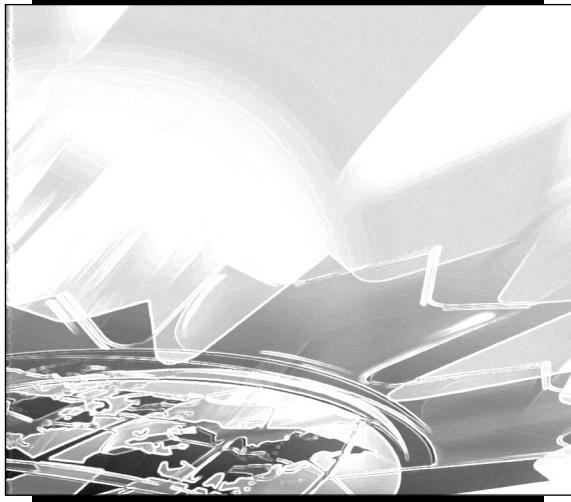


# **Citizenship and Immigration Canada**

**Report on Plans and Priorities**

**2005–2006  
Estimates**



Approved by

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The Honourable Joe Volpe  
Minister of Citizenship and Immigration



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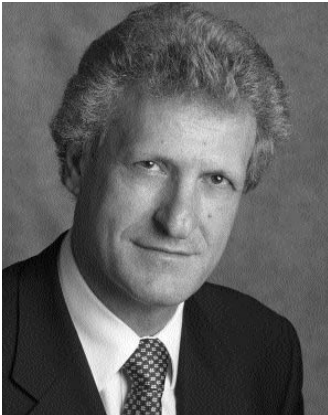
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# Section I: Overview

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## Minister's Message



I am pleased to present to Parliament, and to the people of Canada, the Citizenship and Immigration Canada (CIC) 2005–2006 *Report on Plans and Priorities*, a three-year plan for the period 2005–2006 to 2007–2008.

Canada remains a country of immigrants, and newcomers strengthen the fabric of our society. Every year more than 220,000 people choose to make this country their new home. Our goal is to ensure this international movement of people benefits every region of Canada. To that end, our immigration program must be flexible enough to adapt to new domestic and global realities. This has been especially true over the past year with the tragic events in South and Southeast Asia.

CIC will contribute to the government's agenda by striving to:

- improve immigrant outcomes;
- modernize Canadian citizenship; and
- assert Canada's role in international migration and refugee protection.

We will remain committed to delivering immigration, refugee protection and citizenship programs that are of the highest quality and responsive to local needs. We will strengthen transparency, accountability, decision making and services by improving the way we manage, set priorities, build partnerships and link results to programs.

Partnerships have been a key ingredient in our success in the past and will remain so in the future. We will continue to work closely with our federal and provincial partners, municipalities, the private and voluntary sectors, and other stakeholders so that Canada continues to attract and welcome people from all over the world. Newcomers will enrich our social, economic and cultural development, and we commit to take care of those whom Canada determines need protection.

By working with partners to develop a new immigration framework for Canada and by seeking to remove barriers to full

participation in society, CIC will contribute to Canada's development and enable it to obtain maximum benefits from immigration and the global movement of people. We will also continue our humanitarian traditions by pursuing additional reforms to our refugee program that will allow us to better respond to future challenges and continue to be a model of fairness and compassion.

Canada's immigration, refugee and citizenship programs are central to our past and will be key to our future. I am confident that, together, we can continue to build a program that delivers the results all Canadians need and expect by helping to strengthen Canada's social foundations, build a 21st century economy, and enhance Canada's role in the world.

I invite you to learn more about CIC's work by visiting [www.cic.gc.ca](http://www.cic.gc.ca).

The Honourable Joe Volpe  
Minister of Citizenship and Immigration  
Canada

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## A. Summary Information

Canada's immigration, refugee and citizenship programs<sup>1</sup> help build a country respected throughout the world. Immigration has always been fundamental to the growth of Canada and to our history of achievement. From our earliest days through to the global transformations of recent years, hardworking people and their families have come to Canada from all over the world. Some have chosen to come seeking better opportunities, while others have come seeking protection. Collectively, they have made a contribution to the development of our economy, our society and our culture. Canada resettles, protects and provides a safe haven for refugees, and helps new permanent residents adapt to Canadian society and become Canadian citizens. Citizenship and Immigration Canada (CIC) is also responsible for developing Canada's admissibility policy, setting the conditions for entry into Canada, and participating in the protection of the health, safety and security of Canadians.

CIC derives its mandate from the *Immigration and Refugee Protection Act (IRPA)*, which was enacted in 2002 as the result of major legislative reform, and from the *Citizenship Act* of 1977. It is also guided by the principle of shared jurisdiction of the immigration program with provinces and territories under the *Constitution Act, 1867*.

On December 12, 2003, the federal government announced the transfer of enforcement and intelligence functions from CIC to the newly created Canada Border Services Agency (CBSA).<sup>2</sup> Subsequently, on October 8, 2004, the additional transfer of port-of-entry functions to the CBSA was announced, as well as the transfer back to CIC from the CBSA of the Pre-Removal Risk Assessment (PRRA) function. Fiscal year 2004–2005 was therefore a major transition period for the Department.

Following resource negotiations with the Canada Border Services Agency, approximately \$209M has been removed from CIC's 2005–2006 planned spending. The amounts transferred are \$149M in 2004–2005, \$209M in 2005–2006 and \$212M in future years. These amounts are shown in Annex 3 and are related only to CIC's operating expenditures. No transfers were effected for grants and contributions as CIC retains full responsibility for integration of newcomers.

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

CIC's **Vision** is enabled by a commitment to effective working relationships with governments, communities and other partners to:

- *Attract and welcome people from all parts of the world, both to enrich our economic, social and cultural development, and to protect those in need of Canada's protection.*
- *Deliver the highest quality immigration, refugee protection and citizenship programs inspired by integrity, efficiency and responsiveness to community needs. CIC is also committed to being a model of public service management.*

CIC's **Mission** is to build a stronger Canada by:

- *Enabling the migration of temporary and permanent residents to meet the economic, social and cultural needs of communities across Canada.*
- *Contributing to the management of international migration, including refugee protection.*

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

2 For more information on CIC's departmental restructuring of December 12, 2003, and the CBSA, see <http://www.cic.gc.ca/english/department/cic-changes.html> and <http://www.cbsa-asfc.gc.ca/menu-e.html>.

- *Screening applicants to help protect the health, safety and security of Canadians.*
- *Supporting the successful integration of newcomers.*
- *Promoting Canadian citizenship.*

CIC has also revised its key **strategic outcomes**:

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

These three strategic outcomes form the reporting basis for the Treasury Board Secretariat's new Management Resources and Results Structure (MRRS), which provides a standard, government-wide approach to planning and managing the relationship between resource expenditures and results while serving as a consistent and enduring foundation for financial and non-financial reporting to Parliament. The MRRS information is organized according to the Program Activity Architecture (PAA) that was developed by all departments in the past year.



## B. Departmental Priorities

<b>Financial Resources</b>		
2005–2006	2006–2007	2007–2008
\$1,023.5M	\$1,002.5M	\$1,006.2M
<b>Full-time Equivalents</b>		
2005–2006	2006–2007	2007–2008
3,482	3,243	3,243

**Explanation of change:** Planned spending in 2006-2007 and future years decreases, primarily due to government-wide re-allocation initiatives.

CIC's 2005–2006 and future year planned spending includes reductions related to the government-wide re-allocation initiatives. These reductions will be derived from program efficiencies to be gained through streamlined operations in a number of areas. Additional administrative efficiency improvements will also be realized.<sup>3</sup>

Through its plans and priorities, CIC builds dynamic and responsive immigration and citizenship programs and reinforces its commitment to the overarching goals of the government. Although CIC's three strategic outcomes are enduring objectives and central to its mission, the Department also sets annual priorities. This year's four priorities provide a framework for the key activities to advance CIC's strategic agenda and support the goals of government. The four priorities are:

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

<b>Priority 1: Improving Immigrant Outcomes</b>	
<b>Key Strategies</b>	<b>Description</b>
Development of a new immigration framework for Canada	Working with provincial immigration partners, CIC is developing a framework to provide a "strategic roadmap" that articulates a vision and establishes shared goals and strategies for the immigration program over the next 5–10 years. (See page 9.)
Action Plan for Integrating Foreign-Trained Canadians and Immigrants into Canada's Labour Market	This action plan focuses on improving labour market outcomes of immigrants and internationally trained Canadians. (Formerly the Immigrant Labour Market Integration [ILMI] Action Plan. See page 28.)
Development/ Implementation of CIC initiatives undertaken as part of the Action Plan for Official Languages	Working with partners, CIC continues to pursue activities aimed at attracting, welcoming and integrating immigrants into Francophone communities outside Quebec. (See page 29.)
Canada-Ontario Agreement	CIC is negotiating with the province to finalize this first immigration agreement with Ontario by early 2005–2006. (See page 10.)

<sup>3</sup> For more information on government-wide re-allocation initiatives reduction amounts, see Annex 3.

<b>Priority 2: Modernizing Citizenship</b>	
<b>Key Strategies</b>	<b>Description</b>
Modernization of citizenship processes (including inventory management)	This strategy will identify and examine long-term solutions to reduce processing times for citizenship business lines and seek ways to improve client service. (See page 31.)
Modernization of the <i>Citizenship Act</i>	CIC is developing a strategy to modernize the <i>Citizenship Act</i> . (See page 31.)
<b>Priority 3: Asserting Canada's Role in International Migration and Refugee Protection</b>	
Development of CIC's bilateral and multilateral strategy with other federal departmental partners	Using new and existing interdepartmental consultative mechanisms, CIC will develop federal international migration strategies that will guide CIC and other federal partners in bilateral and multilateral migration-related initiatives and interactions. (See page 10.)
Developing proposals for refugee reform	This initiative seeks to improve the refugee system, notably enhancing the efficiency and speed of the processes, while ensuring that decisions on cases have consequences and that outcomes are realized faster. (See page 25.)
<b>Priority 4: Building the New CIC</b>	
Strengthening the CIC-CBSA partnership	CIC is working with the CBSA to develop a Memorandum of Understanding to formalize their ongoing working relationship and establish their respective responsibilities regarding the management of Canada's immigration program. (See page 32.)
Service Delivery Strategy/Inventory Management	CIC's strategy is to develop citizen-centred, multi-channel, seamless services in support of the Government of Canada's objectives for service transformation. In addition, CIC and its partners will continue to review its processes, with an overarching goal of streamlining flows and simplifying client interactions as much as possible. (See page 32.)
Continued development and deployment of the Global Case Management System (GCMS)	GCMS is a multi-year project designed to replace CIC's department-wide legacy information systems with an integrated, automated case management tool to support client operations. In 2005–2006, CIC will proceed with the development of the second phase, with an anticipated implementation in the summer of 2006. (See page 33.)
Human Resources (HR) Modernization	CIC will continue modernizing its human resources management in 2005–2006 and will strengthen the link between HR and the Department's overall strategic plan by advancing the HR modernization agenda, which seeks to promote initiatives to attract and retain an engaged, sustainable, competent and diverse workforce. (See page 33.)
Alignment with the Management Accountability Framework (MAF) and modern management	CIC's planning continues to be guided by the principles and practices of modern management and by the MAF. 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. (See page 34.)

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## C. New Immigration Framework for Canada

Much has been done in recent years to strengthen the fundamentals of the immigration program. This work includes the introduction of the *Immigration and Refugee Protection Act* in 2002. In addition, actions have been taken to strengthen federal/provincial/territorial relations with respect to immigration, which is an area of shared jurisdiction. These actions include enhancing bilateral agreements and introducing regular multilateral meetings of Ministers responsible for Immigration.

Despite achievements in recent years, CIC faces several pressures in the area of service delivery. One area of concern is the increasing size of client inventories. Although CIC has successfully met the annual plan targets for immigration for the last four years, the demand for immigration to Canada exceeds the annual target levels tabled in Parliament in all categories. This results in increasingly large inventories of foreign nationals waiting for immigration to Canada, which leads to longer processing times. Within Canada, the demand for processing citizenship and non-immigrant status extensions (visitors, students, temporary workers) exceeds the capacity of the Department to respond in a timely manner, leading to delays in processing timeframes. During the past year CIC has been actively seeking solutions to alleviate some of the more critical pressures in service delivery.

The context for immigration is shifting. We need to adapt our strategies to improve outcomes for those who choose to come to Canada, and address the interests of a growing range of partners from all parts of Canada—provinces and territories, municipalities, business and labour, non-governmental organizations—to participate in shaping the program for the future.

