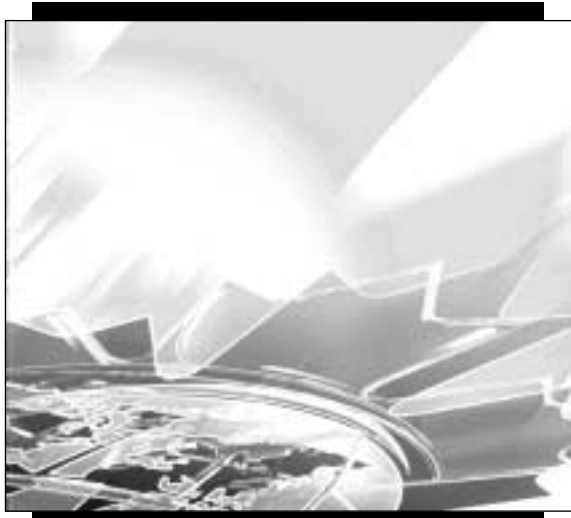


Citizenship and Immigration Canada

Report on Plans and Priorities

2004–2005
Estimates



Approved by

A handwritten signature in black ink, reading "Judy Sgro". The signature is fluid and cursive, with the first letters of "Judy" and "Sgro" being capitalized and prominent.

The Honourable Judy Sgro
Minister of Citizenship and Immigration

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Section 1: Minister's Message and Management Representation Statement

A. Minister's Message



I am pleased to present, to Parliament and the people of Canada, the Citizenship and Immigration Canada (CIC) 2004–2005 *Report on Plans and Priorities* (RPP), a three-year plan for the period 2004–2005 to 2006–2007.

Canada's immigration history is rich and diverse. Since Confederation, nearly 15 million people have immigrated to our country where they have helped build a community of citizens respected throughout the world. Immigration helps shape the values and ideals of Canadian society. It builds a stronger nation and is a key to our future prosperity.

Our aim is to maintain a dynamic and responsive immigration and citizenship program that reinforces our commitment to key government-wide priorities and initiatives

that are critical to Canada's continued prosperity and success. Since broad-based co-operation is essential to the success of the Department's initiatives, CIC will continue to consult with the provinces, territories and other partners on the planning and implementation of its initiatives.

On December 12, 2003, the Prime Minister announced a significant reorganization of government. CIC's mandate to facilitate immigration, protect refugees and successfully integrate immigrants into Canadian society was reinforced. The new Canada Border Services Agency (CBSA) created at that time integrates several key functions previously under CIC's mandate, including enforcement and intelligence.

These changes support the achievement of results in three key areas: strengthening Canada's social foundation; building a 21st century economy; and enhancing Canada's role in the world. CIC will contribute to the Government's agenda by setting the conditions of admission to Canada; selecting immigrants who contribute to Canada's social, cultural and economic development; protecting refugees and others in need of resettlement; facilitating the integration of newcomers into Canadian society; and promoting Canadian citizenship.

CIC's programs contribute to the strength of the economy by obtaining maximum benefits from immigration and the global movement of people. Immigrants represent a significant component in the growth of our labour force and help fuel an economy driven by skills, ideas and innovation. They invest in business and create jobs. Indeed, Canada is considered a destination of choice around the world for immigrants, skilled temporary workers and foreign students. In 2003, Canada welcomed 221,352 immigrants, 82,151 temporary foreign workers and 61,293 foreign students.

Canada is internationally renowned as a leader in refugee protection. The *Immigration and Refugee Protection Act (IRPA)* emphasizes the importance of protecting displaced and persecuted persons, and maintaining the integrity of Canada's refugee protection system. This year marks an important milestone in Canada's history: the 25th anniversary of CIC's Private Sponsorship of Refugees Program that has enabled religious and community groups to sponsor 185,000 refugees to this country over the years. CIC is committed to maintaining our humanitarian tradition and will strive to further streamline and strengthen refugee protection.

We will also strive to extend the benefits of immigration more broadly across Canada by enhancing and refocusing existing programs. Building on our earlier work with our provincial partners, notably through the Provincial Nominee Program, we will find innovative ways to encourage settlement beyond the major urban areas.

We will also continue to work closely with our federal and provincial partners, municipalities, the private and voluntary sectors and other partners to ensure that Canada attracts and welcomes people from all over the world to enrich our social, economic and cultural development as a nation, and to take care of those in need of Canada's protection. CIC is committed to

delivering the highest quality immigration, refugee protection and citizenship programs: efficient, responsive to community needs and a model of public service management. CIC will strengthen transparency, accountability and decision-making, and improve its services to Canadians by introducing innovations in the way we manage, set priorities, build partnerships and better link programs to results.

I am confident in Canada's future and I look forward to working with our partners to build an even stronger nation and a more vigorous economy for the 21st century, thus ensuring Canada's place of pride and influence in the world.

I invite you to learn more about CIC's work by visiting www.cic.gc.ca.



The Honourable Judy Sgro
Minister of Citizenship and Immigration

B. Management Representation Statement

I submit, for tabling in Parliament, the 2004–2005 *Report on Plans and Priorities* for Citizenship and Immigration Canada.

This document has been prepared based on the reporting principles and disclosure requirements contained in the 2004–2005 *Departmental Report on Plans and Priorities Preparation Guide*.

- It accurately portrays the organization's plans and priorities.
- The planned spending information in this document is consistent with the direction provided in the Minister of Finance's budget and by the Treasury Board of Canada Secretariat.

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

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

Signed: _____



Name: Michel Dorais
Title: Deputy Minister

Date: August 19, 2004

Telephone: (613) 954-3501

Section 2:

Raison d'être

Canada's immigration and citizenship programs¹ help build a nation of citizens respected throughout the world. CIC welcomes immigrants, temporary workers, foreign students and visitors who enhance Canada's social and economic growth. Canada resettles, protects and provides a safe haven for refugees, and helps new permanent residents adapt to Canadian society and become Canadian citizens. The Department is also responsible for admissibility policy: setting the conditions for entry into Canada and protecting the health, safety and security of Canadians.

Fiscal year 2004–2005 is a transition period for CIC. Following the reorganization of the federal government announced on December 12, 2003, key enforcement and intelligence functions were transferred from CIC to the newly created Canada Border Services Agency (CBSA).

To reflect its redefined role, the Department has developed new vision and mission statements that form the basis for the strong and integrated package of programs and services CIC provides.

The Department aims to build a secure and dynamic citizenship and immigration program that derives maximum benefit from the global movement of people. Committed to ensuring effective working relationships with federal departments and agencies, provincial and territorial governments, communities and other partners, CIC's new vision is as follows:

- Canada attracts and welcomes people from all over the world, both to enrich its social, economic and cultural development as a nation and to protect those in need; and
- CIC is committed to delivering the highest quality immigration, refugee protection and citizenship programs — efficient, responsive to community needs and a model of public service management.

This vision is enabled by a commitment to effective working relationships with governments, communities and other partners.

CIC's new mission is to build a stronger Canada by:

- enabling the migration of temporary and permanent residents to meet the social, economic and cultural needs of communities across Canada;
- contributing to the management of international migration, including refugee protection;
- screening newcomers to help protect the health, safety and security of Canadians;

¹ For more information on CIC's programs, see www.cic.gc.ca/english/index.html.

- supporting the successful integration of newcomers; and
- promoting Canadian citizenship.

CIC has also redefined its key strategic outcomes as follows:

1. Maximum contribution to Canada's economic, social and cultural development from migration;
2. Reflection of Canadian values and interests in the management of international migration, including refugee protection; and
3. Successful integration of newcomers and promotion of Canadian citizenship.

However, as required by Treasury Board, this RPP is reporting against the strategic outcomes approved in 1997 as the framework for CIC's Planning, Reporting and Accountability Structure (PRAS). These strategic outcomes reflect the situation before the December 12, 2003, announcement.

The strategic outcomes used in this report are therefore:

- 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; and
- managing access to Canada.

In accordance with the reorganization of December 12, 2003, details related to the functions transferred from CIC to the CBSA appear in the CBSA's RPP.²

² All RPPs are posted on the Treasury Board site: www.tbs-sct.gc.ca/est-pre/estime.asp.

Section 3:

Planning Overview and Departmental Priorities

A. Planning Overview, Operating Context and Key Challenges

Introduction

CIC derives its mandate from IRPA, which introduced major legislative reforms in 2002, and the *Citizenship Act* of 1977. It is also guided by the principle of shared jurisdiction with provinces and territories under the 1867 *Constitution Act*. In essence, the Department's mandate is to ensure that the movement of people into Canada and their membership in Canadian society contribute to Canada's social, cultural and economic development while also protecting the health, safety and security of Canadians.

Canada strives to make immigration benefit both immigrants and Canada as a whole through: an official policy that encourages immigration and the granting of Canadian citizenship; policies and programs that support the integration of newcomers into the labour market and into Canadian communities; and careful management of its annual immigration plan. Through its immigration program, CIC contributes significantly to strengthening Canada's social foundations, to building a 21st century economy and to ensuring Canada's role in the world.

CIC has both domestic and international dimensions. Its work involves applying complex laws and regulations to individual cases while balancing these requirements

against the very human wants and needs that lie behind applications for permanent or temporary resident status in Canada and for Canadian citizenship. With offices across Canada and a world-wide network of service points, CIC is responsible for processing immigrant and refugee protection applications; settling and integrating newcomers; processing citizenship applications; and processing temporary workers, foreign students and visitors.

Canada has a well-deserved international reputation for upholding human rights and protecting those in need. It is essential that Canadians have confidence that we are protecting and offering opportunities to those who meet our requirements and that we are preventing access to Canada by those who do not.

The Importance of Immigration to Canada

Immigration has always been fundamental to Canada's growth as a nation and to its history of achievements. From its earliest days as a nation through the global transformations of recent years, hard-working people and their families have come to Canada from all over the world. Collectively,

they have contributed to the development of our economy, our society and our culture.

The recent release of data from the 2001 Census has resulted in a healthy debate on the policy challenges associated with immigration. It has also provided an opportunity for CIC to review some of the outcomes of its immigration programs and to identify opportunities and risks.

The Census data show that the proportion of Canada's population that is foreign-born has reached its highest level in 70 years and that the proportion of the visible minority population has almost tripled since 1981. The Census also highlighted the increasing concentration of foreign-born persons in the urban centres of Montréal, Toronto and Vancouver.

Although this immigrant influx has enriched the social and cultural fabric of Canada's major metropolitan areas and helped make them engines of world-class economic growth, there are still challenges related to integrating immigrants. This situation has led CIC, with its partners, to develop new approaches to adapt to this reality. It has also awakened the interest of some smaller cities in creating conditions to attract immigration and benefit from it. At the same time, the Government of Canada is looking to immigration to help sustain social and economic development, particularly in areas of Canada where recent immigrants have not tended to settle. In collaboration with its partners, CIC is exploring creative ways to break down the barriers to full participation in Canadian life, whether they relate to language skills, the recognition of foreign credentials or discrimination.

Operating Environment

Demographic, economic and social trends are constant and powerful forces that drive CIC's policy and program operating environment. Through diligent strategic planning, the Department strives to prepare for, and adapt to, these changes. Worldwide political, economic and social trends also have an impact on Canada's immigration programs and policies. Perhaps most significant is the fact that global mobility is escalating. More and more people around the world are now seeking new opportunities. Some are fleeing persecution, political strife or economic upheaval; others move primarily to escape poverty or to seek a better way of life for themselves and their families.

Transparency and accountability are fundamental to making choices about managing risk and pursuing opportunities in the operating context described above, and they underpin CIC's current approach to management. Canadians have made it clear that they want government to be more accountable for decision-making and for its stewardship of the public purse. To this end, CIC's planning is guided by the principles and practices of modern management and by the Management Accountability Framework (MAF).

CIC will continue to strengthen accountability throughout the Department to ensure the most efficient and effective use of public resources for the best possible results. Accomplishing the priorities set out for 2003–2004 and pursuing a transformation based on modern management have built a strong foundation upon which to conduct CIC's activities in 2004–2005 and beyond. This foundation allows CIC to face challenges relating to service delivery and inventories in the context of financial limitations.

As noted in Section 2, key enforcement and intelligence functions relating to entry into Canada were transferred from CIC to the

newly created CBSA in December 2003. However, since CIC retains some responsibility for managing access to Canada, it is imperative to ensure a smooth transition and ongoing collaboration. Therefore, a key priority for CIC in 2004–2005 is to implement a strategy for co-operation and information sharing, and to develop an effective working relationship with the CBSA.³

Critical Partnerships

The successful management of Canada's immigration programs depends on ongoing collaboration with a wide range of partners. CIC's partners include other federal departments and agencies, provincial and territorial governments, voluntary organizations and community-based Service Provider Organizations, international organizations, foreign governments, researchers and other stakeholders. CIC's planning at all levels includes significant attention to the views and plans of its many partners.

