



Citizenship and Immigration Canada

Performance Report

For the period ending
March 31, 1999

Canada

Improved Reporting to Parliament Pilot Document

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

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Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis what was known as the annual *Part III of the Estimates* document for each department or agency into two documents, a *Report on Plans and Priorities* and a *Departmental Performance Report*.

This initiative is intended to fulfil the government's commitments to improve the expenditure management information provided to Parliament. This involves sharpening the focus on results, increasing the transparency of information and modernizing its preparation.

This year, the Fall Performance Package is comprised of 82 Departmental Performance Reports and the government's report *Managing for Results - Volumes 1 and 2*.

This *Departmental Performance Report*, covering the period ending March 31, 1999, provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the department's pilot *Report on Plans and Priorities* for 1998-99. The key result commitments for all departments and agencies are also included in Volume 2 of *Managing for Results*.

Results-based management emphasizes specifying expected program results, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and reporting on achievements in a balanced manner. Accounting and managing for results involve sustained work across government.

The government continues to refine and develop both managing for and reporting of results. The refinement comes from acquired experience as users make their information needs more precisely known. The performance reports and their use will continue to be monitored to make sure that they respond to Parliament's ongoing and evolving needs.

This report is accessible electronically from the Treasury Board Secretariat Internet site:
<http://www.tbs-sct.gc.ca/tb/key.html>

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Citizenship and Immigration Canada

Performance Report

For the period ending

March 31, 1999



Approved by

A handwritten signature in black ink that reads "Elinor Caplan". The signature is written in a cursive, flowing style.

The Honourable Elinor Caplan
Minister of Citizenship and Immigration

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Section I: Minister's Message

I am pleased to submit Citizenship and Immigration Canada's (CIC) Performance Report for 1998-99. During the past fiscal year, CIC pursued its commitments to maximize the economic and social benefits of its programs, to protect refugees, to support the settlement, adaptation and integration of newcomers, and to protect Canadian society. My predecessor, the Honourable Lucienne Robillard, also made significant progress in advancing work on the government's commitment to major legislative and policy reforms in the areas of immigration, refugees and citizenship.

On January 6, 1999, my predecessor released the public discussion document on Legislative Reform entitled *Building on a Strong Foundation for the 21st Century*. Since its release, CIC has consulted extensively with provincial and territorial governments, key partners and others on the proposed reforms. The overarching goal of this undertaking is to better serve Canada's interests through modernized immigration and refugee protection systems and a renewed policy framework — one that will continue to permit Canada to benefit from the economic prosperity and enormous talents immigrants bring to Canada.

The proposed *Citizenship of Canada Act* was tabled in Parliament on December 7, 1998. This is the first major revision of the *Citizenship Act* in more than 20 years. I hope that the work on this important legislation will continue and that it will establish a framework for the first 20 years of the new millennium.

CIC continued to improve formal and informal relationships with provincial and territorial governments. A number of bilateral agreements were entered into, ranging from

a comprehensive immigration framework to issue-specific agreements. A high level of cooperation was maintained by reinvigorating bilateral and multilateral forums. Close working relationships with the provincial and territorial governments, as well as with stakeholders in the immigration program, are essential for the success of our program.

During 1998-99, CIC continued to play an important role in enhancing cooperative activities with international partners to promote and protect Canadian interests. Globalization and increased free trade provide opportunities for Canada to attract skilled individuals to foster economic growth and create employment within our borders. However, the increase in the global movement of people presents increasingly complex challenges for Canada and the international community. As a result, CIC is developing closer relationships with its domestic and international partners to maximize the safety and security of Canadians through initiatives such as the United Nations Convention on Transnational Organized Crime. This initiative includes the development of protocols on migrant smuggling and a Protocol on Trafficking in Women and Children. In addition, working with domestic agencies over the past year, CIC developed a Marine Contingency Plan which enabled the Department to respond rapidly to the arrival of migrant ships in British Columbia this summer.

Over the course of the past year, the Department continued work on the development of a new selection system for economic immigrants and implemented a redesigned Immigrant Investor Program. CIC initiated a pilot project to help Canada gain a competitive advantage in attracting highly

skilled temporary foreign workers. The full results of these developments will be seen in the coming years as new skilled worker and business immigrant programs ensure that immigrants to Canada have the required skills and human capital attributes to succeed here.

In the spring of 1999, the Department responded to an unprecedented request by the United Nations High Commissioner for Refugees (UNHCR) to provide humanitarian assistance to Kosovar refugees. Working closely with the UNHCR, the International Organization for Migration, the Red Cross and European partners, CIC acted quickly and effectively by offering safe haven to 5,023 Kosovars. Further, the Department admitted over 2,000 special needs and family reunification cases. Upon arrival of the Kosovar refugees in Canada, CIC worked in partnership with other government departments and agencies, the provinces, territories and non-governmental

organizations to ensure the successful introduction of the refugees into Canada.

Finally, in resourcing our priorities over the last year, the Department has been challenged to meet existing and new commitments within the current resource base. We are working closely with Treasury Board officials on this issue.

Immigration helped build this country. It remains crucial to the future of Canada. Within the context of the current departmental resource base, meeting program objectives and the commitments set out in our 1998-99 *Report on Plans and Priorities* was made possible largely through the dedication and professionalism of the Department's employees in Canada and abroad. I commend and thank them for their efforts.

Key Results Commitments

Over the course of fiscal year 1998-99, CIC met most of its key results commitments and in many cases exceeded them. Evidence of this can be found in Section III of this report and in other reports, as noted below.

KEY RESULTS COMMITMENTS		
To provide Canadians with	To be demonstrated by	Achievements reported in DPR Section III ¹
Maximum economic and social benefits from the global movement of people	<ul style="list-style-type: none"> • Achievement of target immigration levels • Family reunification of immigrants with Canadian sponsors • Selection of business immigrants, including investors • Selection of immigrants capable of adapting to the Canadian labour market • Admission of visitors and foreign students whose presence in Canada stimulates demand for goods and services • Admission of temporary workers whose presence in Canada fills skills gaps in the domestic labour market • Admission of temporary workers who transfer to Canadian workers in-demand occupational skills 	<p>p. 17</p> <p>p. 18</p> <p>p. 19</p> <p>p. 20</p> <p>p. 21 www.cic.gc.ca/english/visit/fact_e.html</p> <p>p. 22 www.cic.gc.ca/english/visit/#tempwork</p> <p>p. 22</p>
Protection of refugees and others in need of resettlement	<ul style="list-style-type: none"> • Achievement of the target for government-assisted and privately sponsored refugees • An effective and more responsive refugee resettlement program • Enhancement of Canada's influence in international initiatives to protect refugees • Development of effective, efficient working arrangements between the Immigration and Refugee Board and CIC 	<p>p. 23</p> <p>p. 24</p> <p>p. 25</p> <p>p. 25</p>
Support for the settlement, adaptation and integration of newcomers into Canadian society	<ul style="list-style-type: none"> • Successful integration of newcomers into Canadian society • Advancement of arrangements designed to improve the delivery of settlement services • According full participation in Canadian society to eligible permanent residents through the granting of citizenship • Effective promotion and understanding of citizenship and integration issues 	<p>p. 26</p> <p>p. 27 www.cic.gc.ca/english/newcomer</p> <p>p. 27 www.cic.gc.ca/english/citizen/look/look-01e.html</p> <p>p. 28</p>
Management of access to Canada with a fair and effective enforcement strategy	<ul style="list-style-type: none"> • Departmental activities that contribute to the protection of Canadian society • Interdiction of individuals attempting to enter Canada with improper documentation • Reports on and, if necessary, detention of individuals who have contravened the <i>Immigration Act</i> • Removal of people who are not eligible for admission to Canada, especially those who pose a threat to Canadian society 	<p>p. 29 www.cic.gc.ca/english/pub/war_e.html</p> <p>p. 30</p> <p>p. 31</p> <p>p. 31 www.cic.gc.ca/english/pub/remove_e.html</p>

¹ This column contains not only references to pages in section III, but also to other public documents and information sites.

Section II: Departmental Overview

Mandate

Section 95 of the *Constitution Act, 1867* provides that the Parliament of Canada and the provincial legislatures exercise concurrent legislative authority over immigration, while making federal legislation paramount in situations of conflict. Section 91 (25) of the same Act gives the Parliament of Canada exclusive legislative authority over “naturalization and aliens.”

On June 23, 1994, Parliament approved the act which established the Department of Citizenship and Immigration (*Department of Citizenship and Immigration Act*) and gave its minister powers, duties and functions over all citizenship and immigration matters within its jurisdiction.

Citizenship and Immigration Canada is responsible for the administration of the *Citizenship Act*, the *Immigration Act* and regulations issued under these acts, including the *Citizenship Regulations, 1993*, the *Immigration Act Fees Regulations*, the *Humanitarian Designated Classes Regulations* and the *Immigration Regulations, 1978*.

Objectives and Mission Statement

The objective of the Citizenship and Immigration Program is to ensure that the movement of people into Canada and membership in Canadian society contribute to Canada’s social and economic interests while protecting the health and safety of Canadians. Citizenship and Immigration policies and programs are to be managed consistently with Canada’s domestic needs and capacities, and international commitments and responsibilities.

CIC’s mission is to build a stronger Canada by:

- deriving maximum benefit from the global movement of people;
- protecting refugees at home and abroad;
- supporting the settlement, adaptation and integration of newcomers; and
- managing access to Canada.

Operating Environment

CIC's policies are implemented through programs that are delivered around the globe and across Canada (see Annex 1 on p. 51 for table outlining the Department's clients and stakeholders).

In a dynamic and changing operating environment, a range of critical factors influence departmental operations, including:

- Managing risks associated with globalization such as illegal migration, organized crime and terrorism (see p. 29 for more details);
- Ensuring the appropriate humanitarian response to those forced to flee their homelands (see p. 23);
- Responding to changing trends in international migration and in the international and Canadian economy (see p. 17);
- Responding to external needs, often on short notice, while at the same time ensuring continuity of programs and services (see p. 23);
- Making sure that settlement services for newcomers are relevant and available across Canada (see p. 26);
- Sustaining program integrity and high service quality while at the same time respecting financial and human resources constraints (see p. 18); and
- Strengthening the Department after Program Review by attracting, retaining and training employees, and ensuring continuity of staff (see p. 33).

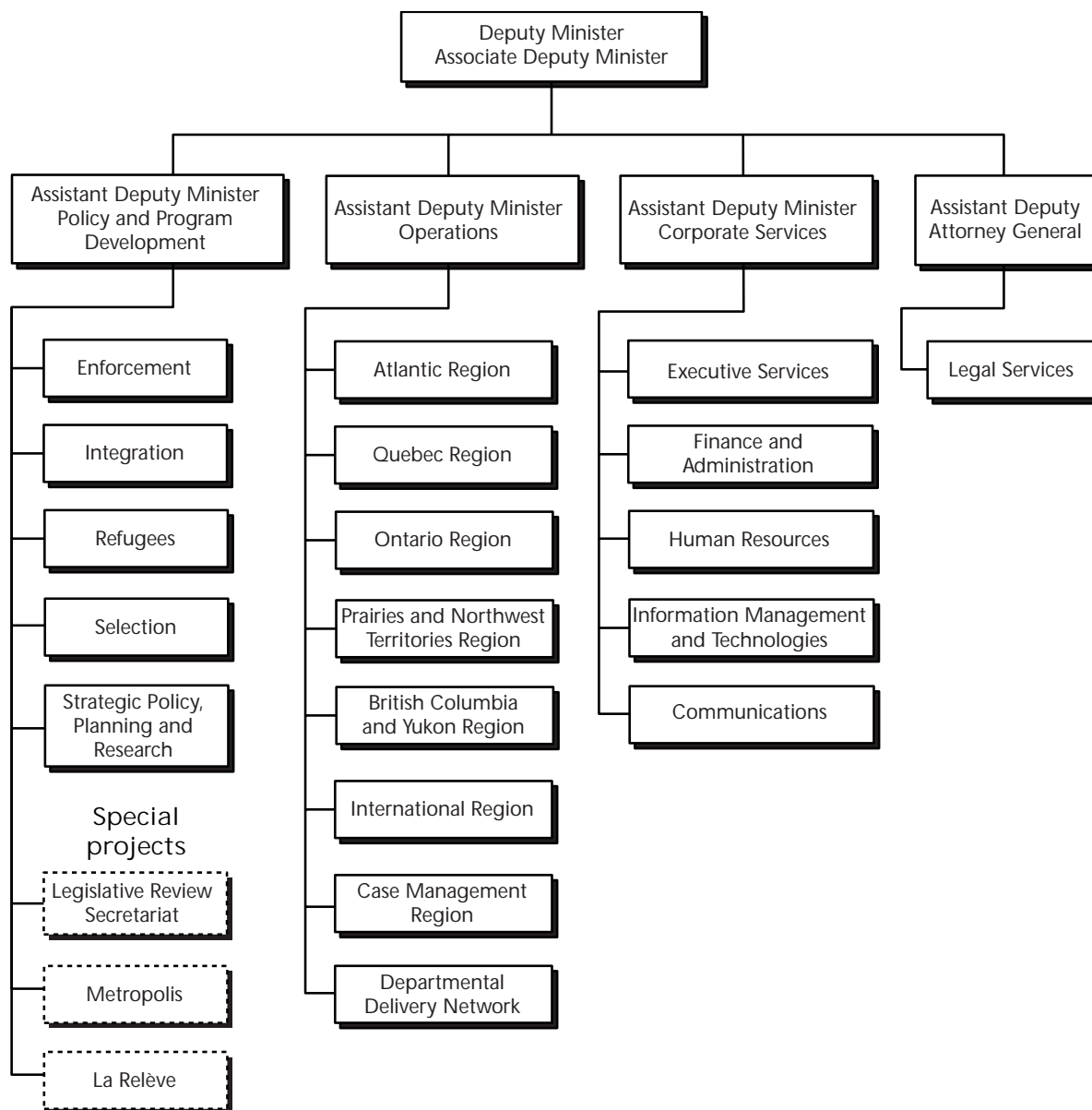
Departmental Organization

The Citizenship and Immigration Program is structured along three sectoral areas: Policy and Program Development, Operations, and Corporate Services, each reporting directly to an assistant deputy minister. Each sector is responsible for support to and delivery of the following four results-oriented business lines:

- Maximizing Benefits of International Migration;
- Maintaining Canada's Humanitarian Tradition;
- Promoting the Integration of Newcomers; and
- Managing Access to Canada.

