



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

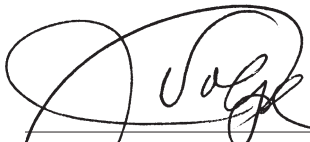
Citizenship and Immigration Canada

Departmental Performance Report



For the period ending
March 31, 2005

Approved by



The Honourable Joe Volpe, P.C., M.P.
Minister of Citizenship and Immigration

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s e c t i o n 1 :

Overview

Minister's Message

*I*t is my pleasure to present the 2004–2005 edition of our *Departmental Performance Report* to Parliament and to the people of Canada.

The employees of Citizenship and Immigration Canada (CIC) play a crucial role in the day-to-day life of our nation. In offices all across the country, and at missions overseas, they help refugees, migrants and new citizens prepare for their roles as active community members and nation builders. Our wide-ranging programs also promote the citizenship values that unite Canadians: equality, community involvement, a commitment to peace and justice, and the desire to ensure a future full of promise for the next generation.

I had the honour of being appointed Minister of Citizenship and Immigration towards the end of the fiscal year under review. CIC's tsunami relief efforts were in full swing at home and throughout our Asia-based visa offices; a massive transfer of enforcement and intelligence resources to the newly created Canada Border Services Agency had just taken place; and a "new look" and mandate for CIC were about to be launched. It was a very full agenda. All the same, staff maintained a steady level of service to Canadians, whether in an emergency mode or through routine daily operations.

In this context, I am proud to announce that CIC met its immigration target for the fifth year in a row. Specifically, Canada welcomed 235,824 new permanent residents to our labour force, schools and community life. A further 179,501 permanent residents became Canadian citizens. My Department assisted in the processing of 2,000 international adoptions (and within reduced time frames). CIC also administered approximately 6,000 overseas applications from the spouses and children of Convention refugees already within Canada—an increase of 50% over the previous year's record. Additionally, the number of provincial/territorial nominees rose 41% in 2004, doubling initial projections—a concrete sign of the quality of partnerships with various provinces.

In the area of e-governance, we greatly enhanced the scope of our on-line operations. As well, in conjunction with other federal departments and the provinces and territories, we began to develop an on-line portal that will soon offer our clients a single access route to information under a broad array of themes.

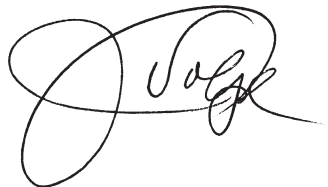
Given Canada's need to maintain a competitive edge with global competitors, CIC reinforced its partnerships with other federal agencies, the provinces, and the territories in areas such as language training and integration into the work force. In addition, we furthered our commitment to cooperate with organizations around the world that are involved in the fields of migration, family reunification, the integrity of the refugee determination system, and migrant health.

The Department also assisted in the development of a wide range of strategies to promote the settlement of newcomers in official language minority communities and to help communities put the appropriate systems in place.

Despite all these achievements, our Immigration Program still faces numerous pressures and demands. Shortly after my appointment as Minister, I set out a detailed Plan of Action to readily address many of these challenges. This timely strategy will help us to improve our service delivery to clients and make sure that newcomers are supported to the fullest extent in their integration efforts. Accordingly, we have moved to better facilitate family reunification by increasing the number of parents and grandparents to be welcomed to Canada over the next two years; reduced the processing times for citizenship applications; expanded opportunities for international students to work both during their studies and after graduation; and improved efforts to ensure that newcomers are able to integrate more effectively into the labour market, thanks to the Internationally Trained Workers Initiative launched by the Government of Canada early this year.

As we move forward, it will be important for us to build upon past accomplishments so that our immigration system may continue to position itself front and centre on the road to strengthening the Canada of tomorrow. I want to thank all the employees of CIC, and I hope this document will serve as their reminder of the efforts they produced to bring efficient and rewarding service to the people of Canada for many years to come.

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



The Honourable Joe Volpe, P.C., M.P.
Minister of Citizenship and Immigration Canada

Management Representation Statement

I submit, for tabling in Parliament, the 2004–2005 *Departmental Performance Report* for Citizenship and Immigration Canada.

This report has been prepared based on the reporting principles and other requirements in the *Guide for the Preparation of 2004–2005 Departmental Performance Reports* and represents a comprehensive, balanced and transparent picture of the organization's performance for the fiscal year 2004–2005.

This document accurately portrays the Department's progress toward strategic outcomes and its performance against priorities and commitments.

The financial statements and spending information in this document are consistent with the direction provided by the Treasury Board of Canada Secretariat.

This report reinforces the Department's commitment to present consistent, comprehensive, balanced and accurate information.

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

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

Signed: _____

Janice Charette
Deputy Minister

Date: _____



Summary Information

Canada's immigration, refugee and citizenship programs¹ 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 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 the result of a major legislative reform in 2002, and the *Citizenship Act* of 1977. It is also guided by the principle of shared jurisdiction of the immigration program with the 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).² 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.

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

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

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

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

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



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

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

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

CIC has also redefined its key strategic outcomes as follows:

- 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; and
- successful integration of newcomers and promotion of Canadian citizenship.

However, because of the changing situation regarding the Treasury Board Secretariat's reporting requirements and the transition described previously, this *Departmental Performance Report* is reporting against the strategic outcomes approved in 1997 as the framework for CIC's Planning, Reporting and Accountability Structure (PRAS). These strategic outcomes reflect the situation before the announcements of December 12, 2003 and October 8, 2004.

The strategic outcomes used in this report are therefore:

- maximizing the economic and social benefits of migration to Canada;
- protecting refugees and others in need of resettlement;
- supporting the settlement, adaptation and integration of newcomers into Canadian society; and
- managing access to Canada.

In accordance with the federal reorganizations of December 12, 2003 and October 8, 2004, details related to the functions transferred from CIC to the CBSA appear in the CBSA's *Departmental Performance Report*.³

³ All departmental performance reports are posted on the Treasury Board Web site at www.tbs-sct.gc.ca/est-pre/estime.asp.



s e c t i o n 2 :

Overall Departmental Performance

This section highlights results and achievements based on the Planning, Reporting and Accountability Structure (PRAS) that was approved in 1997 and replaced by the Program Activity Architecture (PAA) in December 2003. It also provides information on results related to the commitments made in the 2004–2005 *Report on Plans and Priorities*.

The following table demonstrates how the Department's expected program results contribute to its strategic outcomes.

Strategic Outcomes	Expected Results
Maximizing the economic and social benefits of migration to Canada	<ul style="list-style-type: none"> • Achievement of target immigration levels • Family reunification of immigrants with Canadian sponsors • Selection of immigrants capable of adapting to the Canadian labour market • Selection of business immigrants, including investors • Admission of temporary workers whose presence in Canada fills skill gaps in the domestic labour market and who transfer to Canadian workers occupational skills that are in demand • Admission of visitors and foreign students whose presence in Canada stimulates the demand for goods and services
Protecting refugees and others in need of resettlement	<ul style="list-style-type: none"> • Achievement of the targets for government-assisted and privately sponsored refugees • Provision of an effective and more responsive refugee resettlement program • Development of effective and efficient working arrangements between the Immigration and Refugee Board and CIC • Enhancement of Canada's influence in international initiatives to protect refugees

Strategic Outcomes	Expected Results
Supporting the settlement, adaptation and integration of newcomers into Canadian society	<ul style="list-style-type: none"> • Successful integration of newcomers into Canadian society • Advancement of accountability to ensure effective and efficient delivery of settlement programs • Accordance of full participation in Canadian society to eligible permanent residents by granting citizenship and establishing claims to citizenship • Effective promotion and understanding of citizenship and integration issues
Managing access to Canada⁴	<ul style="list-style-type: none"> • Effective management of access to Canada • Exploring the use of new technologies to enhance traveler identification • Strengthening program integrity through the systematic use of quality assurance monitoring • Protecting the health and safety of Canadians

⁴ Following the government reorganizations of December 12, 2003 and October 8, 2004, many of the functions related to this strategic outcome now fall under the responsibility of the new CBSA. Therefore, the expected results reported in this document have been changed to reflect this transfer of responsibilities. Nevertheless, CIC continues to play a key role in the effective management of access to Canada and the protection of the health and safety of Canadians.

Resources Used (in \$ millions)

Planned spending	\$903.0
Total authorities	\$924.2
2004–2005 Actual	\$882.8

Explanation of resources used: Total authorities increased by \$21.2 million over planned spending, primarily due to increased CIC funding of \$38.1 million which was partially offset by additional transfers to the Canada Border Services Agency of \$16.9 million. Additional resources of \$22.0 million were received for the Interim Federal Health Program, \$4.1 million for tsunami earthquake and disaster response and \$12.0 million related to statutory requirements including employee benefit plans.

Actual expenditures were lower than total authorities by \$41.4 million as a result of reduced requirements: \$7.3 million related to the Interim Federal Health Program; \$6.8 million related to the Global Case Management System replanning exercise; \$6.3 million related to reduced settlement contribution requirements; and \$3.1 million related to unused funding for the tsunami earthquake and disaster response. The balance of the reduced requirements (\$17.9 million) was mainly due to spending delays associated with the salary wage envelope, ongoing negotiations on the CBSA resource transfer and uncertainty surrounding parliamentary approval of the Supplementary Estimates.

Operating Context

Canada remains a country of immigrants and newcomers who strengthen the fabric of our society. During the past year, more than 230,000 people decided to make Canada their new home. From our earliest days as a nation through to the global transformations of recent years, hardworking people and their families have come here from all over the world. Accordingly, our immigration program has proven to 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 that touched the lives of many Canadians and moved us all individually and collectively to help in every way possible. CIC's response has involved both an information campaign to ensure those affected have quick and easy access to overseas visa offices, as well as a campaign to more expeditiously bring together family members affected by the tragedy. CIC was part of the cross-governmental team that was recognized with the Public Service Award of Excellence for its work on the tsunami disaster response last year.

Global mobility is escalating as more and more people around the world seek new opportunities. Some are fleeing persecution, political strife or economic upheaval; others move primarily to escape poverty or to seek a better way of life for themselves and their families.

Departmental Priorities

Following the reorganization of the federal government announced on December 12, 2003, the Department reviewed its priorities to reflect its redefined role. The three priorities established to guide the Department's work in 2004–2005 are as follows:

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

CIC's plans and priorities build dynamic and responsive immigration and citizenship programs and reinforce its commitment to the overarching goals of the government. Although CIC's strategic outcomes are enduring objectives and central to its mission, the Department also sets annual priorities. These priorities provide a framework for the key activities needed to advance CIC's strategic agenda and to address the goals of the new government as outlined in the following table.

CIC's Contribution to Government of Canada Priorities Related to the Immigration Program	
Government of Canada Priority	CIC's Contribution
A Strong Economy	<ul style="list-style-type: none"> • Contributing, with partners, to a broader overall strategy to help internationally trained workers integrate into the Canadian labour market, including such measures as foreign credential recognition, enhanced language training, and providing information for people before they arrive in Canada. • Continued efforts to facilitate the entry of temporary workers needed to address labour market shortages and to provide other economic opportunities for Canada. • Introduced measures that expanded opportunities for international students to work both during their studies and after graduation.
Canada's Cities and Communities	<ul style="list-style-type: none"> • Expanding partnerships to integrate immigrants in order to foster urban renewal, promote the vitality of official language minority communities, and reflect a diverse and multicultural society.
Human Rights and Mutual Respect	<ul style="list-style-type: none"> • Continued educational initiatives promoting core Canadian values (peace, respect, freedom, justice and a sense of belonging), such as Cultivating Peace, the Immigrant Speakers' Bureau, and the "Canada: We All Belong" campaign in 2004–2005.

CIC's Contribution to Government of Canada Priorities Related to the Immigration Program	
Government of Canada Priority	CIC's Contribution
Canada's Interests and Values	<ul style="list-style-type: none"> • Asserting Canada's role in international migration through its participation in international fora, interdepartmental meetings and numerous bilateral activities while promoting the diversity of views and cultural expression at home and abroad. • Contributing, with partners, to UN agreements that involve resettlement as a durable solution in protracted refugee situations. • Continued, with partners, supporting reform of the refugee determination system to enable CIC to devote more attention to those in need of protection.
Tangible and Practical Results for Canadians	<ul style="list-style-type: none"> • Seeking partnerships with other government departments in order to improve service delivery. • Continued efforts to facilitate and enhance access to CIC's services for clients.

i. Improving immigrant outcomes

During 2004–2005, CIC launched discussions with other government departments (OGDs) and provincial/territorial partners on developing an immigration framework for Canada. This work was initiated at a time when domestic interest in immigration is high—the program is receiving significantly greater attention publicly and politically in discussions on the future of Canadian society and the economy. At the same time, this initiative was launched in response to a number of fundamental challenges which CIC was facing—challenges which have gained a significant public profile. They include required improvements to program delivery and client service, concerns about improving immigrant outcomes, and opportunities for broadening the role and contribution of other partners in immigration. A meeting of federal-provincial/territorial (FPT) Ministers as well as subsequent meetings with senior OGD and FPT officials initiated discussions for developing the framework.

In 2004–2005, policy research and development work was also initiated to advance the framework. As a result of this work and the consultations undertaken, it was established that the first priority is to pursue more urgent reforms to the immigration program through specific program activities. Specifically, this has meant focusing on improving levels planning with partners, notably provinces and territories, and on examining key changes required in the immigration delivery system. As progress must first be achieved on these reforms, the broader development of a new framework will require continued work with partners into 2005–2006.

Immigrants face challenges regarding the recognition of their foreign credentials—they need more specific job-related language training, and they lack timely labour market information. Major initiatives such as the Internationally Trained Workers Initiative (ITWI), the Enhanced Language Training (ELT) Initiative, the *Going to Canada Immigration Portal*, and the Welcoming Communities Strategy have been put forth to address these barriers.⁵ Other initiatives have also been introduced to improve the selection process, such as initiatives to facilitate family reunification and improve services to immigrants.⁶

ii. Asserting Canada’s role in international migration

Through a series of interdepartmental consultations, CIC advanced a whole-of-government approach to Canada’s engagement in international migration, as well as the recognition of CIC as the Government of Canada lead on international migration issues.

Through interdepartmental meetings and numerous bilateral activities, CIC ensured that OGDs are beginning to examine linkages between migration and other international issues such as trade, development, health, security, labour, human rights, gender, peace and stability, the environment, and border control. One such example was CIC’s participation in Foreign Affairs Canada (FAC) consultations on the International Policy Statement, highlighting the need to have international migration as a cross-cutting issue in Canadian foreign policy.

As part of Canada’s active participation in the Global Commission on International Migration (GCIM)—an independent, multi-country commission struck by the United Nations Secretary General—CIC developed and presented a Canadian submission on international migration. It reflected a whole-of-government view of associated Canadian principles and objectives.

CIC’s one-year presidency of the Inter-Governmental Consultations on Asylum, Refugee and Migration Policies (IGC) led to a strategic review recommending that the IGC engage more fully in exchanges on migration policy and not limit itself to asylum- and refugee-related discussions.

CIC chaired the Tenth Regional Conference on Migration (Puebla Process) held March 8–11, 2005, in Vancouver. This successful meeting highlighted the importance of regional processes in advancing best practices and dialogue on international migration. It also introduced, for the first time in this grouping, the connected themes of integration and citizenship, and it refocused regional attention on the positive aspects of managed migration.

5 For more information on improving immigrant outcomes, please see “Strategic Outcome 3: Supporting the Settlement, Adaptation and Integration of Newcomers into Canadian Society” on page 40.

6 Additional information can be found in “Strategic Outcome 1: Maximizing the Economic and Social Benefits of Migration to Canada” on page 23.



CIC continued to influence discussions with member states of the International Organization for Migration (IOM) and pushed forward its vision of IOM governance and future strategies. The purpose of these strategies is to achieve an appropriate balance between addressing international migration management concerns and providing the services required to resettle refugees and humanitarian cases identified for settlement in Canada.

In Latin America, the Department further enhanced its influence in areas of migration by contributing, in partnership with the CBSA and FAC, to the training of immigration officials in El Salvador (February 2005) and a hemispheric border management symposium in Vancouver (September 2004). In December 2004, the IOM completed a CIC-financed print and electronic training module on migration management for government and non-governmental stakeholders worldwide. Australia and Italy were co-financing partners in this endeavour. CIC also collaborated with the Canadian International Development Agency to develop a project for cooperation and capacity-building for Russia in the field of managing labour migration.

Fulfilling Treasury Board requirements for transfer payments and contributions, CIC initiated a thorough review of the benefits accruing to Canada through its membership in the IOM.

iii. Building the new CIC

Key activities under this priority include the following: building an effective relationship with the new CBSA; intensifying efforts relating to modern management; developing and implementing the Global Case Management System (GCMS); and developing strategies to further improve service delivery by simplifying, streamlining and ensuring consistency.

Effective relationship with the Canada Border Services Agency

Extensive discussions throughout last year were successfully concluded on April 1, 2005, as the transfer of corporate resources from CIC to the Canada Border Services Agency (CBSA) became final. As a result of the government reorganizations that saw a number of CIC's key functions transferred to the new agency, responsibility for administering IRPA is now shared between CIC and the CBSA. Both organizations are required to work collaboratively to achieve and balance the facilitation and enforcement objectives of the immigration program. Despite the complexities involved, CIC is committed to ensuring seamless interactions and finding efficient solutions that reduce inconveniences to our clients.

CIC has worked closely with the CBSA to finalize policy and service delivery responsibilities under IRPA. A detailed analysis of business processes and functions was performed, business process maps were developed, policy and service delivery mandates along with legislative authorities were defined, and instructions were formalized in policy and program manuals.

Policy and service delivery responsibilities have also been reflected in Bill C-26, an Act to establish the Canada Border Services Agency. The two organizations have moved to the next phase and are negotiating a Memorandum of Understanding (MOU) 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 monitoring 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, and 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 to protect the health, safety and security of Canadians. In addition, this agreement is sought to ease operational pressures which arose following the December 2003 and October 2004 reorganizations, especially those particularly evident in the context of in-Canada processing, which affects CIC offices across the country.

Ensuring MAF-Modern Management

In 2004–2005, CIC made the full transition to the Management Accountability Framework (MAF)—the term *modern management* has become synonymous with the MAF. CIC continues to be guided by the principles and practices of this framework. Through the use of clear indicators that can be used to gauge performance over time, the framework will help CIC management to assess progress and strengthen accountability for results. The implementation of the MAF was identified as a key strategy to support building the new CIC, one of the departmental priorities for 2004–2005. The MAF is being integrated into existing and new programs and processes. It serves as the blueprint for integrating management priorities and is used as the foundation for developing management excellence.

As a way to promote a corporate culture that encourages continual improvement, CIC developed the MAF Topic of the Month initiative, which translates each MAF element into non-technical, concrete and practical terms for all CIC staff, middle management and senior management. This initiative has been recognized as a government-wide best practice.

