



Citizenship and Immigration Canada

2002-2003
Estimates

Part III – Report on Plans and Priorities

Canada

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, which are tabled in the House of Commons by the President of the Treasury Board, consist of three parts:

Part I – The Government Expenditure Plan provides an overview of federal spending and summarizes both the relationship of the key elements of the Main Estimates to the Expenditure Plan (as set out in the Budget).

Part II – The Main Estimates directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before 1 March.

Part III – Departmental Expenditure Plans which is divided into two components:

- (1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail on a business line basis and contain information on objectives, initiatives and planned results, including links to related resource requirements over a three-year period. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are tabled in the spring and referred to committees, which then report back to the House of Commons pursuant to Standing Order 81(4).
- (2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of accomplishments achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of public funds.

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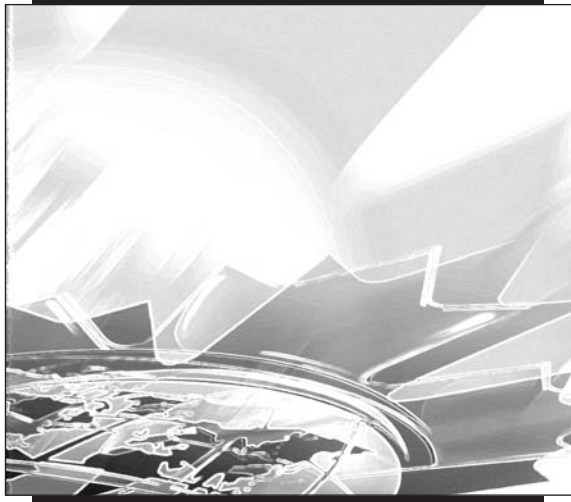
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Citizenship and Immigration Canada

Report on Plans and Priorities

2002–2003



Approved by

A handwritten signature in black ink, reading "Denis Coderre". The signature is fluid and cursive, with the first name "Denis" and last name "Coderre" clearly distinguishable.

The Honourable Denis Coderre
Minister of Citizenship and Immigration

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Section I: Minister's Message



I am pleased to submit to Parliament and the people of Canada the Citizenship and Immigration Canada (CIC) *Report on Plans and Priorities* for 2002–2003 to 2004–2005.

My goal is to create dynamic citizenship and immigration programs that will contribute to enhancing the quality of life for all Canadians. While it is clear that immigrants and refugees themselves benefit by coming to Canada, it is ultimately Canada that benefits. And how we manage our citizenship and immigration programs speaks directly to our vision of Canada.

Immigrants contribute important skills and abilities to our economy in every walk of life: as professionals, as business people, as skilled workers, as artists and as artisans. They bring new ideas and strong ties to countries around the world. By choosing Canada, immigrants express their commitment to the larger Canadian community, tying their futures and their families to our future as a country. These contributions, which made Canada the kind of country it is today, will continue to build our country.

In the coming year, the new *Immigration and Refugee Protection Act* will be implemented throughout Canada and at our missions around the world. This represents a major milestone in modernizing the immigration program and a crucial tool in effectively delivering the benefits of CIC's programs. I also plan to introduce new citizenship legislation, which we hope will complete the renewal of CIC's legislative and policy base.

The attacks that occurred in the United States this past September have highlighted another immediate and significant challenge for CIC. In the aftermath of these tragic events, the Government of Canada immediately made combatting terrorism a priority, and in its budget last December, it provided departments, including CIC, with additional resources to address this challenge. Working closely with our partners in Canada and abroad, we are taking the necessary measures to deal with the new risks.

Ultimately, the quality of our programs depends on the quality of our staff and the quality of the tools they have to do their work. There are major challenges ahead and we will need to build the capacity to meet them.

With these priorities for 2002–2003, and with the customary dedication and professionalism of CIC staff, I am confident that Canada will realize the full benefits of open and proactive immigration and citizenship programs.

Management Representation Statement

I submit, for tabling in Parliament, the 2002–2003 *Report on Plans and Priorities* for Citizenship and Immigration Canada.

To the best of my knowledge, the information in this document

- accurately portrays the Department's mandate, plans, priorities, strategies and expected key results;
- is consistent with the disclosure principles contained in the *Guidelines for Preparing a Report on Plans and Priorities*;

Signed: 

Name: Michel Dorais
Title: Deputy Minister

- is comprehensive and accurate; and
- is based on sound underlying departmental information and management systems.

I am satisfied as to the quality assurance processes and procedures used for the report's production.

The planning and reporting structure on which this document is based has been approved by Treasury Board ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

Date: _____

Telephone: (613) 954-3501

Section II: Departmental Priorities

Raison d'être

It is the objective of this department 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, safety and security of Canadians.

Citizenship and Immigration Canada's mission is to build a stronger Canada by

- deriving maximum benefit from the global movement of people;

- protecting refugees and others in need of resettlement;
- defining membership in Canadian society and supporting the settlement, adaptation and integration of newcomers; and
- managing access to Canada.

These four strategic outcomes are the principal benefits that CIC provides for Canadians. Section III of this report outlines the planned activities that CIC will pursue to achieve the strategic outcomes.

Departmental Outcomes

Table 2.1: Net Planned Spending by Strategic Outcome (\$ millions)

Strategic Outcome	Forecast Spending 2001–2002	Planned Spending 2002–2003	Planned Spending 2003–2004	Planned Spending 2004–2005
Maximizing the Benefits of International Migration	163.1	146.9	145.5	141.0
Maintaining Canada's Humanitarian Tradition	136.5	111.2	100.0	100.1
Promoting the Integration of Newcomers	342.4	334.6	332.4	330.2
Managing Access to Canada	329.6	366.8	340.1	313.5
Net Planned Spending	971.6*	959.5	918.0	884.8

*Reflects the best forecast for total net planned spending to the end of the fiscal year.

Explanation of change: Forecast Spending for 2001–2002 includes additional resources for War Crimes and the Interim Federal Health Program, and a payment under the Canada-Quebec Accord related to 2000–2001. Planned Spending for 2002–2003 declines primarily due to a decrease in resources for the clearance of application backlogs and the conclusion of funding for marine arrivals and the Kosovo relief effort. Planned Spending for 2003–2004 and beyond declines primarily due to reduced funding for the Permanent Resident Card and temporary funding for the implementation of the new immigration and refugee protection legislation.

Some key activities cannot be linked to a particular strategic outcome as they provide broad support for all the Department's goals. These activities are fundamental to the achievement of objectives that CIC has determined to be priorities for the coming year.

CIC has identified three priorities for 2002–2003:

- to complete the program reform now under way;
- to enhance measures to protect the safety and security of Canadians; and
- to build greater capacity within the Department to deliver its programs in the most effective manner possible.

Completing Program Reform

For over 20 years, CIC's programs have found their legislative basis in the existing *Citizenship Act* and *Immigration Act*. However, on November 1, 2001, Parliament passed Bill C-11 into law, replacing the existing *Immigration Act* with the new *Immigration and Refugee Protection Act*.¹

With the full implementation of this legislation expected in 2002–2003, CIC's first priority for the coming year is the completion of legislative and policy reforms designed to renew and reinvigorate the immigration program.

In addition to finalizing the regulations required for the implementation of the new legislation, the Department will complete the policy development needed to provide functional guidance to staff charged with administering it. It will also be necessary to modify existing information technology systems, to develop and deliver operational manuals and training for CIC employees, and to ensure that all changes related to implementation are appropriately communicated to Canadians, to CIC's partners and employees, and to prospective immigrants to Canada.

These activities will also place considerable demands on corporate and management functions at CIC.

The completion of this aspect of program reform will reinvigorate CIC's efforts to provide benefits to Canadians in almost every aspect of its business. However, to conclude the renewal process and reform the legislative and policy basis for the programs that define membership in Canadian society, CIC also plans to introduce new citizenship legislation. In the coming year, legislative proposals will be prepared for tabling in Parliament as part of the Department's continuing commitment to legislative and policy reform.

Protecting the Safety and Security of Canadians

The events of September 11 in the United States have raised concerns among Canadians about safety and security and have focused attention on international migration issues generally, and on Canada-U.S. border traffic and controls specifically.

CIC's mandate is to facilitate access to Canada for temporary residents, genuine refugees and eligible immigrants while taking consistent, effective steps to prevent the entry of people who are inadmissible to Canada and to remove those who become ineligible to stay. In the aftermath of the terrorist attacks in the United States, special measures were taken to ensure the security of Canadians, including enhanced screening at Canada's ports of entry and abroad; greater information gathering and intelligence sharing with key partners; strengthening of the detention, investigation and removal processes; and countering the use of fraudulent documents. The December 2001 budget provided new resources of \$651.9 million over six years to CIC to put these initiatives into effect.

¹ For information on the *Immigration and Refugee Protection Act*, see <http://www.cic.gc.ca/english/about/policy/imm-act.html>

Protecting the safety and security of Canadians will be a key priority for CIC in 2002–2003. In meeting this objective, the Department will be supported by legislative reform and capacity-building initiatives in addition to the more specific plans outlined in Section III of this report, especially those under “Managing Access to Canada.”

Building Capacity

In order to meet its commitment to program reform, to protecting the safety and security of Canadians, or to the Department’s strategic outcomes, CIC must have the capacity to deliver its programs effectively. Building that capacity requires that many elements be brought together. It begins with a strong vision of what the Department intends to achieve, the kind and number of staff needed to do the job, the policies, processes and systems needed to inform decisions, and the strategic partnerships that enable the Department to accomplish its goals.

