



Citizenship and Immigration Canada

Performance Report

For the period ending
March 31, 1998

Canada

Improved Reporting to Parliament Pilot Document

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

©Minister of Public Works and Government Services Canada — 1998

Available in Canada through your local bookseller or by mail from

Canadian Government Publishing — PWGSC

Ottawa, Canada K1A 0S9

Catalogue No. BT31-4/32-1998

ISBN 0-660-60697-6



Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis what was known as the annual *Part III of the Estimates* document for each department or agency into two documents, a *Report on Plans and Priorities* and a *Departmental Performance Report*.

This initiative is intended to fulfil the government's commitments to improve the expenditure management information provided to Parliament. This involves sharpening the focus on results, increasing the transparency of information and modernizing its preparation.

This year, the Fall Performance Package is comprised of 80 Departmental Performance Reports and the government's "*Managing For Results*" report.

This ***Departmental Performance Report***, covering the period ending March 31, 1998, provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the department's *Part III of the Main Estimates* or pilot *Report on Plans and Priorities* for 1997-98. The key result commitments for all departments and agencies are also included in *Managing for Results*.

Results-based management emphasizes specifying expected program results, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and reporting on achievements in a balanced manner. Accounting and managing for results involve sustained work across government

The government continues to refine and develop both managing for and reporting of results. The refinement comes from acquired experience as users make their information needs more precisely known. The performance reports and their use will continue to be monitored to make sure that they respond to Parliament's ongoing and evolving needs.

This report is accessible electronically from the Treasury Board Secretariat Internet site:
<http://www.tbs-sct.gc.ca/tb/key.html>

Comments or questions can be directed to the TBS Internet site or to:

Planning, Performance and Reporting Sector
Treasury Board Secretariat
L'Esplanade Laurier
Ottawa, Ontario, Canada
K1A 0R5
Tel: (613) 957-7042
Fax (613) 957-7044

Citizenship and Immigration Canada

Performance Report

For the period ending
March 31, 1998



Approved by

A handwritten signature in black ink, reading "Lucienne Robillard". The signature is fluid and cursive, with the first name and last name clearly distinguishable.

The Honourable Lucienne Robillard
Minister of Citizenship and Immigration

Table of Contents

Section I: Minister's Message	3
Chart of Key Results Commitments	5
Section II: Departmental Overview	7
Mandate and Mission	7
Operating Environment	7
Position in Government & Domestic Co-delivery Partners	7
Objectives	9
Challenges	9
Departmental Organization	9
Business Line Descriptions	10
Organizational Chart 1997/98	11
Section III: Departmental Performance	13
Performance Expectations and Accomplishments	13
Department-Wide Performance Accomplishments	13
Performance by Business Line	16
1. Maximizing Benefits of International Migration	16
2. Maintaining Canada's Humanitarian Tradition	19
3. Promoting the Integration of Newcomers	21
4. Managing Access to Canada	24
5. Providing Corporate Services	29
Section IV: Financial Performance	33
Financial Performance Overview	33
1. Summary of Voted Appropriations	34
2. Comparison of Total Planned Spending to Actual Spending, 1997/98 by Business Line	35
3. Historical Comparison of Total Planned to Actual Spending	36
4. Financial Crosswalk Between Old and New Resource Allocations	37
5. Resource Requirements by Organization and by Business Line	38
6. Revenues to Vote	38
7. Revenues to the Consolidated Revenue Fund by Business Line	39
8. Statutory Payments	39
9. Transfer Payments by Business Line	40
10. Capital Spending by Business Line	40
11. Capital Projects by Business Line	41
12. Status of Major Crown Projects	41
13. Loans, Investments and Advances	41
14. Revolving Fund Financial Statements	42
15. Contingent Liabilities	42

Section V: Consolidated Reporting	.43
Sustainable Development Strategy	.43
Regulatory Initiatives	.45
Section VI: Other Information	.47
Contacts for Further Information & Web Sites	.47
Legislation & Associated Regulations	.48
List of Statutory Annual Reports & Other Departmental Reports	.49
List of Tables and Figures	
Table 1 – Co-delivery partners and areas of collaboration	.8
Figure 1 – Organizational Chart, 1997/98	.11
Figure 2 – Immigrant landings by category, 1995-1997	.16
Figure 3 – Distribution of economic class landings, 1995-1997	.17
Figure 4 – Foreign students with valid authorizations, 1995-1997	.18
Figure 5 – Visitor visas issued, 1996-1997	.18
Figure 6 – Employment Authorizations	.19
Figure 7 – Total refugee landings by category	.20
Figure 8 – Settlement programs, expenditures 1995/96 – 1997/98	.22
Figure 9 – Citizenship grants and proof of Citizenship issued, 1993-1997	.23
Figure 10 – Total number of removals from Canada, 1995-1997	.26
Figure 11 – Removals by type of removal order, 1997	.26
Figure 12 – Detention Costs, 1995-1998	.28
Figure 13 – Number of CIC employees, 1996-1998	.29
Figure 14 – Access to Information requests, 1996/97 – 1997/98	.31
Figure 15 – Requests under Privacy Act, 1996/97 – 1997/98	.31

Section I: Minister's Message

I am pleased to submit Citizenship and Immigration Canada's Departmental Performance Report for 1997-98. This document offers a welcome opportunity to review the results achieved by the Department over the past year. In my view, significant progress was made in strengthening CIC's capacity for legislative reform, partnerships, and service delivery. The achievements of the past year will provide a solid foundation as we prepare to meet the challenges of the next century.

In particular, I am proud of the progress made by the Department in conducting a comprehensive review of Canada's immigration and citizenship legislation. The report of the Legislative Advisory Group, *Not Just Numbers: A Canadian Framework for Future Immigration*, was released in December 1997. Over the following months, extensive consultations regarding this report were held across the country. Recommendations from the group and the views expressed in the consultations will contribute to departmental initiatives designed to ensure streamlined, transparent and effective legislation and regulations to serve Canada well as it enters the 21st century.

During 1997-98 the Department made important progress on reaching new immigration agreements between the federal and provincial governments. A new cooperative bilateral arrangement was concluded with Saskatchewan in March 1998. Additional agreements were signed more recently with British Columbia (May 1998) and Manitoba (June 1998). These agreements demonstrate a mutual commitment to cooperation between federal and provincial governments to improve the immigration system.

In 1997-98, the Department's programs made a strong contribution to Canada's economy and society by facilitating the entry of over a million visitors, students, and temporary workers. In addition, CIC selected some 216,000 immigrants and refugees who can be expected to make a substantial contribution to Canada's economy and society. Nearly sixty percent of all immigrants were members of the "economic" component, selected for their skills and abilities.

At the same time, the Department helped to promote attachment to Canada among citizens and newcomers through a variety of innovative programs. In partnership with the public and private sectors, CIC organized special ceremonies, exhibits, and displays to commemorate the 50th anniversary of Canadian citizenship. As a legacy of the 50th anniversary, CIC also launched a youth oriented Internet site (www.citzine.ca) designed to stimulate discussion among young people regarding the shared values, rights, and responsibilities of Canadian citizens.

In 1997-98, the Department improved its capacity to ensure public safety and compliance with Canada's immigration laws. Over the past year, some 1,500 foreign criminals and 4,800 failed refugee claimants were removed from Canada, an increase of 36.5% over the number of persons removed in 1996. In addition, steps were taken to deal more effectively with persons suspected of war crimes or crimes against humanity. Since the early 1990s, some 80 "modern day" war criminals have been removed from Canada—a record which compares very favourably with that of other immigrant-receiving countries.

As we move into a new era of global challenges and opportunities, it is clear that Canada cannot act alone in dealing with irregular migration movements. Over the past year, the Department has played an active role in international efforts to address these movements with particular emphasis on issues related to people smuggling. During 1997, CIC also took important steps toward the development of a strategic framework for cooperation between Canada and the United States on the management of our common border.

CIC's achievements in 1997-98 were made possible by the dedication and professionalism of the Department's 4,000 employees in Canada and abroad who have faced increased workload pressures with less resources. As a result of the commitment shown by CIC staff over the past year, I am confident that the Department is in a much stronger position to deal with the challenges of the coming century.

Chart of Key Results Commitments

Over the course of fiscal year 1997/98, CIC was able to meet and in many cases exceed its key results commitments. Evidence of this fact can be found primarily in Section III of this report on the pages noted below:

KEY RESULTS COMMITMENTS		
To provide Canadians with:	To be demonstrated by:	Achievement reported in DPR Section III:
Maximum economic and social benefit from the global movement of people	<ul style="list-style-type: none"> Achievement of target immigration levels Family reunification of immigrants with Canadian sponsors Selection of business immigrants including investors Selection of immigrants capable of adapting to the Canadian labour market Visitors, foreign students and temporary workers whose presence in Canada stimulates demand for goods and services 	<p>p. 16</p> <p>p. 17</p> <p>p. 16</p> <p>p. 16</p> <p>p. 17</p>
Enhanced protection of refugees and of others in need of resettlement	<ul style="list-style-type: none"> Achievement of the target for government assisted and privately sponsored refugees Negotiation of sponsorship agreements between the Government of Canada and private organizations for the resettlement of refugees in Canada Canada's influence on international initiatives aimed at protecting refugees Effective and efficient working arrangements between the Immigration and Refugee Board and Citizenship and Immigration Canada 	<p>p. 19</p> <p>p. 19</p> <p>p. 20</p> <p>p. 20</p>
Support for the adaptation, settlement and integration of newcomers into Canadian society	<ul style="list-style-type: none"> The successful integration of newcomers into Canadian society Advancement of arrangements designed to improve the delivery of settlement services Accordance of full participation in Canadian society to eligible permanent residents through the granting of citizenship Effective promotion and understanding of citizenship and integration issues 	<p>p. 21</p> <p>p. 22</p> <p>p. 23</p> <p>p. 23</p>
Management of access to Canada with a fair and effective enforcement strategy	<ul style="list-style-type: none"> Departmental activities which contribute to the protection and safety of Canadian society Interdiction of individuals attempting to enter Canada with improper documentation Reports on and, if necessary, detention of individuals who have contravened the <i>Immigration Act</i> Removal of persons who are not eligible for admission to Canada, especially those who pose a threat to Canadian society 	<p>p. 24</p> <p>p. 24</p> <p>p. 27</p> <p>p. 25</p>

Section II: Departmental Overview

Mandate and Mission

Section 95 of the *Constitution Act, 1867*, provides that the Parliament of Canada and the provincial legislatures exercise concurrent legislative authority over immigration, while making federal legislation paramount in situations of conflict. Subsection 91(25) of the same Act gives the Parliament of Canada exclusive legislative authority over “naturalization and aliens.”

On June 23, 1994, Parliament established a Department of Citizenship and Immigration (*Department of Citizenship and Immigration Act*) and gave its minister powers, duties and functions over citizenship and immigration legislation. Parliament has assigned responsibility for administration of the Citizenship Act and the Immigration Act to Citizenship and Immigration Canada (CIC). CIC is also responsible for the administration of regulations issued under these Acts, including the *Citizenship Regulations, 1995*, the *Immigration Act Fees Regulations* and the *Immigration Regulations, 1978*.

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

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

Operating Environment

Position in Government & Domestic Co-delivery Partners

CIC’s policies and programs are delivered around the globe and across Canada. Departmental activities support the government-wide mission to build a stronger Canada and provide important economic and social benefits to Canadians. For example, immigration brings competitive knowledge, experience and talent to Canada and when immigrants become citizens, they enrich the social fabric of our future.

CIC works closely with key domestic partners on issues that cut across the economic and social policy sectors. Key examples of CIC’s ongoing management with its co-delivery partners include the following:

Table 1 – Co-delivery partners and areas of cooperation

Key Result	Co-delivery Partner	Area of Cooperation
Maximum economic and social benefit from the global movement of people	<ul style="list-style-type: none"> Department of Foreign Affairs and International Trade (DFAIT) Human Resources Development Canada Provincial and territorial governments Human Resources Development Canada, the Software Human Resource Council, and Industry Canada 	<ul style="list-style-type: none"> Increase the number of foreign students entering Canada and facilitate access of Business Travellers Facilitate admission of those who benefit Canada's economy Better manage immigration programs and improve the economic and social benefits of immigration Conduct the pilot project on Software Professionals and by extension address the shortage of skilled software workers in Canada (see highlight, p. 18)
Enhanced protection of refugees and of others in need of resettlement	<ul style="list-style-type: none"> Immigration and Refugee Board DFAIT 	<ul style="list-style-type: none"> Support more efficient and effective case processing and enhance data collection to allow us to monitor individuals as they progress through the refugee determination system Protect those in need and manage Canada's relationship with the UNHCR
Support for the adaptation, settlement and integration of newcomers into Canadian society	<ul style="list-style-type: none"> Provinces, municipalities and community groups Canadian Heritage 	<ul style="list-style-type: none"> Help newcomers adapt and settle into Canadian society; realign settlement services Promote understanding of Canadian citizenship values
Management of access to Canada with a fair and effective enforcement strategy	<ul style="list-style-type: none"> Department of Justice and Solicitor General DFAIT, Department of Justice, Solicitor General, Revenue Canada Revenue Canada Royal Canadian Mounted Police Canadian Security Intelligence Service, Royal Canadian Mounted Police, provincial and municipal police forces Revenue Canada, Royal Canadian Mounted Police, and provincial Crown prosecutors Health Canada 	<ul style="list-style-type: none"> Develop a comprehensive War Crimes Program to deal with World War II cases and "modern day" cases of persons suspected of war crimes or crimes against humanity Combat the trafficking of people across borders Manage access to Canada at ports of entry and primary inspection lines Assist with removals from Canada Remove or deny admission to persons not eligible for admission to Canada and share information and expertise regarding organized crime Share information and expand cooperation for the investigation and prosecution of fraud in business immigration programs Strengthen the medical surveillance process for entrants with inactive or non-infectious diseases

Objectives

The objectives of the program are to ensure that the movement of people into Canada and membership in Canadian society contribute to Canada's social and economic interests, while protecting the health and safety of Canadians. Citizenship and Immigration policies and programs are to be managed consistently with Canada's domestic needs and capacities, and international commitments and responsibilities.

