



Citizenship and Immigration Canada

Performance Report

For the period ending
March 31, 2001

Canada

Improved Reporting to Parliament Pilot Document

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament.

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*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of funds.

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Foreword

In the spring of 2000 the President of the Treasury Board tabled in Parliament the document “Results for Canadians: A Management Framework for the Government of Canada”. This document sets a clear agenda for improving and modernising management practices in federal departments and agencies.

Four key management commitments form the basis for this vision of how the Government will deliver their services and benefits to Canadians in the new millennium. In this vision, departments and agencies recognise that they exist to serve Canadians and that a “citizen focus” shapes all activities, programs and services. This vision commits the government of Canada to manage its business by the highest public service values. Responsible spending means spending wisely on the things that matter to Canadians. And finally, this vision sets a clear focus on results – the impact and effects of programs.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting of results through ministers to Parliament and citizens. Earlier this year, departments and agencies were encouraged to prepare their reports following certain principles. Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on results – benefits to Canadians – not on activities. It sets the department’s performance in context and associates performance with earlier commitments, explaining any changes. Supporting the need for responsible spending, it clearly links resources to results. Finally the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

In performance reports, departments strive to respond to the ongoing and evolving information needs of parliamentarians and Canadians. The input of parliamentarians and other readers can do much to improve these reports over time. The reader is encouraged to assess the performance of the organization according to the principles outlined above, and provide comments to the department or agency that will help it in the next cycle of planning and reporting.

This report is accessible electronically from the Treasury Board of Canada Secretariat Internet site:

<http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

Comments or questions can be directed to this Internet site or to:

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Approved by

A handwritten signature in cursive script that reads 'Elinor Caplan'.

The Honourable Elinor Caplan
Minister of Citizenship and Immigration

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Section I: Minister's Message

I am pleased to submit to Parliament and the people of Canada, Citizenship and Immigration Canada's (CIC) *Departmental Performance Report* for 2000–2001. My key priorities for the past year have been three, first, to renew the legislative foundation of CIC and ensure that our commitment to public health, safety and security is paramount; second, to see that immigration levels targets are met; and third, to improve the service that the Department offers to its clients. Thanks to the tremendous efforts of my department and its partners, and despite the pressure of increasing volumes of non-discretionary activities and their complexity, each of these goals is being met.

Although CIC's efforts to modernize both the *Immigration Act* and the *Citizenship Act* were not concluded before Parliament was prorogued in the autumn of 2000, the intervening period allowed us to review our legislative proposals in light of the comments received during Parliament's consideration of the bills. This resulted in several improvements to the proposed Immigration and Refugee Protection Act (Bill C-11), which was tabled in February and has now passed second reading in the Senate. Bill C-11 reflects a commitment to modernize Canada's immigration program with new provisions to ensure public safety and security through faster and more effective decision making while maintaining the essential fairness and integrity that are the traditional hallmarks of the program. These changes are key to attracting the immigrants who can most contribute to Canada's economy and society, and to reaffirming our commitment to reuniting families as quickly as possible and providing safe haven to those in

genuine need of protection. Plans are currently under way to reintroduce citizenship legislation at the earliest opportunity.

As we sought to renew our legislative foundation, the ongoing business of the Department continued at an unprecedented pace. As immigration plays an ever-increasing role in population and labour market growth in Canada, the selection of immigrants for permanent residence becomes even more critical. This is why I am proud to say that last year, the Department admitted a total of 226,837 new immigrants to Canada, exceeding by a slight margin the top of the targeted range. In addition, Canada welcomed 205,111 new citizens during 2000–2001. The attainment of these objectives during a period when the number of visitors, students and workers coming to Canada for temporary residence reached all-time highs underscores the significance of this achievement.

In addition, CIC has focused on making Canada attractive to prospective immigrants by improving its client service. The Department launched a wide variety of client service initiatives and pilot projects aimed at improving the way we deal with those who wish to come to Canada, whether permanently or temporarily. By moving the Department toward client-centred service delivery, CIC can contribute both to the government-wide commitment to service improvement and to the Department's own goals of ensuring that Canada is able to choose its immigrants from the best and the brightest the world has to offer while reuniting families and protecting genuine refugees.

While these achievements are considerable, the Department continues to face challenges. The effort and resources invested in achieving legislative renewal, meeting our levels commitments and improving client service have, by necessity, drawn from the Department's capacity in other areas. This has come at a time when workloads and client expectations are very high. As we build on these achievements, CIC is identifying new ways to address other challenges.

Immigration contributes significantly to population and labour force growth in Canada and is projected to be the sole source of the growth of the labour force by 2011. I am committed to responsible and effective citizenship, immigration and refugee protection programs that recognize the significance of CIC's role in building Canada's future. We must, and we will, find ways to bring and help establish people who promote prosperous and harmonious communities, while we expand our constant efforts to protect society from threats to our health, safety and security.

Meeting these challenges will require ingenuity, innovation and sustained commitment. It will also position CIC to more effectively manage the risks of a rapidly evolving international environment and take advantage of the enormous benefits that immigration brings to Canada and Canadians. The accomplishments of 2000–2001 are the cornerstones of a strong and dynamic immigration program that will be increasingly important to the economic, social and cultural fabric of Canadian society in the years ahead.

Operating Context

CIC's core objective is to ensure that the movement of people to Canada and membership in Canadian society contribute to Canada's social and economic development while protecting the health, safety and security of Canadians. Citizenship and immigration policies are to be managed consistently with Canada's domestic needs and capacities, and international commitments and responsibilities. The departmental priorities, initiatives and activities of the past year described in this report arose from the challenge of meeting this objective within highly dynamic international and domestic environments.

Worldwide population growth, globalization, and political, economic, social and environmental developments are the underlying trends and events that affect CIC's programs. Transnationalism, growing economic disparity between and within nations, and the transformative power of advanced technology are rapidly changing the way in which people move around the world and influencing who chooses to emigrate, whether on a temporary or a permanent basis. These developments have made immigration a matter of growing importance for many countries around the world, with increasing focus on competition for immigrants who can contribute to the knowledge-based economy, renewed attention to humanitarian responsibilities, and continued commitment to protecting the sovereignty of all nations against migrant smugglers and traffickers, war criminals and international criminals of all kinds. The increasing international importance of immigration has led to deepening relations and a renewed dialogue with other nations as they look to the Canadian experience in managing mixed migration flows to inform their own policies.

This dynamic international environment poses challenges for CIC, but also presents tremendous opportunities. As a multicultural society with a strong history of respect for diversity, Canada is well positioned to

compete for the best and the brightest among potential immigrants. The strategic advantage that CIC has in attracting immigrants comes from our experience in managing a balanced immigration program and welcoming newcomers within our society. Canada's reputation and experience in leading humanitarian efforts, together with our quality of life, also make us a destination of choice. Nonetheless, maintaining our strategic advantage in constantly changing circumstances can strain resources. CIC manages the challenges of balancing program and service needs against program integrity and available resources.

CIC has succeeded in dealing with international events while maintaining its role on behalf of all Canadians, including those most directly affected by this dynamic environment: the sponsored relatives of Canadian citizens and permanent residents; people selected for their ability to contribute to Canada's economic well-being by participating in the new knowledge-based economy; and people who are fleeing their homeland and who are in need of protection. CIC has also sought to ensure that Canadians are protected from people who may pose a threat to the health, safety and security of our society. This is a challenging mission given the increasing complexity of the environment within which this work takes place, and the dramatic rise in the demand for services.

Domestically, immigration and citizenship programs must respond to a complex and evolving set of circumstances, both economically and socially. Our programs must also proactively support the government's broader agenda, as set out in the Speech from the Throne,¹ to build a dynamic economy driven by a skilled work force, to create a more inclusive society, to strengthen health care, to ensure the quality of our environment, to build stronger communities, and to enhance Canada's place in the world and our shared sense of citizenship. Governmental priorities such as meeting our fiscal objectives, increasing emphasis on horizontal policy

1. For more information on the Speech from the Throne, see <http://www.sft-ddt.gc.ca/>

development, the Social Union Framework Agreement,² and strengthening relations with the provinces, the voluntary sector and Canadian citizens are also important in managing our policy and operational frameworks.

Section II of this report outlines CIC's specific efforts to meet its four strategic outcomes: maximizing the economic and social benefits of international migration; maintaining Canada's humanitarian tradition by protecting refugees; promoting the integration of newcomers; and managing access to Canada. Meeting these challenges also requires

initiatives that span all of CIC's business lines,³ involving departmental or inter-departmental efforts and improvements to underlying infrastructure and corporate services that direct, support and enable the achievement of the Department's goals. These are highlighted in the section on departmental direction and management.

Resources Used

Planned Spending	\$879,173,000
<i>Total Authorities</i>	<i>\$949,717,986</i>
2000-2001 Actual	\$903,618,435

Explanation of Variances – Total Authorities were \$70.5 million higher than Planned Spending due to additional funding of \$42.9 million for legislative reform; a carry forward of the operating budget from 1999-2000 of \$13.9 million; \$9.1 million for collective agreements; and \$3.4 million for the Interim Federal Health program.

Actual expenditures were lower than total authorities by \$46.1 million as a result of reduced requirements of \$14.4 million related to the Kosovo relief effort; \$7.9 million related to the irregular marine arrivals; \$5.3 million related to settlement contributions; a \$1.6 million capital lapse; and other unused operating resources contributing to the maximization of the carry forward to 2001-2002. Funding provided to CIC for Kosovo and marine arrivals was to be used solely for these purposes. The unused funds were not available for reallocation to other CIC initiatives.

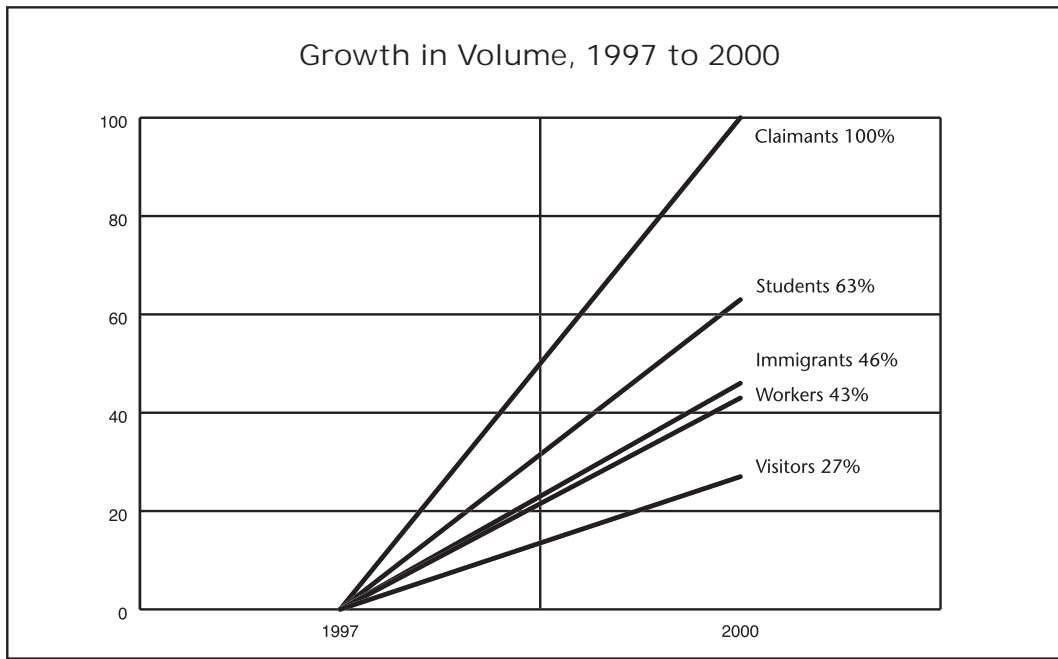
2. For a copy of the Social Union Framework Agreement, see http://www.scics.gc.ca/cinfo99/80003701_e.html
 3. CIC's four results-oriented business lines are maximizing the benefits of international migration; maintaining Canada's humanitarian tradition; promoting the integration of newcomers; and managing access to Canada.

Results Achieved

The following table presents some of the principal results achieved by CIC during the past year.

Program	Volumes
Immigrant Landings	226,837
Immigrant Applications	479,300
Temporary Resident Documents	457,141
Temporary Resident Applications	1,102,072
Refugee Claims	37,797
Interdictions Overseas	6,271
Removals	8,636
Secondary Examinations ⁴	2,130,730
Citizenship Grants	205,111

The graph below indicates the growth in the volume of immigrants, refugee claimants and non-immigrants, including students, workers and visitors, for the period 1997 to 2000.