These goals include CIC’s commitment to advancing the broader government policy agenda. The Department’s strategic approach to policy development has enabled CIC to actively support key commitments in the Speech from the Throne, such as skills and learning, innovation and social cohesion, by working with other federal departments on horizontal challenges and opportunities.

The Department has also improved partnerships with other social and economic policy departments in addressing policy concerns. For example, through its increased participation in interdepartmental working groups, CIC addresses issues such as skills and learning and mobility with Human Resources Development Canada, innovation with Industry Canada and social cohesion with Canadian Heritage. These activities have led to changes in departmental policies and programs and to a better understanding of the impact of immigration on broader economic and social issues.

In recognition of concurrent federal and provincial jurisdiction over immigration, the Department will continue its work toward strengthening partnerships with provincial and territorial governments on immigration and refugee matters. CIC will continue to build on these strong cooperative relationships through both existing and new bilateral agreements.

CIC will also continue to refine and enhance its strategic directions with regard to annual immigration levels. Improved planning partnerships will be a key factor in meeting this goal. Under the new *Immigration and Refugee Protection Act*, CIC is committed to augmenting its consultation and planning activities for establishing immigration levels, and to reporting to Parliament on progress. In 2002–2003, the Department will increase its consultations with provincial and territorial partners on the multi-year immigration planning process and, to this end, has established a joint immigration planning table. The table will provide a focal point for consultation, planning and research on related issues in order to support both further policy development and the national immigration planning process.

The Department will focus its strategic international liaison activities on enhanced consultation with senior government officials from other countries to address specific regional migration issues, and with international organizations such as the International Organization for Migration, the Inter-Governmental Consultations and the United Nations High Commissioner for Refugees in addressing key global migration issues. Of primary concern are the issues of security and the management of global migration.

During the planning period, CIC will continue to support the Metropolis Project,² a policy research forum with both Canadian and international networks, established in 1995 under the Joint Initiatives Program of the Social Sciences and Humanities Research Council for research and policy on migration, diversity and changing cities. The Canadian component of this initiative, funded by the Council and 10 federal departments and agencies, including CIC as the lead department, supports 15 universities who have partnered to form four centres of excellence on immigration and integration. These centres provide a focal point for researchers, graduate students and representatives of civil society. The project also brings together international partners from more than 25 countries who benefit from the collaborative research and intensive policy research discussions. Metropolis is an important tool and helps ensure that CIC benefits from recent research and new policy approaches in Canada and worldwide.

In 2002–2003, a number of strategic investments in policy research data will yield results that we expect will enhance our ability to deliver increasingly effective immigration programs. The results of the first phase of the longitudinal survey of immigrants to Canada, undertaken in partnership with Statistics Canada, will be released in early 2003. The first phase—interviews of immigrants six months after their arrival in Canada—will provide insight into the very early stages of immigrant settlement.

CIC also contributed funding to expand the number of foreign-born participants in the Statistics Canada International Adult Literacy Survey³ and the World Values Survey. The surveys will provide reliable information not otherwise available on the literacy and life skills, both of which affect economic success, of foreign-born residents of Canada as compared to their Canadian-born counterparts.

Information will also be available to CIC on the core values of foreign-born newcomers to Canada. Both sets of data will increase our understanding of the integration challenges faced by people born outside Canada, the programs needed to address these challenges, and other factors that influence social cohesion.

CIC also assists the federal government in meeting its commitment to integrate gender and diversity considerations into government policy, program and legislative work. Gender-based analysis⁴ is used to assess the differential impact of policies, programs and legislation on males and females in various demographic categories. The use of this information in the policy, program and legislative process improves the quality and responsiveness of government services and reflects our commitment to gender equality.

As an expression of CIC's commitment, the Department has integrated gender-based analysis into the legislative reform process under way at CIC, and will continue this work in 2002–2003 with regard to the implementation of the *Immigration and Refugee Protection Act*. Gender-based analysis will also be integrated into the development of new citizenship legislation. In order to build capacity, the Department will develop and deliver training programs to employees and complete a policy framework on gender-based analysis.

These significant policy and research activities support CIC policy and program development and the Department's efforts to select and integrate new immigrants able to contribute to Canada's social, cultural and economic development.

To support recent and upcoming policy directions, CIC will need to address key human resources challenges such as resourcing, succession planning, leadership and management development as well as

2 For information on the project, see <http://canada.metropolis.net/>

3 For information on the survey, see http://www.hrdc-drhc.gc.ca/arb/publications/books/adult_lit.pdf

4 See the following for various links on gender-based analysis: <http://www.swc-cfc.gc.ca/gba-acis/english/bib-research.html#dev>

recruitment, retention and career development. The focus in 2002–2003 will be on building and retaining a multiskilled work force and fostering a workplace environment that encourages employees to achieve their maximum potential. Specific initiatives will include the implementation of a career management framework and several operational training and other learning initiatives under the CIC Learning Framework. In particular, the Department will take steps to enable CIC's organizational structure and human resources capacity to meet the requirements of the *Immigration and Refugee Protection Act*.

The Department's policy development and decision-making capacity is further supported by the information derived from performance measurement, information technology systems and risk management. The information developed through CIC's performance measurement activities will also be used in the development of modern management practices, including integrating risk management into departmental planning and decision-making processes.

After a thorough review of ongoing performance measurement activities and the identification of critical data and analytical challenges, CIC developed a framework to harmonize current practices and address data challenges. In 2002–2003, the Department will prepare for the implementation of this framework by developing integrated performance indicators.

Another fundamental tool for building departmental capacity is having the information technology systems in place that facilitate the delivery of programs and services, enable interaction with clients and partners and provide the essential data on which operational and management decisions are based. The Global Case Management System (GCMS) represents the future of CIC's information technology systems and is anticipated to be completed in 2005. Based on the use of a common client identifier, GCMS will involve the design, development and implementation of a series of integrated applications to replace outdated, unintegrated legacy systems. In 2002–2003, the project team will acquire the commercial software needed to build GCMS, identify and organize the business requirements, and initiate the development of the first release.

The Department also continues to assess the potential for imaged files to facilitate the centralization in Canada of some administrative processes for immigrant applications. Building on the results of the 2001–2002 Centralized Processing Pilot,⁵ the 2002–2003 Overseas Imaging Pilot⁶ will test, at two missions abroad, the use of imaging for the assessment of family class and independent immigrant applications and provide the input needed to develop a longer term business plan. CIC is committed to evaluating the results of the Overseas Imaging Pilot by March 2003.

5 Operations Memorandum—Overseas Processing:
<http://www.cic.gc.ca/manuals%2Dguides/english/om%2Dweb/2001/op/op01-04e.html>

6 Operations Memorandum—Overseas Processing:
<http://www.cic.gc.ca/manuals%2Dguides/english/om%2Dweb/2001/op/op01%2D29e.html>
Trial process for some family class applicants: <http://www.cic.gc.ca/english/coming/newprocess%2De.html#image>

Section III: Plans by Strategic Outcome

This table presents CIC's four strategic outcomes and the related measures necessary to achieve the Department's mandate.

Strategic Outcomes	
To provide	As demonstrated by
Maximum economic and social benefits from migration to Canada	<ul style="list-style-type: none"> • Achievement of target immigration levels • Family reunification of immigrants with Canadian sponsors • Selection of immigrants capable of adapting to the Canadian labour market • Selection of business immigrants, including investors • Admission of temporary workers whose presence in Canada fills skill gaps in the domestic labour market and who transfer to Canadian workers in-demand occupational skills • Admission of visitors and foreign students whose presence in Canada stimulates the demand for goods and services
Protection to refugees and others in need of resettlement	<ul style="list-style-type: none"> • Achievement of the targets for government-assisted and privately sponsored refugees • Provision of an effective and more responsive refugee resettlement program • Development of effective and efficient working arrangements between the Immigration and Refugee Board and CIC • Enhancement of Canada's influence in international initiatives to protect refugees
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 accountability to ensure effectiveness and efficiency in the delivery of settlement programs • Accordance of full participation in Canadian society to eligible permanent residents through the granting of citizenship and the establishment of claims to citizenship • Effective promotion and understanding of citizenship and integration issues
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 have no legal right to remain in Canada, especially those who pose a threat to Canadian society

Maximizing the Economic and Social Benefits of Migration to Canada

Planned Spending and Full-time Equivalents

Forecast Spending 2001–2002	Planned Spending 2002–2003	Planned Spending 2003–2004	Planned Spending 2004–2005
\$163.1M	\$146.9M	\$145.5M	\$141.0M
1,605 FTEs	1,638 FTEs	1,622 FTEs	1,625 FTEs

Explanation of change: Planned Spending for 2002–2003 and beyond declines primarily due to reduced funding for the clearance of application backlogs.

The selection and admission of newcomers benefit both Canada's economy and society. CIC strives to balance the number of people admitted under each immigrant category to meet governmental objectives and maximize the benefits to Canadians. Immigrants selected for permanent residence in the family and refugee categories are admitted either to reunite families or as a result of Canada's humanitarian tradition of refugee protection. Economic immigrants are chosen for their potential contribution of knowledge, skills and resources, with the expectation that this will enhance Canada's prosperity.

