



# Citizenship and Immigration Canada

1997-98  
Estimates

Part III

Expenditure Plan

## **The Estimates Documents**

The Estimates of the Government of Canada are structured in three Parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve. The Part III documents provide additional detail on each department and its programs primarily in terms of the results expected for the money spent.

Instructions for obtaining each volume can be found on the order form enclosed with Part II.

©Minister of Supply and Services Canada 1997

Available in Canada through

Associated Bookstores and other booksellers

or by mail from

Canada Communication Group – Publishing  
Ottawa, Canada K1A 0S9

Catalogue No. BT31-2/1998-III-91  
ISBN 0-660-60128-1



# Citizenship and Immigration Canada

1997-98  
Estimates

Part III

Expenditure Plan

Approved

---

Minister of Citizenship and Immigration

## **Preface**

This document is a report to Parliament to indicate how the resources voted by Parliament have or will be spent. As such, it is an accountability document that contains several levels of details to respond to the various needs of its audience.

The Part III for 1997-98 is based on a revised format intended to make a clear separation between planning and performance information, and to focus on the higher level, longer term plans and performance of departments.

The document is divided into four sections:

- ! Minister's Executive Summary;
- ! Departmental Plan;
- ! Departmental Performance; and
- ! Supplementary Information.

It should be noted that, in accordance with Operating Budget principles, human resource consumption reported in this document is measured in terms of employee full-time equivalents (FTEs).

---

**Table of Contents**

---

<b>Section I -- Minister's Executive Summary</b> .....	4
<b>Section II -- Departmental Plan</b> .....	6
<b>A. Summary of Departmental Plans</b> .....	6
<b>B. Departmental Overview</b> .....	8
! Roles, Responsibilities and Mandate	
! Program Objective, Priorities and Mission	
! Organization and Program Composition	
! Planning Perspective and Environment	
! Resource Plans and Financial Tables	
! Comparative Financial Plans by Business Line	
<b>C. Details by Business Line</b> .....	16
! Business Line Objectives	
! Operating Context and Key Initiatives	
! Change Management Issues	
! Business Line Results Expectation	
<b>Section III -- Departmental Performance</b> .....	31
<b>A. Summary of Departmental Performance</b> .....	31
<b>B. Departmental Overview</b> .....	33
! Key Responsibilities and Objectives	
! Development of Performance Measures	
! Comparative Financial Performance by Business Line	
<b>C. Details by Business Line</b> .....	36
! Results Expectation	
! Demonstration and Discussion of Actual Performance	
! Sectoral and Change Management Issues	
! Impact on Plans	
<b>Section IV -- Supplementary Information</b> .....	54
<b>Topical Index</b> .....	64

## **Section I**

# **Minister's Executive Summary**

It is my pleasure to present the 1997-98 Part III of the Estimates -- Expenditure Plan for the Department of Citizenship and Immigration. This document covers our plans and objectives into fiscal year 1999-2000 and details our accomplishments in 1995-96.

We have a clear mission at Citizenship and Immigration Canada (CIC): to build a stronger Canada. Immigration played a major role in building our country. It helped Canada to grow and mature into a respected member of the international community. It will continue to be crucial to our future development.

Recent and planned levels of immigration are consistent with the Strategic Framework announced in November 1994. This long-term strategy was developed after extensive coast-to-coast consultations with Canadians. The Strategic Framework is helping us to build a Citizenship and Immigration Program that is fair, sustainable, affordable and based on partnerships.

CIC helps Canada by attracting "economic immigrants," those needed to strengthen our economy. These skilled workers and business professionals add expertise and entrepreneurial strength that is important to our economy. They also enhance Canada's ability to expand global markets and to build trade links throughout the world.

This government remains firmly committed to family reunification. In 1997 we will reunite 58,000-66,000 family members with their relatives in Canada.

We are equally committed to Canada's humanitarian mission in the world. CIC plays a key role in helping Canada meet its international humanitarian commitments. Since the Second World War, this country has helped resettle more than 700,000 refugees. CIC is working closely with non-governmental organizations to build strategies that allow us to continue to assist refugees in need of protection.

In 1995 and in 1996 we exceeded our targets for resettling government-assisted refugees and met our overall resettlement targets. I am confident that this trend will continue in upcoming years.

We are strengthening our partnerships with provincial governments, international agencies and other countries to maximize the benefit to be gained from the international movement of people.

My department is also responsible for administering Canada's *Citizenship Act*. This involves providing Canadians with proof of citizenship and granting citizenship to those who want to become full members of our society. Another part of our job is to communicate the rights and responsibilities of Canadian citizenship to new Canadians. The creation of a separate department for Citizenship and Immigration in 1993 underscores the fact that today's immigrants are tomorrow's citizens.

Another important role for CIC is enforcement of the *Immigration Act*. We are firm in our resolve to prevent criminals from entering Canada, and to deal swiftly with proven abusers of our systems.

Canadians know it is crucial that we continue to develop policies and programs that benefit all Canadians and guarantee our future development. The current *Immigration Act* was developed after a program-wide policy review performed 20 years ago. Since the act came into force in 1978, it has been amended more than 30 times to adapt it to a rapidly changing environment. This has resulted in complex legislation that often lacks coherence both to the public and to those who administer it.

I therefore announced in November 1996 an Immigration Legislative Review that is expected to be completed in the 1997-98 fiscal year. The review will build logically on the broad direction for the future set by the 1994 Strategic Framework. This initiative will guide future legislative and policy adjustments and position us better to face the challenges of the next 20 years.

I am very confident that the activities being undertaken by my department will continue to give us the tools to build a stronger Canada as we enter the 21<sup>st</sup> century.

---

The Honourable Lucienne Robillard, P.C., M.P.  
*Minister of Citizenship and Immigration*

## Section II Departmental Plan

Section II contains a three-year plan of the Department, highlights what CIC plans to accomplish, and provides the users of Part III with financial information covering the planning period from 1997-98 to 1999-2000. It also describes the factors affecting or expected to affect the Citizenship and Immigration Program, CIC's planned response to these factors, and the resources required to carry out the planned programs and initiatives. Section III provides an overview of what CIC accomplished in the past year. These sections are structured along the lines of the Operational Plan Framework, as approved by the Treasury Board for Estimates-reporting purposes.

The 1995 departmental reorganization requires that CIC modify its accountability framework in 1997. CIC is designing a planning and accountability process to make it easier to identify priorities and emerging issues. The Planning, Reporting and Accountability Structure will be reflected in the Department's 1998-99 Main Estimates.

The Resource Plans and Financial Tables section on pages 12-15 contains detailed expenditures and revenues by business line/activity for the planning period that support the information in this section. Supplementary financial and human resource information is also included in Section IV.

### A. Summary of Departmental Plans

#### Priorities for the period from 1997-98 to 1999-2000

---

Change will remain a theme throughout the planning period as CIC continues to work toward achieving the long-term policy commitments made in the 1994 Strategic Framework, *Into the 21<sup>st</sup> Century*, and to change the way CIC works so that it meets its clients' needs better.

**Immigration Levels:** After consultations with the provinces and other interested parties, the immigration levels were announced in Parliament in November 1996 for the 1997 calendar year (refer to Section IV -- subsection 1.1 for more detail on immigration levels).

**Selecting Skilled Workers:** Promotion and recruitment strategies, along with good service to clients, will help Canada attract well-trained immigrants with the skills to perform in today's economy. New selection criteria, originally scheduled for 1995-96, have been delayed while the Department examines complex issues related to implementation of selection standards.

**Family Class Sponsorship:** To strengthen family immigration, the government will implement a multi-phased strategy of sponsorship initiatives which will promote the acceptance of the obligations of sponsorship through administrative and regulatory measures. The strategy continues to be refined with input from community groups, national NGOs and the provinces.



**Promoting Citizenship:** The Department will promote citizenship primarily through established annual events, such as National Citizenship Week, and through the celebration of the 50<sup>th</sup> Anniversary of Canadian citizenship in 1997.

**Delivering Settlement Programs:** Under Settlement Renewal, CIC is seeking to transfer responsibility for the administration and delivery of settlement services and funds to new partners. Two rounds of stakeholder consultations on Settlement Renewal have been held. Until agreements with provincial partners are in place, CIC continues to manage and deliver current programs.

**Enforcement:** CIC will vigorously pursue improvements in enforcement programs and practices to ensure that migration to Canada does not pose an unacceptable risk to the security and health of Canadians, and does not threaten the integrity of Canadian institutions.

**Refugees:** A number of initiatives will enhance CIC's policies and programs to assist refugees and others in need of our protection, both at home and abroad.

**Improving Program Delivery:** CIC is seeking to improve services and reduce costs through its many restructuring and renewal initiatives. CIC is directing the implementation of several major initiatives, most notably: establishing integrated Call Centres; changing how the Department develops, distributes and handles applications; improving medical assessment procedures; and implementing a computer processing system for citizenship activities.

**Reconfiguring the Delivery Network Abroad:** The overseas delivery network will be further rationalized to improve efficiency while preserving program integrity. The second phase of Reconfiguration IV of the overseas delivery network is planned for 1997-98 to enhance the regional program centre-satellite model and reduce operating costs.

## **B. Departmental Overview**

### **Roles and Responsibilities**

Citizenship and Immigration Canada (CIC) develops immigration policy, manages immigration levels and, with other federal departments, facilitates and controls the entry of immigrants, refugees and visitors to Canada. By cooperating with other levels of government and with non-governmental and intergovernmental organizations, CIC helps newcomers settle in and adapt to Canada. CIC supports Canada's humanitarian mission and related international commitments by setting the framework for and managing the government's refugee policy and program. CIC also protects the health and safety of Canadians and the security of Canada by apprehending and removing individuals who are not entitled to enter or remain in Canada.

CIC develops citizenship policy, including eligibility and knowledge criteria, grants Canadian citizenship, provides Canadians with proof of citizenship, helps newcomers and ethnocultural organizations understand the meaning of Canadian citizenship, and promotes citizenship as a symbol and expression of the rights and responsibilities of membership in the Canadian community.

### **Mandate**

On June 23, 1994, the *Department of Citizenship and Immigration Act* established the Department of Citizenship and Immigration (Citizenship and Immigration Canada, or CIC) under the Minister of Citizenship and Immigration. The Minister's powers, duties and functions cover all citizenship and immigration matters over which Parliament has jurisdiction. Under section 95 of the *Constitution Act* of 1867, Parliament and the provincial legislatures concurrently exercise legislative authority over immigration, federal legislation being paramount in situations of conflict. Section 91 (25) also gives the federal government exclusive jurisdiction over "naturalization and aliens." Parliament has enacted the *Citizenship Act* and the *Immigration Act*, for which CIC is responsible. CIC is also responsible for administering the subordinate legislation enacted under the *Citizenship Act* and the *Immigration Act*, including the *Citizenship Regulations*, 1993, and the *Immigration Regulations*, 1978.

### **Program Objective and Priorities**

The objective of the Program is to ensure that the movement of people into Canada and membership in Canadian society contribute to Canada's social and economic interests and the protection of the health and safety of Canadians, and that citizenship, immigration, refugee and visitor policies and programs are managed consistent with Canada's domestic needs and capacities, and international commitments and responsibilities.

The first phase of the government-wide Program Review confirmed the core functions of the Citizenship and Immigration Program: selection of immigrants, enforcement of the law, integration of newcomers and refugee protection. Consultations in 1994 clarified public expectations in each of these areas and led to the Strategic Framework *Into the 21<sup>st</sup> Century*, which was tabled in Parliament in November 1994. The Strategic Framework provides the overall direction for CIC's program and policy development over the next five to ten years.

## Mission

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

- ! deriving maximum benefit from the global movement of people;*
- ! managing access to Canada;*
- ! defining membership in Canadian society; and*
- ! protecting refugees at home and abroad.*

**Organization and Program Composition:** CIC's organization is structured around its mission and core service lines. The Deputy Minister and the Associate Deputy Minister report to the Minister of Citizenship and Immigration. The Deputy Minister and Associate Deputy Minister are supported by three Assistant Deputy Ministers responsible for Operations, Partnerships and Policy. Each branch and regional Director General reports directly to the Deputy Minister, as described below (Section IV -- subsection 2.1 -- shows the organization structure and associated resources):

**Service Line Management** is responsible for policy development, program design and direction of CIC's four service lines, with branches for Selection, Integration, Refugees and Enforcement.

**Program Delivery** is responsible for delivering CIC's programs. It comprises six geographic branches (International Region and the five Regions in Canada) and the Departmental Delivery Network, which manages centralized delivery services. Program operations are highly decentralized. Of the 3,771 full-time equivalent (FTE) employees for 1997-98, approximately 2,704 will be located regionally and 211 in missions abroad.

**Departmental Support** provides strategic direction and support to the Minister, Deputy Minister, other branches at national and regional headquarters, and the field. It includes: Ministerial and Executive Services; Public Affairs; Case Management; Legal Services; Strategic Policy, Planning and Research; Information Management and Technologies; Finance and Administration; and Human Resources branches.

CIC is responsible for all policy direction and delivery of the Program abroad, including locally engaged immigration staff, while the Department of Foreign Affairs and International Trade (DFAIT) coordinates foreign policy implications and manages fenced resources for locally engaged immigration staff and specific common services.

The current business line structure of the Citizenship and Immigration Program is as follows:

<b>Business Lines/Activities</b>	<b>Business Line Components/Sub-activities</b>
Citizenship Registration and Promotion	Citizenship Registration and Promotion
In-Canada Service	Port-of-Entry Control Selection and Inland Control Enforcement Management
Settlement	Settlement Management
International Service	International Operations Health Programs Program Development and Coordination Operational Planning and Management
Policy	Policy
Corporate Services	Departmental Affairs Planning and Review Finance Human Resources Informatics Administration Public Affairs

## **Environment and Planning Perspective**

Globalization and mass migration are pronounced features of the late 20<sup>th</sup> century. More people are fleeing ethnic, national and religious conflict, while others seek to escape over-population, environmental deterioration and economic collapse. The United Nations estimates that more than 30 million refugees and displaced persons are on the move world-wide. Many of those people move within their own region; others move half-way around the world to places like Canada. Global migration also increases the risk of international terrorism, organized crime and the potential spread of infectious or contagious diseases.

Canada, along with the United States, Australia and New Zealand, is a major immigrant-receiving country. People immigrate to Canada for many reasons; among them are Canada's quality of life and place in the international community; the importance of community and individual rights and responsibilities to Canada; and Canada's commitment to democracy, equality, diversity, compassion and the rule of law.

Canada's growing diversity is an advantage in the globalized economy: it fosters trade connections that strengthen Canada's commercial links with overseas economies and the global market. CIC seeks to help immigrants adapt and integrate socially and economically into Canadian society. Public acceptance of newcomers is partly determined by CIC's success in these tasks.