While citizenship matters fall under federal jurisdiction, responsibility for immigration is shared with the provinces through a series of productive partnerships.⁴ There are currently 10 bilateral agreements for federal-provincial/territorial co-operation. Under the *Canada-Québec Accord*, Québec sets its own annual immigration targets, has responsibility for selecting most of the immigrants who wish to settle in the province and provides orientation and integration services to new permanent residents. At the community level, CIC has important partnerships with a mosaic of organizations that provide services such as language training, basic settlement assistance

and integration with the established community to newcomers.

The Immigration and Refugee Board (IRB) is an independent administrative tribunal⁵ that determines claims for refugee protection made within Canada. CIC processes the claimants before and after their hearings. Thus, the Department works in close collaboration with the IRB on issues relating to the overall management of the refugee and immigration portfolio. In doing so, the institutional independence of the IRB and its decision-makers is respected and maintained, while the principal of integrated portfolio management is upheld.

As mentioned, CIC works closely with a number of federal departments and agencies. Its overseas delivery network co-operates closely with the Department of Foreign Affairs since the offices are co-located. Within Canada, CIC works in close collaboration with Public Safety and Emergency Preparedness Canada (PSEP) and key agencies involved in managing access to Canada such as the CBSA, the RCMP, CSIS, as well as with Health Canada on immigrant health issues. The Temporary Foreign Workers Program is an integrated government program that involves both CIC and Human Resources and Skills Development Canada (HRSDC). CIC and Canadian Heritage share citizenship promotion activities. CIC participates in numerous research activities with federal partners (including Statistics Canada) and works with HRSDC and Industry Canada on the federal Innovation Strategy.⁶ CIC has also forged strategic alliances with policy-makers and researchers both in Canada and internationally.

3 Further information on the division of responsibilities between CIC and the CBSA is provided in the "Managing Access to Canada" section (Strategic Outcome 4).

4 For an overview of these partnerships, see www.cic.gc.ca/english/press/conference/overview.html and also the section "Strategic Partnerships and Interdepartmental Initiatives" of this document.

5 See www.irb-cisr.gc.ca/en/index_e.htm.

6 The strategy is described at www.innovationstrategy.gc.ca/cmb/innovation.nsf/pages/index.

In addition, since the terrorist attacks in the United States and other countries around the world, CIC has been operating in a more complex environment in which policies and programs are developed horizontally across governments. International and domestic partnerships are increasingly important to achieve CIC's mandate.

B. Departmental Priorities for 2004–2005

CIC's plans and priorities build dynamic and responsive immigration and citizenship programs and reinforce its commitment to the overarching goals of the Government. Although CIC's strategic outcomes are enduring objectives and central to its mission, the Department also sets annual priorities. These priorities provide a framework for the key activities needed to advance CIC's strategic agenda and to address the goals of the new government. Following the reorganization of the federal government announced on December 12, 2003, the Department developed new priorities to reflect its redefined role which form the basis for the strong and integrated package of programs and services that CIC provides. Following December 12, 2003, CIC established three priorities to reflect its new responsibilities and the transfer of functions to the new CBSA.

The three new priorities established to guide the Department's work in 2004–2005 are:

- improving immigrant outcomes;
- asserting Canada's role in international migration; and
- building the new CIC.

(1) Improving immigrant outcomes

This priority takes a holistic view of immigration, from conferring permanent residence status through settlement and initial integration into Canadian society to granting citizenship. Key initiatives relate to the development, with partners, of a National Immigration Framework that will address issues such as: the continual improvement of processes relating to the selection of immigrants and the monitoring of immigrant outcomes; the development of regionalization strategies to extend the benefits of immigration more widely throughout the country; and activities aimed at eliminating barriers to immigration and promoting social cohesion.

Efforts will focus on the impact the immigration program and strategies have on improving outcomes for immigrants. For example, CIC will develop a multi-year planning approach for 2005–2006 relating to the planning of the annual immigration levels. CIC will also continue to collaborate with other departments (HRSDC in particular) to minimize barriers to newcomers and provide them, as soon as possible in the immigration process, with practical and realistic information about living and working in Canada. In particular, CIC will support HRSDC's efforts concerning the recognition of foreign credentials and the higher levels of language training linked to workplace needs.

Since 1991, more than 73% of immigrants have settled in Montréal, Toronto and Vancouver. CIC will work to ensure that other regions of the country have the opportunity to take advantage of the benefits of immigration. For example, CIC will build on earlier work with provincial and municipal partners (notably through the Provincial Nominee Program) to find innovative ways to encourage growth in francophone minority communities through immigration.

(2) Asserting Canada's role in international migration

This priority addresses CIC's commitment: to develop a strategic agenda on migration and protection, particularly in the North American context; to develop an engagement strategy with international partners; to support stronger linkages between migration and policies on foreign affairs, defence, development aid and trade; and to develop a new agenda focused on protection and durable solutions for the refugee program.

The Government has made a commitment to work toward agreements that govern international human rights. It also seeks greater collaboration among nations to ensure that economic policies go hand in hand with stronger social programs. Under this priority, CIC will develop a strategic agenda on migration and protection as well as an engagement strategy with international partners.

CIC participates in numerous international bodies and is re-examining its strategic direction and its capacity for playing a continuing role in global migration issues. It will chair and host two key international migration fora in 2004–2005 and, consistent with the International Policy Review, will use these opportunities to explore and define appropriate strategies for shaping Canada's future role in a manner reflecting Canada's interests, commitment and values.

(3) Building the new CIC

Key activities within this priority include: supporting the new CIC's agenda for change; building an effective relationship with the new CBSA; intensifying efforts relating to modern management; developing and implementing the Global Case Management System (GCMS); and developing strategies to further improve service delivery.

Given the transfer of some of CIC's functions to the CBSA in December 2003, one of CIC's critical objectives for 2004–2005 is to develop an effective working relationship with the new agency. This includes clarifying the details of the respective roles and responsibilities, reaching a final agreement on resource allocation and ensuring ongoing mechanisms for effective communication and case management flow.

CIC's multi-year Modern Management Action Plan sets goals in the following areas: strategic leadership; governance and functional direction; integrated management information; values and ethics; risk management; human resources management; and financial management. During the planning period, the Department intends to move forward on all seven areas, placing special emphasis on the human resources component in light of the impact that the adoption of the *Public Service Modernization Act* has had. CIC will also strive to integrate the principles of modern management into all of its activities.

Section 4: Plans by Strategic Outcome

A. Summary

The following section provides:

- an overview of CIC's four strategic outcomes and the measures necessary to achieve the Department's mandate (as approved by Treasury Board in 1997);⁷ and
- a table showing the Department's planned spending for 2004–2005 to 2006–2007 by strategic outcome.

Part B outlines the key activities that CIC will undertake over the next three years to achieve its strategic outcomes, with a particular emphasis on 2004–2005. Activities that contribute to more than one outcome or that are corporate in nature are addressed in the sub-sections "Building the new CIC through Modern Management" and "Strategic Partnerships and Interdepartmental Initiatives."

CIC's 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 occupational skills that are in demand. • 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 IRB and CIC. • Enhancement of Canada's influence in international initiatives to protect refugees.

⁷ As required by Treasury Board, the framework for this report reflects the CIC's situation before the reorganization of government functions in December 2003. CIC has developed new strategic outcomes and is currently developing performance measures to reflect both the changes to the Department and the new reporting framework introduced by Treasury Board of Canada to better link programs to results.

CIC's Strategic Outcomes (cont'd)	
To provide:	As demonstrated by:
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 effective and efficient delivery of settlement programs. • Accordance of full participation in Canadian society to eligible permanent residents by granting citizenship and establishing claims to citizenship. • Effective promotion and understanding of citizenship and integration issues.
Management of access to Canada	<ul style="list-style-type: none"> • Departmental activities that contribute to the protection of Canadian society.** • Interdiction of individuals attempting to enter Canada without proper documentation.** • Detention of individuals who have contravened IRPA.** • Removal of inadmissible persons.**

** Following the government reorganization in December 2003, *most* of the functions related to these measures now fall under the responsibility of the new CBSA. Nevertheless, CIC continues to play a key role in these functions.

Strategic outcome	Forecast spending* 2003–2004	Planned spending 2004–2005	Planned spending 2005–2006	Planned spending 2006–2007
Maximizing the economic and social benefits of migration to Canada	211.7	184.6	178.4	172.3
Protecting refugees and others in need of resettlement	124.6	104.2	119.7	118.8
Supporting the settlement, adaptation and integration of newcomers into Canadian society	407.6	435.3	456.2	451.1
Managing access to Canada	195.4	178.9	165.2	155.6
Net planned spending**	939.3	903.0	919.5	897.8

* Includes Main Estimates plus Supplementary Estimates. CIC's total number of full-time equivalents for 2004–2005 is 4,275. (For a breakdown by business line, see table 5.1.)

** Net Planned Spending has been reduced by the sum of the estimated resources that will be transferred to the CBSA as a result of the December 12, 2003, reorganization. The reduction does not include an estimate for Corporate Services related to the CBSA.

Explanation of change: Overall, CIC's net planned spending decreases in 2004–2005, primarily due to the transfer to the CBSA and additional funding for the Interim Federal Health Program received through supplementary estimates. Planned spending in 2005–2006 increases due to projected cost increases with regard to the *Canada-Québec Accord*. In 2006–2007 planned spending decreases are due mainly to Global Case Management System (GCMS) development resources ending in 2005–2006.

B. Details

Strategic Outcome 1: Maximizing the Economic and Social Benefits of Migration to Canada

Planned Spending and Full-time Equivalents			
Forecast spending 2003–2004	Planned spending 2004–2005	Planned spending 2005–2006	Planned spending 2006–2007
\$211.7M	\$184.2M	\$178.4M	\$172.3
1,992 FTEs	2,005 FTEs	1,990 FTEs	1,947 FTEs

Explanation of change: 2004–2005 planned spending declines mainly due to carry forward funding received in 2003–2004 which is not reflected in future years.

Introduction

CIC will maximize the economic and social benefits of migration to Canada by: achieving its immigration level targets; supporting family reunification of immigrants with Canadian and permanent resident sponsors; selecting skilled immigrants who are capable of adapting to the Canadian labour market; selecting business immigrants who can support the development of the Canadian economy; admitting temporary workers to fill skills needs in the domestic labour market; and admitting visitors and foreign students, who also contribute to Canada's economic growth.

Functional direction for activities under this strategic outcome lies with CIC's Selection Branch. The Departmental Delivery Network, CIC's domestic regions, visa offices around the world and the new Admissibility Branch are actively involved and there is also close collaboration with the Integration Branch.

To maximize the economic and social benefits of migration to Canada and support government commitments, CIC will continue to closely monitor and assess the impact of

changes related to the implementation of IRPA in June 2002. CIC will also carefully plan and manage the projected immigration levels on an annual basis to try and reach a balance between economic and non-economic immigrants.

Key initiatives concern the development, with partners, of a National Immigration Framework that will address issues such as: the continual improvement of processes with regard to selecting immigrants; monitoring immigrant outcomes; regionalization strategies to extend the benefits of immigration more widely throughout the country; and activities aimed at eliminating barriers to integration and promoting social integration.

CIC will strive to increase the pool of talent and skills available to the Canadian labour market by helping new immigrants integrate more successfully in the economy and into communities. To support one of the Government's key priorities, CIC will support HRSDC in its work with the provinces and territories to help new immigrants integrate into the labour market.

The Department has recently implemented new Regulations⁸ to IRPA to regulate the immigration consultant industry. These Regulations require that individuals who represent clients for a fee be members in good standing with the Canadian Society of Immigration Consultants (CSIC)⁹ or a provincial/territorial law society or the "Chambre des notaires du Québec." CSIC is a new self-regulatory body created in April 2004 to improve the professionalism of immigration consultants.

CIC will be monitoring CSIC for due diligence in ensuring that all the deliverables are completed. The major deliverables are: training and education for consultants in both official languages; and an effective complaint and discipline mechanism. The structure of the CSIC board includes a CIC official as an ex-officio member, thus allowing CIC to maintain oversight on a regular basis. In 2004–2005 and 2005–2006, CIC will also closely monitor the impact of the new Regulations and make adjustments as necessary. Administrative guidelines both for Canada and overseas are continually being revised to provide functional guidance.

Activities under this strategic outcome are integral to CIC's departmental priority "Improving immigrant outcomes."