CIC will work with partners to build upon the foundation created in recent years and, beginning in 2005–2006, will develop a new immigration framework for the future. The new immigration framework for Canada will:

- provide a strategic roadmap to direct the immigration program;
- facilitate better coordination among partners and other stakeholders;
- build on existing capacities and mechanisms that reflect the shared jurisdictional responsibility for immigration;
- provide ongoing mechanisms to share relevant information and to better direct that information—including the setting of annual immigration levels—into the immigration policy development process;
- enable the immigration program to more effectively respond to future challenges and take advantage of global and domestic immigration-related economic and social conditions;
- address the challenges of the current delivery system, including rising inventories and processing delays; and
- lay out a path to provide the sustainable investments necessary for improved immigrant outcomes.

The framework will be developed in consultation with provinces and territories, cities and communities, employers and others. Ultimately, it will guide how we work together to attract and retain newcomers. It will also support decisions on the investments required to build an immigration program that contributes to a competitive economy and vibrant neighbourhoods in cities and communities across the country.

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## D. 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. The views and plans of its many partners are reflected at all levels of planning. Consultations are expected to be held through mechanisms at the Assistant Deputy Minister level, the Immigration Planning Table and federal/provincial/territorial working groups.

While citizenship matters fall under federal jurisdiction, responsibility for immigration is shared with the provinces and is implemented through a series of productive partnerships.<sup>4</sup> There are currently 10 bilateral agreements for federal/provincial/territorial cooperation, some of which CIC will seek to renew in 2005–2006. The level of participation in the program by provinces and territories differs across the country.

In May 2004, a ministerial Letter of Intent was signed to pursue finalization of a Canada-Ontario Immigration Agreement by May 2005. Subject to the progress of negotiations, CIC will be ready to finalize this first-ever immigration agreement with Canada's largest immigrant-receiving province early in 2005–2006. The priority will then be to implement the agreement, including putting in place the joint governance arrangements and proceeding with the harmonization of settlement services.

Under the Canada-Quebec Accord,<sup>5</sup> Quebec sets its own annual immigration targets, is responsible 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 myriad of organizations that provide services to newcomers such as language training, basic settlement assistance and integration in the established community.

The CIC portfolio includes the Immigration and Refugee Board (IRB)<sup>6</sup> and the Citizenship Commission.<sup>7</sup> The IRB is an independent administrative tribunal that adjudicates immigration inadmissibility, detention, appeals and refugee protection claims made within Canada. Thus, the Department works closely with the IRB on issues relating to the overall management of the refugee and immigration portfolio. Throughout the process, the institutional independence of the IRB and its decision makers is respected and maintained, while the principle of integrated portfolio management is upheld.

Citizenship judges belong to an organization called the Citizenship Commission. The Commission is an administrative tribunal that is separate from Citizenship and Immigration Canada. The Senior Citizenship Judge, who reports to the CIC Minister, administers the Commission.

Since the creation of the Canada Border Services Agency on December 12, 2003, CIC shares the responsibility to administer IRPA with the CBSA. CIC is responsible for selection, settlement and integration, while also offering Canada's protection to those in need. CIC will also maintain responsibility for admissibility policies with the exception of policies related to security, war crimes and organized crime. The CBSA is responsible for the management and operation of our

4 For an overview of these partnerships, see <http://www.cic.gc.ca/english/press/conference/overview.html>.

5 For more information, see <http://www.cic.gc.ca/english/irpa/fs%2Dquebec.html>. For financial details, see Annex 9.

6 For more information, see [http://www.irb-cisr.gc.ca/en/index\\_e.htm](http://www.irb-cisr.gc.ca/en/index_e.htm).

7 For more information, see <http://www.cic.gc.ca/english/department/cit-commission.html>.

nation's borders, including preventing people who should not be in Canada from reaching our borders; detecting those who are in Canada but who are in contravention of the *Immigration and Refugee Protection Act*; and removing these individuals in a timely manner. Both CIC and the CBSA must work collaboratively towards the realization of the immigration program objectives, making the CBSA one of CIC's most important partner departments.<sup>8</sup>

As mentioned, CIC also works closely with a number of other federal departments and agencies. Overseas, CIC's delivery network is co-located with Foreign Affairs Canada. In Canada, CIC works with Public Safety and Emergency Preparedness Canada and key agencies involved in managing access to Canada, such as the CBSA, Royal Canadian Mounted Police and Canadian Security Intelligence Service, 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.<sup>9</sup> CIC has also forged strategic alliances with policy makers and researchers both in Canada and internationally.

CIC also consults widely on policy and program development with a wide variety of non-governmental organizations (NGOs) representing different sectors of Canadian society which have an interest in immigration, refugee and citizenship issues. These stakeholders include the following: the Canadian Bar Association; the Canadian Association of Professional Immigration Consultants; the Canadian Police Association;

the Canadian Council for Refugees; Amnesty International; the Canadian Chamber of Commerce; various national professional associations such as the Canadian Council of Professional Engineers and the Canadian Nurses Association; organizations which sponsor refugees and those which provide services to immigrants on behalf of CIC; and representatives of the transportation industry, educational institutions, employers, municipalities, and Francophone communities outside of Quebec.

Lastly, the Minister of Citizenship and Immigration is responsible for the Toronto Waterfront Revitalization Initiative (TWRI).<sup>10</sup> This initiative, a partnership between the Government of Canada, the Province of Ontario and the City of Toronto, was transferred to Citizenship and Immigration on February 3, 2005. The overall goal of the initiative is to position Canada, Ontario and Toronto in the new economy by revitalizing the Toronto waterfront. The investment in traditional city-building infrastructure and in more contemporary urban development is expected to provide social and economic benefits for the Toronto region.

8 See page 32.

9 The strategy is described at <http://www.innovationstrategy.gc.ca/cmb/innovation.nsf/pages/index>.

10 For further details, please see page 38.



# Section II: Analysis of Program Activities by Strategic Outcome

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## **Analysis by Program Activity**

The following section provides an overview of CIC's Program Activity Architecture showing the program activities and expected results for each of the three strategic outcomes.<sup>11</sup> It also contains a table showing the Department's planned spending for 2005–2006 to 2007–2008 by strategic outcome and an outline of the key activities. Activities that contribute to more than one outcome or that

are department-wide in nature are addressed in the sub-sections *Building the New CIC* and *Other Items of Interest*.

CIC's programs generate considerable revenue from application and rights fees that is deposited in the Consolidated Revenue Fund and is not available for respending by the Department. Please refer to Annex 7 for a listing of non-respendable revenue by activity.

11 As required by Treasury Board, the framework for this report reflects the Program Activity Architecture (PAA) reporting structure, replacing the Planning, Reporting and Accountability Structure (PRAS).

**Table 2.1: Planned Spending by Strategic Outcome (\$ Millions)**

Strategic outcome*	Forecast spending** 2004–2005	<b>Planned spending 2005–2006</b>	Planned spending 2006–2007	Planned spending 2007–2008
Maximum contribution to Canada's economic, social and cultural development from migration	339.2	<b>272.2</b>	241.3	237.3
Reflection of Canadian values and interests in the management of international migration, including refugee protection	115.1	<b>88.8</b>	87.1	77.1
Successful integration of newcomers and promotion of Canadian citizenship	472.9	<b>545.7</b>	558.3	576.0
<b>Other:</b>				
Toronto Waterfront Revitalization Initiative***		<b>116.8</b>	115.8	115.8
<b>Total Planned Spending****</b>	927.2	<b>1,023.5</b>	1,002.5	1,006.2

\* For further information on planned spending variances, see details by program activity beginning on page 15.

\*\* Includes Main Estimates plus Supplementary Estimates.

\*\*\*Represents the estimated resources related to the Toronto Waterfront Revitalization Initiative (TWRI) to be transferred to CIC from Human Resources and Skills Development Canada (HRSDC) in accordance with the February 3, 2005 Order in Council. Forecast spending for 2004–2005 is included in HRSDC forecasted amounts.

\*\*\*\* Total planned spending has been reduced by resources transferred to the CBSA resulting from the government reorganization decisions of December 12, 2003 and October 8, 2004. For a detailed fiscal year breakdown, see Annex 3.

**Explanation of change:** Overall, CIC's 2005–2006 planned spending has a net increase of \$96M over 2004–2005. This is due to additional TWRI resources of \$117M to be transferred from HRSDC and additional resources related to Budget 2005 announcements totalling \$40M. Offsetting this, CIC transferred an additional \$60M to the CBSA in 2005–2006 related to the corporate transfer and the full year impact of port-of-entry resources. Planned spending in 2006-2007 and future years decreases, primarily due to government-wide re-allocation initiatives.



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## **A. Strategic Outcome 1: Maximum Contribution to Canada's Economic, Social and Cultural Development from Migration**

### **Introduction**

Canada's immigration policy facilitates the entry into Canada of new immigrants and temporary residents who are able to contribute to the labour market and economy through the skills they bring, through their business experience or through capital that they invest. Temporary residents include foreign workers coming to Canada for a fixed period of time, as well as foreign students and visitors. Canada also welcomes family class immigrants who are sponsored and supported by close family members. CIC continues to work actively with the provinces to select immigrants and temporary workers who meet the economic, social and cultural needs of the provinces, thereby encouraging the distribution of the benefits of immigration among all the provinces.

CIC's Selection Branch has the functional lead for developing policies and programs to support the objectives for this strategic outcome, while the Strategic Policy and Partnerships Branch leads the development of the longer-term vision. The Department's international and domestic regional offices, along with the case processing centres managed by the Departmental Delivery Network (DDN), are responsible for delivering these programs.

The Admissibility Branch is responsible for developing and coordinating policy and procedures to maintain and protect the integrity of Canada's immigration programs. This is a reflection of our role in supporting the core national security interests: protecting Canadians at home and abroad; ensuring that Canada is not a base for threats to our allies; and contributing to international security. The Admissibility Branch supports all of the Department's strategic outcomes by providing leadership, advice and functional direction on admissibility issues including visa policy, U.S. and international agreements, admissibility criteria, quality assurance and travel document policy.

Admitting individuals in good health is important to protecting the health and safety of Canadians. In 2005–2006 and beyond, the Medical Services Branch will continue to medically screen those individuals who are eligible to enter Canada.

To maximize the economic, social and cultural contributions of migration to Canada and support government commitments, CIC will continue to closely monitor and assess how its various programs are affected by the changes implemented through IRPA in June 2002.

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### **Program Activity Architecture Description**

#### **Strategic Outcome 1**

Maximum contribution to Canada's economic, social and cultural development from migration

Program Activity	Expected Results
a) Immigration Program	Contribution, through the immigration program, to Canada's economic, social and cultural development
b) Temporary Resident Program	Contribution, through the temporary resident program, to Canada's economic, social and cultural development

## a) Immigration Program

<b>Planned Spending and Full-time Equivalents</b>			
Forecast spending 2004–2005	<b>Planned spending 2005–2006</b>	Planned spending 2006–2007	Planned spending 2007–2008
\$213.7M	<b>\$176.6M</b>	\$159.2M	\$157.2M
1,743 FTEs	<b>1,591 FTEs</b>	1,556 FTEs	1,556 FTEs

**Explanation of change:** Forecast spending includes a portion of CBSA corporate and port-of-entry resources of \$14.8M not yet transferred to the CBSA. It also includes funding received through Supplementary Estimates for one-time items such as the Tsunami and Earthquake Disaster Response of \$4.1M, carry-forward resources of \$7.4M and other items. Planned spending in 2005–2006 declines in relation to 2004–2005 as the full effect of the transfer to the CBSA is implemented. Planned spending in 2006–2007 and future years declines due to a reduced allocation of corporate services of \$10.1M and due to government-wide re-allocation initiatives of \$2.8M.

### Achievement of Immigration Levels

Each year, the Minister of Citizenship and Immigration presents a plan to Parliament outlining the total number of immigrants Canada aims to receive in subsequent years. CIC has met its planned immigration levels in the past four years. These targets take into account the economic and social needs of the country, the resources the Department has available to process applications for permanent residence, the capacity of communities to integrate newcomers, and Canada's international humanitarian obligations. The annual levels plan also indicates the proportion of the total number expected to come from each immigrant category. For more details on targets for immigration levels and results by categories, refer to annexes 1 and 2 (pages 43 and 44).

In the 2004 *Annual Report to Parliament on Immigration*,<sup>12</sup> the Minister indicated that CIC will continue to aim for a balance between economic and non-economic immigrants. The economic class is comprised of skilled workers, business immigrants, live-in caregivers and provincial nominees, as well as their dependants. The non-economic component is comprised of the family class and the protected persons class, as well as

cases admitted on humanitarian and compassionate grounds.