Globalization and mass migration present significant challenges and opportunities for Canada. CIC seeks to minimize the negative effects of globalization, maximize its benefits, and support Canada's international interests and objectives, including meeting our international humanitarian and refugee obligations. However, the Department must also deliver increasingly complex programs with fewer resources while sustaining its integrity and commitment to client service.

The reduction of human and financial resources increases the need for cooperation between governments and the private and non-profit sectors to combine efforts and avoid duplication of effort, and to achieve common goals. The ability of governments to cooperate will depend, in part, on their willingness to accommodate regional needs and differences.

**Resource Plans and Financial Tables**

Approved spending levels reflect a 6.5% reduction in spending for 1997-98, primarily because short-term funding for investment in technology was terminated.

**Spending Authorities for 1997-98 -- Part II of the Estimates**

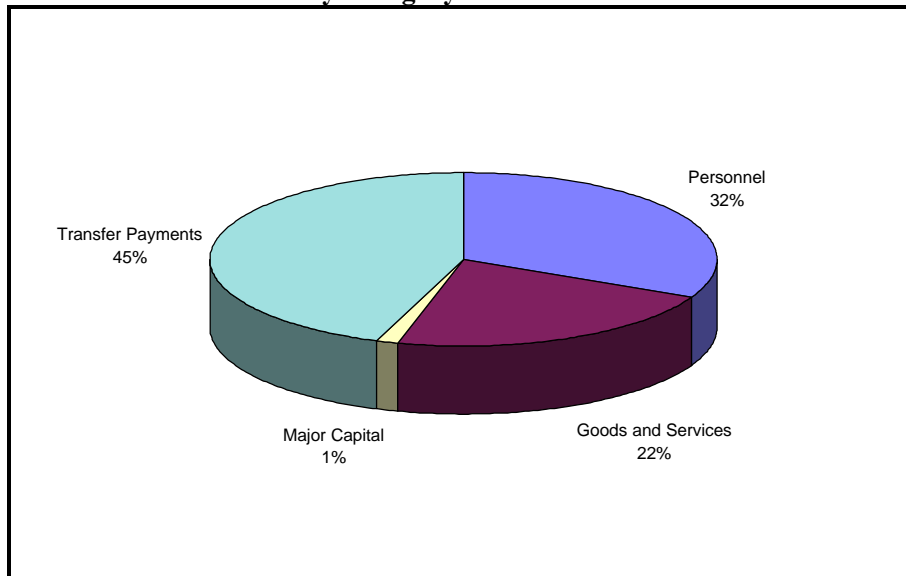
**Financial Requirements by Authority**

Vote	(thousands of dollars)	1997-98 Main Estimates	1996-97 Main Estimates
<b>Citizenship and Immigration Program</b>			
1	Operating expenditures	284,353	315,544
5	Capital expenditures	7,500	14,554
10	Grants and contributions	256,235	256,235
(S)	Salary and motor car allowance	49	49
(S)	Contributions to employee benefit plans	27,032	28,619
<b>Total Program</b>		<b>575,169</b>	<b>615,001</b>

**Votes -- Wording and Amounts**

Vote	(dollars)	1997-98 Main Estimates
<b>Citizenship and Immigration Program</b>		
1	Operating expenditures	284,353,000
5	Capital expenditures	7,500,000
10	Grants listed in the Estimates and contributions	256,235,000

**1997-98 Main Estimates by Category**



The spending levels for the Program include only those expenditures to be charged to the voted appropriations and statutory payments. Section IV -- subsection 3.6 -- lists services provided without charge by other government departments. These items must also be included when describing the full cost of the Program. The revenues shown comprise CIC user fees, obligations of transportation companies, and interest on the Immigrant Loans Program.

### Net Cost of the Program

(thousands of dollars)	Main	Main	Planned	Planned
	Estimates	Estimates		
	1996-97	1997-98	1998-99	1999-00
Main Estimates	615,001	575,169	574,585	575,458
Revenue credited to the Consolidated Revenue Fund	(333,592)	(363,730)	(363,730)	(363,730)
Estimated cost of services from other government departments	154,650	151,913	152,090	152,107
<b>Net Cost of the Program</b>	<b>436,059</b>	<b>363,352</b>	<b>362,945</b>	<b>363,835</b>

### Comparative Financial Plans by Business Line

The following table provides details on the allocations of 1997-98 Main Estimates by business line and by type of expenditure. Comparable information on 1996-97 Main Estimates is also provided.

### Net Cost of the Program by Business Line

(thousands of dollars)	1997-98 Main Estimates				1996-97
	Budgetary				
Business Lines	Operating	Capital	Transfer payments	Total	Estimates
Citizenship Registration and Promotion	33,609	--	--	33,609	32,318
In-Canada Service	150,437	--	--	150,437	164,785
Settlement	14,520	--	256,235	270,755	271,702
International Service	61,685	--	--	61,685	60,629
Policy	6,541	--	--	6,541	7,469
Corporate Services	44,642	7,500	--	52,142	78,098
	<b>311,434</b>	<b>7,500</b>	<b>256,235</b>	<b>575,169</b>	<b>615,001</b>
Estimated cost of services from other government departments				151,913	154,650
Revenue credited to the Consolidated Revenue Fund				(363,730)	(333,592)
<b>Net Cost of the Program</b>				<b>363,352</b>	<b>436,059</b>

The following table provides a three-year plan and identifies the planned resource requirements for the period from 1996-97 to 1999-2000.

**Appropriated Planned Spending by Business Line and by Sub-activities**

(thousands of dollars)	Main Estimates 1996-97	Main Estimates 1997-98	Planned 1998-99	Planned 1999-00
<b>Sub-Activities/Service Lines</b>				
<b>Citizenship Registration and Promotion</b>	32,318	<b>33,609</b>	34,771	34,813
<b>In-Canada Service</b>				
Port-of-Entry Control	24,189	<b>24,834</b>	24,878	24,903
Selection and Inland Control	25,023	<b>23,843</b>	23,885	23,909
Enforcement	56,282	<b>58,940</b>	59,044	59,102
Management	59,291	<b>42,820</b>	42,895	42,937
	<b>164,785</b>	<b>150,437</b>	<b>150,702</b>	<b>150,851</b>
<b>Settlement</b>				
Settlement	268,003	<b>269,973</b>	269,988	269,996
Management	3,699	<b>782</b>	782	782
	<b>271,702</b>	<b>270,755</b>	<b>270,770</b>	<b>270,778</b>
<b>International Service</b>				
International Operations	24,684	<b>25,364</b>	25,450	25,642
Health Programs	28,829	<b>29,007</b>	26,654	26,855
Program Development and Coordination	2,524	<b>2,594</b>	2,603	2,623
Operational Planning and Management	4,592	<b>4,720</b>	4,736	4,772
	<b>60,629</b>	<b>61,685</b>	<b>59,443</b>	<b>59,892</b>
<b>Policy</b>	7,469	<b>6,541</b>	6,387	6,427
<b>Corporate Services</b>				
Departmental Affairs <sup>1</sup>	7,646	<b>9,556</b>	9,624	9,658
Planning and Review	2,697	<b>1,313</b>	1,322	1,327
Finance	3,167	<b>2,595</b>	2,641	2,664
Human Resources	6,509	<b>5,508</b>	5,547	5,567
Informatics	44,756	<b>24,872</b>	25,021	25,096
Administration	5,499	<b>4,839</b>	4,873	4,890
Public Affairs <sup>1</sup>	7,824	<b>3,459</b>	3,484	3,495
	<b>78,098</b>	<b>52,142</b>	<b>52,512</b>	<b>52,697</b>
<b>Total Department</b>	<b>615,001</b>	<b>575,169</b>	<b>574,585</b>	<b>575,458</b>

1. At the departmental level, the financial requirements over the planning period are lower than the 1996-97 Main Estimates. There are some changes at the business line / sub-activity level, however, and these are primarily explained by a realignment of resources and associated responsibilities in the context of reorganization.



Planned spending levels set out in the previous table represent gross program costs. However, the Program generates significant revenues from the following sources: cost-recovery and processing fees, obligations of transportation companies, interest on the Immigrant Loans Program, and Right of Landing and Right of Citizenship fees.

**Planned Revenue by Business Line/Activity**

(thousands of dollars)	Main Estimates 1996-97	Main Estimates 1997-98	Planned 1998-99	Planned 1999-00
<b>Business Lines/Activities</b>				
<b>Citizenship Registration and Promotion</b>				
Citizenship cost-recovery fees	28,270	29,975	29,975	29,975
Right of Citizenship fees	19,090	20,335	20,335	20,335
	<b>47,360</b>	<b>50,310</b>	<b>50,310</b>	<b>50,310</b>
<b>In-Canada Service</b>				
Immigration cost-recovery fees	60,835	48,493	48,493	48,493
Right of Landing fees	76,865	65,677	65,677	65,677
Obligations of transportation companies	2,250	5,000	5,000	5,000
	<b>139,950</b>	<b>119,170</b>	<b>119,170</b>	<b>119,170</b>
<b>Settlement</b>				
Interest on the Immigrant Loans Program	182	180	180	180
<b>International Service</b>				
Immigration cost-recovery fees	86,117	115,078	115,078	115,078
Right of Landing fees	59,983	78,992	78,992	78,992
	<b>146,100</b>	<b>194,070</b>	<b>194,070</b>	<b>194,070</b>
<b>TOTAL REVENUE</b>	<b>333,592</b>	<b>363,730</b>	<b>363,730</b>	<b>363,730</b>

Although total revenues are expected to remain relatively stable over the next three years, gross revenues as a share of program expenditures should increase. Revenues represent 54% of planned program expenditures for 1996-97 and will rise to 63% in 1998-99. This proportional change is consistent with the approach of shifting program costs from the general taxpayer to the direct beneficiaries.

## **C. Details by Business Line**

### **1. Citizenship Registration and Promotion**

#### **Objectives**

The objectives of the Citizenship Registration and Promotion business line are to provide services to the public for the acquisition and proof of Canadian citizenship and other services mandated by the *Citizenship Act* and Regulations, and to educate potential new Canadians on the responsibilities and privileges of Canadian citizenship.

#### **Description**

The Citizenship Registration and Promotion business line provides operational policy and program direction on all citizenship matters. It administers and interprets citizenship legislation and participates in community outreach functions to educate clients and the public about citizenship. Services are delivered by local offices serving major centres and outlying communities. These offices assess applications for citizenship grants, proofs and searches; grant citizenship to landed immigrants in Canada; conduct ceremonies to swear in new Canadians; present citizenship certificates; and respond to inquiries from the public.

#### **Operating Context**

Citizenship services are delivered through citizenship offices and a Case Processing Centre in Sydney, Nova Scotia. Citizenship Registration and Promotion currently operates from a headquarters in Ottawa and 31 offices across the country. To reduce departmental infrastructure costs, 21 local citizenship offices have been co-located with Canada Immigration Centres. The other 10 deal exclusively with citizenship services.

#### **Key Initiatives**

**Omnibus Bill (C-49):** Bill C-49 proposes a more streamlined process in which many decisions on citizenship applications that were previously made by citizenship judges will now be made by departmental employees. This change will allow applications to be processed more efficiently and will improve service to clients.

**Promotion:** The Department will promote citizenship primarily through established annual events, such as National Citizenship Week, and through the celebration of the 50<sup>th</sup> Anniversary (1947-1997) of Canadian citizenship, beginning in January 1997. New initiatives with both the public and private sectors will be developed to extend activities across the country. The anniversary celebrations will include special citizenship ceremonies and a special Canada Day program that showcases citizenship.

**Service Standards:** In consultation with key partners and clients, service standards will be developed in 1997-98. Service standards will help clients understand our services and help us improve the timeliness of our services. Service standards will also help management identify problems and their causes, and resolve issues as they arise.

**Quality Assurance Program:** This program will be developed and implemented in 1997-98. It will serve two purposes: first, to check the quality of decision-making at the Case Processing Centre and at local offices and, second, to verify the reliability of information provided by clients. This program is designed to provide an objective basis for determining how well the legislation is observed and will ensure the integrity of the *Citizenship Act*.

### **Change Management Issues**

Citizenship renewal, part of the Department's business process re-engineering, aims to streamline and modernize the processing of citizenship applications, and improve client access. Changes include the introduction of mail-in service for all clients, simplified application forms, new technology and standardized written tests. The change from face-to-face application-taking to mail-in processing has improved client service by eliminating the requirement to meet with an officer before filing a citizenship application.

Citizenship renewal will increase consistency of decision-making, and reduce costs and cycle times. Once all renewal initiatives have been completed and the bottlenecks corrected, processing time should continue to decrease. As Citizenship renewal initiatives will continue to affect employees, training will continue to be a priority.

### **Business Line Results Expectations**

Once the key initiatives have been fully implemented, service to clients will continue to improve because they will be able to access services more easily. These initiatives will also ensure a more efficient citizenship process that costs less and protects the integrity of the *Citizenship Act*. Processing times for citizenship applications are expected to continue to improve with the renewal initiatives. CIC will continue to strive to improve client service by modifying processes.

## **2. In-Canada Service**

### **Objective**

The objective of the In-Canada Service business line is to manage and deliver Canada's immigration programs at border and inland points of service.

### **Description**

In-Canada Service performs detailed secondary immigration examination of persons seeking to enter Canada, immigrant and visitor services, case presentation and litigation, and business immigration services. It also operates the case processing centres at Vegreville, Alberta, and Mississauga, Ontario. In-Canada Service plays a lead role in enforcement and interdiction, controlling illegal migration (through investigation, detention and removal), and managing sensitive cases.

### **Operating Context**

The Department has extensively streamlined its in-Canada program delivery system. The move to centralized processing has reduced the number of points of service and co-located many citizenship offices with immigration offices. An improved mail-in application kit that emphasizes client responsibility to provide full, accurate information has been designed, developed and distributed. Building on experience in the former telecentre network, CIC will continue to assess and improve call centre service for both citizenship and immigration clients. Call centres support the increase in client responsibility to provide sufficient information to permit an application to be processed promptly.

The Canadian public is anxious about individuals who violate and abuse the immigration legislation. Safety and security are crucially important to Canadian society. Many Canadians believe that criminal activity is very high among immigrants, visitors and illegal immigrants; in fact, among the foreign-born, criminality (indicated by incarceration rates) is lower than among the Canadian-born.

The enforcement of Canada's immigration laws comes under CIC's In-Canada Service business line. Enforcement aims to protect the health, security and well-being of Canadian society. This is accomplished by preventing the admission of unacceptable persons and by detecting and removing persons who are illegally in Canada.

## Key Initiatives

**Strengthening Family Sponsorship:** The government, committed to strengthening family immigration, announced a strategy of sponsorship initiatives in December 1995 that included improving the criteria for sponsorship. The strategy involves establishing closer relationships with provinces and municipalities for exchanging sponsorship information and promoting the acceptance of the obligations of sponsorship through administrative and regulatory measures. The strategy, a multi-phase endeavour over the next two years, continues to be developed and refined with input from community groups, national NGOs and the provinces.