Challenges

Significant current internal and external challenges to which the Department is responding include the following:

- sustaining program integrity while respecting financial and human resource constraints (see p. 13)
- managing the risks associated with globalization such as illegal migration, organized crime, and terrorism (see p. 24)
- meeting the challenges and opportunities of the knowledge-based economy (see p. 16)
- modernizing the Department's information management and technology systems (see p. 29)
- continuously training staff to operate in the new business environment (see p. 29)
- ensuring Year 2000 readiness (see p. 29).

Departmental Organization

Business Line Descriptions

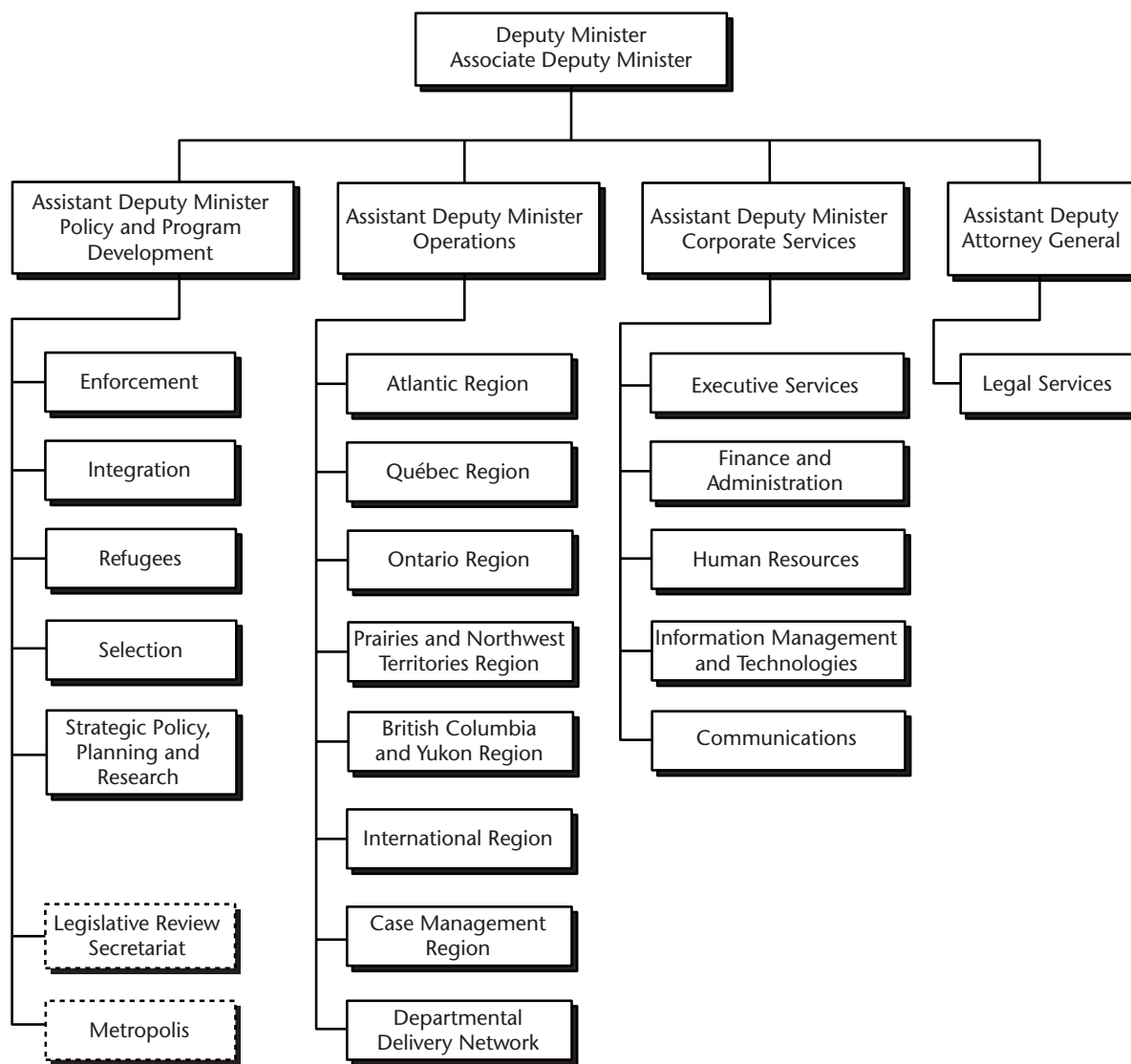
Citizenship and Immigration Canada has structured the work of the Department into five results-based business lines that reflect the Department's mission through their respective objectives. Each business line provides important benefits to Canadians and serves a variety of clients and stakeholders.

CIC's five business lines reflect the continuum of policy and program issues addressed by the Department, from the initial selection of immigrants or refugees at the one end, to the granting of citizenship at the other. Decisions made within one business line affect decisions made within others. Business lines I-IV are delivered through six regional operations in Canada and abroad. In 1997 CIC's senior management structure was realigned into three sectoral areas — Policy and Program Development, Operations, and Corporate — each reporting directly to its own assistant deputy minister.

Within the Policy and Program Development sector, there are four service-line branches — Selection, Refugees, Integration and Enforcement — responsible for policy development and program design for business lines I-IV, supported by the Strategic Policy, Planning and Research Branch. The Operations sector includes the International Region, the Departmental Delivery Network (which manages centralized processing services in Canada), the domestic regions (realigned in 1997 to establish separate regions for the Atlantic provinces and the Prairies/NWT in addition to the Quebec, Ontario, and British Columbia/Yukon regions) and the Case Management Branch. The Corporate sector is composed of the following branches: Executive Services; Communications; Information Management and Technologies; Finance and Administration; and Human Resources.

Business Line	Objective	Clients/Stakeholders
I. Maximizing Benefits of International Migration	To derive maximum economic and social benefit for Canada from the global movement of people	<ul style="list-style-type: none"> • Individual Canadians reunited with their close relatives • Canadian employers, workers and professional organizations/interest groups • Canadian educational institutions • Other Canadian government departments and agencies • Provincial and municipal governments and agencies • The travel and tourism industry • Applicants for permanent and temporary admission to Canada • Other countries and international organizations • Canadian suppliers of goods and services
II. Maintaining Canada's Humanitarian Tradition	To protect refugees and persons in need of humanitarian assistance	<ul style="list-style-type: none"> • Refugees and others in need of humanitarian assistance • Other Canadian government departments and agencies • Non-governmental organizations • The international community
III. Promoting the Integration of Newcomers	To define membership in Canadian society, enhance the role of Canadian citizenship, and support the adaptation, settlement and integration of newcomers	<ul style="list-style-type: none"> • Newcomers to Canada • Ethno-cultural organizations and settlement service providers • Private sector partners • Provincial and municipal governments and agencies • Other Canadian government departments and agencies
IV. Managing Access to Canada	To preserve the integrity of Canada's citizenship, immigration and refugee programs and protect the safety, security and well-being of Canadian society	<ul style="list-style-type: none"> • Domestic and international partners working in cooperation against crime and terrorism • Private sector partners • Other Canadian government departments and agencies
V. Providing Corporate Services	To promote organizational effectiveness and to support the Department in adapting to its changing environment through the management of human and financial resources, technology and information systems, parliamentary and public affairs, and corporate policy, planning and research	<ul style="list-style-type: none"> • Members of Parliament and members of the Canadian public • Provincial and municipal governments • Scholars and academic researchers • Ministers, other government departments and agencies, including central agencies • Clients and Stakeholders of the other business lines

Figure 1 — Organizational Chart 1997/98



Section III: Departmental Performance

Performance Expectations and Accomplishments

This section reports key performance expectations and accomplishments against commitments made in the Annual Report to Parliament by the President of the Treasury Board (see p. 5) and the 1997/98 Part III of the Main Estimates. Basic financial information for the Department as a whole and for each business line precedes the performance information. Story boxes provide details on important developments during 1997/98.

Legislative Review: The Top Priority

Public consultations were carried out across Canada following release of the Legislative Review Advisory Group (LRAG) report, *Not Just Numbers: A Canadian Framework for Future Immigration* in December 1997 (the report is posted on CIC's website at <http://cicnet.ci.gc.ca>). The document served as a foundation for widespread reflection and discussion by Canadians. To support the reform initiative, the Department also embarked on consultations with other departments and agencies within the federal government and with provincial and territorial governments. Continued dialogue with our partners is anticipated throughout the legislative review process. This process will enable CIC to formulate streamlined, transparent and effective legislation and regulations that will serve the country well as it enters the 21st century.

The following sections highlight:

- first, department-wide results achieved and
- second, results achieved for each of CIC's five individual business lines.

Department-Wide Performance Accomplishments

Planned Spending	\$ 575,168,645
Total Authorities	\$ 698,171,221
1997-98 Actual ¹	\$ 669,501,666

Result: Improved Program Delivery

To be demonstrated by:

- ✓ Establishing integrated Call Centres
- ✓ Implementing the New Immigrant Application Processing System
- ✓ More efficient and effective citizenship processes
- ✓ Better human resources management

The implementation, full staffing and stabilization of Call Centres in Montreal, Toronto and Vancouver was accomplished. Initial start-up difficulties were overcome; however, ongoing challenges remain as the centres determine patterns of staff turnover and call volumes.

The New Immigrant Application Processing System was implemented in April 1997. The change streamlined processes and enabled staff at missions abroad to get the information they need to make decisions more quickly.

¹See section IV, Financial Performance.

Human Resource Management: A Top Corporate Priority and 1997/98 Part III Main Estimates Commitment

As a result of its commitment to the federal government's La Relève initiative, CIC took steps to improve how its employees and their career development are supported. On June 30, 1997, a departmental La Relève Coordinator (reporting directly to CIC's La Relève champion, the ADM for Policy and Program Development) was appointed to steer CIC's La Relève initiative in concert with the government's overall human resource management strategies. CIC began to incorporate human resource management into the business planning process. This action will link business objectives with human resource needs. As well, work began on the creation of a Learning Framework. The framework identifies common objectives on which to base learning programs, clarifies roles and responsibilities, and ensures linkages between the business planning process and evolving departmental priorities. Also in 1997/98, a Values and Ethics initiative began and other initiatives were started with a view to revitalizing the staff and improving morale.

The ongoing impact of this new system is being monitored by the Department.

In 1997, the new automated Citizenship Registration System became fully functional, capturing all processing and production data for both the grant of citizenship and the proof of citizenship activities. This allows more streamlined processing of citizenship applications.

Result: Strengthened Research, Policy and Program Development

To be demonstrated by:

- ☒ Enhancing CIC's research and policy development capacity
- ☐ Developing Department-wide performance measures

To enhance its policy research capacity (1997/98 Part III Main Estimates commitment), internal departmental resources allocated for contracted research were doubled to \$600,000 for 1998/99 and beyond. A multi-year strategic research plan was put in place to guide the allocation of scarce resources to meet policy research priorities and to support policy and program development. As well the Department is providing \$455,000 annually to the Metropolis Centres of Excellence through fiscal year 2001/2002.

CIC's new Planning, Reporting and Accountability Structure sets out key results and a performance measurement strategy for the Department. Much work is still required to fully develop the tools necessary to measure outputs and outcomes more effectively. While

the complete development of performance measures was not achieved, two significant milestones have been reached over the past year:

- 1) The release in August 1997 of the **Immigration Data Base (IMDB)**. The primary purpose of the data base is to provide the first source of information on immigrant economic performance and mobility by immigrant admission category. Prior to the release of this data, no outcome information was available which could be linked directly to immigration policies and programs. The data base links immigrant landing records to tax filing information to allow for the assessment of immigrant performance longitudinally, by immigrant admission and characteristics on arrival. (The database is managed to safeguard the privacy and confidentiality of individuals.)
- 2) The development of a comprehensive risk management approach to corporate review activities, known as the **Review Universe**. Using this tool the 1997/98 Review Plan was developed and executed taking into consideration the areas of highest business risk exposure, the requirement for evaluation frameworks and the use of program evaluation as a key performance measurement tool. This approach is supporting the development of performance measurement through the implementation of evaluation frameworks. Program monitoring has emerged as a significant workload pressure for the Department.

Metropolis Project: Update

A recent independent review of the Metropolis Project supported by the Social Science and Humanities Research Council of Canada, the Treasury Board Secretariat and Citizenship and Immigration Canada concluded that "...Metropolis ranks among the very best [policy/research projects] at this stage of its implementation. Metropolis has delivered on its first year commitments... A knowledge partnership has been established... [and] the concept of Metropolis as an innovative way to relate research and policy has caught the imagination of a broad range of interested organizations...[Also] a large volume of work is in the pipeline."