A key initiative for 2005–2006 will be to work with partners and stakeholders to assist them in identifying the current economic and social needs of their communities and assessing their capacity to integrate newcomers. CIC will develop policy options with the goal of creating a modern delivery system that is more responsive to the needs of communities.

### Skilled Worker Immigrants

Skilled worker immigrants are selected on the basis of their potential to contribute to the economy soon after arrival in Canada. CIC's challenge is to maintain flexibility in the selection of skilled immigrants in order to respond to changes in Canada's labour market.

To respond to program integrity concerns, CIC will examine, with HRSDC, the eligibility criteria for the fast-track processing of immigrants with confirmed job offers. The program will support performance monitoring through the ongoing collection of baseline data. A formative evaluation, planned for 2006–2007, will assess the early

12 For more information, see <http://www.cic.gc.ca/english/pub/immigration2004.html>.

outcomes of skilled worker immigrants selected under new criteria introduced with the *Immigration and Refugee Protection Act* in June 2002.

### **Business Immigrants**

Entrepreneurs, investors and self-employed immigrants bring business experience and investment capital to Canada, and create jobs for themselves and other Canadian residents. A key objective for 2005–2006 is to expand provincial participation in the federal immigrant investor program.

Within the Business Immigration Program, CIC has important responsibilities for monitoring the compliance of some 90 investor immigrant funds, representing approximately one billion dollars of investment capital. CIC must continue to ensure that partners managing the funds invested by immigrants prior to April 1999 are in compliance with the 1976 Immigration Act.

A Results-Based Management and Accountability Framework (RMAF) will be completed in 2005–2006, and the Business Immigration Program will collect baseline evaluation data so that the program's economic impact can be measured.

### **Provincial and Territorial Nominee Agreements**

Canada has signed Provincial Nominee (PN) agreements with eight provinces and one territory (British Columbia, Alberta, Saskatchewan, Manitoba, New Brunswick, Nova Scotia, Newfoundland and Labrador, Prince Edward Island and the Yukon Territory).<sup>13</sup> The agreements give those governments the authority to nominate for permanent immigration foreign nationals who match the specific economic and demographic needs of their communities.

This arrangement contributes to Canada's development from migration, as economic, social and cultural benefits are shared across the country. The Government of Quebec has full authority to select all economic immigrants destined for the province under the terms of the Canada-Quebec Accord<sup>14</sup> signed in 1991.

In 2005–2006, CIC will continue negotiations with the Province of Ontario, Nunavut and the Northwest Territories, with which it does not yet have PN agreements, and will seek to renew agreements with Alberta, Newfoundland and Labrador, Prince Edward Island and Nova Scotia as they expire.

### **Humanitarian, Compassionate and Public Interest Situations**

Canada has a tradition of granting temporary or permanent resident status on an exceptional basis to individuals and families who would not otherwise qualify in any category and where there are strong humanitarian or public interest reasons to do so. The purpose of these discretionary provisions in the *Immigration and Refugee Protection Act* is to provide the flexibility to approve deserving cases not anticipated in the legislation. CIC will strive to streamline requirements and processes to improve client service and minimize costs to Canadian society.

### **Family Reunification**

Canada has a long tradition of allowing Canadians and permanent residents to sponsor close family members for immigration to Canada or bring family with them when they immigrate.<sup>15</sup> Research suggests that the well-being of immigrants can be enhanced by having the support of their family.<sup>16</sup>

In 2005–2006, CIC will continue to collaborate with provinces and other partners so

13 For more information on these agreements, see <http://www.cic.gc.ca/english/skilled/provnom/index.html>.

14 For more information, see <http://www.cic.gc.ca/english/irpa/fs%2Dquebec.html>.

15 For more information, see <http://www.cic.gc.ca/english/sponsor/index.html>.

16 There is a growing interest in the field of social capital and immigration. For further information on the subject, see the *Journal of International Migration and Integration*, Vol. 5, No. 2, 2004.

that family class immigrants are adequately supported by their sponsors after arrival in Canada. The Department will continue to explore refinements to the eligibility requirements for the family class in a way that is consistent with the objectives of the *Immigration and Refugee Protection Act*.

### Client Representatives

In April 2004, the *Immigration and Refugee Protection Regulations*<sup>17</sup> were amended to restrict who may represent clients when conducting business with the IRB, CBSA and CIC. These regulations were put in place to respond to public concerns about the exploitation of potential immigrants by unscrupulous consultants.

A key initiative will be to enhance client protection and raise professional standards among immigration consultants by contributing to the effectiveness of the Canadian Society of Immigration Consultants (CSIC),<sup>18</sup> an independent, not-for-profit, self-regulating body. CIC will also inform clients,

stakeholders and partners of their rights and responsibilities under the aforementioned regulations. In 2005–2006, CIC, in consultation with others, will continue to monitor the impact of the new regulations closely and make adjustments as necessary.<sup>19</sup>

### Permanent Resident Card

The permanent resident card (PR card) was introduced to provide a secure official travel/identity document that facilitates the entry of permanent residents to Canada. On December 31, 2003, the card became mandatory for all permanent residents returning to Canada aboard a commercial carrier (airplane, train or bus). In 2005–2006, CIC will continue to issue PR cards to new permanent residents and to those permanent residents established in Canada prior to June 28, 2002 who have not yet applied, or to those wishing to replace or renew their PR card. A formative evaluation is planned for 2005–2006 that will examine the implementation, results and success of the PR card.

### b) Temporary Resident Program

<b>Planned Spending and Full-time Equivalents</b>			
Forecast spending 2004–2005	<b>Planned spending 2005–2006</b>	Planned spending 2006–2007	Planned spending 2007–2008
\$125.5M	<b>\$95.6M</b>	\$82.1M	\$80.1M
1,336 FTEs	<b>913 FTEs</b>	874 FTEs	874 FTEs

**Explanation of change:** Forecast spending includes a portion of CBSA corporate and port-of-entry resources of \$24.8M not yet transferred to the CBSA. It also includes carry-forward resources received through Supplementary Estimates of \$2.8M. Planned spending in 2005–2006 declines as the full effect of the transfer to the CBSA is implemented. Planned spending in 2006–2007 and future years declines due to a reduced allocation of corporate services of \$8.1M and due to government-wide re-allocation initiatives of \$2.8M.

17 The following page site is updated regularly to provide information on this issue:  
<http://www.cic.gc.ca/english/department/consultants/index.html>.

18 For more information, see <http://www.csic-scci.ca>.

19 The 2004–2005 financial contribution to the Canadian Society of Immigration Consultants is detailed in Annex 9.

## **Temporary Foreign Workers**

Qualified temporary foreign workers<sup>20</sup> are admitted to Canada to address short-term demands in the Canadian labour market. These temporary residents contribute to Canada's economic growth.

Key initiatives for this program will include the following: responding to concerns expressed by partners and stakeholders about the treatment of some temporary foreign workers in Canada; and determining, in consultation with partners, the appropriate circumstances for sector-specific initiatives to facilitate the entry of foreign workers. CIC will examine how we can provide regular channels for both employers and foreign workers to respond to labour market shortages.

The Selection Branch will also participate in federal strategies to increase access for Canadian, American and Mexican professionals to temporary employment in each other's countries.

## **Foreign Students**

Foreign students enrich the learning environment in Canadian educational institutions and represent an important source of income for Canadian schools. Foreign students who enter Canada on temporary visas are becoming an important source of skilled worker immigrants who are well prepared for the Canadian labour market.

In 2005–2006, CIC will continue to expand opportunities for foreign students to work in Canada and engage provincial and educational stakeholders in developing an integrated national strategy. CIC will also work with partners to evaluate the success and relevance of pilot projects, and expand access to tools that will enhance CIC's knowledge of the foreign student population and the Canadian educational institutions active in foreign student recruitment.

## **Foreign Tourists and Business Visitors**

CIC issues over 600,000 temporary resident visas to tourists and business visitors each year. Millions of additional foreign visitors who are citizens of countries that do not require a visa to travel to Canada, such as the United States, cross our borders every year. These foreign tourists and business visitors make a significant contribution to our economy by creating jobs in the hospitality sector and by creating opportunities for Canadian businesses to benefit from specialized expertise. Business visits are an essential conduit for trade (both import and export) and investment through all sectors of the Canadian economy.

Key initiatives include negotiating more liberal World Trade Organization rules on the temporary entry of business persons to support Canada's international trade and investment objectives. CIC is facilitating the temporary entry of legitimate tourists and business visitors and is contributing to the federal government's initiatives to provide better information about Canada for international travellers.

CIC is continuing to improve processing times for visitors in some of its overseas offices, thereby ensuring that processing times are comparable throughout our overseas network. However, in light of the growing number of visitors seeking entry to Canada, the Department will face an increasing challenge to maintain these processing times.

20 For more information on this program, see <http://www.cic.gc.ca/english/work/index.html>.

## **B. Strategic Outcome 2: Reflection of Canadian Values and Interests in the Management of International Migration, Including Refugee Protection**

### **Introduction**

In accordance with its international obligations and humanitarian tradition, Canada is working to actively influence global migration management through both multilateral international fora and bilateral relationships with other governments and organizations. As well, each year, Canada grants protection to many thousands of people, nearly half of whom are refugees selected abroad who are in need of

protection. The others are persons who are granted permanent resident status after claiming refugee status from within Canada.

Policy development and functional direction is provided by the Strategic Policy and Partnerships Branch and the Refugees Branch, with the active involvement of CIC's regional offices, the International Region, Integration Branch, Admissibility Branch, Medical Services Branch and Departmental Delivery Network.

### **Program Activity Architecture Description**

#### **Strategic Outcome 2**

Reflection of Canadian values and interests in the management of international migration, including refugee protection

Program Activity	Expected Results
a) Canada's role in international migration and protection	Canada influences the international agenda on migration and protection
b) Refugee Program	Maintenance of Canada's humanitarian tradition with respect to refugees and persons in need of protection

#### **a) Canada's Role in International Migration and Protection**

<b>Planned Spending and Full-time Equivalents</b>			
Forecast spending 2004–2005	<b>Planned spending 2005–2006</b>	Planned spending 2006–2007	Planned spending 2007–2008
\$5.5M	<b>\$4.9M</b>	\$4.7M	\$4.7M
26 FTEs	<b>25 FTEs</b>	25 FTEs	25 FTEs

**Explanation of change:** Forecast spending includes \$0.5M related to the contribution for the Canadian Society of Immigration Consultants, which does not continue beyond 2004–2005.

Asserting Canada's role in international migration and protection will continue as a departmental priority for 2005–2006. It reaffirms CIC's commitment to developing a strategic agenda on global migration and protection, particularly in the North American context, and to developing an engagement strategy with international partners.

### **Canada's Role in International Migration**

CIC participates in numerous international and regional bodies, contributing to Canada's continuing role in global migration issues. CIC, through joint efforts with Foreign Affairs Canada, the Department of Justice, the CBSA and others, will work to develop Canadian positions on such current international issues as human trafficking and the human rights of migrants.

The need and opportunities for international engagement and partnerships in the field of migration management have become more and more apparent as the international discussion of migration and migration-related issues moves into the United Nations forum. In 2006, Canada will participate in the General Assembly's high-level dialogue on migration and development. This assembly will provide an opportunity for the international community to discuss the linkages between migration and development, which could lead to further discussions and actions by the United Nations in the area of international migration. CIC is working with other federal partners to develop positions that will enable Canada to take the lead internationally in developing responses to these issues in a way that will be positive for our country.

In 2005–2006, CIC will continue to chair the Inter-Governmental Consultations (IGC) on Asylum, Refugee and Migration Policies in Europe, North America and Australia, and the Puebla Process.<sup>21</sup> Within its IGC mandate, CIC will encourage member states to undertake a strategic review of IGC, which will

include the examination of broader migration issues as well as refugee and asylum issues.

As part of its contribution to the growing international dialogue on migration, CIC will continue to be engaged in a number of other international fora to pursue Canadian migration objectives. These fora include the Global Commission on International Migration (GCIM), the International Organisation for Migration (IOM),<sup>22</sup> the Summit of the Americas (SOA), the International Labour Organization (ILO), the Four Country Conference (FCC), the Organization of American States (OAS), Asia-Pacific Economic Cooperation (APEC – Business Mobility Group) and the Organisation for Economic Co-operation and Development (OECD). In addition to these fora, CIC also pursues its international immigration objectives through a number of bilateral relationships with key countries and frequently responds to bilateral requests for information on Canadian experiences in migration management and integration.

