

## **Program Profile: Yukon**

This profile of the Provincial Nominee Program (PNP) in Yukon is based on a review of documents and interviews conducted during a site visit to Whitehorse in November 2010. It includes data provided by Government of Yukon and Citizenship and Immigration Canada (CIC).

### **1. Description of PNP**

Yukon Territory signed its first Provincial Nominee Program (PNP) agreement with CIC in April 2001. It was extended in April 2006. In February 2008, a new agreement was signed, which extended the original Canada Yukon Immigration Agreement and aligned it with other agreements across Canada. According to the Yukon Nominee Program (YNP) website,<sup>1</sup> the program was developed to allow the Government of Yukon to nominate potential immigrants based on industrial and economic priorities and labour market conditions; and who, based on Yukon's assessment, have a strong likelihood of successfully establishing themselves in Yukon society.

The current YNP has three categories:

- Skilled Worker –for prospective immigrants who have specialized skills and experience who fill a Yukon labour market need;
- Critical Impact Worker – for prospective immigrants who are semi-skilled and wish to come to Yukon to increase the labour pool for entry level jobs in the hospitality and service sector industry; and,
- Business Investor – for prospective immigrants who wish to either establish a new business, or partner/purchase and operate an existing business in Yukon.

#### ***Skilled Worker Category***

This nominee category was created in 2006 and is intended to identify individuals who could make a significant economic contribution to a Yukon business, industry or community. The program is designed to attract qualified individuals to assist in addressing shortages of skilled workers in the Territory. The skilled worker category is employer-driven; employers must have a job vacancy and identify an individual (the nominee) to fill that position. Positions under the skilled worker category must: be full-time; be in a trade or skill that falls into levels O, A or B of the National Occupational Classification (NOC) matrix (i.e., those that are considered “high skilled”); not conflict with existing collective bargaining agreements; meet the minimum requirements of Territorial labour standards; and, provide a comparable rate of pay appropriate to the industry. The nominee must be able to speak English (or French) to a level deemed acceptable by the employer, not be a refugee claimant, have the appropriate experience to perform the duties of the position, and, if necessary for the profession, have accreditation and be licensed or accepted by the Territorial governing body.

#### ***Critical Impact Worker Category***

This nominee category is the newest of the YNP categories, created in 2007. This category is intended to assist Yukon employers with critical labour shortages that cannot be filled by local residents. The program is designed to increase the labour pool for entry level jobs in the hospitality and service sector industry to address the critical need of semi-skilled workers in the Yukon. Like the skilled worker category, the critical impact worker category is employer-driven. The main difference is that positions

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<sup>1</sup> Accessed February 15, 2011: [http://www.immigration.gov.yk.ca/ynp\\_overview.html](http://www.immigration.gov.yk.ca/ynp_overview.html)

under the critical impact worker category must be in a trade or skill that falls into levels C or D of the NOC matrix (i.e., those that are considered “low skilled”). In addition to the language and experience criteria above, the nominee must have a temporary work permit and have worked in the position for six months (or obtain a score of 45 or better against an assessment grid that includes points for age, education, employment experience both overseas and in Yukon, adaptability and language ability), and prove sufficient financial supports (\$10,000 in liquid assets) or settlement supports in Yukon (i.e., in the form of an Affidavit of Support from a relative living in Yukon).

Both of these nominee categories require the prospective immigrant to enter Canada with a temporary work permit (although some Critical Impact Worker applicants are already in Canada as TFWs, since they can choose to demonstrate they have worked in the position for 6 months prior to applying to PNP rather than undergoing the pre-assessment as described above). This temporary work permit (which is Labour Market Opinion exempt) would be issued by the CIC assessing officer when the work permit application is accompanied by a letter from Yukon that states: the nominated individual is urgently required by the employer; the position is genuine, full-time and creates opportunities for Yukon; the wages/working conditions are sufficient to attract/retain Canadian citizens; and requests the visa officer to issue a temporary work permit.<sup>2</sup> Also, a Memorandum of Understanding (MOU) is signed between the employer, the Adult Education Branch and the nominee. This MOU outlines the rights and responsibilities of all the parties to the agreement. It has clauses that articulate the job description, work schedule, wages and deductions, housing, hospital and medical care insurance (among others) for the position. It also describes matters pertaining to duration, termination and information sharing. The MOU also builds in a right for Advanced Education Branch (AEB) staff to conduct site visits and monitoring.