**Skilled Workers:** Working with other government departments and interested partners, CIC will improve the temporary foreign worker policy to ease the movement of skilled workers across borders. On this issue, CIC is working closely with other countries on a bilateral basis to include spousal employment benefits in discussions. Another initiative to help immigrants work at their full potential is the federal-provincial working group on Access to Trades and Professions, which is examining the accreditation of foreign qualifications.

**Business Immigration:** In anticipation of the implementation of a new Investor Immigration Program in July 1997, the Department must prepare for the transition from the existing program. CIC will develop new business immigrant selection criteria and continue its investor audit and control responsibilities.

**Application Kit Management:** CIC has been piloting an on-demand application kit management system in Canada that is designed to be more cost-effective and more convenient. Because the kits are produced and supplied on demand, CIC no longer needs to maintain costly inventories of kits, and kits can be changed easily. During 1997-98, CIC plans to formalize the pilot partnerships, expand the system to include other business lines, and explore other ways to improve client service and reduce costs.

**Call Centres:** Because it has reduced personal interaction with applicants and closed points of service, CIC has committed itself to setting up call centres to ensure client access to information. Early in 1997-98, 23 telecentres will be consolidated into 3 regional call centres. This will demand a significant investment in staff, training and infrastructure to support the service. Call distribution, training and technical support will be continually adjusted to keep improving service.

**Post-Determination Refugee Claimant in Canada Class (PDRCC) / Deferred Removals Order Class (DROC):** Measures to streamline PDRCC and eliminate DROC will be introduced to take away obstacles to the removal of persons in Canada who have been found not to need Canada's protection. These measures will promote faster decision-making in the reviews available to failed refugee claimants in Canada and reinforce the legal requirement for those failed claimants to leave Canada. The opportunity to seek a review will be maintained for those eligible persons who believe they require special consideration because their personal safety would be at risk if they were removed from Canada.

**Strengthening Port-of-Entry Operations:** The Port-of-Entry redesign initiative comprises several projects to make operations more efficient and effective. The Department is pursuing an improved partnership with Revenue Canada -- Customs and, at airports, with airport authorities for the design and use of port-of-entry facilities. The enhanced relationship will reflect the creation of the Canada Border and Revenue Service Agency. A new Memorandum of Understanding governing immigration examination will be developed with the new agency in mind. At land-border ports of entry, the Department will be working more closely with the United States Immigration and Naturalization Service and the United States Customs Service.

CANPASS is an example of efforts to simplify the procedure for entering Canada for frequent low-risk travellers. Returning Canadians who frequently travel outside Canada on business or vacation and U.S. visitors and business travellers will be processed more quickly at ports of entry. This will allow for more detailed examination of higher-risk traffic.

**Enhancing Port-of-Entry and Detention and Removals Operations:** In 1997-98, CIC will continue implementing changes recommended in recent reports on port-of-entry and detention and removal operations. The port-of-entry report focussed on measures required to minimize the risk of fraud or abuse in the immigration control system at ports of entry. The detention and removals report examined the operating environment and procedures, and suggested ways to improve client service while containing or reducing costs.

**Integrated Enforcement Process (IEP):** The objective of IEP is to integrate enforcement service delivery and increase accountability. Enforcement teams will include officers experienced in investigation, removal, escort and hearings. By integrating these tasks, the Department will reduce hand-offs and file reviews, reduce processing times, increase officer commitment, and cut costs for detention reviews and removals. In 1997-98, IEP is planned for implementation in Montreal and Vancouver.

**Information Technology -- Enforcement Case Management System (ECMS):** As part of the CIC Systems Modernization initiative, Release I of ECMS is scheduled for key enforcement offices in British Columbia (summer 1997), Quebec (fall 1997) and Ontario (winter 1998). Release II of ECMS is scheduled for spring 1998. ECMS will integrate all activities associated with enforcement at home and abroad, and give each client a single file that enforcement officers can access easily. The ECMS will feature: electronically captured client photos and identity documents; access to client files from all CIC offices; the capacity to update files throughout the client continuum; and comprehensive, flexible case management and tracking.

### **Change Management Issues**

In-Canada Service increasingly relies on partnerships with other government departments at all levels in Canada and the United States, and with partners outside government, such as airlines and other businesses.

Although CIC will begin to realize the benefits of re-engineering and restructuring in 1997-98, it must also handle challenges arising from centralized processing, increased client responsibility for completeness and accuracy of applications, and increased decision-making authority of staff. Staff will have had only one year of working in a leaner, more focused organization. Greater emphasis on teamwork, innovation and communication will increase the effectiveness of the work environment. The identification and assessment of risk from either a port-of-entry or inland perspective will become an integral part of operations.

### **Business Line Results Expectations**

CIC works closely with the non-governmental refugee sponsoring community to address the policy and operational aspects of private sponsorship. In October 1996, the NGO--Government Committee on the Private Sponsorship of Refugees finished drafting a new Sponsorship Agreement to replace the current Master Agreement. Applications for Agreements were sent to all Master Agreement Holders and other interested organizations. Workshops are being planned for a few key locations to inform prospective sponsors of the responsibilities of refugee sponsorship. All current Agreements will expire on April 30, 1997, and it is expected that, by May 1, 1997, several agreements will have been signed with refugee sponsoring corporations.

With the changes expected from the key initiatives, the Department expects to reach the targets of the 1997 Immigration Levels Plan. As well, the efficiency and effectiveness of investigations will improve with consistent application of policies and precedents across Canada based on best-practices initiatives.

In-Canada Service projects 20,000 investigations will be undertaken in 1997-98, which represents a decrease of approximately 9% from the 1996-97 forecast. The projected number of removals from Canada in 1997-98 is 7,000. This number represents an increase of about 40% over the 1996-97 forecast. The removal of foreign criminals from Canada will continue to be a priority. Increased emphasis will be given to the removal of failed refugee claimants who have exhausted all avenues of appeal. The number of secondary examinations for 1997-98 should be in line with the 1996-97 forecast of 3.2 million.

### **3. Settlement**

#### **Objective**

In partnership with all levels of government, community organizations, service providers, newcomers and Canadian citizens, the objective of the Settlement business line is to help immigrants become participating, contributing members of Canadian society and to promote acceptance of immigrants by Canadians.

#### **Description**

Settlement assists in the adaptation, settlement and integration of recently arrived permanent residents -- immigrants and refugees -- to achieve their early participation in Canadian society.

The Settlement business line is responsible for a non-budgetary item, the Immigrant Loans Program, which has a ceiling of \$110 million.

#### **Operating Context**

The contribution funds are delivered through a network of regional and local offices, with program and policy direction provided by the Settlement business line. Under the Settlement renewal initiative, CIC is reviewing options for the best way to administer and deliver federally funded immigrant settlement services.

#### **Key Initiatives**

**Settlement Renewal:** Work will be done in 1997-98 to identify indicators of integration and corresponding results measures. Until agreements are in place with provincial partners, the Settlement business line will continue to manage and deliver current programs.

**Canadian Language Benchmarks:** CIC will develop assessment tools to support its integration activities in partnership with other levels of government and with stakeholders in education-related initiatives.

#### **Change Management Issues**

If changes are made to the means by which federally funded immigration settlement services are delivered, staff will be affected through staff reductions, transfers to partners, and training.

#### **Business Line Results Expectations**

Transfer of responsibilities and funds to partners would reduce the overlap and duplication among settlement services offered by various levels of government and would introduce local flexibility in the setting of priorities.



#### 4. International Service

##### Objective

The objective of the International Service business line is to deliver Canada's immigration programs at Canadian missions abroad. This includes immigrant selection, non-immigrant processing, immigration health services, reporting and liaison, and control and interdiction. International Service plays a lead role in international migration and refugee issues and in the coordination of the Department's international activities, particularly with respect to relations with the Department of Foreign Affairs and International Trade (DFAIT), other countries and multilateral organizations.

##### Operating Context

To help meet expenditure reduction targets, CIC is rationalizing its overseas delivery network. This reorganization initiative, which is called Reconfiguration IV, not only enables the Department to reduce the cost of operations, but also prepares for heavier workloads, primarily in Asia. After Reconfiguration IV, the overseas network will comprise four geographic divisions -- Africa and Middle East, Asia Pacific, Europe, and Western Hemisphere -- with 79 points of service, including regional program centres (RPCs), full-service centres (FSCs), specialized offices and offices where DFAIT locally engaged staff (LES) handle immigration work.

International Service is also a world leader in developing interdiction strategies against illegal migration. Interdiction consists of activities to prevent the illegal movement of people to Canada, including application of visa requirements, airline training and liaison, systems development, intelligence-sharing with other agencies, and specific interdiction operations. CIC has also developed an Immigration Control Officer (ICO) network dedicated to the control function. The Canadian network is helping other countries develop similar networks.

##### Key Initiatives

**Reconfiguration IV (Phase II) of the overseas network:** The second phase of Reconfiguration IV is planned for 1997-98. The Department will continue improving the network of offices abroad based on a review of reconfiguration to date (refer to pages 46-47 of Section III on Departmental Performance for a description of Reconfiguration IV -- Phase I). The continuing development of operating procedures between RPCs and satellite offices will be a priority. This phase should reduce the CIC complement at overseas missions to 211 Canada-based officers (CBOs) (41 fewer than in June 1995) and 926 LES (28 fewer than in June 1995). Phase I has already reduced the number of CBOs to 211 and LES to 937; Phase II, beginning in the summer of 1997, will further reduce the LES to 926.

**Full Implementation of the New Immigrant Application Processing System (NIAPS):** This system will be implemented on April 1, 1997. Its major change from the current system is that, when applicants for permanent residence first apply, they must now provide as much of the documentation required to support their application as they can. This change will streamline the process and give staff at missions abroad the information they need to make decisions more quickly. All operational staff will be trained in the processes. This redesign is not linked to the setting of immigration levels.

**Medical Reconfiguration:** In 1997-98, processes for medical assessments performed by CIC partners will incorporate the lessons learned in pilots done in 1996-97. As a result, immigrant and non-immigrant medical examinations should be processed more quickly and cost less.

**Interim Federal Health Program:** This program grants emergency and essential health care coverage to refugees and refugee claimants in Canada as long as they are ineligible for provincial insurance and unable to provide for their medical needs. Program efficiency improvements planned for 1997-98 include the development of an information system for health care providers that will permit verification of client eligibility as well as electronic invoicing and payment.

**Resettlement from Abroad Class (RAC):** CIC is proposing to introduce this class in 1997. It will apply strictly to people identified overseas as requiring humanitarian consideration. Under RAC, the selection of Convention Refugees will continue as in the past. RAC will also introduce the Asylum Country category and the Source Country category, in which eligibility for selection will be based on more universal criteria and will apply to individuals in refugee-like situations, such as people seriously and personally affected by armed conflict for whom no durable solution is likely to be found within a reasonable period of time. The Asylum Country category will apply to all such people who are outside their country of habitual residence. The Source Country category will apply to such people who are in their country of habitual residence, and will apply to a list of countries. Overseas resettlement will be easier to manage because this system will not require implementation of new regulations for each humanitarian intervention Canada wishes to make, and will allow Canadians and Permanent Residents to offer more effective help to people for whom resettlement is the best response to their humanitarian needs.

**Preventing Illegal Migration:** The most effective approach to preventing illegal migration is to facilitate and sustain freedom of movement while developing coherent policies (both national and international) to prevent criminal activity that erodes the integrity of border control systems. Facilitation and control must be combined if we are to work with our partners and respond to changing global realities. Increasingly, bilateral and multilateral initiatives will target illegal migration that affects all countries. The Department will develop policies to deal with current and future problems. In this new environment, people will be able to move more quickly because it will be possible to use only limited controls at both ends of their journey. Risk management will be handled largely with electronic processing.

### **Change Management Issues**

The redesign of the overseas delivery network and the immigration process will continue to rationalize the network. To centralize resources, some diplomatic missions will be designated as offices where immigration applications may be made or assessed. The network may be further refined in response to new operational issues and to issues identified by DFAIT.

### **Business Line Results Expectation**

CIC expects to continue to refine its overseas network and processes to improve delivery of Canada's immigration programs at missions abroad as these relate to immigrant selection, non-immigrant processing, immigration health services, and reporting, liaison, control and interdiction operations.

## **5. Policy**

### **Objectives**

The objectives of the Policy business line are to provide corporate leadership in developing, recommending and monitoring the implementation of policy frameworks that identify critical policy issues, and articulate strategic legislative, policy and program initiatives related to citizenship, immigration and refugee affairs.

### **Description**

The Policy business line develops the policy agenda for CIC, assesses the domestic and international environments, anticipates emerging issues and offers timely policy advice and leadership, develops policy proposals with respect to major issues and legal and institutional frameworks domestically and internationally, provides the Minister, Deputy Minister and senior departmental managers with timely policy advice, and supports the departmental executive team in the establishment of a strategic policy agenda.

### **Operating Context**

Globalization and mass migration have become pronounced features of the late 20<sup>th</sup> century. Easier international travel and developments in communication are positive reasons for this change. Other factors, such as overpopulation, crowded and unsafe cities, human rights abuses, and increased political, ethnic and religious conflict, force people to move. CIC must balance the benefits of international migration with the risks; Canadians expect CIC to develop policies that attract the people Canada wants while keeping out the people who would break our laws and exploit Canada's people and resources.

CIC's policy development process strives to:

- ! support the government-wide policy agenda for job creation and economic growth, strengthening Canada's social union, and improving the federation;
- ! promote membership in Canadian society by maintaining a federal role in decentralized delivery of settlement and integration services;
- ! enhance recognition of the value of Canadian citizenship;
- ! weigh humanitarian considerations;
- ! continue to give priority to economic and family-class immigrants; and,
- ! protect Canada from terrorism and organized crime.

To achieve these objectives, CIC is building partnerships with other departments, provincial governments, the private and non-profit sectors, international agencies, and other countries.

## **Key Initiatives**

**Immigration Levels:** After consultations with provinces and other interested parties, the Minister of Citizenship and Immigration will table the 1998 Immigration Levels Plan.

**Changes to Selection Criteria:** CIC will continue policy development on new selection criteria for skilled workers, a redesigned business immigration program, and further negotiations on provincial nominees.

**Immigration Consultants:** CIC has committed to develop a strategy, in consultation with the provinces and other stakeholders, to address the activities of unscrupulous immigration consultants.

**Federal-Provincial Agreements:** The Canada-Québec Accord continues to serve as an excellent example of a highly effective agreement. CIC and the Government of Québec hold regular consultations stemming from this accord. CIC is encouraging all provinces to negotiate more comprehensive agreements. An agreement with Manitoba was signed in October 1996 and discussions with Alberta and Saskatchewan on revised agreements are under way. British Columbia, New Brunswick and Prince Edward Island have indicated interest in discussing new agreements. Negotiations with Ontario regarding an agreement have been suspended since the 1995 provincial election, but it is hoped that negotiations will resume in 1997-98.

