

Citizenship and Immigration Canada

Report on Plans and Priorities

2007–2008



Approved by

The Honourable Diane Finley
Minister of Citizenship and Immigration

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SECTION I

Overview

Message from the Minister



It gives me great pleasure to present to Parliament and to Canadians the 2007–2008 *Report on Plans and Priorities* for Citizenship and Immigration Canada (CIC).

Sixty years ago, Canada became the first Commonwealth country to establish citizenship distinct from Britain. With passage of the *Canadian Citizenship Act* in 1947, so began the promotion of a great national identity that has put newcomers to this country on an equal footing with residents born here and helped shape the strong, united, independent and free Canada of today.

I believe the characteristic that most defines Canadians is their welcoming nature. It has been a constant throughout our evolution as a country. Wave after wave of newcomers, first from Europe, then from all corners of the earth, have found themselves welcomed in Canada. They have also found opportunity and tolerance in a country that genuinely appreciates cultural diversity.

It is our good fortune that we attract highly talented people to this country. Canada has been described as the most successful pluralistic society in the western world. It is where citizens, immigrants, and refugees find hope for the future.

The dreams of earlier generations continue to this day. Immigration is vital to Canada's cultural diversity and economic prosperity. In fact, it will account for all of Canada's net labour force growth within the next 10 years. It will certainly account for all of our net population growth within the next 25 years.

As the current labour pool grows slowly, it is important that Canada make the most of everybody's skills. In the coming year, I want to focus our attention on initiatives that will assist immigrants and foreign-trained Canadians to integrate into our work force.

At a time when Canada's growing economy is generating skill shortages in many professions, employers cannot afford to overlook eligible workers. Addressing these shortages will require a lot of effort and innovative thinking from everyone involved—governments at every level, the private sector and professional associations—as we plan for the longer term and deal with immediate needs.

With uneven capacity to assess and recognize credentials across the country, the Government of Canada proposes to work with provincial and territorial partners to put in place fair, transparent and consistent assessment services. Budget 2006 allocated \$18 million to address assessment and recognition of foreign credentials by establishing an agency that would work with key partners to provide information, path-finding and referral services early, and to strengthen credential-recognition capacity across Canada. We continue to look for more effective ways to tap into the skills of qualified foreign-trained workers.

The recent allocation of \$307 million in additional new settlement funding will support services that immigrants require as they settle into their new lives here. In partnership with service providers and the provinces and territories, we are helping new Canadians access language training, orientation, referral to community resources, employment-related services, interpretation and translation so that they can succeed in their new home.

We have also made it easier, faster, and less costly for employers who need workers for certain occupations to get the help they need to remain competitive. We created federal-provincial working groups to help identify shortages of skilled workers and where these shortages are emerging. These groups will determine the most effective ways the foreign worker program can be more responsive to employers' needs.

New temporary foreign worker units in Calgary and Vancouver are now in full operation, an online guide for employers has been developed and work is well advanced with Human Resources and Social Development Canada, Service Canada and the provinces and territories to further improve the program.

As part of the international community, Canada will continue to support international efforts to help emerging democracies look for ways to solve many of the problems that create refugee populations in the first place, and help find durable solutions for more refugees.

As we move in these directions, the Government of Canada will continue to address the challenge of protecting the people of Canada and the integrity of our immigration and refugee system, and being a safe haven for the victims of persecution. We want newcomers to Canada to identify with our country, and recognize and respect the benefits and responsibilities of citizenship in ways that support public safety and national security.

I encourage you to learn more about CIC's work by visiting www.cic.gc.ca. Canada is a great country. Together, we will strengthen the programs and strategies to ensure this country has the people and skills it needs to prosper in the 21st century.

The Honourable Diane Finley, PC, MP
Minister of Citizenship and Immigration

Management Representation Statement

I submit for tabling in Parliament, the *2007–2008 Report on Plans and Priorities (RPP)* for Citizenship and Immigration Canada.

This document has been prepared based on the reporting principles contained in the *Guide to the Preparation of Part III of the 2007–2008 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance;
- It is based on the Department's Strategic Outcomes and Program Activity Architecture that were approved by the Treasury Board;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved planned spending numbers from the Treasury Board Secretariat in the RPP.

Richard B. Fadden
Deputy Minister

A. CIC's Program Activity Architecture

CIC's three strategic outcomes describe the long-term results that the Department's programs are designed to achieve. The Department's Program Activity Architecture (PAA) is a framework that provides an

inventory of the Department's programs and activities and describes their linkages to the strategic outcomes. The PAA also provides an enduring foundation for financial and performance reporting to Parliament.

CIC's Strategic Outcomes	CIC's Program Activities
1. Maximum contribution to Canada's economic, social and cultural development from migration 2. Reflection of Canadian values and interests in the management of international migration, including refugee protection 3. Successful integration of newcomers and promotion of Canadian citizenship	1. Immigration Program 2. Temporary Resident Program 3. Canada's role in international migration and protection 4. Refugee Program 5. Integration Program 6. Citizenship Program

Alignment of Strategic Outcomes with Government of Canada Outcomes

CIC's strategic outcomes contribute to the achievement of the following Government of Canada outcomes:¹

CIC Strategic Outcome	Relevant Government of Canada Outcome	Government of Canada Policy Area
1. Maximum contribution to Canada's economic, social and cultural development from migration	Strong economic growth	Economic
2. Reflection of Canadian values and interests in the management of international migration, including refugee protection	A safe and secure world through multilateral cooperation	International
3. Successful integration of newcomers and promotion of Canadian citizenship	Diverse society that promotes linguistic duality and social inclusion	Social

A change in CIC's PAA was announced in February 2006, and was approved by the Treasury Board Secretariat (TBS) on June 22, 2006. The change reflected the transfer of responsibility for the Toronto Waterfront

Revitalization Initiative (TWRI) to the Treasury Board Secretariat,² including funding. Funding allocation across CIC's other strategic outcomes and program activities, as illustrated in Section B below, has not been affected.

1 For further information on the Government of Canada outcomes as they appear in *Canada's Performance Report 2006*, go to www.tbs-sct.gc.ca/report/govrev/06/cp-rc_e.asp.

2 Responsibility for TWRI has subsequently been transferred to Environment Canada.

B. Summary Information

Raison d'être

CIC³ is responsible for selecting immigrants and temporary residents and assisting with immigrant settlement and integration—including the granting of citizenship—while offering Canada's protection to refugees. CIC is also responsible for developing Canada's admissibility policy, setting the conditions to enter and remain in Canada, and conducting screening of immigrants and temporary residents to protect the health, safety and security of Canadians. In so doing, CIC in collaboration with its partners, fulfils its role in identifying applicants who could pose risks to Canada for reasons including security, criminality, organized crime, and violation of human and international rights.

The Department was created through legislation in 1994 to link immigration services with citizenship registration to promote the unique ideals all Canadians share and to help build a stronger Canada. CIC derives its mandate from the *Immigration and Refugee Protection Act* (IRPA), which is the result of major legislative reform in 2002, and from the *Citizenship Act* of 1977. Immigration is an area of shared jurisdiction with provinces and territories under the *Constitution Act, 1867*.

CIC has over 4,000 employees⁴ in Canada and abroad, with 43 in-Canada points of service and 91 points of service in 77 countries.

CIC's Vision

An approach to immigration that:

- Responds to the needs of communities in all parts of the country by creating opportunities for individuals to come to Canada to make an economic, social, cultural and civic contribution while also realizing their full potential, with a view to becoming citizens; and
- Supports global humanitarian efforts to assist those in need of protection.

CIC's Mission

CIC, with its partners, will build a stronger Canada by:

- Developing and implementing policies, programs and services that:
 - Facilitate the arrival of persons and their integration to Canada in a way that maximizes their contribution to the country while protecting the health, safety and security of Canadians;
 - Maintain Canada's humanitarian tradition by protecting refugees and persons in need of protection; and
 - Enhance the values and promote the rights and responsibilities of Canadian citizenship.
- Advancing global migration policies in a way that supports Canada's immigration and humanitarian objectives.

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

4 This figure does not include the 1,236 locally engaged staff in missions around the world (as of September 30, 2006).

Financial Resources		
2007–2008	2008–2009	2009–2010
\$1,187.8M	\$1,313.2M	\$1,363.3M

Full-time Equivalents		
2007–2008	2008–2009	2009–2010
3,708	3,498	3,515

Explanation of change: Planned spending increases by \$125M in 2008–2009, compared to the previous year, primarily due to increased funding for the *Canada-Ontario Immigration Agreement*, additional Settlement funding and the escalation of the *Canada-Quebec Accord*.

In 2009–2010, planned spending increases by \$50M over the previous year, mainly due to additional Settlement funding.

Full-time Equivalents (FTEs) decrease in 2008–2009 due to the planned completion of the Global Case Management System (GCMS) project. Although there is an overall increase in funding dollars over the planning period, it is related primarily to grants and contributions, not salary costs, and therefore results in no significant change to FTEs in future years.

Departmental Priorities

Departmental Priorities	Type
1. Implementing an integrated policy framework	Ongoing
2. Improving client service	Ongoing
3. Building the work force of the future	Previously committed

Program Activities by Strategic Outcome

For further information on planned spending variances, see details by program activity in Section II.

	Expected Results	Planned spending 2007–2008	Planned spending 2008–2009	Planned spending 2009–2010	Contributes to the following Priority
SO1: Maximum contribution to Canada's economic, social and cultural development from migration					
1. Immigration Program	Contribution, through the Immigration Program, to Canada's economic, social and cultural development.	\$184.0M	\$170.8M	\$170.3M	1,2,3
2. Temporary Resident Program	Contribution, through the Temporary Resident Program, to Canada's economic, social and cultural development.	\$59.8M	\$59.1M	\$62.1M	1,2,3
SO2: Reflection of Canadian values and interests in the management of international migration, including refugee protection					
3. Canada's role in international migration and protection	Canada influences the international agenda on migration and protection.	\$4.0M	\$4.0M	\$4.0M	1,2,3
4. Refugee Program	Maintenance of Canada's humanitarian tradition with respect to refugees and persons in need of protection.	\$97.5M	\$95.7M	\$95.6M	1,2,3
SO3: Successful integration of newcomers and promotion of Canadian citizenship					
5. Integration Program	Successful integration of newcomers into Canadian society within a reasonable time frame. Newcomers contribute to economic, social and cultural development needs of Canada.	\$783.2M	\$929.0M	\$977.0M	1,2,3
6. Citizenship Program	Accordance of full participation in Canadian society to eligible permanent residents. Contribution to Canada's economic, social and cultural development.	\$59.3M	\$54.6M	\$54.3M	1,2,3
Total Planned Spending		\$1,187.8M	\$1,313.2M	\$1,363.3M	

Explanation of change: Planned spending increases by \$125M in 2008–2009, compared to the previous year, primarily due to increased funding for the *Canada-Ontario Immigration Agreement*, additional Settlement funding, and the escalation of the *Canada-Quebec Accord*.

In 2009–2010, planned spending increases by \$50M over the previous year, mainly due to additional Settlement funding.

C. Departmental Plans and Priorities

Canadian Immigration: Building Canada's Future

Migration is a widespread and irrepressible phenomenon affecting virtually every country in the world. The number of migrants has increased rapidly in modern times, from 76 million in 1960, to 175 million in 2000 and to almost 200 million in 2005. International migrants now account for 3 percent of the world's population, which includes 9.2 million refugees. A number of factors have influenced migration in recent decades: population growth; market globalization; environmental degradation; advances in communication technology; ease of transportation; political, economic and social conditions; regional conflicts; and natural disasters.

Immigration has helped make Canada what it is today, building and transforming the population and contributing to the development of our economy, our society and our culture. Canada has one of the highest per capita rates of permanent immigration in the world—roughly 0.7 percent in recent years—and has welcomed 3.5 million immigrants in the last 15 years alone. In fact, about 18 percent of Canada's population is foreign-born and another 30 percent is descended from earlier generations of non British, non-French immigrants. Canada's cultural diversity represents a tremendous strength, weaving a web of global ties that enriches our social fabric and enhances our economic prosperity.

Canada is one of only a few countries with a managed immigration program that aims to have newcomers ultimately

become full citizens. According to Statistics Canada, 84 percent of the permanent residents in Canada in 2001 who were eligible had acquired Canadian citizenship. In 2005–2006, 222,170 permanent residents became Canadian citizens. Obtaining citizenship is a key step in the integration process for newcomers because it means that they can participate fully in Canadian life. In a world of widespread migration and expanding global ties, however, multiple connections and identities increasingly raise questions about the meaning of citizenship and how to foster a shared national identity and sense of belonging.

While Canada has had great success in maximizing the benefits of immigration, an ever-changing world continues to present new issues and challenges associated with an evolving global economy, demographic patterns and geopolitical trends.

Demographic and labour market context

The United Nations projects that between 2000 and 2050, the world's population will grow by 2.6 billion people, but that almost all of that growth will be in developing and least-developed countries. Industrialized countries, such as Canada, will continue to be faced with an aging population and ultimately with demographic decline. Even booming developing economies, such as China, may eventually face a decline in population growth. These opposing trends in global

demographics will significantly influence migration flows and the competition for migrants of choice. More and more countries are gearing their immigration programs toward skilled migrants.

According to Statistics Canada, sometime between 2025 and 2030, the number of births in Canada will equal the number of deaths. If Canada's population is to continue to grow, immigration will be the source of this growth in the absence of a change in fertility and/or mortality rates. These demographic factors are also slowing Canada's labour force growth. Since labour force growth and productivity gains are the key components to ensuring a rising standard of living, any slowdown in labour force growth must be offset by stronger productivity gains in the future if the recent increase in the standard of living is to be sustained.

Immigration by itself cannot meet Canada's current and future labour market needs, but it is an important part of an overall solution. Immigration currently accounts for more than 70 percent of net growth in the labour force, and it is projected to account for 100 percent of that growth within the next decade because the number of Canadians leaving school and entering the labour force will only be sufficient to offset the number retiring. At current immigration levels, however, domestic sources of labour force growth will remain dominant, producing an estimated five times greater number of new entrants per year versus entrants from immigration.

While immigration is not the only driver of labour force growth, it is a key source of skilled labour for Canada, as well as an increasingly important mechanism for addressing labour shortages. No generalized labour market shortages are predicted for the next few decades, but shortages of skilled workers are already occurring in

particular occupations, sectors, industries and regions. It is therefore important that Canada make the most of everybody's skills. The Government of Canada has proposed to work with provincial and territorial partners to put in place a fair process for foreign credential assessment.

More and more, businesses view skilled labour shortages as a serious, long-term problem that will hamper Canada's economic growth and competitiveness. It is therefore important that the country have an immigration strategy that addresses pressing labour market and employer needs in the short term, while helping build an adaptable and competitive labour force over the long term. Doing so hinges on our ability to attract and retain immigrants through proactive recruitment and effective integration and family reunification programs.

Safety and security in a global context

Global interconnectedness brings shared risks. The ease of travel means that virtually all problems can be global. Epidemics of diseases such as SARS and avian influenza can rapidly affect the entire world if they are not managed effectively. Political conflict and civil strife in some parts of the world can have widespread ramifications and will continue to shape geopolitical relations and undermine our sense of security. The global context, especially since the events of September 11, 2001, has heightened concerns about security and migration. A key challenge for Canada is to strike a balance between protecting the health, safety and security of Canadians and facilitating the entry of migrants who have the potential to contribute to our economic, social and cultural life. CIC continues to work with its partners

to fulfil its role in identifying applicants who could pose security, safety or health risks to Canada in order to ensure that the benefits of a more responsive immigration system are not undermined.