CIC's business lines operate on a continuum from the initial selection of immigrants, refugees or visitors at one end, to the granting of citizenship at the other.

Figure 1 — CIC Organizational Chart 1998-99²



² This chart reflects the Department as it was during most of 1998-99. Changes made recently are reflected in an updated organizational chart in Annex 3.

Position in Government and Co-delivery Partners

CIC works closely with other government departments and agencies on issues that cut across the economic and social policy sectors. Key examples of CIC's ongoing management with its co-delivery partners include the following:

POSITION IN GOVERNMENT AND CO-DELIVERY PARTNERS		
Key Results	Co-delivery Partners	Areas of Cooperation
Maximum economic and social benefits from the global movement of people	<ul style="list-style-type: none"> Human Resources Development Canada Human Resources Development Canada, Industry Canada and Software Human Resources Council Provincial and territorial governments Department of Foreign Affairs and International Trade (DFAIT) 	<ul style="list-style-type: none"> Facilitate the admission of people who benefit the Canadian economy Attract highly skilled foreign workers to Canada for temporary assignments Better manage immigration programs and improve the economic and social benefits of immigration Increase the number of foreign students entering Canada and facilitate access of business travellers
Protection of refugees at home and abroad	<ul style="list-style-type: none"> Immigration and Refugee Board United Nations High Commission for Refugees (UNHCR) International Organization for Migration International Committee of the Red Cross International NGOs Provinces, private sponsors and service provider organizations (SPOs) DFAIT 	<ul style="list-style-type: none"> Responsible for the in-Canada refugee determination system. Support more efficient and effective case processing and enhance data collection Central point of coordination for international burden sharing related to refugees. Also a source of referrals for refugees and persons in refugee-like situations Arrange medical assessments and transportation of refugees from abroad as well as overseas delivery of orientation to Canada Referral of refugees and persons in refugee-like situations, provision of travel documents and location of missing family members Referral of refugees and persons in refugee-like situations Ensure the successful introduction of accepted refugees into Canada Manage missions overseas and Canada's funding of the UNHCR
Support for the adaptation, settlement and integration of newcomers into Canadian society	<ul style="list-style-type: none"> Provinces, municipalities, community groups, SPOs Canadian Heritage 	<ul style="list-style-type: none"> Assist newcomers in adapting to and settling into Canadian society Promote understanding of Canadian citizenship values

Continued next page

POSITION IN GOVERNMENT AND CO-DELIVERY PARTNERS *(Continued)*

Key Results	Co-delivery Partners	Areas of Cooperation
<p>Managed access to Canada</p>	<ul style="list-style-type: none"> • Department of Justice and Solicitor General • DFAIT, Department of Justice, Solicitor General, Revenue Canada, Status of Women, international organizations and other governments • Department of Justice • Revenue Canada • Royal Canadian Mounted Police, Department of Justice • Canadian Security Intelligence Service, Royal Canadian Mounted Police, provincial and municipal police forces • Revenue Canada, Royal Canadian Mounted Police, and provincial Crown prosecutors • Health Canada 	<ul style="list-style-type: none"> • Strengthen Canada's action plans and strategies for the War Crimes Program and remove or deny admission to those complicit in war crimes or crimes against humanity • Combat the trafficking of people across borders • Represent CIC in court • Manage access to Canada at ports of entry and primary inspection lines • Assist with removals from Canada • Remove or deny admission to persons not eligible for admission to Canada and share information and expertise regarding organized crime, war crimes, and crimes against humanity • Share information and expand cooperation for the investigation and prosecution of fraud in business immigration programs • Strengthen the medical surveillance process for entrants with inactive or non-infectious diseases

Section III: Departmental Performance

Section III³ reports on key performance expectations and accomplishments against commitments made in the 1998-99 *Report on Plans and Priorities*⁴ and the Key Results Commitments that appear on page 5 of this document.

The following text highlights department-wide results while the subsequent sections present the results achieved for each individual business line. Basic financial information precedes the performance information for each section. Story boxes throughout this section highlight important developments during 1998-99. Performance statistics are based on the 1998 calendar year unless otherwise indicated.

Department-Wide Performance Accomplishments

Planned Spending ⁵	\$ 645,838,645
<i>Total Authorities</i> ⁶	\$ 734,322,387
1998-99 Actual	\$ 704,489,305

Explanation of Variances – Planned Spending to Total Authorities (\$88.5 million): included Supplementary Estimates of \$62.9 million plus statutory adjustments of \$25.6 million. Supplementary Estimates included: Year 2000 Strategy (\$26 million); Collective bargaining (\$17.1 million); a reprofile of \$13 million to 1999-2000 related to grants to provinces; an increase in the Grant for the Canada-Quebec Accord on Immigration (\$11.5 million); the Carry Forward of Operating Budget from 1997-98 (\$11.2 million); War Crimes (\$6.4 million net of reprofiling); and Debt Write-Off (\$3.7 million).

Total Authorities to Actual (\$29.8 million): This amount is comprised of approximately \$18 million in Operating Expenditures (including Capital) and approximately \$12 million in Grants and Contributions. The lapse in Operating Expenditures relates primarily to maximization of the carry forward to 1999-2000 to ensure sufficient resources will be available for Y2K and related items. Lapsing funds also result from delays in staffing, project delays, and a lapse in the Interim Federal Health Program as a result of lower than expected costs of medical claims. Lapsing Grant and Contribution resources are mainly due to the fluctuations in the needs and services related to the flow of newcomers.

Result: Improved Policies and Program Design

To be demonstrated by:

- Legislative Reform
- Strengthening research, policy and program development
- Leading the Metropolis Project
- Immigration Database

³ Web addresses throughout this document are included to provide background information beyond the limited space of this report.

⁴ <http://www.cic.gc.ca/english/pub/rpp-0e.html>

⁵ Planned Spending is the original plan established at the beginning of the year, the 1998-99 Main Estimates plus significant adjustments.

⁶ Total Authorities are the Planned Spending plus adjustments as approved by Parliament through supplementary estimates to reflect changing priorities and unforeseen events (Total Authorities may include internal reallocations between business lines).

The overriding priority of the Department during the past two years has been the Legislative Reform initiative. Legislative reform is needed to maintain Canada's competitive edge by attracting the human capital required, to reunite families, and to maintain our proud humanitarian traditions by protecting those in need and to provide better tools to deal with enforcement, including the emergence of trafficking in humans as a major international crime. To accomplish the objective of legislative reform it was necessary to review the framework of the *Immigration Act* and to revisit the principles regarding entry to Canada and the acquisition of legal status. The policy refinement process sought to promote legislation which would balance openness to the world with an adherence to Canadian norms of social responsibility and efforts to maintain the safety of Canadian society. The current phase of Legislative Reform was initiated on January 6, 1999, with the release of a public discussion document on modernizing Canada's immigration legislation and policies, *Building on a Strong Foundation for the 21st Century*.⁷ Following publication, an extensive national program of consultations with stakeholders was launched. During a two-month period, a team of the Department's senior managers travelled across Canada to consult with members of the immigration bar, law and security agencies, refugee groups, ethnocultural organizations, provincial and territorial governments, and other stakeholders. In addition, over 800 written submissions were received from the general public on the Department's policy proposals. The proposed legislative changes will improve: accountability and transparency, family reunification, the refugee determination process, refugee resettlement, the selection system for skilled workers and business immigrants, the entry of highly skilled temporary foreign workers and students, the criteria for permanent resident status, the safety of Canadian society, the immigration

appeal system and discretionary decision-making powers.

Strengthening Research, Policy and Program Development

The projects outlined in CIC's 1998-99 Review Plan examined the efficiency and effectiveness of program design and delivery, focusing on key objectives and main areas of exposure. To improve departmental performance, recommendations were made to better measure performance, to enhance controls over revenues, to increase productivity and reduce backlogs, and to improve quality and consistency in decision making. The identification of specific projects was based on extensive consultations with program managers and on an assessment of the level of departmental risk and exposure. Projects undertaken included an operational review of the Case Processing Centre in Sydney, Nova Scotia; a review of the medical surveillance process; and audits of the missions in Islamabad and New Delhi.

In order to establish both performance measurements and sound accountability mechanisms, CIC is developing evaluation frameworks for its key program components and initiatives. In 1998-99, evaluation frameworks were completed for the Removals Strategy, the Undocumented Refugee Claimant Class, and Orientation Abroad.

A new multi-year research agenda was initiated in 1998-99. The enduring federal role for research and the related budget are designed to promote and conduct research of mutual interest to the provinces and to CIC in the area of immigrant settlement and integration. This will complement other work conducted under the departmental research plan and will contribute to an improved—and common—understanding of the integration process and outcomes by federal and provincial governments. The Policy Research Initiative (a federal public service policy capacity-building exercise) also approved \$6.4 million over the next five years to fund a Longitudinal Survey of Immigrants to Canada. CIC will be the lead department with Statistics Canada, for this study of the

⁷ http://www.cic.gc.ca/english/about/policy/lr/e_lr.html

Rewarding Excellence

The Metropolis Project, an international forum for research and policy on migration and cities, continues to operate as a unique approach to policy research innovation. As the Project completed its third year of activity, efforts were directed at ensuring the increased involvement of federal partners and developing innovative dissemination strategies. One of these strategies is the Metropolis Conversation Series where researchers and policy makers from participating departments meet to discuss issues they have identified. The discussions are ongoing, through conferences, meetings or virtual conversations.⁹

A gold medal for building partnerships through strategic investment in information management and information technologies was awarded to the Metropolis Project in the fall of 1998. The medal was presented at "Industry's Sixth Salute to Excellence in the Management of Information and Technology" held during the world's largest government computer trade show, the Government Technology Exhibition. The award recognizes the creation of an integrated network of Internet sites that allows academics and policy makers to share research results and strategic policy information, and to stimulate multidisciplinary research on the effects of diversity and international migration on urban centres.

adaptation and integration process of immigrants in Canada.⁸

Immigration Database

The Immigration Database (IMDB), released in August 1997, links immigrant attributes at landing to subsequent personal income tax filings in order to glean longitudinal information on immigrant economic performance and mobility. For the first time, CIC can link immigrant economic performance directly to immigrant program and policy levers. Three profiles examining the role of immigrants' education, language skills and category of admission at landing against their subsequent economic performance were produced in 1998-99. This information has been used extensively in the development of a new selection criterion. In addition, reports on the labour market performance of refugees and on the selection criteria of skilled workers were completed using this database and were released during 1998-99. A consortium led by CIC and including Industry Canada, HRDC, Canadian Heritage and most provincial governments funds the IMDB. Statistics Canada maintains the database.

Result: Improved Program Delivery

To be demonstrated by:

- Improved client service through effective call centres
- Handling of Public Money Project
- Development and publishing of client service standards

Improved Client Service through Effective Call Centres

The three regional call centres (Vancouver, Toronto and Montreal) streamline the application process and enhance interdepartmental cooperation. The call centres received more than four million calls from clients seeking program information or information specific to their applications. The call centres provided cost-effective accessibility in the last fiscal year and achieved their service target of an 80% response rate. Efforts were also made to enhance the stability of departmental operations and improve the quality of call-handling by acquiring new technology which has both call monitoring and agent scheduling capabilities.¹⁰

Handling of Public Money Project

CIC has implemented a Handling of Public Money (HPM) system at its three case processing centres (Sydney, Mississauga and Vegreville). During the past year, CIC has, with the collaboration of the National Bank of Canada, moved from the payment of fees at a designated financial institution to the acceptance of fees at most Canadian financial institutions, thus substantially facilitating the payment of fees. HPM is a fully integrated fee management system. Processes are streamlined by allowing clientele to pay their immigration and citizenship fees directly. As a result, staff no longer have to receive, count, deposit or reconcile the daily intake of fees.¹¹

⁸ <http://policyresearch.schoolnet.ca/main-e.htm> and <http://policyresearch.schoolnet.ca/keydocs/prdg/prdg-cs3-e.htm>

⁹ <http://www.canada.metropolis.net>

¹⁰ <http://www.cic.gc.ca/english/info/call.html>

¹¹ <http://www.cic.gc.ca/english/coming/ehpm1.html>

Development and Publishing of Client Service Standards

The Department made considerable progress on its Client Service Project in 1998-99. Its objective is to develop and implement an effective and efficient system for clients, employees and managers with the aim of improving overall service to CIC clients. As part of this strategy, CIC will put in place client service monitoring and feedback mechanisms.

Result: Improved Relations with CIC's Partners

To be demonstrated by:

- Concluding new federal and federal-provincial/territorial agreements
- Strengthening relations with federal partners

Concluding New Federal-Provincial/Territorial Agreements

CIC has strengthened cooperation with provincial and territorial governments on immigration and refugee matters to facilitate planning, identify priorities for collaborative action, and share information and research on the program impacts and outcomes.

Consultations are in most cases facilitated through bilateral agreements and ongoing multilateral forums. The Department maintained a high level of cooperation with Quebec in 1998-99 through consultative arrangements under the Canada-Quebec Accord. Negotiations of cooperative agreements have continued with other jurisdictions that have expressed interest. This builds on the significant progress achieved through the signing of a framework agreement with British Columbia,¹² as well as provincial nominee and settlement services agreements with Manitoba.¹³ In addition, a provincial nominee agreement has been signed with New Brunswick.¹⁴ These agreements on nominees allow provinces to become more

active in recruiting and nominating immigrants to reflect their labour market demands and therefore increase the benefits of immigration. (See Annex 2)

Strengthening of Relations with Federal Partners

CIC strengthened its working relationship with the Department of Justice through collaborative work on War Crimes,¹⁵ with the Solicitor General and RCMP on Public Safety, and with Revenue Canada on Money Laundering issues. Health Canada and CIC cooperate on an ongoing basis to improve medical screening procedures used to protect public health. CIC has also continued to work toward refining the criteria for medical inadmissibility in consultation with provincial and territorial governments regarding excessive demands on Canada's health and social services. In addition, CIC has supported DFAIT's marketing of Canadian educational institutions abroad by fast-tracking international student applications. Finally, CIC and HRDC have cooperated on Access to Professions and Trades issues over the last fiscal year. (See Table 2)

Performance Accomplishments by Business Line

Maximizing Benefits of International Migration

Planned Spending	\$ 81,723,000
<i>Total Authorities</i>	<i>\$ 111,406,000</i>
1998-99 Actual	\$ 108,718,315

Explanation of Variances – Planned Spending to Total Authorities (\$29.7 million): Total Authorities include Planned Spending plus \$5.7 million additional resources for collective bargaining settlements and \$23.9 million internal reallocation of resources between business lines.