### ***Business Investor Category***

This nominee category was created in 2001 and was the only YNP category for almost five years. The Yukon Business Nominee Program (YBNP) is designed to expand business expertise and ownership in the Territory. The program is not an “investment program” but participants are required to contribute money to their business to ensure its viability. Under the program Yukon seeks people with at least five years of business experience who can either: start a new business; partner with an existing business; or, purchase and operate an existing business. Applicants must also have a minimum net worth of \$250,000 (\$150,000 of which must be liquid assets), have visited Yukon at least once, and demonstrate communication skills in either English or French that will allow them to operate a business in Yukon. The individual must plan to be actively involved in the management and operation of the business they invest in, invest at least \$150,000 and own at least one third of the business.

The YBNP also has a list of 10 business sectors that are given priority with respect to applications. Applicants must pay a non-refundable fee of \$2,500 and must also visit Yukon at least once (at which time they must meet in person with a YBNP officer). Once approved, the program supports the issuance of a temporary residence visa and it is through this mechanism that the PN enters Yukon. When the PN arrives in Yukon, a written Performance Agreement is executed. The Performance Agreement is a contract between Yukon and the applicant that sets out the conditions under which the applicant will be nominated for permanent residency (such as eligibility criteria, rules regarding ownership/organization of the business, other conditions arising from the review of the applicant’s business plan).<sup>3</sup> If the PN stays in Yukon for a full two year period (during which time they are expected to establish their business

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<sup>2</sup> Agreement for Canada-Yukon Co-operation on Immigration, Section 3.14, p. 19.

<sup>3</sup> Yukon Business Nominee Program Operations Guide Final Draft, 6 September 2010, p. 11.

and meet other requirements identified in the Performance Agreement), the Territory nominates them for permanent residence.

The program was going through a significant redesign at the time of the site visit, with a view to increasing uptake/applications. In particular, the process to review applications had recently been revised (new procedures were being finalized at the time of the site visit) with a view to decrease any potential conflict of interest during the review process. As well, at the time of the site visit, the YBNP was planning to introduce a requirement for a \$100,000 bond that would be returned to the nominee after they have been in Yukon for four years (two as a temporary resident and two as a Permanent Resident).

### **Recent Policy Changes**

Effective January 1, 2011, the YNP introduced a number of policy changes. These changes were driven by direction from CIC, legal advice from Yukon Justice and the need to address the effectiveness of the YNP.

#### *Language*

Yukon has not had a major emphasis on language skills for the YNP. The program has largely relied on employers themselves to make the determination if the language skills of a potential nominee are sufficient for that place of business. However, because of the acute shortage of workers, employers have overestimated nominees' skills, accepted lower skills, or relied on the nominee to learn English or French while employed. The result has been that many businesses have had to adjust the nominee's position upon arrival to compensate for any shortcomings in language skills. There have also been concerns voiced about the nominees' ability to fully integrate into the community without an ability to speak English or French. Beginning January 1, 2011, all nominees will be required to demonstrate language test results at an acceptable level prior to being nominated. For English, Critical Impact Worker nominees will need to achieve Band 4 with the International English Language Testing System (IELTS), and Skilled Workers will need to achieve Band 5 (NOC B) or Band 6 (NOC O or A). For French, nominees will need to achieve a level to be determined with the Test d'Évaluation du Langue Français (TEF). The results will need to be forwarded to YNP.

#### *Financial support*

The YNP requires primary nominees to demonstrate they possess \$10,000 in liquid assets and \$2,000 for each dependent. However, as many nominees come from countries where this amount might represent a considerable impediment to immigration, the YNP has permitted relatives already resident in Yukon to sign an affidavit of support for the prospective nominee. This required the person who signed the affidavit to support the nominee should circumstances require. Concerns with this practice were noted by both CIC and YNP staff, as well as by Government of Yukon's Justice Department. The use of affidavits of support were scheduled to be discontinued effective January 1, 2011 in order to address these concerns.<sup>4</sup>

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<sup>4</sup> Note that adaptability criteria for the Skilled Worker and Critical Impact Worker on the YNP website still indicates that an affidavit of support from a relative living in Yukon can be substituted for the \$10,000 liquid asset requirement for the nominee (and \$2,000 for each dependent). Website accessed February 15, 2011: [http://www.immigration.gov.yk.ca/critical\\_impact\\_worker\\_criteria.html](http://www.immigration.gov.yk.ca/critical_impact_worker_criteria.html)

The YNP is also considering some possible changes for the future, including: the imposition of an age range to limit the number of older immigrants applying under the program; restricting access to the YNP in the event that an employer is abusing the program; and restricting the number of times a nominee can change employers before applying for permanent resident status.