CIC continues to implement its multi-year Modern Management Action Plan, which sets goals in the following areas: strategic leadership; governance and functional direction; integrated management information; values and ethics; risk management; human resources management; and financial management. The Modern Management Office supports the organization in its efforts to improve organizational performance and provides guidance in the implementation of the MAF. In early 2004, a self-assessment of CIC's progress in implementing the MAF was presented to senior management, highlighting accomplishments and areas for improvement. The objective of this continuous improvement exercise is to increase the level of trust in and the integrity of all of CIC's activities.



CIC performs regular verifications of acquisition card usage as well as compliance with the contracting policy issued by the Treasury Board Secretariat (TBS) and with contracting and acquisition practices. CIC also publishes all contracts over \$10,000 on its Web site.

Overall, management of the procurement and contract management functions is supported by a clear matrix of delegations, explicit approaches to oversight in decision-making, regular monitoring and ongoing review.

The Department has made much progress towards increasing its ability to measure the outcomes of its efforts. CIC has completed its Program Activity Architecture as part of the Management Resources and Results Structure Policy (MRRS), a framework that links departmental programs and program activities to the strategic outcomes, and identifies related financial and non-financial information, including performance indicators. The PAA will form the foundation for measuring and reporting on departmental performance and outcomes in the future.

Results-based Management and Accountability Frameworks (RMAFs) and Accountability, Risk and Audit Frameworks (ARAFs) have been developed for 10 departmental programs. These frameworks identify success indicators and mechanisms to measure outcomes, thereby ensuring coherence with departmental strategic outcomes.

CIC has a sound structure and clear roles and responsibilities to support values and ethics (V&E): an Ombudsman (to be replaced by the Office of Conflict Resolution in 2005–2006); a Senior Official for the Public Service Code of V&E; a Champion of V&E; a Senior Officer for Internal Disclosure; a Workplace Effectiveness Unit; and a Senior Advisor within the Modern Management Office who is dedicated to the departmental V&E portfolio.

One of the main thrusts this year has been the further consolidation of the integrated business and resource planning process at CIC. The last three years have been devoted to creating a culture of risk management throughout the organization. Managers, planners and employees in all branches and regions have been introduced to the Risk Management Accountability Framework through a variety of fora.

Implementing the Global Case Management System

CIC's Global Case Management System is a critical component of the infrastructure that helps CIC accomplish its strategic outcomes and priorities. The GCMS is a multi-year initiative designed to replace CIC's legacy systems with an integrated, automated case management system to support its client operations around the globe. The GCMS will make CIC's case management system more secure and effective. It will also help CIC communicate and share appropriate data with its partners, and provide the data needed for effective operations and sound management decisions. The GCMS will be the foundation that enables CIC to support Government On-Line and new business initiatives, capitalize on new technologies and integrate additional security measures in the future while improving service delivery through its integrated case management functionality.

Based on departmental requirements, CIC began to develop the GCMS in 2000–2001 using commercial software for core functions. The initial deployment (D1), which included the basic infrastructure of Customer Relationship Management and the functionality for citizenship, was completed as scheduled on September 7, 2004. The post-deployment impact on production was more significant than anticipated: users required additional time to get accustomed to the new system, and some critical adjustments to the system were required. Taking into account these factors, the deployment schedule and arrangements for future deployments had to be revised in order to allow sufficient time for testing and transition.

Following a period of stabilization and several major releases to improve functionality, users report that the GCMS is easier to navigate, allows them enhanced query functionality, and provides them with robust audit and tracking capabilities, as well as enhanced file maintenance and the ability to add lengthy notes. These positive impacts on case processing will ultimately benefit our clients. The greatest impact of the GCMS, however, is the integration of all client information into one system that is accessible to all employees around the world, ensuring processing efficiencies. The GCMS capabilities allow clients to access more detailed information on the status of their case. The capability will increase with Release 2 (R2) of the GCMS.

It was decided in late October 2004, to implement the remainder of the GCMS in one single, combined deployment release (R2). The revised strategy eliminates most of the pitfalls associated with parallel development and allows more efficient allocation of resources. As development continues, the GCMS project budget and deployment schedule are being reviewed. The CBSA is actively partnering with CIC in the development and deployment of R2. In 2004–2005, CIC developed a Results-based Management and Accountability Framework for this initiative.⁷

Improving Service Delivery

CIC has met the overall levels target every year since 2000, with more than 220,000 permanent resident landings annually. It also rendered over one million visa decisions and granted citizenship to over 250,000 new Canadians in 2004–2005. The annual immigration levels target is set in the annual immigration plan approved by Cabinet and tabled in Parliament.

However, demand continues to exceed the annual immigration plan. The Department has simultaneously successfully managed both its processing capacity in other demand-driven areas such as temporary resident extensions in Canada and applications for citizenship, and has delivered on the immigration levels target. Notwithstanding these successes, CIC faces growing inventories and long processing times abroad and in Canada. Currently, 750,000 individuals await a decision on their permanent resident application. Longer processing times result in clients seeking more

⁷ For more information about the Results-based Management and Accountability Framework of the Modern Comptrollership Initiative, please consult www.tbs-sct.gc.ca/cmo_mfc/resources2/RMAF/RMAF02_e.asp.

information about the status of their applications. Clients at times find it difficult to get sufficient information and assistance on their files, as evidenced by calls to the CIC Call Centre, appeals for help to Members of Parliament across the country, and recent research on CIC client complaints.

In its Budget of February 23, 2005, the federal government announced strategic investments intended to build a highly skilled and adaptable work force. One of these is an investment of \$100 million over the next five years to improve client services for newcomers to Canada, including the development of an immigration portal in collaboration with the provinces and territories.

On April 18, 2005, the Minister also announced several multi-year investments totaling \$190 million to address pressures on the following programs: the processing of parents and grandparents; the processing of citizenship grants; and the foreign students program. Measures include increasing the number of parents and grandparents immigrating to Canada; reducing processing times for citizenship grants; and allowing international students at public post-secondary institutions to work off campus while completing their studies, and to work in Canada for two years, rather than one year, after their graduation.

The Government of Canada has embarked on a major service transformation strategy, based on a citizen-centred service vision (external transformation) and on a shared infrastructure and common services (internal transformation). Service Canada is the cornerstone of the external service transformation, and CIC intends to leverage the Service Canada infrastructure where applicable to improve client access to its services.

As part of the broader federal commitment to the Government On-Line initiative to improve services by using new information technologies, CIC has developed a variety of on-line services to help serve clients better. One of the first to be created is the electronic client application status query system (e-CAS). This system allows clients to check the status of their application on-line in a secure format. Clients can access the system if they have:

- sponsored a member of the family class;
- applied for permanent residence from within or outside Canada;
- applied for a permanent resident card (initial, replacement or renewal); or
- applied for a grant or proof of Canadian citizenship.



During 2004–2005, CIC focused on improving e-CAS to ensure it is robust and stable. In addition, CIC provides a number of other on-line services that are accessible anytime and from anywhere. Clients can do the following on-line:

- pay fees using major Canadian credit cards;⁸
- update their mailing addresses;⁹ and
- access application kits and download forms.

CIC continues to explore ways to improve access to information and services for non-Canadians through continued participation in the *Canada International gateway*¹⁰ via the *Going to Canada Immigration Portal (GTC-IP)*.

As another part of the Government of Canada’s service improvement agenda, the Government On-Line pilot project Live, Learn and Succeed (LLS) coordinates information and services from all jurisdictions in Canada. This strategy ensures effective competition with other countries for international students who contribute to the Canadian economy.

CIC is a key partner and co-lead in the LLS project, which is currently being piloted in four missions overseas. LLS explores new ways of coordinating information and services from the Government of Canada, provincial/territorial governments, non-governmental organizations and educational institutions for the benefit of prospective (and current) international students.

The LLS provides students with a personal “account-type” interaction allowing them to research educational opportunities in Canada, apply to Canadian schools, apply for a study permit, monitor their transaction process and prepare to study in Canada. Once in Canada, international students can continue to use their LLS account to renew their study permit and access more information about living in Canada (e.g., obtaining a driver’s licence), working in Canada and applying for permanent residence in Canada. This unique type of access increases client self-reliance, which is beneficial to the client, partners and ultimately Canada as international students are a valued source of potential skilled immigrants.

CIC also participates in the Service Delivery Infrastructure initiative led by TBS and is actively engaged in identifying opportunities to improve the delivery of service to clients through all channels (electronic, mail, telephone and in person).

8 “ePayment” was implemented in the fall of 2004 for in-Canada transactions with CIC.

9 For clients applying from inside Canada only.

10 For more information about the *Canada International gateway*, see www.canadainternational.gc.ca.



CIC established a permanent Service Delivery Steering Committee to ensure that services to clients are managed more efficiently, that non-value-added activities are eliminated and that clearer, timelier information is accessible to clients. The Committee has supported the implementation of initiatives that streamline procedures to enhance program efficiency and reduce the administrative burden placed on clients, such as issuing study permits for the duration of their post-secondary studies (wherever possible) and removing the “Level of Study” restriction on study permits in order to make them more accessible and less restrictive. Two other initiatives have been successfully piloted: the first allows international students at public post-secondary institutions to work off campus while completing their studies and the second allows students to work for two years, rather than one year, after their graduation. These initiatives have in turn given students greater mobility, reduced their costs to study in Canada and provided access to work experience in the Canadian labour market. While clearly benefiting international students, they also make Canadian public post-secondary institutions more competitive and attractive to international students. They are currently being expanded nationally.¹¹

Lastly, in 2004–2005, CIC followed its 2003 domestic Call Centre consolidation with an analysis of caller patterns and a Call Centre client and employee satisfaction survey. The Call Centre was able to improve performance by implementing a number of initiatives in 2004–2005 that have all contributed to the reduction of repeat callers: expanding the resource desk to provide streamlined and immediate service to Call Centre agents; improving consistency in call-handling and training; enhancing Webcart;¹² and improving the forecasting and scheduling of agents.

Critical Partnerships

CIC has been able to maintain solid partnerships with the provinces and territories through regular bilateral and multilateral interaction. Federal, provincial and territorial Ministers responsible for immigration met in November 2004 to discuss plans to develop the foundations for a more responsive immigration program, including expanded federal-provincial/territorial partnerships, and opportunities for increased participation from cities and communities, employers and other stakeholders. The Immigration Planning Table, a multilateral table of officials, met in December 2004 to continue this dialogue. Program and policy questions were also broached at meetings of FPT working groups. Participants discussed a range of issues, including promotion and recruitment, provincial nominees, settlement and integration, business immigration and international students.

¹¹ The off-campus work initiative will be implemented bilaterally in each province and territory, following agreements with CIC.

¹² Webcart is a reference tool for assisting Call Centre agents in providing quality service to clients enquiring about the Department’s programs and services.

In terms of renewing existing partnerships, there was considerable federal-provincial/territorial activity in 2004–2005.¹³ The Canada-Saskatchewan Immigration Agreement, originally signed in 1998, was extended in March 2004 to allow time to conclude negotiations on a renewed agreement. The Agreement for Canada-British Columbia Co-operation on Immigration was signed on April 5, 2004. The Agreement, which replaces the original signed in 1998, recognizes the importance of immigration to British Columbia's economic and social development, and commits the two levels of government to working together on the recruitment, selection, admission and control of immigrants, refugees, international students and temporary workers who settle in British Columbia.

The Department's focus on improving immigrant outcomes was a central consideration in negotiations towards a first-ever immigration agreement with Ontario, Canada's largest immigrant-receiving province. As a result of the Canada-Ontario Letter of Intent signed by Ministers in May 2004, negotiations were pursued intensively over the fall, winter and early spring of 2004–2005. By March 2005, drafting of the agreement was in the final stages, and CIC received significant new federal funding for settlement, announced in the 2005 Federal Budget. The draft framework agreement with Ontario is expected to break new ground by confirming program objectives and investment priorities to address the full range of integration needs, which encompass pre-arrival information and orientation, basic settlement services, language training and immigrant labour market integration. The immigration discussions have also been linked to the negotiation of a new Labour Market Development Agreement led by Human Resources and Skills Development Canada (HRSDC).

As part of the Canada-Ontario immigration agreement negotiations, shared commitments to supporting the development of Francophone minority communities have been incorporated into the draft agreement text. This represents an important step forward given the significance of such communities in Canada's largest immigrant-receiving province.

In the past year, CIC concluded several agreements on pilot projects that make it easier for foreign students who graduate from a college or university in Saskatchewan or Nova Scotia to work in those provinces for an extra year. CIC also initiated new pilot projects to allow international students in New Brunswick and Quebec, except for those in Montréal and Québec City, to work off campus.

In an effort to enhance the integration of immigrants into the Canadian work force, CIC entered into bilateral arrangements with Saskatchewan, British Columbia, Manitoba, Ontario, Nova Scotia and the Yukon to jointly fund new labour market language initiatives. Alberta and CIC agreed on establishing a joint process for reviewing and funding Enhanced Language Training projects in the province in 2004–2005. The Department also joined with several provinces in leading workshops across the country to further define a comprehensive strategy for developing an

13 For more details, please consult Table 3, on page 62, which lists federal-provincial/territorial agreements.

immigration portal that can help to disseminate information about working in Canada to immigrants and potential immigrants abroad.

In April 2004, in consultation with the provinces and territories, the *Immigration and Refugee Protection Regulations* were amended. They allow only members in good standing of a provincial or territorial law society, the Canadian Society of Immigration Consultants (CSIC) or the *Chambre des notaires du Québec* to represent clients when conducting business with the Immigration and Refugee Board (IRB),¹⁴ the CBSA or CIC. In 2004–2005 CIC undertook a variety of activities to inform applicants and stakeholders about the change in the Regulations. CIC continued to develop and enhance functional guidelines for immigration officers, monitored the operational impacts of the Regulations and helped refine administrative procedures.

CIC monitors the CSIC to ensure that it fulfils its mandate. The Department is satisfied with CSIC's progress made in meeting its commitments, particularly in developing training and education standards, a complaint and discipline mechanism, and liability insurance for immigration consultants.



section 2: Overall Departmental Performance

¹⁴ For more details about the working arrangements between CIC and the IRB, please see page 38.



s e c t i o n 3 :

Performance by Strategic Outcome

The following section provides an overview of CIC's four strategic outcomes, including a table showing the Department's planned spending for 2004–2005 by strategic outcome and tables detailing 2004 admissions. Activities that contribute to more than one outcome or that are department-wide in nature are addressed in subsection E, "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.¹⁵

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

Resources Used (in \$ millions)

Planned spending	\$184.6
Total authorities	\$241.4
Actual spending	\$230.0

Explanation of resources used: Total authorities were \$56.8 million higher than planned spending, due to increased resources for the tsunami earthquake and disaster response and for statutory requirements, including employee benefit plan costs. In addition, this strategic outcome received a higher portion of corporate services allocations following the transfer of resources to the CBSA.

Resources totaling \$11.4 million lapsed due to unused funding received for the tsunami earthquake and disaster response of \$3.1 million, reduced requirements at missions abroad of \$1.6 million (including \$1.1 million of infrastructure funding) and general operating lapses totaling \$6.7 million due to salary wage envelope requirements.

¹⁵ For more information, please refer to Table 10 on page 68 for a listing of non-respendable revenue by activity.

Immigration Plan, Admissions and Inventories

	Plan Target Ranges	Admitted Number	Inventories
Economic class			
Skilled workers	119,500 - 135,500	113,442	524,439
Business immigrants	6,000 - 6,000	9,764	50,739
Provincial/territorial nominees	3,500 - 3,500	6,248	7,791
Live-in caregivers	3,000 - 3,000	4,292	2,272
Total Economic Class (incl. dependants)	132,000 - 148,000	133,746	585,241
Family class			
Spouses, partners, children and others	42,000 - 42,000	49,514	31,562
Parents and grandparents	10,500 - 13,500	12,732	104,662
Total Family Class	52,500 - 55,500	62,246	136,224

Source: CIC Data Warehouse and CPC-Mississauga for the period ending on December 31, 2004. Inventories as of December 31, 2004.

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, their business experience or the 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.

The following table presents an outline of the expected results and key activities for CIC's Strategic Outcome 1.

Maximizing the Economic and Social Benefits of Migration to Canada

Expected Results	Measures Taken
<p>1. Achievement of target immigration levels</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Met target immigration level of 235,824 newcomers to Canada in 2004. <input checked="" type="checkbox"/> Balanced the intake of economic and non-economic immigrants.
<p>2. Family reunification of immigrants with Canadian sponsors</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Increased the planned number of parents and grandparents who will be reunited with their families in Canada by the end of 2005. <input checked="" type="checkbox"/> Removed barriers to family reunification by permitting spouses and common-law partners without legal temporary status in Canada to be eligible for consideration in the spouse or common-law partner in Canada class; by allowing sponsorship of family members of Vietnamese origin in exile in the Philippines; and by waiving fees and expediting processing for victims of the South Asian tsunami. <input checked="" type="checkbox"/> Strengthened the integrity of family class sponsorship by establishing a pilot project with the Department of Justice and the Province of Ontario to verify the eligibility of sponsors; and by piloting with the Canada Revenue Agency and the Province of Ontario a process for collecting from sponsors social assistance costs incurred by sponsored immigrants. <input checked="" type="checkbox"/> Maintained program integrity and supported child protection by repealing the guardianship provisions in the IRP Regulations. <input checked="" type="checkbox"/> Began assessment of the impact of expanding the IRPA definition of family member.
<p>3. Selection of immigrants capable of adapting to the Canadian labour market</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Increased the number of immigrants selected under the Provincial Nominee Program by 25%. <input checked="" type="checkbox"/> Increased the number of immigrants who speak French destined for communities outside Quebec. <input checked="" type="checkbox"/> Introduced internal administrative measures to enable immigrant applicants with genuine offers of permanent employment to begin work as soon as possible. <input checked="" type="checkbox"/> Amended Regulations to give more foreign nationals authorized to work temporarily in Canada credit for arranged employment under the skilled worker grid. <input checked="" type="checkbox"/> Developed a program evaluation framework to measure the impact of policy changes on skilled worker immigrant outcomes.
<p>4. Selection of business immigrants, including investors</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Strengthened the Immigrant Investor Program by finalizing 1,000 investor cases, closing 30 pre-IRPA investor funds, and working with partners to promote the program. <input checked="" type="checkbox"/> Negotiated an agreement with British Columbia to collaborate more closely on the delivery of the program. <input checked="" type="checkbox"/> Started the development of a Results-based Management and Accountability Framework to measure the effectiveness of the Business Immigration Program in maximizing economic benefit to Canada.