¹² <http://www.cic.gc.ca/english/press/98/9826-pre.html>

¹³ <http://www.cic.gc.ca/english/press/98/9835-pre.html>

¹⁴ <http://www.cic.gc.ca/english/press/99/9914-pre.html>

¹⁵ <http://www.cic.gc.ca/english/pub/war-e.html>

Total Authorities to Actual (\$2.7 million): The \$2.7 million lapse in Operating resources relates to delays in staffing, project delays and the maximization of the carry forward to 1999-2000.

A number of external factors influence this business line, including changing trends in international migration, increasingly demanding and litigious clientele, and changes in the international and domestic economy. More specifically, the after-effects of the Asian currency crisis may have had an impact on selection programs in 1998-99, and resulted in lower levels of landings in several categories.

Key Result: Maximum Economic and Social Benefits from the Global Movement of People

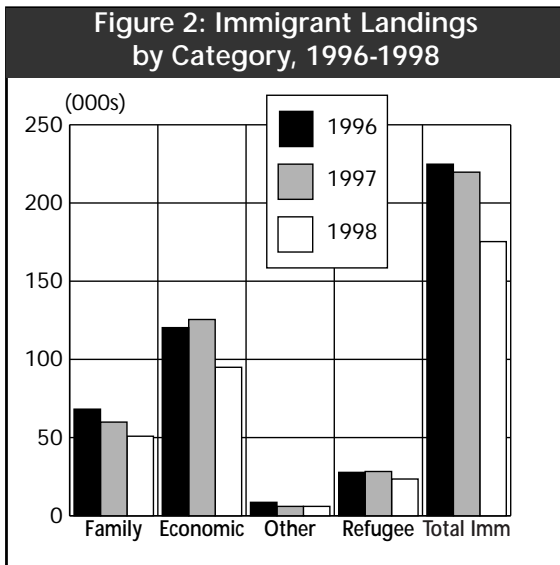
To be demonstrated by:

- Achievement of targeted immigration levels
- Family reunification of immigrants with Canadian sponsors
- Selection of business immigrants, including investors
- Selection of immigrants capable of adapting to the Canadian labour market
- Admission of visitors and foreign students whose presence in Canada stimulates the demand for goods and services
- Admission of temporary workers whose presence in Canada fills skill gaps in the domestic labour market and transfers in-demand occupational skills to Canadian workers

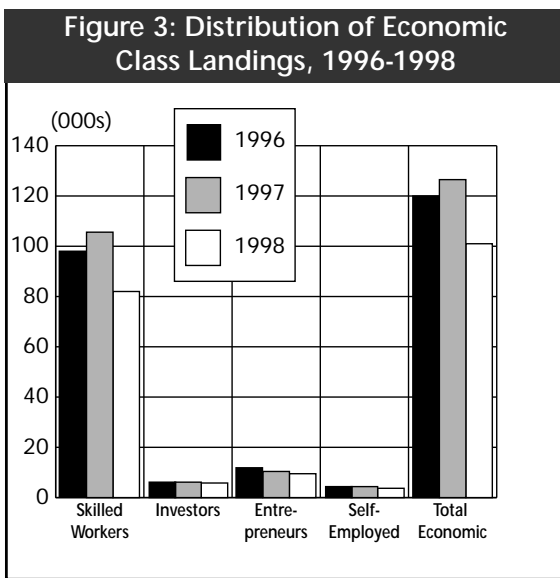
Achievement of Targeted Immigration Levels

A total of 174,011 immigrants were landed in 1998. This is 87% of the low end of the 200,000 to 225,000 range established in the 1998 Immigration Plan.¹⁶ The Family Class

category, with 50,867 landings, is at 95% of the lower planned range of 53,500 to 58,300, while the economic component landings of 94,941 represent 82% of the lower planned range of 115,900 to 127,900.



Planned targets were met in three categories: Spouses, Fiancés and Children achieved 104% of the lower end of the planned target range (35,200–38,300) with 36,667 landings; Government-Assisted Refugee landings, representing 102% of the planned target of 7,300 with 7,430 landings; and Dependants Abroad, achieving 148% of the lower end of the planned range of 2,000 to 3,000 with 2,961 landings.



¹⁶ <http://www.cic.gc.ca/english/pub/anrep98e.html>

The decline in arrivals in 1998 can be attributed to a number of factors that first came into play in the latter part of 1997. For example:

- There was a shift in source countries. Since 1997, Hong Kong has dropped from being the primary place of origin for all immigrants to its current position of tenth. (The handover of Hong Kong to China in 1997 caused steadily increasing immigration levels in the 1990s, and we are now seeing the levelling off of that trend for all economic categories.) The People's Republic of China is currently the primary place of origin for immigrants;
- The person-to-application ratio¹⁷ dropped from 2.16 in 1997 to 2.07 in 1998;
- The National Occupational Classification (NOC),¹⁸ a selection tool introduced in 1997, has reduced the number of low skill applicants eligible in the skilled worker category; and
- A significant number of immigrant visas that expired before use, deferred arrivals and a lower approval rate for skilled workers.

In addition to external factors, the failure to meet the planned levels should not be viewed in isolation from the expanding number of competing priorities the program must deliver:

- Increases of 4% in visitor visa applications and 6% in employment authorizations as compared to 1997;
- Higher priority accorded to the processing of international students;
- Commitments for accelerated processing of spousal applications;
- Enhanced provincial expectations as reflected in an increase in the number of provincial nominee agreements; and

¹⁷ This is the total number of persons included in one application, i.e., the principal applicant plus dependants. The person-to-application ratio is used to convert the number of applications to the number of persons.

¹⁸ <http://www.eoa-hrdc.com/3519/docs/rmnoc.stm>

¹⁹ <http://www.canada.org.hk>

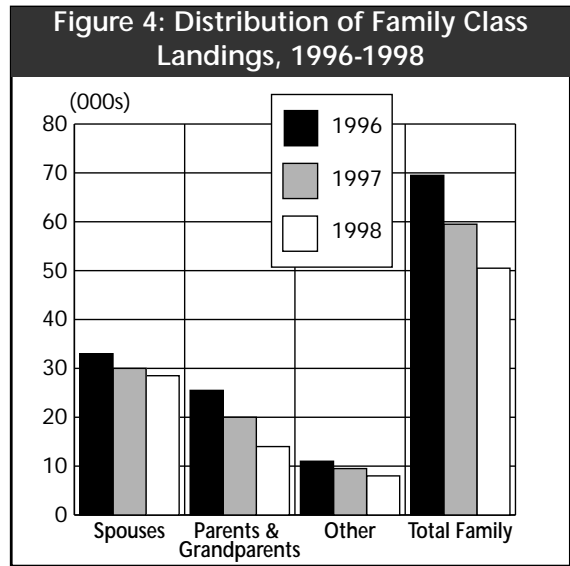
- A variety of special projects, including the Software Workers Pilot and the Spousal Employment Pilot, as described on page 22.

These issues have contributed to the pressure being placed on the program's overseas delivery capacity. Increased non-discretionary activities, such as processing higher volumes of non-immigrant applicants, resulted in the reallocation of resources away from attaining the immigration planning range. Given increased demand and reduced resource base following program review, the program no longer has the flexibility in its resource base to easily accommodate the increase in demands.

Family Reunification of Immigrants with Canadian Sponsors

- Family Reunification planning range
- Decreased time for processing applications for spouses and accompanying dependent children
- Developing strategies to reduce incidence and cost of sponsorship breakdown

In 1998, CIC reunited 50,867 family members with their sponsors in Canada, achieving 95% of the lower end of the 53,500 to 58,300 range of planned reunifications. The Department continues to process applications for spouses and accompanying dependent children as quickly as possible. For example, in Beijing,¹⁹ where volume has increased significantly in all areas, CIC has added new staff, including both Canadian officers and locally engaged employees. Processing times for spouses and children have now been brought in line with global performance standards, currently 6 months from the receipt of an application. The New Delhi office, which receives more spousal applications than any other overseas office, completed 80% of its cases within 7 months.



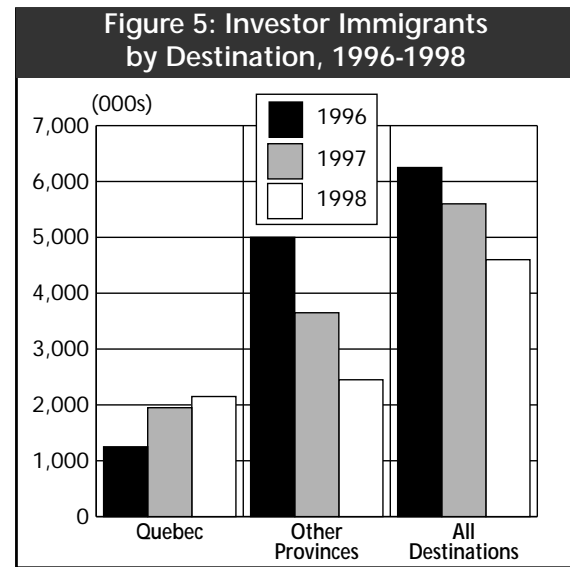
To reduce the incidence and costs of sponsorship default, CIC completed the design of an electronic information system to share information on sponsorship default with the provinces in May 1999. The electronic interface provides the opportunity for exchanging sponsorship default information between the Mississauga Case Processing Centre and provincial welfare authorities. In addition, CIC will be more explicit at the front end of family class processing; national sponsorship kits will be amended to strengthen messages to sponsors. Application kits will clearly set out a sponsor's obligations to the immigrant, federal, provincial and territorial governments, potentially reducing the number of defaults.

Selection of Business Immigrants, Including Investors

- Immigrant Investor Program
- Creation of business immigration centres

Since its original establishment, the Immigrant Investor Program has generated over \$4 billion in investments in Canada. Recently, the program was redesigned after lengthy consultations with the provinces. Implemented on April 1, 1999, the new program includes changes pertaining to the simplification of program administration, reduction of the potential for abuse, and

increased economic benefits to provinces and Canadians. The redesigned model requires investments of \$400,000 from applicants who must have a net worth of \$800,000. The program will allow CIC to collect immigrant investments for distribution to participating provincial funds. Investments in the funds will be used interest free for five years to meet provincial economic priorities with fewer federal restrictions.²⁰



Under the Canada-Quebec Accord on immigration, the province has authority to operate its own immigrant investor program. In 1998, 2,106 investors and their dependants were destined to Quebec, up by 10% from the previous year. In the same year, 2,429 investors and dependants were destined to other provinces, which is a 34% decrease from 1997. The decline can be attributed to uncertainty about changes in the investor program and unstable economic conditions. The economic downturn in Asia in the fall of 1997 particularly affected business immigrants (investors, entrepreneurs and the self-employed) in terms of their financial assets and liquidity. Final publication of the new Immigrant Investor Program regulations in early 1999 caused an increase in investor applications during the first quarter for those

²⁰ <http://www.cic.gc.ca/english/press/99/9916-pre.html> and <http://www.cic.gc.ca/english/immigr/iip-update-e.html>

applicants who wished to apply prior to implementation of the new program on April 1, 1999. CIC continues to work closely with the provinces to promote business immigration in key traditional markets and to explore new sources of qualified business applicants.

On May 19, 1998, British Columbia and Canada signed an immigration agreement. It states that CIC will maintain its role in setting national standards for immigration and making final selection decisions, and that B.C. will have greater input into policy development through a formalized policy and planning process. One example of the advantages of such agreements is the B.C. Business Pilot. Launched on January 15, 1999, by CIC and B.C., the two-year project was designed to attract better informed business immigrants to the province. It encourages prospective business immigrants to make an exploratory visit to B.C. and to attend an immigration and investment seminar given by the British Columbia Business Immigration Office.²¹

On June 1, 1998, nine visa offices abroad were designated as business immigration centres. All business immigrant applications must now be submitted to one of these centres (Beijing, Bonn, Buffalo, Damascus, Hong Kong, London, Paris, Seoul and Singapore). In order to accommodate the specific needs of the applicants, these centres also have the option of forwarding business applications to Buenos Aires, Moscow, New York City or

Seattle. This will benefit most clients as the strategic location of these centres accommodates more than 80% of business clients. Benefits to Canadians will be derived from a better ability to detect and deter fraudulent activities, economies of scale and value-added expertise acquired by officers working in the centres.

Selection of Immigrants Capable of Adapting to the Canadian Labour Market

- Economic Selection System
- Skilled Foreign Workers

CIC made considerable progress in 1998-99 on the complex task of designing a new Skilled Worker Selection System. The January 6, 1999, public document entitled *Building on a Strong Foundation for the 21st Century*²² outlined a framework for a new selection system for skilled worker immigrants that will focus on flexible and transferable skills necessary for success in the knowledge-based economy. Following extensive research and consultation on the factors likely to permit successful establishment, CIC has recommended that the new selection system emphasize educational attainments, official language skills and experience, while continuing to consider adaptability, age, and the existence of relatives in Canada. The new selection model continues to be refined and discussed with key stakeholders and is part of the legislative proposals outlined in the January 6 document.