Moving forward

The international environment will increasingly challenge Canada's ability to meet its future economic, social and cultural needs through immigration. Though unprecedented numbers of people are on the move as a result of local and world events, competition for talent will intensify with the declining population growth in developed regions and the emergence of developing countries as economic powers. Canada has succeeded in attracting and integrating immigrants. The challenge, however, will be to remain globally competitive and to enhance our contribution to humanitarian efforts to help the world's most vulnerable people. To help the country meet this challenge, CIC and its partners must have the appropriate policies, programs and tools for success. For CIC, this will require making progress on its three key priorities, particularly the implementation of an integrated policy framework.

Departmental Priorities

Three priorities will guide the Department's work in 2007–2008. These priorities, first committed to in 2006–2007, are discussed below.

Departmental Priorities

1. **Implementing an integrated policy framework**

2. **Improving client service**

3. **Building the work force of the future**

PRIORITY 1

Implementing an Integrated Policy Framework

While Canada's immigration system provides a strong foundation upon which to build, action is needed to ensure that it is well-positioned to meet new and emerging challenges that are closely interconnected. In moving forward, CIC is taking an increasingly horizontal approach to developing policies and programs that will make Canada an attractive destination for migrants. Efforts will involve measures that improve how we target and select immigrants and support their integration and pursuit of active citizenship, while striving to meet our humanitarian goals and manage risks and pressures on the immigration system itself. An integrated approach to addressing challenges that cuts across the immigration, integration, refugee and citizenship programs is crucial to achieving results in departmental priorities.

Selecting migrants and maximizing the benefits of immigration

One of Canada's challenges is to maximize the contribution of immigration to its economic, social and cultural development. Selecting entrants on the basis of having sufficient education, experience and language proficiency to successfully adapt in a changing labour market enables newcomers to take advantage of economic opportunities and contribute their talent and creativity to build strong, diverse and innovative communities that enhance Canada's position in the world. At the same time, employers cannot afford to overlook eligible workers. Budget 2006 allocated \$18 million to address assessment of foreign credentials. CIC continues to look

for more effective ways to tap into the skills of qualified foreign-trained workers.

While this approach helps sustain Canada's labour force and its competitive advantage over the longer term, there are immediate concerns about labour shortages in specific occupations, sectors and industries. CIC has already made improvements to existing mechanisms, such as the Temporary Foreign Worker (TFW) Program, and will continue to explore other measures to better meet specific labour market needs over both the short and long term.

At the same time, current settlement patterns result in an unequal distribution of the benefits of immigration across the country. While less than 65 percent of the Canadian population lives in metropolitan areas, more than 90 percent of newcomers settle in those areas. In fact, three quarters of newcomers settle in Canada's three largest urban areas—Toronto, Montreal and Vancouver. Rural and smaller urban areas are having difficulty attracting and retaining immigrants who would help meet their labour market and population requirements. CIC will have to work more closely with provinces and territories to make the immigration system more responsive to community needs across Canada. One way to do this is through the Provincial Nominee Program.

Successful integration of newcomers

Another challenge for Canada is to improve economic and social outcomes for immigrants. Recent immigrants are not succeeding as well as immigrants in the past. Over the last two decades, the initial earnings of new immigrants relative to average Canadian earnings have deteriorated overall, despite higher levels

of education. Recent immigrants take longer to catch up with native-born Canadians with respect to labour market outcomes. Immigrants need to be able to leverage their skills to productive use in the labour market and to reap economic rewards commensurate with their skill levels. It will also be important to ensure that newcomers have the family and social support they need to succeed and to fully contribute to the social and cultural fabric of Canada.

The 2006 budget provided additional funding of \$307 million over two years for settlement services in provinces and territories outside of Quebec.⁵ The new funding is to ensure that newcomers have the support they need, particularly during their early years in Canada. CIC will also continue to work with Human Resources and Social Development Canada (HRSDC), the provinces and territories, and professional associations toward the creation of the Foreign Credentials Referral Office. Other innovative approaches will also be developed to facilitate integration, such as starting the process overseas or targeting the selection of people who have the experience needed to integrate quickly into the Canadian labour market and society.

Citizenship is often considered to be the ultimate measure of newcomer integration and full participation in the economic, social and cultural life of the country. In fact, the vast majority of immigrants to Canada (84 percent) eventually become citizens. It is important to ensure that the process of acquiring citizenship is responsive to the modern-day realities of a world characterized by increasing international mobility. Just as important is to promote an understanding of a broader notion of citizenship that encompasses a shared national identity, a sense of belonging, loyalty and attachment to Canada, and rights and obligations.

5 Settlement funding for the province of Quebec is governed by the *Canada-Quebec Accord*.

Our continued success as a country will depend on how we harness our strength as a culturally diverse society and on pursuing citizenship as a two-way process that entails both equality of opportunity and respect for the law. Canada's model of citizenship must be well-positioned to enhance its social fabric and build stronger communities across the country.

Protecting the most vulnerable

A disproportionate number of the world's refugees live in camps or unsafe urban conditions for long periods before a solution is found through either a return to their country of origin, settlement within the region or resettlement abroad. Other refugees find ways to get to countries where they can apply for asylum, although globally the number of asylum applications in industrialized countries, including Canada, has decreased by almost half since it peaked in 2001. Within this context, both the domestic and international components of Canada's refugee protection programs must be examined in order to ensure that we continue to target those most in need of protection and find more durable solutions for a greater number of refugees. Partnerships both at home and abroad will have to be strengthened in order for Canada to contribute further to international solutions for refugees, particularly those in protracted refugee situations.

Managing pressures and risks effectively

A key pressure on the immigration system is the sheer volume of applications relative to Canada's annual admission targets. As a consequence, an inventory of applications representing approximately 800,000 individuals has accumulated. In addition, intake of new applications in some categories (e.g., federal skilled workers and parents and grandparents) has for several years exceeded

planned target ranges. This means lengthy waiting times that frustrate applicants. It may also lead to missed opportunities as skilled applicants choose other countries, undermining Canada's efforts to position itself as a destination of choice. Another consideration relates to the fact that we do not control when immigrants will arrive in Canada once they have been accepted. This causes year-to-year fluctuations in arrivals that have to be managed. For example, newcomers used their visas faster in 2005 than in 2004, raising the number of people admitted last year beyond the planned range. In addition, the average time between visa issuance and immigrant arrival in Canada declined by close to 30 days in 2005 which meant that CIC processed 13 months' worth of admissions in 12 months. We need to have the tools and policy measures to manage our system more efficiently if we are to continue to attract migrants who will contribute to Canada's prosperity.

Another source of pressure on the immigration system is the growing volume of applicants under the Temporary Foreign Worker Program. While CIC is equipped to deliver on its annual immigration targets, it must manage applications under the TFW category within its existing resources. This could lead to an erosion of the capacity of CIC to deliver on its planned admission targets, given that TFW applications take priority over the processing of permanent resident visas. These pressures highlight the need to find the right balance between temporary and permanent streams of migration.

Equally important is the need to plan effectively. The current approach to planning annual immigration level targets is limited to a one-year time frame. A longer-term approach will allow more time to plan and build operational capacity, provide enough flexibility to

respond to changing priorities and conditions, allow for broader and deeper collaboration with partners during the planning process, provide an opportunity to gain key stakeholder perspectives, and build a strong evidence base for setting appropriate levels of immigration that will meet the economic and social needs of communities across the country.

Risk management is essential to sustaining Canada's immigration programs and ensuring public confidence in the immigration system. Canada strives to strike a balance between facilitating entry and screening applicants so as to ensure both continued program integrity and the benefits of immigration. With support from security partners, CIC is responsible for making the final decisions on the entry of immigrants and temporary residents to make certain that entrants to Canada do not pose a danger to public safety and security. Similarly, CIC works with its health partners to manage the risks to public health within the context of increasing global mobility

The integrated policy framework will provide a strategic roadmap to ensure that all immigration programs and policies are working together to meet all these challenges and serve Canada's interests. It also involves laying out a path to provide sustainable investments needed to achieve strategic outcomes. This will involve strengthening the infrastructure for partnership and coordination within the Department. Collaboration and dialogue with other government departments will take place at multiple levels in order to achieve a broad-based understanding of pressures, challenges and policy directions with respect to immigration. CIC will also work more closely with the provinces, territories and other key players such as communities, employers and non-governmental organizations.

PRIORITY 2

Improving Client Service

The decision to immigrate to Canada or to apply for citizenship is an important life decision. Both clients and CIC are better served when this decision is based on realistic, authoritative and timely information about the opportunities, challenges and difficulties involved in immigrating, working and living in Canada and the privileges and responsibilities of Canadian citizenship. Clients and the Department also benefit when immigration and citizenship application processing is simple, predictable and transparent.

While Canada's immigration system provides a strong foundation upon which to build, there are challenges in the areas of application management and client service. Responding to these challenges will involve enhancing services to clients while maintaining the integrity of the system, improving public perception of the system, and ensuring that Canada remains an attractive destination for skilled immigrants. The increasing number of applications, for both temporary and permanent residents, shows that Canada continues to be a destination of choice.

However, a high volume of permanent resident applications in the 1999–2001 period and a continued inflow at higher levels than the government objectives—particularly for the federal skilled workers and parents and grandparents categories—have contributed to creating a large inventory of applications. Similarly, there has been an increasing volume of temporary resident applications (which are not constrained by target levels), eroding the Department's processing capacity and resources. Rising inventories and lengthy wait times have put significant pressures on the delivery of the immigration

program and present real challenges for timely processing and efficient management of client expectations.

Working with partners, CIC has launched a service modernization initiative that seeks to reduce processing times in a number of areas, make better use of the Internet and on-line services, simplify application kits and processes, and provide better information on the Internet through CIC's Call Centre and through service delivery partners. Significant progress has been made in the pursuit of continuous improvement, and CIC is committed to providing quality information and services in anticipation of and in response to clients' evolving needs and expectations.

As an example, TFW units were established in Vancouver and Calgary on September 1, 2006. The TFW units will provide advice to employers who plan to hire temporary foreign workers who are exempted from the labour market confirmation process. The units will also prescreen supporting documents from employers to streamline the application process of such workers.

In this context, a service improvement framework has been developed. It focuses on better addressing client needs and on providing enhanced accessibility worldwide by:

- Conducting client surveys and focus groups to better understand limitations and to ensure that services offered address them;
- Clearly communicating CIC's commitment to client service, supported by service principles and standards that are meaningful, transparent and fair to CIC clients;

- Developing a comprehensive human resources and change management strategy to foster a corporate culture focused on client service, innovation and performance;
- Developing a future model for service delivery that is integrated, responsive and accessible around the world;
- Streamlining business processes related to front-counter and behind-the-counter operations, with the support of innovative partnering strategies to ensure that clients have access to more integrated and seamless services;
- Designing and implementing an electronic service environment, supported by a redesigned CIC Web site, that provides clients with user-friendly information and self-service tools for submitting or updating applications and for monitoring their case status on-line; and
- Strengthening CIC governance for service improvement initiatives through rigorous project prioritization and management.

Service improvements must be introduced gradually and provide both short-term solutions and medium-term transformations. Sequencing of changes will be based on client feedback, project feasibility and cost, as well as on operational requirements to ensure a smooth transition and continuity in service delivery. An overarching communication and engagement strategy will ensure a common understanding of the expected results and will help build consensus for the modernization of service delivery.

PRIORITY 3

Building the Work Force of the Future

CIC employees are instrumental in building Canadian society, and their diversity is a key strength for Canada. The Department will use this opportunity to increase its representation of the four designated groups⁶ and to promote and support diversity in the workplace. CIC needs to recruit employees who have the competencies required to implement new policy and program directions and to serve clients in the future. It needs to retain existing employees and help them develop the competencies they will need in the future. CIC must ensure that all of its employees are equipped to continuously learn and develop in order to respond to the evolving environment and priorities. Building a work force that will enable CIC to fulfil its strategic objectives is a key departmental priority.

The Department began a process of employee consultation during the last year and will build on this process as it moves forward on its current departmental priorities. The three priorities are closely linked, and none of them can be carried out in isolation.

A review of the Department's management agenda and competencies has guided senior officials in charting the course for developing its future work force, building on the skills and competencies of CIC's existing employees, and adding new employees who bring needed abilities and energy.

CIC has set up a Work Force Renewal Office (WRO), which is working in close partnership with the Human Resources Branch to develop strategies to renew CIC's work force through training and succession planning and by recruiting new employees who have the needed competencies and skill sets.

The WRO has been mandated to:

- Discover demographic and competency-related challenges facing CIC;
- Develop strategies for facing these challenges;
- Develop and implement a single, integrated change strategy for delivery in 2010; and
- Position CIC as an attractive employer today and in the future.

Through solid human resources planning, CIC will design ongoing, sustainable strategies to build a diverse work force that meets Canadians' expectations and that can implement new policy and program directions. CIC will develop strategies to address engagement, recruitment, retention, learning and development, diversity, and succession planning needs. These strategies will respond to demographic shifts in its work force, while fostering a learning culture that will make CIC an attractive employer for people who have the competencies needed for the future. CIC will achieve these goals, in part, through the new delegations accorded to management and the enhanced flexibility provided in the *Public Service Modernization Act*.

6 The four designated groups are visible minorities, Aboriginals, persons with disabilities, and women.

For 2007–2008, CIC has identified the following priorities:

- Implement an integrated Performance Management Program and Succession Planning Program and an updated Learning Program for its executive (EX) population. Work will be done toward implementing a succession plan and learning program for EX equivalents and EX minus 1 and EX minus 2;
- Leverage government-wide development programs (e.g., Accelerated Executive Development Program, Career Assignment Program, Management Trainee Program);
- Develop and implement a strategic and creative approach to official language training to ensure that CIC will be seen as a diverse and attractive employer;
- Develop a new Competency-based Management Framework that will ensure CIC identifies the knowledge, skills and abilities necessary to meet its future challenges; and
- Implement the Employment Equity and Diversity Program. In particular a governance structure for Employment Equity and Diversity will be implemented, work will be undertaken to launch a demographic survey and a new diversity training program will be developed.

CIC's first Human Resources (HR) Strategy is based on strong leadership and excellence. Management, the WRO and Human Resources will work in partnership to build and sustain a competent and innovative work force and an inclusive, productive and respectful workplace ready to take on the challenges of the 21st century.

Management Priorities

CIC remains committed to the continuous improvement of key management practices over the next year. The Management Accountability Framework (MAF)⁷ establishes the standards for management in the Government of Canada and is the basis for management accountability between departments or agencies and the Treasury Board Secretariat (TBS). The 10 elements of the MAF (Public Service Values and Ethics; Learning, Innovation and Change; Strategic Direction and Communication; Policies and Programs; People; Citizen-focused Service; Risk Management; Stewardship; Accountability; Results and Performance) collectively define key areas that need to be considered by management to establish the benchmarks for sound management of a department or agency.

CIC has made efforts to implement the MAF throughout the organization and to promote its use as the instrument of choice for organizational management. In order to regularly assess and test the efficacy of management practices, the Department is currently identifying core management controls that will guide us to identify where we need to focus our attention to further enhance these practices in the future. This will improve understanding by managers and clarify their responsibility toward outcomes. Through its Management Accountability Office, CIC provides staff at all levels with a single source for guidance and assurance, founded on the fundamental principles of values and ethics. In the coming year, work will also continue on raising awareness of sound management

7 For further information on the MAF, see www.tbs-sct.gc.ca/maf-crg/intro_e.asp.

practices and their use among middle managers.

Five management priorities have been set by CIC in consultation with TBS. Priorities may be revised through the MAF assessment process that concludes early in the fiscal year. Nonetheless, CIC has emphasized work on the five following areas.