4. All numbers are for calendar year 2000 except secondary examinations, which cover fiscal year 2000–2001.

Section II: Performance by Strategic Outcome

Strategic Outcomes		
To provide	As demonstrated by	Achievement reported on page
Maximum economic and social benefits of migration to Canada	<ul style="list-style-type: none"> • Achievement of target immigration levels • Family reunification of immigrants with Canadian sponsors • Selection of immigrants capable of adapting to the Canadian labour market • Selection of business immigrants, including investors • Admission of visitors and foreign students whose presence in Canada stimulates the demand for goods and services • Admission of temporary workers whose presence in Canada fills skill gaps in the domestic labour market and who transfer to Canadian workers in-demand occupational skills 	12
		13
		14
		14
		15
		16
Protection to refugees and others in need of resettlement	<ul style="list-style-type: none"> • Achievement of the target for government-assisted and privately sponsored refugees • An effective and more responsive refugee resettlement program • Development of effective and efficient working arrangements between the Immigration and Refugee Board and CIC • Enhancement of Canada's influence on international initiatives to protect refugees 	18
		18
		20
		20
Support for the settlement, adaptation and integration of newcomers into Canadian society	<ul style="list-style-type: none"> • Successful integration of newcomers into Canadian society • Advancing accountability to ensure effectiveness and efficiency in the delivery of settlement programs • According full participation in Canadian society to eligible permanent residents through the granting of citizenship • Effective promotion and understanding of citizenship and integration issues 	23
		24
		24
		25
Management of access to Canada with a fair and effective enforcement strategy	<ul style="list-style-type: none"> • Departmental activities that contribute to the protection 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 people who have no legal right to remain in Canada, especially those who pose a threat to Canadian society 	27
		28
		29
		30

Maximum Economic and Social Benefits of Migration to Canada

CIC strives to maximize the economic and social benefits of migration to Canada through the following means: setting and achieving annual targets for immigration; reuniting immigrant family members with their Canadian sponsors; selecting business immigrants, including investors; selecting immigrants capable of adapting to the Canadian labour market; admitting visitors and foreign students whose presence in Canada stimulates the demand for goods and services; and admitting temporary workers whose presence in Canada fills skill gaps in the domestic labour market and who transfer the required occupational skills to Canadian workers.

The selection and admission of newcomers benefit both Canada's economy and society. Immigrants are selected for permanent residence in the economic, family and refugee categories while other people are admitted for temporary purposes, either as visitors, students or workers. CIC balances the components of these programs to address their various purposes. Those admitted for temporary purposes and immigrants selected in the economic category contribute to Canada's economy, while others are selected in order to reunite families or as part of Canada's humanitarian tradition of refugee protection. CIC's other business lines further contribute to this strategic outcome through efforts to ensure that only people selected or admitted legally may enter or remain in Canada, and by promoting the integration of those who have been selected for permanent residence.

Economic immigrants are selected for their potential contribution of knowledge, skills and investment to the Canadian economy, with the expectation that this will enhance Canada's own economic prosperity. Research confirms that principal applicants in the skilled worker category report high employment earnings

and low rates of reliance on employment insurance and social assistance benefits as compared to other immigrant taxpayers and Canadian labour market cohorts.⁵ Through the selection of immigrants in this category and the admission of visitors, students and temporary workers, CIC seeks to maximize the economic benefits of migration to Canada.

However, immigration policy is about more than economic benefits. Families are the core of our communities and Canada's immigration policies help to ensure that families are reunited in Canada whenever possible. While research indicates that family class immigrants do not initially perform as well in the labour market as economic class immigrants, they catch up over time with average Canadian incomes. Family reunification also contributes to social stability and demonstrates Canada's respect for the fundamental value of the family as a key building block in our social and cultural life.

While refugees face the most serious challenges in adapting to the Canadian labour market, CIC ensures that Canada meets its international obligations toward refugees and promotes Canada's humanitarian tradition by resettling refugees and others in need of protection within its borders. Despite the challenges facing refugees, who are often separated from family members, in time, they also attain average Canadian income levels.

Both refugees and family class immigrants deepen and enrich Canada's social and cultural heritage and traditions, and contribute to our development as a nation.

5. For further information, see http://www.ci.gc.ca/cicexplore/english/org/bsd/bss/research_recherche/rs3aii.htm

As demonstrated by	Measures
Achievement of target immigration levels	<input checked="" type="checkbox"/> Tabling in Parliament of the Immigration Plan for the year 2001 <input checked="" type="checkbox"/> Achievement of target immigration levels of 200,000 to 225,000 newcomers to Canada for 2000
Family reunification of immigrants with Canadian sponsors	<input type="checkbox"/> Streamlining the immigration process for spousal applications <input type="checkbox"/> Introduction of provisions in the regulations to the proposed Immigration and Refugee Protection Act to include common-law partners (both opposite-and same-sex) <input type="checkbox"/> Introduction of provisions in the proposed Immigration and Refugee Protection Act to decrease the age of sponsors and increase the age of dependants <input type="checkbox"/> Introduction of provisions in the proposed Citizenship of Canada Act to provide equal treatment for the adopted and biological children of Canadian citizens
Selection of immigrants capable of adapting to the Canadian labour market	<input type="checkbox"/> Development of a new model for the selection of economic stream immigrants
Selection of business immigrants, including investors	
Admission of visitors and foreign students whose presence in Canada stimulates the demand for goods and services	
Admission of temporary workers whose presence in Canada fills skill gaps in the domestic labour market and who transfer to Canadian workers in-demand occupational skills	<input type="checkbox"/> Launch of the first phase of the redesigned Temporary Foreign Worker Program

Resources Used

Planned Spending	\$130,206,000
<i>Total Authorities</i>	<i>\$160,767,000</i>
2000-2001 Actual	\$158,119,421

Explanation of Variances – Total Authorities were \$30.6 million higher than Planned Spending primarily due to statutory items (\$17.9 million) for refunds of the right of landing fee paid in previous years; increased costs for employee benefit plans; and additional resources of \$12.7 million for legislative reform.

Resources totaling \$2.7 million lapsed to contribute to the maximization of the carry forward to 2001-2002.

Outcomes Achieved

Achievement of Target Immigration Levels

Each year, the Minister of Citizenship and Immigration tables in Parliament a report announcing the number of immigrants landed in the previous year and setting the immigration levels target for the coming year. It is through the achievement of these targets that CIC's commitment to maximizing the economic and social benefits of immigration to Canada is measured.

On February 8, 2001, the Minister tabled the immigration plan for 2001 and 2002 in the House of Commons. The Minister also described in the report a new approach to the setting of levels targets called the Multi-year Planning Process (MYPP).⁶ Further to its commitment to invest in Canada's economic and social development through immigration, the government established a long-term plan to move toward immigration levels of approximately one percent of the total population in a measured and responsible manner. Many factors must be considered in planning immigration levels: constantly shifting domestic and global environments, operational capacities, the consequences of legislative and policy changes, and the capacity of provinces, territories and municipalities to absorb and integrate new immigrants. In view of the long-term goal of gradually increasing immigration levels and the complexities of setting annual immigration targets, CIC is developing a new way of planning through the MYPP.

The MYPP will enable CIC to signal upcoming directions for the immigration program while maintaining the flexibility needed to respond to global and domestic trends and challenges. The process recognizes that the external environment in which the program operates is not entirely within the Department's control, but it commits CIC to monitoring that environment and developing appropriate responses. It also permits the Department to assess the outcome of its programs over time and adjust them as necessary to maximize the economic and social benefits of immigration for Canada, recognizing that the results generated by policy and program changes take time to manifest themselves.

In 2000, actual immigration reached 226,837,⁷ or one percent above the upper end of the planned range. In addition to temporary incremental funding over two years, a number of operational measures contributed to these results, including the reallocation of resources from other areas of the Department to processing functions, the deployment of specialized processing teams to missions abroad, efforts to streamline decision making and prioritizing immigrant selection over other activities.

6. For more information on the Multi-year Planning Process, see <http://www.cic.gc.ca/english/pub/anrep01e.html>

7. This includes some 32,500 immigrants destined for Quebec, representing 11 percent more than in 1999. This is well within the increased target of 30,900 to 33,400 landings as set out in Quebec's immigration plan and conforms with Quebec's planning and selection responsibilities under the Canada-Quebec Accord.

Immigration Arrivals, 2000		
Immigrants	2000 Plan (as announced November 1, 1999)	Actual
Skilled Workers	100,500–113,300	118,307
Business	15,000–16,000	13,645
Provincial/Territorial Nominees	1,400	1,249
Total Economic	116,900–130,700	133,201
Spouses, Fiancés and Children	42,000–45,000	42,702
Parents and Grandparents	15,000–16,000	17,724
Total Family	57,000–61,000	60,426
Other ⁸	4,000	3,244
Total Immigrants	177,900–195,700	196,871
Refugees	2000 Plan (as announced November 1, 1999)	Actual
Government-assisted	7,300	7,367
Privately Sponsored	2,800–4,000	2,905
Refugees Landed in Canada and Dependants Abroad	10,000–15,000 2,000–3,000	12,955 3,481
Total Refugees	22,100–29,300	26,708
Total Immigrants and Refugees	200,000–225,000	226,837

Family Reunification of Immigrants with Canadian Sponsors

The reunification of families, achieved through the immigration of family members sponsored by Canadian citizens and permanent residents, is fundamental to ensuring the social benefits of immigration to Canada. For newcomers in particular, the distress of separation from family makes integration more difficult, creating additional pressures on CIC's settlement programs.⁹ CIC seeks to ensure that families are reunited as quickly and effectively as possible.

In 2000, CIC reunited 60,426 family members with their sponsors in Canada. As with all categories of immigrants, this target was achieved through specific operational measures, including the deployment of significant resources to this function.

New measures to facilitate family reunification are being pursued through Bill C-11, the proposed Immigration and Refugee Protection Act.¹⁰ The Department demonstrated its commitment to modernizing family benefits by proposing changes to the definition of "family" that reflect the government's legislation on modernizing benefits. Regulations proposed concurrently with Bill C-11 would also increase the age of dependent children from under 19 to under 22 years, and would include provisions for recognizing common-law partners¹¹ as members of the family class; allow spouses and common-law partners of Canadians who meet certain requirements to apply for permanent residence from within Canada; and allow sponsored spouses, common-law partners and dependants to emigrate despite having medical conditions that place demands on health or social services.

8. Includes live-in caregivers and special categories.

9. For more information on CIC's settlement and integration programs, see page 21.

10. For more information on Bill C-11, see <http://www.cic.gc.ca/english/about/policy/imm-act.html>

11. This includes both same-sex and opposite-sex relationships.

Enhanced Accountability

In 2000–2001, CIC continued to reinforce sponsorship obligations through collaboration with the provinces and territories. In Ontario and British Columbia, this collaboration resulted in the development of new procedures to facilitate the identification of defaulting sponsors, encourage such sponsors to resume their obligations, or recover from sponsors the amounts paid in social assistance benefits to sponsored relatives. While the vast majority of sponsors do live up to their obligations, this collaboration with provinces and territories will further reduce the potential costs to Canadian taxpayers. In addition, cooperation on sponsorship default and collection sends a strong message on the seriousness of the commitment in assuming a sponsorship undertaking.

Selection of Immigrants Capable of Adapting to the Canadian Labour Market

The selection of immigrants with a view to meeting Canadian labour market needs is a critical element of CIC's strategy to maximize the economic benefits of immigration to Canada. Canada wants to attract people with skills, education, talent and ambition, and with a commitment to Canada. Departmental research shows that the employment earnings of skilled workers exceed the Canadian average as early as three to four years after their arrival, and their use of employment insurance from their time of arrival is below the Canadian average.¹² In 2000, CIC landed 118,307 skilled worker immigrants, including their dependants. Highly skilled workers help Canadian businesses increase their productivity and enhance their competitiveness in the global marketplace.

The attraction and retention of highly skilled and adaptable immigrants have increased and will continue to increase the prosperity of Canada. To adapt to the changing structure of the domestic labour market, a new selection

model for skilled workers is under development. It is being designed to facilitate the entry of skilled workers who are more likely to integrate quickly into the labour market because of their skills and experience. Research indicates that immigrants who arrive in Canada with advanced education tend to perform better than immigrants with lower levels of education.¹³ Similarly, immigrants who arrive in Canada with knowledge of English have the highest incidence of employment earnings and the lowest incidence of employment benefits and welfare benefits compared to immigrants with other language profiles. With a focus on labour market skills that are not occupation-specific (e.g., education levels, language ability and work experience), this model will be incorporated into the regulations being drafted in support of Bill C-11.

Selection of Business Immigrants, Including Investors

Further economic benefits from migration to Canada are realized through the selection of business immigrants, whether entrepreneurs, investors or the self-employed. Each of these programs is designed to select individuals with business acumen, experience and the funds required to invest in existing Canadian enterprises or to establish their own businesses.

Following consultations with the provinces and territories and other key stakeholders, CIC proposed new regulatory definitions for its Business Immigration Program.¹⁴ These new measures, to be implemented under the regulations to the proposed Immigration and Refugee Protection Act, will allow assessments to be conducted in a simpler, more objective manner and make the selection process more consistent. Furthermore, CIC proposals will develop a more objective

12. See note 5.

13. Of all university-educated immigrants landed over the 1980 to 1994 period who filed a tax return in 1995, over 70 percent reported employment earnings, at an average of \$30,847; 12.9 percent reported receiving employment insurance; and only 7.9 percent reported having received welfare.

14. The new definitions address concerns raised in the *2000 Auditor General's Report* by introducing unambiguous, objective selection criteria for investors and entrepreneurs. Clear, verifiable performance criteria have also been drafted to ease the administration and increase the effectiveness of post-landing conditions.

system to monitor immigrant entrepreneur performance in Canada.

New immigrants also bring social and cultural benefits to Canadian society, and the Self-Employed Program was created in recognition of these potential contributions. To eliminate overlap with other immigrant categories, however, the program is being redesigned to target only farmers and people able to make a significant contribution to the artistic and cultural life of Canada.