However, immigration policy is about more than economic benefits. Families are the core of our communities and Canada's immigration policies help to ensure that families are reunited in Canada whenever possible. Family reunification also contributes to social stability and demonstrates Canada's respect for the family as a key building block in our social and cultural life. Family class immigrants deepen and enrich Canada's social and cultural heritage and traditions, and contribute to our development as a nation.

Parliament has recently passed the new *Immigration and Refugee Protection Act*, which will further enhance these selection programs and assist CIC in maximizing the economic and social benefits that immigration can provide. The following principles underlie these changes:

- ensuring simplicity, objectivity and transparency in our selection programs;
- strengthening family reunification;
- modernizing the selection system for skilled workers and business immigrants and facilitating the entry of temporary foreign workers; and
- protecting the rights of permanent residents.

Achievement of Target Immigration Levels

The annual immigration plan is the cornerstone for maximizing the economic and social benefits of migration to Canada. The announcement of this plan ensures that the Canadian public is informed and allows CIC's partners to prepare for the impact of migration on their activities. Under the tabled plan, CIC anticipates between 210,000 and 235,000 immigrants for 2002.

Family Reunification of Immigrants with Canadian Sponsors

Canadian immigration policy and legislation have a long tradition of supporting family reunification. The support of family sponsors assists new immigrants in achieving self-reliance and more quickly adapting to their new circumstances.

Draft regulations accompanying the new act are intended to ensure that the criteria under which members of the family class are selected are clear, transparent and consistent with other legislation or principles to which Canada is committed. As drafted, the new regulations demonstrate legislative policy intent that is responsive to current social realities.

Consultations on the proposed regulations are under way. The regulations will be finalized and implemented in conjunction with the implementation of the *Immigration and Refugee Protection Act*.

Selection of Immigrants Capable of Adapting to the Canadian Labour Market

In an era of increased globalization with critical skill gaps in the labour market and concern over demographic trends, the selection of skilled worker immigrants who can successfully settle in Canada is vital for the long-term economic development of the country.

The current selection system, originally crafted in the 1960s, was based on an "occupational demand" micro-management model. This model matched an immigrant's single "intended" occupation with narrow Canadian labour market demand niches. In the current labour market, individuals' occupations and careers tend to be more varied, making the single "intended occupation" premise increasingly outdated. The implementation of the *Immigration and Refugee Protection Act* and related regulations provides for the selection of skilled worker immigrants based on a human capital approach with a focus on people with

transferable skills rather than the intended occupation of applicants.

The proposed selection criteria place more emphasis on language and education skills as part of an improved and more objective point system. This system was developed after extensive research and consultation over the past five years with the public as well as key immigration stakeholders, provinces and territories. Shifting from an emphasis on an occupational demand to the "human capital" approach will improve transparency by ensuring that assessments are more objective, clear and consistent, both benefiting applicants and making the skilled worker program more effective.

At the same time, a growing number of federal-provincial agreements recognize the significant role of provinces and territories in linking the selection of economic immigrants to their particular needs. Under provincial nominee agreements, most jurisdictions play a lead role in recruiting each year an agreed-upon number of such immigrants who will settle in their territory. Under the Canada-Quebec Accord, economic immigrants are selected exclusively by the province of Quebec.

Selection of Business Immigrants, Including Investors

The federal, provincial and territorial governments encourage prospective business immigrants to invest in Canada. Over the years, thousands of foreign business people have found Canada to be an excellent place to invest capital and to apply their particular business know-how to Canadian ventures.

Members of the business immigrant class include investors, entrepreneurs and the self-employed. The Immigrant Investor Program seeks to attract experienced businesspeople and capital to Canada. The Entrepreneur Program seeks to attract experienced businesspeople who will own and actively manage businesses in Canada that will contribute to the economy and create jobs, while self-employed immigrants bring unique skills.

CIC consultations with stakeholders revealed broad agreement that the existing selection standards for business immigrants should be more objective and that the primary determinants for a successful business immigrant should be quantifiable levels of business experience and sufficient net worth to finance business endeavours in Canada. As a result, objective and measurable standards for business experience and net worth were developed and introduced in the proposed regulations to the new act. This increased transparency is designed to clarify the test they must meet to be selected for immigration to Canada and, in the case of entrepreneurs, the conditions they must satisfy to retain permanent resident status after landing. It will also facilitate decision making on these cases for CIC officials, thereby improving processing times. This will not only improve CIC program efficiencies but, more importantly, increase the economic benefits of the program for Canada.

Admission of Temporary Workers Whose Presence in Canada Fills Skill Gaps in the Domestic Labour Market and Who Transfer to Canadian Workers In-demand Occupational Skills

In 2002–2003, the implementation of the regulations of the *Immigration and Refugee Protection Act* will facilitate the entry of foreign skilled workers into the Canadian job market by giving Human Resources Development Canada greater flexibility in determining which skill gaps in Canada may be filled temporarily by foreign workers. This will enable both departments to work toward a more efficient and client-friendly authorization process, and will increase the economic benefits to Canadians as critical skill gaps are more quickly remedied.

In 2001, the Spousal Employment Authorization Program was launched to authorize spouses or partners of skilled temporary foreign workers to also work in Canada. By facilitating employment authorizations for the spouses of skilled workers, CIC provides Canadian employers with a competitive advantage in attracting those

skilled workers to meet the temporary needs of the Canadian labour market. The initiative includes spouses and partners of management and professional employees as well as those of technical and skilled trades-people.

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

Foreign students studying in Canada enhance international links for Canadians and contribute to the cultural richness of Canada. Foreign students and visitors also stimulate the economy by contributing to an increased demand for goods and services.

Since 1997, the streamlined processing of applicants for visitor and temporary student visas has resulted in sharp increases in the number of student authorizations issued. The draft regulations of the new act would allow foreign students to study in Canada without a permit if the course or study program lasts six months or less. Under the current criteria, only students studying English or French as a second language may enter without a permit. This change will not only make studying in Canada more attractive to foreign students, but will reduce workload pressures on the Department with regard to foreign student processing by approximately 20 percent. For example, in 2000, more than 15,000 student authorizations were issued to people who would not need them under the new act and regulations. This represents 20 percent of all applications processed. By increasing Canada's share of the foreign student population, CIC will help generate significant economic benefits for Canada.

Measures	Planned Results
Achievement of target immigration levels	<ul style="list-style-type: none"> • Achievement of immigration levels of 210,000 to 235,000 newcomers to Canada for 2002
Family reunification of immigrants with Canadian sponsors	<ul style="list-style-type: none"> • Expansion of family class • Establishment of new criteria for sponsorship eligibility and duration • Enhanced sponsorship enforcement
Selection of immigrants capable of adapting to the Canadian labour market	<ul style="list-style-type: none"> • Implementation of new skilled worker immigrant selection criteria
Selection of business immigrants, including investors	<ul style="list-style-type: none"> • Implementation of new business immigrant selection standards
Admission of temporary workers whose presence in Canada fills skill gaps in the domestic labour market and who transfer to Canadian workers in-demand occupational skills	<ul style="list-style-type: none"> • More effective processing and admission of temporary workers
Admission of visitors and foreign students whose presence in Canada stimulates the demand for goods and services	<ul style="list-style-type: none"> • More effective processing and admission of visitors and foreign students

Protecting Refugees and Others in Need of Resettlement

Planned Spending and Full-time Equivalents			
Forecast Spending 2001–2002	Planned Spending 2002–2003	Planned Spending 2003–2004	Planned Spending 2004–2005
\$136.5M	\$111.2M	\$100.0M	\$100.1M
177 FTEs	195 FTEs	192 FTEs	203 FTEs

Explanation of change: Forecast Spending for 2001–2002 includes additional resources for the Interim Federal Health Program. Planned Spending for 2002–2003 and beyond reflects the conclusion of funding for the Kosovo relief effort.

Every year, tens of millions of people worldwide are considered to be of concern to the United Nations High Commissioner for Refugees. Each year, tens of thousands of newcomers arrive at our borders and inland offices claiming refugee status and seeking Canada's protection.⁷ Our ability to fulfil Canada's humanitarian and international obligations is determined, in large part, by our capacity to quickly and fairly determine refugee status in a manner that safeguards the security of Canadians and extends our protection only to people in genuine need of it.

CIC has taken steps to enhance Canada's humanitarian tradition through legislative measures that strengthen our ability to resettle refugees from overseas and to ensure prompt and fair processing of refugee protection claims made in Canada. The new *Immigration and Refugee Protection Act* improves CIC's capacity to respond to international crises and streamlines processes related to the integrity of our refugee determination and resettlement programs.

Like other newcomers, refugees bring diverse perspectives and skills that contribute to Canada's social, cultural and economic development. Canadians benefit from strong refugee determination and resettlement programs that optimize the ability of refugees to quickly integrate into Canadian society.

Achievement of the Targets for Government-assisted and Privately Sponsored Refugees

Under the 2002 Immigration Plan,⁸ the Department intends to grant permanent resident status to between 23,000 and 30,400 refugees and others in need of protection. This number includes the target number of 7,500 government-assisted refugees, between 2,900 and 4,200 privately sponsored refugees, from 10,500 to 15,600 in-Canada refugee status claimants and between 2,100 and 3,100 refugee dependants abroad. These numbers represent an increase of almost four percent over 2001 target levels.