## **2. Yukon economic development/labour market needs**

Yukon released its Labour Market Framework in October 2008. The framework includes five pillars of the labour market: training and skills development, immigration, recruitment, employee retention, and information on the labour market to guide the direction of labour market development in Yukon. On February 11, 2011, the Government of Yukon released five strategies that correspond to the pillars and are aimed at supporting the Territory's labour market. The Government states that the strategies will help ensure employers have the workforce they need to keep the territorial economy strong. One of the five strategies is the Immigration Strategy. According to the Government of Yukon documentation, "Immigration is an important source of labour, and this strategy helps ensure immigration is approached in a manner that is responsive to labour market needs, sustainable through changing economies, and helps safeguard job opportunities for Yukoners and Canadians."<sup>5</sup>

According to communications between Yukon and CIC, Yukon has historically used economic immigration to fill critical labour shortages and the two streams of the YNP and the YBNP are described as being economically driven (recall that jobs for PNs are identified as labour shortages by employers). Economic development projections show that Yukon will continue to see steady economic growth and possibly exponential growth (depending on the degree of mining operations, mineral development and other external factors, such as mineral prices). As well, it is mentioned that seasonal tourism and service industries remain strong and population increases are expected. Employers are expected to continue to have difficulties filling lower skilled positions.

## **3. PNP Operations**

A number of different organizations have a role to play in the YNP and YBNP. This includes two units under the responsibility of two different Government of Yukon departments:

- *Advanced Education Branch (AEB)* - located within the Department of Education, AEB is responsible for the implementation of the Skilled Worker and Critical Impact Worker categories under YNP. AEB provides education, training, employment and other services to prepare Yukoners for the labour force. The Branch also offers immigration settlement services. AEB has 3.5 full time equivalents working on YNP. This enables them to process applications and do some monitoring.
- *Business and Industry Development Branch (BID)* - located within the Department of Economic Development, BID is responsible for the implementation of the Business Nominee Program. BID helps the development of businesses and industries.

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<sup>5</sup> Yukon Government News Release, Labour Market Framework strategies released, February 11, 2011. Website accessed on February 15: <http://www.gov.yk.ca/news/11-023.html>

## **Promotion & Recruitment**

Currently the YBNP does not do any recruitment, relying on word of mouth and web based strategies, as the program is undergoing revision; however, PT staff are open to taking part in overseas recruitment and immigration fairs in the future. AEB has developed brochures for overseas recruitment and is responding to increased interest from recruitment agencies. As the program develops in the Yukon it is likely that attention to promotion will increase.

## **Processing**

### *Skilled Workers and Critical Impact Workers*

The process is launched when AEB receives a completed application that includes the employer application (and supporting documents) and the nominee application (and supporting documents). AEB has developed assessment forms for both categories, which are completed by the AEB Labour Market Development Officer who makes a recommendation regarding approval. The Assistant Deputy Minister for the Branch has final sign-off on nominations. Upon approval, the nominee is provided with all relevant documentation. Once the nominee arrives in Canada, the employer is expected to arrange for an entry interview which includes the following:

- Presentation of valid work permits to nominees by employers;
- Clarification of the nominee's permanent residency status;
- Review and signature of the MOU by the nominee and AEB (and the employer if they have not already done so);
- Confirmation of the Yukon residential address for the nominee;
- Presentation by AEB on settlement services; and
- Discussion of another issues or concerns.

AEB also conducts periodic monitoring and site visits. These are typically driven by complaints or concerns AEB receives from either employers or nominees. AEB has developed an employee participant monitoring form and an employer monitoring form. Monitoring has three main purposes: to ensure that the Program is performing effectively; to improve the Program; and to ensure that terms of the MOU are complied with. The AEB LMDO who performs the monitoring follows-up with the employer and the nominee(s), as appropriate.