**Enhanced Research Capacity:** Canada will continue to take the lead in the Metropolis Project, a cooperative, international research initiative to stimulate multidisciplinary research on the effects on urban centres of international migration. To support policy and program development, the Department will invest in other research projects on links between immigration and labour market results, such as a longitudinal survey of about 5,000 immigrants to Canada that will follow their integration progress over four years.

**Refugees Without Identity Documents:** The Undocumented Convention Refugees in Canada Class will be implemented to allow for the grant of permanent residence to refugees from certain specified countries (initially, Somalia and Afghanistan) who cannot, because of extreme turmoil and the breakdown of central authority in their countries, obtain satisfactory identity documents for that purpose. Applicants will be required to wait five years after the Convention Refugee division of the IRB has determined that they have a well-founded fear of persecution. This waiting period will allow these refugees to show that they respect the laws and norms of Canadian society. An assessment of their conduct in Canada will be a reasonable substitute for the background checks normally conducted on immigrants. As the situation in a country can change, a sunset clause has been introduced. The Regulations would therefore no longer apply to citizens of Somalia and Afghanistan two years after they come into effect, unless extended by the Governor in Council.

**Immigration Legislative Review:** A comprehensive review of Immigration legislation and policies will take place throughout 1997. The review will examine and re-evaluate current immigration legislation, building on the 1994 Strategic Framework.

## **Change Management Issues**

Public consultations in 1994 renewed awareness of public expectations for CIC's program. Provincial governments are becoming much more involved in immigration. Municipalities, NGOs and community groups are also showing increased interest in CIC activities. Serving the public interest requires consultative, open, collaborative policy-making.

CIC's policy issues are related to issues facing other departments and agencies, other levels of government in Canada, and the international community. Because horizontal, cooperative approaches best serve the public interest, CIC is:

- ! improving its coordination of policy development within the Department;
- ! analyzing proposals from other government departments and agencies to assess their relationship to issues faced by CIC;
- ! consulting provinces and other key stakeholders and partners; and
- ! seeking multilateral solutions to international migratory pressures.

## **Business Line Results Expectation**

CIC is enhancing its research and policy development capacity. The legislative review and improved horizontal approaches to policy development will allow CIC to formulate effective, efficient legislative proposals and policy issue strategies.

## 6. Corporate Services

### Objective

The objective of the Corporate Services business line is to provide management direction, coordination and central administrative services to the Department so that it can carry out its mission. Components of this business line include: Departmental Affairs, Planning and Review, Finance, Human Resources, Informatics, Administration, and Public Affairs.

### Operating Context

Governments are downsizing and streamlining to provide better service at lower cost. CIC must deliver increasingly complex programs with fewer resources without compromising its mission. The effective deployment and use of information technology is essential both for providing better service and more information to the Department's clients, and for supporting streamlined administrative and decision- and policy-making processes in the Department.

The Department must develop a new Planning, Reporting and Accountability Structure as part of the government-wide initiative to improve reporting to Parliament. The structure will emphasize results-based management and reporting. The government is also committed to simplifying the job classification system in the Public Service by replacing it with a new Universal Classification System. The Financial Information Strategy (FIS) aims to provide better financial information to decision-makers by following a private sector model of accounting. The FIS requires CIC to modernize its financial management system. Corporate Services will continue working toward implementing these government-wide initiatives.

### Key Initiatives

**Systems Modernization:** CIC is designing and implementing, over five years, a modern departmental information management and information technology infrastructure at an estimated cost of \$100 million. This infrastructure will support the new automated systems intended to streamline operations and service delivery. In 1997-98 and 1998-99, the focus will be on installing several customized software systems to automate many of the Department's key business processes, training departmental staff in the use of the new systems, and installing hardware and software to manage the infrastructure.

**Systems Replacement:** The FIS requires the Department to replace its current financial system by 1999. The new system is one of the government's approved shared systems, and it will integrate and improve procurement and financial processes. It is expected to be in place by 1998-99. A new departmental human resources system, currently being piloted, is scheduled to be used throughout the Department in 1997-98.

**Planning Framework:** The planning process is supported by the new Planning, Reporting and Accountability Structure, which will include the development of Department-wide performance measures to accelerate CIC's move toward results-based management.

**Increased Investment in Staff Training:** Beginning April 1, 1997, domestic regions will train their own staff to increase responsiveness to local training needs. Departmental training priorities for 1997-98 will be new processes and technology, teamwork, and high-quality service.

### **Change Management Issues**

Corporate Services' major challenge will be to manage the effects of continuing change on the Department's workforce while continuing to improve program and service delivery. Human resources management is a key issue that will remain a priority over the coming years. As renewal initiatives change CIC's processes and service-delivery methods, the Department must develop new technology systems and prepare its staff to adapt.

As the Department gradually relies less on face-to-face service, it will become increasingly important to ensure that the information CIC disseminates to clients and staff is clear, concise and well-articulated. Emerging technologies must be used to their greatest potential to draw together the department's domestic and international components. The Internet and the proposed departmental Intranet (which will become operational in 1997) will be more and more important.

### **Business Line Results Expectation**

The outcomes for Corporate Services are associated with the performance of the Citizenship and Immigration Program and will be reflected in the performance measurement strategy and results of all aspects of the Program.

Systems modernization is expected to improve the departmental ability to adapt to changes by establishing automated systems that can be upgraded easily and require less maintenance. In 1999-2000, this initiative will shift from the development and consolidation activities of modernization to the long-term management and stewardship of departmental information and technology assets.

CIC is currently developing a performance measurement strategy; next year's planning document will emphasize performance indicators and targets. This performance measurement strategy will indicate what the Department will use as measurements of success in achieving results. Performance indicators will also be used as the basis of future performance reporting. These indicators will be based on results rather than on the processes used to achieve results.



## Section III Departmental Performance

This section analyzes the results from the performance of departmental programs. The performance measures used are mainly the ones identified in previous Part IIIs. New performance indicators are being developed and will be included in the 1998-99 Part III.

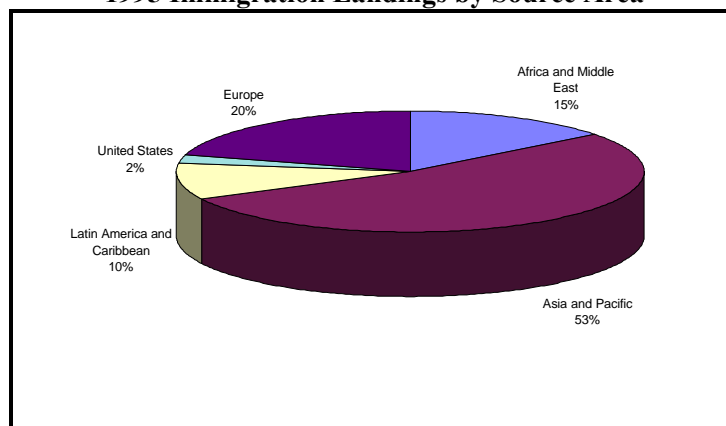
Results are organized by business line in accordance with the Operational Plan Framework. Specific workload performance as it relates to departmental programs is found in the Details by Business Line section.

### A. Summary of Departmental Performance

#### **Highlights of Major Accomplishments in 1995-96**

**Immigration Levels:** The 1995 Immigration Levels Plan forecast between 190,000 and 215,000 immigration arrivals. These immigration and refugee levels were attained (refer to Section IV -- subsection 1.1 for additional details). Actual immigration in 1995 was 212,450. Some 8,130 refugees from abroad were resettled in Canada under government assistance, exceeding the target of 7,300. In 1995, 3,237 privately sponsored refugees arrived in Canada (target range of 2,700 to 3,700). The projected increase in the economic category, expected to be achieved by the year 2000, was achieved in 1995. As a result, economic immigration makes up a larger percentage of total immigration and the percentage of family immigration has decreased.

**1995 Immigration Landings by Source Area**



**Renewed CIC:** CIC's major accomplishment was to design and begin implementing a new structure that will increase the Department's ability to meet its commitments and respond to emerging challenges. During this period of change, particular emphasis was placed on promoting communication between staff and management to help both adjust to the new environment and working culture.

**Citizenship Statistics:** For 1995-96, these include: 219,984 new citizens, 172,854 applications for grant of citizenship, 54,237 applications for proof of citizenship, 26,599 applications for a search of citizenship records, and more than 1 million citizenship inquiries.

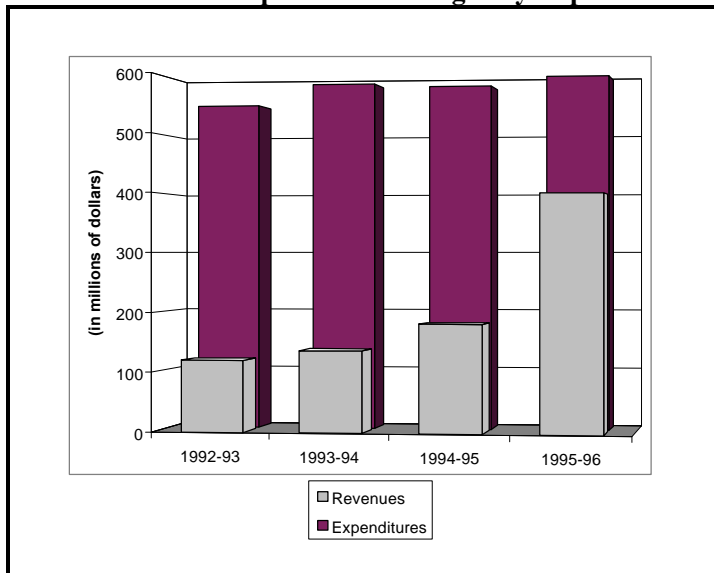
**Enhancing Canadian Citizenship:** Using new procedures, CIC now processes routine citizenship applications more quickly. Written tests to standardize the assessment of applicants' language ability and knowledge of Canada were designed, developed and implemented. This has also reduced service delivery times. Citizenship ceremonies are increasingly being moved from citizenship courts into communities.

**Settlement Renewal:** In October 1995, CIC launched consultations with stakeholders to find new ways to administer and deliver settlement and integration services for newcomers to Canada. About 3,000 people have participated in more than 60 consultations across Canada.

**Fair, Effective Enforcement Strategy:** Bill C-44, which came into force in July 1995, improved CIC's ability to prevent abuse of the refugee determination system and added measures to strengthen CIC enforcement. These include: increased removals of criminals, cooperative information-sharing agreements with the RCMP and other police forces, and a new Immigration Warrant Response Centre to provide information to law enforcement agencies 24 hours a day, 7 days a week.

**Public Outreach:** CIC continued to reach out to clients and potential clients. By March 31, 1996, CIC's World Wide Web site (<http://cicnet.ingenia.com>) received, on average, 100,000 "hits" per week, which indicates that is an important source of information about CIC programs and services for clients in Canada and abroad. Educational materials, such as the *Teacher's Guide* and a video (*Land of Hope*), were created to inform the public about the history of immigration to Canada and the benefits that immigration continues to bring to this country.

### Total Revenues Compared with Budgetary Expenditures



**Program Affordability:** New fees allowed CIC to maintain immigration and citizenship services, including immigrant and refugee settlement, while reducing the overall cost of the Program to the taxpayer. Immigration fees, including the Right of Landing fee, generated \$361 million in 1995-96. Citizenship fees, including the Right of Citizenship fee, generated \$31.8 million.

## **B. Departmental Overview**

### **Key Responsibilities and Objectives**

Since CIC's creation in 1993, several activities and events have helped shape this organization. CIC has focused on its policy and program agenda and on the development of an information technology infrastructure. Program Review I confirmed the Department's core functions: selection, integration, enforcement and refugees. The 1994 Immigration Consultations resulted in renewed awareness of public expectations. A strategic framework, *Into the 21<sup>st</sup> Century*, tabled November 1, 1994, provided overall direction for policy and program development. Business process re-engineering led to significant changes in the delivery of CIC's programs and services.

These factors led the Department to shift its focus in 1995. Priorities were re-examined and implementation timeframes adjusted. As CIC's mandate and role became increasingly clear, so did the need to reorganize to meet emerging challenges, such as reductions required to meet Program Review commitments and invest in modernizing CIC's information technology.

New methods and a new organizational structure meant significant changes for CIC's workforce and established human resources as the Department's key management issue. Throughout this period of rapid change, CIC continued to deliver its programs and services and, in fact, made improvements in many areas.

### **Development of Performance Measures**

The Department recognizes that a performance measurement strategy is needed:

- ! to monitor progress in meeting the strategic goals set out in CIC's mission statement;
- ! to meet the Department's long-term requirements concerning medium- and long-term strategic planning and funding priorities; and
- ! as a general tool for program managers.

CIC is developing comprehensive performance measures through the Planning, Reporting and Accountability Structure to be submitted to Treasury Board in 1997. These indicators, which are not available yet, will form the basis for future reporting.

## Comparative Financial Performance by Business Line

The planned spending levels shown below represent gross program costs. Services provided without charge by other government departments listed in Section IV -- subsection 3.6 must also be included when describing the full cost of the Program. However, the Program generates significant revenues from the following sources: cost-recovery and processing fees, obligations of transportation companies, interest on the Immigrant Loans Program, and Right of Landing and Right of Citizenship fees. In 1997-98, CIC expects to recover more than 63% of its planned spending level through revenue generation. This revenue is deposited in the Consolidated Revenue Fund and is not directly available to the Department.

The following table provides a three-year history of spending by business line. A comparison between the 1995-96 Main Estimates and the actual expenditures recorded in the Public Accounts is also incorporated.

### Appropriated Planned and Actual Spending by Business Line<sup>1</sup>

(thousands of dollars)

Business Lines	Actuals	Actuals	Main	Actuals
	1993-94	1994-95	Estimates	1995-96
<b>Budgetary</b>				
Citizenship Registration and Promotion	37,101	30,832	26,517	27,137
In-Canada Service	200,283	169,186	163,304	151,758
Settlement	252,106	254,766	271,487	255,830
International Service	55,982	53,900	45,664	48,972
Policy	6,231	9,065	7,052	8,828
Corporate Services	34,921	63,735	78,633	104,731
<b>Total Budgetary</b>	<b>586,624</b>	<b>581,484</b>	<b>592,657</b>	<b>597,256</b>
<b>Non-Budgetary</b>				
Settlement -- Immigrant Loans Program <sup>2</sup>	(5,587)	(4,420)	--	20

- Resources as shown by business line do not reflect complete costs since the Corporate Services business line provides support and central services to all business lines to enable the Department to carry out its mission and deliver its programs. Services are provided in support of CIC's program delivery in the areas of planning and review, finance, administration, human resources, information systems and technology, and communications. For example, on behalf of all business lines, Corporate Services delivers information management and technologies; performs audits and reviews of departmental activities; conducts research; provides financial accounting and reporting services; and develops, implements and maintains all of CIC's automated systems.
- Loan amount represents disbursements (loans issued) less receipts (loans reimbursed). Figures in parentheses (indicating a negative value) denote receipts exceeding disbursements.