7 For information on refugee protection, see <http://www.cic.gc.ca/ref-protection/>

8 For more information on the Immigration Plan, see www.cic.gc.ca/english/pub/anrep02.html

Provision of an Effective and More Responsive Refugee Resettlement Program

The proposed regulations for the new act will enhance CIC's Overseas Resettlement Program⁹ by placing greater emphasis on the need for protection and less on assessment of an individual's ability to resettle in Canada. Faster and easier family reunification will also be achieved by facilitating the reunification of refugee family members during the first year of a refugee's residence in Canada. There will also be provisions authorizing the Minister to enter into memorandums of understanding with other organizations to identify refugees.

A key priority for CIC during 2002–2003 will be to work toward strengthening relationships with partners and stakeholders who can support our efforts to increase the number of resettled refugees. Partners who contribute to Canada's capacity to accept and settle greater numbers of refugees include other Canadian government departments such as the Department of Foreign Affairs and International Trade, the provinces and territories, NGOs such as the sponsorship agreement holders and the Canadian Council for Refugees, the United Nations High Commissioner for Refugees and the International Organization for Migration. CIC will continue to pursue arrangements in which partner organizations will assist in program implementation and delivery.

CIC's efforts to strengthen partnership arrangements will be facilitated under provisions of the new act that allow a greater range of possibilities for private sponsorship. More flexible partnerships between the Department and private sponsors could increase the number of groups able to sponsor refugees, which in turn could lead to more refugees who benefit from both government and private assistance. Under the Canada-Quebec Accord, the province accepts its share of refugees and manages government assistance and private sponsorship programs.

Work will also continue in 2002–2003 on the implementation of program monitoring and evaluation tools such as the Resettlement Assistance Program¹⁰ evaluation framework, and the development of plans to audit service provider organizations to make refugee settlement services more effective. To further facilitate the resettlement of refugees, the Department is also taking steps to ensure that the information needed to link the needs of refugees with appropriate destinations is available to visa officers and departmental decision makers. In addition, quality assurance processes initiated in 2001 will allow CIC to monitor the quality of decision making by visa officers and the quality of referrals by private sponsors, which will assist in identifying the training needs of staff and sponsors.

9 See Refugee Resettlement Model Information at http://www.cic.gc.ca/ref-protection/Infocentre/English/RRM-MRR/index_e.htm
Refugee Resettlement—Doing it Better: <http://www.cic.gc.ca/english/refugee/rrminfo-e.html>

10 CIC administers the Resettlement Assistance Program (except in Quebec) in support of Canada's international humanitarian commitment to resettling refugees from abroad. The program provides income support for up to 12 months for government-assisted refugees and up to an additional 12 months for special needs cases. It also funds organizations to assist them in providing a set of core services to resettled refugees within their first four to six weeks in Canada.

Maintaining Canada's Humanitarian Tradition and Ensuring Canada's Security

Since September 2001, CIC has put in place measures to enhance the front-end security screening of refugees. Background security and criminal checks are now initiated at the time a refugee claim is received and refugee claimants undergo more intensive, in-person interviews with CIC officials before their claim is referred to the Immigration and Refugee Board (IRB).

At the same time, Canada and the United States have agreed to pursue negotiations for a Safe Third Country Agreement that would require refugee claimants to seek protection in the first country they arrive in. This reciprocal mechanism would enhance the orderly handling of refugee claims, strengthen public confidence in the integrity of asylum systems and help reduce the abuse of refugee programs by would-be migrants.

In December 2001, the Minister announced the imposition of a visitor visa requirement for eight countries. These measures, combined with the announced expansion of Canada's immigration control officer network, may reduce the number of refugee claims made in Canada.

CIC intervenes before the IRB in cases where issues of exclusion from refugee protection are raised, cases involving security threats or criminality, and other cases, including mass influxes and cases involving fraud or misrepresentation. In accordance with the goals of program integrity, the Department is developing a national interventions policy framework and expanding its interventions program.

Development of Effective and Efficient Working Arrangements between the Immigration and Refugee Board and CIC

CIC remains committed to providing assistance and support to the Immigration and Refugee Board to achieve its mandate with regard to the refugee determination process. CIC will continue to cooperate with the IRB within the framework of existing and future memorandums of understanding. The Department is committed to working with the Board to improve the efficiency and effectiveness of the refugee determination program. The development of new information-sharing arrangements, such as consolidated application forms and the establishment of an electronic channel for the exchange of information, reflects efforts to improve efficiency and effectiveness through better communication between the IRB and CIC.

Enhancement of Canada's Influence in International Initiatives to Protect Refugees

Over the past year, CIC took a lead in the Global Consultations on International Protection Process of the United Nations High Commissioner for Refugees, successfully bringing the attention of the international community to bear on the need to address the nexus between migration and asylum. CIC will build on that success over the year to come by contributing to the development of the United Nations High Commissioner for Refugees' Agenda for Protection, which will lay out a road map of issues to be addressed by governments and international organizations working with refugees.

Measures	Planned Results
Achievement of the targets for government-assisted and privately sponsored refugees	<ul style="list-style-type: none"> • Granting permanent resident status to between 23,000 and 30,400 refugees and others in need of protection in 2002
Provision of an effective and more responsive refugee resettlement program	<ul style="list-style-type: none"> • Implementation of the <i>Immigration and Refugee Protection Act</i> • Expedited processing of urgent protection cases overseas • Enhanced front-end security screening of refugees • Improved partnerships to enhance support in delivering departmental programs • Reduced number of refugee claims through the sharing of responsibility with the United States • Development of a national strategic intervention policy for inland refugee determination
Development of effective and efficient working arrangements between the Immigration and Refugee Board and CIC	<ul style="list-style-type: none"> • Referral of refugee claims to the IRB within three working days
Enhancement of Canada's influence in international initiatives to protect refugees	<ul style="list-style-type: none"> • Contribution to the Agenda for Protection of the United Nations High Commissioner for Refugees

Supporting the Settlement, Adaptation and Integration of Newcomers into Canadian Society

Planned Spending and Full-time Equivalents			
Forecast Spending 2001–2002	Planned Spending 2002–2003	Planned Spending 2003–2004	Planned Spending 2004–2005
\$342.4M	\$334.6M	\$332.4M	\$330.2M
548 FTEs	556 FTEs	556 FTEs	555 FTEs

Explanation of change: Forecast Spending for 2001–2002 includes a payment under the Canada-Quebec Accord related to 2000–2001.

This strategic outcome is achieved by supporting and improving both the direct and indirect delivery of integration programs to newcomers,¹¹ granting citizenship to eligible permanent residents,¹² establishing claims to citizenship and ensuring that citizenship and integration issues are effectively promoted and understood.

Successful Integration of Newcomers into Canadian Society

Integration programs play a critical role in helping newcomers adapt to Canada and preparing immigrants to become new Canadians. Services delivered to immigrants upon their arrival in Canada are designed to facilitate adaptation to Canadian society and include official language training through the Language Instruction for Newcomers to Canada program; orientation and referral services through the Immigrant Settlement and Adaptation Program; and mentoring through the Host Program.

Developing and enhancing partnerships with other government departments and the voluntary sector is key to increasing the

capacity of voluntary organizations to provide services and to improving CIC's own policies, programs and services.

Through national conferences and working groups, the CIC Voluntary Sector Initiative will promote the involvement of service provider organizations and federal, provincial and territorial governments in meaningful dialogue toward joint policy development. Among the policy issues to be considered are how to improve settlement programming; how to address regional dispersion and retention of newcomers; the development of a settlement framework agreement that articulates a shared vision and principles; and the development of settlement standards in terms of professionalism and accountability.

Recognizing that immigration is one means of helping meet the particular challenges that francophone minority communities face in ensuring their demographic renewal, CIC will work with these communities to improve their capacity to attract and retain newcomers. A national steering committee will be established to work with representatives of official language minority communities to enhance CIC's ability to meet the

11 Integration-Net: <http://integration-net.cic.gc.ca/>

12 Citizenship: <http://www.cic.gc.ca/english/citizen/index.html>

needs of newcomers to these communities. CIC will also develop strategies with service provider organizations to raise their level of official languages services.

CIC will improve the integration of newcomers into Canadian society by working through stakeholders and partners such as other federal departments, provincial governments, charitable foundations, and the private and voluntary sectors to more effectively promote understanding of integration issues among Canadians. Under agreements with the governments of Quebec, Manitoba and British Columbia, these provinces provide settlement and integration services that are comparable to those offered elsewhere in Canada, with federal compensation.

Advancement of Accountability to Ensure Effectiveness and Efficiency in the Delivery of Settlement Programs

As part of its commitment to ensure the effective and efficient delivery of settlement programs to newcomers, CIC will build on its strong partnerships with service provider organizations to develop the Contribution Accountability Framework. The framework will serve to guide evaluation, performance measurement and administrative standardization activities for four settlement contribution programs: the Immigrant Settlement and Adaptation Program,¹³ the Language Instruction for Newcomers to Canada Program,¹⁴ the Host Program¹⁵ and the Resettlement Assistance Program.¹⁶

In order to evaluate the efficiency and effectiveness of these programs, evaluations will be conducted over the next several years, starting in 2002–2003. CIC will also develop a collaborative approach to performance measurement that will involve stakeholders in the settlement and refugee sector. By the end of the 2002–2003 fiscal year, the system will be fully tested and should be able to collect national performance data for all settlement programs.