Continue to improve the evaluation function

Evaluation supports policy design and program development by providing evidence-based information on the effectiveness of immigration, refugee and citizenship programs and policies. The Research and Evaluation Branch, created in 2005–2006, will continue to develop an effective and independent evaluation function that takes a strategic and proactive approach to evaluation work. Study results will continue to inform ongoing policy design and program development and to foster accountability and organizational learning.

The recently approved CIC Evaluation Policy and risk-based, multi-year Evaluation Plan will ensure that in 2007–2008 the Department is positioned to critically evaluate the programs and policies of greatest impact and risk. The Evaluation Policy lays the foundation for evaluation research by establishing roles and responsibilities for the deputy minister, the Evaluation Committee, the Research and Evaluation Branch, and program managers. The Evaluation Plan is based on consultation with CIC managers and on an assessment of risk and priority policy directions of the Department. The Plan establishes a schedule to ensure that

significant CIC programs are critically evaluated at established intervals. See Annex 14 for more details.

Continue to integrate planning functions

CIC has made great strides in recent years toward an integrated corporate governance structure to support prioritization and decision making, and continues to refine its integrated business and resource planning cycle. Each year, corporate partners within CIC work closely together to further integration and ensure accountability for planned results. At the end of each planning cycle, a departmental roll-up is prepared, synthesizing key human resource, financial and non-financial information for the Department. CIC is committed to further integrating the planning function to ensure that departmental decision making and resource allocation are informed by integrated performance information, both financial and non-financial.

For 2007–2008, CIC will expand the departmental synthesis into a corporate business plan, identifying strategic context and challenges in addition to departmental priorities, strategies and key risk areas to provide a planning and accountability tool for senior management. CIC will also enhance the comprehensive departmental mid-year review process that assesses progress on plans against performance indicators and identifies gaps and emerging issues. This exercise is done in close internal collaboration between planning, financial and HR groups to better support reallocation decisions and performance reporting.

Strengthen the reporting of results on performance

CIC currently publishes application processing times for the immigration and citizenship lines of business. As part of its broader effort to improve client service, CIC intends to improve the information provided and to develop service standards. As well, the Department will develop a service measurement framework that will encompass new client satisfaction research and tools for client feedback.

Pursue the development and implementation of the Global Case Management System (GCMS)

Further to the implementation of the first component of the system, the Department will undertake an in-depth analysis of the state of the project to examine additional options to deliver the system and meet stated business requirements. This will entail developing a project delivery plan to safeguard the required client continuum, integrity and consistency of management information, and to consider refinement of legacy systems. See Section II D and Annex 9 for more information about the GCMS.

Address work force challenges

The third departmental priority, building the work force of the future, was established to address work force challenges. The section on priority 3 describes planned activities and results for 2007–2008, based on the 2007–2010 Human Resources Strategy. The HR Strategy will focus on building a highly competent and innovative work force and sustaining an inclusive workplace and a productive organization.

Another important component of the management improvement agenda for all departments relates to the implementation of the new TBS Internal Audit Policy. CIC continues to take concrete steps toward implementing the new policy requirements. The Department internally provides value-added, independent and objective assurance and advisory services through its audits and reviews of systems and practices as they related to governance, risk management and internal controls within the organization. As well, through follow-up work, the Department ensures that audit recommendations are implemented. (See Annex 14 for additional information on planned audits.)

Critical Partnerships

The successful management of Canada's immigration program depends on ongoing cooperation with a wide range of partners. CIC works with many partners on both international and domestic immigration issues, but stronger relationships with an even broader variety of partners are needed to build Canada's future.

While citizenship matters fall solely under federal jurisdiction, responsibility for immigration is shared with the provinces and territories. It will be important that both levels of government continue to identify ways to strengthen their respective roles and participate fully in the management of the immigration system to ensure its ongoing effectiveness and success. Currently, 11 federal-provincial/territorial (FPT) agreements are in force, including comprehensive frameworks for cooperation and provincial

nominee agreements. For further details, see Annex 1.

In addition to bilateral agreements, multilateral FPT discussions are being increasingly used as a way to work with the provinces and territories. As a result of more frequent meetings of FPT ministers responsible for immigration (the first meeting was held in 2002), CIC is forming stronger partnerships with the provinces and territories. Federal-provincial/territorial partnerships continue to progress in 2006–2007 with meetings at both the official and ministerial levels. The ongoing dialogue has shown that there is a clear consensus that all governments can play an active role in promoting Canada as a destination of choice to recruit and retain immigrants and to ensure their successful integration into Canadian society.

Agreement has been reached on a strategic approach to laying the foundation for stronger, more diverse communities in all regions of Canada, while also respecting the unique needs of each province and territory. Key issues identified include improved selection, improved outcomes to ensure that immigrants' skills are used to their full potential, increased regionalization to share the benefits of immigration more widely, and improved client service.

CIC works closely with the Immigration and Refugee Board (IRB)⁸ on issues relating to the overall management of the refugee and immigration portfolio. The IRB is an independent administrative tribunal that adjudicates immigration inadmissibility, detention, appeals and refugee protection claims made within Canada. While the independence of the IRB and its decision makers is always

maintained, there is close collaboration with CIC on policy and program issues.

CIC and the Canada Border Services Agency (CBSA) share responsibility for administering the IRPA and support each other in carrying out their respective functions. With support from CBSA and security agencies, CIC screens immigrants and temporary residents, assists with immigrant settlement and integration, and offers Canada's protection to refugees and those in refugee-like situations. CIC supports the CBSA in managing and running Canada's ports of entry, providing intelligence and other support to prevent inadmissible persons from reaching Canada and to detect persons who are in Canada but who are in contravention of the IRPA. On March 27, 2006, CIC and the CBSA formalized their close partnership through a memorandum of understanding (MOU) that defines how the two organizations work together to deliver all aspects of the immigration, refugee protection and citizenship programs. As the MOU is implemented, CIC will continue to work closely with the CBSA to support the removal of inadmissible persons and to investigate the use of biometrics and other technologies in order to further strengthen client identification and document and program integrity.

In Canada and overseas, CIC delivers its programs in collaboration with Foreign Affairs and International Trade (DFAIT), Public Safety and Emergency Preparedness Canada and other key agencies involved in managing access to Canada and protecting Canadian society. These agencies include the CBSA, the Royal Canadian Mounted Police (RCMP) and the Canadian Security Intelligence Service

8 For further details, see www.irb-cisr.gc.ca/en/index_e.htm.

(CSIS), which work to ensure public safety, and Health Canada and the Public Health Agency of Canada, which work with CIC on migrant health issues. CIC also works with HRSDC on the Temporary Foreign Worker Program and the creation of the Foreign Credential Referral Office, as well as with Canadian Heritage on citizenship promotion activities and on Canada's Action Plan Against Racism, which is led by Canadian Heritage.

Internationally, Canada finds itself increasingly linked to other states and their nationals through migration. As a country with a long and relatively successful experience with migration, Canada is well-placed to contribute to international discourse. CIC remains focused on asserting Canada's role in international migration and protection, helping to set the international refugee protection agenda through regular sessions of the United Nations High Commissioner for Refugees (UNHCR) Working Group on Resettlement and its Executive Committee, and through active participation in fora such as the Inter-Governmental Consultations on Asylum, Refugees and Migration Policies, the Four Country Conference, the International Organization for Migration, the G-8 Migration Experts Subgroup and the

Regional Conference on Migration (Puebla Process). CIC is working with other states to pursue the establishment of a non-binding, states-led Global Forum on Migration and Development, starting with a meeting in Belgium in 2007. CIC also represents Canada on migration matters at the Organisation for Economic Cooperation and Development.

Canada shares important relationships with a number of other countries with an interest in migration. CIC will continue to foster key bilateral and regional ties in 2007–2008. In the North American context, CIC helps to facilitate the movement of workers under the North American Free Trade Agreement as well as under specific seasonal agricultural worker agreements with Mexico and several Caribbean countries. CIC is committed to shared border initiatives with the United States, including the Security and Prosperity Partnership.

CIC also works closely with a wide range of stakeholders including employers, service providers and various interest groups. CIC will continue to foster these relationships and encourage stakeholders to take on greater partnership responsibilities with respect to the Immigration Program.

SECTION II

Analysis of Program Activities by Strategic Outcome

Analysis By Program Activity

The following section provides an overview of CIC's Program Activity Architecture (PAA) and highlights program activities and the expected results for each of the three departmental strategic outcomes. It also contains a table showing the Department's planned spending for

2007–2008 to 2009–2010 by strategic outcome and an outline of the key activities. Activities that contribute to more than one outcome or are Department-wide in nature appear under the section Other Programs and Services.

CIC's High-Level Program Activity Architecture:

Strategic Outcomes	Maximum contribution to Canada's economic, social and cultural development from migration	Reflection of Canadian values and interests in the management of international migration, including refugee protection	Successful integration of newcomers and promotion of Canadian citizenship
Program Activities	1. Immigration Program 2. Temporary Resident Program	3. Canada's role in international migration and protection 4. Refugee Program	5. Integration Program 6. Citizenship Program

CIC's programs generate revenue from application and rights fees that is deposited in the Consolidated Revenue Fund and is not available for respending by the Department. See Annex 8 for a listing of non-respendable revenue by activity.

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

Introduction

Migration is a positive force for economic and social development. CIC continues to promote Canada as a destination of choice for talent, innovation, investment and opportunity. Canada's immigration policy facilitates the entry into Canada of new immigrants and temporary residents who have the ability to contribute to the labour market and economy through their skills, their business experience or the capital they invest. Canada also welcomes family class immigrants who are sponsored and thus supported in their initial integration by close family members. Many people sponsored as members of the family class also make a significant economic contribution to Canada. At the same time, the success of these programs requires a balance between welcoming newcomers and protecting the health, safety and security of Canadians.

In 2007–2008, CIC will work with its partners toward increasing the contribution of the economic immigration stream to support Canada's economic prosperity and competitiveness. The aim is to have a more responsive immigration system that recruits and selects immigrants who best meet labour market and economic objectives, while improving outcomes for new immigrants and maintaining the integrity of the Immigration Program. CIC will continue to explore ways to facilitate the transition from temporary to permanent residence of those who have the potential to successfully integrate into Canadian society, including temporary residents such as foreign workers

who come to Canada for a fixed period of time, and foreign students and visitors. Temporary workers and foreign students are a valuable source of potential immigrants who can not only help meet current labour market and economic objectives but are also well-poised to achieve economic success in Canada.

CIC will continue to reunite families by giving priority to the processing of applications from sponsored spouses and dependent children at all of our locations. The number of applications from parents and grandparents that will be processed will remain consistent with the previous two years. In the coming year, CIC will strengthen partnerships to encourage immigration across Canada. CIC will continue to work closely with its provincial and territorial partners to select immigrants and temporary workers who meet the provinces' and territories' particular economic, social and cultural needs.

CIC will also continue to fulfil its role in identifying applicants for immigration or temporary status who could pose security or health risks to Canadians, in order to ensure that the benefits of a more responsive immigration system are not undermined. To be successful, CIC relies on effective partnerships with other departments such as the CBSA, the RCMP and Health Canada, as well as on its own expertise to detect and deter fraud.

Each year, under section 94 of the IRPA, the Minister of Citizenship and Immigration is required to table before Parliament an annual immigration plan outlining the total number of immigrants Canada aims to receive in the subsequent year. CIC has met or exceeded its planned immigration targets for the past seven years. Please refer to Annex 2 for the immigration targets for 2007 and Annex 3 for immigration levels from 2001 to 2005.

Immigration Target Ranges for 2007

The Immigration Program selects and processes economic and non-economic immigrants, with the exception of refugees, for permanent residence. The target ranges for these classes in 2007 are found in the table at the end of this section.

Despite the success in bringing roughly a quarter of a million new permanent residents to Canada each year, there are still many more individuals who would like to come. For this reason the number of prospective migrants applying far exceeds the number of admissions in some categories.

While this high demand for immigration to Canada demonstrates Canada's success in attracting immigrants, high admissions have pushed the overall inventory of applications to approximately 800,000 individuals, the largest inventory in recent history. Of this number, approximately 510,000 people are in the federal skilled worker category, while over 100,000 people are in the sponsored parents and grandparents category.

As CIC cannot limit the number of applications received and processes applications according to target ranges tabled annually in Parliament, there is a time lag between when an application is submitted and when CIC begins to process the application. In some instances where the

volume of applications is high these wait times can be as long as four to five years.

CIC is also committed to the timely processing of temporary residents, including visitors, students and workers applying to come to Canada, groups for which volumes have increased steadily in recent years. The same resources responsible for processing temporary visas are also responsible for processing permanent residence applications. As a result, growing volumes on the temporary side have had an impact on inventories of permanent residence applications.

Inventories will continue to exist as long as the volume of applications continues to exceed the number of admissions. Accordingly, CIC is looking for ways to better manage these demands in a timely and responsive manner and is actively pursuing options to decrease long wait times by reducing these inventories. CIC had some success in 2005 in reducing the inventory by raising the target for parents and grandparents with additional resources midway through the year. Furthermore, the Government of Canada has entered into a number of agreements with the provinces to identify and designate immigrants who will meet their local economic needs. The Provincial Nominee Program has helped provinces address their regional labour needs in recent years. The number of admissions under the program has increased dramatically in recent years, from 1,252 admissions in 2000 to 8,047 admissions in 2005. Sponsored spouses and children are also processed on an expedited basis.

Drawing down the inventories will take some time. As a result, the Government of Canada is examining additional proposals to support inventory reduction and labour market responsiveness goals, including shifting to a multi-year level planning approach and avenues for temporary workers and students to apply for permanent residence from within Canada.

Immigrant Category	2007 Ranges Lower/Upper
Skilled Workers and Dependants	90,000 – 100,500
Quebec Selected Skilled Workers and Dependants	26,000 – 27,500
Business: <i>Entrepreneur, Self-employed, Investor and Dependants</i>	9,000 – 11,000
Live-In Caregiver	3,000 – 5,000
Provincial Nominees and Dependants	13,000 – 14,000
TOTAL ECONOMIC CLASS	141,000 – 158,000
Spouses, Partners and Children	49,000 – 50,000
Parents and Grandparents	18,000 – 19,000
TOTAL FAMILY CLASS	67,000 – 69,000
Humanitarian and Compassionate Grounds/Public Policy Considerations	6,000 – 7000
Permit Holders	100 – 200
TOTAL OTHERS	6,100 – 7,200

Activity 1 – Immigration Program

Description	Expected Results
Design, develop and implement policies and programs to facilitate the entry of permanent residents in a way that maximizes their economic, social and cultural contribution to Canada while protecting the health, safety and security of Canadians.	Contribution, through the Immigration Program, to Canada's economic, social and cultural development.