In the coming years, CIC will intensify its monitoring of international migration trends and events. By participating in various fora, CIC promotes Canada's concept of a managed migration program. This concept includes procedures to manage a temporary component to meet short-term labour needs and a permanent component leading to full integration into Canadian society for successful applicants.

### **Canada's Role in International Protection**

CIC faces challenges in pursuing both its international and domestic refugee protection agendas because of international influences that place greater emphasis on the linkages between refugee protection, human rights, security and international trade. CIC also continues to demonstrate its leadership by expanding its participation in international discussions on protection through such fora as the executive committee of the United Nations High Commissioner for Refugees

21 For more information, please see <http://www.rcmvs.org>.

22 For financial details, see Annex 9.

(UNHCR), the Inter-Governmental Consultations on Asylum, and the Trans-Atlantic Dialogue with the European Union (Canada-EU Partnership Agenda/ Trans-Atlantic Dialogue).

CIC plans to develop and maintain bilateral relationships on asylum issues with other governments and international organizations. The Department will also liaise with other government departments, the IRB and non-governmental organizations on international protection issues and will maintain horizontal linkages between CIC refugee protection policies and the broader government approach to refugee issues.

**Government of Canada Coordination on International Migration Issues**

Through its chairmanship of an interdepartmental international migration group, CIC will continue to consult with other federal departments with an interest in international migration issues and will promote a common understanding of Canadian migration principles. The objective is for all departments to support a “whole of government” approach to migration issues forming part of their international interactions. CIC’s interests will continue to intersect with other broad international issues in which the Government of Canada has a stake, including bridging the North-South divide; ensuring the human rights of migrants; improving the global governance structure for the effective protection of refugees; and advocating a full-integration approach to permanent migration similar to that of Canada.

**b) Refugee Program**

<b>Planned Spending and Full-time Equivalents</b>			
Forecast spending 2004–2005	<b>Planned spending 2005–2006</b>	Planned spending 2006–2007	Planned spending 2007–2008
\$109.6M	<b>\$84.0M</b>	\$82.4M	\$72.4M
270 FTEs	<b>195 FTEs</b>	188 FTEs	188 FTEs

**Explanation of change:** Forecast spending includes one-time funding of \$22M received through Supplementary Estimates related to the Interim Federal Health Program. Planned spending of \$10M related to the refugee system redesign does not continue beyond 2006–2007.



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

The protection of refugees is a key component of CIC's mandate and is central to IRPA. The Act and Regulations emphasize 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.

### **Maintaining Canada's Humanitarian Tradition of Refugee Protection**

CIC will continue to respond to refugee situations by endeavouring to achieve the planned levels for both government-assisted and privately sponsored refugees.<sup>23</sup> CIC will continue to work with the UNHCR and private sponsors to identify those refugees most in need of Canada's protection through resettlement. For complete details on the 2005 target ranges for immigration levels, please consult Annex 1 (page 43).

In addition, pursuant to Section 88 of IRPA, CIC manages an Immigration Loan Fund. These loans are issued to members of the Convention Refugees Abroad and the Humanitarian-Protected Persons Abroad classes. They are intended to defray costs for medical examinations abroad, transportation to Canada and expenses associated with initial settlement in Canada. Applicants must demonstrate financial need as well as the ability to repay the loan.

The current limit on the loan fund is \$110M of which outstanding loan accounts totalled \$41.4M on December 31, 2004. In 2005–2006 and future years, CIC expects to establish a similar volume of loans as in 2003–2004 (4,500 loans to new clients per annum with a value of \$13.9M). Loan

collection will also be managed with due diligence to maintain the strong recovery rate for repayment (currently at 91%).

### **Strengthening our Ability to Provide Protection to Refugees and Other Persons in Need Who Apply In Canada**

CIC plays a key role in providing protection to refugees and other persons in need of protection who apply in Canada. Primary responsibility for determining protection claims rests with the Immigration and Refugee Board,<sup>24</sup> an independent administrative tribunal with a quasi-judicial process. The process is designed to produce fair, efficient and consistent decisions in accordance with Canadian law and Canada's international obligations and humanitarian traditions. The IRB's Refugee Protection Division hears refugee protection claims referred to it by CIC.

CIC will continue to provide the IRB (the decision maker) with 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.

CIC is also responsible for policy coordination related to other aspects of claims made in Canada, including the provision of health benefits through the Interim Federal Health (IFH) Program, the issuing of work permits, and liaison with the provinces regarding provincially funded programs, including the provision of welfare and social housing. As well, CIC is working in partnership with the Department of Justice in the development of a long-term federal strategy for immigration and refugee legal aid matters. Under the IFH Program, the Department continues to play an important role in providing health-care coverage for refugee claimants and protected persons while they do not qualify for provincial medical insurance. CIC will seek

23 For more information, see annexes 1 and 2.

24 For more information, see [http://www.irb-cisr.gc.ca/en/index\\_e.htm](http://www.irb-cisr.gc.ca/en/index_e.htm).

opportunities to strengthen partnerships with the provinces and municipalities and gain a better understanding of the impact of refugee claimants on provincial programs and services.

CIC also conducts Pre-Removal Risk Assessments for persons under an enforceable removal order, including persons who have had a claim rejected by the IRB. The Refugees Branch is responsible for providing policy and functional guidance to Pre-Removal Risk Assessment officers.

Once persons have been found to need protection, either through a positive decision at the IRB or a positive Pre-Removal Risk Assessment, CIC is responsible for processing their applications for permanent residence. CIC will explore ways to streamline these procedures so that refugees and other persons in need of protection may become integrated sooner, leading to improved outcomes.

### **Strengthening the Refugee Determination System for the Future**

CIC, along with its key partners the IRB, Department of Justice and CBSA, will be developing proposals to address a number of key challenges to improving Canada's domestic refugee determination system, such as:

- the quality of protection that Canada offers and the number of persons we are able to protect given our investment;
- the number of persons who do not need protection and are accessing the refugee determination system;
- the proportion of refugee claimants unwilling to cooperate in establishing their identity;
- speeding up the system as a whole, from the time a claim is made until a final outcome is achieved;

- examining the number of processes accessed by refugee claimants and considering the issue of the yet to be implemented Refugee Appeal Division, with a view to achieving finality earlier in the process; and
- improving Canada's ability to remove persons who have been found not to need protection.

### **Effective and Responsive Refugee Resettlement Program**

CIC is implementing several key initiatives to strengthen and improve the refugee and humanitarian resettlement program in 2005–2006, including a review of the Private Sponsorship Program. The overall intention of the review, launched in 2004, will be to develop a more effective program through better partnerships with the private sector. The program will also complement Canada's commitment to providing protection to those refugees most in need. A working group comprised of external stakeholders will also be established to address operational issues raised by refugee advocates. At the same time, the Department will continue to partner with the UNHCR and IOM in group processing initiatives, look at ways to be more responsive to refugees with special needs, and increase strategic planning to develop a blend of means, tools and partners to meet all refugee settlement needs more effectively.

In terms of developing a program that better responds to refugee needs, CIC will continue implementing recommendations from the 2004 evaluation of the Resettlement Assistance Program (RAP).<sup>25</sup> A primary initiative will be to seek approval of updated terms and conditions for RAP which will introduce blended partnerships with new types of organizations, funding for research-oriented special projects, an extended funding period for separated minors, and greater flexibility with respect to RAP funding eligibility. The Refugees Branch will also begin to identify policy options and

25 For more information, see <http://www.cic.gc.ca/english/refugees/resettle-3.html>. For financial details, see Annex 9.

operational strategies that address the changing needs of refugees being resettled with government assistance.<sup>26</sup> It will accomplish this through a formal Program Renewal Study, the re-establishment of the joint CIC-Voluntary Sector RAP Working Group and a horizontal initiatives proposal that will focus on attaining the “seamless” delivery of settlement services to refugees.

### **Building on Partnerships**

CIC is developing more strategic responses to refugee situations by working with other countries to develop policy options that will facilitate burden-sharing exercises for refugees in protracted situations. RAP funding will also be used to study the changing needs profile of refugees, develop strategies to increase flexibility in selecting refugees, develop operational tools to more easily facilitate the Joint Assistance Sponsorship Program, establish a protocol for use when resettling separated refugee minors, and focus on vulnerable groups of refugees within refugee camps.

CIC will improve partnerships and working relationships with the Private Sponsorship Program. This will be done by undertaking a review of the program. CIC would like to consider more blended resettlement programs which combine the expertise and funding of both the government-assisted and privately sponsored refugee programs. This could be piloted as part of group processing initiatives for refugees in 2005–2006. It is hoped that this new level of partnership will culminate in positive recommendations and directions being put forward at a Tripartite Conference in 2005–2006. This conference is intended to engage all levels of government, resettlement and settlement NGOs from the voluntary sector, as well as international partners such as the UNHCR and IOM in the full range of consultations regarding services offered under both the resettlement and integration programs.

A key priority for 2005–2006 will be to promote the Private Sponsorship of Refugees Program to Francophone organizations and Francophone minority communities outside Quebec. CIC will work to engage Francophone organizations and the French-speaking refugee community in sponsoring refugees.

### **Monitoring and Measuring Success**

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

A Results-Based Management and Accountability Framework for the Private Sponsorship of Refugees Program was completed in 2004–2005. This framework outlines the expected outcomes for the program. CIC is now working with partners to develop a systematic approach to collecting performance measurement information, which will contribute to an evaluation of the program to be conducted in 2005–2006.

The recently completed Accountability, Risk and Audit Framework for the Resettlement Assistance Program lays out the expected outcomes, and the risk mitigation and audit strategies. The electronic data collection system (iCAMS)<sup>27</sup> that has been implemented for RAP will be used to measure program performance, and the focus in 2005–2006 will be on refining the performance measurement process and reporting capabilities.

26 Resources related to RAP are found under strategic outcome 3. See page 26.

27 Immigration-Contribution Accountability Measurement System

## C. Strategic Outcome 3: Successful Integration of Newcomers and Promotion of Canadian Citizenship

### Introduction

For Canada to realize the economic, social and cultural benefits from immigration, new permanent residents must integrate successfully into Canadian society. Integration and settlement programs are also crucial to helping new immigrants attain and enjoy the same quality of life as Canadians. In Canada, welcoming newcomers and helping them integrate into our society is a community effort, supported by partnerships with the provinces, municipalities and community organizations. Obtaining Canadian citizenship is a significant step in the settlement process, enabling immigrants to participate fully in Canadian society.

Functional direction for activities under this strategic outcome (with the exception of resettlement activities, which are the responsibility of the Refugees Branch) lies with the

Integration Branch, along with the active involvement of CIC's regional and local offices across Canada and the Departmental Delivery Network (for the processing of citizenship applications). There is also considerable horizontal collaboration across CIC branch lines, especially with the Selection and Refugees branches and the International Region.

Most of the operational delivery of the settlement programs is carried out by non-governmental organizations and through provincial governments. Under formal agreements, the governments of Quebec, Manitoba and British Columbia provide settlement and integration services to newcomers. Some services in Alberta are co-managed with the Province of Alberta. Elsewhere in Canada, the program is administered directly by CIC.<sup>28</sup>

### Program Activity Architecture Description

#### Strategic Outcome 3

Successful integration of newcomers and promotion of Canadian citizenship

Program Activity	Expected Results
a) Integration Program	Successful integration of newcomers into Canadian society within a reasonable timeframe Newcomers contribute to the economic, social and cultural development needs of Canada
b) Citizenship Program	Accordance of full participation in Canadian society to eligible permanent residents Contribution to Canada's economic, social and cultural development

28 For financial details on provincial agreements and the grant for the Canada-Quebec Accord on Immigration, see Annex 9.

## a) Integration Program

<b>Planned Spending and Full-time Equivalents</b>			
Forecast spending 2004–2005	<b>Planned spending 2005–2006</b>	Planned spending 2006–2007	Planned spending 2007–2008
\$418.2M	<b>\$474.5M</b>	\$506.5M	\$529.2M
229 FTEs	<b>220 FTEs</b>	211 FTEs	211 FTEs

**Explanation of change:** Forecast spending for 2004–2005 includes a \$5M reduction related to the government-wide re-allocation process. Planned spending for 2005–2006 increases due to additional Canada-Quebec Accord resources of \$20.8M and Budget 2005 announcements totalling \$28.9M. Planned spending in 2006–2007 and future years increases due to additional Canada-Quebec Accord and Budget 2005 announcement spending. See Annex 9 for more details on grants and contributions spending.

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 them.