Section 3: Performance by Strategic Outcome

Maximizing the Economic and Social Benefits of Migration to Canada

Expected Results	Measures Taken
<p>5. Admission of temporary workers</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Processed over 88,000 temporary worker applications—an increase of 7% from the previous year. <input checked="" type="checkbox"/> Amended Regulations to facilitate the entry of workers whose services are urgently required by their Canadian employer. <input checked="" type="checkbox"/> Facilitated the recruitment of oil sands workers by signing an agreement with Alberta and HRSDC. <input checked="" type="checkbox"/> Added to the list of professionals eligible to work in each other's country under NAFTA. <input checked="" type="checkbox"/> Consulted stakeholders on the future of the Live-In-Caregiver Program via a national round table.
<p>6. Admission of visitors and foreign students</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Processed applications from over 850,000 visitors—an increase of 24% from the previous year. <input checked="" type="checkbox"/> Strengthened program integrity through a regulatory change which denies a study permit renewal to foreign nationals who have discontinued their studies. <input checked="" type="checkbox"/> Expanded pilot programs for international students at public post-secondary institutions, enabling them to work off campus during their studies and to work for two years after their graduation.



1. Achievement of target immigration levels¹⁶

CIC achieved the immigration levels set out in the 2003 *Annual Report to Parliament on Immigration*. Under section 94 of IRPA, the Minister of Citizenship and Immigration is required to table before Parliament an annual immigration plan each year on or before November 1. The plan must include an estimate of the total number of immigrants, Convention refugees and others who will be admitted to Canada on humanitarian grounds during the next year. This immigration plan becomes an integral part of the *Annual Report to Parliament on Immigration*.

In 2004, a total of 235,824 people were admitted to Canada as permanent residents. This was well within the target range of 220,000 to 245,000 immigrants projected in the 2003 *Annual Report to Parliament on Immigration*. This is the fifth consecutive year that CIC met or exceeded the government's immigration targets. CIC continues to aim to achieve a 60/40 balance between the economic and non-economic components of the immigration program. In 2004, results were 57/43.

2. Family reunification of immigrants with Canadian sponsors

In 2002, IRPA expanded the definition of a family member, for the purposes of migrating to Canada, to include common-law and conjugal partners. Since June 2002, 2,533 common-law and 1,122 conjugal partners became permanent residents of Canada. CIC will continue to monitor and evaluate the impact of these and other policy changes over time.

In 2004–2005, the continuing prioritization, streamlining of processes and resource reallocation led to improved service to family class immigrants. In 2004, 58% of overseas applications from sponsored spouses, partners and children were processed within 6 months, a significant improvement when compared to a rate of 44% in 2003 and 38% in 2002.

On April 18, 2005, the Minister announced measures to speed up the processing of sponsorship applications for parents and grandparents coming to Canada as family class immigrants. The Government of Canada is investing \$36 million a year over two years to increase the processing of parent and grandparent applications and to cover integration costs once they arrive in Canada. With these new measures in place, it is expected that in both 2005 and 2006, the number of parents and grandparents immigrating to Canada will increase by an additional 12,000 each year. This triples the original 6,000 forecasted for 2005. CIC will be more flexible in issuing multiple-entry visitor visas to parents and grandparents. This will allow them to visit their families in Canada while their sponsorship applications are in process, as long as they are able to prove that they are visiting temporarily. Regular security, criminality and health screening will still apply, and some parents and grandparents may require health coverage to be admissible to Canada.

¹⁶ For more details on targets for immigration levels and results by immigrant categories, please refer to Table 1 on page 61.

IRPA gives the Minister the authority to grant permanent resident status or exempt an applicant or group of applicants from any applicable requirement of the Act or Regulations when it is justified by humanitarian considerations or public policy reasons. In 2004–2005 a public policy was developed to permit spouses and common-law partners without legal temporary status in Canada to be eligible for consideration in the spouse or common-law partner in Canada class. CIC also introduced a public policy to permit the sponsorship of over-age children and siblings of Vietnamese origin who have remained in the Philippines without status following the fall of Saigon in 1975. In addition, as part of the Government of Canada’s overall response to the December 2004 tsunami, fees were waived and the processing of applications was expedited for victims of the South Asian tsunami and for those victims who have family in Canada.

CIC remains committed to ensuring that only those Canadian residents who meet the eligibility criteria established in IRPA are permitted to sponsor relatives for permanent residence in Canada. Since 2002, sponsors in arrears of court-ordered support payments have been ineligible to sponsor. In 2004 a pilot project was set up with the Department of Justice and the Province of Ontario to verify that sponsors meet this requirement. The pilot project’s preliminary reports support a broader implementation of such a verification process.

Sponsors who default on their undertaking to support a family member cannot usually sponsor again unless they repay the province the amount of social assistance received by a sponsored immigrant.¹⁷ British Columbia continues to have success with its debt recovery system, and in December 2004, a pilot was launched with the Canada Revenue Agency (CRA) and the Province of Ontario to facilitate the collection of debts owed by defaulting sponsors. Sponsors in Ontario who default on sponsorship undertakings may now have their income tax or GST refunds withheld to pay back the province for social assistance costs incurred by family members they have sponsored. The intention is to expand this pilot nationally. CIC is continuing to work with the CRA and the provinces on additional measures to collect debts owing from sponsors.

3. Selection of immigrants capable of adapting to the Canadian labour market

There are two main routes by which CIC brings to Canada immigrants selected primarily on the basis of their ability to adapt to the Canadian labour market: the federal skilled worker class and the Provincial Nominee Program. The Province of Quebec also selects skilled workers destined for that province under the terms of the Canada-Quebec Accord.

In 2002, CIC made changes to the federal skilled worker class to ensure that these immigrants are selected based on criteria that have been proven to correlate with economic success in the modern economy (e.g., education, language abilities). While census data have shown a decline in the economic performance of immigrants, the Department expects that the

¹⁷ Currently, CIC has agreements with British Columbia, Alberta, Ontario and the Yukon to share information on federal sponsorships and provincial social assistance.

changes made to the skilled worker selection grid¹⁸ in 2002 will have a positive impact on the overall economic performance of skilled worker immigrants once larger numbers of immigrants selected under these criteria begin to arrive and establish themselves in Canada. CIC has developed an evaluation framework to monitor and evaluate the impact of these changes over the medium and long terms.

Regulatory changes were introduced in 2004–2005 to give more foreign nationals authorized to work temporarily in Canada credit for arranged employment under the skilled worker grid if they apply for permanent residence.

CIC's 2003–2004 *Departmental Performance Report* indicated that the Skilled Worker Immigrant Fast Track program was postponed due to program integrity concerns about the arranged employment process. These concerns have now been addressed, and CIC took internal administrative measures in 2004–2005 to enable immigrant applicants with genuine offers of permanent employment to begin work as soon as possible.

Recognition of foreign credentials¹⁹ by Canadian employers and licensing bodies has been identified as one of the critical factors preventing newcomers from maximizing their economic potential in Canada. The Internationally Trained Workers Initiative, led by both CIC and HRSDC, in close cooperation with other federal, provincial and territorial partners, aims to reduce these employment barriers. Language ability has also been flagged as a factor affecting the economic performance of immigrants. In December 2004, the government committed an additional \$15 million annually to the Enhanced Language Training Initiative to deliver advanced, occupation-specific language training. Further investment was also made to enhance the *Going to Canada* Internet portal to provide immigrants with easy access to information about the services available to assist them.

CIC remains committed to ensuring that the benefits of immigration are shared by all regions of the country. The Provincial Nominee Program allows participating provinces and territories to identify and select immigrants who can meet their local needs. The number of immigrants selected under the Provincial Nominee Program increased by 25% between 2003 and 2004 (6,488 visas issued in 2004 as compared to 5,166 visas issued in 2003) as part of the overall regionalization strategy.²⁰ Over the last five years, this program has grown fivefold. Expanded work privileges for international students have been restricted to areas outside Montréal, Vancouver and Toronto, giving smaller communities an opportunity to retain some of the highly skilled students as immigrants.

18 Applicants to the federal skilled worker class are assessed against a selection grid of six factors for which points are allocated. The applicant must obtain a pass mark (currently 67 out of 100) to be eligible for immigration. The selection factors are education, official language ability, work experience, age, arranged employment in Canada and adaptability.

19 Foreign credential recognition is an HRSDC-led initiative, with strong support from CIC.

20 For more information about the admission of visitors and international students, please see page 32.



CIC also provided support to Francophone communities in provinces and territories where the dominant language is English to help these communities attract French-speaking immigrants. With financial assistance from CIC, these communities have developed promotional materials and travelled to Francophone countries to encourage prospective immigrants to consider settling in their communities. CIC statistics show that the percentage of new immigrants destined for communities outside Quebec who have knowledge of French increased to 4.9% in 2004; this figure was 3.1% in 2002.²¹ Clauses were also added to several federal-provincial agreements on immigration that were renewed in 2004–2005 to reinforce the Government of Canada’s commitment to the continued vitality of Francophone minority communities.

4. Selection of business immigrants, including investors

Business immigrants are selected on the basis of their ability to create jobs for themselves and other Canadian residents, to contribute capital to the Canadian economy, and to stimulate economic activity. There are three types of business immigrants: entrepreneurs; self-employed persons; and investors. With the introduction of IRPA in 2002, changes were made to the Business Immigration Program to make the selection criteria more objective and enhance the economic benefits derived from the program. CIC has begun to develop a framework for a comprehensive program evaluation to measure the effectiveness of the Business Immigration Program more concretely. Data sources and performance indicators have been identified and benchmarking is expected to begin in 2005–2006.

In 2004–2005, a number of initiatives were put in place to strengthen the Immigrant Investor Program (IIP). CIC met its commitment to finalize 1,000 investor applications. This achievement led to a 20% increase in business class immigrant arrivals in 2004 compared to 2003. It also resulted in a total gross allocation of \$211 million to the 5 participating provinces and territories in 2004 to fund activities intended to increase or maintain employment opportunities for Canadians in those geographic areas by stimulating economic activity.²² CIC made presentations to other provinces interested in participating in the IIP. CIC participated in promotional events with partners in Asia, undertook formal negotiations to expand marketing of the Immigrant Investor Program in Taiwan and initiated a comprehensive review of the CIC *Business Immigration* Web site. CIC partnered with Investment Partners Canada to align information regarding business immigration opportunities in support of the broader government objective of encouraging business contacts. CIC also continued to discharge its responsibility to oversee, audit and ensure the compliance of investment funds created before April 1999 under the provisions of the 1976 *Immigration Act*. CIC closed 30 “old” funds during the year under review and continues to seek to reduce the number of these funds still in operation.

²¹ Table 2, on page 62, contains additional information about knowledge of official languages among immigration admissions, shown by immigration category.

²² The full amount of the investment is repaid without interest to the investor after five years.



CIC took a number of steps towards revitalizing its operational and policy partnerships with business immigration stakeholders both inside and outside the Department. These measures included workshops and training sessions with inland and overseas immigration officers, federal-provincial consultations via the Business Immigration Working Group, and participation in the second annual investor facilitators meeting. CIC also completed negotiations to implement a pilot project with British Columbia which will test a cooperative model for the more effective delivery of the Business Immigration Program. Under the terms of the Canada-Quebec Accord, the Province of Quebec has the authority to select its own business immigrants. CIC maintained ongoing consultations with Quebec in 2004–2005 and provided detailed business immigration training to Quebec selection officers.

Currently, entrepreneur immigrants are required to demonstrate that they have established a business within two years of landing. No final decision has been reached concerning the desirability of maintaining this requirement. Consultations and evaluation activities continue in this regard.

Permanent Residents Landed in the Business Immigrant Classes in 2004

	Total	Principal Applicants	Spouse/Dependants
Business immigrants	9,764	2,708	7,056
Entrepreneurs	2,477	671	1,806
Self-employed	1,190	366	824
Investors	6,097	1,671	4,426

5. Admission of temporary workers

CIC facilitates the temporary entry of workers needed to address labour market shortages and to provide other economic opportunities for Canada such as job creation and the transfer of new skills and knowledge. CIC and HRSDC work in close partnership to ensure that the admission of foreign workers does not adversely affect employment opportunities for Canadian citizens or permanent residents. In calendar year 2004, Canadian visa offices abroad processed 88,081 applications for temporary work permits. In spite of the growth in volume, processing times were maintained, with 72% processed within 28 days. Other temporary workers were authorized to work upon arrival at a port of entry. A regulatory change made in 2004–2005 allows foreign workers who are citizens of visa-exempt countries and who have a job offer that has been confirmed by HRSDC to apply for a work permit at a port of entry. This has facilitated the entry of workers whose services are urgently required by their Canadian employers.

CIC took additional steps in 2004–2005 to continue to facilitate the entry of temporary foreign workers. Canada, the United States and Mexico agreed to administrative changes under the North American Free Trade Agreement that provide facilitated entry to two additional professions—actuaries and plant pathologists. As well, following consultations with the oil industry, the Province of Alberta and HRSDC, an agreement was reached to facilitate the

recruitment of oil sands workers forecasted to be needed for the further economic development of Alberta oil sands projects.

In January 2005, CIC held a national round table to consult stakeholders, including representatives of foreign workers, employers and provincial governments, on the future of the Live-in Caregiver Program. This program allows individuals residing in Canada to employ a foreign worker in their private residence, specifically to care for children or for disabled or elderly persons. During the round table, participants had the opportunity to express their concerns and gave detailed feedback on three core aspects of the Live-in Caregiver Program: conditions of the work permit, eligibility criteria, and transition to permanent residence. CIC continues to evaluate the outcomes of the round table and will be developing measures to improve the program's effectiveness.

6. Admission of visitors and foreign students

In 2004, CIC processed over 850,000 applications for visas from tourists and business visitors, a 24% increase over the previous year. Of these, 72% of the temporary resident visas were processed at CIC missions abroad within 2 days. Millions of additional foreign visitors from countries whose citizens do not require a visa to travel to Canada (such as the United States) also cross our borders every year. Tourists and business visitors make a significant contribution to our economy by creating a demand for services in the hospitality sector and allowing Canadian businesses to benefit from their specialized expertise.

International students enrich the learning environment at Canadian educational institutions. They also represent an important source of income for Canadian schools. International students who enter Canada on study permits are becoming an important source of skilled worker immigrants who are well prepared for the Canadian labour market. In 2004–2005, the number of international students present in Canada exceeded 150,000 for the first time, and 72% of study permits were processed by CIC missions abroad within 4 weeks.

CIC has enhanced Canada's international competitiveness for international students by:

- increasing access to the Canadian labour market during the period of studies;
- enhancing post-graduation employment opportunities; and
- expediting the processing of study permit applications.

Pilot projects initiated in 2003 to test these program changes proved highly popular with students, educational stakeholders and provinces. In 2004–2005, CIC signed agreements with Saskatchewan, Nova Scotia, and Newfoundland and Labrador to allow international students to work in Canada for a second year after graduation. An agreement was also reached with Quebec permitting students outside Montréal and Québec City to work off campus.

The Minister made a key announcement on April 18, 2005, aimed at addressing some of the issues facing international students. The Department announced the expansion of pilot projects to better attract, integrate and retain international students in regions throughout the country in



partnership with the provinces and educational institutions. The Department will be expanding two pilot initiatives to help make Canada a destination of choice for international students. The first will allow international students at public post-secondary institutions to work off campus during their studies so that they can experience the Canadian labour market and gain a wider understanding of Canadian society.²³ The second will allow students to work for two years after their graduation, rather than one year. This second initiative will apply outside Montréal, Toronto and Vancouver to help spread the benefits of immigration to more of Canada's regions. The Government of Canada is investing \$10 million a year for five years to support this announcement.

A regulatory change was made in 2004–2005 which requires that all international students seeking to remain in Canada demonstrate that they are in “good standing” at the educational institution at which they have been studying. This change strengthened the integrity of the international student program by denying a study permit renewal to foreign nationals who have discontinued their studies.

CIC is a key partner in the Live, Learn and Succeed project, which is currently being piloted in four missions overseas. The LLS explores new ways of coordinating information and services from the Government of Canada, provincial/territorial governments, non-governmental organizations and educational institutions for the benefit of prospective (and current) international students. It provides students with a personal “account-type” interaction by which they can research educational opportunities in Canada, apply to Canadian schools, apply for a study permit, monitor their transaction process and prepare to study in Canada. Once in Canada, international students can continue to use their LLS account to renew their study permit and access more information about living in Canada (e.g., obtaining a driver's licence), working in Canada and applying for permanent residence in Canada. The LLS will eventually be moved to the *Going to Canada* cluster.

Several administrative changes were also made in 2004–2005 to improve service to international students, such as removing certain restrictions on study permits and thereby making it easier for students to change their course of study after arriving in Canada.

²³ Full implementation of this initiative is subject to provincial agreement.

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

Resources Used (in \$ millions)

Planned spending	\$104.2
Total authorities	\$124.6
Actual spending	\$113.1

Explanation of resources used: Total authorities were \$20.4 million higher than planned spending, primarily due to additional resources provided for the Interim Federal Health Program for refugee claimants.

Actual spending was \$11.5 million less than anticipated due to unused IFH resources of \$7.3 million, reduced requirements of \$1.4 million in the Resettlement Assistance Program and general operating lapses of \$2.8 million related to salary wage envelope requirements.

Immigration Plan, Admissions and Inventories

	Plan Target Ranges	Admitted Number	Inventories
Protected persons			
Government-assisted refugees	7,300 - 7,500	7,411	9,798
Privately sponsored refugees	3,400 - 4,000	3,115	13,214
Refugees landed in Canada	14,500 - 16,500	15,901	13,427
Dependants abroad	4,000 - 4,800	6,258	7,178
Total Protected Persons	29,200 - 32,800	32,685	43,617
Humanitarian and compassionate cases/Public policy	6,100 - 8,700	6,945	22,648

Source: CIC Data Warehouse and CPC-Mississauga for the period ending on December 31, 2004. Inventories as of December 31, 2004.

In accordance with Canada's international obligations and humanitarian tradition, CIC 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 thousands of people, many 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.

Providing essential health care and rapidly identifying and managing diseases and illness continue to be important components in the protection of refugee claimants and other vulnerable migrants. Under the Interim Federal Health Program (IFH), CIC continues to provide health-care

coverage for refugee claimants and protected persons during the waiting period for provincial medical insurance. CIC has been successful in establishing an on-line IFH client eligibility verification system, which is made accessible to health-care providers. This automated upgrade gives authorized service providers better access to information regarding client eligibility and enhances CIC's control.²⁴

The following table presents an outline of the expected results and key activities for CIC's Strategic Outcome 2.

Protecting Refugees and Others in Need of Resettlement	
Expected Results	Measures Taken
1. Achievement of the targets for government-assisted and privately sponsored refugees	<ul style="list-style-type: none"> ☑ Received, under the protected persons category, between 29,200 and 32,800 new permanent residents, including approximately 7,500 government-assisted refugees; 3,400 to 4,000 privately sponsored refugees; 14,500 to 16,500 persons determined by the IRB to be in need of protection; and 4,000 to 4,800 of their dependants abroad.
2. Provision of an effective and more responsive refugee resettlement program	<ul style="list-style-type: none"> ☑ Strengthened partnerships with organizations and created new types of partnerships. ☑ Continued program monitoring, as appropriate. ☑ Started implementing recommendations from the evaluation of the Resettlement Assistance Program (RAP).
3. Development of effective and efficient working arrangements between the Immigration and Refugee Board and CIC	<ul style="list-style-type: none"> ☑ Continued to collaborate with the IRB to improve the refugee protection program. ☑ Improved the efficiency of the administrative process pertaining to refugee status determination in Canada.
4. Enhancement of Canada's influence in international initiatives to protect refugees	<ul style="list-style-type: none"> ☑ Worked to promote the adoption of Canadian positions at international fora. ☑ Led the successful negotiation of the Multilateral Framework of Understanding on Resettlement, as part of the UNHCR's Convention Plus initiative.