Planned Spending and Full-Time Equivalents			
Forecast spending 2006–2007	Planned spending 2007–2008	Planned spending 2008–2009	Planned spending 2009–2010
\$201.2M	\$184.0M	\$170.8M	\$170.3M
1,596 FTEs	1,719 FTEs	1,620 FTEs	1,620 FTEs
<p>Explanation of change: Planned spending in 2007–2008 is \$17M lower than the previous year due to reduced funding of \$14M for short-term pressures (processing of inventory of parents and grandparents), \$2M for additional Expenditure Review Committee reductions and \$1M in additional transfers to other government departments.</p> <p>Planned spending in 2008–2009 and future years declines by \$13M due to further sunseting of resources for short-term pressures (processing of parents and grandparents inventory) and for the biometrics pilot project.</p>			

Policy and Program Development

Planned Activities	Planned Results
Continue to explore ways to facilitate the transition from temporary to permanent resident status for individuals with Canadian experience.	Improved and more rapid economic success of selected economic immigrants.
Explore a framework for multi-year immigration levels planning; continue to provide levels analysis to support development of related policies.	An improved planning framework, allowing for better engagement of stakeholders and service providers, contributing to better economic and social outcomes for immigrants.
Initiate measures designed to contain overseas inventory growth.	Inventory growth of overseas applications contained and beginning to decrease.
Develop policy options designed to eliminate the inventory within five years from implementation.	Policy options developed to accelerate the reduction of existing inventories. Policy options developed for sustainable approaches to application management to prevent future inventories.
Continue with the review of the current humanitarian and compassionate (H&C) policy to determine whether its implementation is consistent with the policy's intent and objectives, and to identify areas where the policy could be improved.	Enhanced accountability and improved program delivery through the development of a performance measurement framework for H&C decision making.
Assess the effectiveness of CIC's interim guidelines on human trafficking and contribute to the Interdepartmental Working Group on Trafficking in Persons.	Improvements, as needed, to CIC's <i>Human Trafficking Interim Guidelines</i> .
Support the <i>Strategic Plan to Foster Immigration to Francophone Minority Communities</i> .	Increased francophone immigration to francophone minority communities outside Quebec.
Continue to review the effectiveness of current measures with respect to immigration representatives in order to continue enhancing client protection and program integrity.	Enhanced client protection and program integrity.

Selection and Processing of Skilled Workers

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

Planned Activities	Planned Results
Conduct, in 2007–2008, an evaluation for skilled workers selected post-IRPA.	Improved information about the economic outcomes of immigrants selected after changes were made to the skilled worker selection grid in 2002.
Deliver the skilled workers component of the 2007 Immigration Plan.	Skilled worker targets for 2007 are met.

Selection and Processing of Business Immigrants

The three classes of business immigrants—entrepreneurs, investors and self-employed immigrants—bring business experience and investment capital to Canada, and create jobs for themselves and other Canadian residents.

Planned Activities	Planned Results
Review the policy and effectiveness of the Entrepreneur Program.	Effective and refocused delivery of the Entrepreneur Program to maximize the economic benefit to Canada.
Process more applications under the Immigrant Investor Program and continue to develop strategies for enhancing the program.	A more robust program that enables participating provinces to more effectively use Immigrant Investor Program funds for regional economic development.
Continue to ensure that partners managing funds invested by immigrants before April 1999 comply with the <i>1976 Immigration Act</i> .	Program integrity is maintained.
Deliver the business immigrant component of the 2007 Immigration Plan.	Business immigrant targets for 2007 are met.

Family Class

Facilitating family reunification is one of CIC's objectives. Canada will therefore continue to welcome family class immigrants who are sponsored and thus supported by close family members.

Planned Activities	Planned Results
Continue to support the family reunification objectives of the IRPA and review its policies to identify areas where they could be improved.	Better information about the economic, social, and cultural contribution made by family class immigrants to Canadian society.
Deliver the family class component of the 2007 Immigration Plan.	Family class targets for 2007 are met.

Provincial Nominee Program (PNP)

Canada has signed provincial nominee agreements with nine provinces and one territory.⁹ The agreements give those governments the authority to nominate, for permanent immigration, foreign nationals who match the specific economic and demographic needs of their communities. The Province of Ontario has committed to launch its PNP in April 2007. The Government of Quebec has full authority to select all economic immigrants destined to the province under the terms of the *Canada-Quebec Accord* signed in 1991.

⁹ British Columbia, Alberta, Saskatchewan, Manitoba, New Brunswick, Nova Scotia, Newfoundland and Labrador, Prince Edward Island, Ontario and the Yukon Territory.

Planned Activities	Planned Results
Continue to encourage and assist the provinces with improving their PNPs through training and sharing of best practices.	Better distribution of immigrants across Canada to ensure the economic and socio-cultural benefits of immigration are more evenly spread throughout the country.
Deliver the provincial nominee component of the 2007 Immigration Plan.	Provincial nominee targets for 2007 are met.

Permanent Resident Card

The Permanent Resident Card (PRC)¹⁰ was introduced on June 28, 2002, to provide a secure official status document that facilitates the entry of permanent residents to Canada.

On December 31, 2003, the card became mandatory for all permanent residents returning to Canada aboard a commercial carrier—airplane, boat, train or bus. The PRC is valid for five years from the date of issue. Since nearly five years have passed since the PRC's inception, the first wave of renewals will begin in 2007.

Planned Activities	Planned Results
Analyse data on immigration and citizenship trends to predict anticipated renewal volumes of the PRC.	Continued efficient and timely delivery of PRCs while maintaining the program's integrity.
Develop business plans and strategies to ensure that CIC has the capacity to handle the forecast volume effectively and efficiently.	

Activity 2 – Temporary Resident Program

Description	Expected Results
Design, develop and implement policies and programs to facilitate the entry of temporary workers, students and visitors in a way that maximizes their contribution to Canada's economic, social and cultural development while protecting the health, safety and security of Canadians.	Contribution, through the Temporary Resident Program, to Canada's economic, social and cultural development.

10 For further information, see www.cic.gc.ca/english/pr-card/index.html.

Planned Spending and Full-Time Equivalents

Forecast spending 2006–2007	Planned spending 2007–2008	Planned spending 2008–2009	Planned spending 2009–2010
\$61.6M	\$59.8M	\$59.1M	\$62.1M
682 FTEs	730 FTEs	707 FTEs	719 FTEs

Explanation of change: Planned spending in 2007–2008 declines by \$2M in relation to the previous year primarily due to additional Expenditure Review Committee reductions. In 2009–2010 planned spending increases by a total of \$3M, including additional funding of \$2M to support the 2010 Olympic and Paralympic Winter Games and \$1M in additional funding for the processing of international students.

Temporary Foreign Workers

Qualified temporary foreign workers are admitted to Canada to address short-term needs in the Canadian labour market and thereby contribute to Canada’s economic growth.

Planned Activities	Planned Results
Implement changes to the operation of the Temporary Foreign Worker Program to make the program more facilitative and more responsive to labour market needs and shortages and to improve program integrity.	Short-term Canadian labour market needs are met.
Develop a model federal-provincial/territorial temporary foreign worker agreement with Ontario as a basis for negotiations with other interested provinces and territories.	Facilitative and streamlined programs meet provincial and territorial needs.

Visitors and Foreign Students

Foreign students bring with them new ideas and cultures that enrich the learning environment in Canadian educational institutions. Foreign students who enter Canada on temporary visas will continue to be an important source of potential skilled worker immigrants who are well-prepared for the Canadian labour market. The Post-Graduation Work Permit Program assists the foreign students in building a bridge between studying and working in Canada. Since April 2006, 7,651 foreign students have benefited from this program. In addition, the Off-Campus Work Permit Program assists students to build Canadian work experience during their education. Since its announcement in April 2006, 11,935 students have benefited from this program.¹¹

11 From May 1, 2006, to February 4, 2007.

Over the last three years, roughly 740,000 Temporary Resident Visas (TRVs) have been issued to visitors per year. Millions of additional foreign visitors who are citizens of countries that do not require a visa to travel to Canada cross our borders every year. As of December 31, 2006, citizens of 146 countries require TRVs to visit Canada, while citizens of 46 countries are visa-exempt.¹²

Planned Activities	Planned Results
Monitor the off-campus work and post-graduation employment programs for international students and identify best practices that could be used in future program enhancements.	Canada remains competitive in the market for international students.

12 For further information, see www.cic.gc.ca/english/visit/visas.html.

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

Introduction

Internationally, migration and humanitarian issues continue to gain attention and have moved to centre stage on multiple fronts. In the coming years, CIC will need to expand its role in framing and advancing a series of important international migration policy and governance dialogues. These dialogues, which are at varying levels of maturity, broadly encompass the linkages between migration policy and foreign affairs in such areas as development assistance, trade, health and human capital flows. Part of CIC's role will be to align the respective departmental and Canadian government positions. This role reaffirms CIC's commitment to developing a strategic agenda on global migration and protection and to identifying opportunities for advancing Canada's policy and

program priorities through domestic and international linkages and partnerships.

Every year, Canada grants protection to thousands of people, nearly half of whom are refugees selected abroad who need protection. The others are persons who are granted permanent resident status after claiming refugee status from within Canada and being found to be protected persons.

Effective and timely health care is key to the successful integration of protected persons into Canadian society. Providing essential health care and rapidly identifying and managing diseases and illnesses continue to be important aspects of protecting both refugee claimants and other vulnerable migrants, as well as protecting the health of Canadians.

Protected Persons Target Ranges for 2007

Immigrant Category	2007 Ranges Lower/Upper
Government-Assisted Refugees	7,300 – 7,500
Privately Sponsored Refugees	3,000 – 4,500
Protected Persons in Canada and Dependents	10,600 – 12,000
Dependents Abroad	5,000 – 6,800
TOTAL PROTECTED PERSONS	25,900 – 30,800

Activity 3 – Canada’s Role in International Migration and Protection

Description	Expected Results
Assert Canada's position in the context of international migration to influence the international agenda on migration and protection.	Canada influences the international agenda on migration and protection.

Planned Spending and Full-Time Equivalents			
Forecast spending 2006–2007	Planned spending 2007–2008	Planned spending 2008–2009	Planned spending 2009–2010
\$4.1M	\$4.0M	\$4.0M	\$4.0M
18 FTEs	18 FTEs	18 FTEs	18 FTEs
Note This activity includes contribution resources related to Migration Policy Development and the International Organization for Migration, which are shown in Annex 10, Details on Transfer Payment Programs.			

International Migration Policy

Asserting Canada’s role in international migration and protection will remain a focus for CIC in 2007–2008. The policy reaffirms CIC’s commitment to developing a strategic agenda for global migration and protection, particularly in the North American context, and to developing an engagement strategy with international partners.

Planned Activities	Planned Results
Develop a strategy for CIC’s engagement abroad in order to better contribute to meeting Canada’s immigration needs and to ensuring the prosperity and security of Canada.	A coherent strategy on CIC’s engagement abroad.
Play the lead role in formulating an international migration policy for the Government of Canada, including working with other government departments to examine the linkage between migration and development.	Increased shared understanding of migration policies and perspectives.
Prepare Canada’s participation in the Global Forum on Migration and Development.	Broader understanding of Canada’s approach to international migration.
Continue to contribute to the growing international dialogue on migration through participation in various bilateral and multilateral forums.	

Activity 4 – Refugee Program

Description	Expected Results
Maintaining Canada's humanitarian tradition by protecting refugees and persons in need of protection in Canada and abroad.	Maintenance of Canada's humanitarian tradition with respect to refugees and persons in need of protection.

Planned Spending and Full-Time Equivalents			
Forecast spending 2006–2007	Planned spending 2007–2008	Planned spending 2008–2009	Planned spending 2009–2010
\$103.7M	\$97.5M	\$95.7M	\$95.6M
245 FTEs	249 FTEs	230 FTEs	230 FTEs

Explanation of change: Planned spending for 2007–2008 decreases by \$6M as compared to the previous year primarily due to the sunsetting of funding related to refugee reform.

Planned spending decreases by \$2M in 2008–2009 and future years due to lower levels of corporate services allocated to this activity.

Policy and Program Development

CIC plays a significant role in maintaining Canada's humanitarian tradition by protecting refugees and persons in refugee-like situations. The Department develops policies and designs programs for the in-Canada refugee protection system and for the identification and resettlement of refugees from abroad. The Department also represents the interests of the federal government in multilateral and bilateral international refugee protection forums.

Planned Activities	Planned Results
Continue efforts to improve the refugee protection system and make further progress toward a program that provides protection where needs are the greatest.	Over the long term, a focused and balanced refugee policy/program that is flexible, proactive and efficient and that provides protection where needs are the greatest while engaging civil society.
Complete an evaluation of the Pre-Removal Risk Assessment Program.	
Continue to strengthen relationships with other government departments and external stakeholders, including the IRB, the CBSA, Justice Canada, DFAIT, the Canadian International Development Agency, the UNHCR and the Canadian Council for Refugees and Sponsorship Agreement Holders (private sponsors of refugees), in order to meet our refugee policy objectives and to develop approaches for streamlining the refugee system.	Well-managed partnerships and initiatives at the domestic and international levels that contribute to effective and efficient refugee protection. Client-centred approaches for refugee protection and integration.

Planned Activities	Planned Results
<p>Continue to influence discussions and to develop and maintain partnerships in the area of refugee protection at the international level. Initiatives will include:</p> <ul style="list-style-type: none"> • Supporting and monitoring the Safe Third Country Agreement with the US; • With the IRB, the RCMP and the CBSA, developing a plan for the full implementation of the Asylum Annex information-sharing agreement with the US; • Providing support for the implementation of the Mexico Plan of Action; and • Advocating for an international focus on protracted refugee situations. 	<p>Enhanced orderly handling of refugee claims, strengthened public confidence in the integrity of our asylum systems and reduced abuse of refugee programs.</p> <p>Implementation of the Mexico Plan of Action allows more refugees in Latin America access to protection and durable solutions.</p> <p>Canadian efforts directly attributed to favourable resolutions to protracted refugee situations.</p>

Selection and Processing of Protected Persons (Resettlement/Asylum)

Planned Activities	Planned Results
<p>Develop and implement improvements to the Private Sponsorship of Refugees Program (PSR), based on program analysis, the PSR Evaluation and consultations with sponsoring groups.</p>	<p>Improved processing times, increased satisfaction for sponsoring groups, increased approval rates, faster protection for eligible applicants.</p>
<p>Continue to implement administrative measures for the in-Canada refugee protection system in order to render and act on decisions more quickly, while maintaining fairness.</p>	<p>Improved effectiveness and efficiency of the in-Canada refugee protection system, aligned with Canada's humanitarian tradition.</p> <p>Decreased inventory of permanent residence applications from protected persons.</p>
<p>Work with other government departments to bring together Canada's various humanitarian responses under a consistent foreign policy approach and to contribute to discussions with multilateral partners on developing strategies for assisting populations in specific protracted refugee situations.</p>	<p>A Canadian framework strategy that maximizes the prospects for all three durable solutions,¹³ with a particular focus on repatriation and local integration and a strategic use of resettlement to Canada for specific refugee populations.</p>
<p>Deliver the refugee component of the 2007 Immigration Levels Plan.</p>	<p>Protected person targets for 2007 are met.</p>

13 The three durable solutions for refugees are repatriation (go home in safety and dignity), local integration (stay in the first country of asylum with all rights of other foreign nationals) and resettlement (go to a third country and acquire all rights of other foreign nationals, including the right to acquire citizenship).

Immigration Loans Program

Through the immigration loans fund, CIC issues loans to members of the Convention Refugees Abroad and the Humanitarian–Protected Persons Abroad classes. Applicants must demonstrate financial need and the ability to repay the loan. The current limit on the loan fund is \$110 million, of which outstanding loan accounts totalled \$40.3 million as of March 31, 2006.

Planned Activities	Planned Results
Manage loan collection with due diligence to maintain the strong recovery rate for repayment (currently at 91 percent).	Members of the Convention Refugees Abroad and Humanitarian–Protected Persons Abroad classes will have access to the funds they need for medical examinations, transportation to Canada and expenses associated with initial settlement in Canada.

Interim Federal Health (IFH) Program

The objective of the IFH Program is to provide individuals who do not have access to health care with essential and emergency health services that will contribute to optimal health outcomes in a fair, equitable and cost-effective manner.

The program expenditures are projected to fall within the fiscal allotment of \$50.3M. Approximately 90,000 clients will benefit from the IFH Program in 2007–2008, generating over 600,000 claims.