Contribution Accountability Framework activities are designed to provide information on whether or not program objectives are being met, and the degree of effectiveness and efficiency of various elements of the programs. This will allow CIC to determine the extent to which its settlement programs meet the needs of newcomers, and identify areas where program changes may help enhance the capacity of newcomers to integrate into Canadian society.

The National Quality Assurance Program for citizenship, introduced in 1997, reflects CIC's commitment to ensuring quality decision making and reliable client information on granting citizenship and issuing proof of citizenship cards. In 2002–2003, the program will introduce new data collection systems and random sampling software to enhance program integrity.

13 For more information on this program, see <http://www.cic.gc.ca/english/newcomer/isap%2Dfs1.html>

14 For more information on this program, see <http://www.cic.gc.ca/english/newcomer/linc%2Dfs1.html>

15 For more information on the Host Program, see <http://www.cic.gc.ca/english/newcomer/host%2Dfs2.html>

16 For more information on this program, see Refugee Resettlement Model Information at http://www.cic.gc.ca/ref-protection/Infocentre/English/RRM-MRR/index_e.htm
Refugee Resettlement—Doing it Better: <http://www.cic.gc.ca/english/refugee/rrminfo-e.html>

Accordance of Full Participation in Canadian Society to Eligible Permanent Residents through the Granting of Citizenship and the Establishment of Claims to Citizenship

The Department will prepare for tabling new citizenship legislation in 2002–2003, and will work toward the smooth passage of the legislation and its subsequent implementation.

In March 2002, the Department will also begin producing a new citizenship card with enhanced security features. The card will be accepted as proof of citizenship for such activities as obtaining a passport, opening a bank account and sponsoring family class immigrants.

Effective Promotion and Understanding of Citizenship and Integration Issues

In 2000, CIC launched Canada's Citizenship Week¹⁷ (October 15–21) as a way of reminding Canadians that we all have a right to belong and contribute to Canadian society. Canada is a country of diversity where differences in language, colour, race and religion are sources of celebration and pride. Freedom, respect and belonging are values that will be widely promoted through resource materials, speeches and activities organized for occasions such as Celebrate Canada Week, Citizenship Week and National Flag of Canada Day. Throughout 2002–2003, thousands of citizenship ceremonies and other events will take place under the theme "Canada: We All Belong!"

17 For more information on Canada's Citizenship Week, see <http://www.cic.gc.ca/welcomehome/celebrate/week.htm>

Measures	Planned Results
Successful integration of newcomers into Canadian society	<ul style="list-style-type: none"> • Increased involvement of the voluntary sector in policy approach to settlement • Increased number of partnerships between CIC and provinces and territories, and between CIC and the voluntary sector • Establishment of new national steering committee to improve service delivery to newcomers in minority official language communities
Advancement of accountability to ensure effectiveness and efficiency in the delivery of settlement programs	<ul style="list-style-type: none"> • Development of the Contribution Accountability Framework • Implementation of evaluation frameworks for settlement programs
Accordance of full participation in Canadian society to eligible permanent residents through the granting of citizenship and the establishment of claims to citizenship	<ul style="list-style-type: none"> • Preparation of the new Citizenship of Canada Act
Effective promotion and understanding of citizenship and integration issues	<ul style="list-style-type: none"> • Increased emphasis on activities such as Citizenship Week and National Flag of Canada Day

Managing Access to Canada with a Fair and Effective Enforcement Strategy

Planned Spending and Full-time Equivalents

Forecast Spending 2001–2002	Planned Spending 2002–2003	Planned Spending 2003–2004	Planned Spending 2004–2005
\$329.6M	\$366.8M	\$340.1M	\$313.5M
2,356 FTEs	2,796 FTEs	2,708 FTEs	2,548 FTEs

Explanation of change: Planned Spending for 2002–2003 reflects additional funding for security and anti-terrorism measures announced in the December 2001 federal budget. Planned Spending in future years declines primarily due to reduced funding for the Permanent Resident Card.

In the aftermath of the terrorist attacks in the United States, many countries have given serious consideration to the public security issues raised by the international movement of people. Not least among these issues is that of border security. CIC has been working for several years on the growing international problem of human smuggling and trafficking. These and other threats to public health, safety and security are hidden threats and global in scope. If Canadians are to remain confident of the integrity of our immigration and refugee protection systems, CIC must have a sound legal and policy foundation from which to respond to these threats. In addition, the Department must implement programs that build on that foundation to enhance our ability to prevent people who represent security threats, war criminals and those associated with organized crime from entering, transiting through or remaining in Canada.

These efforts are significantly enhanced by the Canada-U.S. Joint Statement on Border Security and Regional Migration Issues,¹⁸ the

Smart Border Declaration¹⁹ and the funding allocated in the Government of Canada's budget of December 10, 2001. All of these will provide impetus to the border modernization process in which CIC has been involved, along with other Canadian and United States partners, since 1995. Overall, CIC's efforts on border security will concentrate on the following:

- implementing a new approach to migration issues—moving the focus from control of the movement of people and goods at the land border to overseas, where security threats are interdicted prior to their arrival at air or marine borders;
- increased information and intelligence sharing;
- movement toward closer cooperation on the designation of countries whose residents will require visas to enter both Canada and the United States;

18 For the statement, see http://pm.gc.ca/default.asp?Language=E&Page=newsroom&Sub=FactSheets&Doc=canusa.20011203_e.htm

19 For more information, see <http://www.dfait-maeci.gc.ca/anti-terrorism/actionplan-e.asp>

- enhanced use of technology, in particular advance passenger information and compatible systems; and
- closer cooperation at all ports of entry and border crossings.

The activities that the Department will undertake in 2002–2003 reflect CIC’s commitment to protecting the health, safety and security of Canadians.

Departmental Activities That Contribute to the Protection of Canadian Society

The first and most important of planned departmental activities for 2002–2003 is the implementation of the new *Immigration and Refugee Protection Act*. The impact of the new act will be seen in all aspects of the immigration program, although the effect on the Department’s ability to protect the health, safety and security of Canadians may be the most immediately significant. The following are among the many benefits that implementation of the new act will provide:

- stronger authority to arrest and detain criminals, people who pose a security risk and those whose identity is in doubt;
- broader grounds for denying entry to or deporting people for reasons of organized crime;
- the elimination of appeals for cases involving security, organized crime, human rights violations and serious criminals in order to speed up removals;
- a streamlined process for barring refugee claims from people who are inadmissible for reasons of security, organized crime, human rights violations or serious criminality, and expanded authority to terminate refugee claims in these cases;
- a streamlined process for the removal of people who pose a threat to national security on the basis of evidence that is sensitive and cannot be disclosed; and

- greater ability to use sensitive evidence in cases involving security concerns, organized crime and the like, in order to more effectively bar entry to or remove such people from Canada.

The new act addresses concerns about Canada’s preparedness to face international security threats by providing CIC with measures and tools to deal with serious criminals, members of organized crime, war criminals and terrorists.

Additional measures CIC is undertaking to protect the safety and security of Canadians include the development of the Permanent Resident Card, a secure identity and proof of status document for permanent residents in Canada. The sum of \$157.4 million, to be allocated over six years, was approved by the Government of Canada in its budget of December 10, 2001, to support the implementation of the card. The replacement of the existing paper record of landing document will provide permanent residents of Canada with a fraud-resistant proof of status document and will greatly facilitate international travel. The immediate goal is to issue the new card to all new immigrants arriving in Canada. Immigrants with permanent resident status who are already in Canada will be able to apply for the card. Easier to carry than the current document, the card will also confirm identity and status to facilitate access to services within Canada. Currently, new immigrants and permanent residents are identified with a paper form, the IMM 1000 *Immigrant Visa and Record of Landing*, which has been in use for many years and has been subject to fraud.

The security features of the new card will reduce this abuse substantially and protect the integrity of the immigration system while easing travel for legal immigrants. CIC has been working on the development of the card for a number of years to ensure that it contains the most up-to-date security features and that it is practically fraud resistant. The wallet-sized Permanent Resident Card will incorporate an optical stripe in which the basic biographical information already on the IMM 1000 will be

encoded. The card will also contain a photograph of the person to whom it is issued. The implementation of the machine-readable card will affect about two million clients over a five-year period.

More generally, effective enforcement relies on good information. Whether the need is to interdict people who have no legal right to come to Canada before they get here, to stop people from entering under false pretences or to track down those who should not be allowed to remain, intelligence information and effective screening are the key tools. In the coming year, CIC will consider, together with our partner agencies, including the Canada Customs and Revenue Agency, the implementation of three projects to enhance screening processes at Canada's ports of entry: the Advanced Passenger Information System,²⁰ the Expedited Passenger Processing System²¹ and the Automated Fingerprint Identification System.²² CIC will pursue new information-sharing agreements and renew existing agreements with like-minded nations, including the United States, to prevent the arrival in Canada of people who present security risks. In addition, the Integrated Justice Initiative²³ will enhance information sharing with enforcement agencies across Canada. Finally, the full implementation of the National Case Management System²⁴ will provide the information technology support needed to track cases, ensuring that the Department has key information available at all times.

The protection of the health, safety and security of Canadians also depends on effective medical screening and management

of health issues. The global movement of people creates a bridge between regions where different health issues have a different degree of prevalence. This presents a challenge for CIC in its efforts to protect the health of Canadians and to ensure that the health-care system in Canada is not subject to inordinate pressures. In response to this challenge, over the coming year, CIC will explore improvements to several elements of its medical services, including the science and capacity of current screening practices; the integration of these practices within other health security efforts at Health Canada and elsewhere; the development of trend analyses; and the identification and management of threats posed by new and emerging diseases.