In 1997/98, CIC continued its support of the Metropolis Research Project. As reported in last year's Performance Report, this project represents a significant opportunity to expand government's capacity to deal with strategic and cross-jurisdictional issues by enlisting the help of the external research community. Action was taken to ensure closer working relationships with its four academic Centres of Excellence in Vancouver, Toronto, Montreal and Edmonton. To ensure that CIC benefits fully from its investment in Metropolis, a decision was made to devote additional resources to the interface between CIC and the Centres of Excellence. This will allow the Department to better articulate its policy research needs, to influence the Centres' research agenda and to review the research produced by Centre academics.

Result: Improved relations with CIC's partners

To be demonstrated by:

- ✓ Creating more effective relations with partners
- ✓ Concluding new federal-provincial agreements

Over the past year CIC worked closely with other government departments and agencies on such cross-cutting issues as:

- development of a comprehensive War Crimes program with the Department of Justice;
- combating illegal migration through strengthened ties with the United States and the European Community; and

- increasing the number of foreign students entering Canada and facilitating access to business travellers by working with the Department of Foreign Affairs and International Trade (see Table 1).

CIC also continued work on a revised Memorandum of Understanding between CIC and Revenue Canada regarding port of entry operations. The revised document will serve as the basis for establishing the Department's working relationship with the planned Canada Customs and Revenue Agency.

The Department's commitment to involving partners in the policy development process was evidenced by the extensive consultations conducted by the Minister on the Immigration Legislative Review report.

CIC continued multilateral partnership work with provinces and territories through the operation of various issue-based working groups as well as through increased multilateral work at the senior management and ministerial level.

During 1997/98 CIC strengthened bilateral relations with provincial and territorial governments in order to more cooperatively manage the immigration program. Immigration agreements under the *Immigration Act* are the primary mechanism used to frame cooperative bilateral arrangements with provinces. In March 1998, a new agreement was concluded with Saskatchewan. Work continued on other agreements during 1997/98 resulting in one with British Columbia for Cooperation on Immigration (May 1998) and another with Manitoba on Provincial Nominees and Immigrant Settlement Services (June 1998).² Negotiations continued in other jurisdictions to establish new or modernized arrangements with provincial and territorial partners.

² For more information see CIC's web site (<http://cicnet.ci.gc.ca/english/press/index.html>) as well as page 28 concerning settlement renewal.

Performance by Business Line

1. Maximizing Benefits of International Migration

Planned Spending	\$ 73,143,781
Total Authorities	\$ 78,627,436
1997-1998 Actual	\$ 76,869,345

Result: Economic and social benefit from the global movement of people

To be demonstrated by:

- ☒ Achieving targeted immigration levels
- ☒ Selecting immigrants capable of adapting to the Canadian labour market
- ☒ Selecting business immigrants, including investors
- ☐ Developing new selection criteria
- ☒ Preparing for transition to a new Immigrant Investor Program

A total of 215,848 immigrants were landed in Canada during 1997, meeting the level range (195,000 – 220,000) proposed to Parliament. The greatest variance occurred in the economic class which exceeded planned landings for that component (there were 125,497 landings³ while the range established was 102,000 to 113,000 economic migrants). This anomaly was a peak in a trend line that is expected to lower during 1998.

In 1997, 58% of persons landed (including dependants) were economic immigrants with the skills and abilities to adapt to Canada and help further Canada's economic goals. This figure represents an increase of 4% over the 1996 figures, demonstrating that Canada remains an attractive destination for well-trained workers with needed skills.

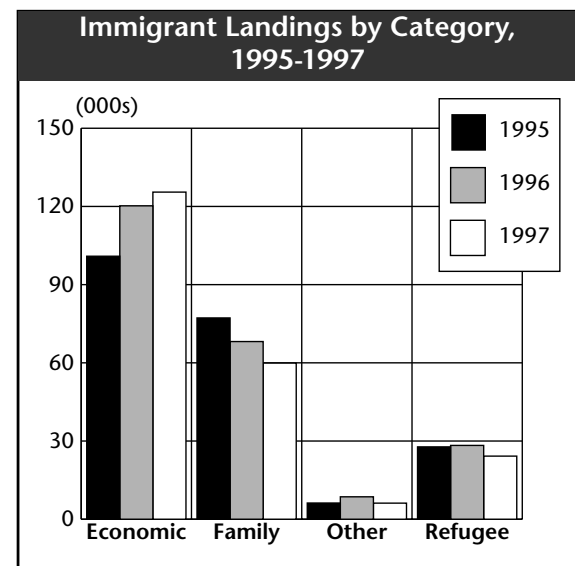
During 1997 the Investor components of the Business Immigration Program involved

commitments of over \$470 million to be invested in Canada. Immigrants in the business category totalled 19,933 (principal applicants plus dependants), representing 10% of the total immigrant landings.

CIC continued work on the development of new selection criteria for Economic Immigrants (1997/98 Part III Main Estimates commitment). In October 1997, a workshop was held which included a wide cross-section of government, private sector and NGO representatives. Results obtained, along with recommendations of the Legislative Review Advisory Group and input from related public consultations, will help shape the new selection criteria further.

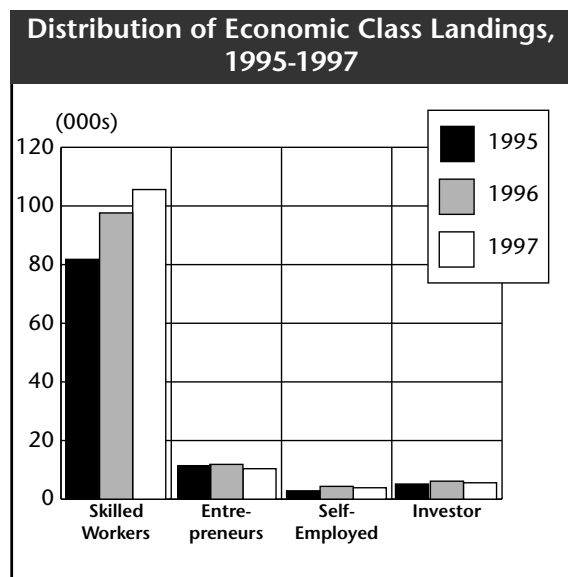
An interim Immigrant Investor Program was put in effect until December 31, 1998, to provide time to continue working with the provinces on program development and design, and to achieve the broadest consensus for a new program. A new program is being developed to minimize the potential for abuse and to improve program administration and the economic performance of the program for all provinces.

Figure 2 — Immigrant landings by category, 1995-1997



³ Principal applicant plus dependants.

Figure 3 — Distribution of economic class landings, 1995-1997



Result: Family Reunification

To be demonstrated by:

- ✓ Reuniting family class immigrants with Canadian sponsors
- ✓ Developing the sponsorship initiatives strategy

In 1997, CIC reunited 59,980 family members with their sponsors in Canada, well within the planned range of 58,400 to 66,200 reunifications.

On April 1, 1997 new regulations for family class sponsorship came into effect that strengthened the sponsorship undertaking and helped to ensure that sponsors are able to fulfill their commitment. The regulations make both sponsors and their relatives aware of their respective obligations and reduce the impact of sponsorship default on governments and the Canadian taxpayer (1997/98 Part III Main Estimates commitment). As part of its commitment to reduce sponsorship default, CIC developed operational improvements to better manage and increase the integrity of family class immigration.

Specific operational improvements involved planning for the Case Processing Centre in Mississauga (CPCM) to become the single contact point in the Department for provincial

social assistance offices when they receive an application for welfare benefits from a sponsored immigrant. This will allow CIC to provide standardized sponsorship information to the provinces which will assist their social assistance offices in making better informed benefit entitlement decisions. At the same time, CIC will be able to record the default and initiate actions that will encourage defaulting sponsors to resume their obligations; otherwise, they will be subject to enforcement action. Future sponsorship privileges will also be denied to defaulting sponsors until welfare benefits have been repaid. These measures will result in savings for the taxpayer by making sponsors live up to their commitments.

Result: Economic and Social Benefit from the presence of Visitors, Foreign Students and Temporary Workers

To be demonstrated by:

- ✓ Facilitating access to temporary entrants and skilled workers

Over the past year, CIC continued to further the interests of Canada's international agenda on trade and investment through the movement of business visitors, investors and temporary workers, and by meeting its international commitments (e.g., Asia/Pacific Economic Council, NAFTA, Canada-Chile Agreement, General Agreement of Tariffs and Trade and OECD).

With respect to foreign students, in 1997/98, CIC explored ways to facilitate their entry to Canada while safeguarding the health and security of Canadians. In particular, it worked closely with government departments such as DFAIT, Health Canada, Industry Canada and HRDC, and with many stakeholders to assist their efforts in education marketing. During 1997/98, CIC worked to reduce processing delays. Approximately 80% of student applications are now processed within four weeks.

As well, CIC held consultations with Health Canada to review medical processing procedures for four countries: South Korea, Thailand, Taiwan and Mexico. The perceived

delay caused by the current Canadian immigration medical procedure was seen as an obstacle to Canadian academic institutions recruiting foreign students.

Figure 4 — Foreign students with valid authorizations, 1995 -1997

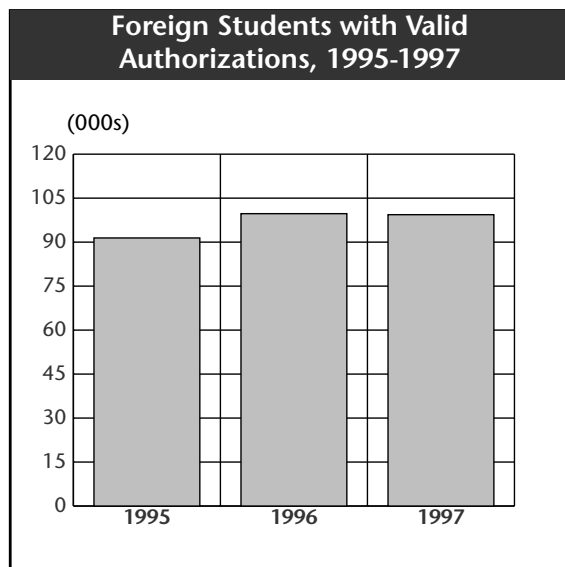
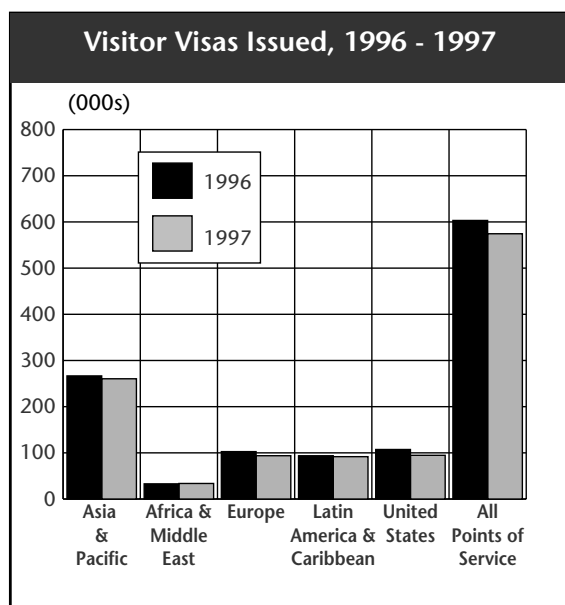


Figure 5 — Visitor visas issued, 1996-1997⁴



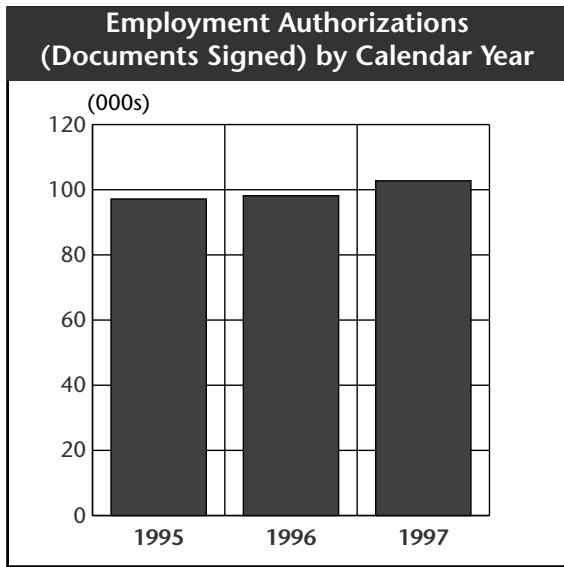
⁴ 1995 data unavailable.

With respect to temporary workers, CIC reached agreement on the principles of a major redesign of the temporary worker program. Working in conjunction with HRDC and Industry Canada, CIC is better serving the needs of Canadian employers while continuing to protect the interests of Canadian workers and job seekers. During 1997, over 102,737 employment authorizations were issued to persons to work temporarily in Canada.

Pilot Project for Software Professionals

Citizenship and Immigration Canada, Human Resources Development Canada, the Software Human Resource Council and Industry Canada have collaborated on a pilot project to streamline the process by which foreign workers with specific high-level, software development skills can enter Canada on a temporary basis to fill positions where national skills shortages have been identified. This pilot is targeted at workers entering on a temporary basis. It does not apply to persons seeking permanent admission to Canada as landed immigrants. The pilot project has been well received by Canadian employers and continues to be viewed as a short-term strategy to address immediate shortages of certain skills. Long-term strategies are being developed by industry and governments towards education and retraining of Canadians to meet the future software-related needs of the Canadian labour market.