### **Successful Integration of Newcomers into the Canadian Labour Market and Society**

The key elements for successful integration into Canadian society include adequate language skills, as well as recognition of professional credentials and foreign work experience. Efforts to create a welcoming society should also promote the two-way model of 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.

CIC works in partnership with various working groups or committees in the development of its policies and programs, such as the Federal-Provincial-Territorial Working Group on Settlement and Integration, the Settlement and Integration Joint Policy and Program Council, and the Performance Measurement Advisory Committee. These

committees may include representatives from federal and provincial governments as well as sector representatives.

The Resettlement Assistance Program<sup>29</sup> provides income support and a range of other services to government-assisted refugees (GARs) who arrive in Canada following an overseas identification and selection process. Under RAP, income support is provided to GARs for up to 12 months and for up to 24 months for those with special needs. Income support amounts are set in line with provincial social assistance rates. On behalf of CIC, service provider organizations (SPOs) deliver various settlement and orientation services to GARs within their first four to six weeks in Canada. These services range from initial reception at the airport to finding permanent accommodation.

The Language Instruction for Newcomers to Canada (LINC)<sup>30</sup> Program provides basic language training to adult immigrants in one of Canada's official languages. The language courses are provided through school boards, colleges and community organizations. They may be offered full time or part time, during the day, in the evenings or on weekends, and may be held at the workplace or in the community. The LINC Program also uses alternative instruction methods, such as home study. Transportation and child-

<sup>29</sup> See page 24 for additional information.

<sup>30</sup> For more information on this program, see <http://www.cic.gc.ca/english/newcomer/linc%2D2e.html>. For financial details, see Annex 9.

minding services may be provided when necessary. In 2005–2006, CIC will work to further develop the French *Standards linguistiques canadiens* (SLC) and its accompanying placement test.

The Immigrant Settlement and Adaptation Program<sup>31</sup> (ISAP) delivers services to newcomers, such as reception and orientation (in both Canada and abroad), translation and interpretation, referral to community resources, para-professional counselling, general information, and employment-related services. Under this program, in 2005–2006, CIC will continue the development of tools to improve the capacity of smaller communities to attract and retain newcomers. Recommendations from the “Small Centres Strategy” working group under the Voluntary Sector Initiative (VSI) of 2004–2005 include the development of a toolkit for attracting and retaining newcomers in small centres.

The Host Program<sup>32</sup> matches volunteers familiar with Canadian ways with newcomers to help them settle, adapt and integrate into Canadian life. CIC funds organizations to train the volunteers and arrange the match-ups. Volunteers help newcomers overcome the stress of moving to a new country, learn how to use available services, practise their English and French language skills, develop work contacts, participate in the community and do routine activities.

As a follow-up to the first National Host Conference held in February 2005, the Department will produce a report for stakeholders that will include innovative practices within the Host Program, a summary of discussions on the future directions of the program, and the conference evaluation.

The Department will continue to 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 Quebec.

The policy to provide multi-year funding to settlement service provider organizations was launched to take effect for 2005–2006 funding considerations, and it will be implemented according to regional requirement/prioritization.

A coordinated strategy to integrate foreign-trained Canadians and immigrants into Canada’s labour market was developed in 2004 as part of the government-wide initiative to address interrelated barriers that prevent immigrants from rapidly and successfully integrating into the labour market. It focuses on four key areas:

- foreign credential assessment and recognition;
- Enhanced Language Training (ELT) and Bridge-to-Work initiatives;
- labour market information; and
- research.

In 2005–2006, CIC will continue to co-lead, with Human Resources and Skills Development Canada, an interdepartmental group of 14 federal departments and agencies working on the development and implementation of this coordinated federal approach. CIC, in collaboration with HRSDC and other participants, will embark on a comprehensive consultation and communication strategy to engage provinces, territories and other stakeholders on this issue.

The Enhanced Language Training<sup>33</sup> initiative provides for the delivery of labour market language training, including job-specific language training for skilled immigrants. As a component of the Immigrant Settlement and Adaptation Program, ELT contributes to the larger program through its objective of assisting immigrants and refugees to access and remain in the labour market at levels commensurate with their skills and

31 For more information on this program, see <http://www.cic.gc.ca/english/newcomer/isap%2D2e.html>. For financial details, see Annex 9.

32 For more information on this program, see <http://www.cic.gc.ca/english/newcomer/host%2D2e.html>. For financial details, see Annex 9.

33 For financial details, see Annex 9.

qualifications. A formative evaluation of this initiative is planned for 2005–2006. ELT contribution funding of \$15M, as well as operating funding of approximately \$5M, is included in 2005–2006 and future year planned spending, representing a \$20M annual investment in the ELT initiative.

In addition, CIC will continue to work with its partners on the development of an immigration portal aimed at providing prospective immigrants with reliable and current information before they come to Canada, as well as tools that will facilitate their integration into the Canadian labour market and society. This will be achieved through the enhancement of the current information and services available to potential immigrants and newcomers to Canada on the Government of Canada's *Going to Canada* Web site. It will include links to provincial and territorial governments, immigration service provider organizations, education associations, and the employer community Web sites. Progress on this horizontal initiative is being made according to the available resources within existing departmental program budgets.

### **Attracting and Maintaining Immigrants in Francophone Minority Communities**

To support the government's Action Plan for Official Languages, CIC will continue to pursue activities in 2005–2006 aimed at attracting, welcoming and integrating immigrants into Francophone communities outside Quebec.<sup>34</sup> Funding of \$1.9M per year is included in 2005–2006 and future year reference levels.

Following the release of the report entitled *Towards Building a Canadian Francophonie of Tomorrow: Summary of Initiatives 2002–2006 to Foster Immigration to Francophone Minority Communities*, the CIC-Francophone Minority Communities Steering Committee will continue to work with other federal government departments, provinces and

territories, and communities to develop five-year national and provincial/territorial action plans to implement the five objectives of the Strategic Framework to Foster Immigration to Francophone Minority Communities. These objectives focus on promotion efforts abroad, improving the capacity of communities to welcome and integrate newcomers, and encouraging French-speaking newcomers to settle outside Toronto and Vancouver.

In addition, CIC continues to incorporate clauses into immigration agreements with provinces and territories that acknowledge the importance of encouraging the development of Francophone minority communities.

CIC is also a partner with other federal government departments in the development of a Horizontal Results-Based Management and Accountability Framework for the government's official languages program. In 2005–2006, CIC will conduct a formative evaluation of its initiatives undertaken as part of the government's Action Plan for Official Languages.

### **Accountability to Ensure Effective and Efficient Delivery of Settlement Programs**

CIC continued working with stakeholders on the implementation of the Contribution Accountability Framework<sup>35</sup> (CAF) in 2004–2005. This framework guides performance measurement and program evaluation and is standardizing management and administrative practices for CIC's settlement programs. It supports accountability for settlement spending and results by monitoring service delivery and evaluating the program's effectiveness and efficiency. The information collected will be used to identify gaps and propose improvements to settlement programs that facilitate integration into Canadian society.

As part of CAF, the Immigration-Contribution Accountability Measurement System was fully implemented in 2004–2005. iCAMS is a

34 For more information, see <http://www.cic.gc.ca/english/press/02/0206-pre.html>.

35 For more information on CAF, see <http://www.integration-net.cic.gc.ca/>.

national performance measurement system that will enable CIC to generate reports providing detailed information on, and identifying trends in, settlement service usage. In 2005–2006, CIC will continue to ensure the integrity of the data entered by the service providers. Reports are to be produced and distributed over the next year.

CIC continues its efforts to improve the overall delivery of services to immigrants and refugees, with the ultimate aim of improving their economic and social outcomes through consistent processes and procedures for delivering and monitoring settlement programs.

The Department will work with the appropriate partners to begin assessing, prioritizing and implementing the recommendations from the evaluation of the Language Instruction for Newcomers to Canada Program, the Immigrant Settlement and Adaptation Program, the Host Program, and the Canadian Orientation Abroad initiative under ISAP.

Subject to Treasury Board approval, in 2005–2006 CIC will implement the new terms and conditions for its settlement contribution programs.

## b) Citizenship Program

<b>Planned Spending and Full-time Equivalents</b>			
Forecast spending 2004–2005	<b>Planned spending 2005–2006</b>	Planned spending 2006–2007	Planned spending 2007–2008
\$54.7M	<b>\$71.1M</b>	\$51.8M	\$46.8M
508 FTEs	<b>538 FTEs</b>	389 FTEs	389 FTEs

**Explanation of change:** Forecast spending includes one-time funding of \$5M received through Supplementary Estimates related to citizenship inventory reduction. Planned spending increases by \$15.9M in 2005–2006 due to additional resources related to the potential introduction of a new *Citizenship Act* and due to Budget 2005 announcements. In 2006–2007 and future years, planned spending decreases due to reduced *Citizenship Act* implementation resources and due to the deepening impact of government-wide re-allocation initiatives.



Another of CIC's overarching goals is to direct and support the citizenship program and to effectively promote the value and understanding of immigration and citizenship.

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

The process of modernizing citizenship is two-fold: the modernization of citizenship processes, including inventory management, and modernization of the *Citizenship Act*. In the first instance, to address growing demands which are creating pressures on processing, CIC will continue to examine long-term solutions to reduce processing times for citizenship lines of business and to seek ways to improve client service. The review will look at the current delivery model and indicate where improvements can be made to client service. It will also identify costs for implementing changes to the current processing model. In 2005–2006, CIC will begin developing the innovations identified in this review. In the second instance, CIC is developing a strategy to modernize the *Citizenship Act*.

In 2004–2005, the first release of the Global Case Management System<sup>36</sup> was deployed, beginning with the citizenship component. The Integration Branch will continue to demonstrate leadership by retaining its role as business lead for citizenship deployment, which entails co-chairing the GCMS working group made up of business and IT representatives.

CIC will continue to monitor and measure the integrity of its citizenship programs through its Quality Assurance Program to maintain reliable client information and the quality of decision making for granting citizenship and issuing proof of citizenship cards.

### **Effective Promotion of the Rights and Responsibilities of Citizenship**

To promote core Canadian values (peace, respect, freedom, justice and a sense of belonging) to newcomers and all Canadians, CIC will continue its *Canada: We All Belong* campaign for the final year. The campaign will continue to include outreach activities, and campaign materials will be used for public education on citizenship. The products will support numerous activities organized across the country for Canada's Citizenship Week. In 2005–2006, CIC will plan for and develop a new campaign and/or initiative to follow *Canada: We All Belong*.

CIC will also continue to focus on youth with *Citizine*,<sup>37</sup> a Web site that focuses on quarterly themes linked to citizenship values, practices, rights and responsibilities. In 2005–2006, a Teachers' Corner with links to citizenship-related teachers' materials will be added.

CIC will continue to broaden its relationships with other federal departments to create wider exposure to campaigns such as Citizenship Week and Celebrate Canada Week. The Department will work to shift federal thinking towards more proactive, activity-based promotion programs in order to enhance capacity and broaden our ability to reach Canadians in a more meaningful way.

In 2005–2006, a review of CIC's core integration publications (*Newcomer's Guide to Canada* and *Welcome to Canada*<sup>38</sup>) is planned, including the production, processes, distribution and use of these documents.

36 For more details on the GCMS, see page 33.

37 For more information, see <http://www.citizine.ca/>.

38 For more information, see <http://www.canada.gc.ca> and click on "Non-Canadians" followed by "Going to Canada."

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## D. Building the New CIC

### **Strengthening the CIC/CBSA Partnership – Effective Management of Access to Canada**

Responsibility for administering the *Immigration and Refugee Protection Act* is now shared between CIC and the CBSA and requires both organizations to work collaboratively to achieve and balance the facilitation and enforcement objectives of the immigration program. CIC, with the Admissibility Branch as the lead, is negotiating a Memorandum of Understanding with the CBSA to formalize their ongoing working relationship and their respective responsibilities regarding the joint management of Canada's immigration program. The objective is to conclude this agreement in 2005–2006. The MOU will include mechanisms for the ongoing evaluation of its effectiveness and will cover a broad range of issues, such as the provision of services and functional guidance regarding programs or policies administered by one organization on the other's behalf; mutual consultation on policy and program development; procedures for sharing and protecting personal information; and procedures whereby shared clients benefit from seamless, professional service. The implementation of this agreement between CIC and the CBSA will strengthen their partnership in effectively protecting the health, safety and security of Canadians.

The Admissibility Branch will develop quality assurance programs that contribute to the continued integrity of Canada's immigration programs, in keeping with CIC's responsibilities for protecting national and global security, and will further explore the potential use of biometric technology as a tool to help officers verify the identity of travellers.