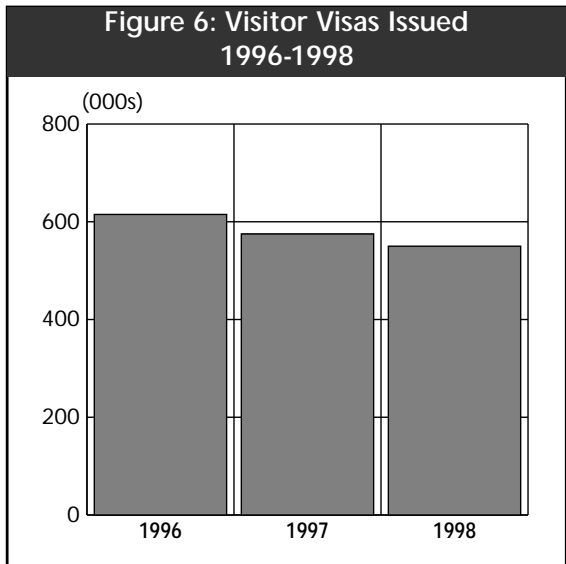
²¹ <http://www.ei.gov.bc.ca/immigration> and http://www.cic.gc.ca/english/press/vis02e/agree_e.html

²² http://www.cic.gc.ca/english/about/policy/lr/e_lr.html

Admission of Visitors and Foreign Students Whose Presence Stimulates Demand for Goods and Services

- ☑ Visitors to Canada
- ☑ Priority processing of international students
- ☑ Medical Pilot Program

CIC issued 541,743 visitor visas in 1998, providing economic benefits to Canada by stimulating the demand for goods and services. The high volume of visitors is a reflection of Canada's attractive exchange rate for some foreign tourists, tourism marketing strategies and increased international cooperation.²³

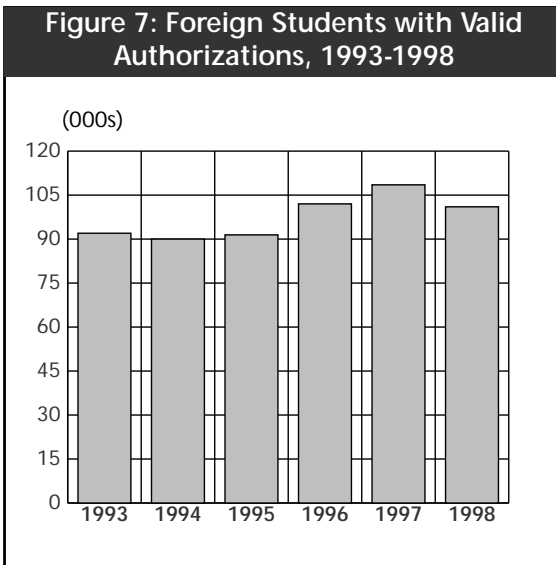


Priority Processing of International Students

The efficient, consistent and transparent processing of students has continued to be one of CIC's departmental priorities in recognition of the importance of foreign students to academic and business communities, as well as to the Canadian economy. To be competitive in a global market, processing times must be reduced. Same-day processing increased from 20% of cases in 1997 to 24% in 1998, while cases processed in one month or less rose from 70% in 1997 to 77% in 1998. In addition, measures have been taken to implement expedited medical procedures in four key offices abroad (Taipei, Seoul, Bangkok and Mexico City). In recognition of the expansion of the Canadian Education Centre Network within Latin America during the January 1998 Team Canada visit, another student medical pilot was implemented at CIC missions in Buenos Aires, Sao Paulo and Bogota on March 30, 1999.²⁴

CIC is exploring possible options with the provinces to exempt students taking post-secondary courses of less than 6 months at private or public schools from the need for a student authorization. Furthermore, CIC is investigating the labour market implications of allowing foreign students attending private institutions to work during their course of study and for a specified period following completion of their studies, as is now the case for students at public institutions.

In 1998, there were over 101,000 foreign students with valid authorizations registered at all levels in Canadian institutions. The figure does not include students destined for short-term English and French as a Second Language programs as they are not required to obtain student authorizations.



²³ <http://www.cic.gc.ca/english/visit/index.html>
²⁴ http://www.cic.gc.ca/english/visit/fact_e.html and <http://www.cic.gc.ca/english/visit/index-study.html>

Admission of Temporary Workers Whose Presence in Canada Fills Skills Gaps in the Domestic Labour Market and also Transfers to Canadian Workers In-Demand Occupational Skills

Temporary Foreign Worker Program

In December 1998, following the successful first year of the Pilot Project for Software Professionals — during which approximately 950 software industry workers were brought to Canada — CIC, Industry Canada and HRDC announced that the federal government would continue to expedite the processing of software development workers for admission to Canada until Canada's comprehensive redesign of the Temporary Foreign Worker Program has been completed. The new Temporary Foreign Worker Program balances the need for efficient processing of needed highly skilled foreign workers with the need to protect the interests of Canadian workers and job seekers.²⁵

recruiting temporary foreign workers, especially in the field of software development. Not only will this benefit the Canadian economy in a global sense, it will also benefit Canadian employers.²⁶

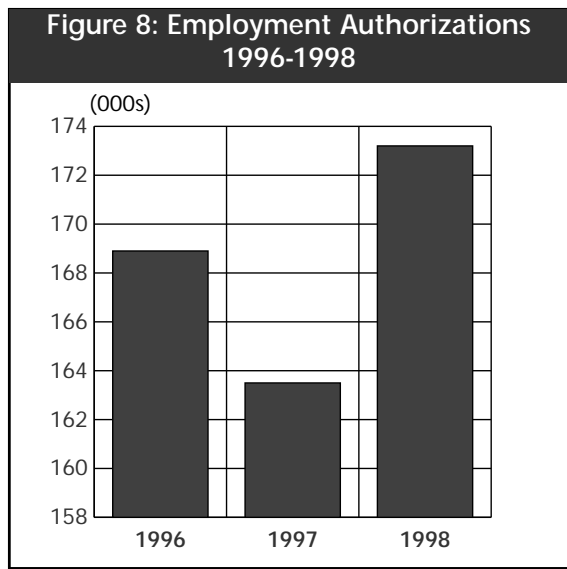
On September 30, 1998, the ministers of CIC, Human Resources Development Canada and Industry Canada announced a pilot project to help Canada gain a competitive advantage in attracting highly skilled foreign workers for temporary assignments. Under this pilot, spouses accompanying temporary foreign workers coming to Canada for jobs in certain high-skill occupations in key growth sectors of the economy are authorized to work without being subject to labour market testing by HRDC. A recent assessment of the pilot found that employers felt that this made Canada a more attractive destination for these workers and provided them with a competitive advantage.²⁷

Other Developments

- In-Canada processing of immigrant applications granted on humanitarian or compassionate grounds
- Development of a strategy regarding immigration consultants

CIC implemented new administrative directives on the processing of applications for permanent residence on March 8, 1999. The main purpose of this initiative was to reaffirm the need to apply humanitarian and compassionate considerations in a uniform and transparent manner in all CIC offices.

Consultations have continued with stakeholders and the provinces regarding the proposed establishment of a self-regulatory body for immigration consultants in order to protect the public from consultants who abuse their position. CIC is also considering legislative and regulatory enhancements to support these efforts while ensuring that CIC clients who wish to do so can have access to representatives of their choice when dealing with the Department.



CIC issued 173,025 temporary employment authorizations in 1998 compared to 163,905 in 1997. This increase is a reflection of the greater emphasis currently placed on

²⁵ <http://www.cic.gc.ca/english/press/98/9869-pre.html> and <http://www.cic.gc.ca/english/visit/software/index.html>
²⁶ <http://www.cic.gc.ca/english/coming/ework.html>
²⁷ <http://www.cic.gc.ca/english/press/98/9853-pre.html>

Maintaining Canada's Humanitarian Tradition

Planned Spending \$ 81,317,000

Total Authorities \$ 82,834,659

1998-99 Actual \$ 73,489,908

Explanation of Variance – Total Authorities to Actual (\$9.4 million): Operating resources totalling \$4.1 million lapsed as a result of lower than expected costs of medical claims of \$2.5 million in the Interim Federal Health Program, and \$1.6 million due to delays in staffing, project delays and the maximization of the carry forward to 1999-2000. In addition, contribution resources of \$5.3 million in the Resettlement Assistance Program (RAP) lapsed due to fluctuations in the needs and services related to the flow of newcomers.

This business line's operating environment is influenced by critical international events and appeals for assistance, global flows of displaced people and international agreements. In this context, the Refugee Branch negotiates agreements, develops programs and services to provide assistance to those in need, and participates in a series of international forums.

Key Result: Protection of Refugees and Others in Need of Resettlement

To be demonstrated by:

- Achievement of the target for government-assisted refugees
- Achievement of the target for privately sponsored refugees
- Enhancements to refugee program delivery
- Enhancement of Canada's influence in international initiatives to protect refugees
- Development of effective, efficient working arrangements between the Immigration and Refugee Board and CIC

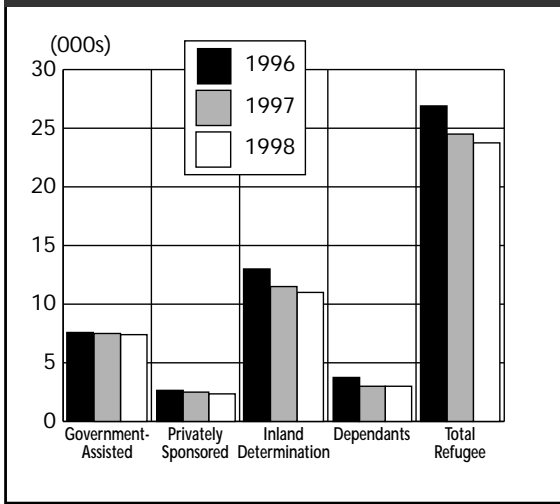
Achievement of the Target for Government-Assisted and Privately Sponsored Refugees

- Government-assisted refugee targets
- Privately sponsored refugee targets

The government-assisted refugee target for 1998 was 7,300, and for privately sponsored refugees, 2,800 to 4,000. The Department slightly exceeded the target for government-assisted refugees (7,430 vs. the target of 7,300) but fell short of the target for privately sponsored refugees with 2,219 arrivals, representing 79% of the lower target range of 2,800. This target was not met for a variety of reasons, including high refusal and slow processing rates. One of the reasons for the high refusal rates was that some privately sponsored refugees were unable to meet eligibility and admissibility requirements. In many cases, the individuals being sponsored were family members, not refugees or persons in refugee-like situations. In an effort to reduce refusal rates, CIC is currently educating groups and sponsors on the program. The current average processing time for privately sponsored refugees is 23 months, up from 18 months last year. Private sponsorships often arrive at the visa office with insufficient detail concerning the refugees while forms must be delivered to the applicant, completed, and returned by the sponsored individual. By contrast, government-assisted cases take an average of only 12 months to complete because the process begins with full documentation, usually provided by the UNHCR or international NGO that has recommended the refugee. To address the processing time issue, visa offices are using temporary duty assignments to clear out backlogs. In addition, CIC is examining means to obtain more complete documentation from sponsors.²⁸

²⁸ <http://www.cic.gc.ca/english/refugee/index.html>

Figure 9: Total Refugee Landings by Category, 1996-1998



Negotiation of Sponsorship Agreements Between the Government of Canada and Private Organizations for the Resettlement of Refugees in Canada

- ☑ Implementation of the Resettlement Assistance Program
- ☑ The Refugee Resettlement Model
- ☑ Development of an evaluation framework for humanitarian designated classes of refugees
- ☑ Public education and promotion of sponsorship programs

The Resettlement Assistance Program (RAP) was implemented on April 1, 1998. RAP ensures that clients receive transition services through CIC's delivery partners who administer income support and immediate essential services for certain refugees and members of groups resettled from abroad requiring humanitarian assistance.

CIC undertook the development of the Refugee Resettlement Model to make the Refugee and Humanitarian Resettlement Program more responsive to the needs of refugees and to optimize the effectiveness and efficiency of the program. This model addresses concerns about the inconsistent application of eligibility and selection criteria, the protection of the most vulnerable, keeping

refugee families intact, and relationships with partners. Proposals for solutions to some of these issues were presented in *Building on a Strong Foundation for the 21st Century*.²⁹ One of the most recent developments has been the establishment of a Web site to encourage regular exchange of information between NHQ, regions, missions abroad and non-governmental organizations. An enhanced visa officer training program on refugee resettlement is being finalized and a flexible approach to assess the ability to settle in Canada has been adopted.

CIC developed a framework to evaluate the new Humanitarian Designated Classes (the Country of Asylum Class and the Source Country Class) in 1998-99 to ensure that program objectives are met. A preliminary assessment of the classes based on the framework has indicated that although the number of individuals selected under the new classes remains consistently high, the desired flexibility within the classes has not been achieved as yet. Further development in this area will be undertaken as part of the Refugee Resettlement Model.

CIC, in conjunction with non-governmental organizations, was involved in the development of training modules and other materials for informing the public about the private sponsorship program, the obligations of the sponsors, the needs of refugees and the services available to them. By promoting private sponsorship, CIC will encourage more individuals and groups to participate in the resettlement of refugees and persons in refugee-like situations overseas.

Canada's Influence on International Initiatives Aimed at Protecting Refugees

- ☑ Enhanced influence on international initiatives

Through its participation in bilateral and multilateral discussions on refugee issues, CIC is becoming a major player in international refugee policy and practice. Actively involved in a series of international engagements, CIC participated in the Inter-Governmental Working Group based in Geneva and chaired

²⁹ http://www.cic.gc.ca/english/about/policy/lr/e_lr.html

last year's Regional Conference on Migration (the Puebla Process) which brought together the ten countries of North and Central America to pursue a multilateral approach to resolving issues of mutual concern related to international migration.³⁰ In addition, CIC's ongoing dialogue and action to support the United Nations High Commissioner for Refugees (UNHCR) helped to ensure that refugee situations are anticipated and responded to quickly and decisively.

Effective and Efficient Working Arrangements Between the IRB and CIC

- ☑ CIC and IRB collaboration to develop strategies to foster refugee claims processing efficiencies

In response to recommendations outlined in both the Auditor General of Canada's report on refugee determination (December 1997) and the report of the Standing Committee on Public Accounts on the processing of refugees (May 1998), CIC and the IRB³¹ have worked closely to develop strategies to improve the efficiency of refugee claims processing via a portfolio management approach. During the past year, this resulted in an agreement regarding information from refugee claimants, which ensures that consistent information is collected at ports of entry and recorded in a manner which will assist both immigration officers in making admissibility and eligibility decisions and the IRB in making refugee determinations.