### *Business Investor*

The YBNP process takes place in 3 phases. Phase 1 includes assessment against eligibility criteria and once the review is complete, the YBNP Business Advisory Committee comments on the proposed business concept in terms of its eligibility and consistency with current priority sectors. The advice from the Committee is shared with the Program Manager/Branch Director, with whom the final decision regarding Phase 1 eligibility lies. Another important step in Phase 1 (either before or after submitting their application) is that the applicant must visit Yukon at least once and meet with a YBNP officer in BID to discuss the reasons why they have chosen Yukon as a possible business location and their readiness to decide whether they would like to immigrate to the Yukon. When a decision regarding applicant eligibility is made, a letter is sent to the applicant for notification.

YBNP Phase 2 involves the development of a detailed business plan by the applicant. The purpose of preparing the plan is to ensure that the applicant has taken reasonable steps in documenting a legitimate business venture that has the potential to be viable in the longer term. Applicants are given one opportunity to address any deficiencies identified by the Program Officer and/or the Committee. A favourable decision from Phase 2 results in a recommendation from Yukon for Canada to issue a two-

year temporary residence visa to the applicant. This recommendation is provided after the applicant provides a \$100,000 performance bond assignable to the Government of Yukon.

YBNP Phase 3 involves two main activities (after the applicant has successfully received their temporary residence visa): the execution of the written Performance Agreement (as described above); and monitoring of the Agreement by YBNP personnel over the two year period. When the applicant has demonstrated compliance with all terms and conditions in the Agreement, Yukon will issue a nominee certificate to CIC. The \$100,000 bond is returned only after the applicant completes an additional two years of residency (for a total of four) following satisfactory compliance with the Agreement.

The number of principal applicant nominations since 2001 is shown in Exhibit 1. Exhibit 2 reflects the number of principal applicants who reported to CIC at landing that they were going to Yukon. However, it is not possible to know how many of these actually came to the Territory.

### Settlement

Yukon extends settlement services to both PNs and TFWs; no other jurisdictions offer this level of access, especially for free language training. The perspective of the territory is that the services are an investment to increase the likelihood that a TFW will begin the process to become permanent residents.

## 4. Statistical profile of the program

**Exhibit 1: Applications to YNP/YBNP by Category, 2001 to 2010**

Category	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Total Since Inception
Skilled Worker Category							32	48	48	54	182
Critical Impact Worker Category							24	175	99	129	427
Business Nominee Program	0	0	0	14	4	6	6	5	20	27	82
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>4</b>	<b>6</b>	<b>62</b>	<b>228</b>	<b>167</b>	<b>210</b>	<b>691</b>

Source: PNP Overview – Yukon, Citizenship and Immigration Canada

Breakdowns by year are not available prior to 2007 (but since only the YBNP was operational prior to 2006, it can be assumed that certificates issued in those years came in under that program.

**Exhibit 2: Applications to YNP/YBNP by National Occupation Code, 2001 to 2010**

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Total	% of Total
NOC 0*		0	0				6	6	7	4	23	3%
NOC A		1	0				1	6	4	2	14	2%
NOC B		0	0				12	45	36	43	136	20%
NOC C		0	0					44	23	29	96	14%
NOC D		0	0				32	107	77	105	321	46%
Business & New Worker		0	0	14	4	8	8	20	20	27	101	15%
<b>Total</b>		<b>1</b>	<b>0</b>	<b>14</b>	<b>4</b>	<b>8</b>	<b>59</b>	<b>228</b>	<b>167</b>	<b>210</b>	691	100%

\* Most of those nominated under the business stream are coded as managers.

Source: PNP Overview – Yukon, Citizenship and Immigration Canada

**Exhibit 3: Nominated by YNP/YBNP**

YNP Nominated Applicant Files by	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Total Since
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<b>Category</b>											<b>Inception</b>
<b>Skilled Worker Category</b>							28	44	38	37	147
<b>Critical Impact Worker Category</b>							20	142	89	105	356
<b>Business Nominee Program</b>	0	0	0	1	0	2	1	3	1	3	11
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>8</b>	<b>49</b>	<b>189</b>	<b>127</b>	<b>145</b>	<b>514</b>

Source: PNP Overview – Yukon, Citizenship and Immigration Canada

Breakdowns by year are not available prior to 2008 (but since only the YBNP was operational prior to 2006, it can be assumed that certificates issued in those years came in under that program).

