerings should be.

Exhibit B4-4: Impact of Program elements on career, Labour Impact Category

Nominee expectations of the PNP	Labour		
	Agree	Disagree	Not Sure
My career has advanced as a result of acquiring new skill through on-the-job training	79%	15%	5%
My career has advanced as a results of acquiring new skills through training or education outside the workplace	66%	29%	5%
I have been able to progress in my career	81%	16%	3%
My current job is a good match to my skill set and experience	80%	17%	2%
The salary I receive is fair given my experience and skills	74%	23%	3%

B5 Employer experience with the Program

Conclusion: Employers were less satisfied overall with their experience with the PNP than were nominees, especially with regard to the time needed for application processing. However, they were highly positive about their experiences with Program nominees.

Employers consistently agreed that they clearly understood the Program. However, although the majority of employers were satisfied with the time required for the application processes (57 percent), this level of satisfaction is much lower than for nominees, and IIDI may wish to consider how to improve the experience of employers.

Employers were surveyed regarding their satisfaction with various aspects of nominee performance, as well as with the Program in general. As indicated in the table below, a high percentage of employers were very positive related to the performance of nominees. However, while most employers responding to the survey (92 percent) agreed that the Program provided access to foreign workers that would otherwise be difficult to fill, a much lower majority (62 percent) indicated plans to hire and use the Program to help fill vacancies within the next 12 to 18 months. In addition, slightly more than half of employers indicated that without access to workers through the program, they would have continued relying on temporary foreign workers, more actively recruited Canadian workers or scaled back operations. As the respondents did not offer more information on why they would not use the program within the next 12 to 18 months, it may be of further interest to IIDI to determine the additional factors impacting short-term hiring, but, given the small sample size (10 percent of employers), these responses may be very employer-specific rather than representing a general trend.

When asked about overall satisfaction with the Program requirements and application process, 67% agreed that they were satisfied. Given the much higher levels of satisfaction with nominee performance, and the agreement of employers that the Program has helped secure workers, IIDI should further investigate which aspects of the program specifically are lowering overall satisfaction, as this may also be a driver behind the lower intent to use the Program again in the short term.

Exhibit B5-1: Satisfaction with Program elements, employer

Statement regarding the performance of nominees and aspects of the PNP	Employer		
	Agree	Disagree	Not Sure
Nominees have met or exceeded your expectations	86%	7%	7%
Nominees have integrated well with others in the workplace	86%	7%	7%
Nominees have demonstrated commitment to your organization	79%	14%	7%
Nominees have transferred valued skills and knowledge to your organization	79%	14%	7%
Having access to foreign workers through the PEI PNP allows your organization to effectively fill vacancies that would otherwise be difficult to fill	92%	0%	8%
The workers that your organization/business has hired under the PEI PNP have had a positive impact on your business results and outcomes (i.e., enhanced competitiveness and performance)	86%	0%	14%

In the next 12 to 18 months, your organization plans to hire and will be looking to the PEI PNP to help fill vacancies	62%	15%	23%
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B6 Factors Influencing the Success of the Program

Conclusion: Nominees generally agreed that all factors surveyed had an influence on their success with the Program. Strong English language skills were most strongly associated with the ability of immigrants to succeed in PEI over the long term for Business Impact nominees, whereas Labour Impact nominees indicated that a supportive employer most influenced success.

Nominees participating in the survey were asked to indicate whether they agreed, disagreed, or were uncertain regarding the effect of various factors on the ability of immigrants to succeed in PEI over the long term. The factor that the highest percentage of Business Impact nominees agreed influenced long term success was strong English language skills. Labour Impact nominees were in agreement that feeling welcome in the community and having a supportive employer were the most important factors in long term success.

The results of the survey indicate that IIDI could best impact the long-term success of nominees primarily through support of services that help immigrants to learn English, or through a further increase in language skill requirements. For Labour nominees, it would also be beneficial for IIDI to work closely with organizations that focus on helping immigrants feel welcome in the community, or that help employers to be supportive of the nominees.

Exhibit B6-1: Factor affecting the ability of immigrants to succeed in PEI over the long term, by Impact category

Factor	Business			Labour		
	Agree	Disagree	Not Sure	Agree	Disagree	Not Sure
Strong English language skills	94%	5%	1%	89%	8%	2%
Employer's ability to embrace a multicultural workforce	93%	3%	5%	89%	7%	3%
Feeling welcome in the community	91%	7%	2%	93%	5%	2%
Strong sector or workplace-specific language skills	91%	7%	2%	91%	7%	2%
Personality traits (for example, persistence)	93%	5%	2%	87%	8%	5%
Knowledge of business practices and workplace culture	92%	6%	2%	88%	10%	2%
A supportive employer	82%	9%	9%	93%	6%	1%
Having a strong local social network	90%	9%	2%	88%	11%	1%
Availability of economic or job opportunities	86%	10%	4%	91%	7%	2%
Affordability - cost of housing, cost of living	86%	13%	1%	88%	10%	2%
Presence of friends and family	87%	11%	3%	86%	9%	5%

Factor	Business			Labour		
	Agree	Disagree	Not Sure	Agree	Disagree	Not Sure
Quality of schools, health care and other amenities	85%	10%	5%	87%	8%	4%
Recognition of foreign credentials	77%	14%	9%	83%	11%	6%
Availability of goods and services that cater to your specific ethnic and cultural needs	80%	16%	4%	78%	18%	4%
Canadian work experience	77%	19%	3%	78%	21%	1%
Locating housing	78%	18%	5%	84%	12%	4%
Having a mentor	79%	15%	6%	67%	27%	5%

B7 Newcomer needs for settlement services

Conclusion: Of the two categories, Business nominees report higher use of settlement services than Labour nominees, as well as a higher level of satisfaction with the settlement services they have used. This is consistent with the pathway to permanent residency applicants follow in the two different streams – the Labour nominees are generally already in PEI working as a Temporary Foreign Worker; they already have a job, a place to stay, a driver’s license, a health card, the language abilities required for the position they are working in, and an employer supporting them. They therefore require less in terms of settlement services than a Business applicant, who generally lands in PEI after becoming a permanent resident, and therefore uses settlement services to help them navigate what they will need to become established.

The survey of Program nominees had a total of 71% of newcomers reporting the use of immigrant settlement services. This was much more predominant among Business Impact nominees who made up 59%, with Labour Impact accounting for the remaining 12%.

Nominees were asked whether they had sought assistance from organizations that could provide support related to their ability to succeed in the long-term. Business nominees reported using the Association of Newcomers more than any other resource, whereas Labour nominees were more likely to look to friends, family and employers for support.

Of those survey respondents that sought assistance, 68% of Business nominees expressed the opinion that the assistance received met their needs, compared to 44% of Labour nominees. When asked whether that assistance had a positive impact on the nominee and family, 75% of Business nominees agreed that impact was positive, and 48% of Labour nominees agreed.

For both Business and Labour there is room to improve both nominee engagement of settlement services and satisfaction with the services provided. In the immediate term, though, IIDDI should investigate further the reported lack of use of settlement services by Labour nominees as it may be

that the services are more suitable to Business nominees than to Labour nominees, or that Labour nominees are less aware that such services are available.

Responding to the open-ended question regarding other support programs that should be made available for new immigrants, common themes were:

- To find work;
- To make it easier for family to follow;
- Getting credentials recognized;
- Education and training (i.e. language, taxes, accounting, marketing); and,
- Information on life in PEI (i.e. local culture and history, health system, obtaining a car loan).

Exhibit B7-1: Use of settlement services, by Impact category

Type of assistance used	Business	Labour	Total
Association for Newcomers to Canada (ANC)	51%	23%	42%
Friends and family	19%	30%	22%
Educational institutions	15%	8%	13%
Cultural association	6%	9%	7%
Other	7%	2%	5%
Employer	3%	28%	11%

B8 Program Design and Delivery optimization to attract and retain newcomers and promote investment

Conclusion: Of the two categories through which immigrants are currently nominated, both complement each other in attraction of nominees. However, the Business Impact category has residence requirements that are tied to escrow refund, and require investment in a business, and is, therefore, better designed to optimize retention of newcomers, and to promote investment.

The Business Impact category was designed to attract and retain newcomers, as well as to promote investment. For two of the three streams in this category – 100 percent ownership and partial ownership – nominees are required to make a conditionally-refundable deposit of \$200,000 Canadian dollars (CAD) to be held in escrow. The refund conditions include residency requirements for at least the first year, such that \$25,000 CAD will be refunded after 6 months of residency on PEI and another \$25,000 CAD will be refunded after 1 year of residency. The remaining \$150,000 CAD is refunded as the nominee meets the additional requirements in the escrow agreement which includes residency while operating the business for at least the first year. The Business Impact category also has requirements for nominees to invest in a new or existing business.

The Labour Impact category has no similar mechanism to enforce residency requirements and does not require investment, meaning that individuals in this category have less financial incentive to remain in PEI. The Business Impact category may also be designed with an advantage in attracting

immigrants because the nominee can operate a business in eligible industry sectors, and may choose to buy a business or open a new business. They are therefore not, in the immediate term, limited by economic conditions and pre-existing opportunities on the Island. Labour Impact nominees, however, are restricted to industries that meet criteria and must have a job offer, meaning that during times when employers in the right industries are not hiring, it will be more difficult to qualify for the Labour Impact category, which is not within the control of the potential immigrant. Attraction statistics for the 2010 to 2014 period support that this is the case, with 340 nominees under the Business Impact category and 265 under the Labour Impact category. Ultimately, each Impact category is designed differently and will, therefore, attract the nominees best suited to meet the requirements of the category.