Interdiction of Individuals Attempting to Enter Canada with Improper Documentation

The interdiction of improperly documented people before they reach Canada will continue to be the principal mechanism for deterring irregular migration to Canada. Through the efforts of airlines, and supported by training and assistance from Canadian immigration control officers stationed abroad, the interdiction of people travelling to Canada with fraudulent documents has increased significantly. Of the 11,985 inadmissible passengers recorded in CIC's Support System for Intelligence, 7,886 (64 percent) were intercepted before arriving in Canada. The recent federal government budget has provided funding for the phased addition of immigration control officers to identify and interdict travellers attempting to

20 For more information on this system, see Government Response to the Second Report of the Standing Committee on Citizenship and Immigration—Refugee Protection and Border Security: Striking a Balance at <http://www.cic.gc.ca/english/pub/ref%2Dprotect.html>

21 For more information on this system, see Canada-United States Accord on Our Shared Border at <http://www.cic.gc.ca/english/pub/border2000/border2000.html>

22 For more information on this system, see Royal Canadian Mounted Police: Support Services to Canadian Law Enforcement Agencies—Case Study: Upgrade of the Automated Fingerprint Identification System (AFIS Phase IV) at <http://www.oag-bvg.gc.ca/domino/reports.nsf/html/9027ce.html#0.2.L39QK2.MBFEHG.NFYLXE.NF1>

23 For more information on this initiative, see Best Practices and Lessons Learned: Multidisciplinary and Integrated Justice Projects at <http://canada.justice.gc.ca/en/ps/rs/rep/wd99-2a-e.pdf> Integrated Justice Information—Progress Report 2001 <http://www.sgc.gc.ca/WhoWeAre/IJI/ProgressReport2001/eProgressReport2001.htm>

24 For more information on this system, see <http://www.cic.gc.ca/english/srr/pdf/rev3biii.pdf>

enter Canada through fraudulent means. Collaboration with international partners in this work is expected to increase interdictions and improve efforts to deter organized people smuggling.

Reports on and, If Necessary, Detention of Individuals Who Have Contravened the *Immigration Act*

Detention is an important tool in controlling the movement of individuals who are in Canada illegally, having contravened the *Immigration Act*. As noted above, the *Immigration and Refugee Protection Act* and its regulations will provide the Department with stronger authority to arrest and detain criminals, people who pose a security risk and those whose identity is in doubt. Nonetheless, as it represents a serious limitation on the personal freedom of people who are affected, detention must be used with great care. CIC recognizes the positive contribution of the Red Cross to detention activities elsewhere, and has concluded negotiations for a memorandum of understanding with the agency to assist in efforts to oversee and monitor detention activities at CIC facilities. At the same time, the Department plans to develop national standards for the administration of immigration detention centres.

Removal of People Who Have no Legal Right to Remain in Canada, Especially Those Who Pose a Threat to Canadian Society

The effective removal of people who do not have the right to remain in Canada is essential to maintaining public support for and preserving the integrity of Canada's immigration program. During 2002–2003, the Department will focus on investigating immigration violations and expediting removals.

The priority for investigation and removal will continue to be foreign criminals, particularly those who pose a danger to Canadian society, and security cases. CIC will work closely with the Department of Foreign Affairs and International Trade to determine shared strategies for expediting removals to specific countries. CIC will continue to monitor international removal arrangements and intervene when signatory countries do not issue travel documents in a timely fashion or do not readily take back their nationals. The Department will also seek solutions to the challenge of transiting removals through third countries and, at the same time, will pursue increased cooperation with the United States on removal issues.

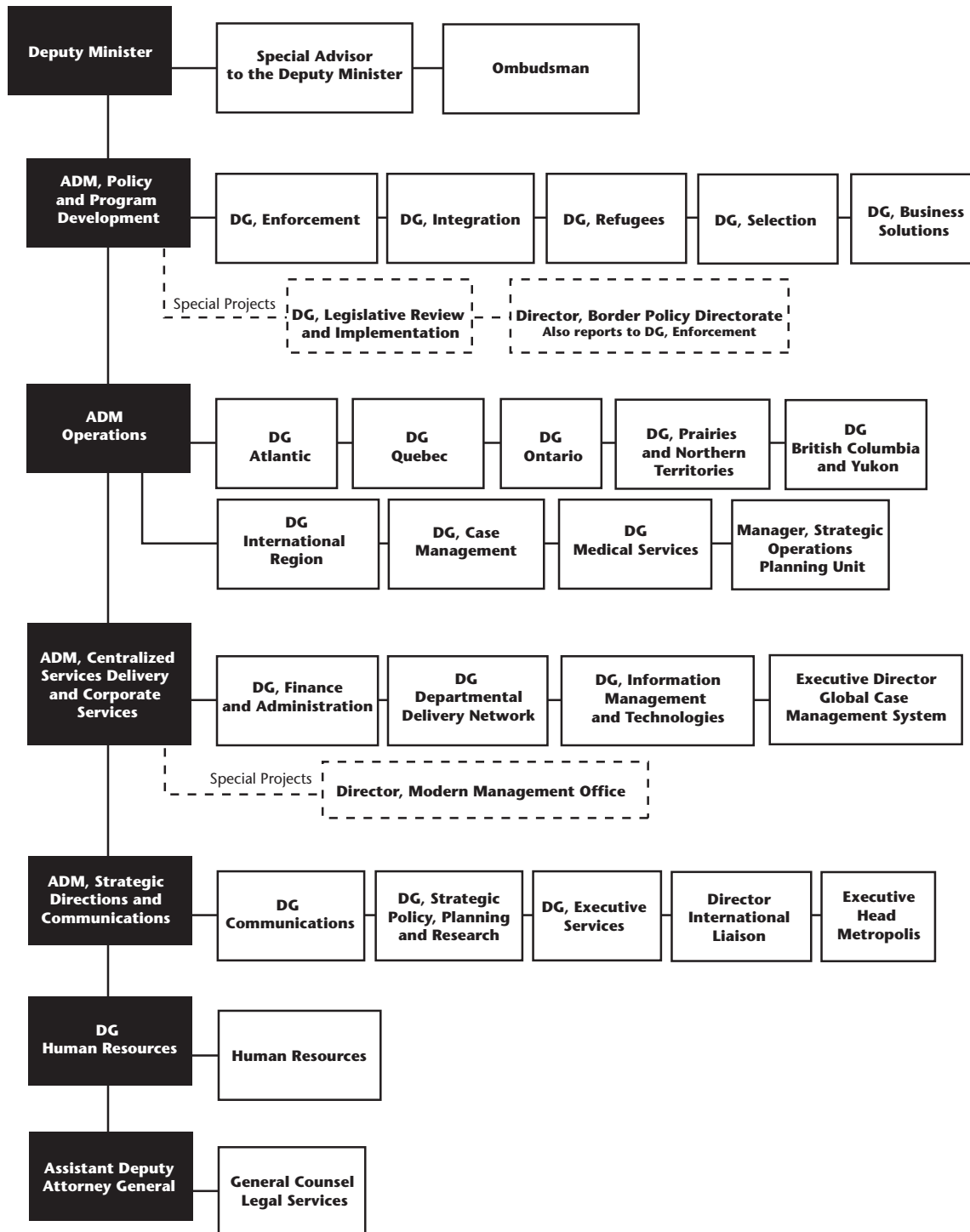
Measures	Planned Results
<p>Departmental activities that contribute to the protection of Canadian society</p>	<ul style="list-style-type: none"> • Implementation of the <i>Immigration and Refugee Protection Act</i> • Enhanced document security through the implementation of the Permanent Resident Card • Increased international intelligence gathering, collection and analysis • Enhanced screening and anti-fraud activities • Implementation of the National Case Management System • Medical screening based on effective identification, evaluation and management of immigrant health issues
<p>Interdiction of individuals attempting to enter Canada with improper documentation</p>	<ul style="list-style-type: none"> • Increased interdiction of improperly documented travellers
<p>Reports on and, if necessary, detention of individuals who have contravened the <i>Immigration Act</i></p>	<ul style="list-style-type: none"> • Increased detention of undocumented people and security threats
<p>Removal of people who have no legal right to remain in Canada, especially those who pose a threat to Canadian society</p>	<ul style="list-style-type: none"> • Expedited and increased removals

Section IV: Organization

Table 4.1: Crosswalk of Strategic Outcomes and Business Lines (\$ millions)

Business Lines	Strategic Outcomes				Total Planned Spending 2002-2003
	Maximizing the Economic and Social Benefits of Migration to Canada	Protecting Refugees and Others in Need of Resettlement	Supporting the Settlement, Adaptation and Integration of Newcomers into Canadian Society	Managing Access to Canada with a Fair and Effective Enforcement Strategy	
Maximizing the Economic and Social Benefits of Migration to Canada	105.2				105.2
Protecting Refugees and Others in Need of Resettlement		105.0			105.0
Supporting the Settlement, Adaptation and Integration of Newcomers into Canadian Society			319.7		319.7
Managing Access to Canada with a Fair and Effective Enforcement Strategy				261.9	261.9
Providing Corporate Services	41.7	6.2	14.9	104.9	167.7
Total	146.9	111.2	334.6	366.8	959.5

CIC Organizational Chart (as of March 31, 2002)



Accountability

Minister: The Honourable Denis Coderre is the Minister responsible for Citizenship and Immigration Canada.