### **Service Delivery Strategy**

CIC will work in close partnership with Service Canada<sup>39</sup> to explore ways to leverage their infrastructure to improve access and information for CIC clients. Furthermore, CIC is an active participant in the Government of Canada's Service Vision and Government On-Line initiatives. These two initiatives are intended to change the way government functions and to improve the quality and relevance of services and information provided to the public both inside and outside Canada.

Within the mandate of the Service Vision, CIC is a key partner in the Live, Learn and Succeed (LLS) Catalytic Project being developed with other federal departments. The LLS allows international students to access Web-based self-serve information and services related to studying in Canada. Its objective is to position Canada as a destination of choice in the international education market and to eventually recruit and retain skilled workers who can readily integrate into Canadian society or assist in preparing students to return home.

In 2005–2006, CIC will continue to work with stakeholders inside and outside government to improve service delivery and facilitate access for our clients. CIC developed the GCMS in the context of an "enterprise approach," but it will also serve the needs of the CBSA, which shares in the administration of IRPA.

In terms of service delivery improvements, CIC will continue to streamline or simplify administrative processes. In the context of GOL, CIC developed the Electronic Case Application Status System, which allows certain applicants and sponsors to check the status of their applications on-line, twenty-four hours a day, seven days a week. During 2005–2006, CIC will improve the robustness and stability of this system and its integration

39 See: <http://www.servicecanada.gc.ca>

with the GCMS. Other on-line services offered by CIC include the electronic payment of fees within Canada, change of address or address notification within Canada, and downloadable forms.

CIC also leads the *Going to Canada/ Newcomers to Canada* (GTC/NTC) cluster related to the Government of Canada Internet site.<sup>40</sup> The cluster is a dynamic partnership between the federal government, provincial governments and NGOs to offer Web-based access to the full range of information and services for non-Canadians and newcomers to Canada. During 2005–2006, GTC/NTC will add information to the immigration portal to encourage prospective immigrants to begin learning about the opportunities, challenges and difficulties to successful establishment in Canada well before departure.

### **Global Case Management System**

CIC's Global Case Management System<sup>41</sup> is a critical component of the infrastructure that helps CIC accomplish its strategic outcomes and priorities. The GCMS is a multi-year project designed to replace the Department's legacy information systems with an integrated, automated case management tool to support 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. The GCMS will be the foundation enabling CIC to support Government On-Line (GOL) and new business initiatives, capitalize on new technologies and integrate additional security measures in the future.

Based on departmental requirements, CIC began to develop the GCMS in 2003–2004 using commercial software for core functions. In 2004–2005, the first of two GCMS releases

was deployed to citizenship courts across Canada and the citizenship case processing centre in Sydney. Initial work was also conducted on the remaining release concerning immigration facilitation and enforcement activities conducted by both CIC and the CBSA. In 2005–2006, CIC will continue with the development of this second release. Implementation is anticipated in the summer of 2006. Coming out of a period of stabilization, CIC will transition from GCMS project delivery to ongoing GCMS business support. It will establish a GCMS business management division which will provide the key ongoing business support to GCMS users and to CIC and CBSA management. CIC has also developed a performance measurement strategy that will evaluate the initiative after a minimum of six months of full GCMS implementation has passed.

In 2005–2006, CIC will finalize agreements with the CBSA on the shared use and management of the GCMS and of operations manuals.<sup>42</sup>

### **Human Resources Modernization**

Public service modernization will provide CIC with the tools to have people with the right skills in the right jobs in order to deliver on the Department's strategic outcomes.

CIC will continue to focus on implementing the legislative requirements that emanate from the *Public Service Modernization Act*<sup>43</sup> (PSMA) as well as other human resources modernization initiatives not involving legislation. A multi-year action plan has been developed and implemented to facilitate the successful introduction of this major government-wide human resources reform. Monitoring and reporting are in progress.

Furthermore, human resources professionals as well as managers, employees and their representatives must be actively involved in the changes made to the human resources regime in order for key players to assume

40 For more information, see <http://www.canada.gc.ca>.

41 For more information, see <http://www.cic.gc.ca/english/department/gcms.html>.

42 See Annex 8 for funding details regarding this Major Crown Project.

43 For further details, see <http://www.hrma-agrh.gc.ca/hrmm-mgrh>.

their new authorities and responsibilities. A number of interventions and activities are used to meet this objective, such as communications tools, a modernization Web page, events for middle managers, formal classroom training, and participation in core working groups and consultation exercises.

The Human Resources Sector, with the involvement of two core working groups, is currently reviewing, developing and adapting the products provided by central agencies so that they are in line with CIC's culture and characteristics. This approach will promote consistency, continuity, congruence and relevance to managers. Furthermore, coupling this approach with a learning strategy composed of traditional and non-traditional methods will contribute to building management and employee confidence in this human resources reform.

### **Modern Management**

CIC will pursue its implementation of modern management within the overall Management Accountability Framework.<sup>44</sup> This is consistent with CIC's vision to deliver, under prudent stewardship, quality programs that generate results for Canadians. MAF will continue to be used as a tool to promote sound management practices and continual improvement. CIC will continue to implement the multi-year Modern Management Action Plan and monitor and report on progress.

Direct links will be created between modern management and current and new initiatives/ programs, such as human resources modernization and change management. Similar partnerships will be built within CIC to help achieve full integration of all components of modern management.

The Corporate Risk Profile will continue to be developed as the Department places greater emphasis on risk ownership and following up on any mitigation strategies.

CIC will continue to encourage and support the dialogue on values and ethics and their integration into decision making, and to promote the Values and Ethics Code for the Public Service.

44 For more information, see [http://www.tbs-sct.gc.ca/maf-crg/maf-crg\\_e.asp](http://www.tbs-sct.gc.ca/maf-crg/maf-crg_e.asp).

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## E. Other Items of Interest

### Migration Health Task Force

Citizenship and Immigration Canada and Health Canada jointly established the Migration Health Task Force in June 2002, giving it the mandate to rethink the way Canada manages migration health. Each year approximately 225,000 people come to Canada as immigrants and refugees. Most of these people come from countries with health backgrounds, beliefs and customs that are very different from those in Canada.

We are also beginning to recognize that good health is one of the factors affecting the integration of immigrants and refugees, and that our health system often places barriers to health-care access in the way of these newcomers.

Over its two-year term, the Task Force focused on three goals:

- to attempt to define the current public health and population health challenges resulting from migration to Canada;
- to examine how well Canada's current migration health management system is meeting these challenges; and
- to develop a series of strategic objectives and proposed actions to modernize Canada's system of managing migration health.

The report of the Migration Health Task Force has been completed, and a plan will be put in place in 2005–2006 to implement its recommendations.

### Advancing Strategic Research<sup>45</sup>

Objective and timely research is a prerequisite to making informed decisions for policy action and program development. The continued 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. Much of this activity will support the development of the new immigration framework for Canada and immigrant labour market integration. CIC's departmental research activities are supported by a combined salary/non-salary base budget of just over \$2 million.

CIC's core strategic research involves three key activities. The first of these is the ongoing investment in data sources. In 2005–2006, CIC will continue to invest in major data sets, including the Longitudinal Survey of Immigrants to Canada (LSIC), the Longitudinal Immigration Database (IMDB), the Citizenship Language Survey (CLS), the World Values Survey (WVS) and the Census.

The second activity focuses on analyzing those data sets that have recently become available. In 2005–2006, CIC will build on the LSIC results by analyzing the second wave of the survey, which provides important new information on the settlement of recent immigrants. The Department will also continue to use IMDB data, updated to 2003, in order to enlarge its report series on the economic outcomes of immigrants. CIC will analyse the Toronto and Vancouver phases of the CLS, providing the first objective measure of immigrants' official language ability at the time of citizenship. Analysis of the 2001 Census will look at immigrants' place of residence and work, and examine the relationship between these factors and socio-economic status. These initiatives will support immigration policy and program development at both federal and provincial levels.

The third activity involves communication and dissemination of the previously outlined initiatives. CIC is working to promote

45 See: <http://www.cic.gc.ca/english/research/index.html>

informed discussions on immigration issues and will continue to broaden its outreach within the Department and to the public and private sectors. In addition to making the aforementioned analysis available, CIC will augment its recently redesigned flagship publication, *Facts and Figures*. This publication, along with the Web-based quarterly publication, *The Monitor*, will meet the growing demand for a broad range of timely information on key CIC movements.

### **Metropolis Project**

In 1995, CIC, with the Social Sciences and Humanities Research Council of Canada (SSHRC), created the innovative Metropolis Project.<sup>46</sup> The purpose of this project is to enhance governments' abilities to manage the challenges and capitalize on the opportunities associated with migration and the integration of ethnic, racial and religious minorities in large cities. It does so by stimulating academic research in the field to address emerging issues, encouraging its use by policy makers and other government officials, and creating opportunities for active collaboration amongst academic researchers, government officials and non-governmental organizations. To this end, Metropolis has created five research centres of excellence in Halifax, Montréal, Toronto, Edmonton and Vancouver, and a secretariat located at CIC charged with creating and maintaining an active policy research partnership in Canada and abroad. In 2005–2006, CIC will provide over half of the \$1 million federal contribution through SSHRC. In addition, Metropolis activities are supported by a combined salary and non-salary budget of just under \$1 million.

The Metropolis Project in Canada is supported by a consortium of federal departments and agencies that includes CIC, SSHRC, the Canada Mortgage and Housing Corporation, Canadian Heritage, Human Resources and Skills Development Canada, Statistics Canada, Status of Women, the

Department of Justice, the Royal Canadian Mounted Police, the Public Service Human Resources Management Agency of Canada, Public Works and Government Services Canada, Public Safety and Emergency Preparedness Canada and the Atlantic Canada Opportunities Agency.<sup>47</sup> The International Metropolis Project is a set of coordinated activities carried out by a membership of research and policy organizations (40 international partners from over 20 countries<sup>48</sup>) who share a vision of strengthened immigration policy by means of applied academic research.

In the next three years, Metropolis will organize additional international and national conferences. The 10th International Metropolis Conference will be held in Toronto in the fall of 2005. The 8th National Conference will take place in Vancouver in 2006. Each event will attract between 700 and 1,000 Canadian and international researchers, scholars, policy makers and representatives of civil society. The 11th international conference will be held in Lisbon, Portugal, in 2006, and the 12th in Melbourne, Australia, in 2007.

Through discussions, presentations, policy briefs and seminars, Metropolis will also organize highly focused policy-relevant events that will bring together policy makers, academics and non-governmental sector participants to discuss emerging issues in the fields of immigration and diversity.

In addition, the Metropolis Institute will continue developing and delivering courses on migration and diversity. Thirteen courses, drawing academic research and policy and community experience from across Canada, are being or have been developed for civil servants from all three levels of government and community agencies. The courses introduce policy and program officials to experts from the Metropolis Centres and the international Metropolis community, and provide them with the latest research material, learning material and learning

46 For more information, see <http://www.canada.metropolis.net>.

47 For more details about the national partners, see [http://canada.metropolis.net/partners/sub/fedpart\\_e.html](http://canada.metropolis.net/partners/sub/fedpart_e.html).

48 For more details about the international partners, see [http://international.metropolis.net/frameset\\_e.html](http://international.metropolis.net/frameset_e.html).

opportunities. Each course is presented by a respected academic with acknowledged expertise in the subject matter.

### **Gender and Diversity Considerations in CIC Activities**

CIC has developed a framework to clarify roles and responsibilities regarding the Department's commitment to an integrated approach to gender-based analysis (GBA) and the reporting requirement on gender impacts. The Strategic Framework for Gender-Based Analysis (2005–2010) sets out the Department's strategic objectives and principles for gender-based analysis and the steps to strengthen capacity and performance in this area to 2010. In 2005–2006, various steps will be taken to implement the strategic framework. This implementation will be supported by documentation that provides guidance on the development of GBA plans by the branches and on the GBA reporting requirement. During the framework's mandate, additional tools and methods will be developed to enhance its implementation.

Branch GBA plans, and the actions to implement them, are central to the strategic framework and help CIC to prepare information on the gender impacts of the Act for the *Annual Report to Parliament*. Branch GBA plans will be developed in the primary policy and program areas at National Headquarters as part of the phased approach set out in the strategic framework. Each branch plan will identify practical and feasible steps for integrating and applying GBA in the upcoming year.

CIC will continue to provide policy development training courses in gender-based analysis to build capacity. It will also develop training and policy supporting tools to address issues related specifically to immigration and refugee protection. The development of a manual, *GBA at CIC: A Working Guide* will complement the training and serve as a desktop reference manual. In

the coming year, a training strategy to support the capacity needs identified through the branch GBA plans will be developed in consultation with the branches. Further consideration will also be given to ways to support those who have taken GBA training at National Headquarters to help them maintain their knowledge and skills.