Retention rates, at least in the short term, would be expected to be higher for the Business Impact Category than for the Labour Impact Category, and management should monitor to support whether this trend develops as statistically significant data becomes available for the Impact categories first introduced in 2011.

C Labour Impact outcomes

C1 Nominee retention of intended jobs

Conclusion: In the Labour Impact Category, most nominees continue to work in the jobs for which they were nominated, with the same employer. For those that have changed employers, more than half did so to accept a better job.

The Labour Impact category is comprised of three streams – Skilled Worker, Critical Worker and International Graduate. The majority of Labour Impact nominees (93% of those between 2011 and 2014) based their nomination on a job at which they were already employed prior to nomination through one of the three labour streams.

Employers surveyed in support of this evaluation collectively hired a total of 235 nominees, which represents more than 51 percent of the nominees accepted through the Labour Impact Category of the PNP from 2010 to 2014 period. These employers report that 73 percent of nominees are still working with them.

Of the Labour Impact nominees surveyed, 67 percent still work at the same type of job/occupation for which they were nominated. The remaining 33 percent indicated that the main reasons for changing employers (from most to least selected) were to accept a better job, to move to a new location, to accept a similar job with another employer or to return to school.

C2 Nominee establishment and quality of life on PEI

Conclusion: In the Labour Impact category, the majority of nominees agreed that the Program had a positive impact on themselves and their families, with strong ties to PEI and their community having the most impact. Nominees were less in agreement with the statement that they would not be located on PEI if there was no PNP.

Nominees choosing to make PEI home are obtaining incomes that are competitive with the provincial average, although the lowest in the country.

Assessment in this area uses data from the survey of nominees as an indicator of how positive respondents were regarding the impact of the Program on various aspects of their lives. In addition, the lack of reliance by Labour nominees on Employment Insurance is also considered as an

indication of the success of the PNP in having a positive impact on the lives of nominees. Finally, the incomes of Labour nominees are examined through an analysis of data from several sources.

Impact of the Program on Labour Impact nominee quality of life

The majority of respondents agreed with the various survey factors related to quality of life, and were most satisfied with the overall quality of life (77 percent). However, there were much lower levels of agreement regarding the impact of the Program on their income (61 percent) and quality of education (58 percent). It is certainly possible that immigrants are from countries that are recognized for having a higher standard education than Canada, which could be expected to influence the opinion of nominees, but it would be prudent for IIDI to verify the basis for this perception.

For survey respondents who reported seeking some type of assistance to ensure their long-term success on the Island, 68 percent indicated that the assistance they had received met their needs. However, only 32 percent agreed that the assistance had a positive impact on the nominee and the nominee’s family. This appears to represent a significant opportunity for improvement, as one would expect that assistance provided to nominees should both meet their needs and have a positive impact, so the source of the disconnect is worthy of exploration.

Exhibit C2-1: Positive impact of Program, Labour Impact category

Statement regarding the positive impact of the PNP	Labour		
	Agree	Disagree	Not Sure
Overall, living and working in PEI has allowed my family to have the quality of life that I would not likely have been able to obtain otherwise	77%	20%	3%
Being nominated by the PEI Provincial Nominee Program has provided me and my family with access to health and social services that I would not likely have been able to obtain otherwise	68%	29%	3%
Being nominated by the PEI Provincial Nominee Program has provided me and my family with an income that I would not likely have been able to obtain otherwise	61%	33%	5%
Being nominated by the PEI Provincial Nominee Program has provided my children with access to quality education that they would not likely have been able to obtain otherwise	58%	28%	14%

Income of Labour Impact nominees

From statistics available through IMDB, nominees reported incomes which averaged \$26,629 in 2011. Compared to the broader population of PEI, participating nominees attained a slightly lower income on average in 2011 (the most recent year for which data was available). The only other province where this was also noted was Manitoba, which was just slightly lower.

Exhibit C2-2: Earnings as reported in the nominee survey compared to PEI population as a whole

Individual employment earnings	Nominee Income – IMDB Tax Filer Data (2011)	Provincial Population as a Whole (2011)
Prince Edward Island	\$26,629	\$28,160
Newfoundland and Labrador	\$67,745	\$27,170
Nova Scotia	\$41,424	\$28,330
New Brunswick	\$40,919	\$27,330
Quebec	\$29,000	\$28,690
Ontario	\$50,502	\$30,290
Manitoba	\$29,085	\$29,740
Saskatchewan	\$41,670	\$33,030
Alberta	\$70,971	\$37,350
British Columbia	\$64,445	\$28,930

Source: CIC IMDB; Statscan

Information provided by CIC also includes an analysis of employment income for immigrants remaining in PEI compared to those that relocated to another province. That analysis found that PEI had a number of categories where incomes for those staying in PEI (as well as those moving to other provinces) were consistently among the lowest in Canada. Nominees remaining in PEI earned on average about \$3,400 more (\$26,629) than those who moved (\$23,184), but they still earned about \$2,500 less than all other provincial nominees who remained in the province to which they originally immigrated (the next lowest province is Quebec, followed by Manitoba). Provincial nominees also earned, on average, more than other immigration categories other than Skilled Worker (although the small sample size for Skilled Workers could result in an Average Employment Income (AEI) that is not representative of the overall population). In light of the analysis, it appears that nominees, on average, are economically better off remaining on the Island. Therefore, the reason to move to another province may not be tied to income (e.g. to be with family or a cultural community).

Exhibit C2-3: Comparison of Average Employment Income (AEI) for the 2011 Tax Year

	All Immigrants		Skilled Worker		Provincial Nominee		Family		Refugee	
	#	AEI	#	AEI	#	AEI	#	AEI	#	AEI
Stayers	1,920	\$19,107	20	\$44,500	685	\$26,629	160	\$23,187	145	\$10,825
Movers	3,990	\$18,104		N/A	795	\$23,184	40	\$22,000	55	\$12,273

Source: CIC analysis of IMDB

Labour Impact nominee employment insurance or other income assistance

Compared to the Nominee Survey conducted in 2012 (for the years 2001 to 2010) nominees are less self-reliant, with 16.7 percent of those responding to the survey reporting reliance on employment insurance in 2014, up from 4.4 percent in 2010. A comparable figure for the general PEI population

is the three-month rolling average, for which the highest average at any given point in the 2010 to 2014 period was 12 percent. The survey results, therefore, suggest that Labour Impact nominees are more reliant on employment insurance than are established Islanders.

Also, 1.3 percent reported making use of income, disability or hardship assistance, another increase since the 2011 survey, when respondents reported 0.9 percent.

C3 Nominees resident and connected on PEI

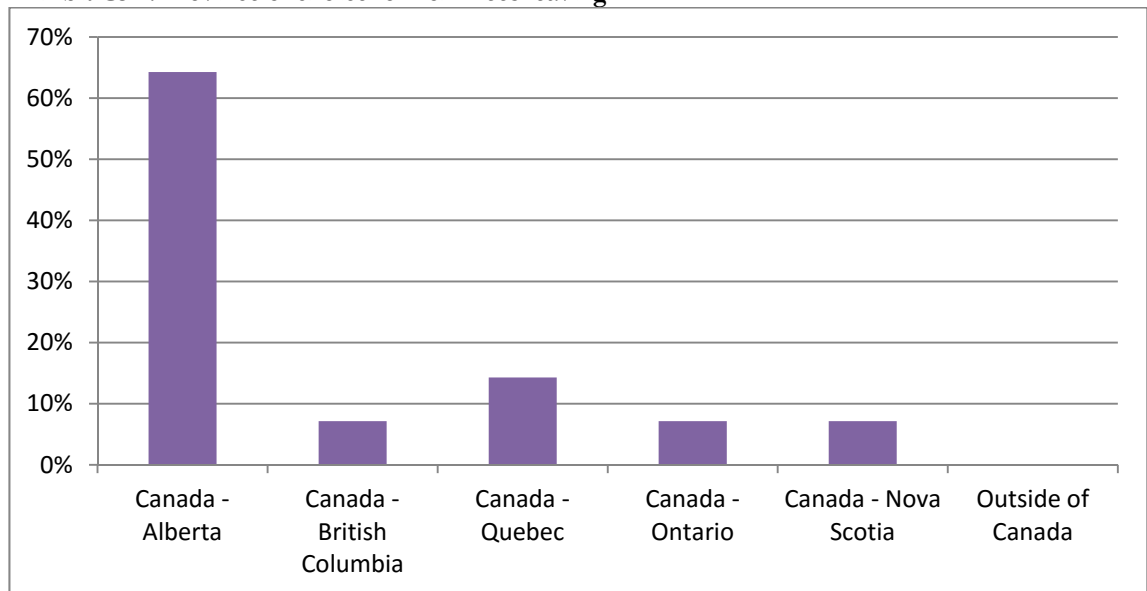
Conclusion: The Program has retained a high level of Labour nominees during the 2010 to 2014 period. These nominees report being connected to PEI and their communities and have made personal decisions regarding family, education and major purchases that are reflective of individuals committed to remaining as residents of the Island.

Nominees remaining in the Province

Both surveys, employer and nominee, indicated that a high proportion of nominees that immigrated to the Island through the PNP continued to reside on the Island at the time of the survey. Employers reported that 73 percent of employees hired through the PNP continued to be employed with their organization. Of the nominees surveyed, 77 percent indicated that they currently resided on PEI.

Of those survey respondents no longer residing on the Island, the majority of Labour impact nominees had relocated to Alberta (64 percent), with Quebec a distant second choice, and none leaving Canada (exhibit C3-1).