²⁴ Additional information about initiatives to protect the health and safety of Canadians can be found on page 52.



1. Achievement of the targets for government-assisted and privately sponsored refugees

In 2004, 7,411 government-assisted refugees, 3,115 privately sponsored refugees and 6,258 dependants of refugees were landed in Canada. There were 15,901 protected persons determined in Canada who were landed, as well as 6,258 of their dependants. It should be noted that overall refugee landings in 2004 were the highest they have been in recent years, representing an increase of approximately 20% over the figures for 2003, 2002 and 2001. This is a consequence of increased IRB productivity through the IRB Chairperson's Action Plan, a program consistent with the government's commitment to streamlining the refugee determination system²⁵ and adopting a cross-portfolio approach to achieving positive impacts throughout the refugee continuum. If current trends continue, just under half of foreign nationals will have a positive decision from the IRB and will eventually apply for permanent residence in Canada as protected persons.

CIC continued its partnership with the United Nations High Commissioner for Refugees (UNHCR) to find ways to address the ongoing challenge of increasing referral capacity. The Department has encouraged the placement of additional field staff and undertaken more group processing initiatives.

2. Provision of an effective and more responsive refugee resettlement program

CIC continues to design and implement effective and responsive measures to reunite the family members of protected persons in Canada. In 2004 the number of landings for dependants abroad exceeded operational targets by 50%. As well, CIC is developing administrative changes to accelerate the landing process for protected persons and their dependants.

CIC also worked with other departments (including Justice, the IRB and the CBSA) to develop substantive proposals that will advance the refugee reform agenda. In 2004–2005, CIC-secured interim funding was provided to address the issues of finality, efficiency and security throughout the entire refugee determination system.

CIC manages and promotes various sponsorship initiatives for refugees by working with partners in the refugee-sponsoring community. The Private Sponsorship of Refugees (PSR) Program, celebrating its 25th anniversary this year, is an example of successful long-term cooperation between the government and the private sector. Yet it is a program that faces challenges. In some instances, the program is not always aligned with multilateral efforts to support burden sharing with other signatory countries. Large inventories are building up at key overseas missions and result in processing delays.

²⁵ This commitment was made by the Prime Minister on December 12, 2003. For more details, see www.pm.gc.ca/eng/news.asp?id=2 and the National Security Policy, released in April 2004, at www.pco-bcp.gc.ca/docs/Publications/NatSecurnat/natsecurnat_e.pdf.



To help address these challenges, the Refugees Branch collaborated with the UNHCR on a three-day seminar in November 2004 to promote the Refugee Sponsorship Training Program funded by CIC. Extensive training was provided at this seminar to help sponsors apply the eligibility criteria for refugees. CIC is also working with stakeholders to identify the refugee populations most likely to qualify for resettlement. It began a special project in the fall of 2004 to identify private sponsors for refugees selected as part of a group processing pilot in Kenya.

CIC has also pledged to improve transparency and communications with the stakeholder community. In the last quarter of the fiscal year, substantial funding was provided for temporary duty officers to process PSR inventories at several of the most affected missions. It also committed to producing and sharing trend reports from the data gathered during these assignments.

To support Francophone minority communities, CIC conducted an outreach program for Francophone organizations, including post-secondary institutions, on sponsorship opportunities for Francophone refugees in the PSR Program.

CIC completed an evaluation of its 2003 group processing project with the UNHCR. This will allow CIC to plan and implement group processing as an efficient resettlement and burden-sharing tool. In 2004, another group processing project was initiated. Standard guidelines for group processing are being developed as CIC evaluates the lessons learned from these pilot projects.

CIC also worked in partnership with the United Church of Canada and the Hebrew Immigrant Aid Society to facilitate the private sponsorship of up to 20 refugee cases referred by CIC's Nairobi mission.

Under the resettlement component of the Safe Third Country Agreement signed by Canada and the United States, Canada agreed to consider for resettlement up to 200 persons annually, where the persons are outside both countries and determined by Canada to be in need of international protection.

CIC completed a Results-based Management and Accountability Framework for the PSR Program in November 2004.

CIC continues to implement the recommendations from the evaluation of the Resettlement Assistance Program (RAP). The terms and conditions for RAP, which were renewed in March 2005, expanded the flexibility between government and the voluntary sector by allowing special projects to enhance program delivery and client services. CIC has revitalized mechanisms for working with partners such as service provider organizations in order to help improve settlement outcomes for refugees. CIC also made progress in developing strategies to address the changing needs of refugees. In addition, CIC finalized the Accountability, Risk and Audit Framework for RAP, which includes data collection measures to ensure that RAP is meeting its objectives and maintaining program integrity.

CIC continues to successfully manage the Immigration Loans Fund with a repayment rate of 91%. By providing loans to refugees to defray costs for such things as medical examinations abroad, transportation to Canada and expenses associated with initial settlement in Canada, the fund plays a crucial role in CIC's strategic goal of meeting its government-assisted refugee commitment.

3. Development of effective and efficient working arrangements between the Immigration and Refugee Board and CIC

The IRB is an independent administrative tribunal²⁶ with a quasi-judicial process that determines claims for refugee protection made within Canada. The process is designed to ensure fair, efficient and consistent decisions in accordance with Canadian law and Canada's international obligations and humanitarian traditions. The Board's Refugee Protection Division hears refugee protection claims referred to it by CIC. The Department continues to work closely with the IRB on issues relating to the overall management of the refugee and immigration portfolio. In doing so, the institutional independence of the IRB and its decision-makers is respected and maintained, while the principle of integrated portfolio management is upheld.

Consistent with the government's commitment to streamlining the refugee determination system, CIC continued to work closely with key OGD partners (including the IRB, the CBSA and the Department of Justice) to implement administrative enhancements to make the system faster and more efficient while upholding high standards of fairness. The IRB has successfully reduced the number of cases in its inventory from a high of 52,000 to approximately 25,000 cases at present.

CIC also supports the IRB in arriving at well-informed decisions by providing case-related and country-specific details on refugee situations, for example. As part of the ongoing review of the information exchange process, procedural changes were identified to improve efficiency and steps were taken to modify the methods of exchanging case-related information.

CIC's commitment to refugee protection has not wavered. As part of a continuing review of immigration and refugee programs, CIC, in cooperation with the CBSA, continues to ensure that Canada's refugee program reflects our humanitarian tradition while dealing firmly with those who would abuse our generosity and commitment to fairness. Continued use of interdiction measures abroad and the judicious use of temporary resident visa requirements have helped Canada to bring about a decline of almost 20% in asylum claimants in 2004 compared to 2003. The numbers are expected to decline again in 2005, which should see the lowest level of refugee claims since 1985.

²⁶ See www.irb-cisr.gc.ca/en/index_e.htm.

4. Enhancement of Canada's influence in international initiatives to protect refugees

Asserting Canada's role in international migration was established as a departmental priority for 2004–2005 to reaffirm CIC's commitment to international efforts to help those most in need.

In June 2004, as part of the Convention Plus initiative, the Core Group on the Strategic Use of Resettlement produced the Multilateral Framework of Understanding on Resettlement. The framework is intended as a guide for future Convention Plus agreements that involve resettlement as a durable solution in protracted refugee situations. The Core Group is made up of 16 governments, the European Union Commission and the IOM. Canada and the UNHCR co-chaired the group. In its General Conclusion on International Protection, the UNHCR Executive Committee welcomed the Multilateral Framework of Understanding on Resettlement. In November 2004, CIC also attended the Mexico Conference as an observer, which resulted in Canada providing support by sharing its knowledge on resettlement with signatory countries of the Mexico Plan of Action.

To advance progress on international protection issues, CIC strengthened Canada's relationships with key international partners, such as the UNHCR, and engaged with other partners such as the European Union. In particular, CIC has continued to focus on building relationships with partners and stakeholders who can support resettled refugees, and on forging new types of partnerships in the context of Convention Plus.²⁷

Finally, a major achievement was reached on December 29, 2004, when Canada and the United States implemented the Safe Third Country Agreement as part of the Smart Border Declaration signed in December 2001. The objective of the Safe Third Country Agreement is to establish more effective responsibility sharing between Canada and the United States in order to enhance the orderly handling of refugee claims, and thereby improve public confidence and reduce the abuse of refugee programs. Thus, certain asylum seekers in Canada and the United States are now required to make their claim in the country where they were last present. Most asylum claimants seeking to enter one country from the other are now returned to the first country to have their claim heard. The agreement is expected to further relieve pressures on the IRB, as refugee claimant intake at land border crossings from December 29, 2004 to March 31, 2005, has dropped by 23% over the same period in the previous year.

²⁷ Convention Plus is an initiative of the UNHCR to complement the implementation of the 1951 Convention by developing special multilateral arrangements on thematic issues and specific refugee situations. The following three themes have been identified as subjects for possible multilateral agreements under Convention Plus: the strategic use of resettlement; the targeting of development assistance; and secondary movements.



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

Resources Used (in \$ millions)

Planned spending	\$435.3
Total authorities	\$432.2
Actual spending	\$420.2

Explanation of resources used: Total authorities were \$3.1 million lower than planned spending, primarily due to a portion of Enhanced Language Training resources moved forward to 2005–2006.

Actual expenditures were \$12.0 million less than anticipated, due to delays in spending Enhanced Language Training resources of \$6.5 million and citizenship inventory reduction resources of \$2.0 million related to uncertainty surrounding parliamentary approval of the Supplementary Estimates. In addition, \$3.5 million of general operating resources lapsed due to salary wage envelope requirements.

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 and territories, municipalities and community organizations. Obtaining Canadian citizenship is a significant step in the settlement process, enabling immigrants to participate fully in Canadian society.

The following table presents an outline of the expected results and key activities for CIC's Strategic Outcome 3.

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

Expected Results	Measures Taken
<p>1. Successful integration of newcomers into Canadian society</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Developed initiatives to give adult immigrants more opportunities to improve their proficiency in English or French. <input checked="" type="checkbox"/> Negotiated or enhanced partnership agreements with provincial/territorial governments, such as the Enhanced Language Training Initiative. <input checked="" type="checkbox"/> Continued to enhance strategies to encourage partners to become more involved in policy or program development. <input checked="" type="checkbox"/> Continued to initiate or enhance partnerships between CIC and voluntary-sector service providers. <input checked="" type="checkbox"/> Developed strategies to promote the settlement of immigrants in official language minority communities and to prepare communities. <input checked="" type="checkbox"/> Enhanced the <i>Going to Canada Immigration Portal</i> to provide immigrants with easy access to information about services available to assist them. <input checked="" type="checkbox"/> Delivered a successful national Host Program conference in collaboration with the settlement community to share best practices and build on the future of the Host Program. <input checked="" type="checkbox"/> Reviewed and, if appropriate, revised the settlement allocation model.
<p>2. Advancement of accountability to ensure effective and efficient delivery of settlement programs</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Collected and analyzed performance measurement data for settlement programs through the development of new reports. <input checked="" type="checkbox"/> Standardized management control practices through revisions of contribution agreement forms and developed policy on multi-year funding. <input checked="" type="checkbox"/> Developed training modules on privacy and security policies/procedures related to the performance measurement data collection system and its functionality. <input checked="" type="checkbox"/> Expanded the collection of performance measurement data through revisions to the database. <input checked="" type="checkbox"/> Maintained provincial/territorial accountability frameworks with B.C. and Manitoba. <input checked="" type="checkbox"/> Completed program evaluation activities. <input checked="" type="checkbox"/> Received Treasury Board approval to renew terms and conditions for settlement programs.
<p>3. Accordance of full participation in Canadian society to eligible permanent residents by granting citizenship and establishing claims to citizenship</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> In 2004–2005, 179,501 permanent residents became Canadian citizens. <input checked="" type="checkbox"/> Initiated the first phase of a Business Process Re-engineering project aimed at maximizing efficiencies in the delivery process, while maintaining program integrity. New opportunities will be explored in the second phase. <input checked="" type="checkbox"/> Played a leadership role in deploying the citizenship program into a new modernized informatics system: the GCMS. <input checked="" type="checkbox"/> Ensured a risk-based approach to program delivery with ongoing monitoring and measurement of the integrity of the citizenship program through the Quality Assurance Program.



Section 3: Performance by Strategic Outcome

Supporting the Settlement, Adaptation and Integration of Newcomers into Canadian Society	
Expected Results	Measures Taken
4. Effective promotion and understanding of citizenship and integration issues	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Increased emphasis on promoting integration and citizenship by producing materials and encouraging activities. <input checked="" type="checkbox"/> Continued educational initiatives, such as Cultivating Peace and the Immigrant Speakers' Bureau. <input checked="" type="checkbox"/> Continued the Citation for Citizenship program.

1. Successful integration of newcomers into Canadian society

Newcomers require adequate skill in at least one of Canada's official languages to fully participate in Canadian society. Canadian employers also need to recognize professional credentials and foreign work experience appropriately. In 2004–2005, CIC took several steps to enhance existing programs designed to facilitate the integration of immigrants into Canadian communities, thereby increasing their opportunities to make economic, social and cultural contributions to Canada.

A critical step in improving immigrant outcomes is to help adult immigrants improve their command of one of Canada's two official languages so that they can integrate more quickly and effectively into the labour market. The 2004 Federal Budget provided an additional \$15 million per year in new funds for CIC's Enhanced Language Training Initiative to enhance the pilot projects on labour market language training announced in the 2003 Budget, along with \$5 million to implement the projects.

In 2004–2005, CIC worked with partners (including other federal departments, provinces/territories, voluntary organizations, service provider organizations and employers) to develop strategic projects that will provide more advanced language training that is better geared to the labour market. Costs will be shared. Partnerships were established with Ontario, Saskatchewan, Manitoba, Nova Scotia and British Columbia on the delivery of ELT projects in these provinces. These projects also include a bridge-to-work component, such as orientation to the local labour market or assistance in finding employment in the immigrant's field of specialty.

To address specific barriers to labour market integration, CIC reinforced its partnerships with other federal departments (especially HRSDC), the provinces/territories, professional associations, regulatory bodies, employers and other stakeholders. A series of round tables were led by the Honourable Hedy Fry, Parliamentary Secretary to the Minister of Citizenship and Immigration, to engage stakeholders in integrating internationally trained workers into regional economies. The round tables created an opportunity to present the Government of Canada's framework for integrating internationally trained workers into the Canadian labour market, while exploring stakeholders' ability to and interest in sharing best practices in the workplace to attract,

retain and settle immigrants. This undertaking helped to create an environment for future sustained collaboration at the community level among immigrant-serving organizations, community-based groups, business and labour.

CIC co-chairs the Internationally Trained Workers Initiative Directors General Forum with HRSDC to ensure a coordinated federal approach to integrating immigrants into the Canadian labour market. The forum includes representatives from federal departments and agencies. Findings from the round tables show that ITWI priorities are well placed to meet the needs of stakeholders and improve the integration of newcomers into the Canadian labour market. Participants at the round tables were generally pleased with the Government of Canada's efforts to provide the information, settlement programming and enhanced levels of language training that immigrants need to successfully integrate into Canadian society and the labour market. However, they also recognized the magnitude of the challenge and called for even more progress to be made on these fronts.

To continue the dialogue begun as part of the Voluntary Sector Initiative (VSI), the interim Settlement and Integration Joint Policy and Program Council (SIJPPC) was established in 2004–2005. The SIJPPC brings together the settlement sector and government to collaborate, consult and plan follow-up to the work of the VSI and National Settlement Conferences.

An outcome of the VSI in 2004–2005 was the completion of Phase 1 of a toolkit to help smaller communities improve their capacity to attract and retain newcomers. This toolkit takes the form of a handbook entitled *Attracting and Retaining Immigrants – A Tool Box of Ideas for Smaller Centres*. CIC worked with the Small Centre Strategy Working Group on developing this key VSI recommendation, and the Department will remain active during the 2005–2006 launch of this toolkit.

To clarify French-language benchmarks, CIC entered into an agreement with the Centre for Canadian Language Benchmarks and developed draft guidelines for the *Standards linguistiques canadiens* (SLC). In 2004–2005, proposed SLC curriculum guidelines were drafted. CIC also worked with organizations to further improve on the SLC benchmarks and began an assessment of training capacity in determining language assessment needs. Through these benchmarks, CIC looks forward to placing additional emphasis on the *Cours de langue pour les immigrants au Canada* (CLIC), the French equivalent of the Language Instruction for Newcomers to Canada (LINC) program. CIC has committed to focusing on the French delivery of this program in order to improve the current level of services.

CIC supports the Canadian Orientation Abroad (COA) initiative in order to facilitate the settlement, adaptation and integration of future immigrants to Canada. Sessions presented abroad are intended to provide future immigrants with an idea of what life in Canada is like. With a more realistic view, immigrants are better prepared to face the initial demands of adaptation and settlement when arriving in Canada. It is also intended that these sessions will reduce, to some degree, the demand for in-Canada services. In 2004–2005, CIC undertook an evaluation of the COA, with a final report expected in 2005–2006.



As part of its ongoing effort to strengthen the dialogue with sector partners, CIC held the first National Host Conference for the Host Program. This joint activity brought together approximately 120 delegates from other government departments, provincial colleagues and service provider organizations to facilitate learning within the sector through the sharing of innovative practices and tools that contribute to the successful delivery of the program. Delegates were able to share best practices and participate in a discussion on the further development of the program.

CIC also organized a meeting of the Settlement and Integration Federal-Provincial-Territorial Working Group on Settlement and Integration. This group convenes to discuss settlement issues of mutual interest, such as program development, funding issues and research. This Working Group further enhances the Department's positive collaboration with provincial/territorial counterparts by providing an ongoing forum for federal, provincial and territorial governments to share information and provide input on policy, programs, research and other issues concerning the settlement and integration of immigrants and refugees across Canada.

The Department continued to work with its federal and provincial/territorial partners and other stakeholders to enhance the *Going to Canada Immigration Portal (GTC-IP)/Newcomers to Canada*, a key component of the Canada Web site.²⁸ CIC stakeholders have identified the lack of detailed and specific information for prospective and new immigrants as one barrier to their successful integration into the Canadian labour market and society. This Internet initiative provides a single point of access to the comprehensive range of information and services that prospective visitors, temporary workers, students, immigrants and newcomers need to make informed decisions and prepare for life in Canada. It involves the active partnership of 13 federal departments and agencies and close collaboration with provincial/territorial governments and non-governmental organization service providers.²⁹ In 2004–2005, CIC updated the GTC-IP with new information and tools and a restructured navigation system in order to improve the client experience, support further content improvements, and raise the profile of provincial and territorial information.