Deputy Minister: Michel Dorais reports to the Minister and has four assistant deputy ministers* who report to him.

Assistant Deputy Minister, Operations: Martha Nixon reports to the Deputy Minister. The Operations sector contributes primarily to the following business lines: Maximizing the Benefits of International Migration, Maintaining Canada's Humanitarian Tradition, Promoting the Integration of Newcomers and Managing Access to Canada.

Assistant Deputy Minister, Policy and Program Development: Joan Atkinson reports to the Deputy Minister. The Policy and Program sector contributes primarily to the following business lines: Maximizing the Benefits of International Migration, Maintaining Canada's Humanitarian Tradition, Promoting the Integration of Newcomers and Managing Access to Canada.

Assistant Deputy Minister, Centralized Services Delivery and Corporate

Services: Lyse Ricard reports to the Deputy Minister. The Centralized Services Delivery and Corporate Services sector contributes primarily to the following business lines: Maximizing the Benefits of International Migration, Promoting the Integration of Newcomers and Corporate Services.

Assistant Deputy Minister, Strategic Directions and Communications: Alfred A. MacLeod reports to the Deputy Minister. The Strategic Directions and Communications sector contributes primarily to the Corporate Services business line.

* Although all assistant deputy ministers contribute to all five business lines, only their areas of primary accountability are outlined.

Table 4.2: Net Planned Spending by Business Line (\$ millions) and Full-time Equivalents

Business Line	FTEs	Planned Spending 2002-2003
Maximizing the Benefits of International Migration	1,349	105.2
Maintaining Canada's Humanitarian Tradition	152	105.0
Promoting the Integration of Newcomers	453	319.7
Managing Access to Canada	2,071	261.9
Providing Corporate Services	1,160	167.7
Total FTEs	5,185	
Net Planned Spending		959.5

Table 4.3: Departmental Planned Spending (\$ millions) and Full-time Equivalents

	Forecast Spending 2001–2002	Planned Spending 2002–2003	Planned Spending 2003–2004	Planned Spending 2004–2005
Budgetary Main Estimates	817.1	927.1	909.6	876.7
Non-budgetary Main Estimates	N/A	N/A	N/A	N/A
Less Respendable Revenue	N/A	N/A	N/A	N/A
Total Main Estimates	817.1	927.1	909.6	876.7
Adjustments to Planned Spending*	154.5	32.4	8.4	8.1
Net Planned Spending	971.6**	959.5	918.0	884.8
Less Non-respendable Revenue	460.0	412.1	412.1	412.1
Plus Cost of Services Received without Charge	214.3	240.2	240.2	240.2
Net Cost of Program	725.9	787.6	746.1	712.9
Full-time Equivalents	4,686	5,185	5,078	4,931

* Adjustments reflect Supplementary Estimates for 2001–2002 and future year approvals obtained since the Annual Reference Level Update exercise.

** Reflects the best forecast for total net planned spending to the end of the fiscal year.

Explanation of change: Forecast Spending for 2001–2002 includes additional resources for War Crimes and the Interim Federal Health Program, and a payment under the Canada-Quebec Accord related to 2000–2001. Planned Spending for 2002–2003 declines primarily due to a decrease in resources for the clearance of application backlogs and the conclusion of funding for marine arrivals and the Kosovo relief effort. Planned Spending for 2003–2004 and beyond declines primarily due to reduced funding for the Permanent Resident Card and temporary funding for the implementation of the new immigration and refugee protection legislation.

Regulatory Initiatives

Legislation and Regulations	Planned Results
<p>Immigration and Refugee Legislation and Regulations: <i>The Immigration and Refugee Protection Act</i> was given royal assent on November 1, 2001. This framework legislation touches on every element of the immigration program, modernizing the current legislative provisions and expediting refugee claim processing. Regulations have been developed and are scheduled for implementation in 2002–2003. The Regulations will give effect to the principles set down in the legislation, establish selection categories, processes and criteria, and establish a cost-recovery framework.</p>	<ul style="list-style-type: none"> • Greater legislative transparency • More effective measures to deal with people smugglers and traffickers • Enhanced efforts to protect the safety and security of Canadians • A family class immigration program that is more contemporary in its orientation and requirements • Selection of immigrants who have flexible skill sets, thereby contributing to the development of the Canadian economy • Faster, and more effective and efficient determination of claims for refugee status • Cost-effective, efficient and consistent decision-making processes and program delivery

Sustainable Development Strategy 2001–2003: Key Targets

CIC's second Sustainable Development Strategy²⁵ was tabled in Parliament on February 14, 2001, and covers the period 2001 through 2003. The strategy commits the Department to minimizing the negative environmental impacts of departmental operations; promoting awareness of sustainable development principles and objectives; better integrating environmental considerations into the policy development

and decision-making processes; and promoting accountability and ensuring compliance. The chart below sets out the objectives, actions and target dates for the Department's Sustainable Development Strategy. During 2002–2003, CIC will continue to implement the action plan set out in its Sustainable Development Strategy.

25 See <http://www.cic.gc.ca/english/about/policy/sds/sds-2001.html>

Goal I: To minimize the negative environmental impact of departmental operations		
Objectives	Actions	Target Dates
Communicate to our overseas personnel the Department's support for the Department of Foreign Affairs and International Trade's measures to green facilities abroad, including responding to requests for statistics and baseline measures on energy consumption and procurement practices	Ensure that the Department of Foreign Affairs and International Trade's mission checklist is available to Responsibility Centre managers	2003
Develop a set of indicators in areas of common interest with other government departments	Participate in the interdepartmental Performance Measurement for Sustainable Government Operations Working Group	2001–2003
	Use indicators to measure performance	2003
Ongoing promotion of the benefits of greening fleet, procurement and facilities management	Deliver awareness sessions on fleet, procurement and facilities management	2002
Identify and ensure the availability of relevant material on greening initiatives, policies and achievements	Create an environmental management system resource centre	2002–2003
Maximize opportunities to oversee the sustainability of the Department's fleet of vehicles, develop national standards, and introduce a standard approach to maintaining and tracking vehicle utilization data	Identify reporting requirements and the subsequent development of a new vehicle logging method, including	2001–2002
	<ul style="list-style-type: none"> • the number of vehicles • the number of annual kilometres travelled • the number of vehicles in the vehicle management system with reported fuel consumption; • the number of vehicles with complete vehicle utilization records • the regional reporting of monthly odometer readings within the framework of the new vehicle management system 	2002–2003
Finalize with lead departments and disseminate to Responsibility Centre managers the <i>Guide on Green Procurement Resources</i> for purchasing agents	Preliminary guidelines distributed to all Responsibility Centre managers	2002–2003
Develop and implement a resource depletion reduction strategy	Review current levels of resource consumption in paper and office equipment at NHQ and evaluate feasibility with regions	2001–2002
Maximize ongoing opportunities for space optimization and retrofit programs with facility custodians	Identify facilities where space optimization and retrofits would be appropriate	2001–2003

Goal II: To promote awareness of sustainable development principles and objectives among departmental staff, clients and stakeholders

Objectives	Actions	Target Dates
Develop a communications strategy to raise staff awareness of sustainable development issues	Expand departmental awareness-building events Maintain and update CIC Internet and Intranet sites Environment Week activities and awards	2003 2001–2003 Annual
Provide meaningful access to information on sustainable development	Include a section on sustainable development in <i>A Newcomer's Introduction to Canada</i> , a publication distributed abroad to visa-ready immigrants Provide regional offices, missions abroad and service provider organizations with information on sustainable development for display, and to support newcomer orientation sessions	2001–2003 Ongoing
Promote sustainable development as a Canadian citizenship value	Prepare communications material promoting sustainable development as a citizenship value During Citizenship Week, distribute communications material on the responsibility of newcomers to contribute to the social, economic and environmental well-being of Canada	2001–2003 2001–2003

Goal III: To better integrate environmental considerations into the departmental policy development and decision-making processes

Objectives	Actions	Target Dates
Enhance CIC's knowledge base by improving the Department's research and analysis capacity	Acquire research and information on CIC programs through initiatives such as the Global Case Management System, the Government On-Line initiative, the Data Warehouse, the Performance Measurement Strategy and the Metropolis Project	2003
	Participate in research networks and working groups to acquire information on and approaches to sustainable development, and to contribute a citizenship and immigration perspective to horizontal policy issues	2003
	Ensure that policy and program staff and decision makers have access to information on the social, economic and environmental impact of CIC policies and programs	2003
Integrate an environmental component within our planning, policy and implementation processes	Participate in interdepartmental networks through such activities as the Policy Research Initiative and related consultations to determine options for integrating an environmental component within departmental policies and programs	2003
	Ensure that sustainable development considerations are taken into account in consultations with provincial and territorial governments and stakeholders on levels planning	2003
Incorporate strategic environmental assessments within the memorandums to Cabinet process	Prepare memorandums to Cabinet that incorporate strategic environmental assessment principles where appropriate	2001–2003

Goal IV: To promote accountability and ensure compliance		
Objectives	Actions	Target Dates
Assess the impact of CIC programs and identify, where possible, their interactions with the economic, social and environmental dimensions of sustainable development	All evaluation frameworks to take into account, where applicable, the implications of CIC policies and programs on sustainable development	2001–2003
Assess sustainable development initiatives each year to facilitate reporting in the <i>Departmental Performance Report</i> and the <i>Report on Plans and Priorities</i>	Create an intradepartmental working group to assess progress on attaining sustainable development objectives	2003
Develop, implement and continually refine performance measures to assess departmental policies and programs	Prepare and disseminate a framework for performance measurement	2003

Client Service Initiative

The Client Service Initiative (CSI) was introduced at CIC in October 1999. Its primary objective is to promote and support efforts to improve overall service to clients. In June 2000, CIC agreed to become one of a few lead departments for the Treasury Board Service Improvement Initiative.