**Figure 6 — Employment Authorizations
(Documents signed by Calendar Year)⁵**



2. Maintaining Canada's Humanitarian Tradition

Planned Spending	\$ 85,570,465
Total Authorities	\$ 85,812,074
1997-1998 Actual	\$ 70,498,144

Result: Enhanced protection of refugees and of others in need of resettlement

To be demonstrated by:

- ☒ Achieving the target for government assisted refugees
- ☐ Achieving the target for privately sponsored refugees
- ☒ Negotiating private sponsorship agreements for the resettlement of refugees in Canada
- ☒ Increasing the value and quality of resettlement assistance
- ☒ Developing a Refugee Resettlement Model (RRM)

⁵ Excludes employment authorizations issued on humanitarian grounds including applications for landing in Canada, refugee claimants, and foreign students and their spouses.

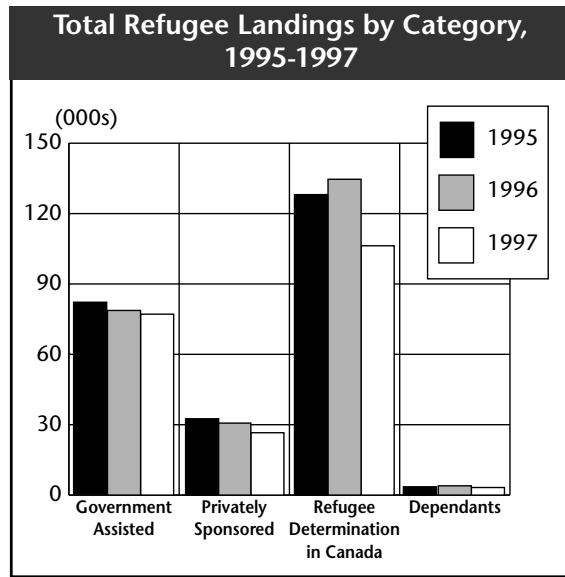
The announced level range for refugee landings in 1997 was 26,100 to 32,300. The actual number of refugee landings was 24,107, due to a smaller than anticipated number of landings under the Undocumented Convention Refugees in Canada class. In 1997, the year-end totals for government assisted refugee landings were 7,711, exceeding the 7,300 target by approximately 6%.

Privately sponsored landings amounted to 2,658. This represents a 95% achievement of the lower end of the 2,800-4,000 target range.

The number of private Sponsorship Agreement Holders (SAH) has increased to over 50 since the initiation of the process in 1997 (1997/98 Part III Main Estimates commitment). In order to generate closer relationships and better communications with SAHs, CIC encouraged the groups to play an even greater role in the development of policies and programs relating to the sponsorship of refugees from abroad. Steps are being taken to revitalize the private sponsorship program in order to increase the number of refugees accepted by Canada.

On March 26, 1998, the Department received Treasury Board approval for the Resettlement Assistance Program. The Program includes an expansion of the eligibility criteria for income support to resettled refugee and humanitarian cases and a responsibility-sharing arrangement between the Department and Sponsorship Agreement Holders under "blended initiatives". The Program also includes an expansion of the range of services that can be provided to eligible clients, for example, administration of income support, port of entry reception services, temporary accommodation, basic orientation, and links to broader-based services provided by the provinces. The changes allow for greater flexibility in meeting refugee and humanitarian resettlement targets and greater potential to ensure consistency in the level and range of services provided to eligible clients.

Figure 7 — Total refugee landings by category, 1995-1997



In fiscal year 1997/98, CIC recognized the need to improve the department's resettlement program. As a result, a Refugee Resettlement Model (RRM) is being developed in consultation with partners. The model seeks to achieve consistency of application of criteria and procedures in refugee selection overseas, links between refugee levels and resettlement budgets, closer relationships with partners, and the possible use of NGOs in identification and case preparation. It would further enable the revitalization of private sponsorship, a review of all special needs programs, the development of better communication between resettlement partners and the use of blended initiatives for resettlement. The RRM is expected to be implemented during 1999.

Result: Enhanced Domestic and International Cooperation

To be demonstrated by:

- ✓ Improving working arrangements between CIC and the Immigration and Refugee Board (IRB)
- ✓ Maintaining Canada's influence on international initiatives aimed at protecting refugees

In 1997/98, the Department continued to strengthen the management of the CIC and IRB portfolio as a way to improve understanding of each organization's pressures, challenges, and issues in areas of shared responsibilities. In addition, both organizations explored ways to manage issues of common concern and develop more effective lines of communication.

During 1997/98, two agreements were signed between CIC and the IRB, namely an Information Sharing Agreement on information technology harmonization that allows for the automated transfer of information between the two organizations, including referral of claims and notification of decisions; and a Priorities Coordination Agreement that sets out a process for establishing common priorities for case processing while recognizing the independence of the IRB. These agreements underscore the Minister's commitment to better management of the portfolio.

Progress was also made on timeliness in responding to IRB requests for case-related information under an MOU signed in 1995. The number of requests in 1997 was approximately 700, down slightly from 786 in 1996. Response times improved significantly. Previous norms of six to eight weeks were reduced to two weeks in 45% of cases while more than half of the requests were completed within three weeks.

In February 1998, Citizenship and Immigration Canada was host to the third vice-ministerial regional conference on migration, in Ottawa. Also known as the Puebla Group, this brings together the ten countries of North and Central America to discuss the full range of international migration issues. The conference

resulted in an updated Plan of Action (which will be discussed further at the Fourth Regional Conference in El Salvador in January 1999) with specific commitments by the ten governments on such issues as people trafficking and human rights. Five other governments from South America and the Caribbean attended the conference as observers, along with several international organizations. A parallel meeting of non-governmental organizations from each of the ten member countries took place the same week. Canada remains the chair of the Puebla Group and will host a working-level meeting in the fall of 1998.

Result: Decreased Barriers to the Removal of non-eligible Refugee Claimants

To be demonstrated by:

- ☒ Streamlining the review of failed refugee claimants

Regulatory amendments were enacted on May 1, 1997 to create ineligibility criteria for the class and to require that applications for post-determination risk reviews be formally submitted. The amendments also required that the review be done at the same time as any application for judicial review of the negative refugee decision. These amendments shortened the time period between the negative refugee determination and possible removal (1997/98 Part III Main Estimates commitment). The Department will continue to monitor the impact of these regulatory amendments for quality assurance purposes.

3. Promoting the Integration of Newcomers

Planned Spending	\$ 233,286,530
Total Authorities	\$ 303,548,324
1997-1998 Actual	\$ 295,003,425

Result: Adaptation of Newcomers

To be demonstrated by:

- ☒ Integrating newcomers successfully into Canadian society
- ☒ Improving the delivery of settlement services
- ☐ Developing indicators of integration and corresponding results measures
- ☒ Developing assessment tools to support education-related initiatives

Immigrant settlement services include language training for adult newcomers, orientation services, interpretation and translation services, referral to community resources and para-professional and employment counseling. Currently, both the federal and provincial governments administer these services for immigrants. Over the course of 1997/98 CIC negotiated agreements with British Columbia and Manitoba to realign the responsibilities for settlement services (1997/98 Part III Main Estimates commitment). The agreements signed in May and June 1998 respectively will permit these provinces to administer federal settlement funds and services

Auditor General's Report on Processing of Refugee Claims

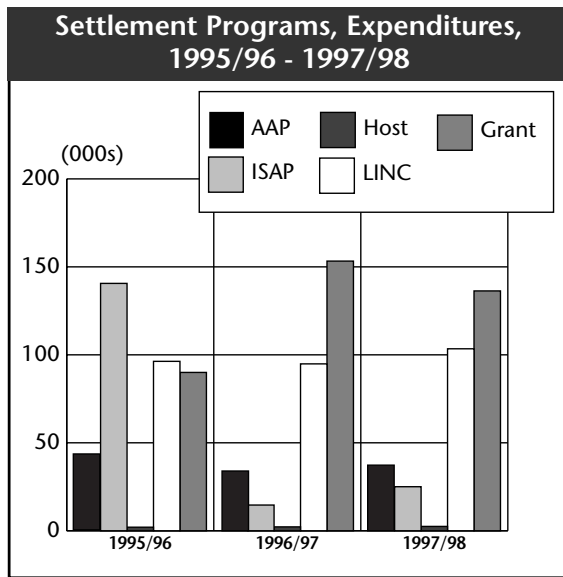
In 1997/98, the Auditor General's report on the processing of refugee claims stated that CIC is unable to provide a reasonable estimate of the overall cost of the refugee determination process. The Department responded quickly to address that finding and CIC began development of a costing model for refugee processing (expected to be in place during 1999).

As part of the Department's response to the Auditor General's report, it also began to develop proposals to address the risk posed by the lack of a front-end security check for refugee claimants in Canada. Preliminary analysis suggested there may be compelling reasons for implementing a system for conducting security checks on claimants as early as possible after filing of their claim. The Department will continue to work with CSIS to develop an effective system for this initiative (also expected to be in place during 1999).

The Legislative Review provided a timely opportunity to look at means of improving the refugee determination system by, among other things, reducing the unduly long determination process. CIC committed to work with the IRB to optimize the efficiency of the overall system, respecting the distinct institutional roles of the Department and the Board.

according to their own needs (except for adjustment assistance for government assisted refugees). Negotiations with other provinces are continuing.

Figure 8 — Settlement programs, expenditures 1995/96 – 1997/98



- **The Adjustment Assistance Program (AAP)** helps pay for temporary accommodations, necessary clothes, household effects and living expenses for up to one year for indigent Convention Refugees.
- **The Immigrant Settlement and Adaptation Program (ISAP)** provides funds for services such as orientation, para-professional counseling, translation and job-finding help.
- **Host Program** funds are provided to match Canadian volunteers (individuals and groups) with newcomers to facilitate settlement and integration.
- **The Language Instruction for Newcomers to Canada (LINC)** Program provides funds for basic language training in one official language to adult immigrants to facilitate their social, cultural, economic and political integration.
- **Grants** under the Canada-Quebec Accord and to other provinces in recognition of the importance of immigrant settlement services.

The successful integration of newcomers is difficult to measure. The identification of indicators of integration and corresponding results measures is ongoing. As part of the agreement to realign settlement services, both British Columbia and Manitoba will work to establish and implement certain indicators of results in 1998/99. For example, the provinces will annually report on results achieved including official language and labour market participation as well as other integration indicators as they are developed and agreed upon.

To gain a greater understanding of the integration process facing newcomers, in July 1997, CIC completed the pilot phase of a longitudinal survey of immigrants to Canada. The full survey would examine the integration process and experiences of immigrants in their first four years in Canada, providing information on immigrants' needs and access to services. The objective of the survey is to be able to better design services to contribute effectively to assisting immigrants during their transition period as newcomers. While the pilot was successful, additional work is underway to examine options for reducing the cost of the full survey, before CIC is in a position to pursue it with potential funding partners.

With the formation of the Centre for Canadian Language Benchmarks (CCLB) in March 1998, CIC and stakeholders achieved their goal to create a non-profit agency which would assume administration of the Canadian Language Benchmarks (CLB) and related products. The CCLB is guided by CIC, provincial governments, CLB assessment and second language field experts, the Canadian Council for Refugees, and the Canadian Labour Force Development Board. Its objectives are to develop and promote CLB products on a national basis, and to increase the coherence and effectiveness of language instruction for newcomers so they can become full participants in all aspects of Canadian society. The French adaptation of CLB levels 1-8 was developed this year, as a result of excellent collaboration among the Government of Quebec (Ministère des Relations avec les citoyens et de l'Immigration), Université de Montréal, McGill University and CIC.

Result: Full participation in Canadian society to eligible permanent residents

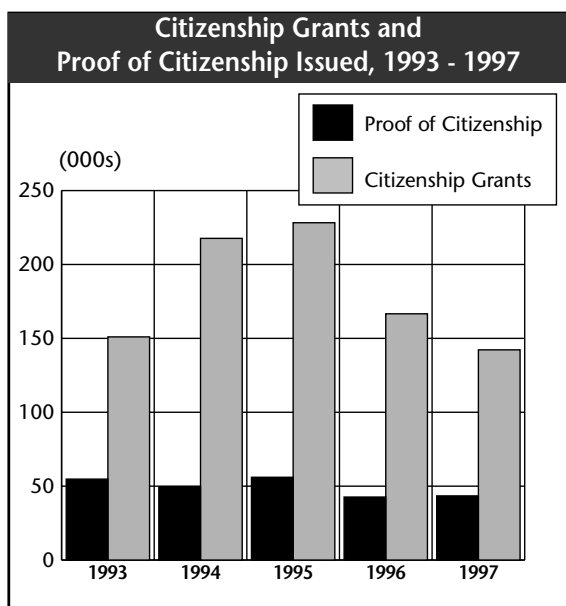
To be demonstrated by:

- ✓ Granting citizenship
- ✓ Developing and implementing a program to measure quality assurance

Generally, 85% of immigrants become Canadian citizens, enriching the economic and social fabric of our collective future. Of these, over 75% become citizens within five years of landing. Under the Proof of Citizenship activity, the Department issued 43,412 certificates — a slight increase over the 1996 total of 42,634.

The Department issued 142,238 Grant of Citizenship certificates — a decline of 14% over the previous year. Demand for citizenship grants fluctuates cyclically from year to year, and is influenced by many factors, including international migration trends and nationality laws. Recent changes to the system, such as direct mail-in, and increases in the application fees may have resulted in a temporary deferral of applications by many eligible permanent residents, causing a sharper decline in the past two years. This situation is being monitored on a quarterly basis by senior management at CIC.