The Citizenship and Immigration Program generates significant revenues from cost-recovery and processing fees, obligations of transportation companies, interest on the Immigrant Loans Program, and the Right of Landing and Right of Citizenship fees. Revenues generated allow CIC to maintain immigration and citizenship services while reducing the overall cost to the taxpayer.

Processing or cost-recovery fees are designed to partially offset the cost to process applications for services. Under section 19(2) of the *Financial Administration Act*, the level of the fee cannot exceed the cost to provide a service. CIC's processing fees recover a different portion of the delivery costs for each service; for example, CIC recovers 82% of the processing cost of adult immigrant applications, 90% of the processing cost of visitor visa applications and 55% of the processing cost of citizenship grant applications, based on the January 1997 fee schedule.

The Right of Landing and Right of Citizenship fees were established under the authority of section 19.1 of the *Financial Administration Act*. They are privilege fees, not processing fees. Privilege fees are designed to partially compensate Canada for the many intangible economic, social and legal rights and privileges that Canadian residence/citizenship confers. By regulation, privilege fees are not associated with the delivery of any specific service provided by CIC.

The following table provides a three-year history of revenues by business line. A comparison between the 1995-96 Main Estimates and the actual revenues recorded in the Public Accounts is also incorporated.

#### **Planned and Actual Revenue by Business Line**

(thousands of dollars)

<b>Business Lines</b>	<b>Actuals 1993-94</b>	<b>Actuals 1994-95</b>	<b>Main Estimates 1995-96</b>	<b>Actuals 1995-96</b>
<b>Citizenship Registration and Promotion</b>				
Citizenship Cost-recovery Fees	16,835	19,378	16,965	21,261
Right of Citizenship <sup>1</sup> Fees	--	188	--	10,523
<b>In-Canada Service</b>				
Immigration Cost-recovery Fees	55,661	61,676	55,200	60,650
Right of Landing <sup>1</sup> Fees	--	556	--	57,794
Obligations of Transportation Companies	2,165	2,376	2,320	4,221
<b>Settlement</b>				
Interest on the Immigrant Loans Program	218	229	190	147
<b>International Service</b>				
Immigration Cost-recovery Fees	61,929	92,339	82,600	124,398
Right of Landing <sup>1</sup> Fees	--	4,536	--	118,131
	<b>61,929</b>	<b>96,875</b>	<b>82,600</b>	<b>242,529</b>
<b>TOTAL REVENUE</b>	<b>136,808</b>	<b>181,278</b>	<b>157,275</b>	<b>397,125</b>

1. The Right of Citizenship Fee and the Right of Landing Fee were introduced in the February 1995 Budget and, consequently, were not included in the 1995-96 Main Estimates.

**C. Details by Business Line**

**1. Citizenship Registration and Promotion**

This business line provides the public with services for obtaining Canadian citizenship and citizenship-related documentation. It also delivers services under the *Citizenship Act* and Regulations to educate potential new Canadians on the responsibilities and privileges of Canadian citizenship and the general public on the value of Canadian citizenship.

**Results Expectation**

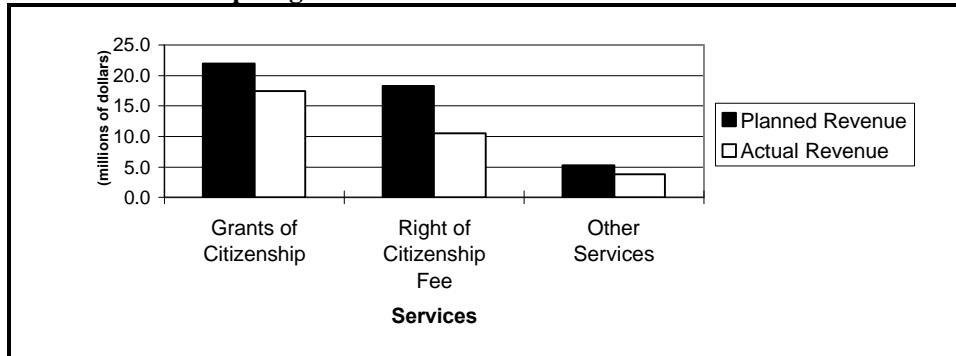
The table below compares actual and planned volumes of citizenship grants made and requests for proofs and searches for 1995-96. The actual number of grants and searches very closely resembled departmental projections. However, a higher than expected number of proof applications were received, an increase of 9,237 or 21% over a forecast volume of 45,000 applications.

**1995-96 Comparison of Citizenship Registration Workload**

	<b>Planned 1995-96</b>	<b>Actual 1995-96</b>	<b>Difference</b>
Grants Made	220,000	219,984	(16)
Proof Applications Received	45,000	54,237	9,237
Requests for Record Searches	28,000	26,599	(1,401)

The following graph compares citizenship registration revenues in 1995-96 for the main services with the revenue projections. Revenues for both grants and Right of Citizenship fees were significantly lower than expected, resulting in a total shortfall of \$13.7 million from a target of \$45.5 million. This shortfall is partly the result of fewer than projected grant applications, and partly the result of delays in recording citizenship revenues. Historical and planned revenues for the business line are presented on page 35 and in Section IV -- subsection 3.5.

**1995-96 Citizenship Registration Revenues**



Other Services includes: Proofs of citizenship, record searches, retentions, resumptions and renunciations of citizenship.

## Demonstration and Discussion of Actual Performance

**Citizenship Renewal:** In 1995-96, with the gradual move to mail-in processing of client applications, a step in the citizenship process was eliminated. Clients in Quebec, British Columbia and Ontario (excluding Metro Toronto) mailed applications directly to the Case Processing Centre (CPC), instead of meeting with an officer to file their citizenship application in person.

A new, plain-language citizenship application form was produced and distributed to improve client service and reduce processing costs. The new application form was tested in Ottawa and Winnipeg. Of the 453 applications received from Winnipeg, 8% were returned for preliminary defects, 23% required follow-up for missing information, and the remaining 69% were considered perfect. The low rate of returns and the ease with which the problems were solved show that CIC can provide streamlined mail-in service.

The following table provides a historical representation of the relationship between applications received, grants made and applications in progress for fiscal years 1991-92 through 1995-96.

### Workload: Grants of Canadian Citizenship

	Actual 1995-96	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Grant Applications Received	172,854	216,497	210,299	188,849	140,996
Grants Made	219,984	235,259	163,930	144,800	115,800
Grant Applications in Process	76,800	118,400	92,800	92,300	48,200

**Grants of Citizenship (Grants Made):** Since 1975, the rate of immigration has kept pace with the rate of naturalization. This trend continued in 1995-96, as the number of grants of citizenship decreased at the same rate as the number of immigrants decreased from 1994 to 1995.

**Demand for Grant of Citizenship (Grant Applications Received):** The demand for citizenship was expected to remain high until at least 1997 because of higher immigration levels up to 1993. However, in 1995-96, there was a 20% decrease in the number of grant applications received, compared with 1994-95. This lower than expected demand for grant of citizenship contributed to the revenue shortfall discussed earlier.

**Grant Applications in Process:** Over the last year, the number of applications in process has decreased considerably from 118,400 in 1994-95 to 76,800 in 1995-96, a decrease of 41,600 or 35%. Of the 76,800 applications in process at the end of 1995-96, 27,000 were awaiting a test result and 12,000 were awaiting presentation of citizenship. The processing of citizenship applications has improved considerably because of initiatives such as centralized mail-in processing and group testing.

The table below shows the remaining citizenship services (proofs of citizenship and record searches) for fiscal years 1991-92 through 1995-96.

**Proofs and Searches of Canadian Citizenship: Workload**

	Actual 1995-96	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Proof Applications Received	54,237	53,232	51,344	54,145	51,197
Requests for Record Searches	26,599	24,265	31,877	41,582	41,880

While the demand for proofs of citizenship has remained relatively constant, the number of search requests has declined, with a slight increase in 1995-96. This decrease since 1991-92 might have arisen from an increase in the fee.

**Education and Promotion:** In 1995-96, many community groups and organizations accepted invitations to help educate new Canadians, deliver services at the application stage, and host citizenship ceremonies.

A new, plain-language citizenship study guide, *A Look at Canada*, was launched in November 1995. It covers the responsibilities and privileges of Canadian citizenship and provides an overview of Canada's history, geography, electoral system and government structure, and was developed to prepare applicants for a test of their knowledge of Canada. More than 300,000 copies were printed and distributed to Members of Parliament, community groups, teachers and the public. It cost less to produce than previous versions.

In 1995-96, new written tests were developed to standardize the assessment of citizenship applicants, and 186,491 were administered.

**"Canada – Take it to Heart" Week (February 10-17):** In partnership with other federal departments and private foundations, CIC contributed to Canadians' sense of identity and pride by managing this initiative. This celebration combined National Citizenship Week and Heritage Day, and introduced National Flag of Canada Day to promote Canadian citizenship.

**Sectoral and Change Management Issues**

Mail-in processing has removed a step from the citizenship process and improved service to clients, who no longer have to meet with an officer to submit their application. Another change that benefits clients is the co-location of citizenship and immigration offices, and the amalgamation of citizenship and immigration services in one point of service.



## **Impact on Plans**

Citizenship renewal includes major administrative changes, such as the elimination of interviews, the Case Processing Centre mail-in project, and the development of simplified application kits and instructions. The shift to mail-in applications, call centre processing, improved automation and partnerships will significantly reduce the resources needed at citizenship and immigration offices to process applications.

A project to automate the citizenship registration system was undertaken, initial difficulties have been overcome, and initial productivity losses are being recovered. The Department is also devising an information framework for management and evaluation that will identify indicators and data sources, and propose service standards for providing information on service.

## 2. In-Canada Service

In-Canada Service facilitates and controls the movement of people into Canada in accordance with federal legislation and regulations, and international accords and conventions. This business line leads efforts to manage sensitive cases and control illegal migration through investigation, detention and removal. It delivers Canada's immigration programs at ports of entry and inland points of service through immigrant and visitor services, case presentation and litigation, and business immigration services.

### Results Expectation

Planned initiatives to support departmental priorities and the 1994 Strategic Framework results included: strengthening CIC's ability to select immigrants who would make a contribution to Canada's economic situation; supporting Canada's humanitarian mission; and maintaining a fair, effective enforcement strategy. Expected results include more effective business immigration, stronger sponsorship obligations, better-defined selection criteria, greater refugee resettlement, implementation of Bill C-44 (related to managing abuse of the refugee determination system) and increased removals of criminals.

### Demonstration and Discussion of Actual Performance

**Immigration Levels:** The Immigration Levels Plan target of 190,000-215,000 immigrants was reached for the 1995 calendar year. The actual number was 212,450, with an increase in the proportion of economic immigrants.

**Family Sponsorship:** New initiatives to re-emphasize the obligations of family class sponsorship were republished as Regulations in the *Canada Gazette* in December 1995. Public comments have been reviewed and further consultation and policy development is being concluded.

**Government-Private Sponsorship:** In response to an urgent appeal by the United Nations High Commissioner for Refugees to resettle refugees from former Yugoslavia, a pilot project was launched between government and non-governmental groups that resulted in the acceptance of 648 additional refugees in 1995-96. Under this very successful "3/9" sponsorship arrangement, government provided income support costs through the Adjustment Assistance Program for the first three months the refugees stayed in Canada, and private sponsors provided support for the remaining nine months of the first year.

**Business Immigration Program:** In September 1995, a private sector advisory panel appointed by the Minister of Citizenship and Immigration and the Minister of Industry submitted recommendations for the redesign of the Business Immigration Program. After this report was released, CIC consulted provincial governments, Canadian business leaders, Industry Canada and other federal government partners again. An interim program was set up to operate from July 1996 to July 1997, when the redesign is expected to be finished.

In 1995, CIC approved 65 investment fund offerings. It also audited 27 funds, leading to six RCMP investigations. Business immigrants and their dependants made up 9.3% of total immigrant landings in 1995. Although they represent a relatively small number of the total immigration movement to Canada, business immigrants invested \$1.04 billion directly in Canadian business, thus helping to create more than 14,609 full-time jobs and 5,159 part-time jobs.

## Performance of Business Immigration Program

	1995		1994	
	Entrepreneurs	Investors	Entrepreneurs	Investors
<b>Immigrants</b>				
Principal applicants	2,976	1,341	3,516	2,518
Dependants	8,389	3,811	10,448	7,801
<b>TOTAL</b>	<b>11,365</b>	<b>5,152</b>	<b>13,964</b>	<b>10,319</b>
<b>Jobs Created</b>				
Full-time	8,657	5,952	5,308	3,925
Part-time	4,193	966	2,502	568
<b>TOTAL</b>	<b>12,850</b>	<b>6,918</b>	<b>7,810</b>	<b>4,493</b>

**Enforcement:** To demonstrate CIC's interdiction, control and management of activities related to the enforcement of the *Immigration Act*, the following table presents workload and performance.

### Regular Operations Workload

	Planned 1995-96	Actual 1995-96	Actual 1994-95	Actual 1993-94	Actual 1992-93
Secondary examinations	3,157,000	2,880,005	2,917,085	3,350,903	3,057,406
Reports at Ports of Entry -- Section 20(1)	50,000	47,257	49,074	43,494	50,584
Investigations (report or arrest)	25,000	19,112	20,233	23,550	23,804
Cases presented	10,000	7,572	11,782	12,654	33,039
Removals	8,600	4,742	5,050	7,053	6,721
Immigration applications	93,200	77,600	80,057	90,756	100,964
Extensions and authorizations	213,000	185,000	191,005	224,490	289,396
Risk assessments (PDRCC)	10,500	7,277	7,292	9,042	N/A*

\* Not applicable, as the Post-Determination Refugee Claimants in Canada Class (PDRCC) was implemented after Bill C-86 came into force on February 1, 1993.

**Secondary Examinations:** The secondary examination is a detailed interview between an immigration officer and a person seeking admission into Canada, after referral by Revenue Canada -- Customs at the primary inspection line. Approximately 3.2 million secondary examinations were expected for 1995-96. The actual number of 2.9 million was slightly below the estimate. In 1995-96, Canada received more than 39 million visitors, as projected. Of these, 36 million cases were completed at the primary inspection line operated by Revenue Canada -- Customs.

**Reports at Ports of Entry -- Section 20(1):** When an immigration officer believes that admitting or otherwise allowing a person into Canada, or allowing that person to leave, is contrary to the *Immigration Act*, that officer must complete a report under Section 20(1), which may lead to an immigration inquiry or an administrative order to depart Canada. The actual number of reports for 1995-96 was 5.5% below the estimate of 50,000. This result is consistent with the lower number of secondary examinations.

**Investigations:** Investigations are carried out inland to detect people who are in Canada illegally. The term "investigation" refers to actions that lead to a report or an arrest under the *Immigration Act*. The 19,112 investigations carried out in 1995-96 fell short of the estimate by approximately 23%. The

shortfall is attributable to a higher proportion involving criminality, which are more complex and time-consuming.