To improve the federal Immigrant Investor Program (IIP), the participating provinces of Ontario, British Columbia and Prince Edward Island have unanimously supported CIC's leadership in implementing and administering the payment of a seven-percent commission on their behalf to designated financial institutions.¹⁵ These institutions, in turn, would use the commissions to market the IIP to prospective immigrants and to promote attractive financing packages.

Admission of Visitors and Foreign Students Whose Presence in Canada Stimulates the Demand for Goods and Services

A growing number of visitors and foreign students come to Canada every year. Facilitating their admission contributes to the Canadian economy through the stimulation of demand for goods and services. Foreign students also contribute to the health and stability of the post-secondary education sector.

In 2000, a total of 63,618 people were authorized to attend Canadian educational institutions as foreign students at all levels of study, representing an increase of 21.2 percent over the previous year. As a result, the total number of foreign students in Canada on December 1, 2000, had risen 20.2 percent over the same date in 1999, to 110,497, because the number of arrivals exceeded the number who returned home or changed status. The number of student authorizations, including extensions issued in 2000, was 120,109, an increase of 14.6 percent over 1999.¹⁶

As part of its efforts to continually improve service, CIC, in consultation with Human Resources Development Canada and representatives of post-secondary institutions, investigated the labour market implications of allowing foreign students attending post-secondary institutions to work during their course of study. Policies reflecting the results of this investigation are currently being drafted and would be expected to become part of the operational guidelines developed in support of Bill C-11.

In addition, CIC issued visas to 723,149 visitors overseas in 2000, an increase of 8.8 percent over 1999. Spending by foreign tourists in Canada, including visitors from visa-exempt countries, amounted to \$16.2 billion, representing a 5.9 percent increase over the previous year.¹⁷

15. For more information on federal-provincial agreements, see <http://www.cic.gc.ca/english/about/policy/fedprov-e.html>

16. Note that the data on the number of people are pertinent when considering the impact on educational institutions, whereas the data on the number of documents issued are relevant when considering CIC workloads. The people referred to are those whose primary objective is to study in Canada and do not include those who may, for example, come as foreign workers and elect to study part-time and, therefore, also hold student authorizations.

17. See *National Tourism Indicators: First Quarter 2001*, available at <http://www.statcan.ca>

Admission of Temporary Workers Whose Presence in Canada Fills Skill Gaps in the Domestic Labour Market and Who Transfer to Canadian Workers In-demand Occupational Skills

The admission of temporary workers quickly and effectively fills temporary gaps in Canada's labour market and helps transfer knowledge of new ways of doing business to Canadian workers.

In 2000, a total of 91,311 individuals were issued employment authorizations for the first time or to re-enter Canada as seasonal workers. This represents an increase of 8.3 percent over 1999. As a result, the total number of foreign workers in Canada on December 1, 2000, rose to 88,962 (a 10.2 percent increase over December 1, 1999) because the number of arrivals exceeded the number who returned home or changed status. The number of employment authorizations and extensions issued in 2000 rose by 7.4 percent over the previous year, to 200,418.¹⁸

Enhancing Canada's productivity and competitiveness in the world economy requires skills and experience that temporary foreign workers can provide. Highly skilled workers bring economic advantages to the Canadian labour market by filling urgent skill gaps, transferring knowledge from other countries and businesses, enhancing international business linkages and contributing to the Canadian economy as consumers and taxpayers.

New regulations for Canada's Temporary Foreign Worker Program¹⁹ are being drafted as part of the Bill C-11 legislative package and will provide the necessary legal basis for implementation of the redesigned program. In anticipation of this, improvements have been made to the information technology system that supports the delivery of the program to allow for the electronic transmission of Human Resources Development Canada employment offer validations to all CIC points of service, including missions abroad. In addition, agreements have been concluded or are under way with various industry sectors facing exceptional labour market shortages, including the fashion industry in Manitoba, homebuilders in the Greater Toronto Area, and components of Canada's information technology sector.

18. Note that the data on the number of people are pertinent when considering the impact of the Temporary Foreign Worker Program on the labour market, whereas the data on the number of documents issued are relevant when considering CIC workloads. The people referred to are those whose primary objective is to work in Canada and do not include those who may, for example, come as refugee claimants and who are also issued employment authorizations, although they too have an impact on the labour market.

19. For more information on the Temporary Foreign Worker Program, see <http://www.cic.gc.ca/english/visit/index.html#tempwork>

Protection to Refugees and Others in Need of Resettlement

This strategic outcome is achieved for refugees abroad by meeting the targets set for government-assisted and privately sponsored refugees and by providing an effective and responsive refugee resettlement program. The Department also strives to ensure effective

and efficient working arrangements with the Immigration and Refugee Board (IRB) for the benefit of claimants in Canada on whom the IRB confers refugee status. Both of these elements of the program are enhanced through Canada's influence on international initiatives to protect refugees.

As demonstrated by	Measures
Achievement of the target for government-assisted and privately sponsored refugees	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Achievement of the government-assisted refugee target <input checked="" type="checkbox"/> Achievement of the privately sponsored refugee target
An effective and more responsive refugee resettlement program	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Testing and evaluation of the refugee resettlement model <input checked="" type="checkbox"/> More flexible criteria in selecting refugees according to their need for protection and long-term settlement <input checked="" type="checkbox"/> Swifter processing of urgent protection cases <input checked="" type="checkbox"/> New procedures to allow for the concurrent case processing of family members <input type="checkbox"/> Partnerships with in-Canada and overseas NGOs to locate, identify and resettle refugees in urgent need of protection <input checked="" type="checkbox"/> Implementation of an Internet site to share information with all key partners
Development of effective and efficient working arrangements between the Immigration and Refugee Board and CIC	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Development of an operational framework for the implementation of proposed legislative and regulatory changes to the refugee system in Canada <input checked="" type="checkbox"/> Examination of the current operating processes of the front-end refugee determination system, beginning when the person claims refugee status and ending when the claim is referred to the IRB <input type="checkbox"/> Monitoring the effectiveness of new regulations for the Undocumented Convention Refugee in Canada Class and related initiatives
Enhancement of Canada's influence on international initiatives to protect refugees	

Resources Used

Planned Spending	\$161,714,000
<i>Total Authorities</i>	<i>\$145,377,000</i>
2000–2001 Actual	\$125,923,810

Explanation of Variances – Total Authorities were \$16.3 million lower than Planned Spending, resulting primarily from the reprofile of Kosovo relief effort resources to 2001–2002.

Resources totalling \$19.5 million lapsed primarily because of the reduced requirements for the Kosovo relief effort. Funding provided to CIC for Kosovo was to be used solely for that purpose. The unused funds were not available for reallocation to other CIC initiatives.

Outcomes Achieved

Achievement of the Target for Government-assisted and Privately Sponsored Refugees

Each year, CIC sets targets for the number of refugees abroad who will be resettled in Canada, including refugees who are government-assisted and refugees who are privately sponsored. In 2000, CIC met the target for government-assisted refugees with 7,367 landings, and for the first time since 1996, the number of privately sponsored refugee landings fell within the target range as 2,905 were resettled in Canada.

An Effective and More Responsive Refugee Resettlement Program

Admitting and landing the targeted number of refugees is a significant achievement and an important element in meeting CIC's objective of protecting refugees at home and abroad. The Department also seeks to provide an effective and responsive resettlement program aimed at ensuring that people to whom

resettlement is offered are those most in need of protection. In addition, CIC strives to ensure that protection is offered quickly and efficiently and that the selected refugees receive the assistance needed to integrate into Canadian society as effectively as possible. With respect to the province of Quebec, resources are made available under the Canada-Quebec Accord to provide comparable services for government-assisted refugees resettled in that province in a manner consistent with the *Immigration Act*.

The tabling of Bill C-11 is a major step toward increasing the effectiveness of CIC's refugee resettlement program as it will, if given royal assent, provide a legislative basis for the development of regulations and policies in furtherance of this objective. In the interim, strategies have been piloted and tested for implementation, including a new refugee resettlement model (RRM)²⁰; more flexible criteria in selecting refugees according to their need for protection and long-term settlement; swifter processing of urgent protection cases; new procedures to allow for the concurrent case processing of family

20. The purposes of the RRM are to integrate operational processes, improve operational partnerships, clarify and simplify relevant policy issues and improve specialized training, information and management support systems. See <http://www.cic.gc.ca/english/refugee/rrminfo-e.html>

members; partnerships with in-Canada and overseas NGOs to locate, identify and resettle refugees in need of protection; and launching of an Internet site to share information with all key partners.

In 2000–2001, CIC tested several elements of the RRM, including administrative guidelines encouraging more flexibility in assessing an individual's resettlement potential by emphasizing protection needs over settlement skills and giving greater consideration to a refugee's existing connections to Canada. The guidelines also establish processing priority for dependants (spouses and dependent children) who have been unavoidably left behind and for the most vulnerable cases in order to protect those at greatest risk. Additional guidelines have been established to facilitate the selection of extended family members. Regulations to Bill C-11, the Immigration and Refugee Protection Act, are being drafted to formalize these initiatives.

During the past year, efforts to facilitate the immediate entry into Canada of persecuted people have included the Urgent Protection Pilot project (UPP). The UPP was designed to process urgent protection refugee cases within three to five days of referral from the United Nations High Commissioner for Refugees (UNHCR). However, an evaluation of this project revealed that the average processing time was 7.3 days, primarily due to external factors beyond the control of CIC and, in some cases, even its partners. For example, in Turkey, there are restrictions on documents and travel authorizations; in Pakistan, it was difficult to acquire exit permits within a short time frame; and in Kenya, some delays were caused by the unavailability of flights from Nairobi to reception sites in Canada. In addition, the evaluation revealed that other issues, such as confirming relationships or obtaining security clearances, cannot always be resolved within three to five days. Despite such obstacles, CIC was able to approve 16 of the 20 cases referred by the UNHCR, thereby providing

protection on an urgent basis to 39 individuals. Since the pilot projects have demonstrated that urgent protection cases can be effectively expedited, guidelines have been issued which extend the program globally on an interim basis, pending the finalization of the evaluation planned for the fall of 2001.

The Overseas Service Provider Pilot was designed to allow qualified NGOs to undertake the preliminary preparation and processing of refugee cases. A broader implementation of this project, which was to start in early 2001, is under review.

Further changes under the RRM were implemented to facilitate the integration process for refugees selected abroad. Specifically, measures have been put in place for the concurrent processing of extended family members of refugees and their de facto dependants (those who fall outside the normal definition of dependants), alleviating the barrier to the integration of refugees presented by long-term separation from family members. In addition, CIC administers a partnership program that enhances the capacity of private sponsors to assist in the resettlement of refugees from abroad.

Testing of the In-Canada Service Provider Pilot Project (ISP),²¹ designed to provide a focal point for potential sponsors in Canada to access expertise on the private sponsorship of refugees, was limited to an interim pilot project for refugees from Sierra Leone. A preliminary evaluation of this pilot project indicated that the capacity of service providers in Canada to participate in the private sponsorship program was clearly enhanced, with the approval of five new sponsorship agreements and the submission of undertakings to sponsor approximately 700 individuals. In addition, the visa office in Accra used the services of the ISP coordinators to improve the attendance rate at interviews, thus ensuring better service to those applicants. The full implementation of this pilot will

21. For information on the In-Canada Service Provider Pilot Project, see the Refugee Protection site at <http://www.cic.gc.ca/ref-protection/>

depend on the evaluation of its benefits and competing resource priorities.

In April 2000, CIC launched the Refugee Protection Web site²² to provide information and resource materials to NGOs, refugee sponsors and the general public with regard to the selection and resettlement of refugees from overseas. The site includes information on all refugee resettlement projects and records of consultations with external partners, in addition to providing feedback mechanisms for the users of the site.

Development of Effective and Efficient Working Arrangements Between the Immigration and Refugee Board and CIC

While the Immigration and Refugee Board²³ is responsible for determining whether a refugee claimant in Canada qualifies for status, CIC is responsible for dealing with these claimants prior to their hearing and afterward, whether the claims get a positive or a negative decision. Therefore, effective and efficient working arrangements between the IRB and CIC are critical to the protection of refugees in Canada and to the integrity of the refugee determination system.

Having developed, over the past year, operational accountability frameworks for the key reforms proposed in Bill C-11, the Department will be able to evaluate the effectiveness and efficiency of various approaches designed to expedite the refugee determination process in Canada.²⁴

The processing of refugee claimants to determine their eligibility for a hearing at the IRB has been examined extensively over the past year. The examination revealed that a number of functions currently performed by the Department after a person is determined to be a Convention refugee should begin when

a refugee claim is initiated. It is anticipated that, by re-engineering these processes, the refugee determination system could be streamlined and people found to be in need of protection may be processed for permanent residence more expeditiously.

Regulations designed to reduce the waiting period imposed under the Undocumented Convention Refugee in Canada Class from five to three years have been delayed, pending Parliament's consideration of Bill C-11.²⁵

Enhancement of Canada's Influence on International Initiatives to Protect Refugees

In the past year, collaborative international action to protect refugees while controlling the movement of illegal migrants was enhanced as a direct result of Canada's participation in international initiatives. Specifically, CIC led efforts to place the relationship between refugee movements and other migrant flows on the policy agenda of the UNHCR. Supported by other government departments and members of the voluntary sector, these efforts resulted in a consensus with other like-minded nations to encourage the UNHCR to give recognition to the relationship between refugee protection and immigration control issues. This was reflected in a UNHCR proposal to draft guidelines on interception issues at the most recent global consultations meeting.²⁶

22. See address in note 21.

23. The Immigration and Refugee Board Web site is at <http://www.irb.gc.ca/>

24. The Department is currently refining these frameworks as well as developing the requisite regulatory mechanisms for the successful implementation of Bill C-11, in conjunction with our partners and regional staff.