Planned Activities	Planned Results
Provide emergency and essential health-care coverage for persons in need of assistance who fall under CIC jurisdiction and are excluded from the definition of “insured person” under the <i>Canada Health Act</i> , including protected persons and refugee claimants.	Improved health and integration outcomes for protected persons in keeping with Canada’s humanitarian tradition and commitments.
Enhance the IFH Program management by: <ul style="list-style-type: none"> • Improving program accountability frameworks; • Further aligning program policy and benefits with client needs; • Integrating program policy directions with departmental policies; and • Implementing a comprehensive communications strategy. 	<p>Accountability and performance management capacity is increased.</p> <p>Clients receive benefits and services that meet their unique needs.</p> <p>Policy integration and program synergies are achieved with other programs such as refugee protection and integration.</p> <p>Clients have better access to health care.</p>

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

Introduction

For Canada to realize the economic, social and cultural benefits of immigration, newcomers must integrate successfully into Canadian society. Integration and settlement programs are also crucial in providing immigrants and refugees with a supportive environment that enables them to maximize their potential and realize their aspirations. In Canada, welcoming

newcomers and helping them integrate into our society is a community effort that is supported by partnerships with the provinces, municipalities and community organizations. Obtaining Canadian citizenship is a significant step in the settlement process as it enables immigrants to fully participate in Canadian society.

Activity 5 – Integration Program

Description	Expected Results
Develop policies and programs to support the settlement, resettlement, adaptation and integration of newcomers into Canadian society by delivering the orientation, adaptation and language programs for newcomers.	<p>Successful integration of newcomers into Canadian society within a reasonable time frame.</p> <p>Newcomers contribute to the economic, social and cultural development needs of Canada.</p>

Planned Spending and Full-Time Equivalents

Forecast spending 2006–2007	Planned spending 2007–2008	Planned spending 2008–2009	Planned spending 2009–2010
\$566.9M	\$783.2M	\$929.0M	\$977.0M
368 FTEs	438 FTEs	416 FTEs	421 FTEs

Explanation of change: 2007–2008 planned spending increases by \$216M over the previous year due to new funding of \$103M for the *Canada-Ontario Immigration Agreement*, \$76M for the extension of Settlement services nationally, escalation of the *Canada-Quebec Accord* of \$28M and additional Settlement funding of \$21M. These increases were partially offset by sunsetting funding of integration costs related to the processing of parents and grandparents totalling \$12M.

In 2008–2009, planned spending rises by \$146M over the previous year, primarily due to increased funding of \$111M for the *Canada-Ontario Immigration Agreement*, \$25M for additional Settlement funding and escalation of the *Canada-Quebec Accord* of \$13M. These increases will be slightly offset by the sunsetting of \$3M of funding for the extension of Settlement services nationally.

In 2009–2010, planned spending rises by \$48M over the previous year, primarily due to additional Settlement funding.

Increasing FTE levels over the planned period reflect additional operating resources related to the *Canada-Ontario Immigration Agreement* and additional Settlement funding.

Settlement/Resettlement Policy and Program Development

Settlement programs and services help newcomers to Canada make the transition to becoming fully participating, contributing Canadians.

Planned Activities

Support HRSDC to establish a foreign credential assessment and recognition agency that complements existing Government of Canada programming.

Advance the following elements to enhance current integration and settlement programs in order to more effectively deal with the needs of newcomers to Canada:

- A broader suite of client-centred integration programs for newcomers, including pilot initiatives developed with input from stakeholders, provinces and municipalities;
- Complementary programs and initiatives that encourage Canadians' support for and participation in integration, including contribution to language, anti-racism, welcoming communities strategies and the Portal project; and
- Updated program delivery partnerships and funding arrangements through federal-provincial/territorial consultations, including discussions on the allocation of future settlement funding.

Planned Results

Support the creation of an agency that complements existing and planned Government of Canada programs.

A current and sound integration policy and program framework that encompasses:

- A results-based policy aligned with Government of Canada priorities and founded on stakeholder consultations and research;
- Client-focused programs that are better tailored to meet newcomers' social and economic integration needs;
- Evidence-based results and recommendations that contribute to appropriate program refinements and development; and
- An effective and efficient management and accountability framework.

Newcomer Settlement Support

Every year many newcomers receive Settlement services. Quebec, Manitoba and British Columbia have signed agreements with CIC to deliver their own Settlement services. The *Canada-Ontario Immigration Agreement* was also signed in November 2005 with most funds flowing directly to service providers from CIC rather than to the Government of Ontario. In the other provinces, CIC offers three core programs that help newcomers integrate into Canadian society: the Immigrant Settlement and Adaptation Program (ISAP),¹⁴ the Language Instruction for Newcomers to Canada (LINC) Program¹⁵ and the Host Program.¹⁶

Budget 2006 committed additional Settlement funding to improve outcomes for immigrants and refugees, and takes a step in addressing funding parity with the Ontario Agreement. This additional funding includes \$77 million for provinces/territories (except Quebec and Ontario) for 2006–2007 and 2007–2008, and \$230 million for Ontario for 2006–2007 and 2007–2008 as per the terms of the *Canada-Ontario Immigration Agreement*.

In addition, it is important that employers do not overlook eligible workers. The Department is working with provincial and territorial partners to strengthen credential-recognition capacity across the country as a means to more effectively tap into the skills of qualified foreign-trained workers and improve immigrant outcomes.

Planned Activities	Planned Results
Continue to implement recommendations from the Resettlement Assistance Program evaluation.	Evidence-based results and recommendations contribute to program improvements and improved integration outcomes for refugees.
Continue effective program management and development, with contribution of funding for: <ul style="list-style-type: none"> Approved settlement programs (e.g., LINC, ISAP, Host) and related pilot programs and initiatives (e.g., the Enhanced Language Training initiative, the Portal project); and Implementation of the <i>Canada-Ontario Immigration Agreement</i>. 	Improved service delivery and client outcomes. Enhanced delivery and funding models that are tailored to and meet both clients' needs and Canada's interests.

Activity 6 – Citizenship Program

Description	Expected Results
Design, develop and implement policies and programs to administer the acquisition of Canadian citizenship and to enhance the values and promote the rights and responsibilities of Canadian citizenship.	Accordance of full participation in Canadian society to eligible permanent residents.

14 For further information, see www.cic.gc.ca/english/newcomer/isap-fs.html.

15 For further information, see www.cic.gc.ca/english/newcomer/welcome/wel-22e.html.

16 For further information, see www.cic.gc.ca/english/newcomer/host-newcomer.html.

Planned Spending and Full-Time Equivalents

Forecast spending 2006–2007	Planned spending 2007–2008	Planned spending 2008–2009	Planned spending 2009–2010
\$105.9M	\$59.3M	\$54.6M	\$54.3M
955 FTEs	554 FTEs	507 FTEs	507 FTEs

Explanation of change: Planned spending for 2007–2008 decreases by \$47M, primarily due to reduced funding of \$39M for citizenship inventory processing and additional Expenditure Review Committee reductions of \$5M. In addition, a one-time \$3M grant was paid in 2006–2007 to establish the Institute for Canadian Citizenship.

Planned spending for 2008–2009 and future years decreases, primarily due to one-time costs related to the 60th anniversary of the *Citizenship Act*.

Decreasing FTE levels over the planning period are related to the sunsetting of temporary funding for citizenship inventory processing.

Citizenship Policy and Program Development

Obtaining citizenship is a significant step in the integration process for newcomers because it signifies the opportunity for full participation in Canadian life. In 2006–2007 the Institute for Canadian Citizenship (ICC) was established, and official launch events took place in January 2007. The ICC is an independent not-for-profit organization that operates beyond the existing scope of federal programming. CIC supported the ICC in securing the necessary approvals and initial funding. CIC will continue to foster an ongoing relationship with the ICC as a key partner in citizenship policy and program development.

Planned Activities	Planned Results
Advance citizenship policy, legislation and strategies to address current issues (e.g., access to citizenship for adopted children).	Citizenship program supports integration program and Government of Canada priorities. Enhanced citizenship outcomes and client satisfaction.
Promote the value of citizenship to Canadians and newcomers through citizenship ceremonies.	Active citizenship is promoted among Canadians.
Identify and implement sustainable solutions to improve service to citizenship clients.	Builds on technological solutions and partnerships for program delivery, while ensuring program integrity.

Citizenship Processing and Program Delivery

Citizenship reference levels for 2007–2008 are approximately \$38 million less than 2006–2007. March 31, 2007, marked the end of a two-year citizenship inventory reduction initiative to address short-term pressures. During the two-year period, processing times for grants were reduced from 15–18 months to 12 months. Processing times for proofs were reduced from five–seven months to three months. In 2005–2006, 220,170 permanent residents received citizenship, up from 183,582 in 2004–2005. CIC continues to examine and implement options for sustainable inventory management.

Planned Activities	Planned Results
Continue to identify and implement sustainable solutions for decreased inventories and faster processing.	Recommendations identified to improve client outcomes and satisfaction and enhance citizenship program efficiency and effectiveness.
Provide functional and operational support and guidance within a coherent, consistent and integrated service delivery model.	Maintain current processing times for reference levels of 170,000 grants and 38,000 proofs. If the number of applications received exceeds the reference levels, processing times will rise.
Process citizenship applications: <ul style="list-style-type: none">• Citizenship grants [Forecast: 170,000]• Citizenship proofs [Forecast: 38,000]	

Citizenship Promotion

In celebration of the 60th anniversary of Canadian Citizenship, CIC is planning promotional activities and special events to be held across Canada throughout 2007. These activities and events will be aimed at commemorating this milestone and engaging both newcomers and citizens. It was 60 years ago, on January 1, 1947, that Canada's first citizenship legislation came into effect. Prior to that date, most people residing in Canada were considered British subjects, not Canadian citizens.

Planned Activities	Planned Results
<p>Continue to promote the values, rights, privileges and responsibilities of citizenship through events and activities such as <i>Celebrate Canada</i> and ceremonies (reaffirmations and special ceremonies).</p> <p>Canada's Citizenship Week (CCW) and <i>Celebrate Canada</i> will be supported through CIC's regional offices, which plan special citizenship ceremonies in local communities.</p> <p>Implement activities in support of the 60th anniversary of Canadian citizenship.</p> <p>Continue to make available resources, including the <i>Cultivate Your Commitment to Canada</i> series, to support the teaching of citizenship in classrooms across the country.</p> <p>Continue to enhance citizenship ceremonies so they are more meaningful and interactive for new Canadians and established Canadians.</p>	<p>A better understanding of the rights and responsibilities of Canadian citizenship, along with the awareness of the values of Canadian citizenship, among new Canadians.</p>

D. Other Programs and Services

Health Risk Mitigation

Health Risk Mitigation includes the development of policies and program frameworks, as well as the implementation of risk mitigation strategies. It supports the activities of three CIC programs, namely the Immigration, Temporary Resident and Refugee Programs. The following planned activities reflect the changing migration patterns to Canada and the resulting shifts in health risks.

Planned Activities	Planned Results
<p>Policy Development Review strategies and policies related to the evaluation and management of public health risks, giving priority to tuberculosis (TB), and develop timely policies in response to emerging diseases and outbreaks in source countries for immigrants to Canada.</p>	<p>CIC's strategic directions, priorities and role in the mitigation of foreign-born public health risks to Canadians will be clarified, endorsed by public health partners and implemented.</p>
<p>Immigration Medical Examination/Assessment Review the function, format and medium of the Immigration Medical Examination and Assessment Protocol used for health admissibility screening to enhance the mitigation of health risk to the Canadian public inherent to the movement of migrants across international borders.</p>	<p>Creation of a more robust and flexible Immigration Medical Examination and Assessment mechanism permitting focused health intervention for identified migrant groups with higher health risk.</p>
<p>Enhance CIC's relationship with clinicians and laboratories involved in medical data acquisition procedures at all levels.</p>	<p>Improved health-related program integrity.</p>
<p>Medical Surveillance Streamline the reporting to Canadian provincial/territorial public health authorities of applicants admissible with inactive pulmonary tuberculosis (PTI), complex PTI or other complex non-infectious TB for medical management. Develop strategies to improve compliance with surveillance of newcomers who pose a tuberculosis or syphilis risk.</p>	<p>Applicants under surveillance will receive timely referral to provincial/territorial health authorities.</p>

Planned Activities	Planned Results
<p>Refugee Health Management Develop health risk management strategies for refugees originating from difficult environmental conditions with limited health prevention and care facilities, high tuberculosis and Multi-Drug Resistant (MDR)-TB incidence/prevalence and frequent outbreaks of malaria, dengue hemorrhagic fever, cholera and/or influenza-like illnesses. Enhance pre-departure interventions and post-arrival linkage to health care by engaging provinces and territories.</p>	<p>Reduced cases of active TB and other infectious diseases in new refugees, improved refugee health outcomes and, overall, increased protection of health of Canadians.</p>
<p>Research and Evaluation Medical Services Branch will establish partnerships to identify factors predictive of tuberculosis reactivation in newcomers to Canada.</p> <p>Conduct an evaluation to assess lessons learned related to tuberculosis screening and management of Karen refugees resettled in Canada (August–December 2006).</p>	<p>Gaps in the screening program will be identified and an action plan will be developed to correct them.</p> <p>Effectiveness and validity of the enhanced TB management of the Karen refugee group will be measured.</p>
<p>Partnerships CIC's partnership with the Public Health Agency of Canada is crucial, as the Agency has overall responsibility for the protection of Canadians. Similarly, provincial and territorial public health authorities have responsibility for public health in their jurisdiction.</p> <p>CIC will strengthen its relationships with its in-Canada and international partners to optimize migrant outcome, analyse health risks to Canadians and identify evolving health issues as they arise.</p>	<p>Increased exchange of reliable and objective health-related information among partners, and more effective policies and actions to mitigate health risks and appropriate responsibility sharing.</p>

Global Case Management System

The Global Case Management System (GCMS) is a critical component of the infrastructure that will help CIC accomplish its strategic outcomes and priorities. The GCMS is a secure, reliable and efficient case management tool that will integrate citizenship, immigration and enforcement data worldwide. This multi-year project will replace 12 different, aging, archaic and incompatible core business systems, some of which are 30 years old, supporting over 240 points of service across Canada and around the world. The GCMS will significantly change the way CIC and the CBSA do business. A unique client identifier will link all clients' interactions with both organizations, from their first contact with a mission right through to an application for citizenship or a final removal from Canada. Ultimately, it will help streamline operations, standardize business practices and improve client service across both organizations.

Since the project began in 2000, a number of external events, such as the decision to use a commercial software package rather than develop one in-house, have significantly affected the environment in which the GCMS is being developed. In addition, the scope of the project was expanded to respond to other significant events, among them a comprehensive reform of the *Immigration and Refugee Protection Act* (IRPA) in 2002; the split of CIC and the creation of the CBSA in 2003, which divided responsibility for the IRPA across the two departments; and an increased focus on national security post-9/11. This has caused major change for the GCMS project and as a result, the GCMS application itself needed to be modified to accommodate the new requirements resulting from these events.

Nonetheless, significant progress has been made since the project was launched. The departmental infrastructure has been upgraded to a modern, secure and scalable technology platform capable of providing 24/7 access to the GCMS for CIC and CBSA employees located in domestic and international sites. CIC already benefits from the first deployment of the GCMS, which became operational in September 2004 and supports the Citizenship Program with 1,320 staff across Canada. The GCMS, in combination with additional resources, directly contributed to effectively doubling the level of citizenship grants in 2005–2006.