Many initiatives to improve the safety and security of immigration officers were developed in 1995-96. A new arrangement with the RCMP to investigate and apprehend high-risk persons in violation of the act was implemented. New policies and procedures on use of force and disengagement, use of protective equipment, occurrence and incident reporting, and local and national risk assessment were developed and implemented by the summer of 1996. Immigration officers, supervisors and managers responsible for investigations also received training on defensive tactics and on the new policies and procedures.

**Cases Presented:** A "case presented" occurs whenever an adjudicator holds an inquiry to determine whether a person may come into Canada or be required to leave or be removed from Canada. The 7,572 cases presented in 1995-96 represented about three quarters of the estimate of 10,000. The lower number is primarily the result of provisions in Bill C-44, which came into effect in July 1995. The legislative amendments expanded the authority of senior immigration officers (SIOs) to issue departure orders rather than refer cases to inquiry before the IRB. SIOs rendered decisions on allegations of *Immigration Act* violations in 80% of cases where they have discretion to do so. When SIOs rendered decisions, the enforcement process was streamlined and costly formal hearings before the IRB were minimized.

**Removals:** The number of criminal removals in 1995-96 was approximately 35% of the total removals of 4,742. In comparison, in 1993-94, the number of criminal removals was about 15% of the total removals for that year. This positive change is the result of the renewed focus on criminal removals with the implementation of the new removals strategy in 1995. The 1995-96 actual removals of 4,742 were lower than the estimate of 8,600 which was based on the trend of higher removals in 1992-93 through 1993-94 and did not take into account the renewed focus on criminal removals. However, the estimate of 5,000 removals for 1996-97 reflects the priority of criminal removals and all expectations are that the number will be met.

In addition to criminal removals being more complex and time consuming to carry-out, other factors contributed to the lower number of 4,742 removals: fewer persons presented themselves on a voluntary basis for removal interviews; longer periods of elapsed time were experienced between appeals and humanitarian and compassionate reviews; and more difficulties were encountered in obtaining travel documents.

**Risk Assessments (Post-Determination Refugee Claimants in Canada Class - PDRCC):** The 7,277 risk assessment decisions taken under PDRCC represent approximately 70% of the original projection for 1995-96. Productivity was lower than expected due to a change in the processing methodology. The risk assessment process which was originally foreseen as a rather quick, administrative decision became increasingly subject to litigation. The need to respond to the views of the Federal Court concerning the rights of applicants resulted in a more complex, time-consuming decision-making process than originally envisioned. A combination of regulatory and administrative streamlining measures, announced in December 1996 are designed to respond to these productivity concerns.

## **Sectoral and Change Management Issues**

The Department's initiatives to re-engineer, restructure and reorganize began in 1995-96. Major changes in work processes and departmental structure have taken place, and staff have had to adapt to new responsibilities, a new operating environment and new ways to carry out their duties.

A renewed Department will be streamlined, offer improved client service and demonstrate increased operational efficiencies. In dealing with this massive change, officers, supervisors and managers are accepting new responsibilities that involve new, specialized skills and knowledge.

### **Impact on Plans**

The 1993 legislative change giving SIOs authority to issue removal orders, aided by further legislative amendments in 1995, have resulted in substantially fewer cases presented before the IRB. However, decisions are being made at point of initial contact, place of violation, or both. In 1995-96, 18,224 removal orders and 25,674 eligibility determinations regarding refugee claimants were issued by SIOs, which could not have been done before the legislation.

Removals will be managed more effectively and efficiently, and savings will be realized after processes are re-engineered. The savings will be re-invested to increase the number of removals in future.

### 3. Settlement

In cooperation with service provider organizations (SPOs) and other partners, this activity provides settlement and integration services through the Immigrant Settlement and Adaptation Program, the Host Program, the Language Instruction for Newcomers to Canada Program, the Adjustment Assistance Program, and the Immigrant Loans Program. Settlement also supports posts abroad, CIC regional offices and Canadian SPOs to facilitate processing of refugees selected abroad and special-needs refugees identified under the Joint Assistance Program.

#### Results Expectation

Settlement renewal, an initiative to realign responsibilities for the administration and delivery of federally funded settlement programs, was introduced in February 1995. In 1995-96, the Department expected to gather information from stakeholders on the key elements of the Settlement renewal initiative.

#### Demonstration and Discussion of Actual Performance

**Settlement Renewal:** Through the late fall and winter of 1995-96, the first of two rounds of stakeholder consultations on Settlement renewal was held. More than 3,000 people were involved in approximately 60 events across the country (except in Quebec, where the provincial government has already assumed responsibility for administration of settlement and integration services under the terms of the Canada-Québec Accord). Participants in the consultations represented a variety of sectors that have direct interest in the settlement and integration of newcomers, including immigrant-serving agencies, advocacy groups, health and social services, education and law enforcement agencies, provinces, municipalities, other federal departments, CIC staff and newcomers.

**ISAP and Host:** CIC modified the terms and conditions of these programs to expand the criteria for eligible recipients and to increase program flexibility consistent with the direction set by the Settlement renewal initiative.

**Settlement Needs-Determination Tool:** This tool was developed to help settlement counsellors assess immigrants' needs and eligibility for assistance. It also facilitates advice and referrals for programs and services offered by immigrant-serving or mainstream agencies, and other federal and provincial departments.

**Orientation Materials:** These were produced and disseminated to prospective immigrants overseas and newcomers to prepare them for life in Canada.

**Contribution Programs:** Historical and forecast program expenditures for Settlement grant and contribution programs can be found in Section IV -- subsection 3.4.

**Immigrant Loans Program:** Loans are made to immigrants and members of other prescribed classes to help them pay the cost of transportation to Canada and to cover reasonable living expenses and other costs associated with establishment in Canada. The table that follows summarizes the number and total value of loans made in 1994-95 and 1995-96.

### **Immigrant Loans Program Statistics**

	<b>Actual 1995-96 (\$000s)</b>	<b>Number of Loans 1995-96</b>	<b>Actual 1994-95 (\$000s)</b>	<b>Number of Loans 1994-95</b>
Transportation, Admissibility and Right of Landing Fee <sup>1</sup> Loans	10,569	4,088	7,873	5,097
Assistance Loans	1,568	5,288	1,454	3,895
<b>TOTAL</b>	<b>12,137</b>	<b>9,376</b>	<b>9,327</b>	<b>8,992</b>

1. The Right of Landing Fee was introduced in the February 1995 Budget.

### **Sectoral and Change Management Issues**

The Settlement renewal consultations held during 1995-96 helped all stakeholders contribute to the development of alternatives for the administrative and delivery system of the future.

### **Impact on Plans**

The first round of Settlement renewal consultations helped shape suggested approaches on five key aspects of the administration of settlement services: shared principles, accountability, Canada's refugee obligations and humanitarian commitments, the continuing federal role, and new administrative models. The second round of consultations, held in June 1996, were based on these approaches. Consultation results will be considered in the development of a framework for a new approach to delivering settlement and integration services.

#### 4. International Service

This activity delivers Canada's citizenship and immigration services at Canadian missions abroad. Specific activities include immigrant selection, non-immigrant processing, immigration health services, reporting and liaison, and interdiction. The International Service leads efforts to monitor and report international migration and refugee issues.

##### Results Expectation

During 1995-96, International Service expected to implement phase I of the latest reconfiguration of the network of offices abroad, and to deliver on the Department's 1995 immigration levels and revenue targets. It had also planned to examine new, more efficient ways of delivering citizenship and immigration services abroad.

##### Demonstration and Discussion of Actual Performance

**1995 Immigration Levels Plan:** During 1995-96, International Service helped the Department reach the 1995 Immigration Levels Plan target of 190,000-215,000 immigrants. Actual levels for 1995 are presented in Section IV -- subsection 1.1.

**Revenue Targets:** International Service helped the Department substantially exceed its 1995-96 revenue target for citizenship and immigration services. The 1995-96 revenue target is provided in Section IV -- subsection 3.5.

**Interim Federal Health (IFH) Program:** A 1957 Order in Council governs this program, which provides emergency and essential health care coverage to needy refugee claimants, Convention refugees and certain persons under immigration jurisdiction who are not covered by provincial health plans. In 1995-96, strict eligibility criteria were introduced and health care services were limited to essential and emergency health care coverage. In the past, health insurance for certain persons under immigration control has been shared by the federal government and the provinces. In recent years, the provinces have been reducing their health coverage for such persons. Ontario stopped covering its refugee claimants in April 1995, effectively tripling the number of IFH-eligible clients. In 1995-96, the program centralized its operations to reduce administrative duplication and to standardize and control health care costs for IFH clients. Administration was also privatized to a central processing centre to reduce costs further.

**Reconfiguration IV (Phase I):** The focal point of Reconfiguration IV (Phase I) was the centralization of immigration processing in regional program centres (RPCs) in fewer locations. RPCs were to be supported by satellite offices, which were to perform primarily non-immigrant functions (e.g., visitor visas, control activities, reporting and liaison). Satellite offices were also to support the RPCs when specifically requested to do so by an RPC. In addition, 22 missions were allowed in Phase I to continue as full processing centres delivering all aspects of the Immigration Program.

Before Reconfiguration IV (Phase I), CIC's personnel complement overseas was 252 Canada-based officers (CBOs) and 954 locally engaged staff (LES). After Reconfiguration IV (Phase I), missions abroad had 218 CBOs and 937 LES, a reduction of 34 CBOs and 17 LES. These reductions resulted primarily from continuing the reorganization of the overseas delivery network. The level of resources at missions was adjusted to satisfy changing workloads; routine immigration work from smaller full-service



immigration offices was transferred to more efficient RPCs. These changes produced substantial economies of scale and allowed an overall reduction in staff and operational costs. The following figure illustrates the network abroad created by the Reconfiguration IV (Phase I).

### Points of Service Abroad

Network Abroad				
	Americas	Europe	Africa-Middle East	Asia-Pacific
<i>Regional Program Centres</i>	<i>Buffalo</i>	<i>London</i>	<i>Accra</i>	<i>Manila</i>
<b>Satellite Offices</b>	Detroit Los Angeles New York Seattle	Dubai Riyadh <i>Paris</i> Rabat Rome Tunis <i>Vienna</i>	Abidjan Lagos  <i>Damascus</i> Amman Beirut Tehran	Seoul Tokyo  <i>Singapore</i> Bangkok Dhaka Taipei
<b>Full Service Centres</b>	Bogotá Buenos Aires Guatemala Havana Kingston Lima Mexico Port-au-Prince Port of Spain São Paulo	Ankara Belgrade Bonn Bucharest Kiev Lisbon Moscow Warsaw	Cairo Nairobi Pretoria Tel Aviv	Beijing Colombo Hong Kong Islamabad New Delhi Sydney
<b>Specialized Centres</b>	Caracas Miami Washington Santiago	Geneva The Hague (specialized satellite of Bonn)		Canberra

Note: Regional Program Centres (RPCs) are in italics.

**New Immigrant Application Processing System -- Pilots:** Between fall 1995 and spring 1996, this system was piloted in Hong Kong, Manila, London and Buffalo. These missions experimented with having clients submit all the documents required for decision-making when they first submitted their application. The promising results of these pilots indicated that this approach should be adopted in all missions. However, it was found that particular documents, such as police certificates, passports and medical results, could not reasonably be expected to be available in all cases when the application is submitted.

**Medical Reconfiguration -- Overseas:** Reconfiguration of Medical Services overseas arose from business process re-engineering and continued the downsizing begun in 1993. Overseas Medical Services Reconfiguration has eliminated 2 CBOs and 7 LES at missions abroad in 1995-96.

**Immigration Medical Assessment Volumes:** A major function of the medical officers at our missions has been medical assessment of immigrants, refugees and certain classes of visitors, such as live-in

caregivers and seasonal agricultural workers. The table below indicates the medical assessment volumes for 1995.

**Record of Immigration Medical Assessment Volumes for 1995**

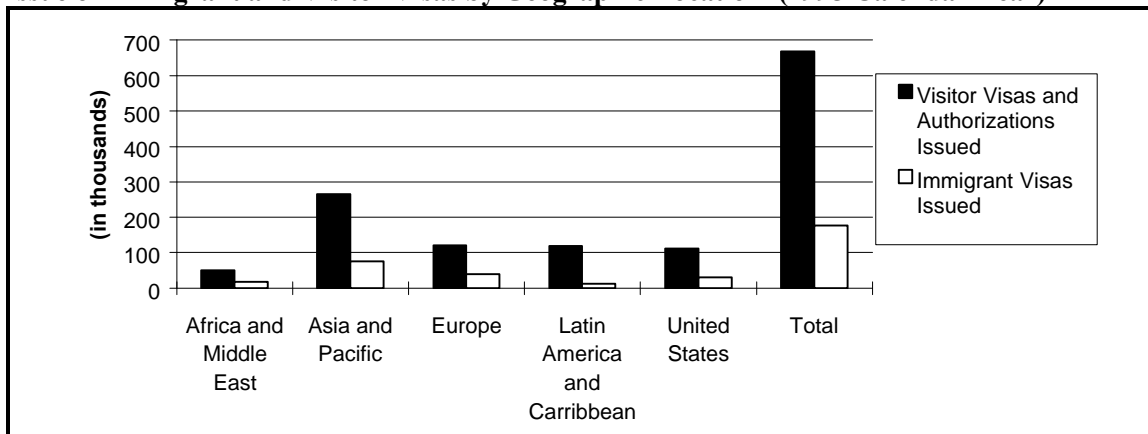
	Admissible	Admissible with Surveillance <sup>1</sup>	Temporarily Inadmissible	Inadmissible <sup>2</sup>	Total
<b>1995</b>					
Europe-Africa	78,903	1,501	109	122	80,635
Asia-Pacific	105,061	7,435	856	406	113,758
Caribbean	22,489	1,159	78	80	23,806
North America	85,114	7,040	1,357	303	93,814
<b>TOTAL</b>	<b>291,567</b>	<b>17,135</b>	<b>2,400</b>	<b>911</b>	<b>312,013</b>

1. Applicants admissible with surveillance represent those noted to have communicable diseases that require public health follow-up after landing.
2. Inadmissible applicants would endanger Canadian public health or safety, or place excessive demands on Canadian health or social services.

Note: As all members of an applicant's family require medical evaluation, and not all successful applicants proceed to Canada, the number of completed examinations exceeds the number of arrivals in Canada.

**Issue of Immigrant and Visitor Visas:** The graph below indicates the number of immigrant and non-immigrant visas issued by missions abroad in the 1995 calendar year. Non-immigrant visas issued increased by approximately 65,000 compared with 1994. This increase is mainly the result of significant growth in demand from Taiwanese nationals. In 1995, Canada issued 15,000 fewer immigrant visas than in 1994. This drop resulted from the elimination of processing backlogs at most missions abroad.