Achievement of Target Immigration Levels¹⁰

The *2003 Annual Report to Parliament on Immigration* announced immigration levels that are stabilized at 220,000 to 245,000 for calendar years 2004 and 2005 and a continued focus on a 60/40 balance between the economic and non-economic

components of the program. In other words, 60% of the people selected are expected to be in the economic class, which comprises all principal applicants, their spouses and dependants in the following categories: skilled workers; business immigrants (entrepreneurs, investors, self-employed people); live-in caregivers; and provincial nominees. Forty per cent of the people selected are expected to be in the non-economic component. Of these, 24% would be in the family class, 13% would be protected persons, and 3% would be persons receiving humanitarian and compassionate consideration. There is a growing recognition that the immigration levels plan, and the balance between the economic and non-economic components of the program, have important ramifications at the federal, provincial and community levels.

In 2004–2005, CIC will strive to improve the processes associated with planning and managing the annual immigration levels.

Family Reunification of Immigrants with Canadian Sponsors

Reuniting families is an important tradition in Canada's immigration program,¹¹ as it allows foreign nationals to be sponsored by close relatives or family members in Canada. This component is based on the belief that people who immigrate to Canada will tend to establish themselves more easily if their family supports them. IRPA strengthened family reunification by clarifying the selection criteria and making them responsive to current social realities. CIC will continue to closely monitor how the new Act is

8 The following Web site is updated regularly to provide information on this issue: www.cic.gc.ca/english/department/consultants/index.html.

9 For more information, see: www.csic-scci.ca.

10 For more information, see: www.cic.gc.ca/english/pub/immigration2003.html.

11 For more information, see: www.cic.gc.ca/english/sponsor/index.html.

implemented in terms of selecting permanent residents under the family class category. This task will include assessing the impact of: the expanded family definition; the new process for selecting spouses and partners already in Canada; and the simplified criteria for measuring sponsors' income.

Implementation of the guardianship provisions of IRPA Regulations were postponed until April 2005. CIC will finalize its consultations with the provinces to determine the next steps.

CIC aims to strengthen its relationships with the provinces and territories through the Sponsorship Working Group, which includes representatives from each of the provinces and territories. The mandate of this working group is to identify areas of concern, collaborate in program design and research, and develop initiatives to reduce sponsorship default. (A default occurs when a sponsor fails to provide sufficient support for a new immigrant under the terms of the agreement between the sponsor and CIC.)

In 2004–2005, CIC will also continue to work with the provinces and the Canada Revenue Agency (CRA) to develop a Canada-wide mechanism to collect from sponsors the social assistance paid out to the persons whom they sponsored. The long-term goal is to develop a national system. In the short term, CIC will facilitate the development of the collection mechanism involving the CRA that will be piloted in Ontario. CIC will also continue to negotiate agreements that will allow the federal government to exchange information with the provinces. With this tool, the Government of Canada will be in a better position to monitor to what extent sponsors are fulfilling their obligations.

Selection of Immigrants Capable of Adapting to the Canadian Labour Market

During the planning period, CIC will continue to monitor the results of the selection model established under IRPA and make adjustments where required. A Results-Based Management Accountability Framework (RMAF) was developed for the Federal Skilled Worker Program to assist the Department in monitoring and evaluating the program over the coming years. In the new selection system, the pass mark in the skilled worker category is the primary tool for balancing the qualifications and volume of applicants. The Minister has the authority to amend the pass mark periodically to reflect changes in the Canadian labour market, in the broader economy or in society. In September 2003, the Minister adjusted the pass mark from 75 to 67 in response to Canada's need for skilled workers.

If new permanent residents are to integrate and be economically successful in Canada, it is important for their educational and professional credentials to be recognized. CIC will continue to support HRSDC on foreign credential recognition with the provinces and territories responsible for professional regulatory bodies. This activity figures prominently in CIC's federal-provincial/territorial agenda and is being advanced through an interdepartmental working group.

Over 75% of all immigrants admitted in 2002 settled in Toronto, Vancouver or Montréal. Attracting more immigrants to smaller communities and other regions (including official language minority communities) and encouraging them to stay there continues to be an objective for CIC.

Successful strategies and initiatives to share the benefits of immigration more evenly across the country require a flexible approach based on specific initiatives that are consistent with provincial and territorial priorities. CIC is working with the provinces and territories both multilaterally and bilaterally (see also "Enhancing Interdepartmental Collaboration" under the Strategic Partnerships and Interdepartmental Initiatives section). CIC supports regional strategies by using new and existing mechanisms, including provincial nominee agreements, the temporary foreign worker and student programs and targeted joint promotional activities.

CIC is continuing to work with HRSDC and Industry Canada to implement a process to fast-track the immigration of highly skilled workers in demand by Canadian employers.

Selection of Business Immigrants, Including Investors

With respect to business immigrants, IRPA Regulations introduced objective and measurable standards for business experience, net worth and business establishment in Canada to maximize the chances of their success. CIC will continue to closely monitor the impact of IRPA selection criteria for business immigrants¹² following initial indications of a decline in the number of applications submitted since their implementation.

To that end, CIC will begin to develop a Results-based Management and Accountability Framework (RMAF) as the basis for assessing the success of the Business Immigration Program. CIC will consult with stakeholders to define appropriate outcomes and determine relevant data sources for analysis from both inside and outside the Department. New and revitalized relationships with operational partners, other government departments, the private sector and the provinces will be needed to meet the program's overall objectives.

By revitalizing the working relationship with operational partners and other stakeholders, CIC will also continue to review the conditions under IRPA with regard to the Entrepreneur Program during the planning period to determine whether they meet current economic needs and contribute to the objectives of the program. This review is expected to contain a broad assessment of the principles and processes.

Within the Business Immigration Program, CIC has important responsibilities for monitoring the compliance of some 90 investor immigrant funds, representing about one billion dollars of investment capital. Under the former *Immigration Act*, business immigrants who invested before April 1999 had to place money in an investment fund for five years. CIC is required to ensure that these funds are administered under the terms of that legislation. CIC will continue its persistent efforts to close those investment funds in which business immigrants invested before April 1999.

¹² For more information on the specific changes made to the program, consult the 2002 *Departmental Performance Report* available at www.cic.gc.ca/english/pdf/pub/dpr2002.pdf, pages 18 and 19.

Admission of Temporary Workers Who Fill Skills Gaps in the Domestic Labour Market

Admitting qualified temporary workers¹³ is an important component of the government's response to labour market demands. These temporary residents contribute to Canada's economic growth by enhancing productivity. In partnership with HRSDC, CIC will continue to work with the provinces, territories, businesses and municipalities to explore ways temporary workers can more easily gain admission to Canada. Together with the Status of Women and HRSDC, CIC has undertaken a review of the Live-in Caregiver Program to evaluate it against current labour market needs. This review will determine the success of its objectives and identify ways to make it more effective. The Department will also continue to improve procedures for processing and admitting temporary workers.

Admission of Visitors and Foreign Students

In addition to visitors, CIC is responsible for the entry of foreign students who are attracted to Canada by the quality of its educational institutions. These temporary residents contribute to Canada's economic growth, enrich its educational institutions and become potential workers in Canada.

Recognizing the economic and social benefits that foreign students bring to Canada, the Government of Canada made a commitment to position Canada as a destination of choice for talented foreign students. In 2004–2005, CIC will work with interested educational institutions and provinces to develop long-term options to increase the number of foreign students. To date, CIC has implemented, on a pilot project basis, three components of an integrated approach to international student initiatives. These are designed to improve how student visas are processed, provide additional opportunities in the Canadian labour market and extend post-graduate work experience in related fields of study for international students.

In 2004–2005, CIC will continue to work with provinces, territories and Canadian educational institutions interested in implementing future pilot projects, in addition to continuing to develop long-term options to improve the foreign student program. In the following two years, CIC will work with provinces, territories and educational institutions to evaluate the student pilot projects.

13 For more information on this program, see www.cic.gc.ca/english/work/index.html.

Strategic Outcome 2: Protecting Refugees and Others in Need of Resettlement

Planned Spending and Full-time Equivalents			
Forecast spending 2003–2004	Planned spending 2004–2005	Planned spending 2005–2006	Planned spending 2006–2007
\$124.6M	\$104.2M	\$119.7M	\$118.8M
216 FTEs	226 FTEs	224 FTEs	219 FTEs

Explanation of change: Forecast spending for 2003–2004 includes additional resources related to the Interim Federal Health Program received through supplementary estimates. Planned spending for 2005–2006 and 2006–2007 reflects additional resources related to Refugee System Redesign.

Introduction

CIC will achieve this strategic outcome by: reaching targeted levels for government-assisted and privately-sponsored refugees; strengthening the Refugee Resettlement Program; developing more effective working arrangements between CIC and the IRB; and enhancing Canada's influence on international initiatives to protect refugees. Functional direction is provided by the Refugee Branch, with the active involvement of CIC's regional offices, the International Region and the Departmental Delivery Network (DDN).

The protection of refugees is a key component of CIC's mandate that is central to IRPA.¹⁴ The Act emphasizes the importance of saving lives, protecting displaced and persecuted persons and maintaining the integrity of Canada's refugee protection system through fair and efficient procedures. Together with the IRB, CIC will continue to examine ways to further

streamline and strengthen refugee protection.

"Asserting Canada's role in international migration" was established as a departmental priority for 2004–2005 to reaffirm CIC's commitment to international efforts to help those most in need. This priority addresses CIC's intention to develop a strategic agenda on migration and protection, particularly in the North American context; and to develop an engagement strategy with international partners.

CIC is re-examining its strategic direction and capacity for a greater role in global migration issues with a view to developing a strategic agenda on migration and protection. CIC's active collaboration with North American partners, its participation in numerous international bodies and its chairing of both the Puebla Process and the Inter-Governmental Consultations on Asylum, Refugee and Migration Policies in Europe, North America and Australia (IGC) in

¹⁴ For more information, see www.cic.gc.ca/english/pub/index-2.html#irpa.

2004–2005 will provide opportunities for greater involvement in the international scene. Canada's participation in the UN Global Commission on International Migration (GCIM) will offer further opportunities.

To advance progress on international protection issues, CIC will strive to strengthen Canada's relationships with key international partners such as the United Nations High Commissioner for Refugees (UNHCR), and strategically engage with other partners such as the European Union (E.U.). In particular, CIC will focus on building relationships with partners and stakeholders who can support resettled refugees and on forging new types of partnerships in the context of "Convention Plus" (see below).

During the planning period, CIC will also work with other departments, including Justice, the IRB and the CBSA to develop substantive proposals that will advance the refugee reform agenda. This includes strategies to improve how access to Canada

is managed, to streamline decision-making and to consider opportunities to better help refugees.

Since migration issues are often intrinsic to federal policies relating to foreign affairs, development aid and trade, CIC will also explore new partnerships with other government departments (e.g., Department of Foreign Affairs, Department of National Defence, CIDA and Department of International Trade) and contribute to the International Policy Review.

In addition, providing essential health care and rapidly identifying and managing diseases or illness are important issues when it comes to protecting refugees and other vulnerable migrants. Under the Interim Federal Health Program (IFH), CIC continues to play an important role in providing of health care coverage for refugees and protected persons while they do not qualify for provincial medical insurance.

Maintaining Canada's Humanitarian Tradition while Enhancing the Integrity of Decision-Making: The North American Context

CIC plays a significant role in maintaining Canada's humanitarian tradition by protecting refugees and persons in need of humanitarian assistance and by representing Canadian values and interests in multilateral and bilateral international fora on refugee protection.

To further advance Canadian interests in refugee protection and strengthen co-operation on protection issues in the North American context, CIC will focus its efforts on the following activities with the United States during the planning period:

- Implementing the *Canada-U.S. Agreement on the Sharing of Information on Refugee Status Claims* (also known as the "Asylum Annex");
- Implementing the *Safe Third Country Agreement*; and
- Ongoing discussions through the Asylum Working Group of the *Shared Border Accord*.

In addition, CIC is introducing standardized documents for all refugee claimants, improving document integrity and reviewing the landing process for persons in need of protection in Canada.

Achievement of Targets for Government-Assisted and Privately-sponsored Refugees

Under the Immigration Plan for 2004,¹⁵ it is projected that Canada will receive between 29,400 and 32,800 new protected persons. This total includes the following targets: 7,500 government-assisted refugees; between 3,400 and 4,000 privately-sponsored refugees; between 14,500 and 16,500 refugees landed in Canada; and between 4,000 and 4,800 dependants of refugees landed in Canada.

While CIC will endeavour to achieve the planned levels for both government-assisted and privately-sponsored refugees, the UNHCR's capacity to plan and refer cases in geographical areas where CIC has the capacity to process them is an ongoing challenge. CIC is committed to finding new methods and partnerships to assist the UNHCR in delivering its mandate.