### **Sustainable Development Strategy**

CIC's third Sustainable Development Strategy (SDS III) 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 one aimed specifically at supporting socio-cultural sustainability. The four goals of the SDS III are to:

- minimize the negative environmental impact of departmental operations;
- promote awareness of sustainable development principles and objectives among departmental staff, clients and stakeholders;
- support socio-cultural sustainability; and
- promote accountability and compliance.

CIC will continue to support sustainable development principles when selecting newcomers and helping them integrate; when resettling and offering protection to refugees; and when screening applicants to protect the health, safety and security of Canadians.

In compliance with the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*, CIC is currently finalizing a departmental policy statement and guide to strategic environmental assessments which will be posted on CIC's Web site in the section on sustainable development.<sup>49</sup>

49 More detailed information on the SDS III, including specific actions and target dates, can be found at <http://www.cic.gc.ca/english/policy/sds/index.html>.

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## **F. Toronto Waterfront Revitalization Initiative (TWRI)**

On October 20, 2000, the Government of Canada, the Province of Ontario, and the City of Toronto each announced a commitment of \$500 million to fund the TWRI.<sup>50</sup> It is both an infrastructure and urban renewal investment. The goals of the initiative include positioning Canada, Ontario and Toronto in the new economy and thus ensuring Canada's continued success in the global economy. This includes increasing economic growth and development opportunities. Recognizing the intrinsic links between economic, social and environmental health, the objectives also include the enhancement of the quality of life in Toronto and the encouragement of sustainable urban development.

The purpose of the TWRI is to revitalize the Toronto waterfront through investments in both traditional city-building infrastructure, such as local transportation and sewers, and more contemporary urban development, including parks, green spaces, tourism-related facilities and the rebirth of underutilized post-industrial areas. It is expected that investments in these areas will result in both social and economic benefits for the Toronto region.

From October 2000 to March 2004, the initiative was managed on behalf of the federal government by the Minister of Transport. On March 8, 2004 responsibility for the file was transferred to the Minister of Human Resources and Skills Development, in keeping with the Minister's role as Minister responsible for Ontario. This initiative was transferred to the Minister of CIC on February 4, 2005.

50 For further details on the estimated TWRI resources to be transferred to CIC, see Annex 3.



# Section III:

## Supplementary Information

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### **A. Management Representation Statement**

I submit, for tabling in Parliament, the 2005–2006 *Report on Plans and Priorities* for Citizenship and Immigration Canada.

This document has been prepared based on the reporting principles contained in the *Guide to the Preparation of Part III of the Estimates: Reports on Plans and Priorities*.

- It adheres to the specific reporting requirements set by the Treasury Board Secretariat.
- It is based on the Department's approved accountability structure as reflected in its Management Resources and Results Structure.
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it.
- It reports finances based on approved planned spending numbers from the Treasury Board Secretariat in the *Report on Plans and Priorities* and from estimates and public accounts in the *Departmental Performance Report*.

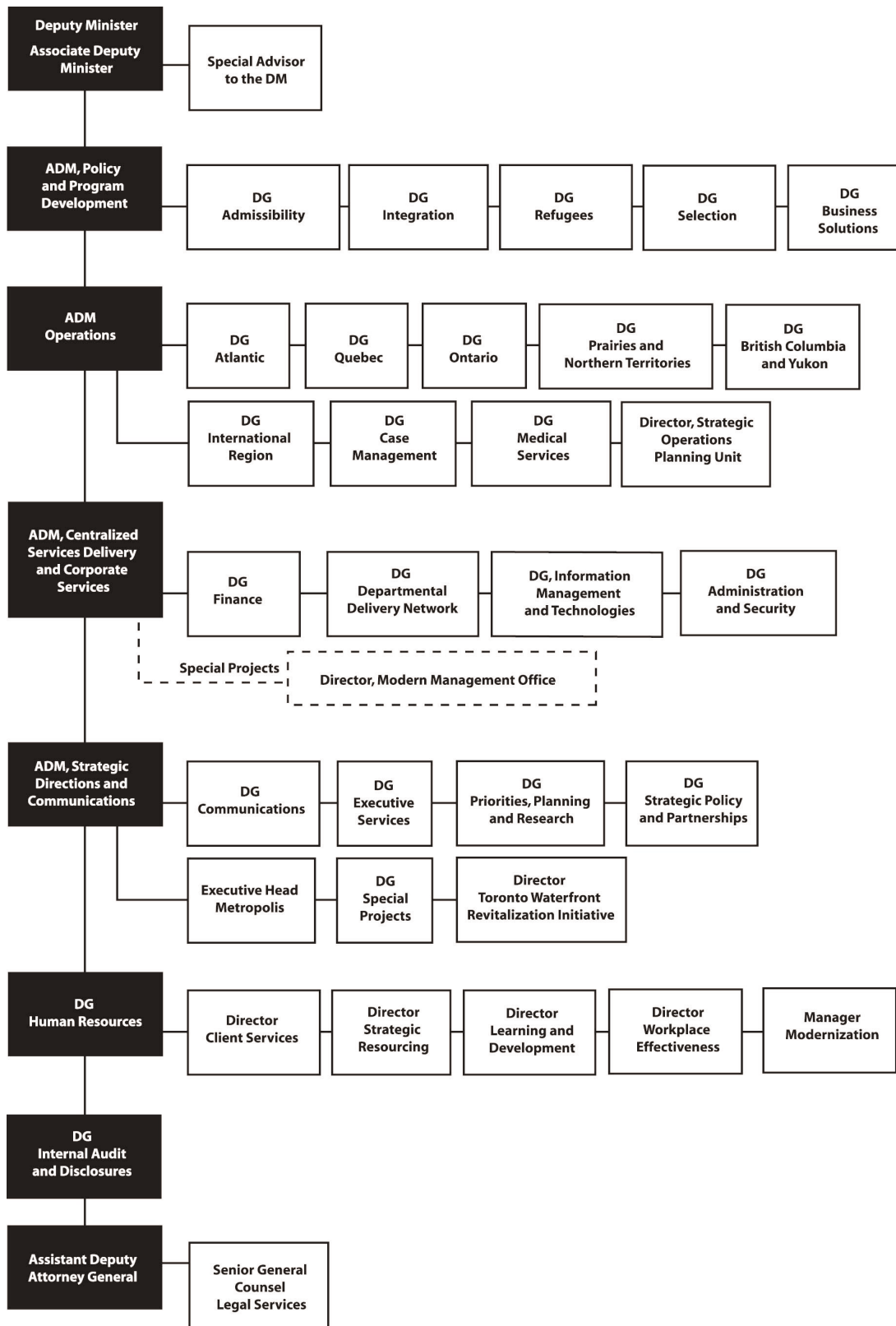
Signed: \_\_\_\_\_

Name: Janice Charette  
Title: Deputy Minister

Date: \_\_\_\_\_

Telephone: (613) 954-3501

## B. Organizational Information



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## C. Accountability

**Minister:** The Honourable Joe Volpe is the Minister responsible for Citizenship and Immigration Canada.

**Deputy Minister:** Janice Charette reports to the Minister and has four Assistant Deputy Ministers who report to her. In addition, the Director General, Human Resources, the Director General, Internal Audit and Disclosures Branch and the Assistant Deputy Attorney General report directly to the Deputy Minister.

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

### **Acting Assistant Deputy Minister, Strategic Directions and Communications:**

Rosaline Frith 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 of the business lines. This sector leads the Department's strategic agenda on both the domestic and international levels and directs related strategic policy, planning, research, and communications and consultation strategies. In this sector are the Strategic Policy and Partnerships Branch, the Priorities, Planning and Research Branch, the Communications Branch, the Metropolis Project, Executive Services and the Toronto Waterfront Revitalization Initiative Secretariat.

### **Assistant Deputy Minister, Policy and Program Development:**

Daniel Jean reports to the Deputy Minister. The Policy and Program Sector contributes to all three of CIC's strategic outcomes. In this sector are the Selection Branch, the Refugees Branch, the Integration Branch (which includes the citizenship programs), the Admissibility Branch and the Business Solutions Branch.

### **Assistant Deputy Minister, Operations:**

Lyse Ricard reports to the Deputy Minister. The Operations Sector contributes to all three of CIC's strategic outcomes. Within this sector are the domestic regions, the International Region, the Strategic Planning and Operations Unit, the Case Management Branch and the Medical Services Branch.

### **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 to all three strategic outcomes through the provision of corporate services. In this sector are the Finance Branch, the Information Management and Technologies Branch, the Administration and Security Branch, the Modern Management Office and the Departmental Delivery Network (which includes specialized case processing centres in Mississauga, Ontario; Vegreville, Alberta; and Sydney, Nova Scotia; as well as a national call centre in Montréal and the Query Response Centre in Ottawa).



# Section IV

## Annexes

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### Annex 1

#### Immigration Levels for 2005 — Target Ranges<sup>51</sup>

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##### ECONOMIC CLASS

Skilled workers	112,500 - 124,500
Business immigrants	9,500 - 10,500
Provincial/territorial nominees	8,000 - 10,000
Live-in caregivers	2,500 - 3,000
<b>Total Economic Class (including dependants)</b>	<b>132,500 - 148,000</b>

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##### FAMILY CLASS

Spouses, partners and children	46,000 - 50,000
Parents and grandparents	5,500 - 6,800
<b>Total Family Class</b>	<b>51,500 - 56,800</b>

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##### PROTECTED PERSONS

Government-assisted refugees	7,300 - 7,500
Privately sponsored refugees	3,000 - 4,000
Protected persons recognized as such in Canada	16,500 - 17,500
Dependants abroad of protected persons landed in Canada	4,000 - 4,800
<b>Total Protected Persons</b>	<b>30,800 - 33,800</b>

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##### OTHERS

Humanitarian and compassionate grounds, public policy considerations	5,100 - 6,200
Permit holders	100 - 200
<b>Total Others</b>	<b>5,200 - 6,400</b>

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**TOTAL PERMANENT RESIDENTS** **220,000 - 245,000**

51 For more information, see: <http://www.cic.gc.ca/english/pub/immigration2004.html>.

## Annex 2

### Immigration Levels from 2000 to 2003<sup>52</sup>

Annual Immigration Plans and Landings								
Immigration Classes	2000		2001		2002		2003	
	Planned	Landed	Planned	Landed	Planned	Landed	Planned	Landed
Economic Class	116,900 – 130,700	133,201	116,900 – 130,700	152,972	130,800 – 141,800	138,506	132,000 – 147,000	121,055
Family Class	57,000 – 61,000	60,426	57,000 – 61,000	66,647	56,000 – 62,000	65,277	59,000 – 64,500	68,863
Protected Persons	22,100 – 29,300	29,966	22,100 – 29,300	27,899	23,000 – 30,400	25,111	28,100 – 32,500	25,981
Other	4,000	3,244	4,000	2,828	200 – 800	197	900 – 1,000	5,453
<b>Total</b>	<b>200,000 – 225,000</b>	<b>226,837</b>	<b>200,000 – 225,000</b>	<b>250,346</b>	<b>210,000 – 235,000</b>	<b>229,091</b>	<b>220,000 – 245,000</b>	<b>221,352</b>

52 These numbers are taken from the *Annual Report to Parliament on Immigration* with the exception of the 2000 numbers, which come from the document *Planning Now for Canada's Future*. For more information, see: <http://www.cic.gc.ca/english/pub/index-2.html>.