In March 2005, the CIC-Francophone Minority Communities Steering Committee launched *Towards Building a Canadian Francophonie of Tomorrow*, a report to show Canadians what has been accomplished since the creation of the CIC-Francophone Minority Communities Steering Committee and what initiatives are planned in the coming year. A support committee that reports to the larger steering committee is working on a five-year strategic action plan.

Initiatives included a Canadian delegation tour of Africa to promote immigration to Canada's Francophone minority communities. Profiles of Francophone minority communities were developed and added to the CIC Web site. A link will also be created for the *Going to Canada*

28 Additional information about this initiative can be found on page 17.

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

Immigration Portal and Integration-Net. In addition, an awareness campaign on the benefits of immigration to the Francophone minority communities was completed in French newspapers and French community radio stations across Canada (outside Quebec).

2. Advancement of accountability to ensure effective and efficient delivery of settlement programs

CIC continued working with service providers on the implementation of the Contribution Accountability Framework (CAF)³⁰ in 2004–2005. The framework guides performance measurement and program evaluation, and is standardizing management and administrative practices for CIC's settlement programs. It ensures accountability for settlement spending and results by monitoring service delivery and evaluating the program's effectiveness and efficiency. The information collected will be used to identify gaps and propose improvements to settlement programs that facilitate integration into Canadian society.

As part of the CAF, the implemented Immigration Contribution Accountability and Measurement System (iCAMS) underwent two releases in 2004–2005 for continuous system enhancements. Program and training manuals were developed and updated, and the infrastructure was laid to enable the production of data entry status reports, which will support decision making with respect to settlement programs.

In 2004–2005, CIC completed evaluations for the Language Instruction for Newcomers to Canada program, the Immigrant Settlement and Adaptation Program (ISAP) and the Host Program. The results of the evaluations were positive overall. For LINC, the evaluation findings indicate that the curriculum guidelines, content and teaching are of high quality, relevant and useful to newcomers to Canada. The Host evaluation demonstrated that the program is considered highly relevant and meets the needs and expectations of newcomers to a significant extent. The volunteers' experiences with the program were also seen to be extremely positive. Persons who access ISAP services consider them appropriate, useful and generally necessary and the program to be successful. The inherent flexibility built into ISAP allows regions and communities to tailor the services delivered to newcomers. In addition, these evaluations highlighted any gaps between clients' needs and the resources available, and recommended improvements such as additional funding, streamlining efforts and building on pilot projects such as the Settlement Workers in Schools (SWIS) initiative.³¹

On March 7, 2005, CIC received Treasury Board approval for the renewal of settlement program terms and conditions. Approval was also given for the terms and conditions of the Alternative Funding Arrangements associated with the Immigrant Settlement Services Agreements with the provinces (currently British Columbia and Manitoba). As part of the preparations to renew program terms and conditions, CIC entered into a year-long process that included preparation of

³⁰ For more information on the CAF, see <http://integration-net.cic.gc.ca>.

³¹ Further details on SWIS are provided on page 48.



an Accountability, Risk and Audit Framework for settlement programs; developing logic models that included activities, outputs, outcomes and indicators; and holding comprehensive consultations with colleagues in CIC's regional offices and at National Headquarters. The terms and conditions came into effect as of April 1, 2005, and are valid for the next five years.

In addition, CIC completed extensive consultations across Canada with partners, sector groups, central agencies, OGDs and CIC staff to develop a multi-year funding policy for contribution funding agreements. The new terms and conditions provide for multi-year funding as an option, giving CIC regions and National Headquarters the option to enter into contribution agreements of up to five years, if appropriate.

3. Accordance of full participation in Canadian society to eligible permanent residents by granting citizenship and establishing claims to citizenship

Obtaining citizenship is a significant step in the integration process for newcomers because it signifies full participation in Canadian life. In 2004–2005, some 179,501 permanent residents became Canadian citizens. This represents a slight increase over the volume of 171,570 citizens in 2003–2004. In addition, CIC issued some 59,873 proofs of Canadian citizenship in 2004–2005, compared to the volume of 49,552 issued in the previous fiscal year.

While the number of permanent residents granted Canadian citizenship remained relatively stable, citizenship processing times rose compared to past performance, primarily as a result of the increased demand for citizenship services and the implementation of the new GCMS. Permanent residents of Canada have a qualified right to apply for citizenship once they have lived here for three years, and about 80% do so at the first opportunity. With high immigration levels from 2000 to 2002 (more than 225,000 per annum), the number of people applying for citizenship has increased: applications for citizenship received in fiscal year 2003–2004 were 235,229, an increase of almost 15% over the previous year, and 259,119 in 2004–2005, a further increase of 10% over the year before. Many long-term permanent residents have also recently decided to apply for citizenship because of such factors as the need for a permanent resident card, the U.S. imposition of a visa requirement for many of Canada's permanent residents, and policy changes in some countries allowing their citizens to hold multiple nationalities. Processing times for a grant of citizenship have increased from 10–12 months to 15–18 months. Processing times for a proof of citizenship (new or replacement citizenship certificate) have increased from 2–4 months to 5–7 months.

In 2004–2005, CIC initiated the first phase of a Business Process Re-engineering exercise. The review of the citizenship program will continue in the next fiscal year with a more comprehensive analysis of the delivery models. The review will look to improve client service by maximizing efficiencies while maintaining program integrity. Work will begin on developing the innovations identified in this review in 2005–2006.



The first deployment of the GCMS,³² designed for the citizenship program, was implemented on September 7, 2004. Subject matter expertise was provided during every facet of the deployment, from the development of business requirements to the testing of the system. As noted, this deployment of the GCMS led to functionality and processing challenges being addressed.

CIC continued to monitor and measure the integrity of its citizenship program through its Quality Assurance Program. This was accomplished through personal interviews at local offices where the reliability of the information provided by the individual applying for a grant or proof of citizenship was verified. Case samples were also reviewed to determine whether grant and proof processing was conducted in accordance with legislation, policy and procedural requirements.

Responding to the special needs of certain newcomers to Canada is important to CIC. In 2004–2005, citizenship tests were translated into Braille to accommodate visually impaired persons. A policy on their use is to follow in 2005–2006.

CIC hosted the 2004 meeting of the Five Country Working Group, leading discussions on topics such as citizenship revocation in the context of war crimes and security risk cases; birth in Canada, birth abroad and retention; the integration of newcomers; and performance measurement and risk analysis.

On April 18, 2005, the Minister announced an investment of \$69 million over two years to reduce inventories of applications for grants and proof of citizenship. An announcement was also made lowering the age for exemption from language ability and knowledge-of-Canada tests to 55 from 60 years of age.

4. Effective promotion and understanding of citizenship and integration issues

Paragraph 3(1)(e) of IRPA requires CIC, with the support of partners, to engage Canadians in the integration process, and this is the basis for its “two-way street” approach. Currently in Canada, broad public support for immigration remains relatively stable and is essential to sustaining Canada’s immigration and integration programs. CIC endeavours to maintain this public support by promoting a basic understanding of the economic and social benefits of immigration, supporting the successful integration of newcomers, and combating racism and discrimination through public education and outreach.

To promote core Canadian values (peace, respect, freedom, justice and a sense of belonging) to newcomers and all Canadians, CIC continued its “Canada: We All Belong” campaign in 2004–2005. The educational resources developed for this campaign, with the theme “Cultivate Your Commitment to Canada,” were launched during Canada’s Citizenship Week and used throughout the year for citizenship education. This resource targets teachers of grades four to eight

³² For details, see “Ensuring MAF-Modern Management” on page 14.

and community youth leaders working with young people aged nine to fourteen. It aims to promote an understanding of active citizenship, social engagement and the shared values that have shaped Canada. CIC also supported numerous activities organized across the country for National Flag Day, International Day for the Elimination of Racial Discrimination, International Day of Peace, and Celebrate Canada Week.

In 2004–2005, CIC issued a call for nominations for the Citation for Citizenship Award. The call was distributed among communities, Members of Parliament, Senators, municipalities and the ethnic media. The awards, which recognize Canadian individuals and organizations for their outstanding contributions to helping new residents to Canada successfully integrate into Canadian society, will be presented during Citizenship Week 2005.

CIC also continued *Citzine*, a Web site designed for youth that focuses on quarterly themes linked to citizenship values, practices, rights and responsibilities. The 2004–2005 themes were justice, the arts, civic participation, and human rights and peace. Average site traffic increased 20% in 2004–2005, due in part to the introduction of improved technology and a successful interactive survey to gauge Canadian youth’s opinions on issues specifically related to certain legislative aspects of Canadian citizenship legislation.

CIC broadened its relationships with other federal departments to create wider exposure to key campaigns such as Citizenship Week and Celebrate Canada Week. CIC also continued to explore new opportunities to promote its educational resources and events, and sat on interdepartmental committees to discuss promotional activities surrounding Canada’s Citizenship Week and Celebrate Canada Week.

A key challenge for ensuring the effective integration of newcomers involves reaching out to community partners to engage a broad audience of Canadians in the integration process. As a participant in “A Canada for All: Canada’s Action Plan Against Racism,” CIC has developed a Welcoming Communities Strategy that aims to create a true sense of belonging and shared citizenship for immigrants. CIC received one-time funding in 2004–2005 for activities under the strategy, and ongoing funding was announced for CIC and partners in the 2005 Federal Budget. The strategy involves working with non-governmental organizations and provincial partners to foster a more welcoming environment in communities for newcomers to Canada. It includes a planned expansion of two settlement initiatives—the Host Program and the SWIS initiative (the latter being under the umbrella of the Immigrant Settlement and Adaptation Program)—in addition to the promotional activities described below.

Activities under the Settlement Workers in Schools initiative help newcomer students and their families work with educational institutions and their boards to build bridges between parents, students, schools and communities. CIC has committed to expanding SWIS activities to more communities to help reduce racism, discrimination and ethnic conflict in the Canadian school system.

By connecting newcomers to Canadians, the Host Program promotes inclusiveness and diversity, thereby creating better cross-cultural understanding and helping to reduce racial

stereotyping. As part of the Welcoming Communities Strategy, CIC began exploring enhancements to the Host Program to reach out to more youth, their families, Canadian citizens, organizations and businesses across the country.

In 2004–2005, CIC partnered with the Toronto Regional Immigrant Employment Council and the Maytree Foundation on their Employer Promising Practices Project. A new Web site³³ was launched at the Toronto Board of Trade, attracting a high volume of visitors. It not only raises employers' awareness of the value of hiring immigrants by sharing successful case studies, but also provides a practical toolkit to help employers develop their own strategies.

CIC also supported the expansion of the Dominion Institute's Passages to Canada: Speakers' Bureau program, which entered its fourth stage in 2004–2005. New bureaus have been established in Ottawa, Hamilton, London, Regina, Windsor, Halifax, Winnipeg and Moncton (a Francophone minority community), in addition to the established bureaus in Toronto, Vancouver, Montréal and Calgary. Speakers have been recruited and trained to address youth audiences on anti-racism and to raise the awareness of business audiences concerning the benefits of hiring newcomers.

The *Cultivating Peace* series, a high school teacher's activity guide designed to support peace, conflict resolution and intercultural understanding, was promoted widely to faculties of education, adult high schools and community organizations. *TEACH Magazine* included a *Welcoming Communities* insert in its January/February 2005 edition. The magazine has a subscription base of approximately 12,000 teachers and school administrators across Canada. The teaching unit explores how Canada's framework of rights and obligations mitigates the effects of discrimination and racism.

33 For more information, please visit www.hireimmigrants.ca.



D. Strategic Outcome 4: Managing Access to Canada

Resources Used (in \$ millions)

Planned spending	\$178.9
Total authorities	\$126.0
Actual spending	\$119.5

Explanation of resources used: Total authorities were \$52.9 million less than planned spending, primarily due to additional resources being transferred to the CBSA and the resulting decrease in corporate services allocated to this strategic outcome.

Resources totaling \$6.5 million lapsed, due to delays in finalizing the CBSA resource transfer, and general operating lapses related to salary wage envelope restrictions.

After the reorganization of the federal government, announced on December 12, 2003, responsibility for the enforcement and intelligence functions relating to entry into Canada was transferred to the newly created CBSA, which is part of the new Department of Public Safety and Emergency Preparedness (PSEP). This transfer includes activities relating to the following:

- preventing foreign nationals from trying to enter Canada without proper identification;
- detaining individuals who have contravened IRPA;
- removing those who do not have the right to remain in the country, particularly foreign criminals and people posing security risks; and
- intelligence and enforcement operations.

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 function.

However, CIC retains key functions relating to managing access to Canada, including admissibility policy (excluding security, organized crime, and war crimes/crimes against humanity), program integrity, visa policy, international migration issues concerning admissibility, and case processing in Canada and abroad. Managing access to Canada involves developing policies, programs and procedures to preserve the integrity of Canada's immigration, refugee and citizenship programs, and to protect the health and safety of Canadians and the security of Canada. While CIC works to help legal immigrants, refugees, students, temporary workers and visitors enter Canada more efficiently, it must also focus on policies and procedures to prevent inadmissible people from entering, transiting or remaining in Canada.

Regardless of the newly established organizational framework that allocates tasks to CIC and the CBSA, cooperative efforts continue in relation to intelligence-based information sharing.



1. Effective management of access to Canada

Both domestic and international strategic partnerships are vital to the success of this strategic outcome. CIC continues to work in close collaboration with other federal departments and agencies, such as the CBSA,³⁴ the RCMP, the Canadian Security Intelligence Service and Foreign Affairs Canada, as well as with provincial and territorial governments and local authorities. The international nature of migration also requires close liaison with foreign governments (in particular, the United States, the European Union and Australia), international organizations (especially those associated with the United Nations) and health authorities around the world.

In 2004–2005, a major overarching activity has been to establish new partnerships and strengthen existing ones (both within Canada and internationally) to ensure cooperation and coordination in screening temporary and permanent residents against inadmissibility criteria. Within Canada, the top priority has been to build CIC's working relationship with the new CSBA, while internationally the key focus has been on strengthening CIC's relationships with its counterparts in the United States, the European Union and Australia.

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

2. Exploring the use of new technologies to enhance traveler identification

With increased concerns regarding the theft and fraudulent use of identity and related documents, CIC has begun to develop a comprehensive Identity Management Framework that will enhance the Department's capacity to systematically address these risks.

CIC also continues to work with the CBSA to investigate how biometrics and other technologies might further strengthen client identification as well as document and program integrity. Biometric technologies can be used to expedite the identification and verification of travelers in order to improve the movement of people at our borders while ensuring a high level of security.

³⁴ Additional information about CIC's collaboration with the CBSA can be found in "Building the New CIC" on page 13.

3. Strengthening program integrity through the systematic use of quality assurance monitoring

CIC establishes strategies, policies and guidelines on quality assurance and anti-fraud to further the integrity of the immigration program abroad. The Department also coordinates quality assurance and anti-fraud initiatives to detect, prevent and report on misrepresentation within immigration processes in Canada.

In this context, CIC has successfully implemented the Single Journey Travel Document to facilitate travel to Canada for clients who are otherwise unable to obtain a prescribed travel document.

CIC has also finalized a pilot quality assurance study regarding the permanent resident card. Similar studies are anticipated for the student, temporary worker and temporary resident business lines through CPC-Vegreville, and the sponsorship line of business at CPC-Mississauga.

4. Protecting the health and safety of Canadians

Admitting individuals in good health is important to protecting the health and safety of Canadians. Canadian health-care issues can be managed more effectively by identifying infectious diseases or illnesses in their early stages and limiting access to individuals with certain medical conditions.

To meet the health requirements defined in federal immigration and public health legislation, CIC delivers medical screening and medical assessment services throughout Canada and around the world, in collaboration with Health Canada and other national and international partners. CIC has been successful in introducing a risk management protocol for tuberculosis in North America. Also, the development of a DICOM (digital communication of x-rays) Management System is underway. DICOM will allow CIC to receive and process digital x-rays effectively and efficiently.

The Immigration Medical Examination (IME) occurs at the beginning of the process to identify infectious disease or illness in applicants. The Designated Medical Practitioner (DMP), a local physician identified by CIC, performs the examination and thus plays an important role as the applicant's first point of contact. CIC has initiated a project aimed at developing an automated system to maximize the benefits of DMPs in the IME process. The system will serve as a single database containing DMP information accessible by both CIC and all DMPs via a Web portal. It is also meant to serve as a document management system with full functionality for storing, imaging and retrieving a range of documents, as well as allowing interactive updating of information by DMPs. The appropriate safeguards were built into the e-system in compliance with the *Access to Information Act*, the *Privacy Act* and information technology security policies.

E. Other Items of Interest

Gender-Based Analysis

CIC continued to build on its commitment to gender-based analysis (GBA). A Strategic Framework on Gender-Based Analysis for CIC (2005–2010) was launched in early 2005. Implementation of the framework has begun with the fulfillment of a key initiative—GBA Branch Plans. Branch plans were developed and finalized for each of CIC’s four policy and program branches: Selection, Refugees, Integration and Admissibility. A branch plan was also completed for Strategic Policy.

GBA policy development training was delivered throughout the Department in the fall of 2004 and early in 2005. The GBA departmental manual, *GBA at CIC: A Working Guide*, was piloted during these sessions. The manual was well received and will be published in the near future.

Work is continuing to support persons who have taken GBA training to ensure their knowledge and skills remain current.

Human Resources Management

CIC’s efforts to modernize human resources management for 2004–2005 focused on developing and/or implementing the various components of the new *Public Service Modernization Act* (PSMA). The modernization of human resources management involves a multi-year implementation plan. The first phase of implementation resulted in a review of all the human resources policies and processes at CIC, creating a more modern approach to human resources management. CIC launched an Informal Conflict Management System through an Office of Conflict Resolution (OCR). The main goal of the OCR is to provide a more comprehensive alternative conflict resolution system. CIC is also continuing to enhance the integration of human resources planning with the departmental business planning process.

In addition, to ensure the successful implementation of the legislative requirements, CIC mobilized the human resources community, senior management, delegated managers and bargaining agents by various means, such as participation in DM subcommittees and working groups, consultations, communications tools and learning events. These activities have enhanced knowledge of the PSMA and engaged all partners in this important cultural change.

To support management development and change during 2004–2005, CIC has created a Middle Managers Secretariat that leads and coordinates all community development initiatives and ensures that middle managers have what they need to play their key role in the organization. CIC also launched the second component of the Corporate Leadership Program – Adventures in Leadership which directly supports the development of skills required for PSMA implementation.



Finally, a “Career Management Framework” for all CIC staff which provides directions and tools to support meaningful career development within the organization was published.

Research and Statistics

Objective and timely research is a prerequisite for making informed decisions on policy action and program development. An expanded use of research findings supports a better understanding of the linkages between immigrant selection and integration into Canadian society, and of the broader issues relating to Canadian demographics, labour market requirements and social cohesion. In particular, research activities in 2004–2005 provided insight into the ability of immigrants to speak one of the official languages, the situation of immigrants living in poverty and the dynamics of integration.