Effective and Responsive Refugee Resettlement Program

CIC manages and promotes various sponsorship initiatives for refugees by working with partners in the refugee-sponsoring community. CIC will establish new partnerships and strengthen traditional ones, particularly with other countries, the UNHCR and other international or intergovernmental organizations. More effective relationships with local Service Provider Organizations will improve the delivery of resettlement services.

CIC will continue to work with the Canadian Council for Refugees (CCR) and the private sponsorship community to ensure their participation in the internal review of the Private Sponsorship of Refugees Program.

A key priority for 2004–2005 will be to establish new partnerships with francophone organizations¹⁶ and official language minority communities outside Québec to develop awareness of the Private Sponsorship of Refugees Program and the Host Program. Based on consultations and success factors (such as labour market strength, leadership by non-governmental organizations and the capacity for sponsorship), CIC will work to engage francophone organizations and the French-speaking refugee community in sponsoring refugees.

CIC is also implementing initiatives to improve the delivery of services to refugees. For example, to improve the process of resettling refugees, the Department will move to group processing, streamline Refugee and International Region programs to meet the growing needs of refugees and increase strategic planning with partners in the form of blended resettlement initiatives with non-government organizations.

Over the coming year, CIC will strive to improve program monitoring and performance measurement throughout its Refugee Resettlement Program and build on its experience and lessons learned to identify and introduce efficiencies in the programs while ensuring their integrity.

CIC will continue implementing recommendations from the evaluation of the Resettlement Assistance Program (RAP). Measures include ensuring the renewal of the terms and conditions for RAP, developing strategies to address changes in the refugee profile (including special needs) and improving refugee access to housing and other services. CIC is also developing data collection measures that will feed into an electronic performance monitoring system.

¹⁵ For more information, please consult www.cic.gc.ca/english/pub/immigration2003.html.

¹⁶ For more information, please consult www.cic.gc.ca/english/press/04/0405-pre.html.

In addition, pursuant to section 88 of IRPA, CIC manages an Immigration Loan Fund. The fund was established in 1951 as an advance from the Consolidated Revenue Fund that is sustained by the collection of repayments on existing loans to finance new loans. The current limit on the loan fund is \$110,000,000. Loans are made to refugees and members of designated classes selected abroad. They are intended to defray costs for such things as medical examinations abroad, transportation to Canada and expenses associated with initial settlement in Canada. Applicants must demonstrate financial need as well as their ability to repay the loan.

As of March 31, 2004, there were 17,482 outstanding loan accounts amounting to \$42.5 million. During 2003–2004, 4,473 new loans were established amounting to \$12.5 million. In the same period, collections of existing accounts amounted to \$14.1 million. CIC will continue to manage this program with due diligence to ensure that the recovery rate for repayment of 91% is maintained.

Effective and Efficient Working Relationship with the IRB

The IRB¹⁷ is an independent administrative tribunal with a quasi-judicial process. The process is designed to ensure fair, efficient and consistent decisions in accordance with Canadian law and Canada's international obligations and humanitarian traditions. The Board's Refugee Protection Division hears refugee protection claims referred to it by CIC.

CIC will continue to work closely with the IRB to arrive at well-informed, timely decisions by providing case-related and country-specific

details on refugee situations. The Department will also continue to collaborate with the IRB to improve the effectiveness and efficiency of the refugee determination system and related program activities as well as the documentation of refugee claimants and protected persons.

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

CIC faces challenges in pursuing both its international and domestic refugee protection agenda as a result of international influences that place greater emphasis on the inter-linkages between refugee protection, human rights, security and international trade. Consequently, the Department took the initiative to strengthen its relationships with multilateral institutions (e.g., the International Maritime Organization and human rights treaty bodies). CIC also continues to demonstrate leadership through expanded participation in international discussions on protection through such fora as the UNHCR, the Inter-Governmental Consultations on Asylum and transatlantic dialogue with the European Union.

In 2001, the UNHCR launched the Agenda for Protection. The Agenda encompasses the Convention Plus Initiative, which aims to find durable solutions for refugees in protracted situations. CIC co-ordinates the Canadian contribution to the Convention Plus Initiative discussion and has assumed the role of co-chair for the Core Group on Resettlement. CIC remains committed to this leadership role and will also provide assistance, as appropriate, to groups addressing development assistance and secondary movements.

17 For more information, see www.irb-cisr.gc.ca/en/INDEX_E.htm.

CIC plans to develop and maintain bilateral relationships on asylum issues with other governments and international organizations. This may include negotiating additional information-sharing agreements with international partners on refugees and people in need of protection. The Department will

also liaise with other government departments, the IRB and non-governmental organizations on international protection issues and maintain horizontal linkages between CIC refugee protection policies and the broader government approach to refugee issues.

Strategic Outcome 3: Supporting the Settlement, Adaptation and Integration of Newcomers into Canadian Society

Planned Spending and Full-time Equivalents			
Forecast spending 2003–2004	Planned spending 2004–2005	Planned spending 2005–2006	Planned spending 2006–2007
\$407.6M	\$435.3M	\$456.2M	\$451.1M
623 FTEs	647 FTEs	642 FTEs	619 FTEs

Explanation of change: Planned spending for 2004–2005 and future years includes additional funding for Enhanced Language Training provided in the 2004 Federal Budget and proposed funding for new citizenship legislation. Planned spending for 2005–2006 and future years includes estimated cost increases under the *Canada-Québec Accord*.

Introduction

One of CIC's overarching goals is to further improve the settlement, adaptation and integration of newcomers into Canadian society by: enhancing the delivery of orientation, adaptation and language programs for newcomers; directing and supporting the citizenship program; and ensuring that the value of immigrants and citizenship is effectively promoted and understood.

Functional direction for activities under this strategic outcome lies with the Integration Branch, with the active involvement of CIC's regional offices across Canada and the Departmental Delivery Network (for

processing citizenship applications). There is also considerable collaboration across CIC branch lines, especially the Selection and Refugee Branches and the International Region. Most of the operational delivery of the settlement programs is carried out by non-governmental organizations (NGOs) as well as through provincial governments. Regional and local offices deliver services through Service Providers Organizations. Under formal agreements, the governments of Québec, Manitoba and British Columbia provide settlement and integration services to newcomers. Some services in Alberta are co-managed with the Government of Alberta. Elsewhere in Canada, the program is administered directly by CIC.

“Improving immigrant outcomes” is a key priority for CIC in 2004–2005. To address this, CIC will focus on: (i) improving immigrants’ language skills to ease economic and social integration; (ii) strengthening partnerships with stakeholders to identify and remove barriers to recognizing foreign credentials; (iii) using existing programs to enhance regionalization (i.e., a more equitable distribution of immigrants throughout the country); (iv) implementing a strategic framework aimed at attracting and retaining immigrants for francophone minority communities; and (v) finding ways to improve access to information and tools for potential immigrants and newcomers to facilitate their entry into the labour market upon arrival in Canada.

Successful Integration of Newcomers into Canadian Society

The key elements for successful integration into Canadian society include adequate language skills, recognition of professional credentials and foreign work experience, respect for diversity and equality of opportunity for newcomers. CIC’s programs facilitate the integration of immigrants into Canadian communities, thereby increasing their opportunities to make economic, social and cultural contributions to Canada.

A critical step in improving immigrant outcomes is to help adult immigrants improve their command of one of Canada’s two official languages so they can integrate more quickly and more effectively into the labour market. The 2004 Federal Budget proposed to invest an additional \$15 million per year in new funds for CIC’s Enhanced Language Training Initiative to enhance the labour market language training pilot projects announced in the 2003 Budget.

In 2004–2005, CIC will work with partners (including other federal departments, provinces/territories, voluntary organizations, Service Provider Organizations and

employers) to develop strategic projects, based on a cost-sharing model, that will provide more advanced language training that is better geared to the labour market. These projects will also provide orientation to the local labour market and assistance in finding employment in the immigrant’s field of employment. The Enhanced Language Training initiative also includes a regional component focusing on the development of partnerships to provide immigrant language training in smaller communities that would otherwise not have the capacity to do so.

To address specific barriers to labour market integration, such as the recognition of foreign credentials and foreign work experience, CIC will strive to reinforce its partnerships with other federal departments (especially HRSDC), provinces/territories, professional associations, regulatory bodies, employers and other stakeholders. The Interdepartmental Committee on Immigrant Labour Market Integration (ILMI), co-chaired by CIC and HRSDC, will continue to serve as a vehicle of communication with and among provincial and territorial governments and will co-ordinate federal policies and activities relating to this issue.

Building on the momentum created by the federal Voluntary Sector Initiative (VSI) and by CIC’s second National Settlement Conference held in October 2003, the Department will continue to strengthen its relationship with the settlement service community and with government partners to ensure information-sharing and collaboration on priority issues. In 2004–2005, CIC will work with its partners to implement key recommendations from the various VSI working groups, such as the Small Centres Strategy Group. This includes taking action on the recommendation for pilot projects that would encourage settlement outside Canada’s largest cities and extend the benefits of immigration more evenly throughout Canada.

In 2004–2005, under the Language Instruction for Newcomers to Canada Program (LINC), the Department will implement benchmarks for French as a second language to reflect the new language requirements in the IRPA selection criteria and to further develop French-language training tools. CIC will also develop curriculum guidelines, assess training capacity and determine language assessment needs. Under the Immigrant Settlement and Adaptation Program (ISAP), CIC will begin developing tools to improve the capacity of smaller communities to attract and retain newcomers. This activity may include promoting diversity, encouraging inter-cultural understanding and building community capacity to welcome newcomers.

CIC plans to use its existing settlement programs, such as LINC and ISAP, to focus on regionalization. To further promote regionalization, CIC will strengthen its partnerships with the provinces and territories by promoting comparable settlement services throughout Canada and by consulting them on the Settlement Allocation Model. The Department will share best practices in settlement programming with British Columbia and Manitoba, two of the provinces that have signed settlement agreements with CIC, and will continue to seek opportunities for sharing information with the Government of Québec.

The Department will also continue to work with its federal and provincial/territorial partners and other stakeholders to enhance *Going to Canada/Newcomers to Canada*, a key component of the Canada Web Site. This Internet initiative aims to provide a single point of access to a wide range of information and services that potential immigrants and

newcomers need to make informed decisions and prepare for life in Canada. In 2004–2005, CIC will work with partners (including other federal departments, provinces/territories, voluntary organizations, professional associations and other stakeholders) to complete the implementation of the first phase of this portal initiative.

In order to deal with challenges in delivering settlement services, CIC will undertake an analysis of any existing gaps and begin to develop a business case that includes options to address any imbalance between the needs of clients and the resources available.

Attracting and Maintaining Immigrants in Francophone Minority Communities

The Department will play an active role in the federal government's outreach to official language minority communities.

CIC is committed to working with official language minority communities to help them attract and retain immigrants¹⁸ and will continue to work with federal and provincial/territorial partners and francophone minority communities throughout Canada. Implementing a strategic framework that will facilitate the selection, orientation and integration of francophone newcomers in these communities is a key activity for 2004–2005. CIC will also continue to promote and assist official language minority communities through existing and new bilateral agreements with provincial and territorial governments.

18 For more information, see www.cic.gc.ca/english/press/02/0206-pre.html.

Accountability to Ensure Effective and Efficient Delivery of Settlement Programs

CIC continued working with service providers on the implementation of the Contribution Accountability Framework (CAF)¹⁹ in 2003–2004. The framework guides performance measurement and program evaluation and is standardizing management and administrative practices for CIC's settlement programs. It ensures accountability for settlement spending and results by monitoring service delivery and evaluating the program's effectiveness and efficiency. Information collected will be used to identify gaps and propose improvements to settlement programs that facilitate integration into Canadian society.

As part of the CAF, the Immigration Contribution Accountability and Management System (iCAMS) will be fully implemented in 2004–2005. iCAMS is a national performance measurement system that will enable CIC to generate reports that provide detailed information on, and identify trends in, settlement service usage.

CIC is working to improve the overall delivery of services to immigrants and refugees with the ultimate aim of improving their economic and social outcomes. CIC will implement consistent processes and procedures for delivering and monitoring settlement programs. The Department will also assess, prioritize and begin to implement the recommendations from the evaluation of the Language Instruction for Newcomers to Canada program (LINC).²⁰ Evaluations of the Immigrant Settlement and Adaptation Program (ISAP),²¹ the Host program²² and

the Canadian Orientation Abroad (COA) initiative under ISAP will also be completed in 2004–2005.

In 2004–2005, CIC will also renew the terms and conditions for its settlement contribution programs. This includes both the settlement and resettlement programs as well as the provincial settlement realignment agreements with B.C. and Manitoba.

Full Participation in Canadian Society for Eligible Permanent Residents by Granting Citizenship and Establishing Claims to Citizenship

A bill proposing a new Citizenship of Canada Act was at second reading when Parliament was prorogued in November 2003. In 2004–2005, CIC will review how best to proceed with key measures to modernize Canada's citizenship program.