**Issue of Immigrant and Visitor Visas by Geographic Location\* (1995 Calendar Year)**



\* The geographic location is that of the mission and does not necessarily reflect the origin of the applicant.

**Immigration Control Officer (ICO) Network:** This is a network of Canada-based immigration officers at 24 overseas locations who have been tasked with stopping illegal migration to Canada. The ICOs provide direct assistance and support to air carriers in the detection of incorrectly documented travellers seeking to travel to Canada. They also provide indirect support in the form of training and liaison. ICOs work closely with local police and immigration authorities to gather information about people-smuggling and the use of fraudulent documentation. In 1995-96, 5,171 incorrectly documented migrants were intercepted on their way to Canada.

### **Sectoral and Change Management Issues**

In 1995-96, International Service experienced extensive changes arising mainly in the network of offices abroad and in the processing of immigration applications. Missions closed and the staff was reduced. As a result, training will be necessary to ensure that the citizenship and immigration programs continue to be delivered effectively, despite this environment.

### **Impact on Plans**

The initiatives described above will contribute to the objectives of reconfiguring the overseas delivery network and streamlining work processes to deliver Canada's citizenship and immigration programs more efficiently and economically. These changes will also enable the Department to meet future expenditure reductions while reallocating resources for growing demands.

## 5. Policy

This business line advises the Minister on citizenship and immigration policy issues, formulates and proposes the strategic policy agenda, and provides policy advice and direction to CIC's program delivery branches, and to other departments and agencies that deliver citizenship and immigration services.

### Results Expectation

The 1996 Immigration Levels Plan was expected to reflect in its targets a balance between Canada's requirements and the realities of the global environment. To support the policy framework, expanded research on immigration and the integration process was planned. As well, the creation and enhancement of federal-provincial relations and partnerships both at home and abroad were critical to the performance of the Policy business line, which is reflected in the results of all aspects of the Program.

### Demonstration and Discussion of Actual Performance

**Immigration Levels Plan:** The projected increase in the proportion of economic immigrants, which the Department expected to achieve by the year 2000, was realized in 1995. As a result, economic immigration makes up a larger percentage of total immigration, while the percentage of family immigration has decreased. In the development and tabling of the 1996 Immigration Levels Plan, this trend continued, and can be seen in the number of immigrant landings. The refugee component of the Plan will remain stable, but with a higher minimum base to the range (refer to Section IV -- subsection 1.1 for the detailed immigration levels plan).

**International Metropolis Project:** As part of this project, four Canadian Centres of Excellence for Research in Immigration and Integration Issues were established in partnership with the Social Sciences and Humanities Research Council and other government institutions. Canada is spearheading a six-year international project to stimulate multidisciplinary cooperative research on the effect of immigration on urban centres. The key objective of the Metropolis Project is to give governments solid information to help them develop policies that can accommodate and manage social change arising from immigration.

**Federal-Provincial Relations:** Immigration is a shared responsibility, and CIC is committed to achieving its objectives in partnership with the provinces. Negotiations were conducted for immigration agreements between the Government of Canada and the governments of Alberta and Saskatchewan. An agreement with Manitoba was signed in October 1996.

## **Sectoral and Change Management Issues**

In November 1995, CIC completed a major headquarters renewal project. In the new organizational structure, the Department's four service lines (Selection, Integration, Enforcement and Refugees) were made responsible for policy development and program design, and the Strategic Policy, Planning and Research Branch will support the service lines by ensuring that policies and programs are integrated, focused on the public interest and connected to the government's agenda. This change, like changes arising from the re-engineering of the departmental business processes, requires significant adjustments on the part of staff, including adapting to a horizontal team-based working environment.

### **Impact on Plans**

Policy and program priorities established in the 1994 Strategic Framework were adjusted to account for changing government priorities, the Department's current situation, environmental shifts and increasing fiscal pressures.

## 6. Corporate Services

This business line provides management direction, coordination and central services in planning and review, finance, administration, human resources, information systems and technology, and communications. It coordinates CIC's corporate financial and operational planning, resource allocation and budgetary cycle activities. For accountability and reporting purposes, this business line also includes Ministerial and Executive Services, the offices of the Deputy Minister, and the Minister's staff and office.

### Results Expectation

Corporate Services manages and supports the infrastructure and implementation of major renewal initiatives such as Program Review, business process re-engineering, headquarters renewal and the major departmental reorganization. Development of technology infrastructure in corporate systems supports major renewal initiatives. These initiatives demand significant changes in the delivery of CIC's programs and services and will affect CIC's workforce significantly; this environment of continuing change requires Corporate Services to manage workforce reductions effectively.

When it was created in 1993 from two other departments, CIC's national headquarters operations were dispersed across the National Capital Region, and its accommodation was inadequate. This situation required a consolidation of all headquarters operations at one location. The creation of a well-functioning, effective organization also required Corporate Services to disengage from source departments' systems and to assume responsibility for financial and information technology functions.

### Demonstration and Discussion of Actual Performance

**Restructuring of Corporate Services:** Headquarters renewal defined a new structure at both national and regional headquarters supporting a service-line management approach to program delivery to achieve a leaner, more effective headquarters operation. Human resource support was a major challenge during this period of constant change. Corporate Services adapted to reorganization by supporting management and staff and by maintaining a constant level of service to its clients. Corporate Services was also disengaging financial and information management functions from source departments and integrating them with new operations structures.

**Organizational Transformation:** In December 1995, CIC became a Most Affected Department to achieve objectives associated with downsizing and reorganization. Plans for the first phase, affecting national and regional headquarters operations, were in place by March 31, 1996. An intensive program of training and information sessions for employees considering new career options was successfully completed. During CIC's first three months as a Most Affected Department, 95 employees used the government's departure incentives.

**Systems Modernization:** The initial stages of this initiative focused on the rationalization of the physical elements of the infrastructure (workstations, servers and networks). As of March 31, 1996, the Department had spent \$36.3 million on the Systems Modernization initiative for business process re-engineering (\$4.5 million), physical infrastructure components (\$16.2 million), commercial and custom software (\$11 million), and training and support services (\$4.6 million).

**Headquarters Consolidation:** CIC completed the consolidation of its national headquarters from 12 locations to one, in the Journal Tower Buildings, within budget and on time. More than 1,250 employees were moved during the consolidation with minimal disruption of operations.

### **Sectoral and Change Management Issues**

Corporate Services faced two challenges during 1995-96: supporting the continuing operations during renewal and business process re-engineering, and supporting the headquarters renewal initiative. The human resource component of these initiatives required the development of placement strategies; the provision of adequate, appropriate staff training during the departmental transition; and the provision of advice to management on human resource options when changes affect staff.

### **Impact on Plans**

Restructuring and business process re-engineering are fundamentally changing the way CIC delivers its programs and services. Departmental restructuring resulting from the headquarters renewal initiative that began in November 1995 will be fully in place in 1996-97. The greatest effect on human resources will be a significant reduction in the size of CIC's workforce. Restructuring will require a workforce with the knowledge and experience required for adaptation to a changing environment. Training will be essential to help employees refine their skills and learn new functions.

Changes resulting from reorganization and business process re-engineering also compel the Department to invest in its information technology infrastructure. CIC is expecting to complete the Systems Modernization initiative on schedule, within the original budget and with most of the planned functional capability.

# Section IV

## Supplementary Information

	TABLE OF CONTENTS	PAGE
<b>1. Immigration Levels Plan</b>		
1.1 Details of Immigration Levels .....		55
1.2 Definitions: Categories of Immigrants .....		56
<b>2. Organization</b>		
2.1 1997-98 Resource Requirements by Organization and Business Line .....		57
<b>3. Profile of Program Resources</b>		
3.1 Details of Financial Requirements by Object .....		58
3.2 Personnel Requirements		
3.2.1 Details of Personnel Requirements by Business Line .....		59
3.2.2 Summary by Professional Category (FTEs) .....		59
3.3 Capital Projects		
3.3.1 Capital Expenditures by Business Line .....		59
3.3.2 Details of Capital Projects .....		60
3.4 Transfer Payments		
3.4.1 Transfer Payments by Business Line .....		60
3.4.2 Details of Transfer Payments by Business Line .....		60
3.5 Revenue		
3.5.1 Sources of Revenue by Business Line .....		61
3.6 Net Cost of the Program		
3.6.1 Details of Net Cost of the Program .....		62
<b>4. Additional Information</b>		
4.1 List of Contingent Liabilities .....		63
4.2 Legislation Administered by Citizenship and Immigration Canada .....		63
<b>5. Topical Index .....</b>		<b>64</b>



## 1. Immigration Levels Plan

### 1.1 Details of Immigration Levels

The following table compares immigration levels achieved by category with levels announced by the government.

#### Immigration to Canada: Announced, Projected and Actual Landings

	1997 Announced	1996 Projection	1996 Plan	1995 Actual <sup>1</sup>	1994 Actual <sup>1</sup>
<b>IMMIGRANTS</b>					
<b>Family Class:</b>					
Spouses, Fiancé(e)s and Children	35,000-40,000	41,000-43,000	47,000-51,000	43,998	52,144
Parents and Grandparents	23,400-26,200	24,000-26,000	31,000-34,700	33,051	41,376
<b>Total Family Class</b>	<b>58,400-66,200</b>	<b>65,000-69,000</b>	<b>78,000-85,700</b>	<b>77,049</b>	<b>93,520</b>
<b>Economic:</b>					
Skilled Workers	82,000-90,000	89,200-94,200	66,500-73,000	81,366	69,020
Business Immigrants	20,000-23,000	21,000-22,000	18,000-20,500	19,420	27,373
<b>Total Economic</b>	<b>102,000-113,000</b>	<b>110,200-116,200</b>	<b>84,500-93,500</b>	<b>100,786</b>	<b>96,393</b>
<b>Other</b>	<b>8,500</b>	<b>8,800</b>	<b>8,500</b>	<b>6,207</b>	<b>12,396</b>
<b>TOTAL IMMIGRANTS</b>	<b>168,900-187,700</b>	<b>184,000-194,000</b>	<b>171,000-187,700</b>	<b>184,042</b>	<b>202,309</b>
<b>REFUGEES</b>					
Government-assisted	7,300	7,300	7,300	8,130	7,617
Privately Sponsored	2,800-4,000	3,200	2,700-4,000	3,237	2,849
Refugees Landed in Canada and Dependants Abroad	14,000-18,000 2,000-3,000	13,000 2,500	12,000-18,000 2,000-3,000	13,765 2,535	8,144 1,090
<b>TOTAL REFUGEES</b>	<b>26,100-32,300</b>	<b>26,000</b>	<b>24,000-32,300</b>	<b>27,667</b>	<b>19,700</b>
<b>TOTAL:</b>					
Total Levels	195,000-220,000	210,000-220,000	195,000-220,000	211,709	222,009
Backlog Clearance	--	--	--	741	1,903
<b>TOTAL IMMIGRATION</b>	<b>195,000-220,000</b>	<b>210,000-220,000</b>	<b>195,000-220,000</b>	<b>212,450</b>	<b>223,912</b>

1. Data as of December 1996

## 1.2 Definitions: Categories of Immigrants

**Spouses, Fiancé(e)s and Children:** Spouses, fiancé(e)s and dependent children sponsored by a permanent resident or citizen of Canada who is at least 19 years of age.

**Parents and Grandparents:** Sponsored by a child at least 19 years of age who is a permanent resident or citizen of Canada.

**Skilled Workers:** Immigrants selected for their suitability for the Canadian labour force, with their spouses and children.

**Business Immigrants:** Entrepreneurs, investors and self-employed persons who will make a significant economic contribution by establishing, purchasing or investing in a business or commercial venture in Canada, with their spouses and children.

**Other:** Members of the Live-in Caregiver Class, Special Categories, Provincial/Territorial Nominees, and those landed on Humanitarian and Compassionate grounds.

**Government-assisted Refugees:** People who are selected for resettlement as Convention refugees under the *Immigration Act* or as members of a class designated pursuant to section 6.3 of the *Act*, whose settlement will be assisted by the federal government.

**Privately Sponsored Refugees:** Assisted refugees and designated classes receiving aid from private sources.

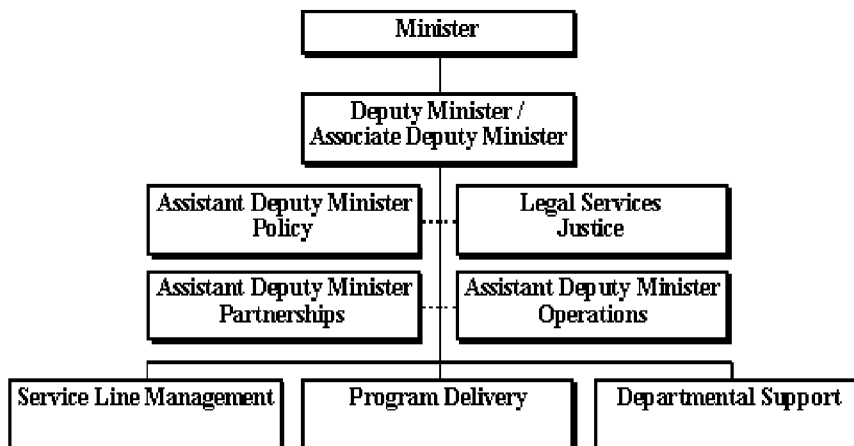
**Refugees Landed in Canada:** People who have been determined to be Convention Refugees by the Immigration and Refugee Board in Canada, and have been granted permanent residence as a result.

**Dependants Abroad:** Dependants, living abroad, of a Convention refugee applying for landing in Canada; their applications for permanent residence are considered concurrently with that of the principal applicant in Canada.

**Backlog Clearance:** Accelerated landing procedure for unprocessed refugee claims made before January 1, 1989 which was the date of implementation of a new refugee determination system.

## 2. Organization

### 2.1 1997-98 Resource Requirements by Organization and Business Line<sup>1</sup>



(in thousands of dollars)

Business Lines	FTEs	Service Line Management	Program Delivery	Departmental Support	TOTAL
Citizenship Registration and Promotion	387	5,639	27,970		33,609
In-Canada Service	2,360	8,929	137,980	3,528	150,437
Settlement	184	4,017	266,738		270,755 <sup>2</sup>
International Service	311		61,685		61,685 <sup>3</sup>
Policy	71	1,475		5,066	6,541
Corporate Services	458			52,142	52,142
<b>TOTAL</b>	<b>3,771</b>	<b>20,060</b>	<b>494,373</b>	<b>60,736</b>	<b>575,169</b>

NOTE: **Service Line Management** includes CIC's four service lines: Selection, Integration, Enforcement and Refugees. **Program Delivery** comprises six geographic branches (International Region and the five Regions in Canada) and the Departmental Delivery Network, which manages centralized delivery services. **Departmental Support** includes: Ministerial and Executive Services; Public Affairs; Case Management; Legal Services; Strategic Policy, Planning and Research; Information Management and Technologies; Finance and Administration; and Human Resources branches.