CIC’s core strategic research has focused on analysing major data sets that have recently become available, particularly the Longitudinal Survey of Immigrants to Canada (LSIC), the economic performance data from the Longitudinal Immigration Database (IMDB) and the 2001 Census. In 2004–2005, CIC continued to explore results from the LSIC, completing a volume jointly authored with Statistics Canada that will be published in 2005. The IMDB was employed to assess the income dynamics of elderly immigrants, including the influence of age at landing, as well as the earnings progression of immigrants by category to augment our understanding of immigrants in a low-income situation. In addition, the Department prepared a portrait of recent immigrants to Canada and a set of profiles for 13 major urban centres, based on the 2001 Census. The *Recent Immigrants in Metropolitan Areas*³⁵ profile series provides information on the origins and backgrounds of immigrants, family and household structure, participation in the economy, income and housing.

In view of the departmental priority to increase the number of French-speaking immigrants destined for areas outside the province of Quebec, Strategic Research has analysed the countries of origin and destinations in Canada of French-language immigrants in recent years.

CIC significantly enhanced the way it uses strategic information during 2004–2005. In cooperation with HRSDC, it also took steps to assess the impact of immigration on Canada’s future labour supply, particularly with regard to anticipated skill gaps. Preliminary analysis of immigrants’ ability to speak English and understand spoken English at the time of citizenship testing has also been conducted. An Intranet data portal to disseminate policy-relevant information throughout the Department, including CIC administrative data, the Census and other survey results, was launched and is now being populated. CIC’s information base was enhanced by incorporating IRB data on refugee determination and enforcement data on removals into the Client-Based Data System. These data will make it possible to better analyse the evolution of the asylum population from its entry to its final disposition and determine the size, characteristics and status of the population at different points in this evolution.

35 Please consult the profile series at www.cic.gc.ca/english/research/papers/menu-recent.html.



Communication and dissemination were critical to the success of the initiatives outlined above. CIC promoted informed discussions on immigration issues by sponsoring a number of “brown bag” seminars and participating in national and international conferences. In 2004–2005, CIC’s flagship publication *Facts and Figures*³⁶ was redesigned, building on the success of *The Monitor*,³⁷ a Web-based quarterly publication launched last year.

Metropolis

Throughout 2004–2005, CIC has pursued its commitment to promoting academic research and its use by policy-makers to develop policies for managing issues regarding immigration and diversity, especially as they relate to Canadian cities. CIC and the Social Sciences and Humanities Research Council (SSHRC) lead the Metropolis Project, a joint initiative established in 1995–1996 by the Department and the SSHRC. The project supports the operations of five research Centres of Excellence located in Halifax/Moncton, Montréal, Toronto, Edmonton and Vancouver. A partnership of federal departments and agencies provides financial support to the project on an ongoing basis; in addition to CIC and the SSHRC, the consortium includes the Department of Canadian Heritage, Status of Women Canada, HRSDC, Statistics Canada, the Canada Mortgage and Housing Corporation, PSEP, the RCMP, the Department of Justice and the Atlantic Canada Opportunities Agency. Other departments and agencies such as Elections Canada, the Privy Council Office, the Public Service Commission, and Public Works and Government Services Canada, though not members of the funding consortium, participate in project activities.

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

During 2004–2005, the Metropolis Project Secretariat at CIC provided guidance and assistance to the newly established fifth Centre of Excellence, located in Atlantic Canada. In addition, the secretariat played a lead role in planning the ninth international Metropolis conference, held in Geneva in 2004, and the tenth, to be held in Toronto in the fall of 2005. In November, the secretariat also held *Our Diverse City: Ottawa*, the first of five public events in the “Metropolis Presents” series. Subsequent presentations addressed planning (December), social services (January), health care (February), and political participation (March). The secretariat also held a Canada-Europe expert panel on the social integration of immigrants, and a “Metropolis Presents” event, organized with the European Commission. Moreover, the Metropolis Institute delivered *Public Attitudes Toward Immigration and Cultural Diversity*, and *Immigration*,

36 *Facts and Figures* is available at www.cic.gc.ca/english/pub/facts2004/index.html.

37 Please consult the latest version of *The Monitor* at www.cic.gc.ca/english/monitor/current.html.

Transnationalism and Citizenship, two of thirteen available courses, each presented by a respected Canadian academic.

Audit and Evaluation

CIC continues to conduct internal audits of its management function in accordance with its two-year, risk-based audit plan (2004–2006). This plan ensures that senior management is given timely assurance and advice on important matters such as risk management practices, and control frameworks and practices, as well as reliable information for decision making and reporting. Through this process, CIC is able to identify opportunities for strategic change that can help it reach its strategic outcomes.

In fiscal year 2004–2005, CIC completed twelve evaluation-related projects—five Results-based Management and Accountability Frameworks, two Accountability, Risk and Audit Frameworks, and five evaluation reports—and one review project. All evaluation products required by Treasury Board for the renewal of grants and contributions were completed, including evaluations of the Language Instruction for Newcomers to Canada program, the Immigrant Settlement and Adaptation Program and the Host Program. Also completed in 2004–2005 was the evaluation of the Resettlement Assistance Program.

Several additional evaluation projects began in 2004–2005, and CIC will continue to monitor the implementation of RMAFs and progress on the implementation of the management responses.

The creation of the Canada Border Services Agency saw associated evaluation projects transferred. The *Public Safety and Anti-Terrorism* annual report and the evaluation framework for the Primary Inspection Line/Secondary Examination Process became the responsibility of the new organization.

F. Toronto Waterfront Revitalization Initiative (TWRI)

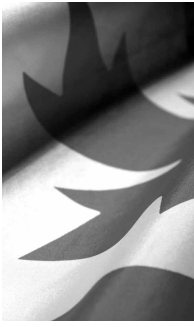
On October 20, 2000, the Government of Canada, the Province of Ontario and the City of Toronto each announced a commitment of \$500 million to fund the Toronto Waterfront Revitalization Initiative (TWRI).³⁸ This funding represents an investment in both infrastructure and urban renewal. The goals of the TWRI include positioning Canada, Ontario and Toronto in the new economy and thus ensuring Canada's continued success in the global economy and increasing economic growth and development opportunities. Given the intrinsic links between economic, social and environmental health, the objectives also include enhancing the quality of life in Toronto and encouraging 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 by the Minister of Transport on behalf of the federal government. On March 8, 2004, responsibility for the file was transferred to the Minister of Human Resources and Skills Development, in keeping with Minister Volpe's role as Minister responsible for Ontario. This initiative was transferred with the Minister to Citizenship and Immigration on February 3, 2005.



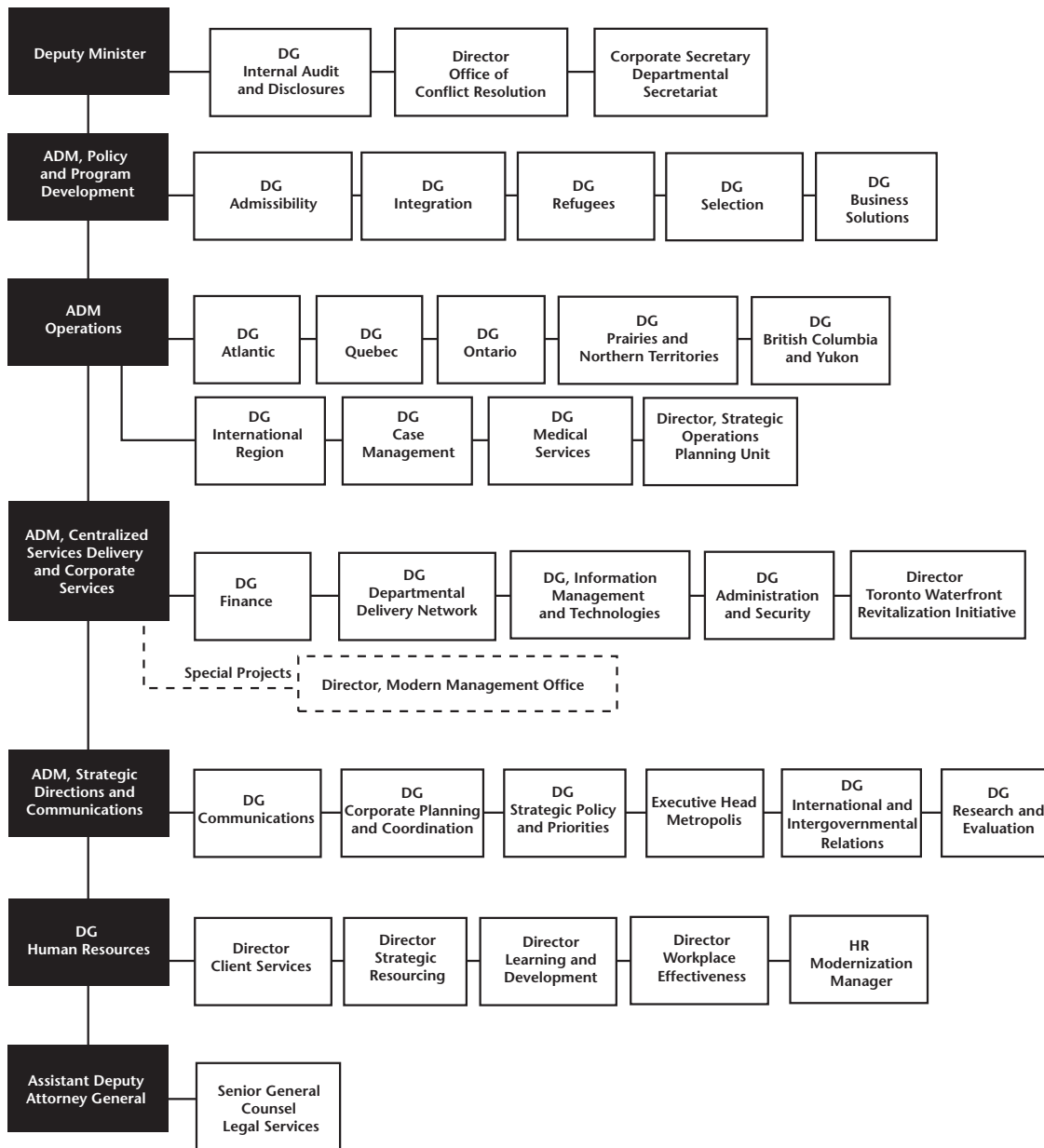
³⁸ Expenditures in 2004–2005 for the full year are shown as part of HRSDC's *Public Accounts*.



section 4 :

Supplementary Information

Organizational Information



Accountabilities

Minister

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

Deputy Minister

Janice Charette is the Deputy 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, the Director, Office of Conflict Resolution, the Corporate Secretary, and the Assistant Deputy Attorney General report directly to the Deputy Minister.

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

Janet Siddall (acting) 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 Operations Planning 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), and the Toronto Waterfront Revitalization Initiative Secretariat.

Assistant Deputy Minister Strategic Directions and Communications

Malcolm Brown reports to the Deputy Minister. The Strategic Directions and Communications 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 Priorities Branch, the Corporate Planning and Coordination Branch, the International and Intergovernmental Relations Branch, the Research and Evaluation Branch, the Communications Branch, and the Metropolis Project.



s e c t i o n 5 :

Annexes and Consolidated Reporting

Table 1: Immigration Admissions in 2004, by Immigration Category and Compared to Planned Admissions

	Plan Target Ranges	Admitted Number	%	Inventories
Economic class				
Skilled workers	119,500 - 135,500	113,442	48.10	524,439
Business immigrants	6,000 - 6,000	9,764	4.14	50,739
Provincial/territorial nominees	3,500 - 3,500	6,248	2.65	7,791
Live-in caregivers	3,000 - 3,000	4,292	1.82	2,272
Total Economic Class (incl. dependants)	132,000 - 148,000	133,746	56.71	585,241
Family class				
Spouses, partners, children and others	42,000 - 42,000	49,514	21.00	31,562
Parents and grandparents	10,500 - 13,500	12,732	5.40	104,662
Total Family Class	52,500 - 55,500	62,246	26.40	136,224
Protected persons				
Government-assisted refugees	7,300 - 7,500	7,411	3.14	9,798
Privately sponsored refugees	3,400 - 4,000	3,115	1.32	13,214
Refugees landed in Canada	14,500 - 16,500	15,901	6.74	13,427
Dependants abroad	4,000 - 4,800	6,258	2.65	7,178
Total Protected Persons	29,200 - 32,800	32,685	13.86	43,617
Humanitarian and compassionate cases/ Public policy				
	6,100 - 8,700	6,945	2.94	22,648
Others		201	0.09	1,837
Backlog cases		1	0.00	N/A
Total	220,000 - 245,000	235,824	100.00	789,567

Source: CIC Data Warehouse and CPC-Mississauga for the period ending on December 31, 2004. Inventories as of December 31, 2004.

Table 2: Knowledge of Official Languages among Immigration Admissions in 2004, by Immigration Category

Category	English	French	Both	Neither	Total
Family class	32,845	2,385	2,509	24,507	62,246
Economic class – principal applicants	30,735	2,391	12,347	9,706	55,179
Economic class – partners and children	29,818	3,305	5,713	39,731	78,567
Refugees	15,807	2,364	1,776	12,739	32,686
Other	5,502	857	263	524	7,146
Total	114,707	11,302	22,608	87,207	235,824
Percentages	48.64	4.79	9.59	36.98	100

Table 3: Federal-Provincial/Territorial Agreements

Agreements	Date signed	Expiry date
Canada-Quebec Accord	February 5, 1991	Permanent
Canada-Manitoba Immigration Agreement	October 22, 1996 Renewed June 6, 2003	Permanent
Canada-Saskatchewan Immigration Agreement	March 16, 1998 Renewed May 7, 2005	Permanent
Agreement for Canada-British Columbia Co-operation on Immigration	May 19, 1998 Amended June 15, 2005	April 5, 2009
Canada-New Brunswick Agreement on Provincial Nominees	February 22, 1999 Amended March 29, 2005	Permanent
Canada-Newfoundland and Labrador Agreement on Provincial Nominees	September 1, 1999 Letter of Extension: January 10, 2005	December 31, 2005
Agreement for Canada-Prince Edward Island on Immigration	March 29, 2001	March 29, 2006
Agreement for Canada-Yukon Co-operation on Immigration	April 2, 2001	April 2, 2006
Canada-Alberta Agreement on Provincial Nominees	March 2, 2002 Letter of Extension: April 11, 2005	March 2, 2006
Canada-Nova Scotia Agreement on Provincial Nominees	August 27, 2002	August 27, 2007

Table 4: Comparison of Planned to Actual Spending

The following table provides a history of spending by strategic outcome. A comparison of the 2004–2005 Total Planned Spending and the actual expenditures recorded in the Public Accounts are also incorporated.

Strategic Outcomes (\$ millions)	Actual 2002–2003	Actual 2003–2004	2004–2005			
			Main Estimates[a]	Planned Spending	Total Authorities	Actual [b]
Maximizing Benefits of International Migration	185.1	223.1	203.5	184.6	241.4	230.0
Maintaining Canada's Humanitarian Tradition	111.4	117.9	104.0	104.2	124.6	113.1
Promoting the Integration of Newcomers	383.0	389.1	411.8	435.3	432.2	420.2
Managing Access to Canada	313.4	166.4	290.3	178.9	126.0	119.5
Total [c]	992.9	896.5	1,009.6	903.0	924.2	882.8
Less: Non-respendable revenue	(437.8)	(475.8)	(445.2)	(445.2)	(445.2)	(499.3)
Plus: Cost of services received without charge [d]	248.2	280.5	280.8	280.8	280.8	240.6
Net Cost of Department	803.3	701.2	845.2	738.6	759.8	624.1
Full-Time Equivalents				4,275		

[a] 2004–2005 Main Estimates did not include the resource transfer to the CBSA. This transfer occurred in the Supplementary Estimates.

[b] For an explanation of variances, see "Section III: Performance by Strategic Outcome."

[c] Planned Spending of \$903.0 million increased to \$924.2 million in total authorities primarily due to additional resources for the Interim Federal Health Program for refugee claimants. Actual expenditures of \$882.8 million were lower than total authorities mainly due to reduced requirements for the Interim Federal Health Program, the Global Case Management System re-planning exercise, and delays related to salary wage envelope requirements and uncertainty surrounding parliamentary approval of the Supplementary Estimates. Responsibility for the Toronto Waterfront Revitalization Initiative was transferred to CIC through an order-in-council of February 3, 2005. CIC's 2004–2005 financial information does not include any authorities or expenditures related to this project. These authorities are expected to be transferred from HRSDC to CIC in the 2005–2006 Supplementary Estimates.

[d] Services received without charge include accommodation provided by Public Works and Government Services Canada, the employer's share of employees' insurance premiums paid by the Treasury Board Secretariat, legal services received from the Department of Justice, and international immigration services provided by Foreign Affairs Canada (see Table 7).

Table 5: Use of Resources by Strategic Outcome

The following table provides information on how resources are used in the 2004–2005 fiscal year, by strategic outcome and type of expenditure. For an explanation of the variances in each strategic outcome, see “Section III: Performance by Strategic Outcome.”

Strategic Outcomes (\$ millions)	2004–2005			
	Operating [a]	Debt Write-off [b]	Grants and Contributions [c]	Total
Maximizing Benefits of Migration to Canada				
Main Estimates	202.7		0.8	203.5
Planned Spending	183.8		0.8	184.6
<i>Total Authorities</i>	239.7	0.9	0.8	241.4
Actual Expenditures	228.3	0.9	0.8	230.0
Maintaining Canada’s Humanitarian Tradition				
Main Estimates	57.0		47.0	104.0
Planned Spending	57.2		47.0	104.2
<i>Total Authorities</i>	79.2		45.4	124.6
Actual Expenditures	69.4		43.7	113.1
Promoting the Integration of Newcomers				
Main Estimates	71.9		339.9	411.8
Planned Spending	88.6		346.7	435.3
<i>Total Authorities</i>	85.6		346.6	432.2
Actual Expenditures	78.2		342.0	420.2
Managing Access to Canada				
Main Estimates	290.3			290.3
Planned Spending	178.9			178.9
<i>Total Authorities</i>	126.0			126.0
Actual Expenditures	119.5			119.5
Total				
Main Estimates	621.9		387.7	1,009.6
Planned Spending	508.5		394.5	903.0
<i>Total Authorities</i>	530.5	0.9	392.8	924.2
Actual Expenditures	495.4	0.9	386.5	882.8

[a] Operating includes statutory votes identified in Table 6: Voted and Statutory Items.

[b] Write-off of outstanding immigration loans under section 25 of the *Financial Administration Act*. See page 38 for a description of the Immigration Loans Fund.

[c] For more details on grants and contributions, see Table 14: Details of Transfer Payment Programs.

Table 6: Voted and Statutory Items

This table identifies the way Parliament votes resources to the Department in the Main Estimates (Votes 1, 2 and 5) and provides statutory details for information purposes (denoted by "S").