In 2004–2005, CIC will roll out its Global Case Management System (GCMS), beginning with the citizenship component (see "Building the New CIC through Modern Management" for details). This work will require subject matter expertise to build and test the system, develop a user manual and facilitate training on the new system.

CIC will continue to monitor and measure the integrity of its citizenship programs²³ through its Quality Assurance Program to ensure reliable client information for granting citizenship and issuing proof of citizenship cards.

¹⁹ For more information on the CAF, see www.integration-net.cic.gc.ca/.

²⁰ For more information, see www.cic.gc.ca/english/newcomer/linc%2D2e.html.

²¹ For more information, see www.cic.gc.ca/english/newcomer/isap%2D2e.html.

²² For more information, see www.cic.gc.ca/english/newcomer/host%2D2e.html.

²³ For more information, see www.cic.gc.ca/english/newcomer/fact_09e.html.

Effective Promotion and Understanding of Citizenship and Integration Issues

To promote core Canadian values (peace, respect, freedom, justice and a sense of belonging) to newcomers and to all Canadians, CIC will continue its *Canada: We All Belong* campaign²⁴ in 2004–2005. Modest outreach activities throughout Canada will take place. The material produced for this campaign will be used for education on citizenship and will support numerous activities organized across the country for Canada's Citizenship Week, National Flag Day and Celebrate Canada Week. In 2004–2005, the educational resource, *Cultivate Your Commitment to Canada*, will be produced. Targeting young people aged 9 to 11, this resource aims to promote an understanding of active citizenship, social engagement and the shared values that have shaped Canada.

In 2004–2005, CIC will continue to promote the Citation for Citizenship Award among communities, Members of Parliament, Senators, municipalities and the ethnic media. The awards, which recognize outstanding efforts by Canadians to help newcomers, will be presented the following year.

CIC will also continue *Citzine*, a Web site designed for youth that focuses on quarterly themes linked to citizenship values, practices, rights and responsibilities. The 2004–2005 themes will be justice, the arts, civic participation, human rights and peace.

CIC will broaden its relationships with other federal departments to create wider exposure to key campaigns such as Citizenship Week and Celebrate Canada Week. Tools to achieve this goal include links on Web sites, timely communications announcements and a wider distribution of print material. CIC will also explore new opportunities to promote its educational resources (e.g., *Citizenship Activity Guide*) and events (e.g., citizenship reaffirmation ceremonies).

The Immigrant Speakers Bureau, a partnership initiative with Canadian Heritage, will enter its fourth phase in 2004–2005. Through presentations by immigrant speakers about their experiences, challenges and successes as newcomers to Canada, this initiative aims to educate Canadians about the many contributions immigrants make to Canada. The Immigrant Speakers Bureau has been successfully established in Toronto and Vancouver. Over the next fiscal year, CIC will expand the initiative to Halifax and Winnipeg.

In addition, CIC will work with partners to create a strategy to strengthen the promotional role of citizenship judges. In collaboration with the Interdepartmental Committee on Citizenship Promotion, CIC will further refine and expand this promotional strategy based on any new legislation that might enhance the outreach role of citizenship judges.

24 For more information, see www.citzine.ca/issue.php?lng=e&issue=v02i02&art=index.

Strategic Outcome 4: Managing Access to Canada with a Fair and Effective Enforcement Strategy

Planned Spending and Full-time Equivalent			
Forecast spending 2003–2004*	Planned spending 2004–2005*	Planned spending 2005–2006*	Planned spending 2006–2007*
\$195.4M	\$178.9M	\$165.2M	\$155.6M
1,576 FTEs	1,397 FTEs	1,351 FTEs	1,329 FTEs

* Planned Spending has been reduced by an estimated amount to be transferred to the CBSA.

Explanation of change: : Planned Spending in 2004–2005 declined, primarily due to reduced resources for the Permanent Resident card.

Introduction

Managing access to Canada involves developing policies, programs and procedures to preserve the integrity of Canada's immigration, refugee and citizenship programs, and to protect the health and safety of Canadians and the security of Canada. While CIC works to help legal immigrants, refugees, students, temporary workers and visitors enter Canada more efficiently, it must also focus on policies and procedures to prevent inadmissible people from entering, transiting or remaining in Canada (in conjunction with the CBSA).

The functional direction for activities under this strategic outcome now lies with CIC's new Admissibility Branch. The International Region and the Medical Services Branch as well as their national and international networks are also actively involved. There is also close collaboration with the Information Management and Technologies Branch, the Departmental Delivery Network and CIC's regional offices in Canada and overseas points of service.

After the reorganization of the federal government, announced on December 12, 2003, the responsibility for the enforcement and intelligence functions relating to entry into Canada was transferred to the newly created CBSA, which is part of the new Department of Public Safety and Emergency Preparedness (PSEP). This includes activities relating to: (i) preventing foreign nationals from trying to enter Canada without proper identification; (ii) detaining individuals who have contravened IRPA; and (iii) removing those who do not have the right to remain in the country, particularly foreign criminals and people posing security risks. However, CIC retains key functions relating to managing access to Canada, including admissibility policy, program integrity, visa policy, international migration issues concerning admissibility and case processing in Canada and abroad.

Both domestic and international strategic partnerships are vital to the success of this strategic outcome. CIC works in close collaboration with other federal departments and agencies, such as the CBSA, the RCMP, CSIS, the Department of Foreign Affairs, as

well as with provincial and territorial governments and local authorities. The international nature of migration also requires close liaison with foreign governments (in particular, the U.S., the E.U. and Australia), international organizations (especially those associated with the United Nations) and health authorities around the world.

Establishing new partnerships and strengthening existing ones (both within Canada and internationally) to ensure co-operation and co-ordination on migration issues is a major overarching activity for the planning period. Within Canada, the top priority will be to build CIC's working relationship with the new CSBA. Internationally, the key focus will be strengthening CIC's relationships with its counterparts in the U.S. Department of Homeland Security, which was established in March of 2003.

To effectively manage access to Canada, CIC makes every effort to base its strategies on reliable information and documentation for client identification and on effective medical screening and health surveillance. This is supported by effective information sharing, useful tools, staff development and sound risk management. In addition, the Department is continually exploring the potential of new technologies to further increase its effectiveness.

Increasing Confidence in Document Integrity and Client Identification

During the planning period, CIC will focus on increasing confidence in document integrity and client identification.

In 2003–2004, CIC moved forward with the implementation of the Permanent Resident (PR) card initiative. On December 31, 2003, it became mandatory for all permanent residents traveling abroad to obtain a PR card in order to re-enter Canada aboard a

commercial carrier. The PR card is intended to protect Canadians against the fraudulent use of immigration documents while facilitating the identification of legitimate permanent residents and protecting the privacy of those who have been granted permanent resident status. The Department will continue to monitor the effectiveness of the PR card in increasing border security and public safety.

Increased concern over the theft and fraudulent use of identity documents has led governments to consider the use of leading-edge technologies to verify identity, status and access to entitlements. For example, the G-8 countries have recently announced their intention to accelerate progress on the development of biometric technologies for international travel. More specifically, new legislation in the U.S. that mandates the implementation of biometrics may have important implications for all foreign nationals wishing to enter that country, including Canadians.

CIC continues to work with the CBSA in exploring the use of biometric identifiers. The Department will also continue to investigate how biometrics and other technologies could further strengthen client identification and the integrity of documents.

Identity management is a key element in the decision-making process and has an impact at every service point. Since this work has implications beyond the Department, CIC aims to build stronger relationships with federal and provincial partners. In collaboration with the Foreign Affairs Passport Office and HRSDC, CIC plans to conduct a critical analysis of existing client identification procedures and the relationship to the subsequent record of decision (i.e., document) and verification processes. CIC is also working with these federal partners on the broader issue of identity policy.

Medical Screening

Admitting individuals in good health is important to protecting the health and safety of Canadians. Canadian health care issues can be managed more effectively by identifying infectious diseases or illnesses in their early stages and limiting access to individuals with certain medical restrictions. In 2004–2005 and beyond, CIC will continue to screen medically those individuals who are eligible to enter Canada.

To meet the health requirements defined in federal immigration and public health legislation, CIC delivers medical screening and medical assessment services throughout Canada and around the world in collaboration with Health Canada and other national and international partners, for purposes of immigration to Canada.

The Immigration Medical Examination (IME) is the beginning of the process that identifies infectious disease or illness in applicants. The Designated Medical Practitioner (DMP), a local physician appointed by CIC, performs the IME and thus plays an important role as the applicant's first point of contact. To strengthen this process, in 2004–2005, CIC identified areas of improvement to not only improve the quality of client service to the DMPs but also to ensure that the principles of modern management are achieved. As part of an overall DMP Management Control Framework, a pilot audit and evaluation system was initiated. This consists of a self-administered evaluation for over 1,200 DMPs and an on-site evaluation and audit using innovative analysis tools. CIC will continue to develop performance indicators and service standards to maximize the benefits of DMPs in the IME process.

Building the New CIC through Modern Management

Introduction

A key component of the CIC priority for 2004–2005 entitled “Building the New CIC” relates to the Department’s Modern Management Action Plan, which aims to build management capacity to meet both government needs and the expectations of the Canadian public.

CIC has been undergoing a department-wide transformation in the way it does business. Through a commitment to the principles and practices of modern management, the Department is building the capacity it needs

to effectively manage its programs, services and functions with the optimum allocation of resources. As a framework for a dynamic organizational renewal that prepares CIC to adapt to the forces of change, modern management promotes a coherent, integrated approach to managing programs, policies and operations, and supports the development of appropriate tools, systems, procedures and controls.

To lead the modernization of its management practices, CIC created a Modern Management Office in 2000. Under the

direction of a steering committee made up of senior managers, this office co-ordinates the Department's modern management agenda and is responsible for monitoring and reporting regularly on progress through the Management Accountability Framework (MAF) established by Treasury Board.

Modern Management Initiatives

CIC launched a comprehensive, multi-year Modern Management Action Plan in December 2002 to enhance management capacity throughout the Department. This plan targets seven areas for improvement: strategic leadership, governance and functional direction, risk management, financial management, integrated management information, values and ethics, and human resources management.

Based on this action plan, CIC has implemented new governance structures, strengthened its capacity to manage both costs and risks, enhanced accountability by applying a results-based approach to management, improved its strategic planning by introducing an environmental scanning process, and initiated an integrated process for business and resource planning.

In 2004–2005, CIC will continue to implement its Modern Management Action Plan. An overarching goal is to improve the understanding of modern management principles and practices throughout CIC and promote a corporate culture that encourages continual improvement. As it moves toward fully integrating all components of modern management, CIC will intensify its focus on human resources management, rigorous stewardship, results-based management and enhanced accountability.

CIC adopted an Integrated Risk Management Framework in December 2002 as a foundation to begin systematically integrating risk management into its activities. This framework included elements for identifying, assessing and mitigating risks;

it established operating principles; clarified roles and responsibilities; and provided a generic model for risk management. Once fully implemented, this approach will help CIC make better-informed decisions about strategic, operational and financial risks within its control and better respond to risks beyond its control.

A key activity for CIC in 2004–2005 will be to develop a Corporate Risk Profile to further strengthen its planning and management processes. This profile will identify key areas where risks could have a significant influence on CIC's ability to achieve its strategic outcomes and objectives. To support the cultural shift to a "risk-smart" workforce and environment, CIC will also continue to implement its training strategy. The aim of the strategy is to increase the understanding of risk management and to build the necessary competencies to implement the initiative throughout CIC.

CIC initiated an integrated approach to departmental planning in 2002–2003. To increase accountability, encourage linkages between sectors and bring together a broad range of strategies to address departmental priorities, CIC improved its approach to planning by implementing its Integrated Business and Resource Planning Framework in 2003–2004. With a focus on business strategies targeted to address CIC's priorities, the process is now based on environmental scanning and takes into account financial, human resources, informatics and communications considerations.

To promote the application of results-based management principles in all departmental activities, CIC developed a Performance Measurement Action Plan in 2003–2004. Following an initial focus on departmental training and engagement, CIC will now focus on developing indicators and measures related to Results-based Management Accountability Frameworks (RMAFs) and Accountability, Risk and Audit Frameworks (ARAFs) to ensure coherence with departmental objectives. Developing and

strengthening the integration of performance measurement and formal program evaluation to maximize the effectiveness of both is an overarching goal.

CIC will continue to use the Management Accountability Framework (MAF) during the planning period. As an important tool to promote high organizational performance, this framework clarifies links between the various management improvement initiatives and identifies indicators and measures to gauge departmental performance and results over time.