25. A fact sheet on the Undocumented Convention Refugee in Canada Class is available at <http://www.cic.gc.ca/english/refugee/ucrc-e.html/>

26. Further information on global consultations is available at <http://www.unhcr.ch/issues/asylum/globalconsult/main.htm>

Enhanced Accountability

In support of Canada's international humanitarian commitment to resettling refugees from abroad, CIC administers the Resettlement Assistance Program²⁷ (RAP), except for the province of Quebec. This program provides income support for up to 12 months for government-assisted refugees and can extend income support for up to an additional 12 months for special needs cases. The RAP also funds organizations to allow them to provide a set of core services to resettled refugees within their first four to six weeks in Canada.²⁸

Resources are made available to Quebec, by way of a grant under the Canada-Quebec Accord, to provide comparable services for government-assisted refugees resettled in that province.²⁹

To ensure accountability for departmental expenditures under the RAP, a contribution accountability framework, an evaluation framework and performance indicators for this program were developed. Pursuant to the evaluation framework, monitoring of the program began in October 2000, the results of which will assist in analyzing the success of the RAP and provide a basis for modifying the program design and delivery process.

Support for the Settlement and Adaptation of Newcomers and Their Integration into Canadian Society

This strategic outcome is achieved by supporting and improving both the direct and indirect delivery of integration programs to newcomers, granting citizenship to eligible permanent residents and ensuring that citizenship and integration issues are effectively promoted and understood.

Integration programs play a critical role in helping newcomers adapt to Canada and preparing immigrants to become new

Canadians. Such services help immigrants adapt to Canada through official language training, life-skills training and orientation programs delivered upon their arrival in Canada. While evidence shows that the economic situation improves for immigrants the longer they stay in Canada, the economic performance of recent immigrants has been poorer than that of previous newcomers.

One possible explanation for this trend, derived from research conducted in Australia where similarly weak labour market entry performance among immigrants was noted,³⁰ is the global economic situation that existed in the early 1990s which affected all those entering the labour force. Other possible factors include language abilities, the recognition of foreign credentials and discrimination. Nonetheless, CIC and its partners are striving to ensure that barriers to integration are alleviated to the extent possible and targeting settlement services to enable immigrants to overcome these challenges. Understanding the challenges faced by immigrants will allow CIC and its partners to become more effective at providing quality settlement services and thereby better promote the integration of newcomers into Canadian society.

Similarly, promoting a better understanding of integration and citizenship issues among Canadians assists our society in adapting to the needs of immigrants while fostering a shared sense of citizenship in both Canadians and newcomers alike. Given the increasingly important role that immigration plays in Canada's population and labour market growth, these programs and the granting of citizenship itself are essential to building a cohesive, yet diverse, society.

27. For more information on the Resettlement Assistance Program, see <http://www.cic.gc.ca/english/refugee/ref4-e.html>

28. The range of immediate essential services includes port of entry reception services, temporary accommodations, assistance with finding permanent accommodations, financial orientation, links to mandatory federal/provincial programs, basic orientation and assessment, and referral to broader services.

29. Total grants under the Canada-Quebec Accord in 2000-2001 amounted to \$104.1 million. See table 5, page 53.

30. J.T. McDonald and C. Worswick, "Unemployment and Earnings of Recent Labour Market Entrants by Immigrant Status: Evidence for Australian Men," paper presented at the Canadian Economics Association Meeting, University of Toronto, Toronto, 1999.

As demonstrated by	Measures
Successful integration of newcomers into Canadian society	<input checked="" type="checkbox"/> Development and implementation of the first phase of a settlement accountability framework, including performance measures, a national data collection and reporting system, and a management control module
Advancing accountability to ensure effectiveness and efficiency in the delivery of settlement programs	<input checked="" type="checkbox"/> Improved delivery of settlement services through closer collaboration with provinces and territories
According full participation in Canadian society to eligible permanent residents through the granting of citizenship	<input type="checkbox"/> Enhancement of the value and integrity of Canadian citizenship through the passage and implementation of the proposed Citizenship of Canada Act <input type="checkbox"/> Reduced potential for fraud and misuse of documents through the development of profiles that can help identify potential risks to program integrity in the citizenship application process and enhancements to the process of issuing citizenship certificates
Effective promotion and understanding of citizenship and integration issues	<input checked="" type="checkbox"/> Increased awareness of the responsibilities and obligations conferred by citizenship through promotion activities and product development

Resources Used

Planned Spending	\$320,383,000
<i>Total Authorities</i>	<i>\$329,588,879</i>
2000–2001 Actual	\$327,816,972

Explanation of Variances – Total Authorities are \$9.2 million higher than Planned Spending primarily as the result of a payment of \$4.8 million for the Canada-Quebec Accord on immigration consisting of \$2.4 million for each of fiscal years 1999–2000 and 2000–2001. Additional resources of \$4.4 million related to collective agreements and the carry forward provision.

Successful Integration of Newcomers into Canadian Society

CIC's integration strategy aims to enable newcomers to settle, adapt and integrate as quickly and comfortably as possible so that they may become contributing members of Canadian society. It is a two-way process that encourages adjustment on the part of both newcomers and the receiving society. Canada responds to the needs of newcomers through a variety of settlement programs, services and integration promotion activities throughout the integration process.

To better prepare immigrants for the demands of settlement and adaptation in Canada, CIC provides orientation sessions abroad which give future immigrants an idea of what life in Canada is like. In 2000–2001, CIC, through its delivery partner, the International Organization for Migration³¹ (IOM), expanded its Canadian Orientation Abroad sessions to include not only Vietnam, Kenya, Egypt, Djibouti, Tanzania, Ethiopia and the Balkans, but also offices throughout Pakistan. Reports from the IOM indicate that, by the end of the orientation sessions, participants are better prepared for their departures, have a better understanding of Canadian society, recognize the importance of knowing Canada's official languages, and have begun to understand the process of finding work in Canada.

Although these are programs designed to ease the integration of newcomers into Canadian society, newcomers may still face barriers to integration. Challenges include language acquisition, labour market access, the recognition of credentials, discrimination and the capacity of Canada's major urban centres to support the settlement of newcomers. To assist newcomers in meeting these challenges, CIC works with other government departments to overcome integration barriers and

provides vital settlement services, including language training to adult newcomers under the Language Instruction for Newcomers to Canada (LINC) Program, job-search skills training through the Immigrant Settlement and Adaptation Program (ISAP) and connection with Canadian families under the Host Program.³²

Informed decisions begin with solid research and data. CIC is working with settlement partners to implement a Contribution Accountability Framework (CAF) that will provide the Department with the data collection and analytic capacity needed to measure the outcomes of its programs.³³ This information will then be used to inform policy and program development. Implementation of the CAF will depend on the availability of funding.

The main elements of the CAF are frameworks for evaluation, performance measurement, management control (where applicable under an agreement) and provincial-territorial accountability, as well as a renewed contribution agreement process. These elements provide an overall structure that establishes and maintains accountability for the use of settlement funds. The CAF will guide performance measurement activities for four settlement contribution programs: ISAP, LINC, Host and the Resettlement Assistance Program. This framework reflects CIC's vision for a collaborative approach to performance measurement involving stakeholders in the settlement sector.

In 2000–2001, the Department completed the development of its Performance Measurement and Evaluation Framework for Services to Immigrants and Refugees. It establishes the first two of the five key components of the CIC Contribution Accountability Framework launched in December 1999. Efforts to develop the remaining three components are currently under way.

31. The International Organization for Migration Web site is at <http://www.iom.int/>

32. For information on the LINC, ISAP and Host programs, see <http://www.cic.gc.ca/english/newcomer/#partners>

33. For further information on the Contribution Accountability Framework, see <http://www.integration-net.cic.gc.ca/sp/caf/e/index.htm>

Collaboration with our provincial partners continues through the Federal-Provincial-Territorial Working Group on Settlement and Integration.³⁴ The group involves all provinces and territories in the sharing of concerns and best practices.³⁵ In 2000–2001, CIC and the Yukon Territory began negotiations on the development of a formal consultative agreement, and CIC and Alberta developed a statement of understanding to formalize the existing co-management relationship. Further collaboration with other government departments, particularly Human Resources Development Canada and Canadian Heritage, as well as with the voluntary sector, has been initiated and is expected to facilitate CIC's work with the provinces and territories to improve the delivery of settlement services.

As the settlement of immigrants and refugees in Canada is ensured through partnerships between the federal and provincial governments and the voluntary sector, accountability requires that the Canadian public be provided with information on the amount of funds expended, the purpose of the program at hand, and the results associated with the delivery of the program. Information derived from the Contribution Accountability Framework discussed above constitutes an important advancement in this regard.

According Full Participation in Canadian Society to Eligible Permanent Residents through the Granting of Citizenship

The process of integration into Canadian society is a continuum that begins with an application for immigration and the selection of an individual or a family as immigrants, continues with their reception and initial settlement in Canada, and ends with the granting of Canadian citizenship. In this

regard, CIC has been developing both new legislation to enhance the legislative basis for citizenship policy, and profiles to improve the integrity of the citizenship application and certificate issuance processes.

In 2000–2001, the Minister of Citizenship and Immigration sought passage of Bill C-16, the revised *Citizenship Act*, as an expression of CIC's commitment to the development of modernized legislation.³⁶ CIC also conducted focused consultations with the provinces, territories and non-governmental groups to ensure a clear understanding of the changes. However, efforts to conclude the legislative process ended with the dissolution of Parliament for the federal election of October 2000. Plans are being made to reintroduce the new citizenship legislation at the earliest opportunity.

The maintenance of public confidence in the citizenship process while ensuring the delivery of quality client services was pursued through the refinement of CIC's National Quality Assurance Program (NQAP) over the last year. Introduced in 1997, the NQAP reflects CIC's commitment to the quality of decision making with regard to grants and proof of Canadian citizenship, and the reliability of client information. In 2000–2001, the Quality Assurance Working Group was created with the mandate to refine the Quality Assurance Program. The group held its first meeting in March 2001 to assess how quality assurance is conducted in the local offices, examine ways to standardize the quality assurance process through the use of best practices, improve its operational tools and develop a national training plan over the 2001–2002 fiscal period.

34. See note 15.

35. In line with relevant agreements, bilateral exchanges also take place with British Columbia, Manitoba and Quebec. These provinces are responsible for delivering settlement services and receive federal funding to do so.

36. In addition to Bill C-16, the Department also drafted the necessary regulations, administrative processes, policies and procedures needed to implement the new legislation.

Supporting the settlement and adaptation of newcomers to Canada is only one element of facilitating the integration of immigrants and refugees into Canadian society. This process also involves ensuring the effective promotion and understanding of citizenship and integration issues.

Between 2,500 and 3,000 citizenship ceremonies are held every year. In 2000–2001, CIC welcomed 205,111 people who became new Canadians. The citizenship ceremonies represent a unique opportunity to honour these newcomers and their friends and families. To promote the benefits newcomers bring to Canada, CIC organizes Canada's Citizenship Week in October of each year, when several special citizenship ceremonies are held across Canada. In 2000–2001, more than 7,000 new Canadians were welcomed as part of this campaign. In addition, every year, the Citation for Citizenship honours approximately 20 individuals or organizations that have helped newcomers integrate into Canadian society.³⁷ The awards are given during Citizenship Week. The Citation is one of the Department's key contributions to the International Year of Volunteers.³⁸

In 2000–2001, CIC introduced two new campaigns aimed at promoting acceptance of diversity and newcomers. "Canada: We All Belong!" was launched on July 1, 2000, to help immigrants feel at home and to advise Canadians on ways of assisting the integration of newcomers. Special messages were highlighted in speeches made by the Minister and by citizenship judges at citizenship ceremonies and at other national and international events. Promotional products were developed and widely distributed across the country, primarily to teachers and youth group leaders. CIC also developed the *Belonging Activity Guide*. Close to 50,000 guides

were distributed to youth organizations, schools and service provider organizations. The "Welcome Home" promotional campaign was launched in March 2000 as a millennium project. The objective of the campaign was to ask children to write messages of welcome to newcomers. They responded in large numbers with touching messages. From the more than 1,000 entries received from children, a booklet, entitled *A Welcome Home Keepsake*, was prepared in 2000–2001 for distribution to new Canadians. During the course of the campaign, some 250,000 promotional posters were also distributed.

37. For information on the Citation for Citizenship Award, see <http://www.cic.gc.ca/english/citizen/citation.html>

Information on the recipients for the year 2000 is available at <http://www.cic.gc.ca/english/press/00/0016-pre.html>

38. More information on the International Year of Volunteers is available at <http://www.iyvcanada.org/>

Management of Access to Canada with a Fair and Effective Enforcement Strategy

The management of access to Canada is achieved through departmental activities that contribute to the protection of Canadian society, the interdiction of individuals attempting to enter Canada with improper documentation, reports on and, if necessary, detention of individuals who have contravened the *Immigration Act*, and the removal of people who do not have the legal right to remain in Canada, especially those who pose a threat to Canadian society.