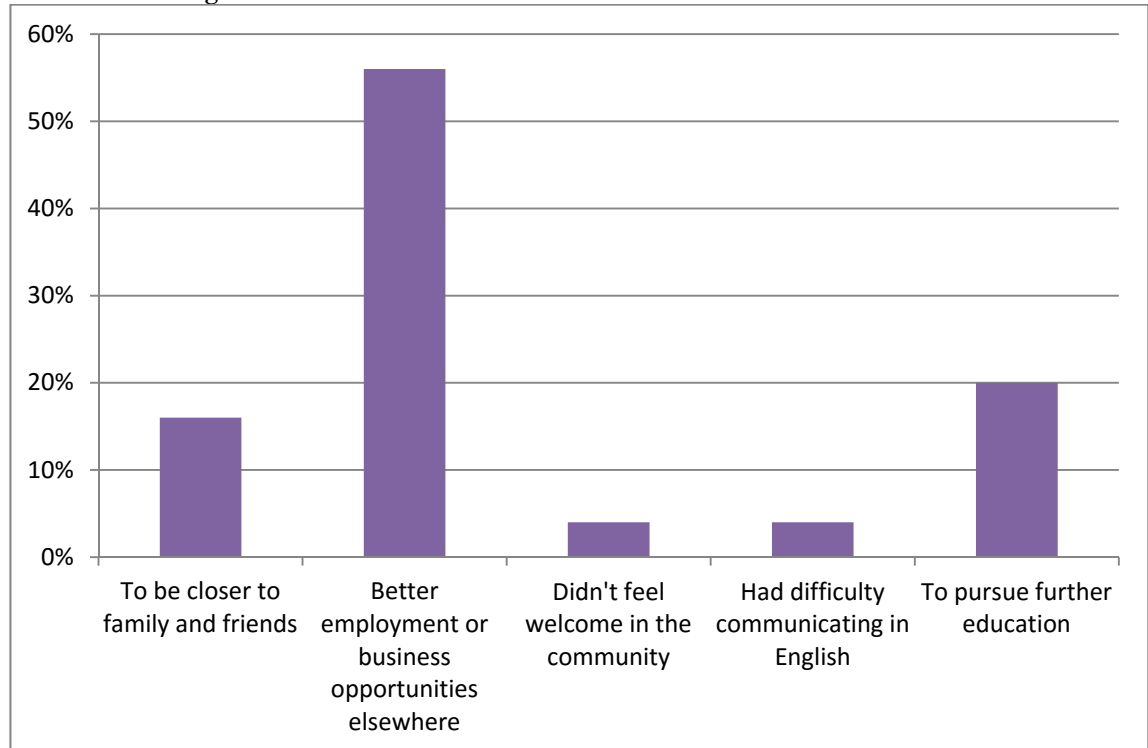
Exhibit C3-1: Province of choice for nominees leaving PEI



Nominee relocation decisions

According to the nominee survey, the top three reasons for leaving PEI were for better employment or business opportunities, followed by pursuing further education and being closer to family and friends. Given that the average income for Labour Impact nominees is lower for those moving to other Provinces, there is an apparent disconnect between income earning potential in other Provinces compared to actual earnings.

Exhibit C3-2: Program nominee reasons to leave PEI



Establishment of community connections

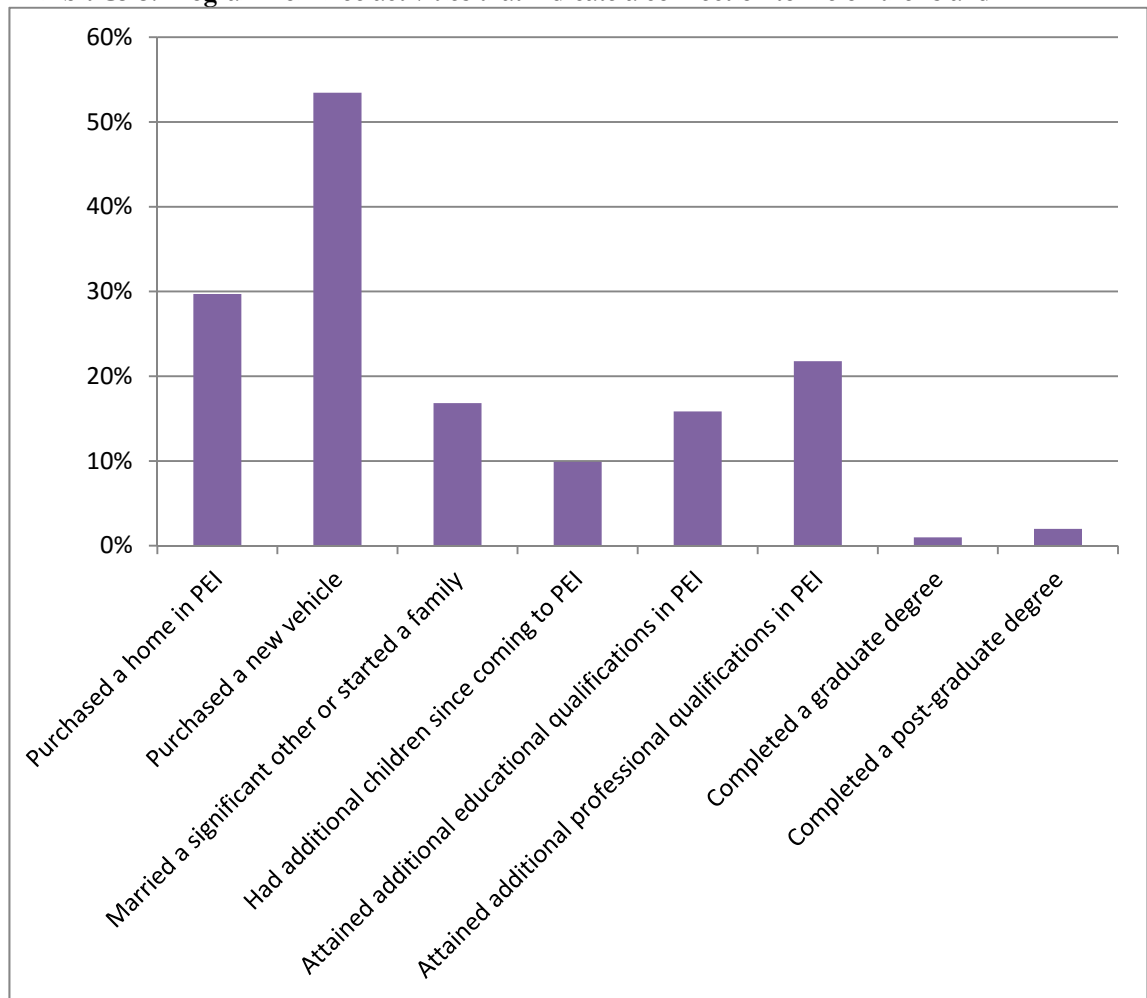
Many nominees in the Labour Impact Category (82 percent) were already living or working in PEI on a temporary basis prior to applying to the PNP and would have had experience with life on the Island. When asked whether feeling welcome in community influenced their decision to apply to the PNP, 77 percent agreed that this factor influenced their decision. Asked whether they would agree that they had established strong ties to PEI and their communities since immigrating under the PNP, 88 percent agreed. Finally, when asked about reasons why a nominee would recommend PEI as a good place to settle, 97 percent of nominees agreed that welcoming communities were a reason, which tied for first place among Labour nominees, along with good living conditions, safety and quietness.

When asked specifically about the availability of goods and services that cater to the ethnic and cultural needs of immigrants, 80 percent of nominees expressed satisfaction.

Other factors indicating nominee connection to the Province

Of those Labour Impact nominees currently residing on PEI and responding to the survey, the majority (53 percent) had purchased a new vehicle, and almost one third (30 percent) had purchased a home on the Island. These were the main activities in which nominees had engaged that indicate ties to the Island. Attaining new professional qualification may be another sign that a nominee intends to remain living on the Island, to the extent that the credentials permit nominees to work within their field of expertise in PEI, as opposed to anywhere in Canada. Survey respondents reported that 22 percent attained additional professional qualifications in PEI and, in another survey question, the majority of respondents (77 percent) agreed that their professional credentials were recognized in Canada in a timely manner. This suggests that Labour nominees arrive adequately trained for their chosen occupations and able to work in their fields of expertise through PNP without the need to obtain additional professional qualifications. This is a positive outcome for the Program, as one would expect more interest in immigration streams that recognize foreign credentials than those requiring immigrants to obtain new credentials.