As part of a government-wide initiative to strengthen accountability and reporting to Parliament and Canadians, and to facilitate decisions relating to expenditures and reallocations, CIC is currently developing a Program Activity Architecture (PAA). The PAA is a framework that links departmental programs and program activities to strategic outcomes and identifies related financial and non-financial information, including performance indicators. This will form the foundation for measuring and reporting on departmental performance and outcomes in the future.

In 2004–2005, CIC will also continue to conduct internal audits of management functions in accordance with its Risk-Based Plan for Assurance and Advisory Services. This plan ensures that senior management is given timely assurance and advice on important matters such as risk management practices, control frameworks and practices, as well as reliable information for decision-making and reporting. Through this process, CIC is able to identify opportunities for strategic change that can help it reach its strategic outcomes.

The Cost Management Initiative is a key component of CIC's Financial Management Action Plan. Launched in 2002–2003, the

purpose of this initiative is to develop and maintain a cost management model that integrates information from departmental business and corporate systems. An activities-based costing approach enables CIC to demonstrate the relationship between results achieved and resources allocated. An initial model, based on fiscal year 2001–2002 data, has been completed and is currently being updated to reflect changes in business processes and cost information for fiscal year 2002–2003. This model provides CIC with access to better data for strategic planning and operational decision making, thus increasing overall accountability. In 2004–2005, CIC plans to continue to analyze the relationship between financial and performance information.

In 2004–2005, CIC will develop a comprehensive action plan to improve data quality and consistency. This action plan will: implement the new Management of Government Information Policy (MGI); clarify accountabilities; define roles and responsibilities; and identify appropriate methodologies and tools related to data management. By demanding more accurate, consistent and reliable reporting across CIC, this plan is expected to increase overall accountability.

CIC's Business Solutions Strategy aims to improve business processes by focusing on innovation, prioritization and rationalization. An investments governance structure will assess business cases to ensure they are aligned with CIC's strategic objectives, validate business process designs and make funding and reallocation recommendations.

CIC's Global Case Management System²⁵ (GCMS) is a critical component of the infrastructure that helps CIC accomplish strategic outcomes and priorities. GCMS is a five-year program designed to replace CIC's

25 For more information, see www.cic.gc.ca/english/department/gcms.html and www.cic.gc.ca/english/press/03/0311%2Dpre.html.

legacy systems with an integrated, automated case management system to support its client operations. The GCMS will make CIC's case management system more secure and effective by improving program integrity, overall efficiency and client service delivery. It will also help CIC communicate and share data with its partners, and provide the data needed for effective operations and sound management decisions. GCMS will be the foundation that will enable CIC to support Government On-Line and new business initiatives, capitalize on new technologies and integrate additional security measures in the future.

Based on departmental requirements, CIC began to develop GCMS in 2003–2004 using commercial software for core functions. GCMS will be delivered in a series of three deployments, which should be completed by December 31, 2005. The first deployment will take place in September 2004 and will focus on the overall foundations of the system, on the citizenship courts across Canada and the citizenship case-processing centre in Sydney. Initial work will also be undertaken on the second deployment that relates to overseas missions. CIC is currently developing a performance measurement strategy to prepare for an in-depth evaluation of the initiative.

As part of the broader federal commitment to the Government On-Line initiative to improve services by using new information technologies, CIC has developed an electronic client application status query system (e-CAS). This system allows clients who have applied for permanent residence in Canada, for permanent resident cards and for citizenship or proof of citizenship to check the status of their application on-line in a secure way. During 2004–2005, CIC will focus on improvements to this system to ensure it is robust and stable.

To promote citizen-focused service, CIC consolidated its domestic call centres into a single point of service in the fall of 2003 and will undertake an analysis of caller patterns in 2004–2005 to decrease the number of repeat calls. Also, CIC will explore ways to further improve access to information and services for non-Canadians through its continued participation in the Canada International Gateway via the *Going to Canada/Newcomers to Canada* cluster.²⁶ This initiative involves the active partnership of 13 federal departments and agencies and close collaboration with provincial/territorial governments and NGO service providers.

CIC's Values and Ethics Program is recognized as being on the leading edge within the federal government. Over the past two years, CIC has developed and promoted tools to encourage dialogue on values and ethics among all employees and to foster the integration of these principles into their daily work. For example, CIC developed a managers' tool kit to promote dialogue and ethical decision making, created an inventory of cases presenting ethical dilemmas, and developed a one-day course on ethical leadership and decision making that will be piloted in 2004–2005.

A key focus for the Values and Ethics Program in 2004–2005 will be to incorporate the new Values and Ethics Code for the Public Service of Canada (which came into effect in September 2003) into operational, leadership and orientation training. This code clarifies the relationship that must exist between elected officials and public servants and the fundamental values and ethical principles that guide public servants in their professional activities.

CIC began modernizing its human resources management in 2003–2004. Strategies were developed to strengthen accountability, redefine delegation in staffing, integrate

26 For more information, see www.canada.gc.ca and click on "Non-Canadians" followed by "Going to Canada."

human resources planning into the business planning process, emphasize career development and training, advance employment equity and strengthen official language capacity throughout CIC and communicate these goals to employees.

To implement the new *Public Service Modernization Act*,²⁷ CIC will accelerate its efforts to advance reforms regarding the hiring and management of employees and its commitment to continual learning and professional development. In addition to training for managers and sharing best practices, key activities for 2004–2005 include developing or updating instruments and procedures (i.e., policies, guidelines and frameworks for human resources management). To enhance training, CIC will also create a toolbox for managers on the changes resulting from the implementation of the Act and on non-legislative aspects (e.g., CIC's relationship with bargaining agents).

Strategic Partnerships and Interdepartmental Initiatives

Introduction

CIC considers its partnership/consultation activities and horizontal initiatives to be integral elements of its policies and programs. CIC will actively pursue consultation and dialogue on immigration with other federal departments and with provincial and territorial governments (both multilaterally and bilaterally). This will better inform the national planning process and policy committees and allow both levels of government to more effectively plan and co-

ordinate activities and services related to immigration.

CIC is also creating linkages between its policies and programs and the broader government agenda by: (i) co-ordinating the development of long-term and ongoing corporate strategic policy; (ii) monitoring and assessing the implications of government-wide policy trends and major initiatives; (iii) participating in interdepartmental policy committees; and (iv) managing key horizontal policy files. For example,

²⁷ For further details, see www.hrma-agrh.gc.ca/hrmm-mgrh/index_e.asp.

subsection 94.2(f) of IRPA requires CIC to include a gender-based analysis of the impact of this Act in its annual report to Parliament. This reporting requirement is consistent with Canada's domestic and international commitments to ensure that all policies and programs support progress toward equality between men and women.

Every year, CIC develops and manages a departmental research plan, data infrastructure projects and research contracts with external specialists (academics, consultants), as well as joint research with Statistics Canada, other federal departments, provinces and municipalities. In 2004–2005, CIC will enhance and expand its research activities to provide policy-makers with information on immigrant outcomes and will contribute to effective policy and program design through such initiatives as research on the ability of immigrants to speak one of the official languages and on immigrant poverty.

Through the Metropolis Project,²⁸ CIC is also committed to the continued promotion of academic research and its use by policy-makers to develop policies for managing issues related to immigration and diversity in cities. CIC will continue to be active in an international forum (which involves partnerships with policy-makers and researchers from over 20 countries) for comparative research and public policy development on population migration, cultural diversity and the challenges of immigrant integration in cities in Canada and around the world.

Strengthening International Migration Policy and Partnerships

To support its priority "Asserting Canada's role in international migration," CIC monitors international migration in order to anticipate

and assess any possible impact to Canada's immigration program.

CIC has identified policy objectives within the international scope to address program integrity and enhance migration management. Key international issues include: bridging the North-South divide; ensuring the human rights of migrants; improving the global governance structure for the effective protection of refugees; and promoting Canada's integration policies to influence other countries.

In 2004–2005, CIC will chair both the Puebla Process (also known as the Regional Conference on Migration or RCM) and the Inter-Governmental Consultations on Asylum, Refugee and Migration Policies in Europe, North America and Australia (IGC). CIC will also continue to be actively engaged in other international fora and debates such as the International Organization for Migration (IOM), the UN, the UNHCR, the Four Country Conference (FCC), the Summit of the Americas (SOA), the E.U., the International Labour Organization (ILO) and the Organization of American States (OAS). CIC is also involved in a number of bilateral relationships with key countries.

In response to the government's commitment to play a significant and distinctive role in the world, Canada has decided to join the Global Commission on International Migration, which was launched by the UN Secretary General in December 2003. This commission is expected to report back to the UN Secretary General by June 2005 to address international migration in terms of its mandate and institutional structure.

In addition, in partnership with Health Canada, CIC established a Migration Health Task Force to develop a Strategic Action Plan for Migration Health that will lead to the modernization of Canada's policies and

²⁸ For more information, see www.canada.metropolis.net/.

practices. The result of this task force's work will be delivered in the fall of 2004.

Strengthening Intergovernmental Partnerships

Given that immigration is an area of shared jurisdiction with the provinces, intergovernmental collaboration is critical to achieving CIC's objectives. As key strategic partners, the provincial and territorial governments provide many of the programs that support immigrants, refugees and refugee claimants.²⁹

Section 8 of IRPA allows the Minister of Citizenship and Immigration to sign agreements with the provinces to co-ordinate and implement immigration policies and programs. Federal-provincial/territorial agreements outline specific responsibilities and establish mechanisms for the provinces and territories to contribute to the development of immigration policies and programs.

Bilateral agreements for federal-provincial/territorial co-operation have been signed with nine provinces and one territory to date: Québec, Manitoba, Saskatchewan, British Columbia, New Brunswick, Newfoundland and Labrador, Prince Edward Island, the Yukon, Alberta and Nova Scotia. In addition, on May 7, 2004, CIC signed a Letter of Intent with the Government of Ontario, paving the way for a Canada-Ontario immigration agreement in 2004–2005.

CIC is committed to maintaining strong federal-provincial/territorial partnerships, both bilaterally and multilaterally. In addition to the existing consultative mechanisms, CIC plans to pursue further opportunities for consultations and collaboration with its provincial and territorial partners over the next several years. This initiative will build on existing consultative structures at the

assistant deputy minister level, on the Immigration Planning Table (which provides, among other things, a mechanism for consulting on the annual target levels for immigration) and in federal-provincial/territorial working groups.

CIC will continue to work with the provinces, territories, the private sector and the voluntary sector to further develop partnerships with communities, including official language minority communities and to help newcomers integrate. The governments will also work together on reducing labour market barriers facing many immigrants, on selecting highly skilled workers and on making it easier for employers to participate in efforts on the recognition of foreign credentials. CIC and its provincial/territorial partners are also committed to implementing regional immigration strategies. These strategies aim to maximize the economic and social benefits of immigration throughout Canada by encouraging newcomers to settle in smaller urban or rural communities.

Enhancing Interdepartmental Collaboration

CIC's strategic approach to policy development has enabled it to support commitments of the Government of Canada (such as skills and learning, innovation and social cohesion) by working with other federal departments on horizontal challenges and opportunities.

Key policy activities during the planning period will involve continued collaboration with strategic partners related to the Government's broader objectives of strengthening the social foundations of Canadian life; building a 21st century economy; and ensuring a place of influence and pride for Canada in the world. CIC will help achieve the Government's broader objectives over the medium and longer terms by leveraging the

²⁹ For more information on federal-provincial agreements, see www.cic.gc.ca/english/policy/fedprov.html.

co-operation and collaboration of strategic partners.

In consultation with partners, CIC will develop a National Immigration Framework to support continual improvements in immigrant outcomes (i.e., more rapid and successful integration of newcomers into Canadian society and the labour market).

Ensuring the Integration of Gender and Diversity Considerations in CIC Activities

Over the next five years, CIC will continue to progressively incorporate Gender-Based Analysis (GBA) into its policies, programs and legislative processes. To this end, CIC has developed a GBA Strategic Framework that includes a statement of accountabilities and responsibilities as well as an outline of the underlying logic model. This document sets the framework to respond to the legislative requirement to report annually to Parliament on the impact of IRPA and the corresponding Regulations from a gender-based perspective. It is expected that the Strategic Framework will be implemented in 2004–2005. To support this, tools and methodologies will be established to guide planning and reporting. A full review of the Framework is scheduled for 2010.

The Framework outlines four interconnected initiatives that strengthen capacity, performance and reporting on GBA. These are: (i) developing branch plans for integrating GBA in their activities; (ii) identifying steps to address IRPA's reporting requirement; (iii) preparing a GBA report of IRPA's impact for the Annual Report to Parliament; and (iv) an annual stock-taking of the progress made in GBA to serve as a learning and management tool.