Figure 9 — Citizenship grants and proof of citizenship issued, 1993-1997



The National Quality Assurance (QA) Program for the Citizenship Program was implemented in the Fall of 1997. The QA program measures the quality of decision making by CIC staff, at CPCs and local offices, as well as the reliability of information provided to CIC by our clients. In order to assess the quality of decision making by CIC staff, 466 adult grant files were monitored from December 1, 1997 to February 28, 1998. The monitoring under this segment of the QA program indicated that while the overall error rate was less than 3%, specific areas of the citizenship process need improvement, mostly related to the quality of the information in the Citizenship Registration System (CRS). Initial results also show that the reliability of client information is high.

Result: Citizenship awareness and comprehension

To be demonstrated by:

- ✓ Ensuring effective promotion and understanding of citizenship and integration issues
- ✓ Promoting citizenship through established annual events

During 1997, the Department continued special citizenship ceremony events, exhibits and displays across the country to commemorate the 50th anniversary of Canadian citizenship. Both the public and private sectors were partners and sponsors of these activities. The celebrations officially drew to a close with the first-ever citizenship ceremony in the House of Commons, on November 10, 1997, where war veterans and a Silver Cross Mother witnessed the swearing-in of 50 new Canadians. As a legacy of the 50th anniversary, and in partnership with the National Capital Commission, a permanent exhibit on citizenship was unveiled at the MacKenzie King Estate. Also, a youth-oriented Internet site, www.citzine.ca, was developed (see following highlight).

Citzine (www.citzine.ca) is a web magazine developed with private sector support by Citizenship and Immigration Canada in commemoration of the 50th Anniversary of Canadian Citizenship. Citzine is a forum and an information source designed to stimulate young Canadians to think and talk about what it means to be citizens of Canada. Citzine explores who we are, what we think and what characterizes our Canadian identity. The target audience for Citzine is Canadian youth, broadly defined as those people residing in Canada between the ages of 13 and 20.

Since its launch by Minister Robillard during Citizenship and Heritage Week in February of 1998, Citzine has registered an impressive number of "hits" (defined as the number of times webpages on the site are accessed by a user). Hits numbered 269,048 for the month of February and another 85,710 to the end of March. Averaging 10,113 hits per day, with an average session length of approximately five minutes, Citzine saw almost 30,000 "distinct user sessions" (individual site visitors) in February and March of 1998. The web-site received the coveted "Cool Site of the Day" honour on February 12, and there has been other critical acclaim from a wide-range of sources. These include Industry Canada's Schoolnet, Yahoo Canada's "Picks of the Week", and ADN France.

Feedback from site visitors has been overwhelmingly positive, praising the site for both its design and its content.

Citizenship and Heritage Week took place in February. The Week had a new slogan in 1998 - "A rich past—A bright future". The Minister launched the Week with a youth forum on citizenship, technology and the future that involved 130 students from across Canada. The 1998 package of learning and promotional materials and the special events were again organized and delivered in partnership with the Department of Canadian Heritage and the Heritage Canada Foundation. There was great interest in the youth activity guides. Ninety thousand were distributed to teachers and youth and community leaders across the country who planned a wide variety of events including reaffirmation ceremonies, heritage fairs and Canadiana quizzes.

The 1997 Citation for Citizenship awards were also presented during the week. Nine awards (one joint award) were given out to Canadian individuals and organizations from eight provinces across Canada. All these events provide Canadians with an opportunity to think about the principles, values and rights we share as citizens, and the responsibilities we have to our communities and each other.

4. Managing Access to Canada

Planned Spending	\$ 101,013,999
Total Authorities	\$ 109,026,062
1997-1998 Actual	\$ 107,572,415

Result: Protection and safety of Canadian society

To be demonstrated by:

- ☒ Interdicting individuals attempting to enter Canada with improper documentation
- ☒ Improving the management of enforcement cases

CIC's interdiction program seeks to prevent the illegal movement of people to Canada. Over the past year, CIC took action to begin focusing on cooperative efforts with other countries and the airline industry to use increased intelligence and interdiction for the screening of passengers prior to boarding flights destined to Canada. During 1997, 5,067 individuals were intercepted, an increase of 303 over 1996. As a result of these efforts, the number of improperly documented arrivals at Canada's airports has decreased by 41% since 1990 (when there were 8,104 improperly document arrivals). For 1997, there were 4,793 improperly documented arrivals.

CIC is a world leader in interdiction. A number of countries and international organizations have adopted Canadian interdiction initiatives including the creation of a specially dedicated control officer network and the development of a unique data base to study illegal migration. Within CIC, that data base is called the Support System for Intelligence. This system has the capability to capture critical information on individuals intercepted abroad showing which airports are being used most frequently for illegal migration. This information allows CIC to better target problem areas, including people smuggling and organized crime.

War Crimes Strategy: Update

Following development of a comprehensive war crimes strategy during 1997/98, CIC was provided in July 1998 with significant financial resources in order to invigorate the Canadian government's war crimes strategy. Canadian permanent residents and visitors to Canada who have been identified as alleged war criminals will now be sent to inquiry in a more timely fashion. In order to prevent the entry of such persons in the first place, a world-wide look-out system has recently been enhanced, providing current information to visa posts overseas and ports of entry. Training modules to improve identification of potential war criminals are being prepared for use by CIC and IRB personnel to ensure a higher rate of interventions in the inland refugee determination system. CIC and the Department of Justice have streamlined cooperative measures in cases where Canadian citizenship is revoked to ensure that the individual is removed from Canada. Cooperation between CIC, the RCMP and the Department of Justice in investigation, prosecution, litigation, extradition and enforcement action is being strengthened through a formal coordinating body. Legislative tools found in bills currently before Parliament, namely changes to the *Criminal Code* and the *Extradition Act*, will allow for tangible and timely results.

A National Case Management System is being developed to better manage enforcement cases at an affordable cost. It is expected that the first release of the new system will be in Montreal, Toronto and Vancouver between February and June 1999 with the remaining CIC offices targeted to receive the system in late 1999.

Did you know?

CIC uses Task Forces to combine the efforts of Enforcement staff and other agencies to achieve common goals. Examples include the Immigration Task Force in the Greater Toronto Area (GTA) which has investigators working with RCMP officers; the Casino Task Forces in Niagara Falls and Orillia; the Biker Squad, which is an effort shared with our American counterparts; and the St. Lawrence Task Force, which targets cross-border contraband.

Result: Implementation of a comprehensive removals strategy

To be demonstrated by:

- ✓ Removing persons who are not eligible for admission to Canada, especially those who pose a threat to Canadian society
- ✓ Increasing the emphasis on the removal of failed refugee claimants
- ✓ Undertaking actions and achieving results under CIC's removal strategy

In 1997, 7,968 persons were removed from Canada (1997/98 Part III Main Estimates commitment). This represents an increase of 36.5% over the 5,838 removed in 1996 and reflects the priority placed on this result by the Department.

Figure 10 — Total number of removals from Canada, 1995-1997

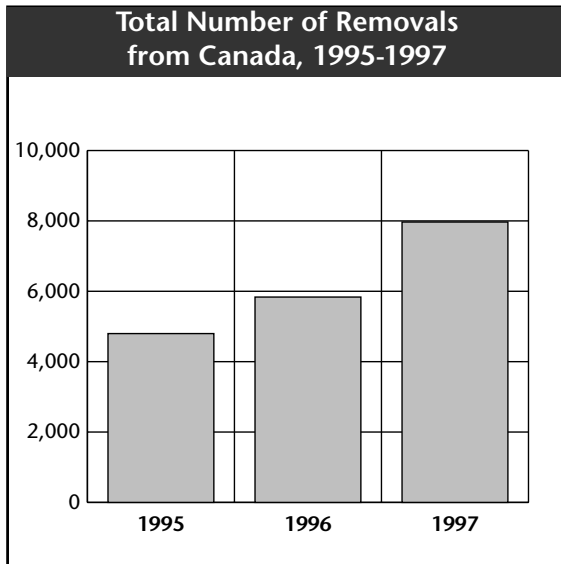
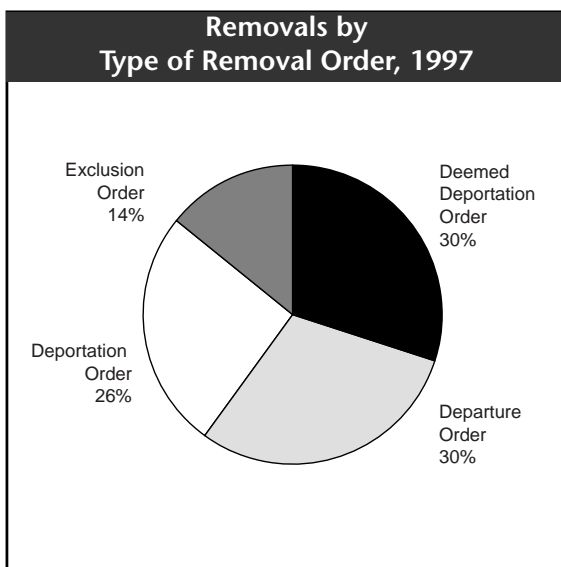


Figure 11 — Removals by type of removal order, 1997



For 1997, the breakdown of the 7,968 removals by type or order is as follows:

Departure Orders: 2,418

A removal order requiring someone who has violated the *Immigration Act* or *Regulations* to leave Canada within a period of time (30 days) specified in the *Regulations* and to confirm their departure.

Deemed Deportation Orders: 2,356

A Departure Order which is not executed within the time specified automatically becomes a Deportation Order.

These are called Deemed Deportation Orders.

Deportation Orders: 2,102

An order to remove from Canada someone who is inadmissible to Canada or who has violated the *Immigration Act* or *Regulations*. Once deported, a person may not return to Canada without the consent of the Minister.

Exclusion Orders: 1,092

An order requiring someone to be removed from Canada and prohibiting the person from returning within one year from the date of departure, unless the person is given prior consent to do so by the Minister.

A total of 1,446 criminals were removed in 1997, a decrease of 21% from the 1,838 criminals removed in 1996. The decrease is not the result of any lessening of the commitment to the priority placed on the removal of criminals but is due to several factors:

- removals are increasingly more difficult, in particular because of recent developments in international human rights law;
- removal orders cannot be carried out against persons involved in other judicial proceedings;
- removals depend on the cooperation of other countries which are sometimes reluctant to issue travel documents to facilitate the return of their criminal nationals; and
- statistics on removals are now collected electronically, which has required the development of a more exact definition of a "criminal" removal.

In 1997, 4,800 failed refugee claimants were removed, representing 60% of total removals for the year and a 95% increase over the 2,464 failed refugee claimants removed the previous year. This again reflects the high priority placed on removals by the Department.

CIC's comprehensive removals strategy was implemented (1997/98 Part III Main Estimates commitment). As a result of the implementation of the strategy, a number of initiatives were undertaken that improved CIC's capacity to identify and remove persons who are not eligible to remain in Canada:

- The screen in the Field Operations Support System used to record data on each removal from Canada was amended to more accurately track the removal of criminals in general and those declared to be a danger to the public.
- A procedure was developed to secure biographical information on undocumented arrivals for use later on in obtaining travel documents for removal.
- In March 1997, a national departmental conference on removals was held. As a result, numerous action items are now being developed and implemented by NHQ and field staff. These include national policies on escort and layover and operating instructions for better managing removal cases where airlines are liable for costs.
- Work also continued to identify ways to increase mutual cooperation with foreign governments that face similar removals problems. As a result, in August 1997, the new International Civil Aviation Organization standards, sponsored by CIC, were passed and became effective.
- In Ontario Region, the Confirmation of Departure project is a new initiative that frees Enforcement staff to concentrate on more difficult removals by having staff at Pearson International Airport verify the departure of clients that report voluntarily for removal. Similar initiatives are also underway in Quebec and British Columbia regions.
- Canada currently has six bilateral agreements with the governments of the United States, Vietnam, Jamaica, Hong Kong, the Czech Republic and Slovenia. Negotiations were underway in 1997/98 with several other countries including Poland, Portugal, Lebanon, and the Federal Republic of Yugoslavia. These bilateral arrangements assist the Department in effecting removals.

Result: Fair and effective enforcement and border management

To be demonstrated by:

- ✓ Detaining persons in contravention of the *Immigration Act*
- ✓ Reducing detention costs
- ✓ Improving partnership with Revenue Canada Customs and with airport authorities for the design and use of port of entry facilities

27

Balancing Facilitation and Control

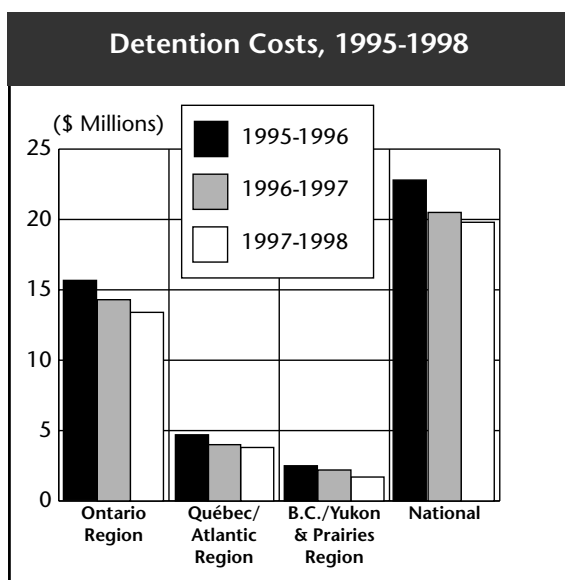
In April 1997, CIC removed the visitor visa requirement for citizens of Portugal. This decision underscores Canada's desire to improve trade and cultural ties with people of other nations. However, managing access to Canada is about striking a balance between facilitation and control. This past year, the re-imposition of the Czech Republic visitor visa requirement was necessary to address the dramatic increase in the number of refugee claims made in Canada by nationals of the Czech Republic. Measures were concurrently put in place to facilitate visitor visa issuance to legitimate Czech visitors.