Exhibit C3-3: Program nominee activities that indicate a connection to life on the Island



C4 Labour market needs and Program benefits to employer businesses

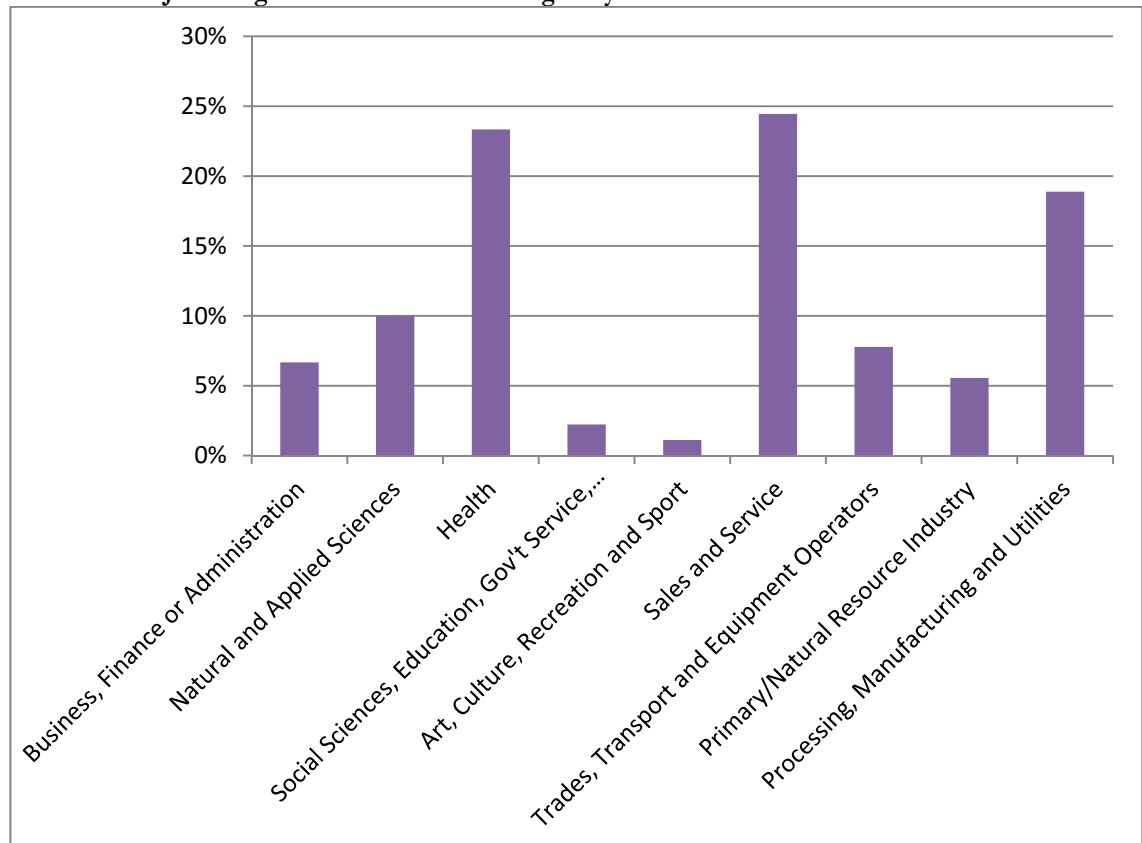
Conclusion: Labour Impact nominees fill positions across numerous industry sectors, several of which are priority sectors for PEI. Employers recognize the benefits that the Program has for their businesses, specifically in filling positions that may otherwise go unfilled and the positive impact that immigrant employees had on the business.

Employment status of Labour Impact nominees

As noted earlier in this report, of the Labour impact nominees responding to the survey, 67 percent remained in the same job, or occupation, for which they were nominated. This was similar to the employer survey, where respondents reported that 73 percent remained working with the employer on a full or part time basis, with the remaining 27 percent having quit.

The top three job categories in which nominee survey respondents indicated they were originally nominated were, from highest to lowest, Sales and Service, Health, and Processing, Manufacturing and Utilities. These categories encompass the Construction, Food Service and Tourism priority sectors, and Export/Import may also be represented (in Sales and Service) as well as Bioscience (in Health), however, Education is not well-represented.

Exhibit C4-1: Job categories for nominees as originally nominated



Impact of the Program on employers and their businesses

In the survey of nominating employers, 92 percent of responding employers reported that having access to foreign workers through the PNP allowed them to effectively fill vacancies that would otherwise be difficult to fill, and 77 percent expressed having unsuccessfully attempted to recruit qualified Canadians for positions in the past.

Employers indicated the following reasons for using the PNP to secure an employee, in order of priority, as follows:

Exhibit C4-2: Reasons to participate in the Program, employers

Employer reason to use the PEI PNP	Yes	No
The employee(s) requested that your organization support their application to the PEI PNP	85%	15%
You had already successfully recruited employees through the PEI PNP	85%	15%
You had been unsuccessful in past attempts to recruit qualified Canadians for this position	77%	15%
You had learned about positive experiences from other employers using the PEI PNP	46%	46%
The employee(s) had worked for your organization before, and you wanted to retain them on a more permanent basis	46%	46%
You had been unsuccessful in past attempts to bring in temporary foreign workers (e.g., Labour Market Opinion/Impact Assessment or work permit refused)	15%	77%

Despite these self-reported reasons, employers responding to the survey reported hiring only about 6 percent of their total employees from the PNP program, and about 3 percent as temporary foreign workers.

Program benefits and continued reliance

Most employers responded that immigrant employees had a positive impact on the business, with 79 percent agreeing that nominees were committed to the organization and had transferred valuable skills to the organization. Further, 86 percent agreed that nominees exceeded expectations, integrated with others in the workplace and had an overall positive impact on the business results and outcomes. Given the reported levels of employer satisfaction with the Program, the fact that the percentage of employers intending to use the program in the next 12 to 18 months is much lower, at 62 percent, is likely more an indication of less hiring in the short-term than indicative of any issues employers have with the Program, particularly since it represents an increase from 33 percent in 2011.

D Business Impact outcomes

The Business Impact Category is comprised of three streams – 100% Ownership, Partial Ownership and Work Permit. Applicants to either of the first two streams are required to enter into an escrow agreement for which they provide \$200,000 that is conditionally refundable, with terms that include residency requirements.

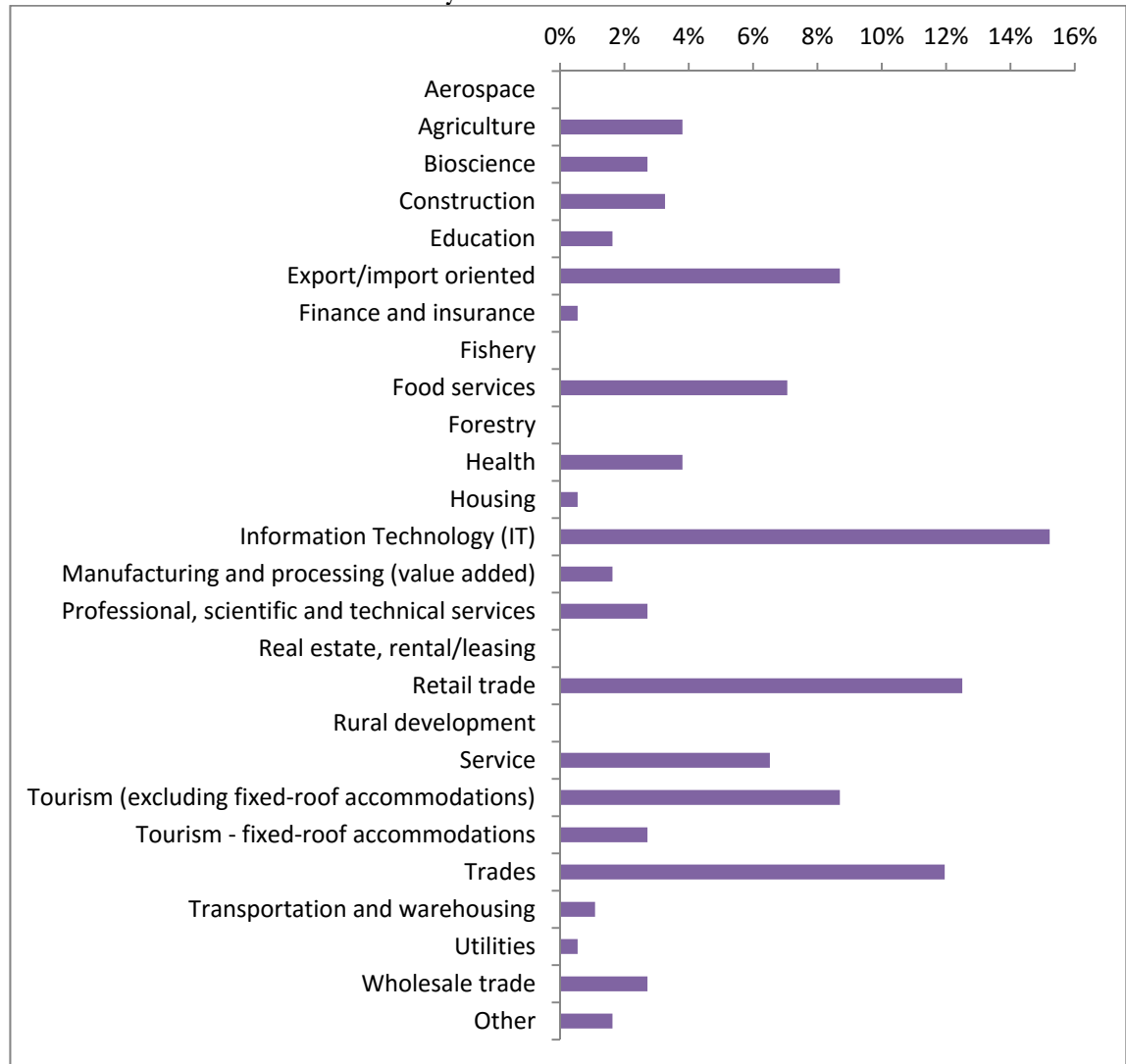
D1 Program realizing business, residence and quality of life expectations

Conclusion: Nominees in the Business Impact Category reported that a majority (62 percent) continue to focus on the businesses for which they were initially nominated, whereas others seek to identify new business opportunities after landing in PEI.

Status of businesses started by Business Impact nominees

Of the 188 survey respondents indicating they were nominated through the Business Impact Category, 184 provided an answer to the question related to the industry sector of their businesses.

Exhibit D1-1: Business nominee industry sector of business



According to the survey, the industry sectors with the most new nominee businesses were:

- Information Technology, 15 percent
- Retail Trade, 13 percent
- Trades, 12 percent

All other industries combined accounted for the remaining 60 percent, with each having from 1 to 9 percent of the business, as reported by respondents (exhibit D1-1). Those industries not represented were Aerospace, Fishery, Forestry, Real Estate and Rural Development. With Rural Development being one of the objectives of the Province, future Program changes may consider requirements that support the establishment of businesses in this industry.