By ensuring that only people who should enter or remain in Canada are allowed to do so, not only is the health, safety and security of Canadian society protected, but the benefits of immigration and citizenship programs are enhanced through increased program integrity. By exercising effective control, CIC is able to facilitate the selection, admission and integration of people whose contributions are important to Canada.

As demonstrated by	Measures
Departmental activities that contribute to the protection of Canadian society	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Enhanced methods for dealing with the mass arrivals of smuggled migrants <input checked="" type="checkbox"/> Enhancements to CIC's ability to minimize risks to Canadian society
Interdiction of individuals attempting to enter Canada with improper documentation	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Improvement of CIC's interdiction of improperly documented migrants as measured by the number of interdictions and the number of undocumented arrivals at Canadian airports <input type="checkbox"/> Development of a more secure identity document for permanent residents
Reports on and, if necessary, detention of individuals who have contravened the <i>Immigration Act</i>	
Removal of people who have no legal right to remain in Canada, especially those who pose a threat to Canadian society	

Planned Spending	\$172,353,000
<i>Total Authorities</i>	<i>\$168,387,573</i>
2000–2001 Actual	\$150,795,548

Explanation of Variances – Total Authorities are \$4 million lower than Planned Spending primarily due to the reprofiling of marine arrivals resources of \$10 million to 2001–2002, partially offset by additional resources for border modernization and statutory items related to increased costs for employee benefit plans.

Additional resources totalling \$17.5 million lapsed primarily due to unused marine arrivals funding of \$7.9 million and additional lapses that contributed to the maximization of the carry forward for 2001–2002. Funding provided to CIC for marine arrivals was to be used solely for that purpose. The unused funds were not available for reallocation to other CIC initiatives.

Outcomes Achieved

Departmental Activities That Contribute to the Protection of Canadian Society

While many of the activities undertaken to manage access to Canada are, at least in part, aimed at the protection of Canadian society, there are cross-cutting issues that are not completely captured by commitments to interdict, report, detain or remove people who would pose a threat.

One such issue is the development of legislative and policy options, including increased penalties and seizure of assets, to specifically target people who perpetrate and gain from smuggling operations. Such options were developed and introduced under Bill C-11, the proposed Immigration and Refugee Protection Act. Should Parliament pass Bill C-11 into law, it is anticipated that these additional penalties will greatly help to deter smuggling operations that target Canada.

The successful negotiation this year of the United Nations Convention against Transnational Organized Crime³⁹ and its supplemental Protocols against Migrant Smuggling and Trafficking are major achievements. CIC had the lead in coordinating Canada’s position with respect to the Migrant Smuggling Protocol and, jointly with Status of Women Canada, coordinated Canada’s position with respect to the Trafficking in Persons Protocol. CIC conducted the negotiations, with regard to both protocols, at the United Nations negotiating sessions and chaired the subcommittee of the G-8 “Lyon Group” as it developed the G-8 position on the protocols. Negotiations were successfully concluded at the end of October 2000, and Canada was one of the 77 state parties who signed all three instruments at the United Nations signing ceremony in December 2000. With the entry into force of these agreements, expected by the end of 2001, the world community will have the tools and the international framework necessary to more effectively address human smuggling,

39. Further information on the United Nations Convention against Transnational Organized Crime is available at <http://www.odccp.org/palermo/convmain.html>

trafficking and the involvement of organized crime in these issues.

Further efforts to enhance the management of access to Canada include ongoing developments under the Canada-U.S. strategy for border management, called the Border Vision initiative. Since the Statement of Mutual Understanding on Information Sharing was signed in July 1999, working groups have facilitated the exchange of intelligence on illegal migration issues, including information on known or suspected terrorists to ensure their early detection. Best practices have been shared between the two countries and a comparative analysis of legislative and security requirements has been completed. This close working relationship will assist greatly in enhancing mutual cooperation and improving the management of Canada's land border.

Another effort, which will have cross-cutting impacts, is the production of a more secure identity document for permanent residents in Canada. Although the design for this card has been completed, the security features have been reviewed and approved, and the process to select a company to produce the new identity document has been completed, implementation of this project has been delayed pending the resolution of funding issues.

CIC has developed additional policies to protect the health of Canadians. A departmental medical surveillance unit was created to ensure a focus on medical surveillance activities related to immigration. Improvements to the provision of medical surveillance services include the development of an information handout on medical surveillance requirements for newcomers, informing them of the names of the provincial and territorial public health authorities (PHA); collaboration with the provinces to reduce the number of PHA contact numbers; and updating CIC staff on their medical surveillance responsibilities.

Concurrently with efforts to strengthen the medical surveillance process, a pilot project for the medical examination of refugee claimants was developed. Historically, refugee claimants in Canada have been required to undergo an immigration medical examination

(IME) within 60 days of their arrival. However, there have been concerns about the compliance of refugee claimants with this time line. CIC has developed an early IME pilot project for Quebec where the IME was conducted within seven days of arrival. Preliminary analysis indicates that the pilot appears to have resulted in considerable improvements in compliance. The success of the rapid IME project in Quebec suggests that it could be a model for the introduction of similar operations in other provinces. Plans are under way to extend the pilot to Southern Ontario.

The Department has also supported the active recruitment of medical staff, both at the senior management and program level, to address staffing and administrative concerns. Additional legal support dedicated to the provision of medical-legal advice has been retained. Concomitant with these activities, CIC, in collaboration with Health Canada, is working toward an immigration medical screening system that is based on evidence, clearly defined and supported by evaluation. Each of these activities addresses concerns raised by the Auditor General in his May 2000 report on the delivery of Canada's immigration program overseas.

Interdiction of Individuals Attempting to Enter Canada with Improper Documentation

As part of a government-wide initiative to improve program integrity throughout the government, CIC has received funding to increase activities aimed at interdicting individuals attempting to enter Canada without proper documentation. As a result, the Department was able to deploy an additional 12 immigration control officers (ICOs) overseas and augment departmental enforcement activities at Canada's major international airports, in part through the deployment of disembarkation and roving teams. These teams contributed to an increased capacity to link improperly documented passengers with the airlines carrying them, thereby enhancing the control over passenger flows expected from airlines. While ICOs have strengthened our presence

on key smuggling routes, they have also increased our ability to share critical information with partners in international interdiction efforts.

The ICOs increased the number of interceptions of improperly documented travellers abroad by 909 people, for a total of 6,271 interceptions in 2000. Meanwhile, through these and other efforts, the number of improperly documented arrivals at Canadian airports diminished by 235 to 4,403 people that same year.

In the past year, CIC also signed a Statement of Mutual Understanding (SMU) for information sharing with the United Kingdom, and is currently conducting negotiations on a Memorandum of Understanding pertaining to interdiction activities between the two countries. Similarly, an interdiction agreement has been signed with the Netherlands while pursuing negotiations on an SMU for information sharing. In light of recent indications that the number of improperly documented people seeking to travel is increasing significantly, such efforts have become more and more important. International partnerships of this kind will not only enhance the effectiveness of Canada's own efforts through knowledge sharing, but the support of other countries in interdicting improperly documented travellers will contribute to an overall reduction in their numbers.

Reports on and, if Necessary, Detention of Individuals Who Have Contravened the ***Immigration Act***

Immigration officers at ports of entry (POEs) and inland offices report individuals who have contravened the *Immigration Act*. In fiscal year 2000–2001, over 51,000 reports were written at POEs, of which just under 1,900 were directed to inquiry. Officers direct the most serious cases to inquiry while exercising other available options, such as discretionary entry or allowing the individual to leave Canada in cases of less serious violations.

In the case of inland violations, immigration officers reported approximately 26,000 individuals in violation of the Act. Generally, only the most serious cases, such as criminals, are directed to inquiry. In the last fiscal year, 2,400 cases were directed to inquiry, including a small percentage of permanent residents.

At both POEs and inland offices, detention is a possible option, particularly when reports are written. The selective use of detention recognizes that denying liberty to someone is a very serious matter, that the cost of detention is high, and that our refugee determination and judicial processes can be lengthy. The Department uses its legislative detention powers primarily to maintain the safety and security of the public, to ensure appearance at immigration proceedings and to support the removal of individuals from Canada. Where safety and security concerns are not at issue, officers must consider alternatives to detention, such as issuing terms and conditions, cash or performance bonds, or third-party risk programs.

In 2000–2001, the number of people detained increased by 7 percent to 8,786 from the previous fiscal year.⁴⁰ Of those, an estimated 2,900 people were detained to protect the public. It is particularly people in that category who might be detained for longer terms (that is, over 60 days). Other factors contributing to long-term detention include delays in obtaining travel documents. These delays have serious cost implications and affect CIC's ability to detain people until removal. In turn, this poses a major constraint for removal.

In 2000, CIC undertook a national review of its detention practices. Strengthening the management of the detention program throughout the organization was a key recommendation. As a result, the Detentions Directorate at national headquarters and the National Detention Management Committee were established. The objectives of this new organizational structure are to promote

40. Individuals were detained for a total of 136,380 days.

national consistency; provide strategic direction; develop and maintain national standards and principles for the treatment of detained people; and provide support to the regions.

Removal of People Who Have no Legal Right to Remain in Canada, Especially Those Who Pose a Threat to Canadian Society

The removal of criminals, particularly those who pose a danger to Canadian society (that is, people convicted of more serious offences involving weapons, drugs and violence), takes precedence over all other removals. As criminals are often uncooperative and require escorts during removal, these cases are generally more resource intensive.

Removals have increased steadily in recent years. The 8,636 individuals removed in 2000⁴¹ represent a 3.7 percent increase over 1999 and a 48 percent increase over the 5,849 people removed in 1995.

Incremental resources were provided for investigations and removals, including funding for the Investigations and Removals Directorate to work on an international removals strategy. CIC is working on a coordinated approach with the Department of Foreign Affairs and International Trade and other government departments to improve the cooperation of other countries in issuing travel documents and accepting the return of their citizens.

CIC continued to explore ways to increase cooperation with like-minded countries facing similar removals problems. Through international forums such as the Intergovernmental Consultations on Asylum, Refugee and Migration Policies (IGC), the International Air Transport Association Control Authorities Working Group and the Four Country Conference, Canada has discussed areas of mutual interest, including ways to reduce impediments to removals. Canada has recently assumed the chair of the IGC Working Group

on Return and will be hosting an international conference on return and detention in the fall of 2002.

In addition, bilateral removal arrangements with individual countries provide a framework to effect returns. These have been enhanced by the signing of a removal arrangement with Portugal in 2000. There are currently eight such negotiated removal agreements.

War Crimes Program

This year, 42 people were removed from Canada under the War Crimes Program. Canada also refused entry to 644 individuals accused of war crimes. Under the Program, the Department of Justice and the RCMP continue to investigate World War II matters. On March 2, 2001, the government had its sixth successful WWII-related citizenship revocation case before the Federal Court. The government of Canada attributes these successes to CIC's three-pronged approach in dealing with modern-day war crimes and crimes against humanity: preventing suspected people from entering Canada; ensuring that people detected in Canada do not benefit from the protection accorded to genuine refugees; and removing these people from Canada in a timely manner.

41. Of these, 5,755 were unsuccessful refugee claimants and 2,881 were non-claimants. These numbers included 1,701 criminals, representing 20 percent of total removals.

Effective Departmental Direction and Management

In addition to the activities undertaken to directly address CIC’s strategic outcomes, equally important corporate services are in place to support the accomplishments of the entire department. Corporate services help to ensure that CIC is a responsive and well-

managed organization, oriented toward meeting the needs of Canadian society. Corporate activities support progress on all departmental objectives through the effective direction of horizontal issues and the management of the Department’s infrastructure.

Resources Used

Planned Spending	\$94,517,000
<i>Total Authorities</i>	<i>\$145,597,534</i>
2000–2001 Actual	\$140,962,684

Explanation of Variances – Total Authorities exceeded Planned Spending by \$51.1 million. Additional authorities were received in the amounts of \$28.5 million for legislative reform, \$10.1 million for the carry forward provision, \$8.4 million for collective agreements, \$0.7 million for debt write-off, and \$3.4 million for statutory items and other adjustments. The statutory items included refunds of the right of landing fees paid in previous years and increased costs for employee benefit plans.

Resources totaling \$4.6 million lapsed primarily to allow for a contribution to the maximization of the carry forward to 2001–2002.

Comprehensive Package Comprised of Legislative, Administrative and Policy Changes Agreed Upon through Consultations, and Refinement of the Broad Directions of the Legislative Review

First and foremost among the initiatives undertaken toward effective departmental direction and management is the renewal of CIC's legislative basis. Since 1996, CIC has been working to modernize its immigration program through a comprehensive package of legislative, administrative and policy changes. On February 21, 2001, the Minister for Citizenship and Immigration tabled Bill C-11, the Immigration and Refugee Protection Act, in the House of Commons. The bill passed second reading on February 27, and was then referred to the House Standing Committee on Citizenship and Immigration for extensive cross-country public consultations. On June 13, 2001, Bill C-11 passed third reading in the House of Commons, while first reading took place in the Senate on June 14. Progress was also made on planning for the implementation of legislative and non-regulatory reforms associated with the bill.