The project has developed the Immigration and Enforcement modules of the application and has now entered the System Test Phase, which is a critical phase to ensure all the case management functionality works as designed. As progress has been monitored through the System Test Phase, CIC has concluded that successful completion will take more time than anticipated. The second release in support of Immigration and Enforcement is much more challenging than the first release in support of Citizenship due primarily to the breadth of functionality interdependency, including interfaces with 18 delivery partners, and the complexity of the data conversion requirements. Testing of the GCMS is proving to be extremely elaborate due to the unprecedented high number of large and complicated data bases being integrated into one single platform. These 12 systems were developed at different times for varying purposes and have a compound of size and data definitions, resulting in a more complex conversion process than anticipated. The data touch the lives of millions of people and are vital to the

service and security CIC and CBSA are mandated to provide and ensure.

The implementation of the GCMS has to be done properly. In that regard, CIC and CBSA are currently reconsidering implementation options as a result of an independent review conducted in December 2006. The review recommended that the project take the time to conduct a project quality verification and options analysis. This work is expected to be complete in the spring of 2007. CIC and CBSA will then propose a revised implementation plan to ensure a successful completion of the GCMS and the safest possible implementation worldwide.

Research

Strategic research activities continue to focus on the economic, social and cultural outcomes of newcomers to Canada. This work encompasses research into a wide range of social and economic policy questions, including demographic impacts, language acquisition, poverty, social inclusion, outcomes of children, outcomes of seniors, and the diversity of neighbourhoods and values. It also includes targeted research to meet specific needs of the policy and program branches. At the same time, support is provided for horizontal policy development initiatives with other government departments, such as HRSDC, on labour market impacts and requirements.

Finally, considerable effort is directed at meeting the statistical requirements of policies and programs through the

development of administrative data for use by the Department, the provinces and territories, and other stakeholders. This work includes corporate reporting (*Facts and Figures*¹⁷; *The Monitor*¹⁸; statistics for the *Annual Report*, the *Report on Plans and Priorities*, and the *Departmental Performance Report*), providing data to Statistics Canada for population estimates and equalization payments, providing data to the provinces, and linking citizenship and sponsorship data to permanent resident data and the refugee claimant continuum.

Strategic research activities at CIC will continue to develop a data infrastructure by building on existing data systems. In 2007–2008, existing databases will be extended to support investigations into immigrant businesses and the transition of newcomers from temporary to permanent residency. Research activities will focus on, among other issues, the dynamics of immigrant individual and household economic performance, with an emphasis on skilled workers and immigrants in business, as well as on occupational and industry mix, language acquisition — including the official language ability of immigrants and their literacy levels — neighbourhood dynamics, and the outcomes of immigrant children. CIC will continue to expand the range of information available to the public through publications such as *Facts and Figures* and *The Monitor*.

17 For more information on *Facts and Figures*, see www.cic.gc.ca/english/research/menu-fact.html#2005.

18 For more information on *The Monitor*, see www.cic.gc.ca/english/monitor/current.html.

Metropolis

In 1995, CIC and the Social Sciences and Humanities Research Council of Canada created the Metropolis Project to enhance the ability of CIC and other government departments to manage the challenges and capitalize on the opportunities associated with migration and the integration of ethnic, racial and religious minorities in large cities. The aims of Metropolis are to stimulate academic research in the field; encourage its use by policy makers and other government officials; and create opportunities for active collaboration among academic researchers, government officials and non-governmental organizations for managing issues relating to immigration and diversity, especially as they affect Canadian cities.

CIC, supported by a consortium of federal departments and agencies,¹⁹ leads the Metropolis Project. During the next phase of the project, Metropolis will continue to organize annual international and national conferences over the next three years. Each event is expected to attract between 600 and 1,000 Canadian and international researchers, scholars, policy makers and representatives of civil society. The 9th National Metropolis Conference will take place in Toronto from March 1 to 4, 2007; and the 12th International Metropolis Conference will be held in Melbourne, Australia, in October 2007. In 2008, the national conference will take place in Halifax in April and the international conference will take place in Bonn, Germany, in the fall.

Through presentations and seminars, Metropolis will organize highly focused, policy relevant events that will bring together policy makers, academics and non-governmental sector participants to discuss emerging issues in the fields of immigration and diversity. The five Metropolis centres of excellence in Canada will continue to conduct research into migration and diversity and to publish extensive series of working papers, scholarly articles and books. The centres will also stage local seminar series, symposia and other events. More information is available on the many Web sites associated with the project, which can be accessed at <http://metropolis.net>.

Gender-Based Analysis in CIC

Under the IRPA, CIC is accountable to Parliament for conducting gender-based analysis (GBA) of the impact of the Act and its regulations. The Department developed a strategic framework for gender-based analysis at CIC for 2005–2010. The overall objective of the framework is to integrate GBA into CIC's work in order to meet the reporting requirement through branch GBA plans and to achieve the broader departmental policy and program objectives and commitments on GBA.

The Department was reorganized in April 2006, and the GBA function was transferred to the Corporate Services Sector. This step affords greater opportunities to integrate GBA into the planning and reporting processes. In addition, the CIC Policy Committee,

19 The federal consortium consists of the following multi-year partners: Citizenship and Immigration Canada, the Social Science and Humanities Research Council, the Atlantic Canada Opportunities Agency, Canadian Heritage, Human Resources and Social Development Canada, the Royal Canadian Mounted Police, Public Safety and Emergency Preparedness Canada, Statistics Canada and Status of Women Canada.

which guides departmental policy directions, priorities and decision making, provides an oversight role to ensure that gender considerations are taken into account in the policy development process.

In the coming year, CIC will continue to provide policy development training courses in GBA in order to build the knowledge needed to make GBA part of the Department's daily work. As part of the GBA plans, a range of other initiatives are ongoing. For example, a preliminary assessment of gender issues for francophone minority communities was identified as an initiative, and effort will continue to ensure the collection of baseline data by gender within these communities. A project to develop communication tools on diversity awareness and to facilitate the integration of French-speaking women from ethno-cultural communities in New Brunswick is under way. CIC, along with Status of Women Canada, has provided funding to the Canadian Council for Refugees to support the development of a tool that will help to build the capacity in the settlement sector to apply GBA in the advocacy for, and the development, implementation and evaluation of, settlement programs and services.

Gender has been included as a criterion for future evaluations of the Federal Skilled Worker Program. When sufficient data on skilled worker immigrants selected under the IRPA selection grid are available, they will then be disaggregated by gender and differences in economic outcomes can be analysed. Having concluded a successful consultation process with stakeholders in 2005, CIC is continuing its review of the live-in caregiver program.

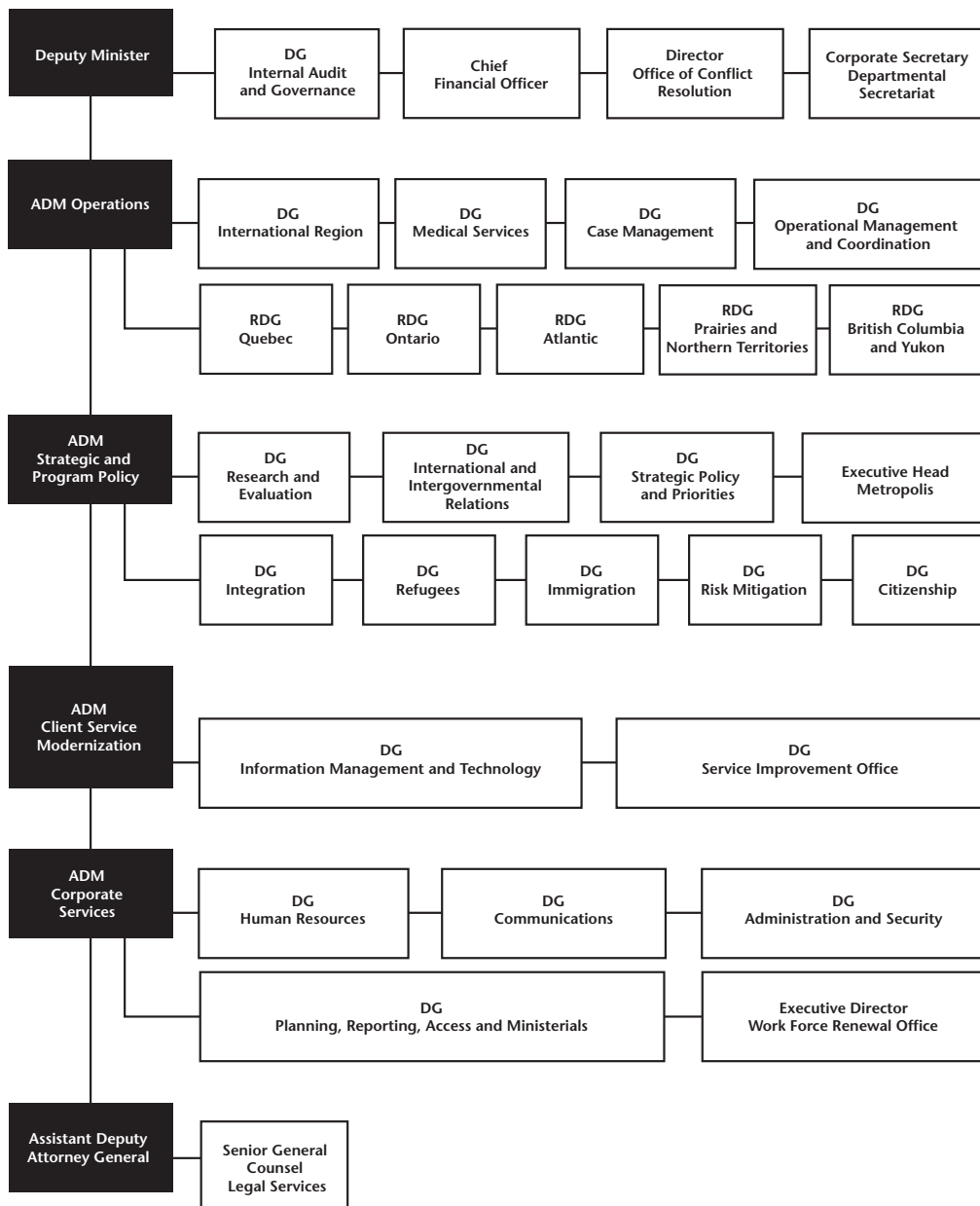
Toronto Waterfront Revitalization Initiative (TWRI)

Responsibility for the TWRI was transferred from the Minister of Citizenship and Immigration Canada to the President of the Treasury Board Secretariat through an Order in Council dated February 6, 2006. The TWRI currently falls under Environment Canada.

SECTION III

Supplementary Information

A. Organizational Information



Note – The organization is under review and has not yet been approved by Treasury Board.

B. Accountability

Minister

The Honourable Diane Finley is the Minister responsible for Citizenship and Immigration Canada.

Deputy Minister

Richard B. Fadden is the Deputy Minister. Reporting to the Deputy Minister are four Assistant Deputy Ministers; the Director General, Internal Audit and Governance (whose responsibilities include the Management Accountability Office); the Chief Financial Officer; the Director of the Office of Conflict Resolution; and the Corporate Secretary. The Assistant Deputy Attorney General leads the Justice team in providing legal services to the Department.

Assistant Deputy Minister, Strategic and Program Policy

The Strategic and Program Policy Sector leads the Department's strategic agenda on both the domestic and international levels and directs related policy, planning and research strategies. This sector includes the Strategic Policy and Priorities Branch, the Immigration Branch, the Integration Branch, the Refugees Branch, the Citizenship Branch, the Risk Mitigation Branch, the International and Intergovernmental Relations Branch, the Research and Evaluation Branch, and the Metropolis Project.

Assistant Deputy Minister, Client Service Modernization

The Client Service Modernization Sector is leading the redesign of CIC's service delivery model, setting service

improvement priorities and directing program investments to achieve the best results for our clients. This sector comprises the Information Management Technology Branch (which includes the Global Case Management System project) and the Service Improvement Office.

Assistant Deputy Minister, Operations

The Operations Sector is accountable for all of the Department's program delivery activities. Within this sector are the domestic regions; the International Region; the Case Management Branch; the Medical Services Branch; and the Operational Management and Coordination Branch, which includes specialized case processing centres in Mississauga, Ontario; Vegreville, Alberta; and Sydney, Nova Scotia; as well as a national call centre in Montréal and the Query Response Centre in Ottawa.

Assistant Deputy Minister, Corporate Services

The Corporate Services Sector is responsible for CIC's management agenda, bringing together responsibility for key corporate functions. This sector consists of the Administration and Security Branch; the Human Resources Branch; the Work Force Renewal Office; the Communications Branch; and the Planning, Reporting, Access and Ministerials Branch.

SECTION IV

Annexes

Annex 1

Federal-Provincial/Territorial Agreements

Agreement	Date Signed	Expiry Date
Agreement for Canada-British Columbia Co-operation on Immigration	April 5, 2004 (Original signed in May 1998)	April 5, 2009
Canada-Alberta Agreement on Provincial Nominees	March 2, 2002 Extended: December 15, 2006 [New agreement currently being negotiated]	April 30, 2007
Canada-Saskatchewan Immigration Agreement	May 7, 2005 (Original signed in March 1998)	Indefinite
Canada-Manitoba Immigration Agreement	June 6, 2003 (Original signed in October 1996)	Indefinite
Canada-Ontario Immigration Agreement	November 21, 2005	November 21, 2010
Canada-Quebec Accord	February 5, 1991	Indefinite
Canada-New Brunswick Agreement on Provincial Nominees	January 28, 2005 Amended: March 29, 2005 (Original signed in February 1999)	Indefinite
Agreement for Canada-Prince Edward Island Co-operation on Immigration	March 29, 2001 Extended: September 5, 2006 [New agreement currently being negotiated]	March 29, 2007
Canada-Nova Scotia Agreement on Provincial Nominees	August 27, 2002 [New agreement currently being negotiated]	August 27, 2007
Canada-Newfoundland and Labrador Agreement on Provincial Nominees	November 22, 2006 (Original signed in September 1999)	Indefinite
Agreement for Canada-Yukon Co-operation on Immigration	April 2, 2001 Extended: April 2, 2006 [New agreement currently being negotiated]	April 2, 2007

Annex 2

Immigration Levels for 2007 – Target Ranges

Immigrant Class	2007 Ranges Lower/Upper	Ratio*
Skilled Workers and Dependants	90,000 – 100,500	
Quebec Selected Skilled Workers and Dependants	26,000 – 27,500	
Business: <i>Entrepreneur, Self-Employed, Investor and Dependants</i>	9,000 – 11,000	
Live-In Caregiver	3,000 – 5,000	
Provincial Nominees and Dependants	13,000 – 14,000	
TOTAL ECONOMIC CLASS	141,000 – 158,000	58.75%
Spouses, Partners and Children	49,000 – 50,000	
Parents and Grandparents	18,000 – 19,000	
TOTAL FAMILY CLASS	67,000 – 69,000	
Government-Assisted Refugees	7,300 – 7,500	
Privately Sponsored Refugees	3,000 – 4,500	
Protected Persons in Canada and Dependants	10,600 – 12,000	
Dependants Abroad	5,000 – 6,800	
TOTAL PROTECTED PERSONS	25,900 – 30,800	
Humanitarian and Compassionate/Public Policy Considerations	6,000 – 7,000	
Permit Holders	100 – 200	
TOTAL OTHERS	6,100 – 7,200	
TOTAL NON-ECONOMIC	99,000 – 107,000	41.25%
TOTAL	240,000 – 265,000	100%

* Ratio is based on lower range.