A thorough review of the GBA training strategy is currently under way and CIC will continue to deliver GBA training as part of its capacity-building strategy. However, competing priorities and limited resources

dictate that training activities become more focused and strategic in nature. In the coming year, training will be directly linked to the strategic framework, the requirement for GBA plans for each branch and the development of a departmental GBA Manual to complement GBA training related to policy development. Means of supporting those who have taken GBA training to ensure their knowledge and skills remain current will also be given further thought.

Advancing Strategic Research to Support Policy and Program Development

Objective and timely research is a prerequisite to making informed decisions for policy action and program development. The expanded use of research findings will support a better understanding of the linkages between immigrant selection and integration into Canadian society and of broader issues relating to Canadian demographics, labour market requirements and social cohesion. In particular, this research is expected to provide insight into the ability of immigrants to speak one of the official languages, the situation of immigrants living in poverty and the dynamics of integration.

CIC's core strategic research over the next few years will focus on analyzing major data sets that have recently become available, particularly the Longitudinal Survey of Immigrants to Canada (LSIC), the economic performance data from the Longitudinal Immigration Database (IMDB) and the 2001 Census. In 2004–2005, CIC will continue to explore the results from the LSIC. It also plans to use IMDB data to augment its report series on the economic outcomes of immigrants to further support immigration programming at both federal and provincial levels. In addition, the Department is preparing a portrait of recent immigrants in Canada and a set of profiles for 13 major urban centres, based on the 2001 Census.

The Recent Immigrants in Metropolitan Areas Profile Series will provide information on the origin and background of immigrants, family and household structure, participation in the economy, income and housing.

A second objective of the 2004–2005 research program is to enhance the use of strategic information within CIC. Activities will include: beginning to assess the impact of immigration on Canada's labour supply; making preliminary results of a citizenship language survey available for use in policy development; and developing a strategy to strengthen CIC's information base to support analysis of family sponsorship.

Communication and dissemination are critical to the success of all the initiatives outlined above. CIC is working to promote informed discussions on immigration issues and will continue to broaden its outreach to the public and private sectors. During 2004–2005, CIC's flagship publication, *Facts and Figures*, will be redesigned to build on the success of *The Monitor*, a Web-based quarterly publication launched last year.

Fostering National and International Academic Research and Interchange with Policy-Makers

CIC is committed to promoting academic research and its use by policy-makers in developing policies for managing issues related to immigration and diversity, especially as they relate to Canadian cities. The Metropolis Project is supported by a consortium of federal departments and agencies that include CIC, the Social Sciences and Humanities Research Council, the Department of Canadian Heritage, Status of Women Canada, HRSDC, Statistics Canada, the Canada Mortgage and Housing Corporation, PSEP, the RCMP, the Department of Justice Canada, the Public Service Human Resources Management Agency of Canada, and the Atlantic Canada Opportunities Agency. Each member of the

consortium has agreed to provide annual financial support to the project, although not all members have guaranteed commitments for the duration of this phase of the project.

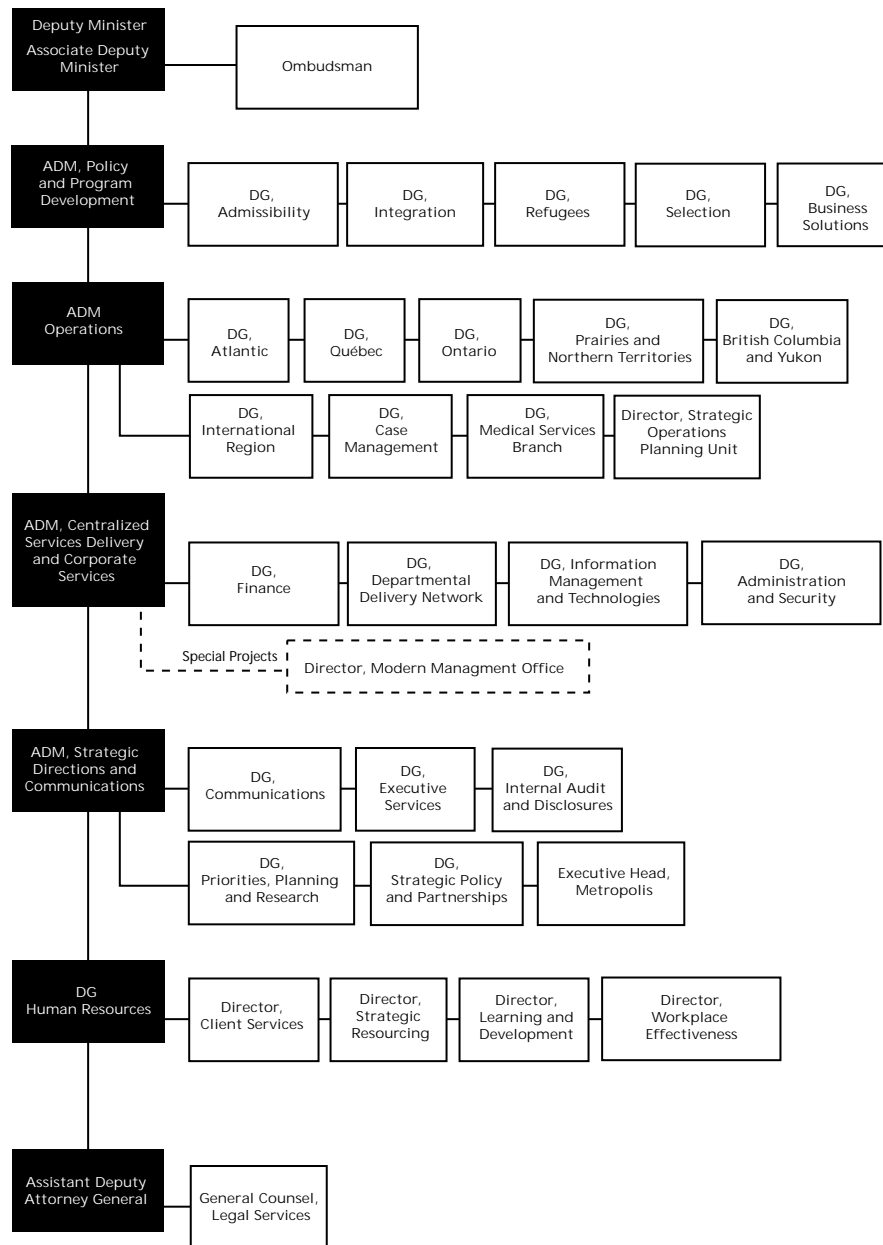
The Metropolis Project has forged strategic alliances with researchers and policy-makers around the world. The international project involves a partnership of policy-makers and researchers from some 20 countries (including the United States, most of Western Europe, Israel, Argentina and Asia-Pacific countries) and intergovernmental organizations and NGOs (such as the European Commission, UNESCO, the International Center for Migration Policy Development, the IOM and the Migration Policy Institute).

Through conferences, symposia, workshops and courses for professionals, the Metropolis Project creates and maintains support from all levels of government, NGOs, the private sector and the public at large. It develops and nurtures strategic alliances that rationalize scarce resources and leverage support from other sectors, including universities, research institutes and think-tanks. Also, in collaboration with the Federation of Canadian Municipalities, the Metropolis Project helps Canadian cities develop strategies to effectively integrate immigrants and refugees from a wide range of ethno-cultural and racial backgrounds.

As key activities for 2004–2005, the Metropolis Project Team at CIC will provide guidance and assistance to the newly-established fifth Centre of Excellence, located in Atlantic Canada. In addition, the team will play a lead role in planning international Metropolis conferences to be held in Geneva in 2004 and Toronto in 2005 and will organize a strategic policy seminar involving the federal partners. Moreover, in 2004–2005, the Metropolis Institute aims to deliver eight courses on migration and diversity.

Section 5: Organization

A. Organization of the Department



B. Accountability

Minister: The Honourable Judy Sgro 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.

Associate Deputy Minister: Diane Vincent supports the Deputy Minister in all aspects of managing the Department.

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 business line of *providing corporate services*, although much of its work contributes to all the business lines. This sector leads CIC's strategic agenda on both the domestic and international levels and directs related strategic policy, planning, research and communications, and consultation strategies. The Strategic Policy and Partnerships Branch, the Priorities, Planning and Research Branch, the Communications Branch, the Internal Audit and Disclosures Branch, the Metropolis Project and Executive Services are in this sector.

Assistant Deputy Minister, Policy and Program Development: Daniel Jean 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*. The Selection Branch, the Refugee Branch, the Integration Branch (which includes the citizenship programs), the Admissibility Branch and the Business Solutions Branch are in this sector.

Assistant Deputy Minister, Operations: Lyse Ricard 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*. The domestic regions, the International Region including 93 points of service abroad, the Strategic Operations and Planning Unit, the Case Management Branch and the Medical Services Branch are in this sector.

Assistant Deputy Minister, Centralized Services Delivery and Corporate Services: John McWhinnie 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 providing corporate services*. The Finance Branch, the Information Management and Technologies Branch, the Administration and Security Directorate, the Modern Management Office and the Departmental Delivery Network (which includes specialized case processing centres in Mississauga, Ontario; Vegreville, Alberta; and Sydney, Nova Scotia, a national call centre in Montréal and the Query Response Centre in Ottawa) are in this sector.

In addition, the Director General of Human Resources, the Assistant Deputy Attorney General and the Ombudsman report directly to the Deputy Minister.

C. Departmental Planned Spending

Table 5.1: Net Planned Spending for 2004–2005 by Business Line (\$ Millions) and Full-time Equivalents (FTEs)

Business line	Planned spending 2004–2005	FTEs*
Maximizing the benefits of international migration	119.4	1,364
Maintaining Canada's humanitarian tradition	95.4	160
Promoting the integration of newcomers	402.5	479
Managing access to Canada	113.0	1,033
Providing corporate services**	172.7	1,239
Total FTEs		4,275
Net planned spending	903.0	

* These figures do not include the locally engaged staff working for the immigration program in missions abroad. CIC covers all related costs by means of a permanent transfer to the Department of Foreign Affairs.

** Includes Corporate Services resources to be transferred to the CBSA.

Table 5.2: Planned Spending — Crosswalk of Strategic Outcomes and Business Lines (\$ Millions)					
Business lines	Strategic outcomes				Total planned spending 2004–2005
	Maximizing the benefits of migration to Canada	Protecting refugees and others in need of protection	Supporting settlement, adaptation and integration	Managing access to Canada	
Maximizing the benefits of international migration	119.4				119.4
Maintaining Canada's humanitarian tradition		95.4			95.4
Promoting the integration of newcomers			402.5		402.5
Managing access to Canada				113.0	113.0
Providing corporate services*	65.2	8.8	32.8	65.9	172.7
Total	184.6	104.2	435.3	178.9	903.0

* Corporate Services have been allocated to strategic outcomes based on operating resources.

Table 5.3: Departmental Planned Spending (\$ Millions) and Full-time Equivalents

	Forecast spending 2003–2004*	Planned spending 2004–2005	Planned spending 2005–2006	Planned spending 2006–2007
Budgetary Main Estimates	1,029.7	1,009.6	1,029.1	1,010.4
Non-budgetary Main Estimates	N/A	N/A	N/A	N/A
Less spendable revenue	N/A	N/A	N/A	N/A
Total Main Estimates	1,029.7	1,009.6	1,029.1	1,010.4
Adjustments not in Main Estimates				
Supplementary Estimates:**				
Interim Federal Health Program	17.0			
War Crimes Strategy	8.4			
Collective agreements and other adjustments	15.2			
Budget approvals and other adjustments:**				
Language Training – Budget 2004		15.0	15.0	15.0
Refugee System Redesign			10.0	10.0
Smart Border Initiatives		14.4	13.0	13.0
New Citizenship Strategy		14.3	6.8	6.4
Other		8.7	0.6	
Reduction (\$1B-Federal Budget 2003)	***	(12.0)	(13.0)	(13.0)
Estimated Transfer to CBSA****	(131.0)	(147.0)	(142.0)	(144.0)
Net planned spending	939.3	903.0	919.5	897.8
Less non-spendable revenue	(475.7)	(445.2)	(443.6)	(443.6)
Plus cost of services received without charge	283.3	280.8	282.2	283.2
Net cost of program	746.9	738.6	758.1	737.4
Full-time equivalents	4,407	4,275	4,207	4,114

* Includes Main Estimates plus Supplementary Estimates.

** Adjustments reflect Supplementary Estimates for 2003–2004 and future year approvals obtained since the Annual Reference Level Update exercise.

*** The Budget reduction in 2003–2004 was included as an offset in Supplementary Estimates above.

**** Net Planned Spending has been reduced by the estimated resources to be transferred to the CBSA resulting from the December 12, 2003, reorganization. The reduction does not include an estimate for Corporate Services related to the CBSA.