For the 21 percent of respondents who were not yet actively operating a business, they selected, for survey purposes, the industry in which they expect to do business. Seven percent of respondents

indicated that they had closed the business either for personal reasons, or because it was not profitable.

Active involvement of nominees

Based on the survey results related to continued nominee involvement in their original business:

- There were 62 percent of nominees still actively involved in the management of the business identified in their application. This is a significant increase since the survey was conducted in 2011, when 26 percent reported continued involvement. Given the nature of the Program in place when the 2011 survey was conducted (for the period of 2001 to 2010), compared to the current Program, this result is expected. Requirements for active participation were built-in to the Business Impact category for the purpose of increasing retention.
- Nominees who reported being no longer involved in the business (38 percent) indicated the following reasons:
 - 61 percent had closed the business down for personal reasons
 - 17 percent had closed the business down because it was not profitable
 - 6 percent sold the business for a profit
- Nominees who reported being no longer involved in the business (38 percent) reported the following activities since they ceased being involved in the business:
 - 64 percent looking for new business opportunities in which to invest
 - 10 percent working full-time
 - 10 percent looking for work
 - 10 percent enrolled in educational or training programs

Impact of the Program on Business Impact nominee quality of life

Nominees responding to the survey were asked to indicate whether they agreed, disagreed or were not sure regarding statements related to the Program having a positive impact for the nominee and the nominee's family, and overall quality of life was highly rated, similar to the Labour Impact category. It may be of interest to IIDI to further understand what is driving the high level of agreement with overall quality of life as a positive impact, compared to the other three specific aspects of quality of life. Survey results may reveal the need to make real or perceived improvements in the income Business nominees achieve, or it may be that other facets of quality of life outweigh income considerations, and that those should figure prominently in decisions regarding support of settlement services or even Program design.

Exhibit D1-2: Positive impact of Program, Business Impact category

Statement regarding the positive impact of the PNP	Business		
	Agree	Disagree	Not Sure
Overall, living and working in PEI has allowed my family to have the quality of life that I would not likely have been able to obtain otherwise	73%	19%	8%
Being nominated by the PEI Provincial Nominee Program has provided my children with access to quality education that they would not likely have been able to obtain otherwise	55%	38%	7%
Being nominated by the PEI Provincial Nominee Program has provided me and my family with access to health and social services that I would not likely have been able to obtain otherwise	51%	39%	11%
Being nominated by the PEI Provincial Nominee Program has provided me and my family with an income that I would not likely have been able to obtain otherwise	12%	69%	19%

Nominee failure to report to IIDI

While approximately 40 percent of the Labour Impact nominee failed to report to IIDI during the 2010 to 2014 period, the design of the Business Impact category is such that all nominees report to the IIDI. Failure to report to IIDI, for those nominated through the Business Impact category, would be the same as forfeiture of the required escrow deposit, as refund of this deposit requires the nominee to provide information to IIDI on how the Program requirements have been met. While it is not inconceivable that a nominee could forfeit the escrow deposit, at \$200,000, the amount is, for most, not insignificant and not likely to be abandoned. With the information currently available from IIDI, they have recorded five refunds and no defaults, so there is no indication that nominees are failing to report.

D2 Factors Affecting the Decision to Invest in PEI

Conclusion: The decision to invest in PEI by entrepreneurs is driven mainly by quality of life objectives that include access to the education system, access to quality health and social benefits and a lower cost of living. These attributes, in addition to the reputation of the PNP, are more heavily valued by nominees than the more traditional business drivers such as a positive business climate, quality workforce, a good business opportunity, or competitive advantage.

The survey of nominees asked those in the Business Impact category whether they agreed, disagreed or were not sure regarding reasons to invest in a business in PEI. Respondents most frequently agreed on overall quality of life as a reason to invest and start a business in PEI, followed by the positive reputation of the Program, with access to the Canadian education system and access to Canadian health and social benefits tying for the third most frequently selected.

Exhibit D2-1: Business nominee reasons to invest in business in PEI

Reasons to choose to invest and start your business in PEI	Business		
	Agree	Disagree	Not Sure
Overall quality of life	84%	14%	2%
Positive reputation of the PEI Provincial Nominee Program	81%	16%	2%
Access to Canadian education system	67%	28%	5%
Access to Canadian health and social benefits	67%	28%	5%
Lower cost of living	63%	30%	7%
Cost or other competitive advantage	60%	35%	5%
Positive business climate	57%	38%	5%
Personal reasons (including family ties)	49%	24%	27%
High quality workforce	40%	47%	14%
Good business opportunities	40%	56%	5%

Most survey respondents disagreed that good business opportunities and a high quality workforce were reasons to invest and start a business on the Island. These two reasons, along with a positive business climate are the three reasons that would be expected to have the most impact on decisions to invest in a business on the Island. IIDI should focus attention on understanding why these are areas of disagreement. Survey results may indicate a need for Business Impact nominees to see an improvement in the quality of the workforce and in business opportunities in order to increase the likelihood that these nominees will recommend PEI to other potential immigrants as a good place to invest in business.

E Overall outcomes

E1 Program support of broader provincial objectives

Conclusion: The PEI PNP has supported the Province's broader population growth targets. The Program has been responsible for 88 percent of immigration to the Island.

As previously noted, key provincial objectives from the period of 2010-2014 include the following from the 2012 Throne Speech:

1. Growing the population of PEI to 150,000 people by the year 2022⁴
2. Focusing on private sector job creation, export development as well as promoting the traditional sectors of agriculture, fishery and tourism to increase employment to 75,000 jobs and the provincial economy to \$6 billion by 2016

1 Population growth (including attraction and retention of nominees)

Over the five years covered by this evaluation, the population estimate of PEI has grown by 4,769 to 146,447 in 2015⁵, with progress towards the 150,000 target driven by international immigration.

⁴ 2012 Throne speech

⁵ <http://www5.statcan.gc.ca/cansim/a26>, figures reflect July 1 – June 30th

Exhibit E1-1: Population growth since 2010 and related trends⁶

Components of the 4,769 increase in population			
Natural growth (births – deaths)	Net international migration	Net interprovincial migration	Other
771	8,282 ¹	(3,913)	(371)
Component trends			
PEI has incurred natural growth at a declining rate. Deaths are expected to start exceeding births starting in 2018.	Immigration has shown a declining trend, with an average of approximately 1,600 inflow per year from 2010 – 2014, significantly higher than the experience from pre-PNP days (typically < 200 per year with the majority being refugees).	For most of the past 10 years, more individuals left PEI to live in other provinces than individuals coming to PEI from other provinces.	

¹ This figure varies from the 8,020 total of permanent residents being admitted to PEI by year and immigration class as reported by CIC. Potential causes for the difference could be the timing of data with the PEI Statistics Bureau data following a July 1 to June 30th year.

Attraction

From 2010 to 2014, 7,087 permanent residents were admitted through the PEI PNP (including principal applicants and their spouses and/or dependents), accounting for 88% of all immigrants to the Province.

Exhibit E1-2: Permanent residents admitted to PEI 2010-2014

Immigration Class	2010	2011	2012	2013	2014	Total
Family Class	46	46	73	121	61	347
Economic Immigrants – CIC	57	36	55	57	66 ¹	271
Economic Immigrants – PNP	2,419	1,565	896	775	1,432 ¹	7,087
Refugees (Protected persons)	56	79	53	35	58	281
Other Immigrants	3	5	11	10	5	34
Total	2,581	1,731	1,088	998	1,622¹	8,020

¹ Based on calculations using figures provided, the total in the economic category was 4 higher than the calculation

Immigration Class	2010	2011	2012	2013	2014	Total
Family Class	2%	3%	7%	12%	4%	4%
Economic Immigrants – CIC	2%	2%	5%	6%	4%	3%
Economic Immigrants – PNP	94%	90%	82%	78%	88%	88%
Refugees (Protected persons)	2%	5%	5%	4%	4%	4%
Other Immigrants	0%	0%	1%	1%	0%	0%
Total	100%	100%	100%	100%	100%	100%

Source: CIC

⁶ PEI Population Projections 2016 – 2055, PEI Statistics Bureau, January 28, 2016, figures reflect July 1 – June 30th

Since the launch of the PEI PNP in 2001, the portion of immigrants coming through the Refugee/Protected Persons class has remained fairly consistent with immigrant numbers varying through the PEI PNP and CIC programs. The PEI PNP has had a direct impact on the mix of immigration classes. With the majority of immigration now being focused on either a specific job or business, current immigration classes are likely to contribute more to the PEI economy sooner than the pre-PNP programs.

Over the 2010 to 2014 period, 2,499 principal applicants to the PEI PNP (i.e., not including spouses and dependents) landed in Canada, reflecting an average of 500 per year, with peak landings of 945 achieved in 2010. 76% of landings throughout the period relate to the previous program model, indicating a long lead time from initial application to landing (i.e., applications would have been received pre-2010). As expected, these landings are decreasing. The increasing trend of landings related to the current program model indicate that the current program is attracting immigrants.

Exhibit E1-3: Nominee landings by PEI PNP category

Immigration Class	2010	2011	2012	2013	2014	Total	Percent of model	Percent of Total
Previous program model								
Immigrant Connections	20	21	18	3	0	62	3%	2%
Immigrant Entrepreneur	1	0	2	2	2	7	0%	0%
Immigrant Partner	866	521	185	39	12	1,623	86%	65%
Skilled Worker	57	47	35	16	0	155	8%	6%
Family Connection Stream	1	1	6	20	19	47	2%	2%
Subtotal	945	590	246	80	33	1,894	100%	76%
Current program model								
Skilled Worker Stream	0	1	12	69	47	129	21%	5%
Critical Worker Stream	0	0	23	67	33	123	20%	5%
International Graduate Stream	0	0	1	9	3	13	2%	1%
100% Ownership Stream	0	0	14	85	238	337	56%	13%
Partial Ownership Stream	0	0	0	1	2	3	0%	0%
Work Permit Stream	0	0	0	0	0	0	0%	0%
Subtotal	0	1	50	231	323	605	100%	27%
Total	945	591	296	311	356	2,499		100%
Percent of total	38%	24%	12%	12%	14%	100%		

Source: IIDI

Note: IIDI does not capture and register all of the Immigrant landings in the Province. The numbers presented are based on immigrants who have reported to IIDI.