This new legislation responds to a clear and present need for reform. The current *Immigration Act* (1978) has been amended more than 30 times and is consequently overly complex, inflexible and difficult to understand. Global and national realities have also changed dramatically since 1978, with severe refugee pressures, threats from human smuggling and trafficking, and a globalized economy that requires dynamic, well-educated and skilled people.⁴²

Bill C-11 represents the culmination of four years of public and stakeholder engagement. The government consulted with provinces and

territories, non-governmental groups, the legal profession, law enforcement, the United Nations High Commissioner for Refugees and private citizens.

Immigration and refugee reform will permit Canada to proactively respond to this changing, fast-paced environment. It reflects a flexible, comprehensive and balanced approach, and establishes a faster system within a fair process, supports both Canada's economic interests and our social and humanitarian values, and reflects an openness to newcomers while addressing potential abuse.

Although legislation to renew the *Citizenship Act* was also introduced in 2000, it too fell with the election call in October. Such legislation is nonetheless critical to the modernization of the Department's legislative and policy foundation and is a challenge to be pursued in 2001–2002.

Improved Client Services

Providing a high quality of service is fundamental to the success of all the Department's strategic outcomes. Unless Canada can attract the kind of people it needs, the economic and social benefits of migration will not be maximized and people will not be attracted to Canada unless quality services are offered quickly. Without the provision of rapid and attentive service to refugees, Canada will not meet its humanitarian commitment to protecting people in need of assistance. Similarly, quality settlement and citizenship services are fundamental to promoting effective integration. Finally, enforcement and control activities undertaken to manage access to Canada must value the client's interests and centre on the citizen to be effective. It is for these reasons that client service was at the forefront of departmental priorities in 2000–2001.

42. To address these new realities, the Legislative Review Advisory Group (a three-member expert panel) was established in 1996, and its report came out in January 1998. After extensive consultations, the government issued a white paper in January 1999. Further consultations culminated in Bill C-31, which proposed to correct many of the shortcomings of the current act. The bill was tabled in Parliament in April 2000 and had passed second reading in the House of Commons when the legislative process was interrupted by the election call of October 2000. Early development of regulations and implementation was also undertaken in support of Bill C-31. Bill C-11 incorporates a number of improvements and refinements based on the response of Canadians to Bill C-31.

Following the successful launch of a client service initiative at CIC, the Department was asked on June 30, 2000, to become a lead department for the Treasury Board Secretariat's own Service Improvement Initiative.⁴³

To date, the initiative at CIC has focused on the following three issues:

- Exploring business solutions for the future of the Department's network abroad through a major pilot project;
- Enhancing client service through the development of selected service standards and client satisfaction feedback frameworks and mechanisms; and
- Supporting and implementing several short-term and longer-term initiatives to improve access to services and quality assurance, and to decrease processing times.

To enhance transparency and efficiency in our selection processes abroad, a pilot has been under way since October 2000 to test the extent to which immigrant selection processes abroad could be centralized.⁴⁴ The pilot has also been used as a testing ground for service standards, quality assurance processes, family class redesign and the use of digital immigration files. The pilot's evaluation is to be completed in October 2001, and the business case analysis in December 2001. The timing of the implementation of pilot recommendations will depend on the availability of funding.

In addition to the work on service standards abroad being conducted as part of the pilot project, standards are being developed and tested with respect to a variety of services in some regions of Canada, including visitor applications; applications for landing; citizenship grants and proofs; secondary examinations at airports; and improving our

response time to representations from members of Parliament and senators.

In Canada, clients communicate with CIC through the Web, through the CIC Call Centre or in person at Citizenship and Immigration Centres. In 2000–2001, client satisfaction surveys were conducted for the first time for each of these access channels. A comment card pilot project, designed according to the specifications of the Treasury Board Secretariat's Common Measurement Tool, has been operating at the ports of entry of the Quebec and British Columbia regions and at the Citizenship and Immigration Centres. An evaluation of the results of these surveys was completed in August 2001 and recommendations were made to address the views of CIC clients. The results will provide the first benchmarks for CIC's participation in the Service Improvement Initiative, particularly with regard to the commitment to improve service by 10 percent by 2004.

In addition to these efforts, during the past year, CIC continued to improve services that could be provided electronically, and is developing critical infrastructure for further enhancements through the Global Case Management System, expected to be operational in 2004–2005.

CIC's Government On-Line (GOL)⁴⁵ project is a major contributor to the federal government's Canada Web site. The site provides a wealth of information on Citizenship and Immigration issues, CIC publications, and printable versions of application kits. As part of our commitment to provide client services on-line, address changes can now be submitted from the CIC site. We have also ensured that our universal resource locators reflected Canada's official languages policy and plan more changes as part of our GOL activities. The *Government On-Line (GOL) Strategy and Plan* was completed and presented to the Treasury Board Secretariat in the

43. For further information on the Policy Framework for Service Improvement in the Government of Canada, see http://www.tbs-sct.gc.ca/pubs_pol/sipubs/si_as/pfsi_e.html

44. Updates on the Overseas Centralization Pilot Project are available at <http://www.cic.gc.ca/english/coming/pilot-update.html>

45. See <http://www.gol-ged.gc.ca/>

autumn of 2000. These initiatives and others to come are intended to make CIC more accessible to clients, stakeholders and the public. They are critical to both departmental service delivery and CIC's relationship with Canadians interested in immigration and citizenship issues, and they rely on an effective information technology (IT) system.

In recognition of the need to improve the IT infrastructure at CIC, in support not only of the GOL but also all the Department's work, CIC sought and received approval to implement a Global Case Management System (GCMS) over five years. Progress on the GCMS project continues with the decision to purchase an off-the-shelf case management tool that will significantly reduce risks and ensure the successful implementation of the project.

Increased Policy Capacity, Including the Creation of a Gender-based Analysis Unit

In order to support departmental research priorities and the broader governmental agenda, CIC continued to develop its strategic policy capacity through investments in horizontal linkages with key partners, the use of networks to better inform policy development and the implementation of a gender-based analysis unit.

In recognition of the integration difficulties that newcomers face and the need to work in partnership to address them, CIC, in collaboration with HRDC and Canadian Heritage, is seeking to identify and advance horizontal strategies to address barriers to economic and social integration. By working together more closely, CIC and other concerned departments will be able to more fully develop their capacity to advance joint policy issues. In particular, this work will assist newcomers in integrating more quickly into the Canadian labour market and society in general, which in turn will maximize their

potential contributions to Canada's economic and sociocultural development.

Immigrants are a key source of labour force and population growth and as such, are critical to the success of government-wide policy priorities. Consequently, CIC is playing a key role in support of the government's skills and innovation agendas, as well as on other horizontal files such as the recognition of credentials, public safety and labour market development.

CIC increased its participation in the activities of the Policy Research Initiative,⁴⁶ particularly with regard to social cohesion, sustainable development and North American linkages, including hosting a workshop on immigration, ethnic diversity and social cohesion. Internationally, CIC played a critical role as one of the lead departments representing Canada before the United Nations Committee against Torture in November 2000.

The Gender-based Analysis Unit was established in April 2000 with a mandate to build internal capacity within CIC to conduct gender-based analysis of policies, programs and legislation. The Unit also acts as a focal point for information, assistance and analysis with respect to gender and diversity issues. As part of its capacity-building mandate, the Unit developed the training and analytical tools in partnership with Status of Women Canada, and worked with the service lines to undertake a gender-based analysis of Bill C-11. Similar analysis will be central to the development of regulations and the drafting of the Regulatory Impact Assessment Statement for the bill.

46. For more information on the Policy Research Initiative, visit <http://policyresearch.schoolnet.ca/>

More Effective Federal, Provincial and Territorial Cooperation Consistent with the SUFA, and Undertakings in Bilateral Agreements

Immigration is an area of shared jurisdiction and the Department is committed to consulting with the provinces on the establishment of immigration levels and on program and policy changes that will have an impact on the provinces and territories. Consultations are undertaken primarily through multilateral forums and bilateral meetings under federal-provincial-territorial agreements on immigration.

In fiscal year 2000–2001, more effective federal, provincial and territorial cooperation was demonstrated by

- extensive consultations undertaken with the provinces and territories on the development of Bill C-11. Specific language was proposed and incorporated into the bill under sections 8, 9 and 10 to demonstrate a clear commitment to enhanced federal-provincial-territorial cooperation and consultation, and to respect current authorities under the Canada-Quebec Accord;
- bilateral agreements signed with PEI and Yukon⁴⁷;
- two multilateral meetings on immigration held at the assistant deputy ministerial level; and
- regular meetings of federal-provincial-territorial working groups on legislative reform, settlement and integration, business immigration and access to professions and trades, among others, that inform departmental policy development.

Evidence-based Policy and Program Development Supported by CIC's Research and Review Activities

A significant number of projects were completed or advanced in 2000–2001 in support of the objectives of evidence-based policy and program development and collaborative work with the provinces and territories. These include the completion of a new database that allows the Department to count the number of individuals under three broad temporary resident programs, admitted to and resident in Canada. For the first time, the Department can estimate the number of people (as compared to documents issued) who came to Canada as foreign students, foreign workers and refugee claimants. This allows analysis of the impacts of these programs and provides a better understanding of the contribution of temporary residents of these categories to the economy and labour market and their impact on specific cities, provinces and territories.

Additional activities to support policy development included research on the economic performance of successful refugee claimants, before and after landing. These refugees rely heavily on social assistance in their early years in Canada, and the research provided a more comprehensive understanding of the transition from social assistance to employment earnings as the main source of income.⁴⁸

Horizontal policy development was further enhanced through the activities of the Metropolis Project, an international forum for research and policy on migration and diversity and their effects on major cities. The national and international conferences and multi-disciplinary conversation series organized by the Project examine the future of immigration policy. In 2000–2001 the Metropolis Project team organized the Fifth International Metropolis Conference in Vancouver, which drew by far the largest number of delegates

47. For information on the Canada and Yukon Immigration Agreement, see <http://www.cic.gc.ca/english/press/01/0109-pre.html>

For information on the Canada and Prince Edward Island Immigration Agreement, see <http://www.cic.gc.ca/english/press/01/0113-pre.html>

48. Information on the Strategic Research and Review Division of CIC is available at <http://www.cic.gc.ca/english/srr/research/about.html>

ever to a Metropolis conference and signalled the future directions of the Project. These include an expansion of the Project's scope into the areas of international politics, transnational communities, international crime such as migrant smuggling and trafficking, and the links between multiculturalism and the institutions of liberal democracies.⁴⁹

Pursuit of Collaborative Research Activities of Common Interest with the Provinces and Territories to Improve the Understanding of the Settlement and Integration Process, under the Auspices of the Enduring Federal Role for Research

In consultation with the provinces and territories, a series of 13 census-based profiles of major urban centres was completed. The most extensive analysis to date of the foreign-born population in urban centres, the profiles compare the characteristics and performance of recently arrived immigrants with those of earlier arrivals. They are being used by service providers and the provinces to enhance their understanding of their client base and the impact of immigrants on their communities.

The provinces and territories and federal departments were consulted on the Longitudinal Survey of Immigrants to Canada to ensure that it met their specific needs. CIC made significant investments over the course of 2000–2001 to maximize the number of immigrants who participated in the survey, with the end result that Statistics Canada was able to begin the first series of interviews in April 2001. The survey will provide the first national information in over 25 years on the settlement experience of immigrants, including their access to and use of a range of services funded by various levels of government.⁵⁰

Improved Program Efficiencies, Integrity and Outcomes through the Implementation of Audit, Review and Evaluation Findings and Recommendations

The year 2000–2001 was one of transition for audit and evaluation activities. While a small number of outstanding projects were completed, most efforts were devoted to beginning a number of critical audits and reviews.

Among the completed projects was a review of centralized case processing at three missions abroad to inform the new overseas centralized processing pilot on the benefits of different processing environments and the requirements for data capture to compare or evaluate options. The War Crimes Program was reviewed as a prelude to an evaluation being conducted in 2001–2002. The review indicated that the program succeeded in denying entry at posts abroad and at ports of entry to people suspected of being war criminals. However, because of legal complexities, it has been less successful in removing suspects already in Canada.

Projects commenced in 2000–2001 place particular focus on the program integrity of the Department's operations, including a security audit of the Department to conform with Treasury Board's Government Security Policy⁵¹ and a review of the Handling of Public Money initiative, through which fees for processing immigration and citizenship applications are collected by designated financial institutions on behalf of CIC. Work on an evaluation framework for the \$48.6 million received by CIC under the Program Integrity initiative also began in the past year. The framework, to be completed and implemented in 2001–2002, will provide an evaluation of the effectiveness of these funds in meeting the original objectives set out by CIC, largely centred around enforcement activities.⁵²

49. The Metropolis Project maintains an extensive network of Web sites that can be accessed through www.metropolis.net

50. Examples of reports on recent immigrants in metropolitan areas are available at <http://www.cic.gc.ca/english/srr/research/reports-c.html>

51. Information on the security policy is available at http://www.tbs-sct.gc.ca/pubs_pol/gospubs/tbm_12a/chapt1-1_e.html

52. Information on the function of the Strategic Research and Review Division of CIC is available at <http://www.cic.gc.ca/english/srr/review/about.html>

Development of a Performance Measurement Strategy

In 2000–2001, following consultations across the Department and with key players outside of CIC such as the Treasury Board Secretariat, the Department developed a performance measurement strategy. The strategy outlines an integrated approach to performance measurement for all departmental activities, with a strong focus on developing both output and outcome information, relates that information to financial information and uses the results both to inform decision making and policy development and as a basis for improving accountability and reporting. Implementation will depend on available resources to enhance the quality of the information available and to develop analytic capacity throughout the Department.