Explanation of change: Overall, CIC's net planned spending decreases in 2004–2005, primarily due to the transfer to CBSA and additional funding for the Interim Federal Health Program received in 2003–2004 through supplementary estimates. Planned spending in 2005–2006 increases due to planned increased costs related to the *Canada-Québec Accord*. In 2006–2007, planned spending decreases are due mainly to Global Case Management System (GCMS) development resources ending in 2005–2006.

Section 6: Annexes

Annex 1

Table 6.1: Summary of Transfer Payments (\$ Millions)

Business line	Forecast spending 2003–2004*	Planned spending 2004–2005	Planned spending 2005–2006	Planned spending 2006–2007
Promoting the integration of newcomers—Grants				
• Grant for the <i>Canada-Québec Accord</i>	163.5	159.6	186.4	186.4
Total grants	163.5	159.6	186.4	186.4
Maximizing Benefits of International Migration—Contributions				
Immigration Consultants Program	0.7	0.5	0	0
Migration Policy Development	0.3	0.3	0.3	0.3
Promoting the integration of newcomers — Contributions				
• Immigrant Settlement and Adaptation Program (ISAP)	26.2	33.6	38.3	38.6
• Host Program (Host)	2.8	2.8	2.8	2.8
• Language Instruction for Newcomers to Canada (LINC)	102.1	105.6	103.8	104.1
• Contributions to provinces	45.1	45.1	45.1	45.1
Maintaining Canada's humanitarian tradition—Contributions				
• Resettlement Assistance Program (RAP)	42.7	45.0	45.0	45.0
• International Organization for Migration (IOM)	1.6	2.0	2.0	2.0
Total contributions	221.5	234.9	237.3	237.9
Total transfer payments	385.0	394.5	423.7	424.3

* Includes Main Estimates plus Supplementary Estimates.

Explanation of change: Planned spending for 2004–2005 and future years includes additional funding for Enhanced Language Training provided in the 2004 Federal Budget. Planned spending for 2005–2006 and future years includes planned increased costs under the *Canada-Québec Accord*.

Annex 2

Overview of Transfer Payment Programs³⁰

Resettlement Assistance Program (RAP)		
Objective	Planned results	Milestones
<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>	<ul style="list-style-type: none"> Government-assisted refugees are in a position to receive benefits equivalent to provincial social assistance rates to cover the basic necessities of life for up to 12 months or until they become self-sufficient, whichever comes first. Government-assisted refugees with special needs are in a position to receive benefits to cover the basic necessities of life for up to 24 months or until they become self-sufficient, whichever comes first. Service Provider Organizations deliver a range of immediate essential services to government-assisted refugees effectively and efficiently. 	<p>Over the next several years, CIC will fully implement the Contribution Accountability Framework to guide any future evaluation, performance measurement and administrative standardization activities.</p> <p>CIC will also use the 2003–2004 RAP evaluation to develop new performance measures that will reflect the suggested recommendations.</p> <p>CIC will seek renewal of the program terms and conditions by March 31, 2005.</p> <p>Key activities:</p> <ul style="list-style-type: none"> Increased efficiency in case management for service delivery, focusing on specific client needs. Focus on horizontal management of resettlement and settlement programs to ensure seamless transition from RAP to ISAP (Immigrant Settlement and Adaptation Program) services. Negotiation with provincial authorities to secure greater access for government-assisted refugees to provincial training and employment programs.

30 CIC's transfer payment programs are included in Treasury Board's Horizontal Results Database at: www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/h016_e.asp.

Immigrant Settlement and Adaptation Program (ISAP)

Objective	Planned results	Milestones
To provide services to newcomers, including reception, orientation, translation and interpretation, referral to community resources, para-professional counselling, general information and employment-related services.	<ul style="list-style-type: none"> Newcomers are connected to social services and their community, as required. 	<ul style="list-style-type: none"> CIC will continue to collect performance data on settlement program service delivery, and plans to report on this data. In order to assess program rationale, delivery, efficiency, effectiveness and success, CIC will complete an evaluation of the ISAP program in 2004–2005. CIC will seek renewal of the program terms and conditions by March 31, 2005.

Host Program

Objective	Planned results	Milestones
To recruit, train, match and monitor volunteers who help newcomers settle into, adapt to and integrate into Canadian life.	<ul style="list-style-type: none"> Newcomers are assisted in their transition into Canadian society. 	<ul style="list-style-type: none"> CIC will continue to collect performance data on settlement program service delivery, and plans to report on this data. In order to assess program rationale, delivery, efficiency, effectiveness and success, CIC will complete an evaluation of the Host Program in 2004–2005. CIC will seek renewal of the program terms and conditions by March 31, 2005.

Language Instruction for Newcomers to Canada (LINC)

Objective	Planned results	Milestones
To promote integration by providing basic language training to adult immigrants in one of Canada's official languages.	<ul style="list-style-type: none"> Newcomers acquire basic language skills. 	<ul style="list-style-type: none"> Over the next several years, CIC will fully implement the Contribution Accountability Framework to guide evaluation, performance measurement and administrative standardization activities. CIC concluded an evaluation of the LINC program in 2003–2004. CIC will seek renewal of the program terms and conditions by March 31, 2005.

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 Manitoba and British Columbia.	<ul style="list-style-type: none"> Provinces design and deliver settlement and integration services that are effective, efficient, and comparable across Canada. 	<ul style="list-style-type: none"> CIC will seek renewal of the terms and conditions for the agreements by March 31, 2005.

Grant for the *Canada-Québec Accord*

Objective	Planned results	Milestones
To preserve Québec's demographic importance within Canada and to integrate immigrants within that province in a manner that respects its distinct identity.	<ul style="list-style-type: none"> When considered in their entirety, the reception, linguistic and cultural integration services provided by Québec, correspond to the services offered by Canada in the rest of the country. Services provided by Québec are offered without discrimination to all permanent residents of Québec, whether or not they have been selected by Québec. 	<ul style="list-style-type: none"> The joint committee of federal and provincial officials established under the Accord is mandated to foster harmonization of economic, demographic and cultural objectives between the immigration programs of Canada and Québec and to co-ordinate the development and implementation of related policies.

Annex 3

Net planned spending	Total
<i>Plus: Services received without charge</i>	903.0
<ul style="list-style-type: none"> • Accommodation (Public Works and Government Services Canada) • Employer's share of employee benefits covering insurance premiums and expenditures paid by Treasury Board of Canada Secretariat • Workers' Compensation costs (Human Resources and Skills Development Canada (HRSDC)) • Legal services (Department of Justice and Attorney General of Canada) • International immigration services (Department of Foreign Affairs) 	<p style="text-align: right;">34.6</p> <p style="text-align: right;">17.1</p> <p style="text-align: right;">0.3</p> <p style="text-align: right;">39.6</p> <p style="text-align: right;">189.2</p>
<i>Less: Non-responsible revenues</i>	(445.2)
Net cost of programs	738.6

Annex 4

Strategic outcome	Forecast revenue 2003–2004	Planned revenue 2004–2005	Planned revenue 2005–2006	Planned revenue 2006–2007
Maximizing the benefits of international migration <ul style="list-style-type: none"> • Immigration cost-recovery fees • Immigration rights fees 	213.6 150.3	215.4 140.0	215.4 140.0	215.4 140.0
Maintaining Canada's humanitarian tradition <ul style="list-style-type: none"> • Immigration cost-recovery fees • Interest on the Immigrant Loans Program 	5.6 0.9	7.5 1.0	7.5 1.0	7.5 1.0
Promoting the integration of newcomers <ul style="list-style-type: none"> • Citizenship cost-recovery fees • Right of citizenship fees 	29.8 20.5	31.4 21.4	31.4 21.4	31.4 21.4
Managing access to Canada <ul style="list-style-type: none"> • Immigration cost-recovery fees • Obligations of transportation companies 	53.2 1.8	25.7 2.8	24.1 2.8	24.1 2.8
Total non-responsible revenue	475.7	445.2	443.6	443.6

Annex 5 Major Crown Projects

	Currently Estimated Total Expenditure	Expenditures to March 31, 2004	Planned Spending 2004–2005	Future Requirements
Project Definition <i>Preliminary Project Approval (PPA)</i>	16.7	16.7		
Planning (EPA) <i>Effective Project Approval (EPA)</i>	50.4	50.4		
Implementation (Amended EPA) <i>Amended EPA</i>	135.5	32.5	71.6	31.4
Total	202.6	99.6	71.6	31.4

Program: Policy and Program Development

Business Line: Corporate Services

³¹ For more information on GCMS, see page 34 under the heading "Building the New CIC Through Modern Management."

Annex 6 Major Regulatory Initiatives

Legislation and Regulations*	Planned results
<p>A bill proposing a new Citizenship of Canada Act was at second reading when Parliament was prorogued in November 2003. In 2004–2005, CIC will be reviewing how best to proceed with key measures to modernize Canada's citizenship program.</p>	<ul style="list-style-type: none"> • Reassert and promote the values, rights and responsibilities of Canadian citizenship. • Reduce fraud and the potential for fraud within the citizenship application process. • Foster a sense of belonging and attachment to Canada. • Maintain public confidence in the citizenship process. • Clarify the rules of residency requirement. • Increase accountability.
<p>Develop and publish two major regulatory initiatives: (i) regulations for immigration consultants; and (ii) technical amendments to IRPA.</p>	<ul style="list-style-type: none"> • Better consumer protection for vulnerable clients. • Clarify policy intent, correct inconsistencies, increase flexibility in the administration of programs and provide additional benefits to clients.
<p>CIC will continue to refine IRPA and its Regulations.</p>	<ul style="list-style-type: none"> • Achieve more cost-effective, efficient and consistent program delivery.
<p>As the result of the transfer of enforcement and intelligence responsibilities to the CBSA, CIC will work with the new agency to ensure that the legislation and regulations reflect the new operational realities.</p>	<ul style="list-style-type: none"> • Ensure that the Act and the Regulations better reflect policy intent. • Ensure that the Act and the Regulations reflect the new operational environment.

* During the planning period, CIC will be formalizing its processes by establishing a new governance structure to guide and prioritize requests for regulatory changes and delegation of authority.

Annex 7 Sustainable Development Strategy III

Overview of Action Plan (January 1, 2004 to March 31, 2007)

CIC's third Sustainable Development Strategy (SDS) was tabled in Parliament on February 16, 2004. In this new SDS, CIC continues to pursue three of its original goals while adding a new goal specifically aimed at supporting socio-cultural sustainability. Moreover, in this Strategy, the Department is moving from reporting by calendar year to reporting by fiscal year to be consistent with the rest of its planning and reporting cycles. The chart below identifies the goals and objectives for CIC's new SDS. More detailed information, including the specific actions and target dates, can be found at www.cic.gc.ca/english/policy/sds/index.html.

Goal 1: Minimize the negative environmental impact of departmental operations

Objective 1.1

Develop and implement a resource reduction strategy for National Headquarters.

Objective 1.2

Maximize opportunities to oversee the sustainability of CIC's fleet of vehicles, including ongoing promotion of the benefits of greening the fleet and developing national standards.

Objective 1.3

Maximize opportunities to oversee and improve the sustainability of CIC's facilities.

Objective 1.4

Maximize opportunities to oversee and increase the sustainability of CIC's operations, including energy, equipment and paper usage.

Objective 1.5

Develop and obtain stakeholder buy-in for a resource reduction strategy utilizing all relevant partners (including procurement, RC managers, and facilities' owners/managers).

Goal 2: Promote awareness of sustainable development principles and objectives among departmental staff, clients and stakeholders

Objective 2.1

Develop a communications strategy to raise staff awareness of sustainable development.

Objective 2.2

Provide meaningful access to information on sustainable development to all concerned parties — including policy and program decision-makers.

Objective 2.3

Promote sustainable development to newcomers and Canadians as a value of citizenship.

Objective 2.4

Enhance CIC's knowledge base by improving its research and analytical capacity.

Objective 2.5

Integrate an environmental component within CIC's planning, policy and implementation processes.

Goal 3: Support socio-cultural sustainability

Objective 3.1

Reduce social isolation and exclusion within CIC.

Objective 3.2

Promote social and economic integration of newcomers to Canada, across Canada.

Objective 3.3

Promote safe communities.

Objective 3.4

Promote employee health and well-being.

Goal 4: Promote accountability and ensure compliance

Objective 4.1

Assess the impact of CIC programs and identify, where possible, the interactions with the economic, social and environmental dimensions of sustainable development.

Objective 4.2

Convene quarterly meetings to co-ordinate activities and assess progress on attaining sustainable development objectives.

Objective 4.3

Develop, implement and continually refine performance measures to assess departmental policies and programs.

Objective 4.4

Appoint a departmental champion.

Annex 8

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