Retention

Implemented in 2013, with landings commencing in 2014, the refund conditions for Business Impact stream escrow deposits include residency requirements, with refunds starting after six months of residency in PEI. As such, the refund and default of escrow deposits can be an indicator of short-term retention. However, there have been only five refunds during the 2010 to 2014 period, and no defaults, meaning that individuals who provided deposits have not yet come to PEI or had not been in PEI for more than six months by the end of 2014. As such, it is too early to draw a conclusion based on this indicator.

A comparison of CIC and IIDI data to survey results shows a broad range of retention rates. Factors influencing the variance include the timeframes covered by the data and the likelihood that nominees still living in PEI were more apt to reply to the nominee survey than those who had left the Province.

CIC maintains statistics on immigration to Canada in the Longitudinal Immigration Database (IMDB). The IMDB includes tax filer data for immigrants and provided a reliable resource for information on the retention rates of immigrants. Statistics on retention rates came from the IMDB in a report published in July 2014, as part of the IMDB Research Series, titled “Interprovincial Mobility of Immigrants 2006-2011”.

The analysis undertaken by CIC concluded that 32 percent of those landing in PEI over the 2006 to 2011 period and 29 percent of those nominated through PEI PNP were still residing within the Province. The report does not provide a specific reason for retention being higher for immigrants not coming through the Program, but this is consistent with other provinces. This 29 percent is lower than the 2000 to 2008 period reported by CIC, at which point 37 percent all nominees intending to reside in PEI were still residing within the Province. Of all provinces, PEI was found to have the lowest PNP retention rate. The majority of PNP nominees not living on PEI in 2011 were located in Ontario and British Columbia. As the current immigration streams were only introduced in 2011, these retention rates are representative of the nominees participating in the previous immigration streams only, and may not be reflective of the outcomes of the current streams.

Exhibit E1-4: Summary statistics on retention for the PNP as of 2011 (cohorts 2006-2011)

	PEI – destined at landing	Out- migration	In- migration	Net change	Net change (%)	Retention rate (%)	Erosion rate (%)
Number Immigrants Landed	5,305	3,780	130	-3,730	-68.8	28.7	-71.3

Source: CIC analysis of IMDB data.

Information in the IMDB is only available for the PEI PNP as a whole, so retention rates for specific program components cannot be accurately assessed.

Consideration of evidence provided by the surveys of nominees, and of employers, allows for another perspective on retention. Nominees participating in the PNP indicated that more than 40 percent had made significant capital investments such as a home purchase, and close to 85 percent

had purchased a vehicle. Nominees also reported that 77 percent had become Permanent Residents since being accepted by the PEI PNP and remained living on PEI. This is closely aligned with the responses received from a survey of participating employers, who reported having retained 73 percent of nominees hired over the period 2010 to 2014, as of 2014.

The IMDB data and surveys of the nominees and employers cover different time periods. Data from the IMDB includes only the first two (2010 and 2011) of five years covered by the survey period (2010 to 2014). Further, the CIC indicates in its reports that retention rates decline over time. Therefore, as the IMDB retention rates included immigrants that had landed up to six years earlier, whereas the nominee and employer survey included participants up to five years earlier, the surveys should reflect a higher retention rate than IMDB data.

Exhibit E1-5: Summary statistics on nominees survey participation by year of PNP nomination

Metric	2010	2011	2012	2013	2014
Nominee survey respondent count	1	32	92	180	110
Nominee survey respondent percentage	0.2	7.7	22.2	43.4	26.5
Nominee survey percentage residing on PEI	100	75	76.1	75.9	67.6

2 Economic and sector development

Similar to the progress made towards the population growth target, the Province accomplished the following in 2014⁷:

- Increasing international exports of goods 22.2% over the previous year to \$1.1 billion, surpassing the \$1 billion for the first time
- Having a labour force of 74,000
- Growth sectors included: manufacturing; real estate, rental and leasing; agriculture, forestry, fishing and hunting; accommodation & food services; retail trade while sectors in decline included: construction, public administration, management of companies and enterprises, and information and culture

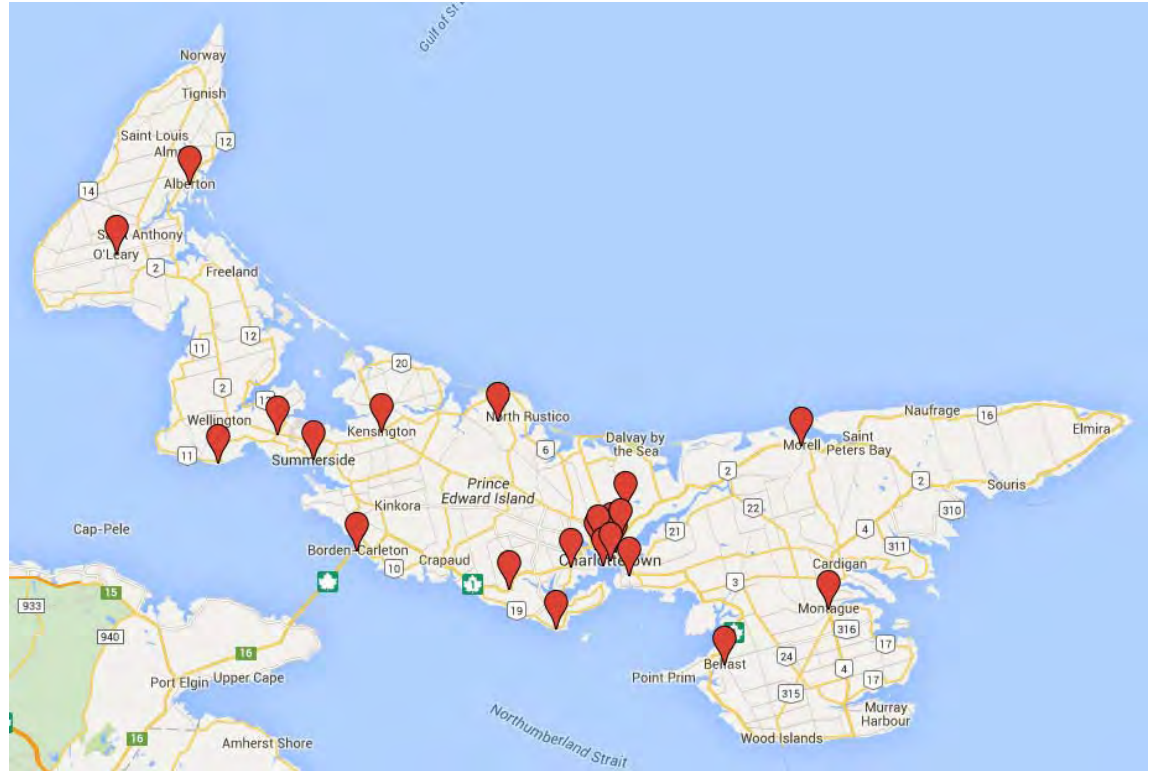
PEI PNP's contributions include:

- 40% of Business Impact nominees indicating intent to invest in the focus sectors of agriculture, export, fishery, and tourism (including restaurant).
- 46% of Business Impact nominees arriving in PEI and starting their businesses, did so in the focus sectors of agriculture, export, fishery, and tourism (including restaurant).
- These rates are consistent with survey results.
- Increasing the labour force in general, including 48% of labour impact nominees surveyed responding that their initial jobs in PEI secured through the PEI PNP were in areas that correspond with the provincial sector focus (i.e., primary/natural resources (mining, forestry, agriculture, fishery); processing, manufacturing and utilities (corresponding with export focus); sales and service and art, culture, recreation and sport (corresponding with tourism focus).

⁷ Prince Edward Island 41st Annual Statistical Review 2014, PEI Statistics Bureau, June 2015 (pp 11-17)

Distribution of economic benefits

Exhibit E1-6: Locations of initial settlement and current residence



260 respondents to the nominee survey provided the names of the communities where they initially settled and/or currently reside. These communities are identified by the red indicators. The net changes from initial settlement to current residence show movement away from the communities of Belfast, Charlottetown, Montague and O'Leary and movement into the communities of Sherwood, Stratford and Summerside. Even with this movement, however, 80% of the 260 respondents either initially settled or currently reside in the Charlottetown area or Stratford. This implies a concentration of economic benefit in the Charlottetown area, with some dispersement across the rest of the Province.

Conclusions and recommendations

Conclusions

Rationale and intent

PEI PNP objectives are aligned with the Provincial and Federal goals to attract, integrate and retain immigrants, and to grow the economy. The intent of the PNP is to address the resource needs of PEI businesses and promote business investment within the Province through the immigration categories developed for the Program.

Program design and delivery

IIDI demonstrated commitment to continual improvement in relaunching the Program in 2011. The design of the new program focused on achieving Program objectives through increased attraction and retention made possible by introducing new immigration streams to replace existing streams. The new streams, grouped into the Business Impact and Labour Impact categories, were based on new criteria that better aligned the interests of the immigrant with IIDI objectives. The Business Impact and Labour Impact categories complement each other in attracting nominees, although the Business Impact category is better designed to optimize retention and to promote investment, with its residency and financial requirements, which would not be feasible for the Labour Impact stream. Since its introduction, Program demand has maintained levels sufficient to meet general Program targets. However, targets are not specific to each immigration stream, and streams are uneven in participation rates, with some attracting far greater numbers of nominees than others. This may indicate a lack of demand or awareness for potential streams by potential participants.