Vote (\$ millions)	2004–2005			
	Main Estimates	Planned Spending [a]	Total Authorities [b]	Actual [c]
1 Operating expenditures	563.1	462.4	475.6	440.6
2 Debt write-off	0.0	0.0	0.9	0.9
5 Grants and contributions	387.7	394.5	392.8	386.5
(S) Salary and motor car allowance	0.1	0.1	0.1	0.1
(S) Contributions to employee benefit plans	58.7	46.0	43.6	43.6
(S) Refund of amounts credited to revenues in previous years	0.0	0.0	10.9	10.9
(S) Payments to private collection agencies pursuant to section 17.1 of the <i>Financial Administration Act</i>	0.0	0.0	0.1	0.1
(S) Court awards	0.0	0.0	0.1	0.1
(S) Spending of proceeds from the disposal of surplus Crown assets	0.0	0.0	0.1	0.0
Total [d]	1,009.6	903.0	924.2	882.8

[a] Total Planned Spending from the 2004–2005 *Report on Plans and Priorities*.

[b] Total Authorities from the 2004–2005 *Public Accounts*.

[c] Total Actual Spending from the 2004–2005 *Public Accounts*. For an explanation of variances by strategic outcome, see "Section III: Performance by Strategic Outcome."

[d] Planned Spending of \$903.0 million increased to \$924.2 million primarily due to additional resources for the Interim Federal Health Program for refugee claimants. Actual expenditures of \$882.8 million were lower than total authorities mainly due to reduced requirements for the Interim Federal Health Program, the Global Case Management System re-planning exercise, and delays related to salary wage envelope requirements and uncertainty surrounding parliamentary approval of the Supplementary Estimates.

Table 7: Net Cost of Department

The following table adds to actual spending the cost of services provided without charge by other government departments, and subtracts non-responsible revenue to arrive at the net cost for the Department.

	2004–2005
Total Actual Spending (\$ millions)	882.8
Plus: Services Received Without Charge	
Accommodation	
• Public Works and Government Services Canada	29.4
Employer's share of employee benefits covering insurance premiums and expenditures	
• Treasury Board Secretariat	20.3
Workers' Compensation costs	
• Social Development Canada	0.2
Legal services	
• Justice Canada	36.4
International immigration services	
• Foreign Affairs Canada	154.3
Less: Non-responsible Revenues	(499.3)
Net Cost of Department	624.1

Table 8: Contingent Liabilities

	Amount of Contingent Liabilities [a] (\$ millions)		
	March 31, 2003	March 31, 2004	March 31, 2005
Claims	283.0	297.0	292.0
Intended class action suit	0.0	0.0	711.3
Mandamus cases arising from the implementation of the <i>Immigration and Refugee Protection Act</i> [b]	11,820.0	3.1	0.0

[a] The reported amounts reflect the face value of the claims, not the potential settlement of these claims.

[b] The mandamus cases were settled out of court in 2004–2005.

Table 9: Immigration Loans

Year-to-Year Changes (\$ millions)	2002–2003	2003–2004	2004–2005
Opening balance	47.2	43.5	42.5
New loans and accrued interest	11.5	13.9	14.1
Receipts (amount collected)	(14.5)	(14.1)	(13.8)
Write-off	(.7)	(.8)	(.9)
Closing balance	43.5	42.5	41.9

Total Authority is \$110 million under section 88 of the *Immigration and Refugee Protection Act*.

Table 10: Sources of Non-Respendable Revenue

Strategic Outcomes (\$ millions)	Actual 2002–2003	Actual 2003–2004	2004–2005	
			Planned	Actual [c]
Maximizing Benefits of International Migration				
Immigration Cost-recovery Fees	218.7	213.6	215.4	250.3
Right of Landing Fees/Right of Permanent Residence Fees [a]	143.1	150.3	140.0	165.8
Maintaining Canada's Humanitarian Tradition				
Immigration Cost-recovery Fees	5.7	5.6	7.5	6.9
Interest on the Immigrant Loan Program	0.9	0.9	1.0	0.9
Promoting the Integration of Newcomers				
Citizenship Cost-recovery Fees	25.0	29.8	31.4	26.0
Right of Citizenship Fees	17.6	20.5	21.4	18.4
Managing Access to Canada				
Immigration Cost-recovery Fees [b]	24.8	53.2	25.7	30.9
Obligations of Transportation Companies [b]	1.9	1.8	2.8	0.0
Other (Access to Information fees) [d]	0.1	0.1	0.0	0.1
Total Revenue [c]	437.8	475.8	445.2	499.3

[a] As of June 28, 2002, under the *Immigration and Refugee Protection Act*, the Right of Landing Fee was renamed the Right of Permanent Residence Fee.

[b] Revenues associated with After-Hours Examination, Alternate Means of Examination, Payment of Removal Costs, and Obligations of Transportation Companies were transferred to the Canada Border Services Agency as part of the transfer of responsibilities effective October 8, 2004. The 2004–2005 Planned Revenue includes these business lines; however, as a result of the transfer, the 2004–2005 Actual Revenues do not include these items.

[c] The 2004–2005 Actual Revenue of \$499.3 million is \$54.1 million higher than the 2004–2005 Planned Revenue of \$445.2 million. The increase is primarily in the Maximizing Benefits of International Migration business line (\$60.7 million increase). This reflects a higher than planned volume of permanent resident applications and associated rights fees revenues. Citizenship revenues were \$8.4 million lower than forecast, as a result of fewer than planned applications received in 2004–2005.

[d] Access to Information fees were not previously included in 2002–2003 and 2003–2004.

Notes:

- All revenue is deposited into the Consolidated Revenue Fund and is not available for respending by the Department.
- A listing of Citizenship and Immigration Canada fees can be found at www.cic.gc.ca/english/applications/fees.html.



Section 5: Annexes and Consolidated Reporting

Table 11: User Fees

User Fee	Fee Type	Fee-Setting Authority	Date Last Modified	2004–2005				Performance Standard [Notes 4 and 5]	Performance Results [note 5]	Fiscal Year	Planning Years	
				Forecast Revenue (\$000) [note 1]	Actual Revenue (\$000) [note 2]	Full Cost (\$000) [note 3]	Forecast Revenue (\$000) [note 6]				Estimated Full Cost (\$000)	
Right of Permanent Residence Fee (RPRF) (formerly Right of Landing Fee)	Regulatory	Financial Administration Act (FAA), IRPA and IRP Regulations as of June 28, 2002.	Feb. 28, 1995	\$140,000	\$165,790	\$261,000	This fee is payable by persons who acquire permanent resident status in Canada. (See Table 1, page 66, for details by category.) Protected persons and dependent children do not pay the RPRF.	This fee is closely linked to the processing of permanent resident applications.	2005-06 2006-07 2007-08	\$150,000 \$150,000 \$150,000	N/A	
Permanent Residence Application Fee, Permanent Resident Card Fee, and Permanent Resident Travel Document Fee	Regulatory	IRPA and IRP Regulations as of June 28, 2002.	June 28, 2002	\$134,600	\$154,609	\$261,000	Permanent Residence Applications Overseas: Contributes to the achievement of government immigration levels by issuing visas in line with established annual targets. Priority processing is given to the reunification of immediate family members (spouses, partners and children) and to skilled workers nominated by provincial governments. [Note: Detailed processing times by overseas mission and by immigration category are updated each quarter on CIC's Web site. Overseas FAC Web sites now give link to CIC site to ensure data consistency.] Domestic: Recent average processing times are published on CIC's Web site for Case Processing Centres. The processing times are estimates and are updated weekly (www.cic.gc.ca/english/department/times/)	Permanent Residence Applications Overseas: Immigrant Visas: In calendar 2004, overseas missions delivered 101% of the overall visa target. A total of 207,042 immigrant visas were issued abroad. Missions processed 58% of immediate family class applications within 6 months, and over 82% within 12 months. Missions processed 40% of provincial nominees within 6 months, and over 81% within 12 months. Missions also processed 70% of business class applications within 36 months. Domestic: Sponsorship: 99% of undertake-logs (spouse/child) are currently processed within 30 days. Other classes: First-stage approval for In-Canada PR applications is currently between 5-8 months depending on the immigrant category. Permanent Resident Card: Domestic: Cards for new PRs are processed within 4 weeks. Initial replacement or renewal of PR card for existing PRs is currently 59 days Permanent Resident Travel Document Overseas: In calendar 2004, 79% of applications were decided within 2 days.	2005-06 2006-07 2007-08	\$151,000 \$151,000 \$151,000	\$261,000 \$261,000 \$261,000	
Work Permit Fee (individual and performing artist groups)	Regulatory	IRPA and IRP Regulations as of June 28, 2002.	Jan. 2, 1997	\$22,300	\$27,328	\$49,600	Overseas: Processed expeditiously. Past processing times by overseas mission and by category are updated regularly on CIC's Web site. Domestic: Recent average processing times are published on CIC's Web site for Case Processing Centres. The processing times are estimates and are updated weekly (www.cic.gc.ca/english/department/times/)	Overseas: In calendar 2004, 72% of applications were finalized within 4 weeks. Domestic: Recent average processing times are 47 calendar days at CPC-Vegreville.	2005-06 2006-07 2007-08	\$23,300 \$23,300 \$23,300	\$49,600 \$49,600 \$49,600	
Study Permit Fee	Regulatory	IRPA and IRP Regulations as of June 28, 2002.	June 1, 1994	\$18,000	\$20,597	\$28,900	Same as above	Overseas: In calendar 2004, 72% of applications were finalized within 4 weeks. Domestic: Recent average processing times are 47 calendar days at CPC-Vegreville.	2005-06 2006-07 2007-08	\$20,200 \$20,200 \$20,200	\$28,900 \$28,900 \$28,900	

User Fee	Fee Type	Fee-Setting Authority	Date Last Modified	2004-2005			Planning Years				
				Forecast Revenue (\$'000) [note 1]	Actual Revenue (\$'000) [note 2]	Full Cost (\$'000) [note 3]	Performance Standard [notes 4 and 5]	Performance Results [note 5]	Fiscal Year	Forecast Revenue (\$'000) [note 6]	Estimated Full Cost (\$'000)
Temporary Resident Visa Application Fee and Extension of Authorization to Remain in Canada as a Temporary Resident Fee	Regulatory	IRPA and IRP Regulations as of June 28, 2002.	Jan. 2, 1997	\$67,700	\$79,389	\$105,200	Overseas: Temporary Resident Visas: Processed expeditiously. Past processing times by overseas mission and by category are updated regularly on CIC's Web site. Domestic: Extensions: Recent average processing times are published on CIC's Web site for Case Processing Centres. The processing times are estimates and are updated weekly (www.cic.gc.ca/english/department/times/).	Overseas: In calendar 2004, 72% of TR visa applications were decided within 2 days. Domestic: Extensions: Recent average processing times are 4/ calendar days at CP-CV-egreville.	2005-06 2006-07 2007-08	\$74,500 \$74,500 \$74,500	\$105,200 \$105,200 \$105,200
Temporary Resident Permit Fee	Regulatory	IRPA and IRP Regulations as of June 28, 2002.	Jan. 2, 1997	\$2,600	\$2,795	\$2,900	Overseas: Processed expeditiously. Domestic: Recent average processing times are published on CIC's Web site for Case Processing Centres. The processing times are estimates and are updated weekly (www.cic.gc.ca/english/department/times/).	Temporary Resident Permit: Recent processing times are 4/ calendar days at CP-CV-egreville.	2005-06 2006-07 2007-08	\$2,500 \$2,500 \$2,500	\$2,900 \$2,900 \$2,900
Restoration of Temporary Resident Status Fee	Regulatory	IRPA and IRP Regulations as of June 28, 2002.	June 28, 2002	\$1,300	\$1,887	\$2,400	Recent average processing times are published on CIC's Web site and are updated regularly (www.cic.gc.ca/english/department/times/).	Recent processing times are 4/ calendar days at CP-CV-egreville.	2005-06 2006-07 2007-08	\$1,300 \$1,300 \$1,300	Costs included in Temporary Resident Visa, Study Permit, and Work Permit Costs
Other immigration services (various)	Regulatory	IRPA and IRP Regulations as of June 28, 2002.	Various	\$2,100 [note 7]	\$1,530 [note 7]	\$2,400	Certification & replacement of immigration documents: within 6-8 weeks	Replacement of immigration documents: currently within 6-8 weeks	2005-06 2006-07 2007-08	\$1,350 \$1,350 \$1,350	\$2,400 \$2,400 \$2,400
Right of Citizenship Fee (ROCF)	Regulatory	FAA, Citizenship Act and Citizenship Regulations	Jan. 2, 1997	\$21,400	\$18,418	\$21,400	This fee is payable by persons obtaining citizenship status. (See page 46 for details on citizenship.) Persons under 18 years of age do not pay the ROCF.	This fee is linked to acquisition of citizenship status (see Change of Citizenship Fee below).	2005-06 2006-07 2007-08	\$21,400 \$21,400 \$21,400	N/A
Change of Citizenship Fees: Grant, Renunciation, Resumption, Renunciation of Citizenship	Regulatory	Citizenship Act and Citizenship Regulations	Jan. 2, 1997	\$26,800	\$21,837	\$43,400	Recent average processing times are published on CIC's Web site and are updated regularly (www.cic.gc.ca/english/department/times/).	For 80% of cases, a final decision is reached within 15-18 months from the time the application is received. The initial application process is completed within 9 months for 90% of grants.	2005-06 2006-07 2007-08	\$26,400 \$26,400 \$26,400	\$43,400 \$43,400 \$43,400
Citizenship Status Document Fees: Proof of Citizenship and Search for Record of Citizenship	Regulatory	Citizenship Act and Citizenship Regulations	Jan. 2, 1997	\$4,600	\$4,143	\$9,700	Recent average processing times for proof of citizenship are published on CIC's Web site and are updated regularly (www.cic.gc.ca/english/department/times/).	80% of proofs are completed within 7 months. All searches are completed within 3.5 months.	2005-06 2006-07 2007-08	\$4,600 \$4,600 \$4,600	\$9,700 \$9,700 \$9,700
User Fees				Total \$441,400	Total \$498,323	Total \$503,100			Sub-total: \$476,550 Sub-total: \$476,550 Sub-total: \$476,550	\$503,100 \$503,100 \$503,100	

Notes:

Note 1: Source: 2004-2005 Report on Plans and Priorities.

Note 2: All amounts are net of current year remissions.

Note 3: 2002-2003 full costs include an estimate for OGDs and represent the best available cost data. PR card costs from 2004-2005.

Note 4: Estimated full costs include an estimate for OGDs and represent the best available cost data.

Note 5: Processing times are an average and change regularly depending on application intake.

Note 6: According to Government of Canada policy, where the corresponding fee introduction or most recent modification occurred prior to March 31, 2004:

- the performance standard, if provided, may not have received parliamentary review;
- the performance standard, if provided, may not respect all establishment requirements under the UFA (e.g., international comparison, independent complaint address);
- the performance result, if provided, is not subject to UFA section 5.1 regarding fee reductions for unmet performance.

Note 7: Source: 2005-2006 Report on Plans and Priorities.

Note 7: Revenues associated with After-Hours Examination, Alternate Means of Examination, and Payment of Removal costs were transferred to the Canada Border Services Agency as part of the transfer of responsibilities effective October 8, 2004. Revenues associated with these business lines are included in the 2004-2005 Forecast Revenues. However, as a result of the transfer, the 2004-2005 Actual Revenues do not include these items.

Table 12: Major Regulatory Initiatives

Regulations	Expected Results	Performance Measurement Criteria	Results Achieved
Regulations on Immigration Consultants	Recognize the Canadian Society of Immigration Consultants (CSIC) as a not-for-profit corporation to serve as the independent self-regulating body for immigration consultants.	Ensure that only consultants who are members in good standing of CSIC, or lawyers who are members in good standing of a Canadian law society, or notaries who are members in good standing of the <i>Chambre des notaires du Québec</i> can represent, for a fee, a client before CIC, the CBSA or the IRB in a matter related to the <i>Immigration and Refugee Protection Act</i> .	These regulations came into force on April 13, 2004. Over the short term, effects appear positive; however, the effects have to be assessed over the longer term to determine the full impact of these changes.
<i>Immigration and Refugee Protection Regulations – Refinement</i>	Clarify existing provisions, adjust regulations to reflect program reality and ensure that the regulations more accurately capture the original policy intent.	Compliance with the amended regulations.	This came into force on July 22, 2004. These adjustments allow for better alignment of the policy and delivery of the program.
Fee Exemption – XI World Swimming Championships (FINA)	Exempt officials and participants in the FINA games from the visa processing fee.	Ensure that the visa processing fee is in place in time to enable overseas offices to process visa applications.	This amendment came into force on April 1, 2005. The three-month timeframe was sufficient to process the officials' and participants' visa applications on time.
Guardianship	Withdrawal of inoperative provisions from regulatory body.	Ensure that provisions which cannot be implemented are withdrawn from the regulatory body prior to their coming into force on April 1, 2005.	This amendment came into force on March 22, 2005. The amendment results in greater regulatory transparency.
Work with new agency (CBSA) to ensure legislation and regulations reflect the new operational realities.	Provide more clarity regarding the delineation of responsibility concerning immigration matters within the government.	Clearly identify which provisions of IRPA are under the purview of the PSEP Minister and which ones are under the responsibility of the CIC Minister. Prepare an MOU that will clarify the delineation of responsibilities. Establish distinct documents for the designation and delegation of authority.	Bill C-26, sponsored by the PSEP Minister, is currently before Parliament. MOUs are being developed to clarify the delineation of responsibility and ensure the coherent implementation of the immigration program. Two distinct documents designating officers and delegating ministerial authorities are being prepared for completion in 2005.

Table 13: Status Report on Major Crown Projects

GLOBAL CASE MANAGEMENT SYSTEM

Description

The Global Case Management System (GCMS) is a multi-year program that will replace several business systems of Citizenship and Immigration Canada (CIC) and the Canada Border Services Agency (CBSA) with an integrated, case-management-based set of applications and infrastructure components that will support the client operations of CIC and the CBSA.

Once in place, the GCMS will improve overall program integrity, effectiveness and client-service delivery, and facilitate communications and data sharing between CIC and the CBSA and with our other partners. The GCMS will also provide the technological foundation to support new business initiatives and capitalize on innovative technology.