Annex 3

Immigration Levels from 2001 to 2005²⁰

		2001		2002		2003		2004		2005	
Immigration Classes	Planned	Landed	Planned	Landed	Planned	Landed	Planned	Landed	Planned	Landed	
Economic Class	116,900 –	152,972	130,800 –	138,506	132,000 –	121,055	132,000 –	133,746	132,500 –	148,000	156,310
Family Class	57,000 –	66,647	56,000 –	65,277	59,000 –	68,863	52,500 –	62,246	51,500 –	56,800	63,352
Protected Persons	22,100 –	27,899	23,000 –	25,111	28,100 –	25,981	29,400 –	32,685	30,800 –	33,800	35,768
Other	4,000	2,828	200 –	197	900 –	5,453	6,100 –	7,147	5,200 –	6,400	6,806
Total	200,000 –	250,346	210,000 –	229,091	220,000 –	221,352	220,000 –	235,824	220,000 –	245,000	262,236
	225,000		235,000		245,000		245,000		245,000		

20 These numbers are taken from the 2006 *Annual Report to Parliament on Immigration*. For more information, see www.cic.gc.ca/english/pub/annual-report2006/index.html.

Annex 4

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

	Forecast spending 2006–2007 (Note 1)	Planned spending 2007–2008	Planned spending 2008–2009	Planned spending 2009–2010
Budgetary Main Estimates	1,226.8	1,187.3	1,240.2	1,266.3
Non-budgetary Main Estimates	N/A	N/A	N/A	N/A
Less spendable revenue	N/A	N/A	N/A	N/A
Total Main Estimates	1,226.8	1,187.3	1,240.2	1,266.3
ADJUSTMENTS NOT IN MAIN ESTIMATES				
Supplementary Estimates (A):				
Carry forward from 2005–2006	17.2			
Grant for the Institute for Canadian Citizenship (Note 2)	3.0			
Write-off of Immigration Loans	0.9			
Funding in support of 2010 Olympic Games	0.3			
Transfer to the Treasury Board Secretariat related to the Toronto Waterfront Revitalization Initiative	(115.8)			
Procurement savings	(2.2)			
Transfers to other government departments (Note 3)	(0.9)			
Expenditure restraint	(0.5)			
Supplementary Estimates (B):				
Transfers to other government departments (Note 4)	(1.0)			
Other Adjustments:				
Extension of Settlement services nationally (Note 5)			73.0	97.0
Employee benefit plans (statutory) and collective agreements (Note 6)	9.6	0.5		
Resources frozen for re-profile to future years (Note 7)	(94.0)			
Total Planned Spending	1,043.4	1,187.8	1,313.2	1,363.3
Less non-spendable revenue	(460.2)	(460.7)	(463.7)	(464.2)
Plus cost of services received without charge	223.8	232.0	230.9	232.1
Total Departmental Spending	807.0	959.1	1,080.4	1,131.2
Full-time Equivalents	3,863	3,708	3,498	3,515

Note 1 Includes Main Estimates plus Supplementary Estimates and other statutory authorities.

Note 2 Represents resources approved for 2006–2007 for the payment of a new grant to establish the Institute for Canadian Citizenship.

Note 3 This amount includes net transfers from the Canada Border Services Agency of \$5.2M related to IT projects, a transfer of \$0.3M to the Social Sciences and Humanities Research Council related to the Metropolis Project, and a transfer of \$5.8M to Foreign Affairs and International Trade to support CIC operations at missions abroad.

Note 4 This amount includes \$1M transferred to the Canadian International Development Agency to support the development of resettlement programs in Latin America. Other transfers include \$0.2M from the Department of Canadian Heritage for the Interdepartmental Partnership with the Official Language Communities, \$0.1M to Western Economic Diversification to support a pilot project aimed at addressing work force shortages in Western Canada and \$0.1M to Foreign Affairs and International Trade to support CIC operations at missions abroad.

Note 5 Represents additional planned spending adjustments since the Annual Reference Level Update exercise.

Note 6 This amount includes in-year adjustments for collective agreements of \$4.6M and additional employee benefit plan costs on internal salary transfers totalling \$5.0M.

Note 7 This amount represents funding in the current year that has been frozen by Treasury Board and is included in planned spending in 2007–2008 and future years. These resources are related to Settlement funding and funding for the Global Case Management System.

Annex 5

Resources by Program Activity (\$ Millions)

Program Activity	Operating	Grants and Contributions	Total Main Estimates 2007-2008	Adjustments (Planned Spending not in Main Estimates) (Note 1)	Total Planned Spending 2007-2008
Immigration Program	183.8	0	183.8	0.2	184.0
Temporary Resident Program	59.7	0	59.7	0.1	59.8
Canada's Role in International Migration and Protection	1.7	2.3	4.0	–	4.0
Refugee Program	97.5	0	97.5	–	97.5
Integration Program	53.2	729.9	783.1	0.1	783.2
Citizenship Program	59.2	0	59.2	0.1	59.3
Total Department	455.1	732.2	1,187.3	0.5	1,187.8

The Immigration and Temporary Resident program activities contribute to the achievement of the Government of Canada's "Strong economic growth" outcome area.

The Canada's Role in International Migration and Protection and Refugee program activities contribute to the achievement of the Government of Canada's "A safe and secure world through multilateral cooperation" outcome area.

The Integration and Citizenship program activities contribute to the achievement of the Government of Canada's "Diverse society that promotes linguistic duality and social inclusion" outcome area.

Note 1 Planned spending adjustments include approvals obtained since the Annual Reference Level Update exercise that are anticipated to be included in Supplementary Estimates in 2007-2008. (See Annex 4 – Departmental Planned Spending for details.)

Annex 6

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

Vote		Current Main Estimates 2007–2008 (Note 1)	Previous Main Estimates 2006–2007
1	Operating expenditures (Note 2)	413.5	471.9
5	Grants and contributions (Note 3)	732.2	711.7
(S)	Minister of Citizenship and Immigration salary and motor car allowance	0.1	0.1
(S)	Contributions to employee benefit plans (Note 4)	41.5	43.1
Total Department		1,187.3	1,226.8

Note 1 Overall, the 2007–2008 Main Estimates of \$1,187M are \$39M lower than the previous year due to the following factors:

Note 2 Operating expenditures in Vote 1 decrease by \$58M from the previous year. This is primarily due to the effects of sunsetting funding of \$54M for short-term pressures (citizenship inventory and parents and grandparents) and deepening Expenditure Review Committee reductions of \$9M, offset by an increase of \$5M in funding for collective agreements and other minor items.

Note 3 Grants and Contributions in Vote 5 increase by a net amount of \$21M. This increase is primarily due to additional funding of \$74M for the extension of Settlement services nationally, \$33M for the *Canada-Ontario Immigration Agreement*, \$28M for the *Canada-Quebec Accord*, and \$16M for additional Settlement funding. These additional resources were offset by sunsetting resources totalling \$15M for short-term pressures (parents and grandparents) and other integration funding, and the transfer of \$115M to the Treasury Board Secretariat related to the Toronto Waterfront Revitalization Initiative.

Note 4 Statutory amounts for employee benefit costs decrease by \$2M due to a decrease in the planned rate used to estimate these expenditures.

Annex 7

Services Received Without Charge (\$ Millions)

	2007–2008
Accommodation (Public Works and Government Services Canada)	32.9
Employer's share of employee benefits covering insurance premiums and expenditures paid by Treasury Board Secretariat	15.7
Workers' Compensation costs (Social Development Canada)	0.1
Legal services (Justice Canada)	35.3
International immigration services (Foreign Affairs and International Trade Canada)	148.0
Total 2007–2008 Services Received Without Charge	232.0

Note This table identifies the cost of services provided by other government departments to be used in arriving at total departmental spending.

Annex 8

Non-Respendable Revenue (\$ Millions)

Program Activity	Forecast revenue 2006–2007	Planned revenue 2007–2008	Planned revenue 2008–2009	Planned revenue 2009–2010
Immigration Program				
• Immigration cost-recovery fees for permanent residents	151.7	152.2	154.7	154.7
• Immigration rights fees	87.0	87.0	87.0	87.0
• Interest on the Immigrant Loans Program	1.0	1.0	1.0	1.0
	239.7	240.2	242.7	242.7
Temporary Resident Program				
• Immigration cost-recovery fees for temporary residents	172.4	172.4	172.4	172.4
	172.4	172.4	172.4	172.4
Canada's Role in International Migration				
	Nil	Nil	Nil	Nil
Refugee Program				
• Immigration cost-recovery fees for refugees	8.0	8.0	8.5	9.0
	8.0	8.0	8.5	9.0
Integration Program				
	Nil	Nil	Nil	Nil
Citizenship Program				
• Citizenship cost-recovery fees	24.0	24.0	24.0	24.0
• Right of citizenship fees	16.0	16.0	16.0	16.0
	40.0	40.0	40.0	40.0
Other				
• Access to Information	0.1	0.1	0.1	0.1
Total Non-respendable Revenue (Notes 1 and 2)	460.2	460.7	463.7	464.2

Note 1 All revenue is deposited into the Consolidated Revenue Fund and is not available for respending by the Department. All service fees are set in recognition of the full Government of Canada cost of providing the service.

Note 2 A listing of Citizenship and Immigration Canada fees can be found at www.cic.gc.ca/english/applications/fees.html.

Annex 9

Status Report on Major Crown Project (\$ Millions)

The information on major crown projects can also be found at www.tbs-sct.gc.ca/rpp/0708/ci-ci/ci-ci05_e.asp#mcp.

GLOBAL CASE MANAGEMENT SYSTEM

Description

The Global Case Management System (GCMS) is a multi-year program that will replace several aging, archaic and incompatible core business systems of Citizenship and Immigration Canada (CIC) and the Canada Border Services Agency (CBSA), some of which are 30 years old, supporting over 240 points of service across Canada and around the world. It is an integrated, case-management-based set of applications and infrastructure components that will support the client operations of CIC and the CBSA.

Once in place, the GCMS will improve overall program integrity, effectiveness and client-service delivery. It will also facilitate communications and data sharing between CIC and the CBSA and with our other partners for the purposes of the administration of the IRPA. In addition, the GCMS will provide the technological foundation to support new business initiatives and capitalize on innovative technology by replacing outdated systems that are extremely difficult to support and maintain.

Project Phase: The GCMS project is in the system test phase of the application with continuing development of supporting components.

Lead Department: Citizenship and Immigration Canada

Participating Agency: Canada Border Services Agency

Contracting Authority: Public Works and Government Services Canada

Prime Contractor: Accenture Inc., 160 Elgin Street, Suite 2100, Ottawa, ON K2P 2C4

Major Milestones	Date
Treasury Board approves full funding for the GCMS project at the same time as CIC's Treasury Board submission on the implementation of policy reforms and the new <i>Immigration and Refugee Protection Act</i> .	August 2000
Treasury Board grants preliminary project approval and major Crown project designation to the GCMS.	March 2001
Treasury Board grants Effective Project Approval (EPA) to the GCMS.	January 2002
Request for proposal for the acquisition of a commercial, case management off-the-shelf software package posted for tender by Public Works and Government Services Canada.	February 2002
Contract for the case management off-the-shelf software package awarded.	March 2003
Business modelling and high-level requirements completed.	May 2003
Treasury Board grants Amended Effective Project Approval to the GCMS.	October 2003
The first GCMS business component (Citizenship) is implemented.	September 2004
Treasury Board grants a second amendment to the EPA.	September 2005

Major Milestones	Date
Preliminary findings of the System Under Development Audit of the GCMS project are available at the time of the amended EPA submission, and the final report is presented in November 2005.	November 2005
Development of the remaining GCMS functionality (Immigration Facilitation, and Enforcement and Refugees).	Ongoing
Treasury Board grants a third amendment to the EPA.	February 2007
Implementation of the remaining GCMS functionality (Immigration Facilitation, and Enforcement and Refugees).	Under review

Summary of Non-recurring Expenditures:
Global Case Management System (\$ Millions, including GST)

Global Case Management System	Currently Estimated Total Expenditure	Expenditures to March 31, 2006	Planned Spending 2006–2007	Planned Spending 2007–2008
Project definition Preliminary project approval	16.7	16.7	–	–
Planning Effective project approval	50.4	50.4	–	–
Implementation (amended effective project approval)	223.8	140.2	53.5	30.1

Progress Report and Explanation of Variances

- Preliminary project approval was obtained from Treasury Board on March 1, 2001, with a planned cost of \$194.8 million.
- Effective Project Approval (EPA) was obtained from Treasury Board on January 31, 2002, with a planned cost of \$194.8 million and a completion date of March 31, 2005.
- Shortly after the preliminary project approval, a decision was made to acquire and configure a commercial client relationship management software package rather than custom-develop the functionality required for the GCMS. This necessitated a lengthy competitive procurement process that began in March 2001, with an expected completion date of July 1, 2002. Cumulative procurement and contracting delays beyond CIC control, totalling nine months, prevented the contract from being awarded until March 26, 2003. This delay affected activities and resources highly dependent on the outcome of the procurement process. While the project took steps to mitigate the impact of the delay, the cost of the delay was assessed at \$7.8 million.
- Approval of an amended EPA was obtained from Treasury Board on October 9, 2003. In recognition of the impact of the procurement delay, Treasury Board increased the project spending authority by \$7.8 million to \$202.6 million. Subsequent implementation plans addressed the impact of the procurement delay and adjusted the overall project completion date to December 31, 2005.

- The transfer of certain CIC functions to the newly created Canada Border Services Agency beginning in December 2003, as well as lessons learned from the first GCMS deployment in September 2004, necessitated further adjustments to the GCMS project plan. These changes formed the basis of a second amendment to the EPA, granted by Treasury Board in September 2005, and resulted in a net increase of \$40.2 million to the project budget over two additional fiscal years, for a total budget of \$242.8 million between fiscal years 2000–2001 and 2007–2008. The increase includes approved new functionalities related to security that were not in the original project (\$6.2 million) and a \$16.3 million contingency (only \$5.7 million of this contingency had been allocated as of January 2006). Despite significant schedule adjustments, the forecast variance over original project objectives, excluding the procurement delay, funded scope changes and contingency, is about 10 percent.
- In preparing for the September 2005 amended EPA, the Treasury Board Secretariat requested that a System under Development Audit (SUD) be performed on the GCMS. Preliminary audit findings were available at the time of the amended EPA submission, and final SUD audit results were released in November 2005. The SUD suggested that the project management team bring more discipline in some project management elements. All of the SUD audit recommendations have been accepted and corrective actions have been taken. As part of the amended EPA, the current implementation schedule has been extended to reflect the time required to finalize business requirements, complete the functional design, configure and test the application, incorporate the approved functional scope enhancements, and complete the overseas rollout in a series of staged deployments to minimize operational disruption.
- The implementation of the GCMS has to be done properly. In that regard, CIC and CBSA are currently reconsidering implementation options as a result of an independent review conducted in December 2006. The review recommended that the project take the time to conduct a project quality verification and options analysis. This work is expected to be complete in the spring of 2007. CIC and CBSA will then propose a revised implementation plan to ensure a successful completion of the GCMS and the safest possible implementation worldwide.

Industrial Benefits

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

Annex 10

Details on Transfer Payment Programs

CIC has several transfer payment programs such as the grant for the *Canada-Quebec Accord*; the Institute for Canadian Citizenship; the Migration Policy Development, which provides funding to the Regional Conference on Migration; the Intergovernmental Consultations on Asylum; and the Refugee and Migration Policies in Europe. Other CIC transfer payment programs are the Immigration Settlement and Adaptation Program (ISAP), the Host Program, the Language Instruction for Newcomers to Canada (LINC) Program and the Resettlement Assistance Program (RAP). Contributions to provinces include the contributions to British Columbia and Manitoba. The information on these projects can also be found at www.tbs-sct.gc.ca/rpp/0708/ci-ci/ci-ci05_e.asp#ttp.