Enhanced Accountability— Modern Management

CIC is one of 15 modern comptrollership⁵³ pilot departments. Launched in August 2000, CIC's Modern Management initiative is designed to improve management practices and decision making at all levels and in all areas of the Department. Specifically, these improvements include enhancement of CIC's capacity in the seven principal areas of modern comptrollership: strategic leadership, motivated people, shared values and ethics, integrated performance information, mature risk management, rigorous stewardship and clear accountability.

Progress has been made with respect to key components of the Modern Management initiative. These include the completion of a departmental capacity check report, the development of a CIC values and ethics framework and related action plan, and the establishment of the Modern Management Office to provide strategic support for the implementation of modern comptrollership across the Department. While work in this area has only just begun, it is anticipated that the initiative will help move the Department toward the realization of the seven principles of modern comptrollership and thereby enhance accountability throughout CIC.

Continued Development of the Modern War Crimes System and the National Case Management System to Support Broader Departmental Priorities

The government has implemented a War Crimes Program to prevent people suspected of involvement in war crimes or crimes against humanity from entering Canada; ensure that any such people already in Canada do not benefit from the protection accorded to immigrants and genuine refugees; and consider investigation, prosecution or extradition in appropriate cases, or removal of those people from Canada in a timely manner. In support of this program, CIC developed the appropriate information technology infrastructure and implemented the Modern War Crimes System. This system is designed to support the information and research requirements of immigration field officers in Canada and abroad. It effectively provides decision makers with access to the information needed to enhance CIC's ability to minimize risks to Canadian society.

At the same time, CIC continued the development of the National Case Management System (NCMS), a system that delivers critical case-tracking support to address the needs of the CIC enforcement and war crimes programs. The NCMS provides a national centralized database that is accessible from all sites across the country. The system was installed in Toronto, Montréal and the Atlantic Region in the past fiscal year. Additional installations will depend on a review of competing departmental pressures.⁵⁴

53. For more information on modern comptrollership, visit http://www.tbs-sct.gc.ca/CMO_MFC/contents.asp

54. Further information on the War Crimes Program is available at <http://www.cic.gc.ca/english/press/01/0115-pre.html>

Implementation of the Financial Information Strategy, Alterations to the Integrated Financial and Materiel System, and Development of New Accounting Policies and Practices

During 2000–2001, measures were taken to prepare the Department for the implementation of the government-wide Financial Information Strategy (FIS) on April 1, 2001.⁵⁵ The challenges included preparing CIC for the technical implementation of the strategy as well as ensuring that the Department's financial information reconciles with the information held by the Receiver General of Canada. In preparation for FIS implementation, alterations were made to the Integrated Financial and Materiel System (IFMS). This included the implementation of interfaces to communicate and exchange financial information with the Department of Public Works and Government Services central systems and the modification and integration of the salary management system and accounts within the IFMS. Accounting policies were developed, as demonstrated by the production of new financial policies and a new financial coding manual. Accrual accounting courses were also provided to financial and administrative staff in need of training. As a result, CIC successfully reconciled its financial information and submitted it to the Receiver General of Canada.

Increased Knowledge and Awareness of Government and CIC Strategic Issues and Priorities on the Part of Management, and the Department's Strategy for Human Resources Management (Career and Succession Planning, Recruitment, Training and Competent Work Forces)

In contributing to management's increased knowledge and awareness of government and CIC strategic issues and priorities, a corporate leadership program was created. This program focuses on informing all management levels about the Department's strategic orientation, values and ethics, and leadership. The management of our human resources also involved the continued development of recruitment and retention strategies, which was supported by demographic studies. For example, a profile of CIC's next generation of workers was developed within the framework of the CIC Youth Network activity. In addition to this study, CIC implemented the Career Progression Program for Visible Minorities to encourage and expand the presence of visible minorities within the management cadre. The Department also undertook a demographic survey, "Your say, our future!" whose objective was to obtain comprehensive information on all its employees, to help prepare for future human resources planning, to assist the Department and central agencies in the renewal of the Public Service, and to ensure that the Department would be able to monitor its compliance with the employment equity requirements set out in employment equity legislation.

55. Approved by the Treasury Board, the FIS was developed to upgrade financial and accounting management in departments and agencies. The key components of the strategy include a change to accrual accounting, the implementation of a new chart of accounts for government-wide reporting, the improvement of decision making through investment in key areas, and the modernization of central information systems.

Increased Awareness and Identification of Departmental and Workplace-related Problems and Solutions through the Sharing of Best Practices and Information at the Horizontal Management Level, and Identification of the Need for New or Improved Management Tools, Including Technological Advancements

The Department used its Public Service Employee Survey (PSES) planning process to deal with workplace-related issues.⁵⁶ Organizational unit and sector plans were developed through direct employee participation. The departmental PSES Action Plan complements the resulting initiatives by introducing departmental activities related to five management challenges: management commitment to acting on survey results; discrimination and harassment; staff retention and development; internal communications; and management practices. Continuing progress is assured through the incorporation of PSES accountability in the Deputy Minister's management accord process.

The Employee Departure Feedback Program was developed to enhance the Department's ability to identify and address any management or organizational practices viewed by employees as impeding successful staff retention strategies. In addition, a revised telework policy was introduced to encourage work and personal life balance and to provide employees with the opportunity to consider working away from the office as a viable work option. At the same time, mandates, policies, training programs and guides in support of occupational health and safety were developed for all employees.

Better Public Understanding of the Department's Mandate, Policies and Programs

The Department's communication activities are designed to meet the needs of Canadians for increased access to information on citizenship and immigration issues, as reflected in the production of extensive print and Web-based material to explain our legislative initiatives to various audiences.⁵⁷ *Forging Our Legacy*⁵⁸ was released, with assistance from several Canadian corporations, to help increase understanding of the role played by immigration in the development of Canada and to trace the evolution of Canadian citizenship. CIC has also worked with the Canada Information Office to produce a brochure on government services containing information on the contribution of immigration to the economic and social objectives of our country. At a local level, many community outreach activities help various audiences better understand CIC's activities and policies.

CIC Millennium Projects

The Millennium Project has seen the development of three initiatives that relate to history, youth and partnerships while at the same time taking into consideration the goals of the Millennium Bureau of Canada.⁵⁹ The projects developed are Gateway to Canada, consisting of murals at eight of Canada's international airports celebrating the different modes of transportation that newcomers have used in coming to Canada; a publication entitled *The Role of Transportation in Canadian Immigration: 1900-2000*; and a Web site for youth—Youthfluence.com/Jeunefluence.com—designed as a bilingual "civic space" on the Internet for young people across Canada to use in order to increase their understanding of how government works, and to increase their involvement in the governmental decision-making process.

56. See <http://www.survey-sondage.gc.ca/index.html>

57. For more information, see <http://www.cic.gc.ca/english/about/policy/imm-act.html>

58. More information on *Forging Our Legacy* is available at <http://www.cic.gc.ca/english/about/legacy/index.html>

59. These goals are to celebrate the history of Canada; to encourage Canadians and others from around the world to visit our country; to encourage Canadian youth to be more involved in their communities; to respect the environment and support sustainable development; and to advance the application of appropriate innovation and technology focused on youth and communities. For more information on the millennium projects, see <http://www.cic.gc.ca/english/press/01/0105-pre.html>

Recognizing the importance of an effective Web site, CIC surveyed the users of its site. The results provided good suggestions and as a result, changes were made to CIC's Internet site to make it more user friendly and effective. In addition, the site has been brought into full compliance with government-wide "common look and feel" guidelines that facilitate navigation.

Better Coordination of Communication with Clients, Other Government Departments and Partners at the Local, Regional and International Levels

In the past year, the Department has worked with communities by participating in special events such as Child Find and Police Days. In addition, work has continued on communicating with and consulting Canadians on citizenship and immigration issues. This has included responding to public inquiries and requests for information in a timely manner. CIC's performance in this area is demonstrated by our compliance with service standards and other improvements in client service.

As demonstrated throughout this report, the Department strives to increase the effectiveness of our refugee program and to facilitate the settlement, adaptation and integration of newcomers by working with other government departments, federal-provincial-territorial partners, the IOM and NGOs in Canada and overseas. The Department also works with the United Nations, the United States and other international and federal partners on issues related to the protection of Canadian society.

Continued Improvements in Legislative Compliance with Respect to the Time Lines for Our Responses to Requests under Access to Information and Privacy Legislation

In 2000–2001, requests made for departmental information under the *Access to Information Act* increased by 22 percent and, under the *Privacy Act*, by 21 percent over the previous year.

CIC continued to improve its compliance with legislative deadlines with respect to the timeliness of responses to requests. The Department's overall compliance with response times to Access to Information requests increased from 75 percent in 1999–2000 to 81 percent in 2000–2001. As responsibility for responding to *Privacy Act* requests is decentralized, the Department does not yet track national data on this performance indicator. Work is under way to put in place database tools that will allow CIC to do so in the future.

Increased Knowledge of and Participation in the Development of the Department's Strategic Directions on the Part of Employees

The Employee Orientation to CIC Web site and video were created to provide new employees with information on the Public Service in general and on CIC's history, programs and major challenges in particular.

Departmental Information

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. Section 91 (25) of the same act gives the Parliament of Canada exclusive legislative authority over “naturalization and aliens.”

On June 23, 1994, Parliament approved the act that established the Department of Citizenship and Immigration (*Department of Citizenship and Immigration Act*) and gave its minister powers, duties and functions over all citizenship and immigration matters within its jurisdiction.

Citizenship and Immigration Canada is responsible for the administration of the *Citizenship Act*, the *Immigration Act* and the regulations issued under these acts, including the *Citizenship Regulations, 1993*, the *Immigration Act Fees Regulations*, the *Humanitarian Designated Classes Regulations* and the *Immigration Regulations, 1978*.

The objective of the Citizenship and Immigration program is 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, safety and security 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.

CIC’s mission is to build a stronger Canada by

- deriving maximum benefit from the global movement of people;
- protecting refugees at home and abroad;
- supporting the settlement, adaptation and integration of newcomers; and
- managing access to Canada.

CIC’s business lines operate on a continuum from the initial selection of immigrants, refugees or visitors at one end, to the granting of citizenship at the other.

Section III: Consolidated Reporting

Performance of Legislative and Regulatory Initiatives

Purpose of legislative or regulatory initiative	Expected results	Results achieved
<p>Immigration and Refugee Protection Act and Regulations: Introduction of new framework legislation that touches upon virtually every major element of the immigration program. Regulations are being developed to give effect to the principles set out in the legislation.</p>	<ul style="list-style-type: none"> • Greater legislative transparency • Reinforcement of the integrity of immigration legislation • A family class immigration program that is more contemporary in its orientation and requirements • The selection of immigrants who are more capable of contributing to the Canadian economy • Faster and more effective and efficient determination of claims for refugee status • Cost-effective, efficient and consistent decision-making processes and program delivery 	<p>Bill C-11 has passed first reading in the Senate</p>
<p>Immigration Regulations— Extension of the Humanitarian Designated Classes Regulations: Intended to extend the sunset date of the HDC Regulations to December 31, 2002, and to amend the Source Country Schedule to add one new country, Sierra Leone, and to remove two countries previously listed, Bosnia-Herzegovina and Croatia. The purpose of extending the Regulations by 18 months is to avoid the possibility of having them expire just prior to the coming into force of a new act.</p>	<ul style="list-style-type: none"> • A more timely response from Canada to refugee situations • Flexibility in meeting the needs of a rapidly changing world • Balance between access to Canada's humanitarian program and Canada's resettlement capacity 	<p>HDC Regulations came into force on June 29, 2001</p>

Sustainable Development Strategy (1997–2000)

CIC's first sustainable development strategy (SDS) was tabled in Parliament on December 10, 1997. It outlined the following four strategic priorities, which were based on the Department's business line objectives:

- deriving maximum social and economic benefit for Canada from the global movement of people, and protecting refugees and people in need of humanitarian assistance;
- defining membership in Canadian society, enhancing the role of Canadian citizenship, and supporting the settlement, adaptation and integration of newcomers;
- preserving the integrity of Canada's citizenship, immigration and refugee programs and protecting the health, safety, security and well-being of Canadian society; and
- promoting organizational effectiveness and supporting the Department in adapting to its changing environment through the management of resources, information and partnerships.

In 2000–2001, CIC focused on strengthening its environmental management system, better integrating sustainable development dimensions within the Department's policies and programs, and improving its planning, reporting and performance measurement. The chart below outlines CIC's progress in meeting specific objectives.

CIC recognizes that meeting its sustainable development objectives is an ongoing process of learning from experience and undertaking corrective action to achieve intended results. Although CIC made progress in meeting many of its original SDS commitments, there were other areas where progress fell short of expectations because of resource constraints and competing operational and workload pressures.⁶⁰ CIC's second sustainable development strategy (2001–2003) builds on our first strategy, refines our commitments, and presents a more focused plan for meeting our objectives.

60. A more detailed assessment of CIC's progress, audit results and lessons learned is contained in the second sustainable development strategy (2001–2003) at <http://www.cic.gc.ca/english/about/policy/sds/sds-2001.html#progress>.