Project Phase	The GCMS project is currently in the implementation phase
Lead Department	Citizenship and Immigration Canada
Participating Agency	Canada Border Services Agency
Contracting Authority	Public Works and Government Services Canada
Prime Contractor	Accenture Inc. 160 Elgin Street, Suite 2100 Ottawa, ON K2P 2C4

Major Milestones	Date
Treasury Board approved full funding for the GCMS project at the same time as CIC's Treasury Board submission on the implementation of policy reforms and the new <i>Immigration and Refugee Protection Act</i>	August 2000
Treasury Board granted preliminary project approval and major Crown project designation to the GCMS	March 2001
Treasury Board granted Effective Project Approval (EPA) to the GCMS	January 2002
Request for proposal for the acquisition of a commercial, case management off-the-shelf software package posted for tender by Public Works and Government Services Canada	February 2002
Contract for the case management off-the-shelf software package awarded	March 2003
Business modelling and high-level requirements completed	May 2003
Treasury Board granted Amended Effective Project Approval to the GCMS	October 2003
The first GCMS business component (Citizenship) was implemented	September 2004

To Come

Submission of the Amended Effective Project Approval to Treasury Board Ministers	September 2005
Preliminary findings of the System Under Development Audit of the GCMS project should be available at the time of the amended EPA submission, and it is anticipated that the final report will be available in November 2005	November 2005
Implementation of the remaining two GCMS business components (Immigration Facilitation, and Enforcement and Refugees)	June 2006

Progress Report and Explanation of Variances

- Preliminary project approval was obtained from Treasury Board on March 1, 2001, with a planned cost of \$194.8 million.
- Effective project approval was obtained from Treasury Board on January 31, 2002, with a planned cost of \$194.8 million and a completion date of March 31, 2005 (TBC).
- Shortly after the preliminary project approval, a decision was made to acquire and configure a commercial client relationship management software package rather than custom develop the functionality required for the GCMS. This necessitated a lengthy competitive procurement process that began in March 2001, with an expected completion date of July 1, 2002. Cumulative procurement and contracting delays beyond CIC control, totaling nine months, prevented the contract from being awarded until March 26, 2003. This delay affected activities and resources highly dependent on the outcome of the procurement process. While the project undertook steps to mitigate the impact of the delay, the cost of the delay was assessed at \$7.8 million.
- Approval of an amended EPA was obtained from Treasury Board on October 9, 2003. In recognition of the impact of the procurement delay, Treasury Board increased the project spending authority by \$7.8 million to \$202.6 million, but did not fund the additional cost. Subsequent implementation plans addressed the impact of the procurement delay and adjusted the overall project completion date to December 2005.
- The first GCMS business component—Citizenship—was scheduled for implementation in June 2004, but was implemented only in September 2004, three months after the target date. The main reason for this change was to minimize the risk that the quality of the product would be negatively affected by a schedule that was too aggressive, and to ensure that the foundation established by the initial GCMS deployment would be as solid and reliable as possible.
- In light of the experience with the first deployment, plans for completing the remaining functions were critically reviewed. It was determined that while the project could be completed within the current spending authority, the completion date should be extended to June 2006 to ensure adequate time for completion of dependent activities and successful implementation.
- In March 2005, Treasury Board analysts requested that the GCMS project provide clarification of its cost, scope and schedule. As a result, an amended EPA will be prepared by the GCMS project for presentation to Treasury Board Ministers in the early fall of 2005. A System Under Development Audit will also be conducted for the GCMS project. Preliminary audit findings should be available at the time of the amended EPA submission, and it is anticipated that the final report will be available for review by the Departmental Audit and Evaluation Committee in November 2005.

Industrial Benefits

- The GCMS is an administrative system for delivering on the CIC and CBSA mandates and ensuring operational service effectiveness.

Table 14: Details of Transfer Payment Programs (TPPs)**Transfer Payments by Strategic Outcome**

Strategic Outcomes (\$ millions)	Actual 2002–2003	Actual 2003–2004	2004–2005		
			Planned Spending	Total Authorities	Actual
GRANTS					
Promoting the Integration of Newcomers					
Grant for the Canada-Quebec Accord [a]	157.4	149.9	159.6	160.8	160.8
Total Grants	157.4	149.9	159.6	160.8	160.8
CONTRIBUTIONS					
Maximizing Benefits of Migration to Canada					
Migration Policy Development	0.3	0.3	0.3	0.3	0.3
Immigration Consultants Program	0.0	0.7	0.5	0.5	0.5
Maintaining Canada's Humanitarian Tradition					
Resettlement Assistance Program [b]	41.0	40.4	45.0	43.9	42.5
International Organization for Migration	1.2	1.1	2.0	1.5	1.2
Promoting the Integration of Newcomers					
Immigrant Settlement and Adaptation Program [c]	33.2	36.7	33.6	42.4	38.4
Host Program [d]	2.7	2.9	2.8	3.1	3.1
Language Instruction for Newcomers to Canada [e]	91.7	92.7	105.6	94.6	94.0
Contributions to provinces	46.5	44.3	45.1	45.7	45.7
Total Contributions	216.6	219.1	234.9	232.0	225.7
Total Transfer Payments [f]	374.0	369.0	394.5	392.8	386.5

[a] Grants for the Canada-Quebec Accord and contributions to provinces recognize the importance of settlement services by responding to the growing need to help immigrants integrate.

[b] The Resettlement Assistance Program, formerly the Adjustment Assistance Program, helps pay for temporary accommodations, clothing, household effects and living expenses for up to one year for indigent Convention refugees.

[c] The Immigrant Settlement and Adaptation Program provides funds for services such as orientation, paraprofessional counseling, translation, job-finding help and Enhanced Language Training.

[d] Host funds are used to match newcomers with Canadian volunteers (individuals and groups), who help them settle in and integrate.

[e] The Language Instruction for Newcomers to Canada program provides funds for basic language training in both of Canada's official languages to help adult immigrants integrate socially, culturally, economically and politically.

[f] Overall, Planned Spending of \$394.5 million decreased to \$392.8 million primarily due to Enhanced Language Training resources moved to the 2005–2006 fiscal year. Actual spending of \$386.5 million was less than anticipated, primarily due to reduced Enhanced Language Training spending based on uncertainty of parliamentary approval of the Supplementary Estimates.

Responsibility for the Toronto Waterfront Revitalization Initiative (TWRI) was transferred to CIC through a February 3, 2005, Order in Council. CIC's 2004–2005 Transfer Payments do not include any authorities or expenditures related to this project. These authorities are expected to be transferred from HRSDC to CIC in the 2005–2006 Supplementary Estimates.

Details of Transfer Payment Programs (TPPs)

Resettlement Assistance Program (RAP)

Start Date: 1998

End Date: Terms and conditions must be renewed by March 31, 2010.

Total Funding: Ongoing

Description of Transfer Payment Program:

The Resettlement Assistance Program (RAP) 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 up to 24 months for those with special needs. Income support amounts are set in line with provincial social assistance rates. Service provider organizations (SPOs) deliver, on behalf of CIC, various settlement and orientation services to GARs within their first 4 to 6 weeks in Canada. These services range from initial reception at the airport to finding permanent accommodation.

Objective(s), expected result(s) and outcomes:

The strategic outcome for RAP is to ensure that government-assisted refugees are sufficiently supported in their adaptation, integration and settlement in Canada. RAP also provides income support and a range of immediate essential services to refugees and humanitarian cases accepted for resettlement in Canada who require financial assistance or who have other special needs.

Achieved results or progress made:

- In fiscal 2004–2005, all government-assisted refugees who were landed in Canada and destined for outside Quebec were provided with income support and a range of immediate essential services under RAP.
- An average of 5,700 government-assisted refugees were served by RAP each month of the year.
- The RAP Working Group was revitalized to strengthen the partnership between CIC and SPOs and lead to improved outcomes for refugees.
- The evaluation of RAP was completed in October 2004.
- Program terms and conditions, which were renewed in March 2005, have been revised to allow for more flexibility: funding for indirect services (research projects, etc.), overseas service providers, extended income support for unaccompanied minors and RAP income support for persons in exceptional refugee-like situations.

	Actual Spending 2002-03	Actual Spending 2003-04	Planned Spending 2004-05	Total Authorities 2004-05	Actual Spending 2004-05	Variances
Maintaining Canada's Humanitarian Tradition						
- Total Grants						
- Total Contributions	41.0	40.4	45.0	43.9	42.5	
- Total Other Transfer Payments						
Total for BL (or PA)	41.0	40.4	45.0	43.9	42.5	
Total TPP	41.0	40.4	45.0	43.9	42.5	

Comments on Variances:

Immigrant Settlement and Adaptation Program (ISAP)

Start Date: 1974

End Date: Settlement terms and conditions must be renewed by March 31, 2010.

Total Funding: Ongoing

Description of Transfer Payment Program:

ISAP provides services to newcomers, including reception, orientation, translation and interpretation, referral to community resources, solution-focused counseling, general information and employment-related services.

ISAP funding is provided to deliver direct services to immigrants such as reception, orientation, translation, interpretation and employment-related services. ISAP services include the Canadian Orientation Abroad (COA) initiative, which aims to provide a realistic view of life in Canada before arrival. Orientation sessions are delivered by international organizations in various countries. Topics include education, climate, housing, cost of living and employment.

Objective(s), expected result(s) and outcomes:

The strategic outcome of ISAP is to help immigrants settle and integrate into Canadian society so that they may become participating members as soon as possible.

Achieved results or progress made:

- Completed evaluation of the program and management responses to the recommendations.
- Worked with partners to develop a toolbox to enhance the capacity of smaller communities to attract and retain newcomers.
- Obtained renewal of settlement terms and conditions.

	Actual Spending 2002-03	Actual Spending 2003-04	Planned Spending 2004-05	Total Authorities 2004-05	Actual Spending 2004-05	Variances
Promoting the Integration of Newcomers						
- Total Grants						
- Total Contributions	33.2	36.7	33.6	42.4	38.4	
- Total Other Transfer Payments						
Total for BL (or PA)	33.2	36.7	33.6	42.4	38.4	
Total TPP	33.2	36.7	33.6	42.4	38.4	

Comments on Variances:

Language Instruction for Newcomers to Canada (LINC)

Start Date: 1992

End Date: Settlement terms and conditions must be renewed by March 31, 2010.

Total Funding: Ongoing

Description of Transfer Payment Program:

The objective of the LINC program is to provide basic language instruction to adult newcomers in one of Canada's official languages. LINC facilitates the social, cultural and economic integration of immigrants and refugees into Canada. In addition, the LINC curriculum includes information that helps orient newcomers to the Canadian way of life.

Objective(s), expected result(s) and outcomes:

The strategic outcome (objective) of LINC is to provide language training in one of Canada's official languages to adult immigrants in order to facilitate their social, cultural, economic and political integration into Canada so that they may become participating members of Canadian society as quickly as possible.

Achieved results or progress made:

- Assessed, prioritized and began implementing recommendations of program evaluation.
- Obtained renewal of settlement terms and conditions.

	Actual Spending 2002-03	Actual Spending 2003-04	Planned Spending 2004-05	Total Authorities 2004-05	Actual Spending 2004-05	Variiances
Promoting the Integration of Newcomers						
- Total Grants						
- Total Contributions	91.7	92.7	105.6	94.6	94.0	
- Total Other Transfer Payments						
Total for BL (or PA)	91.7	92.7	105.6	94.6	94.0	
Total TPP	91.7	92.7	105.6	94.6	94.0	

Comments on Variances:

Host Program

Start Date: 1984

End Date: Settlement terms and conditions must be renewed by March 31, 2010.

Total Funding: Ongoing

Description of Transfer Payment Program:

The objective of the Host Program is to help immigrants overcome the stress of moving to a new country by recruiting, training, matching and monitoring volunteers who help newcomers settle into, adapt to and integrate into Canadian life.

Volunteers familiar with Canadian ways help newcomers to, among other things, learn about available services and how to use them, practise English and French, get contacts in their field of work and participate in the community. At the same time, host Canadians learn about new cultures, other lands and different languages; they make new friends and strengthen community life.

Objective(s), expected result(s) and outcomes:

The strategic outcome of Host is to provide settlement services to newcomers to facilitate their social, cultural, economic and political integration so that they may become participating members of Canadian society as quickly as possible.

Achieved results or progress made:

- Delivered a successful national Host Program conference in collaboration with the settlement community to share best practices and build on the future of the Host Program.
- Completed evaluation of the program and management responses to the recommendations.
- Renewed terms and conditions.

	Actual Spending 2002-03	Actual Spending 2003-04	Planned Spending 2004-05	Total Authorities 2004-05	Actual Spending 2004-05	Variances
Promoting the Integration of Newcomers						
- Total Grants						
- Total Contributions	2.7	2.9	2.8	3.1	3.1	
- Total Other Transfer Payments						
Total for BL (or PA)	2.7	2.9	2.8	3.1	3.1	
Total TPP	2.7	2.9	2.8	3.1	3.1	

Comments on Variances:

Canada-Quebec Accord

Start Date: February 5, 1991

End Date: Permanent

Total Funding: Ongoing

Description of Transfer Payment Program:

To preserve Quebec's demographic importance within Canada and to integrate immigrants within that province in a manner that respects its distinct identity.

Objective(s), expected result(s) and outcomes:

When considered in their entirety, the reception, linguistic and cultural integration services provided by Quebec correspond to the services offered by Canada in the rest of the country.

Services provided by Quebec are offered without discrimination to all permanent residents of Quebec, whether or not they have been selected by Quebec.

Achieved results or progress made:

Quebec shares with the Department a copy of the annual report that it submits to its legislature. It also shares a copy of its immigration plan.

	Actual Spending 2002-03	Actual Spending 2003-04	Planned Spending 2004-05	Total Authorities 2004-05	Actual Spending 2004-05	Variances
Maintaining Canada's Humanitarian Tradition						
- Total Grants	157.4	149.9	159.6	160.8	160.8	
- Total Contributions						
- Total Other Transfer Payments						
Total for BL (or PA)	157.4	149.9	159.6	160.8	160.8	
Total TPP	157.4	149.9	159.6	160.8	160.8	

Comments on Variances:

Contributions to Provinces (Manitoba & British Columbia)

Start Date: June 6, 2003 (Manitoba) & April 5, 2004 (BC) **End Date:** Permanent **Total Funding:** Ongoing

Description of Transfer Payment Program:

To provide funding to provinces that have signed Immigrant Settlement Services Agreements with CIC (i.e., British Columbia and Manitoba) so that they may offer settlement and integration services to newcomers in those provinces.

Objective(s), expected result(s) and outcomes:

Provinces with Immigrant Settlement Services Agreements design and deliver settlement and integration services that are effective, efficient and comparable to programs and services offered across Canada.

Achieved results or progress made:

British Columbia submits an annual service plan and an annual report that accounts for its expenditure of federal funds used to develop immigrant settlement and integration services. British Columbia has also committed to developing an accountability framework that employs performance indicators similar to those used by CIC.

Manitoba submits an annual service plan and an annual report that accounts for its expenditure of federal funds used to deliver immigrant settlement and integration services. Manitoba has also agreed to collaborate with CIC to establish and implement common measures and indicators of results to serve accountability and evaluation needs.

	Actual Spending 2002-03	Actual Spending 2003-04	Planned Spending 2004-05	Total Authorities 2004-05	Actual Spending 2004-05	Variances
Maintaining Canada's Humanitarian Tradition						
- Total Grants						
- Total Contributions	46.5	44.3	45.1	45.7	45.7	
- Total Other Transfer Payments						
Total for BL (or PA)	46.5	44.3	45.1	45.7	45.7	
Total TPP	46.5	44.3	45.1	45.7	45.7	

Comments on Variances:

Table 15: Response to Parliamentary Committees, Audits and Evaluations for FY 2004–2005

Response to Parliamentary Committees

N/A

Response to the Auditor General

Management of Federal Drug Benefit Programs – November 2004

www.oag-bvg.gc.ca/domino/reports.nsf/html/20041104ce.html

The above-mentioned Web page describes the Auditor General's audit of drug benefit programs managed by six federal departments, one of which was Citizenship and Immigration Canada; the others were Health Canada, Veterans Affairs Canada, the Department of National Defence, Royal Canadian Mounted Police, and Correctional Service Canada.

The CIC Interim Federal Health Program is small compared with those of the other departments, and only two of the five report recommendations applied.

External Audits or Evaluations

N/A

Internal Audits or Evaluations

Audit of the Cairo Immigration Program – Feb. 2005

www.cic.gc.ca/english/research/audit/cairo.html

Program Integrity at CPC Vegreville – Sept. 2004

www.cic.gc.ca/english/research/audit/vegreville.html

Audit of the Control Framework for the Interim Federal Health Program – April 2004

www.cic.gc.ca/english/research/audit/ifh.html

Evaluation of the Language Instruction for Newcomers to Canada (LINC) Program

Evaluation of the Host Program

Evaluation of the Immigrant Settlement and Adaptation Program (ISAP)

Evaluation of the Resettlement Assistance Program (RAP)

Report on the Evaluation of Canada's Membership in the International Organization for Migration (IOM)

www.cic.gc.ca/english/research/evaluation/IOM/index.html

Table 16: Sustainable Development Strategies (SDS)

Points to Address	Departmental Input
<p>1. What are the key goals, objectives and/or long-term targets of the SDS?</p>	<p>CIC's third Sustainable Development Strategy (SDS) was tabled in Parliament on February 16, 2004.³⁹ In addition to the three goals of the second SDS, the current SDS includes a new goal aimed at supporting sociocultural sustainability.</p> <p>The strategy's four key goals are to:</p> <ol style="list-style-type: none"> 1. minimize the negative environmental impact of departmental operations; 2. promote awareness of sustainable development principles and objectives among departmental staff, clients and stakeholders; 3. support sociocultural sustainability; and 4. promote accountability and ensure compliance. <p>Goals 1, 2 and 4 remain the same as in CIC's second SDS, and the Department is moving forward to incorporate sociocultural sustainability in this strategy.</p> <p>The SDS includes a three-year action plan with specific objectives, actions and target dates for each key goal (covering January 1, 2004 through March 31, 2007).</p>
<p>2. How do your key goals, objectives and/or long-term targets help achieve your department's/agencies' strategic outcomes?</p>	<p>CIC's second SDS focused predominantly on the environmental aspects of sustainable development. CIC is committed to maintaining a strong focus on the environment in its strategy. However, CIC's policies and programs have historically linked economic and social, as well as domestic and international, considerations. While immigration continues to support the Canadian economy, providing additional highly skilled labour when required, it has also played, and continues to play, an important role in creating and changing the social fabric of Canada. Consequently, CIC has added a new social dimension into its third SDS.</p>
<p>3. What were your targets for the reporting period?</p>	<p>Targets in the third SDS relate to:</p> <ul style="list-style-type: none"> • Departmental operations (e.g., resource reduction, fleet management, facilities) • Communications and provision of information • Raising awareness of sustainable development within the Department and among client groups (newcomers, service provider organizations) • Inclusion of an environmental component in the Department's planning, policy and implementation processes • Research • Sociocultural sustainability in the Department and for its clients • Performance measurement and accountability

³⁹ Citizenship and Immigration Canada's third SDS, *Sustainable Development Strategy III: January 1, 2004–March 21, 2004*, is available on-line at www.cic.gc.ca/english/policy/sds/index.html.



Points to Address	Departmental Input
4. What is your progress (this includes outcomes achieved in relation to objectives and progress on targets) to date?	
5. What adjustments have you made, if any? (To better set the context for this information, discuss how lessons learned have influenced your adjustments.)	<ul style="list-style-type: none"><li data-bbox="557 401 638 422">• N/A

Table 17: Travel Policies

Citizenship and Immigration Canada adheres to the TBS Special Travel Authorities and the TBS Travel Directive, including rates and allowances.



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