Promoting the Integration of Newcomers

Planned Spending	\$ 296,260,000
<i>Total Authorities</i>	<i>\$ 285,979,629</i>
1998-99 Actual	\$ 278,408,044

Explanation of Variances – Planned Spending to Total Authorities (\$10.3 million): Total Authorities includes Planned Spending plus additional resources for collective bargaining settlements (\$1.2 million) and an increase to Grant for the Canada-Quebec Accord on Immigration (\$11.5 million)

pursuant to the Funding Formula under the Accord. Authorities were reduced by a reprofile of \$13 million to 1999-2000 related to settlement grants to provinces, and \$9.9 million internal reallocation of resources between business lines.

Total Authorities to Actual (\$7.6 million): Fluctuations in the language instruction and settlement needs of newcomers under the Language Instruction for Newcomers to Canada program and the Immigrant Settlement and Adaptation Program resulted in a lapse of \$6.3 million in contribution resources. In addition, \$1.3 million in operating resources lapsed due to delays in staffing, project delays and the maximization of the carry forward to 1999-2000.

The Integration business line's operating environment is influenced by the number and mix of immigrants arriving in Canada in any given year, their educational background and their language skills. The general global movement of people and international laws on migration, citizenship and taxation affect who comes to Canada. On the domestic front, federal-provincial agreements also have an effect on the activities of this business line.

Key Result: Support for the Settlement, Adaptation and Integration of Newcomers

To be demonstrated by:

- ☑ Successfully integrating newcomers into Canadian society
- ☑ Improving the delivery of settlement services
- ☑ Granting of citizenship to eligible permanent residents
- ☑ Ensuring effective promotion and understanding of citizenship and integration issues

³⁰ <http://www.cic.gc.ca/english/press/98/9813-pre.html>
³¹ <http://www.irb.gc.ca>

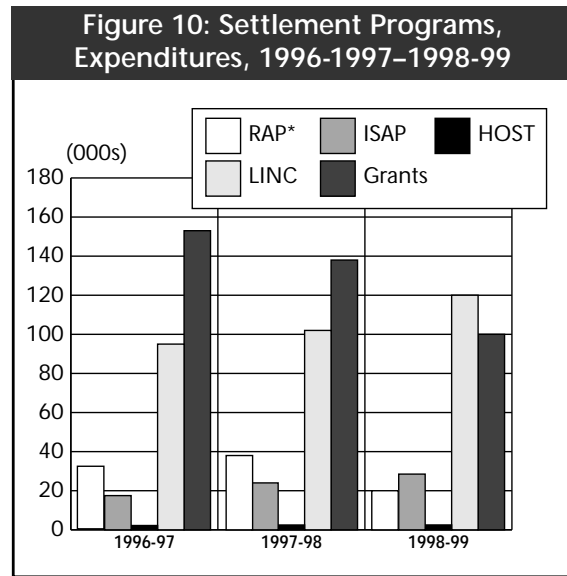
The Successful Integration of Newcomers into Canadian Society

- ☑ Integration-Net
- ☑ Orientation Overseas
- ☑ Canadian Language Benchmarks

Immigrant settlement services include language training for adult newcomers, orientation services, interpretation and translation services, referral to community resources and para-professional and employment counselling.³² A network of non-profit groups, non-governmental organizations, community groups, educational institutions, businesses and three levels of government carry out the delivery of these services. On January 1, 1999, and on April 1, 1999, Manitoba and British Columbia, respectively, began administering federal funds and delivering settlement services within their own provinces as a result of settlement realignment agreements that were signed the previous year under the Settlement Renewal project.³³ Under the Canada-Quebec Accord, the province of Quebec has exclusive responsibility for settlement and integration services and receives compensation. CIC will continue to manage the delivery of settlement services in jurisdictions where no settlement realignment agreements exist.

Integration-Net is a national clearinghouse on settlement created as part of the Settlement Renewal project to develop and implement an enduring federal role. This information exchange Web site on the National Clearinghouse on Settlement is intended to support the communities that help newcomers to Canada settle and integrate. Service provider organizations, the federal and provincial governments, mainstream organizations, newcomers and potential newcomers to Canada are its anticipated users. Developed in 1998-99 as a

communication and research tool, the site contains a virtual library, discussion groups, news groups, a national calendar of events, *Frequently Asked Questions*, and links. Integration-Net is expected to be operational in the fall of 1999.



*The Resettlement Assistance Program (RAP), formerly the Adjustment Assistance Program, helps pay for temporary accommodation, necessary clothes, household effects and living expenses for up to one year for indigent Convention refugees. In 1998-99, this program was moved to the Maintaining Canada's Humanitarian Tradition business line.

The Immigrant Settlement and Adaptation Program (ISAP) provides funds for services such as orientation, para-professional counselling, translation and job-finding help. Host funds are provided to match Canadian volunteers (individuals and groups) with newcomers to facilitate settlement and integration.

The Language Instruction for Newcomers to Canada (LINC) Program provides funds for basic language training in one official language to adult immigrants to facilitate their social, cultural, economic and political integration. Grants under the Canada-Quebec Accord and Grants to Provinces recognize the importance of resettlement services.

In recognition of the fact that language training overseas for immigrants was found ineffective, a decision was made to replace it with overseas orientation sessions. These orientation sessions are being delivered in several locations and provide immigrants with an understanding of what to expect when they arrive in Canada. Sessions last from one to

³² <http://www.cic.gc.ca/english/newcomer/index.html>
³³ <http://www.cic.gc.ca/english/press/98/9835-pre.html>,
<http://www.cic.gc.ca/english/press/98/9826-pre.html>
and <http://www.cic.gc.ca/english/pub/9605erd2.html>

five days and cover topics such as culture shock, rights and responsibilities, and employment. Sessions are usually given in the language of the participants for better understanding and interaction.

With regard to language training in Canada, efforts are being made to improve the effectiveness of the program. For example, CIC, in partnership with the Ministère des Relations avec les citoyens et de l'Immigration,³⁴ developed the French equivalent of the Canadian Language Benchmarks.³⁵ CIC is also supporting a newly created, non-profit agency, the Centre for Canadian Language Benchmarks (CCLB). The CCLB was established to promote the coherence, effectiveness and consistency of English-as-a-second-language instruction so that adult learners can become full participants in all aspects of Canadian society. Its goal is to promote the broader use of the Canadian Language Benchmarks. The CCLB is working on a revision of the 1996 working document, an examination of the testing needs of ESL stakeholders, a conceptual model for advanced language testing, and an investigation of national policy standards in other countries. Furthermore, a study will be conducted of the Centre to assist its Board in strategic planning.

Improving the Delivery of Settlement Services

Settlement Accountability Framework

Despite the Settlement Renewal initiative,³⁶ not all provinces have entered into agreements. Renewed efforts are under way to ensure accountability. As well, the existing settlement realignment agreements with British Columbia and Manitoba stipulate that these provinces must work with CIC to develop performance indicators and measurements in order to provide accountability for settlement funds. As a result, CIC has commenced a multi-year project to develop a performance framework to measure the effectiveness of settlement services where CIC continues to deliver these services.

The Language Instruction for Newcomers to Canada (LINC) Program comprises approximately 80% of the total settlement contribution funds budget. A feasibility study for implementing a performance framework for LINC that includes key performance measures for program outputs and outcomes was undertaken in 1998-99. Workshops were held across the country in early 1999 with various service provider organizations that deliver the LINC Program. Once the study is finalized, CIC will move toward the development of a program evaluation framework for LINC and a national data collection and reporting system.

Granting of Citizenship to Eligible Permanent Residents for Full Participation in Canadian Society

- Proposed revision of the *Citizenship Act*
- Amendments to the *Citizenship Regulations*
- Granting of citizenship
- National Quality Assurance Program

A major endeavour for CIC during the 1998-99 fiscal year was the tabling of a new *Citizenship of Canada Act*³⁷ in the House of Commons on December 7, 1998. This legislative initiative is the first major reform of Canadian citizenship legislation in more than 20 years. It seeks to correct inconsistencies and ambiguities associated with the existing *Citizenship Act*, modernize the Act and enhance the value of Canadian citizenship. The bill reached second reading in Parliament on March 3, 1999, and was referred to the Standing Committee on Citizenship and Immigration. Departmental energies in the latter part of the fiscal year focused on the legislative initiative and the regulatory scheme that would be set up to implement the new legislation.

³⁴ <http://www.mrci.gouv.qc.ca>

³⁵ <http://www.cic.gc.ca/english/pub/9605erd2.html>

³⁶ <http://www.cic.gc.ca/english/newcomer/esl-e.html>

³⁷ http://www.cic.gc.ca/english/about/policy/citact_e.html

In 1998, the Department issued 134,485 Grant of Citizenship certificates, a 13% decline over the previous year's total of 154,624. The demand for grants of citizenship fluctuates cyclically from year to year, and is influenced by many factors, including international migration trends, nationality laws and the number of landings in the previous three to five years. Also, the introduction of new cost-recovery and financial monitoring systems slowed the processing of applications in the early part of the year. This situation is being monitored on a quarterly basis by CIC. Generally, 85% of immigrants become Canadian citizens and over 75% within five years of landing.

The National Quality Assurance Program was implemented to standardize and improve internal decision making and ensure that clients provide the Department with reliable information when applying for citizenship. In 1998-99, quarterly reports highlighted the findings obtained through the quality assurance program, outlined the next steps and suggested courses of action to remedy any problems with processing related to grants of citizenship. During 1999-2000, the Quality Assurance Program will be broadened to include proof of citizenship processing.

Effective Promotion and Understanding of Citizenship and Integration Issues

- ☑ Promoting citizenship through established annual events

CIC is engaged in several initiatives to promote understanding of citizenship on an ongoing basis, such as special citizenship ceremonies³⁸ on Canada Day. A particularly memorable citizenship ceremony was held in Dawson City on July 1, 1998, with dignitaries in period costume celebrating the 100th Anniversary of the Yukon Gold Rush.

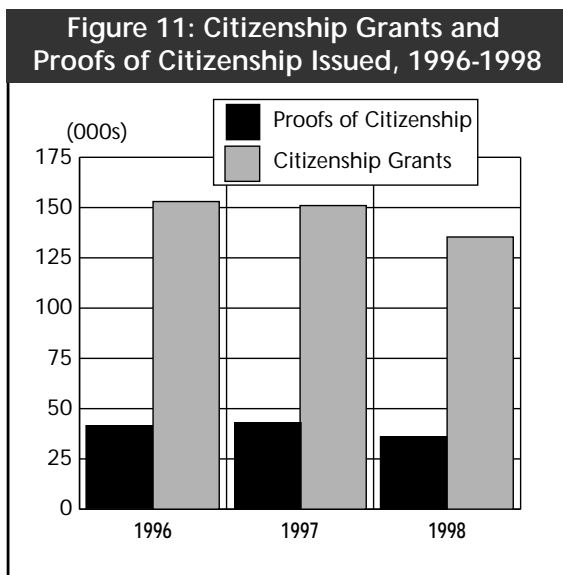
CIC and Canadian Heritage jointly sponsored Citizenship and Heritage Week in February 1999.³⁹ Events were organized across Canada, including citizenship and reaffirmation ceremonies, flag-raising ceremonies, Canadiana Quiz-type of events, lectures and essay-writing contests. One hundred thousand copies of the *Citizenship and Heritage Week Activity Guide* were distributed across the country. These were used in classrooms and community halls by teachers and youth and community leaders to plan events and raise awareness of Canadian citizenship and heritage.

The 1998 Citation for Citizenship Awards were also presented during Citizenship and Heritage Week.⁴⁰ Nineteen awards were given to Canadian individuals and organizations from across the country to honour their outstanding contributions in assisting newcomers to successfully integrate into Canadian society. All of these events provided Canadians with the opportunity to think about the principles, values and rights we share as citizens and the responsibilities we have toward our communities and each other.

Managing Access to Canada

Planned Spending	\$ 98,016,000
<i>Total Authorities</i>	<i>\$ 84,620,000</i>
1998-99 Actual	\$ 81,124,582

Explanation of Variances – Planned Spending to Total Authorities (\$13.4 million): Total Authorities include Planned Spending plus additional resources for collective bargaining settlements (\$4.4 million), War Crimes (\$5.1 million net of reprofiling), and



³⁸ www.cic.gc.ca/english/citizen/cerem-e.html

³⁹ www.cic.gc.ca/english/press/99/9910-pre.html

⁴⁰ www.cic.gc.ca/english/press/99/9911-pre.html

reductions of \$22.8 million related to internal reallocation of resources between business lines.

Total Authorities to Actual (\$3.5 million): The lapse of \$3.5 million in Operating resources primarily relates to delays in staffing, project delays and the maximization of the carry forward to 1999-2000.

The operations of the Enforcement business line are influenced by events that take place internationally and domestically and by priorities identified by the federal government and the international community. The main goal is to enhance the safety and security of Canadians. To this end, efforts are directed at combating transnational organized crime and migrant smuggling, and removing criminals, failed refugee claimants and others entering Canada on false pretences. At a time of limited resources, the Branch has focused on enforcement of the most serious cases and violations.

Key Result : Managed Access to Canada

To be demonstrated by:

- Departmental activities that contribute to the protection and safety of Canadian society
- Interdicting individuals attempting to enter Canada with improper documentation
- Reports on and, if necessary, detention of individuals who are in contravention of the *Immigration Act*
- Removing persons who are not eligible for admission to Canada, especially those who pose a threat to Canadian society

Departmental Activities that Contribute to the Protection and Safety of Canadian Society

- War Crimes Program
- National Case Management System
- International Enforcement Strategy
- Transnational crime and smuggling of people

Canada's War Crimes Program

Canada will not be a refuge for those who have committed war crimes or crimes against humanity. On July 21, 1998, the government allocated \$46.8 million over three years to Canada's War Crimes Program, including more than \$11 million for Second World War cases.⁴¹ An operations group was established in September 1998 with representatives from CIC, the RCMP and Justice to develop a strategy on how to deal with such cases, to analyze them and direct them to the appropriate enforcement stream. The funding provided for this initiative enables CIC to implement key improvements designed to enhance its ability to detect, deter and remove war criminals from Canada. In 1998-99, 307 people suspected of war crimes were refused visas to enter Canada and another 23 were removed from Canada. In addition, action continues to be taken against those individuals who live in Canada and who committed heinous acts during World War II. To date, three people have lost their citizenship as a result.