#### Exhibit 4: Canada Landed

YNP Nominated Applicant Files by Category	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Total Since Inception
Skilled Worker Category								7	38	68	113
Critical Impact Worker Category								2	26	21	49
Business Nominee Program	0	0	0	0	0	2	3	2	1	3	11
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>3</b>	<b>11</b>	<b>65</b>	<b>92</b>	<b>173</b>

Source: PNP Overview – Yukon, Citizenship and Immigration Canada

The average processing times, as reported by the YNP, are:

- Application received at YNP to nomination date – 6 weeks (expected time)<sup>6</sup>
- Nomination date to CIC decision date (temporary work permit for Critical Impact Workers) – unknown at this time
- Nomination date to CIC decision date (permanent residency for Skilled Workers, flips to PR for other categories) – six to 12 months
- CIC decision date to Canada landed date – unknown at this time

Processing times for YBNP are longer because there is a requirement to visit the territory after the initial application is submitted. The time to provide a decision on the application is about 12 months (including the visit). After this, the PN must work in Yukon under a temporary work permit for two years before the Territory will nominate them for permanent residency.

#### 5. Analysis by program categories

##### *Skilled Worker category*

While the skilled worker category was the first non-business focused category to be introduced by the Government of Yukon, it has not been widely used (the Territory reports 20 applications in 2007, 41 in 2008, 50 in 2009, and 28 for the first five months of 2010). Data provided by CIC indicates that approximately one third (32.7%) of all the applications to YNP fall into the occupational categories addressed by the Skilled Worker category (see Exhibit 4, below).<sup>7</sup>

YNP information prepared in May 2010<sup>8</sup> suggested that, due to a relatively high unemployment rate at that time (9.8% in May in Yukon), there may be a reduction in YNP applications and/or approvals in the short-term. However, the report goes on to explain that, with a 5.0% unemployment rate in May 2010 for Whitehorse alone, there would continue to be labour shortages in particular sectors (particularly the service sector). Also, with several large mining and energy-related projects anticipated in the next ten years, unemployment is expected to be low over the long-term. More recent unemployment figures from the Statistics Canada Yukon Labour Force Survey<sup>9</sup> reveal that the unemployment rate in Yukon has dropped drastically since May 2010: 4.2% for the 2010 calendar year and, most recently, 4.1% and 4.5% in February and March 2011, respectively. Based on the May 2010 analysis, this would suggest a greater demand for PNP since there are likely to be continuing (and greater) labour shortages.

<sup>6</sup> Website accessed February 15, 2011: [http://www.immigration.gov.yk.ca/ynp\\_skilled\\_critical\\_program.html](http://www.immigration.gov.yk.ca/ynp_skilled_critical_program.html)

<sup>7</sup> Note that some of these applications were likely made to the YBNP. Figures suggest that this number is between 11 and 20 in total.

<sup>8</sup> Yukon Nominee Program Information for CIIP May 2010, p. 2.

<sup>9</sup> Accessed April 12, 2011: <http://economics.gov.yk.ca/update.asp>



In discussions with YNP personnel and employers, the skilled worker category did not receive a great deal of attention. This is due to the larger number of applications received in the critical impact worker category of the program.

**Exhibit 5: PN Applications by National Occupation Code, 2002 – 2009**

	2002	2003	2004	2005	2006	2007	2008	2009	Total	% of Total
NOC 0*	0	0	0	0	0	1	4	5	10	5.7%
NOC A	1	0	0	0	1	1	1	7	11	6.3%
NOC B	0	0	0	0	0	0	8	28	36	20.7%
NOC C	0	0	0	0	1	0	2	22	25	14.4%
NOC D	0	0	0	0	0	0	0	91	91	52.3%
Business & New Worker	0	0	0	0	0	0	0	1	1	0.6%
<b>Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>15</b>	<b>154</b>	174	100.0%

\* Most of those nominated under the business stream are coded as managers. The exact number of applications is not known at this time.