The Department implemented a Transit Without Visa pilot project for airline passengers in transit through Vancouver International Airport (VIA) in August 1997. The program has the support of the airline industry in Canada and applies to nationals of Thailand, Taiwan, Indonesia and the Philippines who are destined to the United States and have a valid U.S visa in their possession. The concern that the Transit Without Visa program could have implications for the management of the refugee determination system in Canada has not materialized. The program has been a success in increasing passenger volumes through VIA without any reported abuse or increased costs to the refugee determination system. The program will be extended until January 31, 1999, at which time a decision will be taken on extending the program indefinitely.

The number of persons detained in 1997/98 was 7,080 compared to 6,401 in 1996/97. Despite this fact, the total number of detention days declined by 10,097. The national average length of a detention declined from 22 days the previous year to 18 days in 1997-98. These figures are a testament, in part, to the increasing success of CIC removal initiatives. As greater results are realized with respect to removals it is expected that detention statistics will decrease.

Statistics indicate that over the past three years, detention costs have steadily decreased, from \$22.8 million in 1995/96, \$20.5 million in 1996/97 to \$19.8 million in 1997/98.

Figure 12 — Detention Costs, 1995-1998



In November 1997, the Department began an extensive review of the port of entry operations. A national working group examined the existing research on procedures and practices, evaluated new ideas (including the use of risk management techniques) and looked at best practices.

Toronto Bail Program: Pilot Project

Innovative initiatives such as the Toronto Bail Program Pilot Project in the Ontario Region of CIC have also contributed to the decline in total number of detention days. In this project, a maximum of 50 persons at any given time are released under the community-based supervision provided by the Toronto Bail Program. The pilot is part of the Department's continuing analysis of detention issues and desire to promote and encourage cost-effective community-based supervision as an alternative to detention in appropriate cases. This past year, the program was extended to March 31, 1999.

A series of recommendations, some of which are to be implemented during the fall of 1998, will allow the Department to manage access at ports of entry in a better, more cost-effective manner. These recommendations build on other measures undertaken in recent years to improve port of entry operations, such as the CANPASS programs and the Transit Without Visa pilot project (see highlight p. 27), which speed the entry of frequent, low risk travellers. These initiatives are moving ahead in close collaboration with Revenue Canada and various transportation authorities and are evidence of the Department's improved relationships with its key partners.

Strategic Vision for Canada-U.S. Border Cooperation

In November 1997, a bilateral meeting between the Minister and U.S. Attorney General Reno was held to begin the long-term development of a Strategic Vision for Canada-U.S. Border Cooperation. Working closely with DFAIT, CIC began to define a comprehensive border strategy that will encompass all of Canada's relations with the United States. The long-term goal is to achieve a border that fosters border-crossings but hinders the movement of undesirable travelers. It was recognized that this goal is dependent on effective cooperation and information exchange between Canada and the U.S.

5. Providing Corporate Services

Planned Spending	\$ 82,153,870
Total Authorities	\$ 121,157,325
1997-1998 Actual	\$ 119,558,337

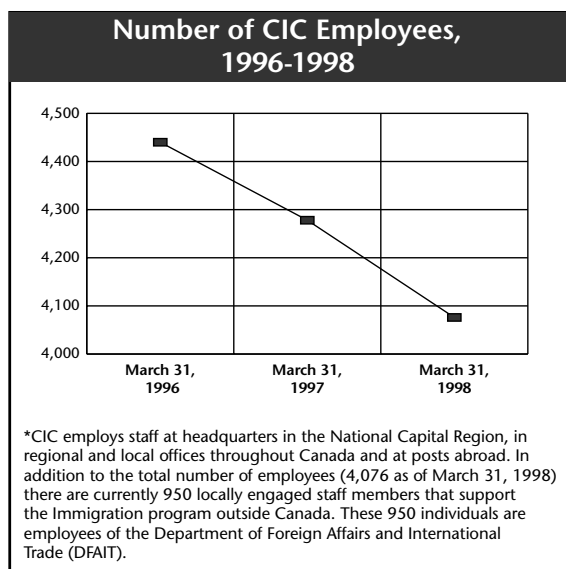
Result: Enhanced competency of CIC employees

To be demonstrated by:

- ☒ Investing in staff training
- ☒ Training by domestic regions of their own staff to increase responsiveness to local training needs
- ☒ Training in the areas of new processes and technology, teamwork and high-quality service

To respond, in part, to a reduced workforce, the Department continued to invest in staff training. Fiscal year 1997/98 was, in fact, a “catch-up” year across CIC, representing a significant investment in operational training for the purposes of cross-training and developing generalist staff. Because the volume of training in the Department increased, previous backlogs of training demand were addressed, particularly among staff outside major urban centres.

Figure 13 — Number of CIC employees, 1996-1998



The decentralization of training delivery was accomplished as planned on April 1, 1997. As anticipated, this has allowed regions/Case Processing Centres (CPCs) to focus more effectively on local training needs. Decentralization, together with additional funding, allowed CIC to offer substantially more training during 1997/98.

Informatics training was an ongoing preoccupation of departmental managers, principally through the purchase of local courses. On average, across the Department, 20% of training funds were spent on informatics training.

Training for effective teamwork was a priority throughout the Department in 1997/98. As an example, the Ontario Region spent 15% of its training budget on teambuilding for all geographical areas in the region. Quality service was another consistent theme, both at NHQ and in regions/CPCs. Two courses were piloted for delivery at headquarters, as was a new course in the Québec Region.

Year-end reports from the training community across the Department emphasize that new training initiatives have had a positive impact on employee morale. Employees commented on increased accessibility of training, their conviction that core training provides valuable knowledge and skills to help them carry out new or broader job functions, and their appreciation for courses which invest in their personal well-being.

Result: Effective Organizational and Structural systems

To be demonstrated by:

- ☐ Implementing a modern departmental information management and information technology infrastructure
- ☒ Preparing for Year 2000
- ☒ Taking steps to meet the government Financial Information Strategy

The 1997/98 fiscal year saw substantial accomplishments related to technology. The CIC Systems Modernization project was reviewed, resulting in the better approaches to

governance issues and priority setting, and the identification of nineteen IT infrastructure projects to address departmental IT priorities for 1997/98 and 1998/99. Following the review, CIC stabilized existing systems (Call Centre technology, PeopleSoft) and successfully implemented technology solutions to key business requirements like the overseas query access to the main operational system, the departmental Intranet and the Handling of Public Money system.

A Year 2000 team was formed early in 1997 to manage and coordinate the process of preparing for Year 2000 compliance. CIC worked closely with TBS to tie into government-wide preparations for year 2000 and to obtain additional resources to accomplish this task. Preliminary Project Approval was received from Treasury Board in fiscal year 1997/98.

CIC has demonstrated that Year 2000 readiness is of the highest priority by redirecting funding to this government-wide project, while managing other resource pressures within the Department. As a result, departmental funding totaling \$14.8 million over three years has been identified for the Year 2000 project.

A Year 2000 Project communications plan which identifies the ways in which departmental staff will be kept informed with respect to Year 2000 issues and the progress being made toward addressing them has been developed. A key feature of the plan is the intended use of CIC's Intranet site (CIC Explore) to document relevant Year 2000 issues and to provide project status and other updates. A logo, slogan and poster have also been designed to heighten the overall level of awareness within the Department.

Work on implementing a new Integrated Finance and Material System in CIC was carried out over the past year. Start-up of the system began on April 1, 1998. Implementing this system is the first step toward CIC's being able to meet a deadline of April 1, 2001 to be compliant with the government's new financial information strategy (FIS). The goal of FIS is to provide better financial information to decision-makers in central agencies and departments.

FOSS Web: Enhancing Program Integrity

FOSS Web is a new electronic system introduced this past year within CIC that will enable staff abroad to search the database of FOSS (Field Operations Support System). FOSS is the principal domestic computer system that contains information about CIC clients. The first pilot installation of the system was completed in March 1998 in Kingston, Jamaica. Complete implementation abroad will take place by December 1998. FOSS Web enhances program integrity by giving CIC employees a more timely means of knowing client activities, both past and present, with the Department.

Result: Value for money

To be demonstrated by:

- ✓ Linking performance and financial information

CIC has, over the past year, made progress in bringing together expenditure data with performance output data, providing a key tool for determining if Canadians are receiving value for the resources that CIC uses.

Demonstrating Value for Money: CIC's Cost Management Initiative

Cost management is a pilot project under development at CIC to allow the Department to relate key results to the utilization of human resources. The cost management model is consistent with CIC's key results in the Planning, Reporting and Accountability Structure (PRAS) and will allow the Department to identify the cost of a specific set of key results. The overarching purpose of cost management will be to identify variations in service delivery. Ultimately, it will be a tool for managers to use when implementing service delivery best practices, making resource decisions and refining how CIC does business. Cost management will allow CIC to move away from activity-based accounting to results-based accounting so that it may better measure results and associated resources. A pilot project is under way in the British Columbia/Yukon, Prairies/NWT, Ontario and Quebec regions to refine the key results and time-reporting methodology. An evaluation of the project will be undertaken in 1998/99.

Result: Enhanced public awareness of CIC's policies, programs and activities

To be demonstrated by:

- ✓ Activities which improve awareness of policies, programs and activities
- ✓ Responding to inquiries in a timely manner

During 1997/98 the Department began work on a *CIC Strategic Communications Framework 1998-2001*. This framework effectively maps out the departmental approach to strategic communications planning for the next three fiscal years. Other objectives include contributing to public understanding of the benefits of immigration to Canada, while dispelling myths and misconceptions, and helping Canadians to be increasingly aware of the rights and responsibilities attached to Canadian citizenship.

CIC further improved its environmental analysis capabilities through enhanced public opinion research services and the development of new automated media-monitoring tools. CIC also developed a new approach to media contacts that effectively engages the press and assists media understanding of the complexity of Canada's immigration and citizenship program.

CIC took a number of steps during 1997/98 to improve internal communications, including the launch of *Visa*, a new staff magazine.

Using the self assessment approach as well as a "best practices" review, the Public Rights Administration Directorate conducted a review to address the issue of backlogs and particularly its difficulty in meeting the 30 day legislative requirement to respond to Access to Information requests. In less than three months, the Directorate was able to re-organize, re-engineer its processes and commence implementation. Backlogs have been all but eliminated. By the end of June 1998, the Directorate met the legislative requirement for response to Access to Information requests in over 47% of cases. (Legislative compliance

prior to the administrative review was only 17%.) Additional successes are expected as evaluation of the re-engineered process continues.

Figure 14 — Requests under Privacy Act, 1996/97 – 1997/98

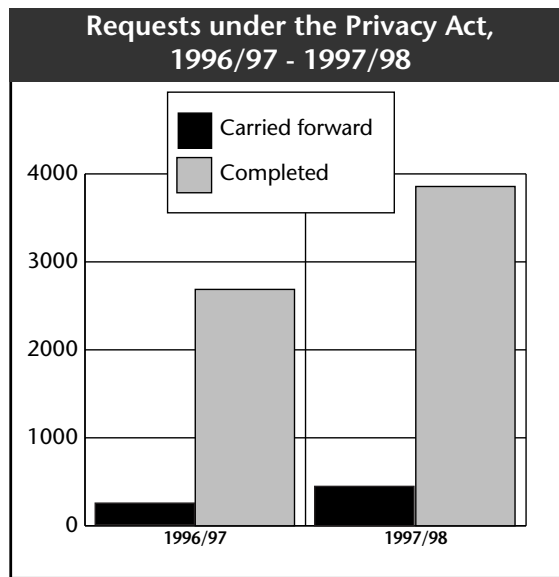
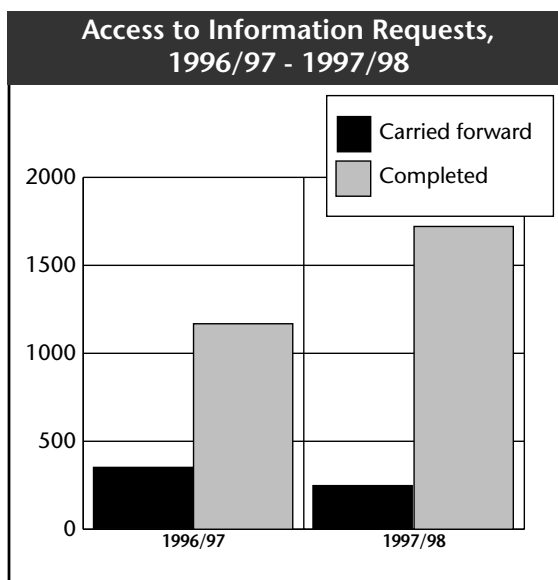


Figure 15 — Access to Information requests, 1996/97 – 1997/98



Section IV: Financial Performance

Financial Performance Overview

This section provides a summary of the Department's financial performance. The following schedules show the resources that have been approved for the Department by Parliament, as well as the Department's annual expenditures and the revenues collected by CIC. Resources approved for the Department include both **Planned Spending** (funding approved in the Main Estimates), and **Total Authorized Spending** (**Planned Spending** and any other items approved by Parliament in **Supplementary Estimates** or other statutory adjustments).