Field officers are now being provided with overviews of the war crimes policy and procedures, which will be posted on the CIC Web site. A training program specifically designed for handling war crimes cases has been prepared and delivery of the training is currently under way. These efforts position Canada as a world leader in the detection and deportation of perpetrators of modern-day war crimes and crimes against humanity.

To address the essential tracking requirements associated with both the Enforcement and the War Crimes programs, CIC began the development of Phase I of a National Case Management System (NCMS) in 1997-98. The new NCMS will provide an integrated system for all the key enforcement functions at the three main enforcement sites (Vancouver, Toronto and Montreal) in Phase I.

The implementation of the NCMS was rescheduled to extend into the 1999-2000 fiscal year. While users were satisfied with the overall operation of the new system, there were initial performance problems at the pilot site (Vancouver) which are now being addressed, and implementation at the other two sites in Phase I will be completed before the end of 1999-2000. Significant effort and investment have been made to ensure the security of database information and protected documents in NCMS.

⁴¹ <http://www.cic.gc.ca/english/pub/war-e.html>

To help in the struggle against criminality, security threats and the worldwide phenomenon of increasing illegal migration, CIC developed an International Enforcement Strategy. Increased cooperation among affected countries is pursued through partnership agreements with public and private sector bodies, coordination of immigration control activities, and the sharing of information on security threats, trends in illegal migration, and the activities and movement of criminals. Special emphasis is being placed on enhancing cooperative arrangements with the United States and the United Kingdom.

Transnational organized crime, migrant smuggling and trafficking of women and children continue to be issues of increasing concern to the international community, including Canada. To combat terrorism and organized crime, CIC has expanded its information-sharing activities with other countries. The Department also worked on several other key initiatives in 1998-99, including the UN Convention on Transnational Organized Crime process,⁴² the G-8 protocol, and the protocols on migrant smuggling and trafficking of women and children. To this end, in mid-January 1999, the Department created the Secretariat for Protocols on Human Smuggling and Trafficking. CIC, through the Secretariat, is coordinating Canada's position with respect to the development of the protocols listed above. Smuggling and trafficking of human beings especially warrant concentrated efforts since these activities are becoming increasingly profitable and frequent.

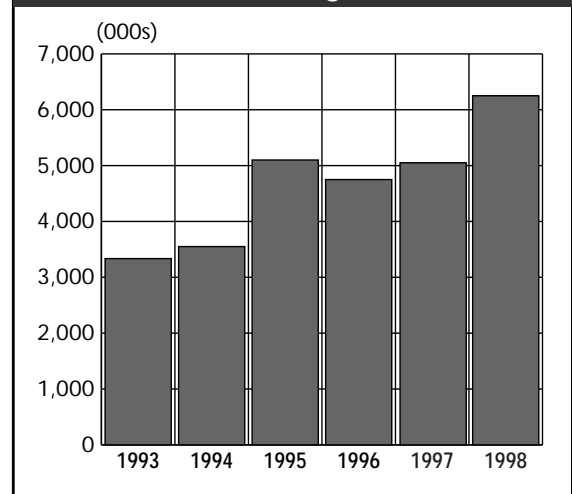
Interdiction of Individuals Attempting to Enter Canada with Improper Documentation

- Interception of improperly documented passengers
- Undocumented persons arriving in Canada

Over the past three years, there has been a steady increase in interceptions of improperly documented passengers by Canada's overseas Immigration Control Officer (ICO) network. During 1998, over 6,000 improperly documented passengers were intercepted.

The number of undocumented persons arriving at Canada's ports of entry (airports and land borders) in 1998 declined by 6% from 1997. The declining numbers were the result of various initiatives, including the work of the ICOs abroad, implementation of disembarkation checks at Canadian airports and increased cooperation with airlines and foreign governments.

Figure 12: Interception of Improperly Documented Passengers, 1993-1998



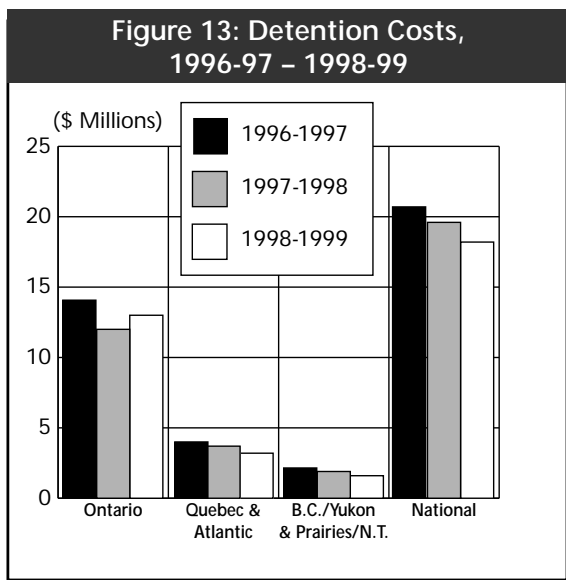
Detaining Persons in Contravention of the *Immigration Act*

- Reports on and, if necessary, detention of individuals who have contravened the *Immigration Act*
- Development of methods for security and criminal screening of visa applicants

⁴² <http://www.ifs.univie.ac.at/~uncjin/uncjin.html>

In its October 23, 1998, response to the *Standing Committee Report on Detention and Removals*, the Department noted that it is taking action on 22 of the 25 recommendations that do not require legislative reform.⁴³ Action items cover detention guidelines and procedures, conditions in detention facilities, the use of information technology to support case management and removals, applying pressure on foreign governments to issue travel documents for persons being removed, humanitarian and compassionate review guidelines, working with non-governmental organizations and measures to combat illegal migration.

CIC's commitment to developing improved methods for security and criminal screening of all visa applicants by examining reports on persons who have entered Canada in contravention of the *Immigration Act* constitutes a major challenge for which work is ongoing and will continue through 1999-2000.



* The B.C./Yukon, Prairie/N.T., Quebec and Atlantic regions are all separate regions, but are presented together for comparison purposes.

Removal of Persons Who Are not Eligible for Admission to Canada, Especially Those Who Pose a Threat to Canadian Society

- Removal Program
- Establishment of interdiction and removal targets
- Enhanced voluntary compliance with removal orders
- Development of an evaluation framework for the Removal Program

The prompt removal from Canada of all individuals for whom removal orders have been issued, especially criminals and failed refugee claimants, is a high priority. Removals have increased thanks to initiatives such as the integration of investigations and removals functions, information gathering in Canada and abroad, and information exchange with CIC's partners. CIC also worked to improve cooperation with countries that do not issue travel documents to their nationals in a timely manner.

CIC remains committed to increasing the effectiveness of the removals program by reducing impediments to removal, notably the difficulty in obtaining travel documents. The Department removed 8,109 individuals from Canada in 1998 (a modest increase over 1997). The majority of these were failed refugee claimants or non-criminals. The Department continued work on several initiatives to improve the system further, including NCMS (see p. 29), which will enhance the management of the removals program by improving tracking of enforcement cases.

CIC continued efforts to improve the effectiveness of its interdiction and removals programs. While specific targets were not set for 1998-99, the Department achieved increases over the previous year in both the number of improperly documented travellers intercepted abroad and individuals removed from Canada. As well, CIC continues to encourage voluntary or cooperative compliance with removal orders as part of its overall strategy.

⁴³ <http://www.cic.gc.ca/english/pub/remove-e.html>

During 1998-99, an evaluation framework was developed by Consulting and Audit Canada to assess the Department's Strategy for Increasing Removals. This framework will guide future evaluations of the removals strategy, with the goal of improving removals performance and minimizing the risk of abuse.

Other Developments

- ☑ Port of entry review
- ☑ Border policy

In 1997-98, CIC conducted an in-depth study of its port of entry operations, focusing on examinations, refugee claimant processing, facilitation and enforcement. This study made numerous recommendations to enhance operational efficiency and effectiveness, to maximize benefits to Canada from the global economy and to better protect Canada's borders. During 1998-99, CIC, in cooperation with Revenue Canada (Customs), issued revised instructions to Customs inspectors and Immigration Examination Officers, improving the initial screening of travellers at ports of entry and standardizing the processing of refugee claimants along Canada's land border. CIC also reviewed important questions related to admission and criminality and issued a clarifying policy memorandum to all port of entry staff. Finally, CIC raised certain financial security deposits required from transportation companies as part of the administrative fees program which assesses fines and removal costs against companies that carry improperly documented travellers to Canada.

During 1998-99, CIC made considerable progress in advancing its long-term goal of arriving at a vision of the Canada-U.S. border that will facilitate cross-border travel for legitimate travellers, for either business or tourism purposes, while preventing the movement of illegal migrants into North America. Under the auspices of a trilateral initiative commonly referred to as "Border Vision," CIC asked its officials to expand joint cooperation with the U.S. Immigration and Naturalization Service (USINS) and the U.S. Department of State all along the migration continuum (overseas, border and interior) to protect the region against both illegal migration and the movement of terrorists, criminals and other undesirables. The framework for CIC's discussions with the USINS and the U.S. Department of State focuses on a number of areas for possible collaboration, including information exchange and technology, cooperation on overseas interdiction, visa coordination, and examination of the challenges at our land border.

This initiative complements the work that CIC is undertaking with Revenue Canada, the USINS and the U.S. Customs Service under the umbrella of the U.S./Canada Shared Border Accord⁴⁴ announced during the 1995 Chrétien-Clinton summit in Ottawa. These initiatives are also consistent with the ongoing Canadian interdepartmental exercise to develop a long-term vision of the border, under the coordination of the Department of Foreign Affairs and International Trade, that

Figure 14: Breakdown of Removals from Canada, 1995-1998

Year	Total Removals	Failed Refugee Claimants	Criminals	Others
1998	8,109	5,095 (63%)	1,791(22%)	1,223 (15%)
1997	7,968	4,800 (60%)	1,446 (18%)	1,722 (22%)
1996	5,838	2,464 (42%)	1,838 (32%)	1,536 (26%)
1995	4,798	1,547 (32%)	1,756 (37%)	1,495 (31%)
Total	26,713	13,906	6,831	5,976

⁴⁴ <http://www.dfait-maeci.gc.ca/geo/usa/accord-e.htm> and <http://www.dfait-maeci.gc.ca/geo/usa/border-e.htm>

calls on the participation of CIC, Revenue Canada, Transport Canada, the Office of the Solicitor General, Industry Canada and Agriculture Canada.

Providing Corporate Services

Planned Spending	\$ 88,522,645
<i>Total Authorities</i>	<i>\$ 169,482,099</i>
1998-99 Actual	\$ 162,748,456

Explanation of Variances – Planned Spending to Total Authorities (\$81 million): Total Authorities include Planned Spending plus additional resources for collective bargaining settlements (\$5.5 million), Year 2000 Strategy (\$26 million), the carry forward of operating budget from 1997-98 (\$11.2 million), War Crimes (\$1.3 million), debt write-off (\$3.7 million), other statutory adjustments of \$25.6 million and \$7.7 million internal reallocation of resources between business lines.

Total Authorities to Actual (\$6.7 million): Operating resources of \$5.9 million lapsed primarily due to the maximization of the carry forward to 1999-2000 to ensure that sufficient resources will be available for Y2K and related items. Due to the timing of authorities allocation, \$0.8 million in capital resources were lapsed.

Government-wide initiatives and requirements, fluctuating staffing and learning or training needs, public events and departmental demands for technological advice and solutions influence the operations of the Corporate Services business line. In addition, the work of Corporate Services is affected by the public's demand for information and support to the Minister.

Result: Enhanced Competency of CIC Employees

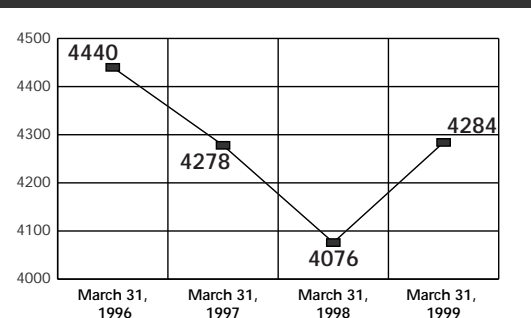
To be demonstrated by:

- Training and recruitment of staff
- Universal Classification System
- La Relève
- Development of leadership capacities
- Office of the Ombudsman

The Renewal of the Human Resources Function

The Renewal of the Human Resources (HR) function initiative was initiated to integrate HR more effectively into CIC business and planning agendas. The HR function's proactive approach aims to enable improved internal capacity and expertise, and to advise senior management on future resourcing issues to ensure program integrity and operational performance. The mission statement formulated in 1998-99 sets forth the importance of acquiring, developing and retaining a talented work force. The HR function's long-term recruitment strategy is based on forecasted employee shortages and increased occupational levels in and around year 2004-05. The strategy's forecasting and actions to support it will prepare the Department for the challenges of the next century.

Figure 15: Number of CIC Employees,* 1996-1999



* CIC employs staff at headquarters in the national capital region, at case processing centres, at regional and local offices throughout Canada and at posts abroad. In addition to the total number of employees (4,284 as of March 31, 1999), there are currently 982.5 locally engaged staff who support the immigration program outside Canada. These individuals are employees of DFAIT. See Section V, Table 4, for an explanation of the corresponding Full-Time Equivalent (FTE) indicator.

For the first time in several years, CIC experienced an increase in staff. However, since new employees are not fully operational upon hiring, their positive impact on CIC

performance will not be felt until they have become fully operational in their positions. Also, many newly hired employees were brought in on a temporary, short-term basis to meet staffing requirements while limited permanent recruitment proceeds.