IIDI does not publish reports that compare actual results to the intended goals of the program, or develop qualitative assessments of significant aspects of the Program. This may, in part, explain why individuals interviewed who were members of organizations that support immigration (not directly involved with the PNP) expressed uncertainty regarding the Program objectives, offerings, roles and/or responsibilities. Program participants (employers and nominees), however, reported these Program components as clear and easily understood. Among government and non-government stakeholder groups perceived Program benefits generally align to intended Program benefits, but some inconsistencies in perception may indicate an opportunity to better educate these groups on both the intended benefits and the extent to which actual results achieve those benefits.

Program nominees were generally highly positive about their experiences with the PNP, with the exception of fees charged by agents or intermediaries for assisting with applications. Nominees also

agreed that English language skills were most strongly associated with the ability of immigrants to succeed in PEI over the long term.

Business Impact nominees reported a lower level of satisfaction with requirements for return of the escrow deposit, and a higher satisfaction/use of settlement services than Labour nominees. In the Labour Impact Category, most nominees continued to work in the jobs for which they were nominated, with the same employer, and more than half of those that changed employers did so to accept a better job.

Employers were generally less satisfied with the PNP than were nominees, but were highly positive about their experiences with Program nominees as employees.

Active targeting of francophone immigration has improved since 2011. However, French content on the official website of the PNP does not appear readily available.

Labour Impact Outcomes

The majority of nominees in the Labour Impact category responding to the nominee survey reported that the Program had positively impacted their lives and the lives of their families. Many survey respondents continued to work and reside on the Island, although they were less satisfied in relation to the level of income they were achieving. This was echoed in the statistics provided by IMDB, in which it was noted that nominees choosing to make PEI home earn an average income that is the lowest in the country.

The majority of employers surveyed were positive about the contributions nominees made to their businesses. Employers reported that the Program continues to be a valuable resource for access to skills and reliable workers that can prove difficult to find within the existing local labour market.

Business Impact Outcomes

The initial decision to invest in PEI is driven mainly by quality of life objectives that are more heavily valued by nominees than more traditional business drivers such as good business opportunities.

The majority of nominees in the Business Impact Category responding to the survey reported that they continued with the businesses for which they were initially nominated, thus supporting that this category also supports retention of immigrants on the Island.

Overall Outcomes

The PNP supports the Province's broader population growth targets, attracting 88 percent of all immigration to the Island.

Recommendations

The survey completed by nominees of the PNP provided much of the data that was analysed and presented in this report, supplemented and combined with statistical data from such sources as CIC, Statistics Canada and IIDI, as well as with information of a more anecdotal nature from the employer survey, interviews with stakeholders and a variety of government reports. The analysis, in many cases, presented a consistent picture, which was frequently positive and supported that PNP is meeting its intended immigration outcomes. However, the following recommendations are based on observations of potential impediments to the success of PNP in achieving its objectives, as well as of conflicting information that appears to lead to contradictory conclusions:

- **Setting goals:** We recommend that IIDI be more explicit in the preparation and open communication of the goals that it has set for each stream within each Impact Category, and the outcomes related to those goals.
- **Participation rates:** Related to greater tracking and accountability of outcomes, IIDI should monitor participation rates for all streams to identify any that are underperforming (based on goals), and assess the underlying cause of underperformance and the impact that the outcome has on the overall Program. For example, the Work Permit stream has had three nominees since it opened in 2011. Even the International Graduate stream has attracted only 13 nominees, which is a low number compared to others, although this stream closed in December 2012 and was only recently re-opened.
- **Inconsistent results:** We recommend that IIDI further investigate the underlying causes for the following anomalies resulting from the analysis performed for this report:
 - i) Survey results showed that assistance provided meets the needs of immigrants, but fails to have a positive impact on the nominee and nominee's family;
 - ii) Survey results showed that immigrants leave PEI for better employment or business opportunities, but IMDB data indicated that immigrants leaving the Province earned less than those who remained;
 - iii) Program nominees did not consider "good employment opportunities" or "good business opportunities" as reasons to recommend settling on PEI;
 - iv) The number of employers indicating that they would use the PNP in the next 12 to 18 months to secure employees was low compared to the level of satisfaction of employers with the Program;
 - v) Program nominees expressed a high level of satisfaction with their overall quality of life, while at the same time being dissatisfied with their income; and
 - vi) Program nominees did not consider "good business opportunities" or "a high quality workforce" as reasons to invest and start a business on the Island.

Appendix A – Evaluation matrix

Theme	Evaluation Question	Evaluation Indicators	Data Source and Methods
A. Rationale and Intent	<p>(A1) Is the Program aligned with:</p> <p>A. IIDI mandate?</p> <p>B. Provincial government priorities?</p> <p>C. Federal government priorities?</p>	<p>A. Alignment of program components and streams with IIDI mandate</p> <p>B. Evidence that program activities and intended results (outputs and outcomes) support:</p> <ul style="list-style-type: none"> a. Relevant Provincial strategies (i.e., those referenced in past Throne Speeches and/or others to be identified through discussions with management)* b. Agreement for Canada-Prince Edward Island Co-operation on Immigration, Annex A – Provincial Nominees* <p>C. Consistency with federal Immigration and Refugee Protection Act (IRPA) regulations</p> <p>D. Reported views of IIDI staff, other government departments, and select non-governmental organizations regarding alignment with government mandates</p> <p>E. Evidence of program refinement to better meet changing priorities</p>	<p>Document review</p> <p>Interviews with IIDI staff and other government partners</p>
	<p>(A2) Does the Program intent provide an incremental contribution to PEI's immigration objectives that would otherwise not be met by other immigration programs?</p>	<p>A. Number of other programs currently in place to encourage immigration to PEI and extent to which the intent of such programs are complementary to or duplicates of the PNP's intent</p> <p>B. Percentage of total immigrants to the Province who came through the PNP, compared to a similar metric in other jurisdictions</p>	<p>Interviews with IIDI staff and other government partners</p> <p>Jurisdiction websites, CIC</p>
A. Program Design and	<p>(B1) How are ongoing administration and results of the Program being</p>	<p>A. Descriptions of administration and management in terms of:</p> <ul style="list-style-type: none"> a. Planning and reporting requirements* 	<p>IIDI staff interviews</p> <p>Program documentation</p> <p>Management monitoring</p>

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Delivery	monitored and reported?	<ul style="list-style-type: none"> b. Monitoring, evaluation and audit* c. Management of risks* 	results and related reporting
	(B2) Does IIDI promote continuous improvement with respect to the design and delivery of the Program?	<ul style="list-style-type: none"> A. Review, reporting and related action plans related to: <ul style="list-style-type: none"> a. Trends and evolution in approaches to applications, withdrawals, rejections and nominations* b. Planning and reporting processes c. Perceptions on current strengths and risks, including the use and role of intermediaries d. Decision-making and for other key processes B. Supported rationale for changing categories, streams and related Program processes 	Management monitoring results and related reporting Program administrative database statistics (participant profile) Interviews with other Provincial departments, non-governmental agencies who deliver services to immigrants, and sector association
	(B3) What is the reach of the Program and are the most appropriate means being used in this regard?	<ul style="list-style-type: none"> A. Percent of Program participants who found out about the Program through: <ul style="list-style-type: none"> a. Family member or friend b. Employer or job fair c. Co-worker d. Prince Edward Island Provincial Nominee Program website e. Promotional materials f. Prospective or current employee g. Island agent (an immigration consultant or lawyer) h. Visa office i. A recruitment agency 	Survey of Program participants and employers Interviews with IIDI staff, other government departments and non-governmental organizations PNP database

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		<ul style="list-style-type: none"> j. A cultural/ industry association k. Other B. Extent to which nominees, employers businesses, and those who deliver services to immigrants understand PNP objectives, program offerings, and program roles and responsibilities* C. Extent to which Program demand appears sufficient to meet program targets D. Evidence of promotion and recruitment targeting francophone immigration* E. Shared view of Program benefits, including: <ul style="list-style-type: none"> a. Meeting of critical skill shortages in a timely fashion b. Creating or maintaining employment c. Establishing new or enhancing existing businesses d. Promoting investment e. Increasing the population f. Supporting economic development for strategic sectors* 	
	<p>(B4) Are Program participants generally positive about their experience with the Program?</p>	<ul style="list-style-type: none"> A. Range in, and average, ratings of satisfaction with aspects of Program experience: <ul style="list-style-type: none"> a. Responsiveness of Program staff* b. Accessibility and completeness of information* c. Clarity and ease of understanding of Program information d. Information addressing all the questions and concerns had about the Program 	<p>Survey of Program participants PNP Database</p>

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		<ul style="list-style-type: none"> e. Reasonableness of language requirements f. Time required for application processes, nomination and receiving Permanent Resident Visa from the Federal government (supplement with average processing time as derived from PNP database)* B. Percent of nominees reporting that: <ul style="list-style-type: none"> a. They would recommend Prince Edward Island to other non-Canadian residents as a good place to settle (and why) b. The Program was helpful in obtaining or maintaining a temporary work permit c. The Program had a very strong influence on decision to live and work in Prince Edward Island d. Professional credentials were recognized in Canada in a timely manner, allowing ability to work in field of expertise e. Program has provided nominee (and family) with an income that they would not likely have been able to obtain otherwise f. Program has provided nominee (and family) with access to health and social services and/or quality education that they would not likely have been able to obtain otherwise g. The nominee has established strong ties to Prince Edward Island and community since immigrating under the Program h. Overall, living and working in Prince Edward Island has allowed the nominee's family to have the 	