Some highlights of the Department's financial performance include:

- In 1997-98 the Department's **Authorized Funding** totalled \$698.2 million, which consisted of \$575.2 million **Planned Spending**, \$99.3 million **Supplementary Estimates** and \$23.7 million in statutory adjustments.
- Expenditures totalled \$669.5 million in 1997-98 which was 95.9% of **Total Authorized Spending**.
- Revenues in 1997-98 totalled \$368.5 million, which exceeded CIC's revenue commitment of \$363.7 million by \$4.8 million.

1. Summary of Voted Appropriations

Authorities for 1997-98 Financial Requirements by Authority (\$ millions)

Vote		1997-98 Planned Spending	1997-98 Total Authorities*	1997-98 Actual
Citizenship and Immigration Program				
1	Operating expenditures	284.5	313.9	301.6
2	To write off from the Accounts of Canada 2,742 debts due to Her Majesty in Right of Canada amounting in the aggregate of \$2,944,039.	–	2.9	2.7
5	Capital expenditures	7.5	10.1	10.0
10	Grants and contributions	256.2	320.7	304.6
(S)	Salary and motor car allowance	0.0	0.0	0.0
(S)	Contributions to employee benefit plans	27.0	27.0	27.0
(S)	Refunds of amounts credited to revenues in previous years	–	23.4	23.4
(S)	Payments to private collection agencies pursuant to section 17.1 of the <i>Financial Administration Act</i>	–	0.1	0.1
(S)	Court awards	–	0.0	0.0
(S)	Spending of proceeds from the disposal of surplus Crown assets	–	0.1	0.1
Total Program		575.2	698.2	669.5

* Includes Supplementary Estimates of \$99.3 million plus Statutory adjustments of \$23.7 million. Supplementary Estimates include: Grants to the provinces for the integration of immigrants (\$84.7 million) and the 1996-97 carry forward amount (\$14.6 million).

2. Comparison of Total Planned Spending to Actual Spending, 1997/98 by Business Line (\$ millions)

The following table provides details on the allocation of 1997/98 Total Planned Spending, Total Authorities (in italics) and Actual Expenditures (shaded areas) by business line and by type of expenditure.

Business Line ¹	FTE ²	Operating ³	Debt Write-off	Capital	Transfer payments	Statutory payments ⁴	Total ⁵
Maximizing Benefits of International Migration	1,102	73.1	—	—	—	—	73.1
	<i>1,102</i>	<i>78.6</i>	—	—	—	—	<i>78.6</i>
	1,129	76.9	—	—	—	—	76.9
Maintaining Canada's Humanitarian Tradition	155	37.7	—	—	47.9	—	85.6
	<i>155</i>	<i>38.5</i>	—	—	<i>47.3</i>	—	<i>85.8</i>
	143	33.2	—	—	37.3	—	70.5
Promoting the Integration of Newcomers	365	25.0	—	—	208.3	—	233.3
	<i>365</i>	<i>30.1</i>	—	—	<i>273.4</i>	<i>0.1</i>	<i>303.6</i>
	410	27.6	—	—	267.3	0.1	295.0
Managing Access to Canada	1,287	101.0	—	—	—	—	101.0
	<i>1,287</i>	<i>109.0</i>	—	—	—	—	<i>109.0</i>
	1,296	107.6	—	—	—	—	107.6
Providing Corporate Services	862	74.7	—	7.5	—	—	82.2
	<i>862</i>	<i>84.7</i>	<i>2.9</i>	<i>10.1</i>	—	<i>23.5</i>	<i>121.2</i>
	901	83.3	2.7	10.0	—	23.5	119.5
Totals⁶							
Planned Spending	3,771	311.5	—	7.5	256.2	—	575.2
Total Authorities	<i>3,771</i>	<i>340.9</i>	<i>2.9</i>	<i>10.1</i>	<i>320.7</i>	<i>23.6</i>	<i>698.2</i>
Actual Expenditures	3,879	328.6	2.7	10.0	304.6	23.6	669.5
Estimated cost of services from other government departments							151.9
							<i>151.9</i>
							153.1
Revenue credited to the Consolidated Revenue Fund							(363.7)
							<i>(363.7)</i>
							(368.5)
Net Cost of the Program							363.4
							<i>486.4</i>
							454.1

- Figures by PRAS Business Line represent an estimate of the Department's expenditure under the PRAS structure. In developing the allocation methodology used to produce these estimates, every effort has been made to anticipate fully the impact of the new PRAS on past expenditures. As the PRAS system matures, in the future further refinements to the Business Line expenditure patterns may be required.
- Full time equivalent (FTE) is a measure of human resource consumption based on average levels of employment. FTE factors out the length of time that an employee works each week by calculating the rate of assigned hours of work over scheduled hours of work.
- Operating includes contributions to employee benefit plans and minister's allowances.
- Includes items such as refunds of amounts credited to revenues in previous years, payments to private collection agencies pursuant to section 17.1 of the *Financial Administration Act*, court awards and spending of proceeds from the disposal of surplus Crown assets.
- Variances between actual and planned spending are mainly due to additional funding provided for items approved through Supplementary Estimates. Major items include: Grants to the provinces for the integration of immigrants (\$84.7 million); 1997-98 Carry forward amount (\$14.6 million) and \$23.7 million for funding provided to cover Statutory adjustments.
- Totals figures by cost category accurately reflect the actual performance of the department in fiscal year 1997-98.

3. Historical Comparison of Total Planned to Actual Spending

The following table provides a history of spending by business line. A comparison between the 1997/98 Total Planned Spending and the actual expenditures recorded in the Public Accounts is also incorporated.

Business Lines²	Actual 1995-96	Actual 1996-97	Planned Spending 1997-98	Total Authorities 1997-98	Actual 1997-98¹
Budgetary					
Maximizing Benefits of International Migration	82.7	86.0	73.1	78.6	76.9
Maintaining Canada's Humanitarian Tradition	65.3	63.6	85.6	85.8	70.5
Promoting the Integration of Newcomers	235.4	296.9	233.3	303.6	295.0
Managing Access to Canada	111.8	117.5	101.0	109.0	107.6
Providing Corporate Services	102.1	117.6	82.2	121.2	119.5
Total Budgetary³	597.3	681.6	575.2	698.2	669.5
Non-Budgetary					
Settlement — Immigrant Loans Program ⁴	0.0	4.5	—	—	4.6

1. Variances between actual and planned spending are mainly due to additional funding provided for items approved through Supplementary Estimates. Major items include: Grants to the provinces for the integration of immigrants (\$84.7 million); 1996-97 Carry forward amount (\$14.6 million) and \$23.7 million for funding provided to cover Statutory adjustments.
2. Figures by PRAS Business Line represent an estimate of the Department's expenditure under the PRAS structure. In developing the allocation methodology used to produce these estimates, every effort has been made to anticipate fully the impact of the new PRAS on past expenditures. As the PRAS system matures, in the future further refinements to the Business Line expenditure patterns may be required.
3. Total figures by fiscal year accurately reflect the actual performance of the Department in each fiscal year.
4. Loan amount represents disbursements (loans issued) less receipts (loans reimbursed). Figures in parentheses (indicating a negative value) denote receipts exceeding disbursements.

4. Financial Crosswalk Between Old and New Resource Allocations

Figures by the new Planning, Reporting and Accountability Structure (PRAS) Business Line represent an estimate of the Department's expenditures for 1997/98 under the PRAS structure. In developing the allocation methodology used to produce these estimates, every effort has been made to anticipate fully the impact of the new PRAS on past expenditures.

Crosswalk of the 1997-98 Planned Spending (in millions of dollars)

Business Line	New Planning, Reporting and Accountability Structure					Total ¹
	Maximizing Benefits of International Migration	Maintaining Canada's Humanitarian Tradition	Promoting the Integration of Newcomers	Managing Access to Canada	Providing Corporate Services	
Citizenship Registration and Promotion			28.0			28.0
In-Canada Service	44.1	31.3		96.1		171.5
Settlement		51.9	204.8		1.1	257.8
International Service	25.0	0.8		2.2	1.7	29.7
Policy		1.6			4.9	6.5
Corporate Services	4.0		0.5	2.7	74.5	81.7
Total	73.1	85.6	233.3	101.0	82.2	575.2

37

Crosswalk of the 1997-98 Expenditures (in millions of dollars)

Business Line	New Planning, Reporting and Accountability Structure					Total ¹
	Maximizing Benefits of International Migration	Maintaining Canada's Humanitarian Tradition	Promoting the Integration of Newcomers	Managing Access to Canada	Providing Corporate Services	
Citizenship Registration and Promotion			18.5			18.5
In-Canada Service	50.7	30.8		103.2		184.7
Settlement		36.8	275.2		0.9	312.9
International Service	24.3	0.9		2.5	1.8	29.5
Policy		1.7			6.6	8.3
Corporate Services	1.9	0.3	1.3	1.9	110.2	115.6
Total	76.9	70.5	295.0	107.6	119.5	669.5

1. Variances between actual and planned spending are mainly due to additional funding provided for items approved through Supplementary Estimates. Major items include: Grants to the provinces for the integration of immigrants (\$84.7 million); 1996-97 Carry forward amount (\$14.6 million) and \$23.7 million for funding provided to cover Statutory adjustments.

5. Resource Requirements by Organization and Business Line

1997-98 Actuals

PRAS Business Line						
Organization ¹	Maximizing Benefits of International Migration	Maintaining Canada's Humanitarian Tradition	Promoting the Integration of Newcomers	Managing Access to Canada	Providing Corporate Services ²	Total ³
Selection	3.4					3.4
Integration			55.0			55.0
Refugees		2.8				2.8
Enforcement				3.7		3.7
Quebec and Atlantic Region	8.0	3.2	95.3	20.5	5.0	132.0
Ontario Region	17.0	23.3	89.5	50.7	7.8	188.3
B.C., Prairies and Territories Region	6.4	15.8	45.7	23.2	5.2	96.3
International Region	24.1	0.9		2.5	1.7	29.2
Departmental Delivery Network	14.1	24.2	8.2	1.3	4.3	52.1
Corporate Services	3.9	0.3	1.3	5.7	95.5	106.7
Totals	76.9	70.5	295.0	107.6	119.5	669.5
% of Total	11.5%	10.5%	44.1%	16.1%	17.8%	100.0%
Total Authorities	78.6	85.8	303.6	109.0	121.2	698.2⁴
<i>Planned Spending⁵</i>	<i>73.1</i>	<i>85.6</i>	<i>233.3</i>	<i>101.0</i>	<i>82.2</i>	<i>575.2</i>

1. Under the general heading of Organization, "Corporate Services" includes Minister's Office, Deputy Minister's Office, Associate Deputy Minister, Assistant Deputy Minister – Operations, Assistant Deputy Minister – Policy and Program Development, Assistant Deputy Minister – Corporate Services, Legal Services, Ministerial and Executive Services, Communications, Strategic Policy, Planning and Research, Case Management, Information Management and Technologies, Human Resources and Finance and Administration. (The regional structures reflect the organization prior to the November 3, 1997 re-alignment.)
2. The "Providing Corporate Services" business line expenditures include an amount of \$38.3 million for non-traditional items such as expenditures of \$11.9 million for the CIC Systems Modernization Project, \$23.7 million for various Statutory items and \$2.7 million for Debt Write-off.
3. Total figures by Organization accurately reflect actual performance of the department in 1997-98.
4. "Total Authorities" represent Main Estimates amounts of \$575.2 million, Supplementary Estimates of \$99.3 million and Statutory adjustments of \$23.7 million.
5. Figures by PRAS Business Line represent an estimate of the department's expenditures and planned spending for 1997-98 under the PRAS structure. In developing the allocation methodology used to produce these estimates, every effort has been made to anticipate fully the impact of the new PRAS on past expenditures. As the PRAS system matures in the future, further refinements to the business line expenditure patterns may be required.