Source: PNP Overview – Yukon, Citizenship and Immigration Canada

### ***Critical Impact Worker category***

This category of the YNP was introduced in 2007 and the program received 163 applications in 2008. While numbers decreased to 98 in 2009, 2010 appears to be another high application year with 96 applications received in the first five months of 2010. Data provided by CIC indicates that two thirds (66.7%) of all the applications to YNP fall into the occupational categories addressed by the Critical Impact Worker category (see Exhibit 5). From data maintained by the Territory, there are a very large number of applications received from food counter attendants, kitchen helpers and related occupations with NOC 158. The next highest number of applications is for cooks (29), followed by grocery clerks and store shelf stockers (28).

In discussions with YNP personnel and employers, there continues to be very high demand for workers in the occupational classifications covered by the Critical Impact Worker category. Many employers indicated that they would have to significantly cut back their hours of operation, or even close their businesses altogether, without access to foreign labour. Employers voiced concerns regarding the intended changes to the YNP in regards to language testing and the requirement for financial supports (i.e., liquid assets of \$10,000 for the principal applicant and \$2,000 for each dependent). The financial support requirement was considered by employers to be particularly problematic. Several indicated that their response would likely be to set up an account with the minimum balance on behalf of nominees in order to secure the necessary labour to meet their customers' needs (regarding hours of service, for example).

A number of concerns were raised by some interviewees around the way the Temporary Foreign Worker program is being used as a first step towards nomination (i.e., that the immigrant must work in the position for at least six months before the employer can nominate them). These interviewees cited many instances where employers do not respect the employment contract around minimum hours of work, minimum wages, job descriptions, etc. (despite the existence of MOUs signed with all employers, suggesting there may be challenges with the follow-up related to the MOUs). As well, these interviewees indicated that the newcomers feel trapped in their jobs (whereas a newcomer with

Permanent Resident status would have the flexibility to find a new employer). While there have been occasions when a newcomer has left their employer while they were still a TFW, this option is not generally well known by most newcomers and requires considerable paperwork to complete (i.e., to change the name of the employer on their work permit).

### ***Business Nominee category***

While this category has been available for the longest amount of time, it is the category with the lowest take-up. In a study commissioned by the Yukon Territorial Government in 2009, with a focus on the YBNP, it was reported that up to the end of 2008, 11 applications were received with 6 nominations granted.<sup>10</sup> Without exact figures for 2009 and 2010, it is not possible to know the trend in applications to YBNP.

Unfortunately, nominees under this category were not available to participate in focus groups during the site visit. However, it was indicated that applications have increased ten-fold from about 20 in the first year of the program to over 200 in 2010. Reasons for this increase include: an updated website, more attention from immigration consultants, and the fact that the Federal Investor program and other provincial/territorial business nominee programs were shut down for much of 2010 (including PEI and Newfoundland). Yukon has not been actively promoting the program because they have been changing the processes and procedures. Once these changes are finalized, program staff indicated that the program will be promoted more actively. While the number of applications has been increasing, the number of nominations has not since the YBNP seeks to find high quality candidates with a high likelihood of remaining in the Territory. One representative reported an 80% retention rate among those who have been nominated for permanent residency and a 100% retention rate among those who still have their temporary residency visas.

## **6. Summary of YNP successes and challenges**

Based on anecdotal information, the YNP has been very successful for Yukon. It increased the number of people coming to the territory and had a significant impact on the service industry in Whitehorse in particular. Retention was generally described as being good for all categories. Some best practices shared by interviewees include:

- The on-site monitoring conducted by YNP (largely driven by complaints from employers regarding job performance of PNs and/or complaints from PNs regarding hours of work, wages, etc.);
- The Territorial decision to extend settlement services to TFWs (e.g., TFWs are eligible for English as a Second Language (ESL) training funded by the Territory);
- Each PN, their employer and the Government of Yukon sign an MOU, which allows for greater clarity around expectations of all the parties.

There are certainly some issues that will need to be addressed as the number of immigrants coming to Yukon via the YNP and YBNP increase. For example, increased pressure on settlement services and language training has been reported. As well, the increasing need to provide ESL training for children of PNs (i.e., establishing ESL programs in elementary schools) was raised by several interviewees as placing pressure on the educational and settlement services sectors. The issue of housing shortages was mentioned by everyone as an aggravating factor for all newcomers to Yukon.

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<sup>10</sup> Randy Boldt, Review and Options for Yukon Immigration Programs, 2009, p. 14