Client service improvements have been achieved in many locations through the establishment of service standards, client satisfaction measurement tools and quality assurance. The CSI was tasked with developing options for more efficient overseas processes for the selection of immigrants. In-Canada centralization has been recommended for the administrative portion. As well, the decision to use imaged immigration files has allowed us to explore greater efficiencies and work to incorporate this eventually into the Global Case Management System. Imaging will facilitate the centralization of administrative tasks while preserving program integrity and the quality of decisions by allowing decisions to be taken at missions

where local knowledge is most current and comprehensive. Making these changes will bring administrative tasks to a centralized domestic facility and still keep decision making at posts abroad.

Work was also done through the CSI on measuring the satisfaction of clients with CIC's citizenship program, as well as on developing tools to provide more information to clients on service standards. This year, the citizenship program will focus on improving client service through information provided by clients and the implementation of the tools developed.

Other important pilots, such as the joint CIC-Canada Customs and Revenue Agency wicket at the primary inspection line at Dorval Airport, will be pursued this year. The CSI will therefore continue to foster a number of projects that bring concrete business solutions to CIC.

Section V: Financial Information

Table 5.1: Planned Capital Spending (\$ millions)

Business Line	Forecast Spending 2001–2002	Planned Spending 2002–2003	Planned Spending 2003–2004	Planned Spending 2004–2005
Providing Corporate Services	25.2	0.0	0.0	0.0
Total Planned Capital Spending	25.2*	0.0	0.0	0.0

*Reflects the best forecast for total planned spending to the end of the fiscal year.

Explanation of change: Forecast capital spending for 2001–2002 is primarily due to security and anti-terrorism initiatives. Capital spending for 2002–2003 and beyond has been transferred to the operating vote, in line with the Financial Information Strategy.

Table 5.2: Summary of Transfer Payments (\$ millions)

Business Line	Forecast Spending 2001–2002	Planned Spending 2002–2003	Planned Spending 2003–2004	Planned Spending 2004–2005
Promoting the Integration of Newcomers—Grants				
• Grant for the Canada-Quebec Accord	111.7	106.7	106.7	106.7
Total Grants	111.7	106.7	106.7	106.7
Promoting the Integration of Newcomers—Contributions				
• Immigrant Settlement and Adaptation Program	17.4	26.5	26.7	26.4
• Host Program	2.6	2.8	2.8	2.8
• Language Instruction for Newcomers to Canada	106.2	100.4	100.4	100.4
• Contributions to provinces to respond to the growing need to assist immigrants in integrating into Canada	47.8	45.1	45.1	45.1
Maintaining Canada's Humanitarian Tradition—Contributions				
• Resettlement Assistance Program	58.1	45.0	45.0	45.0
• International Organization for Migration	2.0	2.0	2.0	2.0
Total Contributions	233.9	221.8	222.0	221.7
Total Transfer Payments	345.8*	328.5	328.7	328.4

*Reflects the best forecast for total planned spending to the end of the fiscal year.

Explanation of change: Forecast Spending for 2001–2002 includes contributions for the Kosovo relief effort and a payment under the Canada-Quebec Accord that relates to 2000–2001. Planned Spending for 2002–2003 and beyond reflects the conclusion of contributions for the Kosovo relief effort.

Transfer Payment Programs

Resettlement Assistance Program		
<p>Objective</p> <p>To provide income support and a range of immediate essential services to refugees and humanitarian cases accepted for resettlement in Canada who require financial assistance or who have other special needs</p>	<p>Planned Results</p> <ul style="list-style-type: none"> • Refugees who lack sufficient income are in a position to receive benefits to cover the basic necessities of life for up to 12 months or until they become self-sufficient, whichever comes first. • Refugees with special needs are in a position to receive benefits to cover the basic necessities of life for up to 24 months. • Service provider organizations deliver a range of immediate essential services to government-assisted refugees effectively and efficiently. 	<p>Milestones</p> <ul style="list-style-type: none"> • Over the next several years, CIC will develop the Contribution Accountability Framework to guide evaluation, performance measurement and administrative standardization activities.

Language Instruction for Newcomers to Canada		
<p>Objective</p> <p>To promote integration through the provision of basic language training to adult immigrants in one of Canada's official languages</p>	<p>Planned Results</p> <ul style="list-style-type: none"> • Newcomers acquire language skills up to a basic threshold level. 	<p>Milestones</p> <ul style="list-style-type: none"> • Over the next several years, CIC will develop the Contribution Accountability Framework to guide evaluation, performance measurement and administrative standardization activities. • From 2002–2003 to 2004–2005, through the Longitudinal Survey of Immigrants to Canada, information will be gathered on the adjustment process for newcomers in such areas as employment, language, health, socialization and housing.

Immigrant Settlement and Adaptation Program

Objective

To provide services to newcomers, including referral services, community information and orientation, interpretation and translation, paraprofessional counselling and employment services

Planned Results

- Newcomers are connected to social services and their community as required.

Milestones

- Over the next several years, CIC will develop the Contribution Accountability Framework to guide evaluation, performance measurement and administrative standardization activities.
- From 2002–2003 to 2004–2005, through the Longitudinal Survey of Immigrants to Canada, information will be gathered on the adjustment process for newcomers in such areas as employment, language, health, socialization and housing.

Host Program

Objective

To recruit, train, match and coordinate volunteers who help newcomers to adapt, settle and integrate into Canadian life

Planned Results

- Newcomers are assisted in their transition into Canadian society.

Milestones

- Over the next several years, CIC will develop the Contribution Accountability Framework to guide evaluation, performance measurement and administrative standardization activities.
- From 2002–2003 to 2004–2005, through the Longitudinal Survey of Immigrants to Canada, information will be gathered on the adjustment process for newcomers in such areas as employment, language, health, socialization and housing.

Contributions to provinces responsible for settlement and integration services under a federal/provincial agreement (British Columbia and Manitoba)

Objective	Planned Results	Milestones
To provide settlement and integration services to newcomers in the provinces of Manitoba and British Columbia	<ul style="list-style-type: none"> Settlement and integration services provided by the provinces are delivered effectively and efficiently. 	<ul style="list-style-type: none"> Provinces provide the annual service plan and annual report.

Grant for the Canada-Quebec Accord

Objective	Planned Results	Milestones
To preserve Quebec's demographic importance within Canada and to integrate immigrants within that province in a manner that respects the distinct identity of Quebec	<ul style="list-style-type: none"> Reception, and linguistic and cultural integration services provided by Quebec, when considered in their entirety, correspond to the services offered by Canada in the rest of the country. Services provided by Quebec are offered without discrimination to any permanent resident of Quebec, whether or not that permanent resident has been selected by Quebec. 	<ul style="list-style-type: none"> Under the Accord, a joint committee of federal and provincial officials has been established and is mandated to periodically study reception and integration services provided by Canada and Quebec.

Table 5.3: Net Cost of CIC Programs for 2002–2003 (\$ millions)

	Total
Net Planned Spending	959.5
Plus: Services received without charge	
• Accommodation (Public Works and Government Services Canada)	28.8
• Employer's share of employee benefits covering insurance premiums and expenditures paid by the Treasury Board Secretariat	18.3
• Workers' Compensation costs (Human Resources Development Canada)	0.1
• Legal services (Department of Justice)	25.8
• International immigration services (Foreign Affairs and International Trade Canada)	167.2
Less: Non-responsible Revenues	412.1
Net Cost of Programs	787.6

Table 5.4: Source of Non-responsible Revenue (\$ millions)

Strategic Outcome	Forecast Revenue 2001–2002	Planned Revenue 2002–2003	Planned Revenue 2003–2004	Planned Revenue 2004–2005
Maximizing the Economic and Social Benefits of Migration to Canada				
• Immigration Cost-recovery Fees	253.2	234.5	234.5	234.5
• Right of Landing Fees	147.0	125.0	125.0	125.0
Protecting Refugees and Others in Need of Resettlement				
• Immigration Cost-recovery Fees	9.3	8.1	8.1	8.1
• Interest on the Immigrant Loans Program	1.0	1.0	1.0	1.0
Supporting the Settlement, Adaptation and Integration of Newcomers into Canadian Society				
• Citizenship Cost-recovery Fees	20.9	20.9	20.9	20.9
• Right of Citizenship Fees	19.4	13.9	13.9	13.9
Managing Access to Canada with a Fair and Effective Enforcement Strategy				
• Immigration Cost-recovery Fees	6.4	5.9	5.9	5.9
• Obligations of Transportation Companies	2.8	2.8	2.8	2.8
Total Non-responsible Revenue	460.0*	412.1	412.1	412.1

*Reflects the best forecast for total non-responsible revenue to the end of the fiscal year.

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