6. Revenues to the Vote

Table is not applicable to Citizenship and Immigration

7. Revenues to the Consolidated Revenue Fund by Business Line (\$ millions)

Business Lines	Actual 1995-96	Actual 1996-97	Total Planned 1997-98	Actual 1997-98
Maximizing Benefits of International Migration				
Immigration Cost-recovery Fees	177.8	172.4	181.0	201.0
Right of Landing Fees	169.0	148.8	106.5	106.5
Maintaining Canada's Humanitarian Tradition				
Immigration Cost-recovery Fees	3.8	3.9	3.4	4.6
Right of Landing Fees	6.9	18.5	13.3	13.2
Interest on the Immigrant Loans Program	0.1	0.1	0.2	0.3
Promoting the Integration of Newcomers				
Citizenship Cost-recovery Fees	21.3	20.9	20.8	20.6
Right of Citizenship Fees	10.5	14.2	29.5	12.9
Managing Access to Canada				
Immigration Cost-recovery Fees	3.5	3.9	4.0	4.6
Obligations of Transportation Companies	4.2	6.3	5.0	4.8
Total Revenues to the CRF	397.1	389.0	363.7	368.5

8. Statutory Payments

Table is not applicable to Citizenship and Immigration

9. Transfer Payments by Business Line

(\$ millions)	Actual 1995-96	Actual 1996-97	Planned Spending 1997-98	Total Authorities 1997-98	Actual 1997-98
Promoting the Integration of Newcomers — Grant					
Grant for the Canada-Quebec Accord	90.0	90.0	90.0	90.0	90.0
Grants to provinces to respond to growing need to assist immigrants in integrating	—	—	—	46.3	46.3
Total Grants	90.0	90.0	90.0	136.3	136.3¹
Promoting the Integration of Newcomers — Contributions					
Immigrant Settlement and Adaptation Host Program	14.1	14.5	14.3	25.4	25.1
	2.0	2.2	2.2	2.5	2.4
Language Instruction for Newcomers to Canada	94.6	93.5	101.9	109.2	102.2
Maintaining Canada's Humanitarian Tradition — Contributions					
Adjustment Assistance	43.1	34.0	45.8	45.8	37.2
International Organization for Migration	1.7	1.4	2.0	1.5	1.4
Total Contributions	155.5	145.6	166.2	184.4	168.3
TOTAL TRANSFER PAYMENTS	245.5	298.9	256.2	320.7	304.6

1. Variances between actual and planned spending are mainly due to the Grants to provinces for the integration of immigrants which were approved through the 1997-98 Supplementary Estimates.

10. Capital Spending by Business Line

(\$ millions)	Actual 1995-96	Actual 1996-97	Planned Spending 1997-98	Total Authorities 1997-98	Actual 1997-98
Corporate Services	17.3	9.4	7.5	10.1	10.0
Total Capital Spending	17.3	9.4	7.5	10.1	10.0

11. Capital Projects by Business Line

Capital Projects¹

(\$ millions)	Current Estimated Total Cost ²	Actual 1995-96	Actual 1996-97	Planned Spending 1997-98	Total Authorities 1997-98	Actual 1997-98
CIC Systems Modernization ³	89.6	19.2	23.5	14.4	14.4	11.9
Total Capital Projects	89.6	19.2	23.5	14.4	14.4	11.9

1. This schedule includes all operating and capital resources and relates to the Corporate Services Business Line.
2. The total estimated project cost has been revised from \$99.8 million to \$89.6 million. This reflects the approved project authority.
3. Previous systems development projects have been amalgamated into the CIC Systems Modernization initiative, which will use new investments to modernize departmental information systems. Definitions relate to the classes and approval levels that apply to Capital Projects: S-EPA/TB (Substantive Estimate – Effective Project Approval/Treasury Board authority).

12. Status of Major Crown Projects

Table is not applicable to Citizenship and Immigration

13. Loans, Investments and Advances

Immigration Loans

	Actual 1995-96 (\$000s)	Number of Loans 1995-96	Actual 1996-97 (\$000s)	Number of Loans 1996-97	Actual 1997-98 (\$000s)	Number of Loans 1997-98
Transportation, Admissibility and Right of Landing Fee ¹ Loans	10,569	4,088	15,013	4,960	15,816	6,035
Assistance Loans	1,568	5,288	1,339	2,565	1,665	4,330
Total	12,137	9,376	16,352	7,525	17,481	10,365

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

14. Revolving Fund Financial Statements

Table is not applicable to Citizenship and Immigration

15. Contingent Liabilities

List of Contingent Liabilities¹

Amount of Contingent Liabilities

(\$ millions)	March 31, 1996	March 31, 1997	March 31, 1998
1. Claims related to two individuals, who, while under deportation order, were convicted of or accused of murder	110.0	121.5	121.5
2. Cases arising from application of the provisions of the <i>Immigration Act</i>	13.2	34.7	44.9
Total	123.2	156.2	166.4

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

Section V: Consolidated Reporting

Sustainable Development Strategy

During 1997/98, CIC prepared its first Sustainable Development Strategy (SDS)⁶ and started its implementation. The SDS was tabled in Parliament on December 10, 1997 in accordance with the *Auditor General Act* and with the policy direction provided in *A Guide to Green Government*. In its 1998 review, the Commissioner of the Environment and Sustainable Development found the CIC's SDS met most of the basic requirements. The Strategy outlines the Department's goals and action plan for integrating economic, social and environmental considerations into its policies, programs and operations, drawing from discussions within the Department and with key outside stakeholders.

During these consultations, a majority of participants recognized that society must assign importance to environmental protection. On the other hand, social and economic sustainability, which can be more directly influenced by citizenship and immigration policies and programs, were also perceived as essential elements of sustainable development. Therefore, in the years to come, CIC will promote sustainable development by focusing on areas over which it has more direct control, namely: the "greening" of its operations; its power of selection to help industry find the skills not readily available in Canada; and the communication to newcomers and citizenship applicants of information consistent with the principles of sustainable development.

The preparation of the SDS is in itself a major achievement for the Department during this reporting period. Most of the work aimed at implementing the departmental strategy started in earnest in January 1998. CIC developed an environmental management system that provides a framework for environmental initiatives in the areas of fleet management, procurement and facilities management. The progress made to date in these areas includes:

- Completion of draft plans to comply with the revised Treasury Board Motor Vehicle Policy—these plans are currently under discussion internally;
- Completion of a policy for selecting the most fuel efficient vehicles and operation practices compatible with CIC activities;
- Implementation of a standardized approach to departmental vehicle maintenance tracking to help maintain emissions and fuel consumption at the lowest possible levels;
- Completion of a draft policy on procurement which ensures that environmental considerations are among key factors in acquisition choices—this draft policy is currently under internal discussion;
- Revision and implementation of guidelines for service contracts which require supplier practices which mitigate negative environmental effects due to packaging, disposal and other related processes; and

⁶ CIC's Sustainable Development Strategy is located at http://cicnet.ci.gc.ca/english/pub/sds_e.html

- Completion of an audit of recycling activities at national headquarters, and planning of the implementation phase of CIC's Solid Waste Reduction Program — similar recycling and/or waste reduction activities are also ongoing in CIC's domestic regions, particularly in the Quebec and Prairies /Northwest Territories offices.

Finally, in the area of education and communication, CIC has developed, with Environment Canada, factual content for a new section of text related to the concept of sustainable development to be inserted in the publication, *A Look at Canada*. This publication is destined to go to all citizenship applicants.

Regulatory Initiatives

Purpose of Legislative or Regulatory Initiative	Expected Results	Results Achieved
Immigration Act Fees Regulations: to adjust the existing fees for services chargeable under the Immigration Program.	Initiate cost and revenue analyses for immigration services as circumstances warrant.	Fees regulations were amended twice. The results are: 1) simplified fee schedule 2) increased fees for visitor services 3) elimination of maximum family rates 4) elimination of some exemptions from visitor visa fees.
Immigration Regulations, 1978 – Visitor Visa Requirements: Subsection 9(1) of the <i>Immigration Act</i> requires every visitor, except in the cases prescribed by regulation, to apply for and obtain a visa before appearing at a Canadian port of entry.	Amend regulations to include or to cancel visa exempt status of citizens as required.	<ul style="list-style-type: none"> - Removal of the visitor visa requirement for citizens of Portugal (see p. 27) - Reimposition of the visitor visa requirement for Czech citizens (see p. 27) - Extension of the Hong Kong visitor visa exemption to holders of the Hong Kong Special Administrative Region and British National Overseas (Hong Kong) passport holders.
Immigration Regulations, 1978 – Business Immigrant Classes: to enhance the economic benefit from business immigrants and their investment and participation in the Canadian economy.	New regulations will be implemented for investment from immigrant investors and the selection of business immigrants.	Provincial consultations are ongoing to develop a consensus for an investment model (see p. 16).
Refugee Resettlement from Abroad Class (RAC) Regulations and Private Sponsorship Provisions: to respond to refugees.	Review RAC regulations.	Changes effected to the regulations governing sponsorship (see p. 17).
Legislative Review: to update and simplify the current legislation.	Legislative reform through review of Canada's <i>Immigration Act</i> .	See p. 13.

Section VI: Other Information

Contacts for Further Information and Web Site

Maryse Brunet-Lalonde
Director General
Communications Branch
Citizenship and Immigration Canada
Jean Edmonds Tower South
19th Floor, Section C
365 Laurier Avenue West
Ottawa, Ontario K1A 1L1
Internet Site: <http://cicnet.ci.gc.ca>

Phone: (613) 941-7077
Fax: (613) 941-7099

Ann Ratcliffe
Director General
Strategic Policy, Planning and Research
Citizenship and Immigration Canada
Jean Edmonds Tower South
18th Floor, Section D
365 Laurier Avenue West
Ottawa, Ontario K1A 1L1

Phone: (613) 957-5956
Fax: (613) 957-5955

Lyse Ricard
Director General
Finance and Administration
Citizenship and Immigration Canada
Jean Edmonds Tower South
4th Floor, Section A
300 Slater Street
Ottawa, Ontario K1A 1L1

Phone: (613) 954-4443
Fax: (613) 957-2775

Joan Atkinson
Director General
Selection Branch
Citizenship and Immigration Canada
Jean Edmonds Tower North
7th Floor, Section B
300 Slater Street
Ottawa, Ontario K1A 1L1

Phone: (613) 941-8989
Fax: (613) 941-9323

Gerry Van Kessel
Director General
Refugees
Citizenship and Immigration Canada
Jean Edmonds Tower South
17th Floor, Section D
365 Laurier Avenue West
Ottawa, Ontario K1A 1L1

Phone: (613) 957-5874
Fax: (613) 957-5869

Pierre Bourget
Director General
Integration
Citizenship and Immigration Canada
Jean Edmonds Tower North
5th Floor, Section D
300 Slater Street
Ottawa, Ontario K1A 1L1

Phone: (613) 957-3257
Fax: (613) 952-0594

Elizabeth Tromp
Director General
Enforcement Branch
Citizenship and Immigration Canada
Jean Edmonds Tower North
8th Floor, Section B
300 Slater Street
Ottawa, Ontario K1A 1L1

Phone: (613) 954-6132
Fax: (613) 954-6765

Legislation & Associated Regulations Administered

Legislation and Associated Regulations Administered by the Minister of Citizenship and Immigration Canada

The Minister has sole responsibility to Parliament for the following Acts and associated Regulations:

<i>Citizenship Act</i>	R.S.C. 1985, c.29, as amended
<i>Immigration Act</i>	R.S.C., 1985, c.1-2, as amended
<i>Citizenship Regulations, 1995</i>	SOR/93-246, as amended
<i>Immigration Act Fees Regulations</i>	SOR/86-64, as amended
<i>Immigration Regulations, 1978</i>	SOR/78-172, as amended
<i>Department of Citizenship and Immigration Act</i>	S.C. 1994, c.31
<i>Refugee Claimants Designated Class Regulations</i>	SOR/90-40, as amended
<i>Humanitarian Designated Classes Regulations</i>	SOR 97-183

The Minister shares responsibility to Parliament for the following Acts and associated Regulations:

<i>Immigration Act</i>	R.S.C 1985, (4th Sup.), c.28, as amended
Convention Refugee Determination Division Rules	SOR/93-45
Adjudication Division Rules	SOR/93-47
Immigration Appeal Division Rules	SOR/93-46, as amended

List of Statutory Annual Reports & Other Departmental Reports

MANDATORY TABLING OF REPORTS IN PARLIAMENT (1997)

REPORT	REQUIRED TABLING DATE	AUTHORITY
Citizenship and Immigration – Access to Information and Privacy: Annual Report	Within 3 months after the financial year in respect of which it is made or, if the House is not then sitting, on any of the first 15 days next thereafter that it is sitting. Next tabling: no later than October 9, 1998.	R.S.C. 1985, c.A-1, s. 72(2) and R.S.C. 1985, c.P-21, s.72(2)
Citizenship and Immigration – Annual Immigration Plan	Each year, no later than November 1 or, if Parliament is not sitting, no later than 15 days after the House has resumed sitting.	R.S.C. 1985, c. I-2, s. 7, as amended by S.C. 1992, c. 49, s.3
Immigration & Refugee Board – Access to Information and Privacy: Annual Report	Within 3 months after the financial year in respect of which it is made or, if the House is not then sitting, on any of the first 15 days next thereafter that Parliament is sitting. Next tabling: no later than October 9, 1998.	R.S.C. 1985, c.A-1, s. 72(2) and R.S.C. 1985, c.P-21, s.72(2)
Immigration & Refugee Board – Rules made by the Chairman	On any of the first 15 days on which the House is sitting after approval of the rules by the Governor in Council.	R.S.C., 1985, c. I-2, s. 65(2), as amended by R.S.C. 1985 (4th Supp.), c.28, s. 18
Loans to Immigrants - Annual Report	Within 6 months following the commencement of each fiscal year or, if Parliament is not then sitting, within the first 15 days next that the House is sitting. Next tabling: no later than September 30, 1998.	R.S.C. 1985, c. I-2, s. 119(4); as amended by R.S.C. 1985 (4th Supp.) c. 1, s. 27.
Minister's Permits - Annual Report	Within 30 days following the commencement of each fiscal year or, if Parliament is not then sitting, within the first 30 days next that the House is sitting. Next tabling: no later than April 30, 1999.	R.S.C. 1985, c. I-2, s. 37(7)
Report on Sustainable Development	Within two years after coming into force of the December 15, 1995 amendments to the Auditor General Act and every three years thereafter. Next tabling: December 2000.	S.C. 1995, c.43, s. 24(1).