Bringing needed skills and vitality to the Department requires it to address the issues of career development for current employees and the recruitment of staff. A departmental Learning Framework was approved in November 1998. It provides CIC staff with continuous learning opportunities and supports the achievement of departmental priorities. Resourcing issues are of particular concern given the demographic challenges facing all departments as middle and senior managers retire in the coming decade.

In 1998-99, CIC began work on the government-wide Universal Classification System (UCS) — a new job classification system.⁴⁵ The key activities in 1998-99 have been revising and evaluating all job descriptions. CIC managers and HR specialists have worked together to address issues of reliability in the application of the standard and to ensure the appropriate relativity of job ratings both internally within the various organizational sectors and externally with other departments.

Senior management places great importance on developing the Department's leadership capacity. In the fall of 1998, CIC's middle managers participated in a special Middle

Revitalizing the Public Service Work Force -- La Relève

The La Relève Task Force was established in January 1997 to bring focus to the renewal of human resources management in the public service. In 1998-99, CIC implemented and further developed its human resources plan in the context of La Relève. Work continues on responding to issues raised in a 1997 all-staff survey on organizational health. Special emphasis has been placed on the role of the middle managers, continuous learning, and helping staff apply the professional values and ethical standards public servants are expected to uphold.

⁴⁵ <http://www.tbs-sct.gc.ca/ucs-ngc/english/home.html>

Managers Conference in Cornwall, Ontario. The conference created a dialogue on the issues they face, allowing this crucial management group to recommend what kinds of support, approaches and tools are needed to help them exercise effective leadership.

The work of CIC's Values and Ethics Initiative led to the production of a document entitled *The Ethical Compass* in January of 1999. This document has been made available to all CIC staff as a reference tool to consult when confronted with ethical dilemmas in the workplace.

Another consequence of this initiative was that the Office of the Ombudsman was established over the past year to work with CIC employees to address workplace issues. The ombudsman began work on May 3, 1999. This pilot project is a part of CIC's ongoing commitment to reinvigorate the Department under La Relève. The ombudsman will listen to employees' problems and concerns, help them find solutions and enhance existing methods for dealing with disputes. Toward the end of the second year of the pilot, there will be an evaluation of the project via a mechanism to obtain feedback from those who use the ombudsman services.

Result: Enhanced Public Awareness of
CIC's Policies, Programs and
Activities

To be demonstrated by:

- Communications initiatives
- Access to Information — Responding to inquiries in a timely manner

The national communications program furthers understanding of CIC programs and policies by producing a wide range of print and electronic products for clients and the general public. The program also has an important internal component as demonstrated by the strong focus on staff issues during the past fiscal year. Specifically, the internal publications *Visa* and *Visa-Plus* were launched to improve and facilitate communications within a department so geographically dispersed.

Communication Initiatives

Improvements were made to CIC's Web site⁴⁶ in 1998-99 to better inform users about CIC programs and policies and to enable clients to download various application kits. In that year, there were 37,162,962 requests to the site and approximately 373,780 application kits downloaded. CIC also launched *Vis-à-Vis*, a quarterly magazine that keeps partners and stakeholders informed about the Department's work.⁴⁷ *Vis-à-Vis* has been recognized by the International Association of Business Communicators with an Award of Excellence in 1999. To promote wider understanding and acceptance of the Department's clients, CIC co-sponsored the TV series "A Scattering of Seeds."⁴⁸ As well, the *Citzine*⁴⁹ Web site was established in February 1998, to inform young Canadians about immigration and citizenship issues. The site has received over 60,000 visitors so far. The communications program produces brochures and publications on CIC programs on a continuing basis. There is also a heavy requirement to work with domestic and international journalists and help them understand and report on relevant key issues for Canada.

Improvements in the number of requests processed under the *Access to Information Act* and the *Privacy Act* continued to be realized in 1998-99. To ensure that requests were responded to within the legislated 30-day time limit, a re-engineered process was implemented in early 1998. New access to information requests increased from 1,643 in 1997-98 to 2,770 in 1998-99 and CIC's compliance rate for meeting the 30-day deadline escalated from 27% last year to 60.5% this year. Requests under the *Privacy Act* increased from 3,070 in 1997-98 to 4,029 in 1998-99 while the compliance rate increased from 76% in 1997-98 to 86% in 1998-99.

Figure 16: Requests under the *Privacy Act*
1997-98 – 1998-99

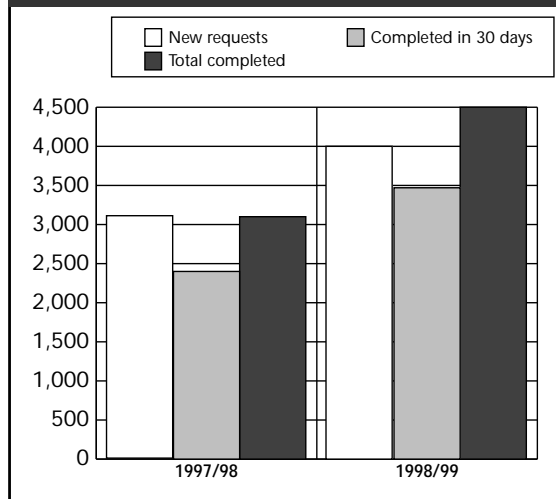
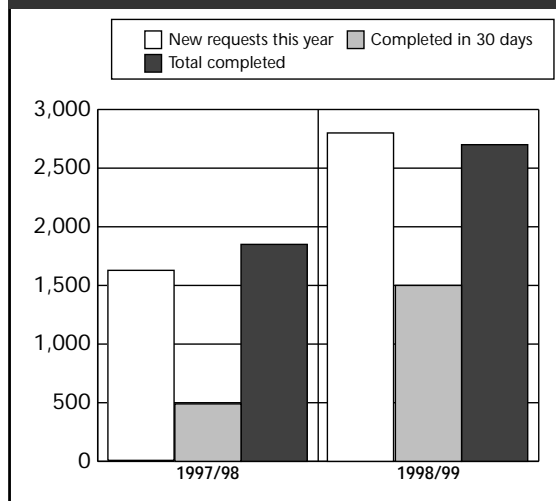


Figure 17: Access to Information Requests
1997-98 – 1998-99



⁴⁶ <http://www.cic.gc.ca>

⁴⁷ <http://www.cic.gc.ca/english/press/index.html>

⁴⁸ <http://www.whitepinepictures.com/seeds>

⁴⁹ <http://www.citzine.ca>

Result: Effective Organizational and Structural Systems

To be demonstrated by:

- Year 2000 date change
- Implementing a new Integrated Finance and Materiel System
- Implementing a new version of the Human Resources Information System

Throughout 1998-99, 60% of discretionary informatics resources were focused on making modifications to departmental applications and infrastructure required to minimize the effect of the Year 2000 date change. In addition, essentially all (97%) of the discretionary capital expenditures were made either to replace or upgrade elements of the infrastructure.

By the end of the fiscal year, CIC was on target for Y2K readiness. The Department completed 92% of the Priority 1 applications (i.e., government-wide mission critical systems) and 85% of the Priority 2 and Priority 3 applications (department-wide mission critical systems), and all essential elements of the physical technology infrastructure were certified as being Year 2000 compliant. Furthermore, Year 2000 contingency plans are being prepared.⁵⁰

During 1998-99, the Department continued to implement the new Integrated Finance and Materiel System (IFMS) based on a commercially available version of the popular SAP R/3 software. The new system was needed to ensure Y2K compliance and as an essential first step toward being able to implement the government-wide Financial Information Strategy (FIS) in 2001. CIC collaborates with 14 other departments that have implemented the same software to learn from their experiences and to share development costs.

A new version of the Human Resources Information system (PeopleSoft) was installed and fully operational by July 1999. The resulting system will be compatible with all other PeopleSoft-based human resources systems in use throughout the government, in addition to being Y2K compliant. The human resources information available from this new system is critical to support the information requirements of internal program activities and to respond to external information requests. Internally, the information maintained by PeopleSoft, most notably in the areas of resourcing, pay and benefits, including related classification information, is a critical factor that influences the ability of the Department to plan and operate. Externally, PeopleSoft is a repository of, and the means of access to, information of interest to other government departments as well as to the Canadian public who can, and does, request such information through Access to Information and the *Privacy Act*.

⁵⁰ <http://www.info2000.gc.ca>

Section IV: Consolidated Reporting

Year 2000 Readiness

The Year 2000 systems initiative adopted a strategy of repairing existing systems and infrastructure, and replacing elements only when absolutely necessary. This approach has allowed CIC to move quickly and effectively to address the Year 2000 issue. The Department is on target for Year 2000 readiness and has met the Treasury Board guideline for the completion of repairs and testing of all government-wide mission critical systems. As noted in the April 1999 Year 2000 Report Card, CIC has completed 92% of the Priority 1 applications (i.e., government-wide mission critical systems) and 85% of the Priority 2 and Priority 3 applications (department-wide mission critical systems), and all essential elements of the physical technology infrastructure have been certified as Year 2000 compliant. By March 31, 1999, approximately \$33 million (70% of the total project budget) had been expended.

During the year, two independent management reviews were completed (June/July and February/March), and a broad communications program was launched on CIC Explore. Work also began on Year 2000-related contingency plans, specifically, the development of a Business Resumption Plan and plans for Informatics Disaster Recovery.

Finally, a submission seeking additional funding of \$4.7 million to complete the work on department-wide mission critical systems (notably SAP and PeopleSoft) received approval from the Treasury Board in June 1999.

Sustainable Development Strategy

Over the last fiscal year, CIC continued to implement its December 1997 Sustainable Development Strategy (SDS).⁵¹

CIC recognizes the importance of a well-managed immigration and citizenship program for sustainable social and economic development. This is reflected in the ongoing need to establish and maintain policies and programs that promote family reunification, maximize the contribution of immigrants to the economy, meet our international commitments with respect to refugees and protect Canadians.

In the Department's SDS, CIC committed to deriving the maximum economic and social benefits for Canada from the global movement of people. To this end, CIC revised its Immigrant Investor Program, made significant progress on the complex task of designing a new Economic Selection System and outlined a framework for a new selection system to facilitate the entry of economic immigrants who are adaptable and who can successfully integrate into the Canadian labour market. Future consultations with the provinces on immigration levels will be based on a more meaningful consideration of the social and economic impacts of immigration.

Through the auspices of the Interdepartmental Network for Sustainable Development Strategies, CIC is working with our federal partners to develop a better understanding of the economic and social considerations that can be taken into account in planning for sustainable development.

⁵¹ <http://www.cic.gc.ca/english/pub/sds-e.html>

Additionally, the current legislative review exercise—supported by new research from the Immigration Database—is allowing CIC to look closely at the social and economic consequences of current and proposed new policy directions.

Environmental considerations have been very successfully incorporated into the Department's day-to-day operations through its Environmental Management System (EMS) and "No Waste" program. The EMS integrates existing and new environmental initiatives into the Department's day-to-day operations. In support of the EMS, the Department drafted an environmental procurement framework that will, once in place, provide departmental employees with a list of environmentally preferred products and services. The Department also established a national departmental committee to oversee the greening of the Department's fleet of vehicles.

As part of the Department's commitment to increase environmental awareness among departmental employees as well as partners and stakeholders, CIC has sent messages directly to all staff on its "No Waste" program, has more regularly included environmental messages in *Visa*, and has constructed both an Intranet and Internet site dedicated to sustainable development.⁵² CIC is also promoting sustainable development by including information on it in its information booklets for newcomers to Canada as well as in its educational material for citizenship applicants.

Regulatory Initiatives

Several regulatory initiatives were completed in 1998-99. Amendments to the *Immigration Regulations, 1978*, regarding young people less than 16 years of age applying as sponsored or accompanying spouses came into force in October 1998. The initiative is consistent with Canadian legislation regarding age requirements for legal marriage and mitigates the potential abuse of these young people.

On May 1, 1998, and on January 1, 1999, amendments were made to the *Humanitarian Designated Classes Regulations* and corresponding amendments to the *Immigration Regulations, 1978*. A Source Country schedule was designed to enable Canada to respond in a timely manner to international crises. For example, Liberia was removed from the schedule in 1998-99. The initiative also stresses the importance of revising and updating the schedule on an annual basis.

Amendments were made to the *Immigration Regulations, 1978*, regarding the Immigrant Investor Program and were put in force on April 1, 1999. As noted above, the program was redesigned with the goal of increasing the economic benefits to the provinces and Canadians, reducing the potential for abuse, and simplifying program administration.

⁵² <http://www.cic.gc.ca/english/pub/sds-e.html>

Section V: Financial Performance

Financial Performance Overview

This section provides a summary of the Department's financial performance. The following schedules show the resources that have been approved for the Department by Parliament and also the Department's annual expenditures and revenues collected by CIC. The following list of financial summary tables includes only those that are applicable to CIC.

Financial Summary Tables

Table 1: Summary of Voted Appropriations

Table 2: Comparison of Total Planned Spending to Actual Spending

Table 3: Historical Comparison of Total Planned Spending to Actual Spending

Table 7: Non-Respendable Revenues

Table 9: Transfer Payments

Table 10: Capital Spending

Table 11: Capital Projects

Table 13: Loans, Investments and Advances

Table 15: Contingent Liabilities

Table 1: Summary of Voted Appropriations

Authorities for 1998-99

Financial Requirements by Authority (\$ millions)

Vote	Planned Spending 1998-99	Total Authorities ^a 1998-99	Actual 1998-99
Citizenship and Immigration Program			
1	291.7	350.4	333.0
2	—	3.7	3.6
5	5.0	13.6	12.8
10	315.1	307.0	295.5
(S)	0.0	0.0	0.0
(S)	34.0	35.7	35.7
(S)	—	23.6	23.6
(S)	—	0.1	0.1
(S)	—	0.1	0.1
(S)	—	0.1	0.1
<hr/>			
Total Program	645.8	734.3	704.5

^a For an explanation of variances, see p. 13.