Program Activity	Forecast spending 2006–2007 (Note 1)	Planned spending 2007–2008	Planned spending 2008–2009	Planned spending 2009–2010
Integration Program – Grants				
• Grant for the <i>Canada-Quebec Accord</i>	194.9	224.4	237.5	237.5
Citizenship Program – Grants				
• Institute for Canadian Citizenship (Note 2)	3.0	0	0	0
Total Grants	197.9	224.4	237.5	237.5
Canada's Role in International Migration and Protection – Contributions				
• Migration Policy Development (Note 3)	0.3	0.3	0.3	0.3
• International Organization for Migration	1.1	2.0	2.0	2.0
Integration Program – Contributions				
• Immigrant Settlement and Adaptation Program	72.8	173.6	208.2	250.9
• Host Program	5.2	10.1	11.9	14.1
• Language Instruction for Newcomers to Canada	119.7	174.7	254.6	237.4
• Contributions to provinces (Note 4)	77.6	97.6	113.8	134.9
• Resettlement Assistance Program	46.3	49.5	49.5	48.4
Total Contributions	323.0	507.8	640.3	688.0
Total Transfer Payments	520.9	732.2	877.8	925.5

Note 1 Includes Main Estimates plus Supplementary Estimates, including the transfer of the Toronto Waterfront Revitalization Initiative to the Treasury Board Secretariat.

Note 2 Represents resources approved for 2006–2007 for the payment of a new grant to establish the Institute for Canadian Citizenship.

Note 3 Migration Policy Development provides funding to several organizations, including the Regional Conference on Migration (RCM or "Puebla") and the Intergovernmental Consultations on Asylum, Refugee and Migration Policies in Europe (IGC).

Note 4 Contributions to provinces include contributions to British Columbia and Manitoba.

Explanation of change: Planned spending for 2007–2008 increases by \$212M over 2006–2007 and includes new resources of \$102M for the *Canada-Ontario Immigration Agreement*, \$74M for the extension of Settlement services nationally, \$28M for increased costs under the *Canada-Quebec Accord* and \$20M for additional Settlement funding. These increases were partially offset by sunseting funding of integration costs related to the processing of parents and grandparents totalling \$12M.

2008–2009 planned spending rises by \$146M over the previous year, primarily due to increased funding of \$111M for the *Canada-Ontario Immigration Agreement*, \$25M for additional Settlement funding and escalation of the *Canada-Quebec Accord* by \$13M, slightly offset by the sunsetting of \$3M of funding for the extension of Settlement services nationally.

In 2009–2010, planned spending rises by \$48M over the previous year, primarily due to additional Settlement funding.

Annex 11

Department's Regulatory Plan

Legislation and Regulations	Expected Results
CIC is reviewing the measures needed to modernize Canada's citizenship program as it relates to the adoption of foreign children.	<ul style="list-style-type: none">• Passage of the bill and publication of regulations that will facilitate the access to citizenship for foreign children adopted by Canadian citizens.
CIC intends to amend the regulations for the Provincial Nominee Program to prevent the program from being used for passive investment.	<ul style="list-style-type: none">• Circumvention of the program is prevented, while retaining enough flexibility for a province to nominate a foreign national who has made an active investment in the province.• Provincial nominees are prevented from circumventing the new regulations through inclusion of a restriction on a redemption clause in their investment agreement.
CIC will amend the <i>Immigration and Refugee Protection Regulations</i> pertaining to the expiration of medical examination results and will address the concerns of the Standing Joint Committee on the Scrutiny of Regulations.	<ul style="list-style-type: none">• More detail on the factors that influence the validity period for medical examination results.• Flexibility for officers when determining when to request a medical examination.• Elimination of inconsistencies in the text of the regulations.
CIC intends to amend regulations to reflect updated policies and support the Government's agenda.	<ul style="list-style-type: none">• Support for the renewal of targeted policies, increased flexibility in the administration of programs, and service improvement.

Annex 12

Horizontal Initiatives

The following table presents a summary of major horizontal initiatives involving CIC. Supplementary information on horizontal initiatives can be found at www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/profil_e.asp. For more information on CIC's Horizontal Initiatives see: www.cic.gc.ca/english/pub/horizontal-2007_e.html.

Horizontal Initiative	Role
<p>Resettlement Assistance Program (RAP): RAP provides income support and a range of other services to government-assisted refugees (GARs) who arrive in Canada following an overseas identification and selection process. Under RAP, income support is provided to GARs for up to 12 months and up to 24 months for those with special needs. Income support amounts are set in line with provincial social assistance rates. Service provider organizations (SPOs) deliver, on behalf of CIC, various settlement and orientation services to GARs within their first four to six weeks in Canada. These services range from initial reception at the airport to finding permanent accommodation.</p> <p>RAP falls under two of CIC's three strategic outcomes: reflection of Canadian values and interests in the management of international migration, including refugee protection, as well as successful integration of newcomers and promotion of Canadian citizenship. Through this program, Canada welcomes and provides direct financial support to more refugees than any nation other than the United States of America.</p>	Lead
<p>Enhanced Language Training Initiative (ELT): The objective of ELT is to provide labour market level of language training, including job-specific language training, to immigrants at Canadian Language Benchmarks (CLB) levels 7–10 in larger centres and CLB levels 1–10 in smaller centres where no language training infrastructure exists. Service delivery projects must also include a bridge-to-work component, such as access to internships; temporary or permanent work placement opportunities; a mentorship component to enable skilled immigrants to meet peers and begin developing a network in their chosen field of employment; or help with professional licensure and job search. CIC will provide up to 100 percent of the total cost of a project proposed by a service provider however proposals that demonstrate financial or non-financial partnerships are given preference. Provinces and territories must contribute at least 20 percent of cost-shared projects. The ELT initiative is an important component of the Government of Canada's efforts to attract highly skilled workers and ensure more successful integration of immigrants into the economy and communities.</p>	Co-lead with Human Resources and Social Development Canada

Horizontal Initiative	Role
<p>Immigration Settlement and Adaptation Program (ISAP): The objective of ISAP is to help immigrants settle and integrate into Canadian society so they may become participating members as soon as possible. ISAP funding is provided to deliver direct services to immigrants such as reception, orientation, translation, interpretation and employment-related services. ISAP services include the Canadian Orientation Abroad (COA) initiative, which aims to provide a realistic view of life in Canada before arrival. Orientation sessions are delivered by international organizations in various countries. Topics include education, climate, housing, cost of living and employment.</p>	Lead
<p>Language Instruction for Newcomers (LINC): The objective of the LINC program is to provide basic language instruction to adult newcomers in one of Canada's official languages. LINC facilitates the social, cultural and economic integration of immigrants and refugees into Canada. In addition, the LINC curriculum includes information that helps orient newcomers to the Canadian way of life.</p>	Lead
<p>Host Program: The objective of the Host Program is to help immigrants overcome the stress of moving to a new country. Volunteers familiar with Canadian ways help newcomers learn about available services and how to use them, practise English and French, get contacts in their field of work and participate in the community. At the same time, host Canadians learn about new cultures, other lands and different languages; they make new friends and they strengthen community life.</p>	Lead

Annex 13

Sustainable Development Strategy

This year marks an important milestone in CIC's progress toward maximizing its contribution to sustainable development (SD) with the tabling of the Department's fourth Sustainable Development Strategy (SDS) in Parliament on December 13, 2006.²¹

The four key goals of CIC's SDS are to:

1. Promote awareness of sustainable development principles and objectives among departmental staff, clients and stakeholders;
2. Strengthen federal governance and decision making to support sustainable development;
3. Contribute to building sustainable communities that enjoy a prosperous economy, a vibrant and equitable society, and a healthy environment for current and future generations; and
4. Minimize the negative environmental impacts of departmental operations.

Because the principles of sustainable development have been applied consistently in CIC's operations through client service improvement initiatives, the fleet management program and the application of the principles of the Way Forward Initiative in the administration of the facilities and procurement activities, the Department's focus in its 2007–2010 SDS will be on governance and capacity building. More specifically, in 2007–2008 CIC will:

- Begin implementing the communications plan developed during SDS III;
- Initiate a stocktaking exercise to identify gaps in its SD program, clarify roles and responsibilities, and strengthen its procedures; and
- Develop a training plan.

21 Citizenship and Immigration Canada's fourth SDS, *Sustainable Development Strategy April 1, 2007–March 31, 2010*, is available on-line at www.cic.gc.ca/english/policy/sds/index.html.

SDS Departmental Goal:

Goal 1: Promote awareness of sustainable development principles and objectives among departmental staff, clients and stakeholders.

Federal SD Goal including Greening of Government Operations (GGO) Policy Goals	Activity	Performance Measure from Current SDS	Department's Expected Results for 2007-2008
Sustainable Communities: "Federal SD Goal IV"	Develop and implement an SD training plan for CIC covering the following topics: <ul style="list-style-type: none"> • Principles of SD, • Strategic Environmental Assessments (SEAs), • Waste management, • Green procurement, • Fleet management, and • Optimal use of information technologies (IT). 	A list of training needs and existing material is drafted by December 2007.	An SD training plan for CIC that covers the principles of SD, SEAs, waste management, green procurement, fleet management and optimal use of information technologies (IT).
	Develop an integrated policy framework for citizenship to raise the profile of citizenship among newcomers and Canadian-born individuals and to promote active citizenship.	Number of community-focused citizenship ceremonies.	At least one additional community-focused citizenship ceremony.
	Distribute information on sustainable development and environmental issues to visa-ready immigrants, newly settled immigrants and prospective citizens.	Number of copies of <i>Welcome to Canada</i> and <i>A Newcomer's Introduction to Canada</i> distributed to immigrants and prospective citizens.	Maintaining distribution to 100% of immigrants.

SDS Departmental Goal:

Goal 2: Strengthen federal governance and decision making to support sustainable development.

Federal SD Goal including Greening of Government Operations (GGO) Policy Goals	Activity	Performance Measure from Current SDS	Department's Expected Results for 2007-2008
CIC will contribute to a joint initiative with other government departments and the Canada School of Public Service to design and deliver new Government of Canada SD training material.	Contribute to a joint initiative with other government departments and the Canada School of Public Service to design and deliver new Government of Canada SD training material.	<ul style="list-style-type: none"> • Funds invested. • Training material reviewed. 	<ul style="list-style-type: none"> • Contribution to the development of the training material. • Input for 100% of material submitted for review by March 2007 and thereafter.

SDS Departmental Goal:

Goal 3: Contribute to building sustainable communities that enjoy a prosperous economy, a vibrant and equitable society, and a healthy environment for current and future generations.

Federal SD Goal including Greening of Government Operations (GGO) Policy Goals	Activity	Performance Measure from Current SDS	Department's Expected Results for 2007-2008
Sustainable Communities: "Federal SD Goal IV"	Ensure that programming supports the successful integration of newcomers into Canadian society and their contribution to a prosperous economy.	CIC's immigration, citizenship and refugee programs support the successful integration of newcomers into Canadian society and their contribution to a prosperous economy. For details on CIC's planned activities, see previous sections of the 2007-2008 RPP.	

SDS Departmental Goal:

Goal 4: Minimize the negative environmental impacts of departmental operations.

Federal SD Goal including Greening of Government Operations (GGO) Policy Goals	Activity	Performance Measure from Current SDS	Department's Expected Results for 2007–2008
SD and use of natural resources: "Federal SD Goal V"	Implement CIC's Think Green Work Reduction Plan (TGWR) developed and piloted under SDS III at CIC National Headquarters (NHQ).	<ul style="list-style-type: none"> • Number of branches in which the TGWR Plan is implemented. • Amount of paper purchased per branch. Number of ink cartridges purchased per branch. 	<ul style="list-style-type: none"> • TGWR Plan is implemented in at least six branches at CIC NHQ by March 2008. • Previously achieved waste reduction levels are maintained.
	Revise CIC's procurement practices to incorporate new government-wide directions on green procurement.	<ul style="list-style-type: none"> • Description of tracking and monitoring methodologies. • Number of SD/green procurement working groups or meetings where CIC is represented. 	<ul style="list-style-type: none"> • CIC administrative assistants receive information on green procurement twice a year through CIC's Administrative Assistant Conference. • 100% participation in SD/Green procurement working groups.
Reduce greenhouse gas emissions: "Federal SD Goal III"	Investigate technologies that would help reduce the energy consumption of IT equipment at NHQ.	<ul style="list-style-type: none"> • Number of options identified. 	<ul style="list-style-type: none"> • A list of options is drafted and presented to senior management. • Number of technologies introduced/proposed.
	Continue to implement the Fleet Management Program to maximize opportunities to achieve the sustainability of the Department's vehicle fleet.	<ul style="list-style-type: none"> • Fleet's fuel performance and emissions. • Number of vehicles that meet new emissions (or other SD) standards. 	<ul style="list-style-type: none"> • Fleet performance is maintained or improved. • Number of vehicles is maintained or increased.

Annex 14

Internal Audits and Evaluations Planned for 2007–2008

Internal Audit

The mission, vision and values described in CIC's Internal Audit Charter, together with the new Treasury Board Policy and Directives on Internal Audit, provide the fundamental framework for the audit planning process at CIC.

CIC's audit strategy is outlined in its risk-based audit plan, which forms the basis for audit activities within the Department.

Audits that are currently under way or planned in the near future include the following:

Name of Audit	Status	Estimated Completion	Link
Audit of the Seoul Immigration Program	In progress	April 2007	N/A
Audit of the Immigration Contribution Accountability Measurement System (iCAMS) – Phase I	In progress	April 2007	N/A
Audit of the Caracas Immigration Program	In progress	April 2007	N/A
Audit of the Buenos Aires Immigration Program	In progress	April 2007	N/A
Audit of the Vancouver Admissions Office	In progress	August 2007	N/A
Audit of the London High Commission Immigration Program	In progress	August 2007	N/A
Audit of the Immigration Contribution Accountability Measurement System (iCAMS) – Phase II	Planned	November 2007	N/A
Audit of New Settlement Funding	Planned	December 2007	N/A
Participation in horizontal and sectoral audits to be led by the Office of the Comptroller General (OCG) of Canada	Planned	TBD	N/A
Follow-up and monitoring of prior year audit recommendations related to: <ul style="list-style-type: none">• Reports by the Office of the Auditor General (OAG) of Canada; and• Reports by Internal Audit	Planned	TBD	N/A

Note Completed audit reports are posted on the Internet and are available at www.cic.gc.ca/english/research/audit/index.html.

Evaluations

The Research and Evaluation Branch is developing a multi-year, risk-based CIC Evaluation Plan for 2007–2010 that will be completed and approved by the CIC Evaluation Committee before fiscal year 2007–2008. Evaluations and other studies that are currently under way or planned for the near future include the following:

Name of Evaluation	Type	Status	Completion Date	Link
Enhanced Language Training	Formative Evaluation	In progress	April 2007	N/A
Metropolis	Summative Evaluation	Planned	December 2007	N/A
Pre-Removal Risk Assessment	Summative Evaluation	In progress	April 2007	N/A
<i>Canada-Ontario Immigration Agreement</i>	Performance Monitoring Framework	In progress	December 2007	N/A
Karen Refugees	Performance Monitoring Framework	In progress	June 2007	N/A
Temporary Foreign Workers Units	Performance Monitoring Framework	In progress	June 2007	N/A
Private Sponsorship of Refugees Program	Summative Evaluation	In progress	February 2007	N/A
CIC's Initiatives to Foster Immigration in Francophone Minority Communities	Formative Evaluation	Complete	October 2006	Link to completed evaluation will be posted on the Web site below.

Link to Evaluation Plan:

A Multi-year, Risk-Based Evaluation Plan is being developed and will be on the Web site March 2007, at www.cic.gc.ca/english/research/evaluation/index.html.