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		<p>quality of life that they would not likely have been able to obtain otherwise</p> <ul style="list-style-type: none"> i. If the Program was not available, the nominee (and family) would not have located to Prince Edward Island. j. Overall program requirements and application processes are reasonable <p>C. Percent of Business Impact nominees reporting the reasonableness of the following (as applicable):</p> <ul style="list-style-type: none"> a. Application fees b. Personal net worth requirements c. Business investment level requirements d. Minimum ownership or equity share requirements e. Escrow deposit f. Escrow agreement requirements that must be met to have deposit returned g. Intermediary and agent fees <p>D. Percent of Labour Impact nominees reporting (as applicable):</p> <ul style="list-style-type: none"> a. Career has advanced as a result of acquiring new skills through on the job training b. Career has advanced as a result of acquiring new skills through training or education outside the workplace c. Being able to progress in career d. Initial job was a good match to skill sets and 	

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		experiences e. Salary was fair given experience and skills	
	(B5) Are participating employers generally positive about their experience with the Program?	A. Range in, and average, ratings of satisfaction with aspects of program experience: <ul style="list-style-type: none"> a. Responsiveness of program staff* b. Accessibility, completeness and clarity of information* c. Time required for application processes* B. Percent of employers reporting: <ul style="list-style-type: none"> a. Nominees met job requirements, worked effectively within the organization, and produced high quality work b. On the ease of the process for recruiting foreign workers under the Program and in contrast to an Arranged Employment Opinion to the Federal Skilled Worker Program 	Survey of participating employers
	(B6) What factors influence the success of the Program?	A. Assessment of the importance of the following factors in influencing the success of participants in the Program: <ul style="list-style-type: none"> a. Strong English language skills b. Strong Sector or workplace-specific language skills c. Canadian work experience d. Recognition of foreign credentials e. Knowledge of business practices and workplace culture f. Employers ability to embrace a multi-cultural workforce 	Survey of Program participants Interviews non-governmental organizations Interviews with IIDI Staff

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		<ul style="list-style-type: none"> g. Availability of economic or job opportunities h. Feeling welcome in the community i. Having a strong local social network j. Having a mentor k. Personality traits (for example, persistence) l. Presence of friends and family m. Quality of schools health care and other amenities n. Locating housing o. Affordability – cost of housing, cost of living p. A supportive employer q. Availability of goods and services that cater to your specific ethnic and cultural needs 	
	(B7) Are settlement services and supports meeting the needs of newcomers?	<ul style="list-style-type: none"> A. Percent of nominees reporting awareness and use of settlement services B. Percent of nominees reporting that settlement services had a positive impact on themselves and their family C. Percentage of nominees who feel that settlement services met their needs, and identification of factors affecting retention that they feel should have been addressed by settlement services but were not 	Survey of Program participants Interviews with IIDI staff, non-governmental groups that deliver services to immigrants
	(B8) Does the current design and delivery of the PNP optimize the Province’s ability to attract and retain newcomers and promote ongoing investment into the	<ul style="list-style-type: none"> A. IIDI staff, partner, and industry representative opinions on the extent to which the current Program design is appropriate given PEI demographics, infrastructure and priorities, and whether there is a continued need for it.* 	Interviews with IIDI staff, non-governmental groups that deliver services to immigrants

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	Island's economy and society?		
B. Outcomes – Labour Impact	(C1) Are participating skilled and critical workers and international graduates retaining their intended jobs?	<p>A. Number and percentage of workers (after the first year and longer term):</p> <ul style="list-style-type: none"> a. Still employed in the occupation for which nominated* b. Transitions to other employers or employment circumstances <p>B. Reported reasons for changes in employment circumstances</p>	<p>Survey of Program participants</p> <p>Program administrative database statistics (participant profile)</p> <p>CIC data</p>
	(C2) Are participating workers and their families established and enjoying a high quality of life in Prince Edward Island?	<p>A. Percent of nominees reporting that the Program had a positive impact on themselves and their family</p> <p>B. Reported earnings (nominee incomes, and family income)</p> <p>C. Average ratio of reported family income relative to a comparative level⁸</p> <p>D. Reported dependence on Employment Insurance or other income assistance*</p> <p>E. Percent of skilled workers reporting a higher quality of life, including income and access to services</p>	<p>Survey of Program participants</p> <p>PNP administrative and database statistics</p> <p>PEI Statistics Bureau</p>
	(C3) Are participating skilled and critical workers and international graduate nominees continuing to reside and establish connections within Prince Edward Island?	<p>A. Number and percentage of nominees remaining as residents of the Province</p> <p>B. Prevalence of movement within or in leaving the Province including reported reasons</p> <p>C. Percent of skilled workers reporting establishment of community connections</p>	<p>Survey of Program participants</p> <p>Program administrative and database statistics (participant profile)</p>

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		<p>D. Percent of nominees that have purchased a home, pursued education, or obtained qualifications in Prince Edward Island</p>	
	<p>(C4) How has the Program benefitted the business of the employer?</p>	<p>D. Percent of nominated workers remaining employed in the same occupation, with the organization, and by priority sector (as defined by the PNP guidelines)</p> <p>E. Range in, and average, ratings of employer agreement with:</p> <ul style="list-style-type: none"> a. Ability to address shortages in staff with needed skills and competencies more quickly than would have been the case otherwise due to hiring difficulties b. Helped address vacancies that were otherwise difficult to fill c. Had a positive impact on the business (by creating a stable workforce, provision of needed skill set) 	<p>Surveys of participating Labour Impact nominees and employers</p>
	<p>(C5) Is the Program of value in addressing areas of Provincial labour market need?</p>	<p>B. Participating employers reporting:</p> <ul style="list-style-type: none"> a. Reasons for use of the Program in order of priority b. Success with recruitment of foreign workers through an Arranged Employment Opinion to the Federal Skilled Worker Program c. Satisfaction with performance of nominees <p>C. Percent of participating employers reporting that:</p> <ul style="list-style-type: none"> a. Access to foreign workers through the Program helped address vacancies that would otherwise be difficult to fill, 	<p>Survey of participating employers</p> <p>Interviews with other Provincial departments, non-governmental agencies who deliver services to immigrants, and sectoral/industry associations</p> <p>PNP administrative and database statistics</p>

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		b. Efforts will occur in the next 12 to 18 months to use the Program to help fill vacancies D. Island labour market trends	PEI Statistics Bureau
C. Outcomes - Business Impact Outcomes	(D1) To what extent are business, residence and quality of life expectations being realized?	F. By sector and in total: a. Number and status (operating, closed) of businesses b. Number of full time, part time and family employees associated with businesses c. Location of businesses G. Percent of business immigrants remaining actively involved in the management of the company (and if not, reasons for not staying involved with the business, current status of the business and what has the individual being doing since) H. Number and percentage of nominees that are resident and established (e.g., financial, education, association membership) within the Province I. Percent of business immigrants reporting a higher quality of life and success in business J. Percent of nominees who fail to report to the Province* K. Prevalence of movement within or in leaving the Province, including reported reasons	Survey of participating Business Impact immigrants PNP administrative and database statistics (participant profiles) PEI Statistics Bureau

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	(D2) What do Business Impact nominees consider to be important factors in deciding to invest and start a business in Prince Edward Island?	<p>A. Range in, and average, ratings of importance for:</p> <ul style="list-style-type: none"> a. Good business opportunities b. Positive business climate c. Cost or other competitive advantages d. High quality workforce e. Positive reputation of the Program f. Lower cost of living g. Access to Canadian education system h. Access to Canadian health and social benefits i. Overall quality of life j. Personal reasons (including family ties) 	Survey of participating Business Impact immigrants
D. Overall outcomes	(E1) To what extent has the PNP supported broader provincial objectives?	<p>A. Number and percentage of nominations by PNP component, stream and total by citizenship (2010 to 2014)*</p> <p>B. Number and percentage of landings (or permanent residents) by economic class, refugee and other (2010 to 2014)*</p> <p>C. PEI migration (2010 to 2014)*</p> <p>D. Immigration by class prior to 2010</p> <p>E. Impact of PNP on population trends</p> <p>F. Level of investment into strategic sectors and contribution to the development of strategic sectors within the Province</p> <p>G. Establishment of minority language communities (percent of the population by minority language and percentage of nominees by minority language (francophone and others)*)</p>	<p>CIC data</p> <p>PNP database</p> <p>PEI Statistics Bureau</p> <p>Meta evaluation analysis</p>

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	(E2) To what degree has the Program influenced the decisions of nominees to live and work in Prince Edward Island?	A. Percent of skilled workers reporting that the Program influenced their decision to live and work in Prince Edward Island on a permanent basis B. Number and percentage of nominees arriving/landing in PEI* C. Average or median salary of nominees relative to FSW D. Employment rates for nominees relative to other federal immigration classes/programs E. Level of investment F. Immigration volume G. Retention* H. Secondary migration*	Survey of Program participants Interviews with non-governmental agencies who deliver services to immigrants PNP data, CIC statistics, IMDB
	(E3) How do the outcomes realized among Program participants compare with those for relevant Federal immigration programs?	A. How does the PNP compare with other Federal immigration classes and specific programs in terms of: a. Retention b. Income	IMDB analysis Comparison with available data from CIC
	(E4) What unexpected outcomes, either positive or negative, have resulted from the Program?	A. Number of defaults on escrow agreements*	PNP data Interviews with other Provincial departments, non-governmental agencies who deliver services to immigrants, and sectoral/industry associations



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