The following table provides details on the allocation of: 1998-99 Planned Spending, Authorities (in italics) and Actual Expenditures (shaded areas) by business line and by type of expenditure

Table 2: Comparison of Total Planned Spending to Actual Spending

Business Line	FTE ^a	Operating ^b	Debt Write-off	Capital	Transfer Payments	Statutory Payments ^c	Total
Maximizing Benefits of International Migration ^d	1,216	81.7 <i>111.4</i>	—	—	—	—	81.7 <i>111.4</i>
		108.7	—	—	—	—	108.7
Maintaining Canada's Humanitarian Tradition	108	33.4 <i>33.8</i>	—	—	47.9 <i>49.0</i>	—	81.3 <i>82.8</i>
		29.7	—	—	43.8	—	73.5
Promoting the Integration of Newcomers	418	29.1 <i>28.0</i>	—	—	267.2 <i>258.0</i>	—	296.3 <i>286.0</i>
		26.7	—	—	251.7	—	278.4
Managing Access to Canada	1,167	98.0 <i>84.6</i>	—	—	—	—	98.0 <i>84.6</i>
		81.1	—	—	—	—	81.1
Providing Corporate Services	906	83.5 <i>128.2</i>	— <i>3.7</i>	5.0 <i>13.6</i>	—	—	88.5 <i>23.9</i>
		122.5	3.6	12.8	—	—	23.9
Totals	3,815	325.7 <i>386.0</i>	— <i>3.7</i>	5.0 <i>13.6</i>	315.1 <i>307.0</i>	— <i>23.9</i>	645.8 <i>734.3</i>
		368.7	3.6	12.8	295.5	23.9	704.5
Estimated cost of services from other government departments							155.5 <i>155.5</i>
Revenue credited to the Consolidated Revenue Fund							(364.6) <i>(364.6)</i>
							(385.1)
Net Cost of the Program							436.7 <i>525.2</i>
							474.9

^a Full-time equivalent (FTE) is a measure of human resources consumption based on average levels of employment. FTE factors out the length of time an employee works each week by calculating the rate of assigned hours of work over scheduled hours of work. As of March 31, 1999, the number of employees included in the FTE count was 4,284.

^b Operating includes contributions to employee benefit plans and minister's allowances.

^c Includes items such as refunds of amounts credited to revenues in previous years, payments to private collection agencies pursuant to section 17.1 of the *Financial Administration Act*, court awards and spending of proceeds from the disposal of surplus Crown assets.

^d For an explanation of variances, see Performance Accomplishments by Business Line on p. 16.

The following table provides a history of spending by business line. A comparison between the 1998-99 Total Planned Spending and the actual expenditures recorded in the Public Accounts are also incorporated.

Table 3: Historical Comparison of Total Planned Spending to Actual Spending (\$ millions)

Business Lines	Actual 1996-97	Actual 1997-98	Planned Spending 1998-99	Total Authorities 1998-99	Actual 1998-99 ^a
Budgetary					
Maximizing Benefits of International Migration	86.0	76.9	81.7	111.4	108.7
Maintaining Canada's Humanitarian Tradition	63.6	70.5	81.3	82.8	73.5
Promoting the Integration of Newcomers	296.9	295.0	296.3	286.0	278.4
Managing Access to Canada	117.5	107.6	98.0	84.6	81.1
Providing Corporate Services	117.6	119.5	88.5	169.5	162.8
Total Budgetary ^b	681.6	669.5	645.8	734.3	704.5
Non-Budgetary					
Settlement — Immigrant Loans Program ^c	4.5	4.6	—	—	(1.4)

^a For an explanation of variances, see p. 13.

^b Total figures by fiscal year accurately reflect the actual performance of the Department in each fiscal year.

^c Loan amounts represent disbursements (loans issued) less receipts (loans reimbursed). Figures in parentheses (indicating a negative value) denote receipts exceeding disbursements.

Table 7: Non-Respendable Revenues (\$ millions)

Business Lines ^a	Actual 1996-97	Actual 1997-98	Total Planned 1998-99	Actual 1998-99
Maximizing Benefits of International Migration				
Immigration Cost-recovery Fees	172.4	201.0	181.0	213.4
Right of Landing Fees	148.8	106.5	106.5	100.5
Maintaining Canada's Humanitarian Tradition				
Immigration Cost-recovery Fees	3.9	4.6	3.4	9.6
Right of Landing Fees	18.5	13.2	13.3	17.2
Interest on the Immigrant Loans Program	0.1	0.3	0.1	0.6
Promoting the Integration of Newcomers				
Citizenship Cost-recovery Fees	20.9	20.6	20.8	18.9
Right of Citizenship Fees	14.2	12.9	29.5	14.3
Managing Access to Canada				
Immigration Cost-recovery Fees	3.9	4.6	4.0	6.4
Obligations of Transportation Companies	6.3	4.8	6.0	4.2
Total Revenues to the CRF	389.0	368.5	364.6	385.1

^a Variances between actual and planned spending are mainly due to the \$13 million reprofile of Grants to Provinces to 1999-2000, which was approved through the 1998-99 Supplementary Estimates.

Table 9: Transfer Payments

(\$ millions)	Actual 1996-97	Actual 1997-98	Planned Spending 1998-99	Total Authorities 1998-99	Actual 1998-99
Promoting the Integration of Newcomers — Grants					
Grant for the Canada-Quebec Accord	90.0	90.0	90.0	101.4	101.4
Grants to provinces to respond to growing need to assist immigrants in integrating	63.3	46.3	58.9	0.1	0.1
Total Grants	153.3	136.3	148.9	101.5	101.5
Promoting the Integration of Newcomers — Contributions					
Immigrant Settlement and Adaptation Host Program	14.5	25.1	14.3	29.3	28.5
Language Instruction for Newcomers to Canada	2.2	2.4	2.2	2.7	2.7
	93.5	102.2	101.8	124.4	119.0
Maintaining Canada's Humanitarian Tradition — Contributions					
Resettlement Assistance Program ^a	34.0	37.2	45.9	47.6	42.3
International Organization for Migration	1.4	1.4	2.0	1.5	1.5
Total Contributions	145.6	168.3	166.2	205.5	194.0
TOTAL TRANSFER PAYMENTS	298.9	304.6	315.1	307.0	295.5

^a Formerly Adjustment Assistance Program.

Table 10: Capital Spending

(\$ millions)	Actual 1996-97	Actual 1997-98	Planned Spending 1998-99	Total Authorities 1998-99	Actual 1998-99
Corporate Services	9.4	10.0	5.0	13.6	12.8
Total Capital Spending	9.4	10.0	5.0	13.6	12.8

Table 11: Capital Projects (\$ millions)

Capital Projects^a

(\$ millions)	Current Estimated Total Cost ^b	Actual 1996-97	Actual 1997-98	Planned Spending 1998-99	Total Authorities 1998-99	Actual 1998-99
Corporate Services – CIC Systems Modernization ^c	89.6	23.5	11.9	15.4	15.4	6.9
Total Capital Projects	89.6	23.5	11.9	15.4	15.4	6.9

^a This schedule includes all operating and capital resources.

^b The total estimated project cost of \$89.6 million reflects the approved project authority.

^c Previous systems development projects have been amalgamated into the CIC Systems Modernization initiative, which will use new investments to modernize departmental information systems. Definitions relate to the classes and approval levels that apply to Capital Projects: S-EPA/TB (Substantive Estimate – Effective Project Approval/Treasury Board authority).

Table 13: Loans, Investments and Advances

Immigration Loans

	Actual 1996-97 (\$000s)	Number of Loans 1996-97	Actual 1997-98 (\$000s)	Number of Loans 1997-98	Actual 1998-99 (\$000s)	Number of Loans 1998-99
Transportation, Admissibility and Right of Landing Fee ^a Loans	15,013	4,960	15,816	6,035	16,042	6,087
Assistance Loans	1,339	2,565	1,665	4,330	1,092	4,646
Total	16,352	7,525	17,481	10,365	17,134	10,733

^a The Right of Landing Fee was introduced in the February 1995 budget.

Table 15: Contingent Liabilities (\$ millions)

List of Contingent Liabilities ^a (\$ millions)	Amount of Contingent Liabilities		
	March 31 1997	March 31 1998	March 31 1999
1. Claims related to two individuals who, while under deportation orders, were convicted of or accused of murder	121.5	121.5	10.0
2. Cases arising from the application of the provisions of the <i>Immigration Act</i>	34.7	44.9	3.7
Total	156.2	166.4	13.7

^a Because these cases are before the courts, the Department cannot comment on them. They must, however, be recognized as potential liabilities against the Crown and are, therefore, presented for information purposes.

Section VI: Supplementary Information

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Legislation Administered and Associated Regulations

Legislation and Associated Regulations Administered by the Minister of Citizenship and Immigration Canada

The Minister has sole responsibility to Parliament for the following Acts and associated Regulations:

Citizenship Act	R.S.C. 1985, c.29, as amended
Immigration Act	R.S.C., 1985, c.1-2, as amended
Citizenship Regulations, 1993	SOR/93-246, as amended
Immigration Act Fees Regulations	SOR/86-64, as amended
Immigration Regulations, 1978	SOR/78-172, as amended
Department of Citizenship and Immigration Act	S.C. 1994, c.31
Refugee Claimants Designated Class Regulations	SOR/90-40, as amended
Humanitarian Designated Classes Regulations	SOR 97-183
Convention Refugee Determination Division Rules	SOR/93-45
Adjudication Division Rules	SOR/93-47
Immigration Appeal Division Rules	SOR/93-46, as amended

List of Statutory Annual Reports and Other Departmental Reports

MANDATORY TABLING OF REPORTS IN PARLIAMENT (1998)		
REPORT	REQUIRED TABLING DATE	AUTHORITY
Immigration and Refugee Board – Access to Information and Privacy: Annual Report	Within 3 months of the end of the financial year in respect of which it is made or, if the House is not then sitting, on any of the first 15 days thereafter that it is sitting.	R.S.C. 1985, c.A-1, s.72(2) and R.S.C. 1985, c.P-21, s.72(2)
Citizenship and Immigration – Annual Immigration Plan	Each year, no later than November 1 or, if Parliament is not sitting, no later than 15 days after the House has resumed sitting.	R.S.C. 1985, c.1-2, s.7 as amended by S.C. 1992, c.49, s.3
Immigration and Refugee Board – Rules made by the Chairperson	On any of the first 15 days on which the House is sitting after approval of the rules by the Governor in Council.	R.S.C. 1985, c.1-2, s.65(2), as amended by R.S.C. 1985 (4th Supp.) c.1, s.27
Loans to Immigrants – Annual report	Within 6 months of the commencement of each fiscal year or, if Parliament is not then sitting, within the first 15 days after the House has reconvened.	R.S.C. 1985, c.1-2, s.119(4), as amended by R.S.C. 1985 (4th Supp.) c.1, s.27
Minister's Permits – Annual Report	Within 30 days of the commencement of each fiscal year or, if Parliament is not then sitting, within the first 30 days after the House has reconvened. Next tabling: no later than April 30, 2000.	R.S.C. 1985, c.1-2, s.37(7)
Report on Sustainable Development	Within two years of the coming into force of the December 15, 1995, amendments to the <i>Auditor General Act</i> and every three years thereafter. Next tabling: December 2000.	S.C. 1995, c.43, s.24(1)

Annexes

Annex 1

Chart of CIC's Clients and Stakeholders

Business Line	Objective	Clients/Stakeholders
Maximizing Benefits of International Migration	To derive maximum economic and social benefits for Canada from the global movement of people	<ul style="list-style-type: none"> • Individual Canadians reunited with their close relatives • Canadian employers, workers and professional organizations/interest groups • Canadian educational institutions • Other Canadian government departments and agencies • Provincial, territorial and municipal governments and agencies • The travel and tourism industry • Applicants for permanent and temporary admission to Canada • Non-governmental organizations or advocacy groups for specific types of applicants • Other countries and international organizations • Canadian suppliers of goods and services
Maintaining Canada's Humanitarian Tradition	To protect refugees and persons in need of humanitarian assistance	<ul style="list-style-type: none"> • Refugees and others in need of humanitarian assistance • Other Canadian government departments and agencies • Non-governmental organizations • The international community
Promoting the Integration of Newcomers	To support the settlement, adaptation and integration of newcomers, promote Canadian citizenship, and define membership in Canadian society	<ul style="list-style-type: none"> • Newcomers to Canada • Ethnocultural organizations and settlement service providers • Private sector partners • Provincial and municipal governments and agencies • Other Canadian government departments and agencies • General public
Managing Access to Canada	To preserve the integrity of Canada's citizenship, immigration and refugee programs and enhance the safety, security and well-being of Canadian society	<ul style="list-style-type: none"> • Domestic and international partners working in cooperation against crime and terrorism • Private sector partners • Other Canadian government departments and agencies
Providing Corporate Services	To promote organizational effectiveness and support the Department in adapting to its changing environment through the management of human and financial resources, technology and information systems, parliamentary and public affairs, and corporate policy, planning and research	<ul style="list-style-type: none"> • Members of Parliament, the Canadian public and the media • Provincial and municipal governments • Scholars and academic researchers • Ministers, other government departments and agencies, including central agencies • Clients and stakeholders of the other business lines

Table of Federal-Provincial/Territorial Agreements

PROVINCE	STATUS			
	Framework Agreement	Provincial Nominees	Settlement Realignment	Other
Newfoundland		Agreement signed September 1, 1999		Letter of Agreement signed in 1979
Prince Edward Island				Letter of Agreement signed in 1978
Nova Scotia				Letter of Agreement signed in 1978
New Brunswick		Agreement signed February 22, 1999		Letter of Agreement signed in 1978
Quebec	Canada-Quebec Accord concluded in 1991	N/A	N/A	
Ontario				
Manitoba	Agreement signed in 1996	Annex signed in June 1998	Annex signed in June 1998; services transferred on January 1, 1999	
Saskatchewan	Agreement signed in March 1998	Agreement signed in March 1998		
Alberta				
British Columbia	Agreement signed in May 1998	Agreement signed in May 1998	Settlement services were transferred on January 1, 1999	
Yukon	Negotiations under way	Negotiations under way	Negotiations under way	
Nunavut			Negotiations under way	
Northwest Territories			Negotiations under way	

CIC Organizational Chart