1. The resources are based on information available on November 30, 1996.
2. Includes \$166.235 million for Contributions and \$90 million for the Canada-Québec Accord.
3. Includes resources in missions abroad but excludes locally engaged staff and common services, which are part of DFAIT reference levels.

### 3. Profile of Program Resources

#### 3.1 Details of Financial Requirements by Object

(thousands of dollars)	Actual 1995-96	Estimates 1996-97	<b>Estimates 1997-98</b>	Planned 1998-99	Planned 1999-00
<b>Personnel</b>					
Salaries and wages	189,164	197,426	<b>159,063</b>	159,042	158,995
Contributions to employee benefit plans	26,530	28,619	<b>27,032</b>	27,028	27,020
	<u>215,694</u>	<u>226,045</u>	<b><u>186,095</u></b>	<u>186,070</u>	<u>186,015</u>
<b>Goods and Services</b>					
Transportation and communications	28,857	24,616	<b>25,574</b>	26,006	25,150
Information	6,925	7,568	<b>7,944</b>	8,078	7,812
Professional and special services	73,613	68,898	<b>77,408</b>	78,714	76,124
Rentals	2,236	4,831	<b>2,194</b>	2,231	2,158
Purchased repair and maintenance	2,734	1,621	<b>2,079</b>	2,114	2,044
Utilities, materials and supplies	8,529	6,589	<b>6,423</b>	6,532	6,318
Other subsidies and payments	968	96	<b>82</b>	83	80
Minor capital	5,789	3,948	<b>3,635</b>	3,522	3,522
	<u>129,651</u>	<u>118,167</u>	<b><u>125,339</u></b>	<u>127,280</u>	<u>123,208</u>
<b>Capital</b>	6,445	14,554	<b>7,500</b>	5,000	10,000
<b>Transfer Payments</b>	245,466	256,235	<b>256,235</b>	256,235	256,235
<b>TOTAL EXPENDITURES</b>	<u>597,256</u>	<u>615,001</u>	<b><u>575,169</u></b>	<u>574,585</u>	<u>575,458</u>

#### 3.2 Personnel Requirements

Full-time equivalent (FTE) is a measure of human resource consumption based on average levels of employment. FTE factors out the length of time that an employee works each week by calculating the rate of assigned hours of work over scheduled hours of work. FTEs are not subject to Treasury Board control but are disclosed in Part III of the Estimates to support personnel expenditure requirements specified in the Estimates.

### 3.2.1 Details of Personnel Requirements by Business Line (FTEs)

<b>Business Lines/Activities</b>	Actual 1995-96	Estimates 1996-97	<b>Estimates 1997-98</b>	Planned 1998-99	Planned 1999-00
Citizenship Registration and Promotion	496	521	<b>387</b>	397	398
In-Canada Service	2,205	2,675	<b>2,360</b>	2,342	2,324
Settlement	180	296	<b>184</b>	184	184
International Service	447	462	<b>311</b>	313	326
Policy	82	87	<b>71</b>	71	71
Corporate Services	895	665	<b>458</b>	464	468
	<b>4,305</b>	<b>4,706</b>	<b>3,771</b>	<b>3,771</b>	<b>3,771</b>

### 3.2.2 Summary by Professional Category (FTEs)

	Actual 1995-96	Estimates 1996-97	<b>Estimates 1997-98</b>	Planned 1998-99	Planned 1999-00
Executive Category <sup>1</sup>	73	75	<b>62</b>	62	62
Order-in-Council Appointments <sup>2</sup>	34	27	<b>21</b>	7	2
Scientific and Professional	54	59	<b>41</b>	41	41
Administrative and Foreign Service	2,500	2,722	<b>2,320</b>	2,334	2,339
Technical	13	14	<b>8</b>	8	8
Administrative Support	1,549	1,740	<b>1,249</b>	1,249	1,249
Operational	24	27	<b>26</b>	26	26
Students	58	42	<b>44</b>	44	44
	<b>4,305</b>	<b>4,706</b>	<b>3,771</b>	<b>3,771</b>	<b>3,771</b>

1. This includes all those in the EX-1 to EX-5 range.

2. This includes all those at the DM level and all GICs (refers to citizenship judges).

## 3.3 Capital Projects

### 3.3.1 Capital Expenditures by Business Line

(thousands of dollars)	Actual 1995-96	Estimates 1996-97	<b>Estimates 1997-98</b>	Planned 1998-99	Planned 1999-00
Corporate Services	17,302	14,554	<b>7,500</b>	5,000	10,000

### 3.3.2 Details of Capital Project<sup>1</sup>

(thousands of dollars)	Currently Estimated Total Cost <sup>2</sup>	Forecast Expenditure March 31, 1997	<b>Estimates 1997-98</b>	Future Years' Requirements
CIC Systems Modernization (S-EPA/TB) <sup>3</sup>	99,843	57,396	<b>22,537</b>	19,910

1. This schedule includes all operating and capital resources.
2. Total project cost has increased because of an increase to the Employee Benefit Plan rate.
3. Previous systems development projects have been amalgamated into the CIC Systems Modernization initiative, which will use new investments to modernize departmental information systems. Definitions relate to the classes and approval levels that apply to Capital Projects: S-EPA/TB (Substantive Estimate - Effective Project Approval/Treasury Board authority).

### 3.4 Transfer Payments

#### 3.4.1 Transfer Payments by Business Line

(thousands of dollars)	Actual 1995-96	Estimates 1996-97	<b>Estimates 1997-98</b>	Planned 1998-99	Planned 1999-00
Settlement	245,466	256,235	<b>256,235</b>	256,235	256,235

#### 3.4.2 Details of Transfer Payments by Business Line

(dollars)	Actual 1994-95	Actual 1995-96	Estimates 1996-97	<b>Estimates 1997-98</b>
<b>Settlement -- Grant</b>				
Grant for the Canada-Québec Accord	90,000,000	90,000,000	90,000,000	<b>90,000,000</b>
<b>Settlement -- Contributions</b>				
Adjustment Assistance	45,388,674	43,084,168	45,792,000	<b>45,792,000</b>
Immigrant Settlement and Adaptation	13,684,139	14,060,136	14,300,000	<b>14,300,000</b>
Host Program	1,933,781	2,028,813	2,200,000	<b>2,200,000</b>
International Organization for Migration	1,762,959	1,707,934	2,000,000	<b>2,000,000</b>
Language Instruction for Newcomers to Canada	91,388,050	94,584,814	101,943,000	<b>101,943,000</b>
<b>Total Contributions</b>	154,157,603	155,465,865	166,235,000	<b>166,235,000</b>
<b>Items Not Required</b>				
Designated Counsel <sup>1</sup>	441,054	--	--	--
<b>TOTAL TRANSFER PAYMENTS</b>	244,598,657	245,465,865	256,235,000	<b>256,235,000</b>

1. Under Bill C-86, provision for Designated Counsel was eliminated in 1992-93.

### 3.5 Revenue

The Department generates significant revenues from cost-recovery and processing fees, obligations of transportation companies, interest on the Immigrant Loans Program, and the Right of Landing and Right of Citizenship fees. This revenue, which is deposited in the Consolidated Revenue Fund, offsets costs associated with the immigration program delivery system in Canada and abroad. Revenues generated allow CIC to maintain immigration and citizenship services, including immigrant and refugee settlement, while reducing the overall cost to the taxpayer. This is consistent with the government's approach of shifting program costs from the general taxpayer to direct beneficiaries.

#### 3.5.1 Sources of Revenue by Business Line

(thousands of dollars)	Actual 1995-96	Estimates 1996-97	<b>Estimates 1997-98</b>	Planned 1998-99	Planned 1999-00
<b>Citizenship Registration and Promotion</b>					
Citizenship cost-recovery fees	21,261	28,270	<b>29,975</b>	29,975	29,975
Right of Citizenship Fee	10,523	19,090	<b>20,335</b>	20,335	20,335
	31,784	47,360	<b>50,310</b>	50,310	50,310
<b>In-Canada Service</b>					
Immigration cost-recovery fees					
Immigrant services	39,267	40,083	<b>25,702</b>	25,702	25,702
Visitor services	20,003	19,520	<b>21,101</b>	21,101	21,101
Other services	1,380	1,232	<b>1,527</b>	1,527	1,527
Right of Landing Fee	57,794	76,865	<b>65,840</b>	65,840	65,840
Obligations of transportation companies <sup>1</sup>	4,221	2,250	<b>5,000</b>	5,000	5,000
	122,665	139,950	<b>119,170</b>	119,170	119,170
<b>Settlement</b>					
Interest on the Immigrant Loans Program	147	182	<b>180</b>	180	180
<b>International Service<sup>2</sup></b>					
Immigration cost-recovery fees					
Immigrant services	78,031	41,290	<b>47,253</b>	47,253	47,253
Visitor services	45,504	44,029	<b>66,752</b>	66,752	66,752
Other services	863	798	<b>878</b>	878	878
Right of Landing Fee	118,131	59,983	<b>79,187</b>	79,187	79,187
	242,529	146,100	<b>194,070</b>	194,070	194,070
<b>TOTAL REVENUE</b>	<b>397,125</b>	<b>333,592</b>	<b>363,730</b>	<b>363,730</b>	<b>363,730</b>

1. Figures include administration fees for bringing inadmissible persons to Canada and recoveries of removal costs. These are collected from transportation companies (primarily airlines).
2. Figures include amounts collected by the Department of Foreign Affairs and International Trade.

### 3.6 Net Cost of the Program

#### 3.6.1 Details of Net Cost of the Program

(thousands of dollars)	<b>Estimates 1997-98</b>	Estimates 1996-97
<b>Main Estimates</b>	<b>575,169</b>	615,001
<b>Services received without charge</b>		
Accommodation: from Public Works and Government Services Canada	<b>22,650</b>	23,818
Cheque-issue services: from Public Works and Government Services Canada	<b>199</b>	450
Employer's share of employee benefits covering insurance premiums and costs: from Treasury Board Secretariat	<b>9,067</b>	11,451
Accommodation at Canadian airports: from Transport Canada <sup>1</sup>	<b>88</b>	1,187
Workers' Compensation costs: from Human Resources Development Canada	<b>123</b>	13
Legal services: from the Department of Justice	<b>1,112</b>	736
International immigration services: from Foreign Affairs and International Trade Canada	<b>118,674</b>	116,995
<b>Total Gross Program Cost</b>	<b>727,082</b>	769,651
<b>Less: Revenues credited directly to the Consolidated Revenue Fund</b>	<b>(363,730)</b>	(333,592)
<b>Estimated Net Program Cost</b>	<b>363,352</b>	436,059

1. Under the National Airports Policy, the operation of airports formerly operated by Transport Canada was transferred to local entities. As a result, accommodation and related services provided to other government departments in airports by Transport Canada is decreasing as these other entities become responsible for the airports.



#### **4. Additional Information**

##### **4.1 List of Contingent Liabilities**

As of March 31, 1996, contingent liabilities estimated at \$123.2 million were outstanding against Citizenship and Immigration Canada. The contingent liabilities are as follows:

- ! \$110 million for two claims related to murders committed by individuals subject to deportation orders; and
- ! \$13.2 million related to 10 cases arising from application of the provisions of the *Immigration Act*.

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

##### **4.2 Legislation Administered by Citizenship and Immigration Canada**

- ! *Citizenship Act*, R.S.C. 1985, c. 29, as amended, and Regulations
- ! *Department of Citizenship and Immigration Act*, S.C. 1994, c. 31
- ! *Immigration Act Fees Regulations*, SOR/86-64, as amended
- ! *Immigration Act*, R.S.C. 1985, c. I-2, as amended, and Regulations
- ! *Indochinese Designated Class (Transitional) Regulations*, SOR/90-627, as amended
- ! *Indochinese Designated Class Regulations*, SOR/78-931, as amended
- ! *Political Prisoners and Oppressed Persons Designated Class Regulations*, SOR/82-977, as amended
- ! *Refugee Claimants Designated Class Regulations*, SOR/90-40, as amended
- ! *Self-Exiled Persons Class Regulations*, SOR/78-933, as amended

## Topical Index

- B** Bill C-44, 32, 40, 42  
Bill C-49, 16  
Business immigration, 18, 19, 27, 40, 41  
Business process re-engineering, 17, 33, 47, 51, 52, 53
- C** Call centres, 7, 18, 19, 39  
Canadian citizenship, 5, 7, 8, 16, 26, 32, 36, 37, 38  
Case processing, 16, 17, 18, 37, 39  
Cases presented, 41, 42, 43  
*Citizenship Act* and Regulations, 4, 8, 16, 17, 36, 63  
Citizenship ceremonies, 16, 32, 38  
Citizenship renewal, 17, 37, 39
- D** Deferred Removal Orders Class (DROC), 19
- E** Enforcement, 5, 7, 8, 9, 10, 14, 18, 19, 20, 32, 33, 40, 41, 42, 44, 51
- F** Family sponsorship, 6, 19, 40  
Federal-provincial relations, 19, 27, 50
- G** Grants of citizenship, 4, 8, 16, 32, 36, 37
- I** Immigrant Loans Program (ILP), 13, 15, 22, 34, 35, 44, 45, 61  
*Immigration Act* and Regulations, 5, 8, 41, 42, 56, 63  
Immigration levels, 4, 6, 8, 21, 24, 27, 31, 37, 40, 46, 50, 55  
Information technology, 20, 29, 33, 52, 53  
Investigations, 18, 20, 21, 40, 41, 42
- L** Language benchmarks, 22  
Legislative review, 5, 27, 28
- M** Medical assessment, 7, 24, 48  
Medical reconfiguration, 24, 47  
Metropolis project, 27, 50
- O** Organization structure, 9, 51, 57
- P** Post-Determination Refugee Claimants in Canada Class (PDRCC), 19, 41, 42  
Promotion, 6, 16, 38  
Proofs of citizenship, 4, 8, 16, 32, 36, 38  
Private Sponsorship, 21, 40, 55, 56
- Q** Quality assurance, 17

- R** Reconfiguration of the overseas network, 7, 23, 46, 47, 49  
Removals, 18, 20, 21, 32, 40, 41, 42, 43  
Resettlement from Abroad Class (RAC), 24  
Revenue, 13, 15, 32, 35, 36, 37, 46, 61, 62  
Right of Citizenship, 15, 32, 34, 35, 36, 61  
Right of Landing, 15, 32, 34, 35, 45, 61
- S** Search of citizenship records, 16, 32, 36, 38  
Secondary examinations, 18, 21, 41, 42  
Selection criteria, 6, 19, 27, 40  
Service standards, 16, 39  
Settlement renewal, 7, 22, 32, 44, 45  
Skilled workers, 4, 6, 19, 27, 55, 56  
Systems modernization, 20, 29, 30, 52, 53, 60
- V** Visas, 23, 46, 48
- W** Workload, 23, 31, 36, 37, 38, 41, 47