## Annex 3

### Departmental Planned Spending and Full-Time Equivalents (\$ Millions)

	Forecast spending 2004–2005 (Note 1)	<b>Planned spending 2005–2006</b>	Planned spending 2006–2007	Planned spending 2007–2008
<b>Budgetary Main Estimates</b>	1,009.6	<b>833.9</b>	823.4	826.7
Non-budgetary Main Estimates	N/A	<b>N/A</b>	N/A	N/A
Less spendable revenue	N/A	<b>N/A</b>	N/A	N/A
<b>Total Main Estimates</b>	1,009.6	<b>833.9</b>	823.4	826.7
<b>Adjustments not in Main Estimates</b>				
<b>Supplementary Estimates (A): (Note 2)</b>				
Carry forward from 2003–2004	19.7			
Enhanced Language Training (ISAP)	14.6			
Smart Border Initiatives	12.5			
Global Case Management System	6.3			
Citizenship inventory reduction	6.2			
Other	1.7			
Government-wide re-allocation initiative	(6.7)			
<b>Supplementary Estimates (B): (Note 2)</b>				
Interim Federal Health Program	22.0			
Tsunami and earthquake disaster response	4.1			
Canada-Quebec Accord	1.2			
Other	0.9			
Funds reprofiled to 2005–2006 Main Estimates	(7.0)			
Funds reprofiled to 2005–2006 planned spending (GCMS \$5.8M and other \$3.2M)	(9.0)			
Transfer to CBSA (Note 3)	(148.9)			
<b>Budget announcements and other adjustments: (Note 2)</b>				
New Citizenship Act		<b>15.9</b>	6.3	6.2
Refugee system redesign (Note 4)		<b>10.0</b>	10.0	0
Funds reprofiled to 2005–2006 planned spending (GCMS \$5.8M and other \$3.2M)		<b>9.0</b>		
Estimated transfer from HRSDC (Note 5)		<b>116.8</b>	115.8	115.8
Budget announcements (Note 6)		<b>40.0</b>	55.0	75.0
Government-wide re-allocation initiative (Note 7)		<b>(2.1)</b>	(8.0)	(17.5)
<b>Total Planned Spending (Note 3)</b>	927.2	<b>1,023.5</b>	<b>1,002.5</b>	<b>1,006.2</b>
<b>Less non-spendable revenue</b>	(482.0)	<b>(477.6)</b>	(477.6)	(477.6)
<b>Plus cost of services received without charge</b>	234.5	<b>230.8</b>	230.5	231.9
<b>Net cost of Department</b>	679.7	<b>776.7</b>	<b>755.4</b>	<b>760.5</b>
<b>Full-time equivalents</b>	4,112	<b>3,482</b>	3,243	3,243

Note 1 Includes Main Estimates plus Supplementary Estimates.

Note 2 Adjustments not in Main Estimates reflect Supplementary Estimates for 2004–2005, and future year approvals obtained since the Annual Reference Level Update exercise.

Note 3 Total Planned Spending has been reduced by resources transferred to the CBSA resulting from the transfer of enforcement and intelligence functions on December 12, 2003 and the additional transfer of port-of-entry functions on October 8, 2004. The amounts transferred are \$149M in 2004–2005, \$209M in 2005–2006 and \$212M in future years. These changes were effected through Supplementary Estimates in 2004–2005 and Main Estimates in 2005–2006 and future years.

Note 4 Planned resources related to the refugee system redesign include amounts that may be shared with partner departments.

Note 5 Represents the estimated resources related to the Toronto Waterfront Revitalization Initiative to be transferred to CIC from HRSDC in accordance with the February 3, 2005 Order in Council. Forecast spending for 2004–2005 is included in HRSDC forecast amounts.

Note 6 Reflects changes in planned spending for the up-coming planning period as a result of Budget 2005 announcements.

Note 7 Reflects reductions to the department's planned spending as a result of the ERC exercise, which were announced in the Budget 2005. More information will be provided in the next Supplementary Estimates.

## Annex 4

### Program by Activity (\$ Millions)

Program Activity	Operating	Grants and Contributions	Total Main Estimates 2005-2006	Adjustments (Planned Spending not in Main Estimates)	Total Planned Spending 2005-2006
Immigration Program	170.9		<b>170.9</b>	5.7	<b>176.6</b>
Temporary Resident Program	91.4		<b>91.4</b>	4.2	<b>95.6</b>
Canada's Role in International Migration and Protection	2.5	2.3	<b>4.8</b>	0.1	<b>4.9</b>
Refugee Program	73.6		<b>73.6</b>	10.4	<b>84.0</b>
Integration Program	25.0	420.4	<b>445.4</b>	29.1	<b>474.5</b>
Citizenship Program	47.8		<b>47.8</b>	23.3	<b>71.1</b>
Other: Toronto Waterfront Revitalization Initiative*				116.8	<b>116.8</b>
<b>Total Department</b>	<b>411.2</b>	<b>422.7</b>	<b>833.9</b>	<b>189.6</b>	<b>1,023.5</b>

\* Represents the estimated resources related to the Toronto Waterfront Revitalization Initiative to be transferred to CIC from HRSDC in accordance with the Order in Council of February 3, 2005.



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## Annex 5

### Voted and Statutory Items Listed in Main Estimates (\$ Millions)

Vote		<b>Current Main Estimates 2005–2006 *</b>	Previous Main Estimates 2004–2005
1	Operating expenditures	<b>376.5</b>	563.1
5	Grants and contributions**	<b>422.7</b>	387.7
(S)	Minister of Citizenship and Immigration salary and motor car allowance	<b>0.1</b>	0.1
(S)	Contributions to employee benefit plans	<b>34.6</b>	58.7
<b>Total Department</b>		<b>833.9</b>	1,009.6

\* 2005–2006 Main Estimates reflect resources transferred to the CBSA resulting from the transfer of enforcement and intelligence functions on December 12, 2003 and the additional transfer of port-of-entry functions on October 8, 2004. These changes were not included in previous Main Estimates.

\*\* Grants and contributions in 2005–2006 include additional funding for Canada-Quebec Accord (\$22M) and Enhanced Language Training (\$12.7M).

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## Annex 6

### Net Cost of Department (\$ Millions)

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	<b>2005–2006</b>
<b>Total Planned Spending</b>	<b>1,023.5</b>
<i>Plus: Services received without charge</i>	
• Accommodation (Public Works and Government Services Canada)	29.7
• Employer's share of employee benefits covering insurance premiums and expenditures paid by Treasury Board Secretariat	14.0
• Workers' Compensation costs (Social Development Canada)	0.1
• Legal services (Justice Canada)	32.7
• International immigration services (Foreign Affairs Canada)	154.3
<i>Less: Non-respendable revenues</i>	<i>(477.6)</i>
<b>Net cost of the Department</b>	<b>776.7</b>

This table adds to planned spending the cost of services provided by other government departments, and subtracts revenue to arrive at the net cost for the Department.

## Annex 7

### Non-Respendable Revenue (\$ Millions)

Program Activity	Forecast revenue 2004–2005 (Note 2)	<b>Planned revenue 2005–2006</b>	Planned revenue 2006–2007	Planned revenue 2007–2008
<b>Immigration Program</b>				
• Immigration cost-recovery fees for permanent residents	148.0	<b>145.4</b>	145.4	145.4
• Immigration rights fees	153.0	<b>150.0</b>	150.0	150.0
• Obligations of transportation companies (Note 1)	Nil	<b>Nil</b>	Nil	Nil
• Interest on the Immigrant Loans Program	1.0	<b>1.0</b>	1.0	1.0
	302.0	<b>296.4</b>	296.4	296.4
<b>Temporary Resident Program</b>				
• Immigration cost-recovery fees for temporary residents	122.0	<b>121.8</b>	121.8	121.8
	122.0	<b>121.8</b>	121.8	121.8
<b>Canada's Role in International Migration</b>				
	Nil	<b>Nil</b>	Nil	Nil
<b>Refugee Program</b>				
• Immigration cost-recovery fees for refugees	9.0	<b>7.0</b>	7.0	7.0
	9.0	<b>7.0</b>	7.0	7.0
<b>Integration Program</b>				
	Nil	<b>Nil</b>	Nil	Nil
<b>Citizenship Program</b>				
• Citizenship cost-recovery fees	30.0	<b>31.0</b>	31.0	31.0
• Right of citizenship fees	19.0	<b>21.4</b>	21.4	21.4
	49.0	<b>52.4</b>	52.4	52.4
<b>Total non-respendable revenue</b> (Notes 3 and 4)	482.0	<b>477.6</b>	477.6	477.6

Note 1 - Obligations of transportation companies are now under the responsibility of the Canada Border Services Agency, effective April 1, 2004.

Note 2 - Reflects the best forecast for total non-respendable revenue to the end of the fiscal year.

Note 3 - All revenue is deposited into the Consolidated Revenue Fund and is not available for respending by the Department.

Note 4 - A listing of Citizenship and Immigration Canada fees can be found at <http://www.cic.gc.ca/english/applications/fees.html>.

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## Annex 8

### Status Report on Major Crown Project (\$ Millions)

Over the next two years, CIC will be the lead department and will manage the following major Crown project:

#### Summary of Non-Recurring Expenditures: Global Case Management System (\$ Millions)

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	Currently Estimated Total Expenditure	Expenditure to March 31, 2005	Planned Spending 2005–2006	Future Requirements 2006–2007
Project Definition Preliminary Project Approval (PPA)	16.7	16.7		
Planning Effective Project Approval (EPA)	50.4	50.4		
Implementation (Amended EPA)	135.5	88.6	43.8	3.1
<b>Total</b>	<b>202.6</b>	<b>155.7</b>	<b>43.8</b>	<b>3.1</b>

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## Annex 9

### Details on Transfer Payment Programs

Over the next three years, CIC will manage the following transfer payment programs:

#### Summary of Transfer Payments (\$ Millions)

Program Activity	Forecast spending 2004–2005*	Planned spending 2005–2006	Planned spending 2006–2007	Planned spending 2007–2008
<b>Integration Program – Grants</b>				
• Grant for the Canada-Quebec Accord	160.8	<b>181.6</b>	202.1	205.2
<b>Total grants</b>	160.8	<b>181.6</b>	202.1	205.2
<b>Canada's Role in International Migration and Protection – Contributions</b>				
• Immigration Consultants Program (Note 1)	0.5	<b>0</b>	0	0
• Migration Policy Development (Note 2)	0.3	<b>0.3</b>	0.3	0.3
• International Organisation for Migration	2.0	<b>2.0</b>	2.0	2.0
<b>Integration Program – Contributions</b>				
• Immigrant Settlement and Adaptation Program	34.5	<b>53.7</b>	55.4	60.5
• Host Program	2.8	<b>3.1</b>	3.4	3.8
• Language Instruction for Newcomers to Canada	102.2	<b>109.7</b>	119.4	131.0
• Contributions to provinces (Note 3)	45.1	<b>50.3</b>	49.8	51.1
• Resettlement Assistance Program	44.5	<b>44.5</b>	44.5	44.5
<b>Toronto Waterfront Revitalization Initiative (Note 4)</b>		<b>116.8</b>	115.8	115.8
<b>Total contributions</b>	231.9	<b>380.4</b>	390.6	409.0
<b>Total transfer payments</b>	392.7	<b>562.0</b>	592.7	614.2

\*Includes Main Estimates plus Supplementary Estimates.

Note 1 Funding for CSIC does not continue in 2005–2006 and future years.

Note 2 Migration Policy Development provides funding to several organizations including Regional Conference on Migration (RCM or "Puebla") and the Intergovernmental Consultations on Asylum, Refugee and Migration Policies in Europe (IGC).

Note 3 Contributions to provinces of \$46.3M include contributions to British Columbia and Manitoba.

Note 4 Represents the estimated resources related to the Toronto Waterfront Revitalization Initiative to be transferred to CIC from HRSDC in accordance with the Order in Council of February 3, 2005. Forecast spending for 2004–2005 is included in HRSDC forecast amounts.

**Explanation of change:** Planned spending for 2005–2006 increases by \$169M and includes additional resources related to the Toronto Waterfront Revitalization Initiative, increased costs under the Canada-Quebec Accord and additional resources related to Budget 2005 announcements. Planned spending for 2006–2007 and future years includes projected cost increases related to the Canada-Quebec Accord and increased funding related to Budget 2005 announcements.

For further information on the above-mentioned transfer payment programs, see <http://www.tbs-sct.gc.ca/est-pre/estime.asp>.

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## Annex 10

### Major Regulatory Initiatives

<b>Legislation and regulations</b>	<b>Expected results</b>
<p>In November 2004, the Standing Committee on Citizenship and Immigration tabled a report on issues to be addressed in new citizenship legislation. CIC is reviewing the key measures needed to modernize Canada's citizenship program and is developing a strategy to modernize the <i>Citizenship Act</i>.</p>	<ul style="list-style-type: none"><li>• The evaluation of regulations will be part of the strategy to modernize citizenship legislation.</li></ul>
<p>Develop amendments to regulations to reflect updated policies, such as:</p> <ul style="list-style-type: none"><li>• Provincial Nominee Program</li><li>• spouse and/or common law partners.</li></ul>	<ul style="list-style-type: none"><li>• Implement updates to policies, correct inconsistencies and increase flexibility in the administration of programs.</li></ul>
<p>Bill C-26, an <i>Act to establish the Canada Border Services Agency</i>, proposes consequential amendments to the <i>Immigration and Refugee Protection Act</i>.</p>	<ul style="list-style-type: none"><li>• Clarify the responsibilities of each Minister in immigration matters.</li></ul>

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