1. Environmental Management System

RPP 2000–2001 Targets and Time Lines	Planned Results	Results Achieved in 2000–2001	Follow-up Action (if Required)
Contribute to the government commitment to reducing waste	Raising awareness, encouraging the promotion and implementation of environmentally friendly practices	Awareness and promotion achieved through CIC's various Environment Week activities and electronic messages to staff. Some of the activities included table displays of environmental brochures from Natural Resources Canada, Environment Canada, and Public Works and Government Services Canada; a display of environmental products from a local store; and the sale of millennium trees from the Tree Canada Foundation.	CIC employees will be encouraged, through e-mail messages, to support the government commitment to reducing waste.
Ensure lowest possible emissions and fuel consumption	Energy efficient practices	Regional fleet managers were encouraged to compare their own practices with the guidelines of the departmental fleet policy.	A monitoring process to ensure effective vehicle management will be put in place in 2001–2002.
Increase average annual use of each vehicle	Minimizing new purchase requirements and reducing the use of resources required to sustain operations	CIC's capacity to effect enforcement investigations and removals required the purchase of additional vehicles.	Regional fleet operational needs and practices will be reviewed in 2001–2002 to track vehicle use.
In 2000–2001, develop a procurement policy with environmental considerations and management reporting, roles and responsibilities	Integration of environmental considerations within procurement policy	CIC did not develop a new procurement policy in 2000–2001 because of a lack of resources and other operational priorities.	CIC intends to update its existing procurement policy in 2001–2002 by incorporating green procurement initiatives currently under way in other government departments.
Disseminate a guide on green procurement to purchasing agents by December 2000	Enhancement of environmental awareness	CIC did not disseminate a guide on green procurement because of a lack of resources and other operational priorities.	PWGSC's Green Procurement Network was established in May 2001. CIC employees with purchasing delegation authority were encouraged to use this electronic tool.
Develop an action plan in 2001–2001 to encourage materiel and facility partners to take a leadership role in incorporating environmental specifications in standing offers, leases and other dealings with materiel and facilities management	Communicating the importance of environmental considerations beyond departmental operations	In 2000–2001, CIC actively participated in the Performance Measurement for Sustainable Government Operations Committee, seeking to develop common tools, measures and environmental specifications that would facilitate green procurement and facilities management.	CIC will continue to support interdepartmental work aimed at developing a targeted action plan.

2. Beyond Greening—Integration of Sustainable Development Dimensions

RPP 2000–2001 Targets and Time Lines	Planned Results	Results Achieved in 2000–2001	Follow-up Action (if Required)
Consult broadly with provinces, territories and interest groups on the establishment of new selection criteria for skilled worker immigrants	Attracting highly skilled immigrants, including professionals in environmental fields	In 2000–2001, CIC consulted provinces, territories and other stakeholders on proposals for revised skilled worker selection criteria. The result was the development of a model that emphasizes generic, transferable skills rather than specific occupations.	Regulations governing revised selection criteria for skilled workers will be brought forward under the proposed Immigration and Refugee Protection Act (Bill C-11).
Put in place a sustainable development Internet site for CIC by December 2000	Enhancing awareness of key partners, stakeholders and newcomers with respect to sustainable development issues and objectives	CIC's Internet site now contains a section on sustainable development. ⁶¹	The information on the site will be updated as required.
Strategic environmental assessment	Memoranda to Cabinet will include assessment of environmental effects	CIC explored possible models and approaches with regard to the implementation of the Cabinet Directive on Strategic Environmental Assessments (SEAs).	As part of its 2001–2003 SDS, CIC has committed to developing materials and providing training for policy advisors to conduct SEAs and to evaluate the environmental impacts of policy and program proposals, including memoranda to Cabinet.

61. See <http://www.cic.gc.ca/english/about/policy/sds>

3. Planning, Reporting and Performance Measurement

RPP 2000–2001 Targets and Time Lines	Planned Results	Results Achieved in 2000–2001	Follow-up Action (if Required)
Integrate SDS update and reporting processes into annual business planning and performance reporting	Improved management of CIC's SDS.	Reporting on the implementation of CIC's SDS commitments is now fully integrated into the planning cycle used to prepare the annual <i>Report on Plans and Priorities</i> and the annual <i>Departmental Performance Report</i> .	As part of its 2001–2003 SDS, CIC has committed to creating an intra-departmental working group to monitor the implementation of its SDS commitments and to measure performance on an ongoing basis.
Refine sustainable development performance indicators and measures	Identifying CIC's contribution to sustainable development and improving performance in areas where significant progress has not been made	CIC contributed to the development of sustainable development indicators by participating in the work of the National Round Table on the Environment and the Economy, the Task Force on a Canadian Information System for the Environment, and the Interdepartmental Working Group on the Social and Cultural Dimensions of Sustainable Development.	CIC will continue to provide input on these projects as work advances on refining performance indicators and measures of sustainable development.
Promote consultations in the spring and summer of 2000 to provide a framework for input from a sustainable development perspective	Consultations that provide an opportunity for input from key partners and stakeholders, thereby contributing to the development of the Department's next SDS	CIC solicited feedback on its 1997–2000 SDS from other government departments, key stakeholders and the general public. ⁶²	
Develop, by December 2000, a three-year plan that will include the assessment of policy impacts to assist in identifying steps to further the social dimensions of sustainable development	Increasing efforts to integrate the environmental, economic and social components of the sustainable development initiative	CIC produced its second SDS in the fall of 2000. The document was tabled in Parliament in February 2001. ⁶³	

62. For a summary of these consultations, see <http://www.cic.gc.ca/english/about/policy/sds/sds-consum.html>

63. The second SDS is available at <http://www.cic.gc.ca/english/about/policy/sds/sds-2001.html>

Section IV: Financial Performance

Financial Performance Overview

This section provides a summary of the Department's financial performance. The following schedules outline the resources that have been approved by Parliament for the Department as well as the Department's annual expenditures and revenues.

Table 1: Summary of Voted Appropriations (\$ millions)

Authorities for 2000–2001
Financial Requirements by Authority

Vote	2000–2001			
	Planned Spending	Total Authorities ^a	Actual	
1	Operating expenditures	445.9	494.3	464.5
2	To write off from the Accounts of Canada 3,217 debts due to Her Majesty in Right of Canada, amounting in the aggregate to \$706,641	–	0.7	0.6
5	Capital expenditures	10.0	12.6	11.0
10	Grants and contributions	387.3	381.0	366.4
(S)	Salary and motor car allowance	0.1	0.1	0.1
(S)	Contributions to employee benefit plans	35.9	40.3	40.3
(S)	Refund of amounts credited to revenues in previous years	–	20.3	20.3
(S)	Payments to private collection agencies pursuant to section 17.1 of the <i>Financial Administration Act</i>	–	0.2	0.2
(S)	Court awards	–	0.1	0.1
(S)	Spending of proceeds from the disposal of surplus Crown assets	–	0.1	0.1
Total Department		879.2	949.7	903.6

^a For an explanation of variances, see page 6.

Table 2: Comparison of Total Planned Spending to Actual Spending (\$ millions)

The following table provides details on the allocation of 2000–2001 Total Planned Spending, Total Authorities (in italics) and Actual Expenditures (shaded areas) by strategic outcome and type of expenditure. For an explanation of the variances, see Performance by Strategic Outcome, beginning on page 9.

Strategic Outcomes	FTEs ^a	Operating ^b	Debt Write-off ^c	Capital	Grants and Contributions	Total Gross Expenditures	Less Respendable Revenues	Total Net Expenditures
Maximizing Benefits of International Migration	1,216	130.2	-	-	-	130.2	-	130.2
		<i>160.8</i>	-	-	-	<i>160.8</i>	-	<i>160.8</i>
		158.1	-	-	-	158.1	-	158.1
Maintaining Canada's Humanitarian Tradition	108	68.1	-	-	93.6	161.7	-	161.7
		<i>63.3</i>	-	-	<i>82.1</i>	<i>145.4</i>	-	<i>145.4</i>
		57.0	-	-	68.9	125.9	-	125.9
Promoting the Integration of Newcomers	418	26.7	-	-	293.7	320.4	-	320.4
		<i>35.2</i>	-	-	<i>294.4</i>	<i>329.6</i>	-	<i>329.6</i>
		34.8	-	-	293.0	327.8	-	327.8
Managing Access to Canada	1,241	172.4	-	-	-	172.4	-	172.4
		<i>162.1</i>	-	1.7	4.5	<i>168.3</i>	-	<i>168.3</i>
		145.4	-	0.9	4.5	150.8	-	150.8
Providing Corporate Services	908	84.5	-	10.0	-	94.5	-	94.5
		<i>134.0</i>	0.7	10.9	-	<i>145.6</i>	-	<i>145.6</i>
		130.3	0.6	10.1	-	141.0	-	141.0
Total	3,891	481.9	-	10.0	387.3	879.2	-	879.2
		<i>555.4</i>	0.7	12.6	<i>381.0</i>	<i>949.7</i>	-	<i>949.7</i>
		525.6	0.6	11.0	366.4	903.6	-	903.6
Other Revenues and Expenditures								
Non-respendable Revenues								(349.1)
								<i>(349.1)</i>
								(502.2)
Cost of Services Provided by Other Departments								189.3
								<i>189.3</i>
								191.8
Net Cost of the Program								719.4
								<i>789.9</i>
								593.2

a A full-time equivalent (FTE) is a measure of human resources consumption based on average levels of employment. An FTE factors out the length of time an employee works each week by calculating the rate of assigned hours of work over scheduled hours of work.

b Operating includes statutory votes identified in Table 1: Summary of Voted Appropriations.

c Write-off of outstanding immigration loans pursuant to section 25 of the *Financial Administration Act*.

Table 3: Historical Comparison of Total Planned Spending to Actual Spending
(\$ millions)

The following table provides a history of spending by strategic outcome. A comparison of the 2000–2001 Total Planned Spending and the actual expenditures recorded in the Public Accounts is also incorporated.

Strategic Outcomes	Actual 1998–1999	Actual 1999–2000	2000–2001		
			Planned Spending	Total Authorities	Actual ^a
Budgetary					
Maximizing Benefits of International Migration	108.7	116.4	130.2	160.8	158.1
Maintaining Canada's Humanitarian Tradition	73.5	150.8	161.7	145.4	125.9
Promoting the Integration of Newcomers	278.4	314.0	320.4	329.6	327.8
Managing Access to Canada	81.1	123.5	172.4	168.3	150.8
Providing Corporate Services	162.8	151.1	94.5	145.6	141.0
Total Budgetary	704.5	855.8	879.2	949.7	903.6
Non-budgetary					
Settlement—Immigrant Loans Program ^b	(1.4)	(6.9)	–	–	(4.1)

a For an explanation of variances, see page 6.

b Loan amounts represent disbursements (loans issued) less receipts (loans reimbursed). Figures in parentheses (indicating a negative value) denote receipts exceeding disbursements.

Table 4: Non-responsible Revenues (\$ millions)

Strategic Outcomes	Actual 1998-1999	Actual 1999-2000	2000-2001	
			Planned	Actual
Maximizing Benefits of International Migration				
Immigration Cost-recovery Fees	213.4	244.3	158.5	280.5
Right of Landing Fees	100.5	126.7	131.0	166.9
Maintaining Canada's Humanitarian Tradition				
Immigration Cost-recovery Fees	9.6	8.5	6.6	9.8
Right of Landing Fees ^a	17.2	18.1	0.0	0.0
Interest on the Immigrant Loans Program	0.6	0.8	0.6	0.9
Promoting the Integration of Newcomers				
Citizenship Cost-recovery Fees	18.9	21.0	19.9	23.4
Right of Citizenship Fees	14.3	13.7	22.4	14.7
Managing Access to Canada				
Immigration Cost-recovery Fees	6.4	5.9	5.1	7.0
Obligations of Transportation Companies	4.2	4.6	5.0	2.8
Total Non-responsible Revenues	385.1	443.6	349.1	506.0

a The right of landing fee was introduced in the February 1995 budget. On February 28, 2000, it was eliminated for refugees.

Table 5: Transfer Payments by Strategic Outcome (\$ millions)

Strategic Outcomes	Actual 1998-1999	Actual 1999-2000	Planned Spending	2000-2001	
				Total Authorities	Actual
Grants					
Promoting the Integration of Newcomers					
Grants for the Canada-Quebec Accord	101.4	102.9	99.3	104.1	104.1
Grants to provinces	0.1	51.4	0.0	0.0	0.0
Total Grants	101.5	154.3	99.3	104.1	104.1
Contributions					
Promoting the Integration of Newcomers					
Immigrant Settlement and Adaptation Program	28.5	32.2	16.0	40.2	39.8
Host Program	2.7	2.4	2.8	2.7	2.7
Language Instruction for Newcomers to Canada	119.0	95.6	102.3	94.6	93.6
Contributions to provinces	0.0	0.0	73.3	52.8	52.8
Maintaining Canada's Humanitarian Tradition					
Resettlement Assistance Program	42.3	80.9	91.6	80.1	67.8
International Organization for Migration	1.5	1.1	2.0	2.0	1.1
Managing Access to Canada					
Agreement with the Province of British Columbia on unaccompanied minors ^a	0.0	0.0	0.0	4.5	4.5
Total Contributions	194.0	212.2	288.0	276.9	262.3
Total Transfer Payments	295.5	366.5	387.3	381.0	366.4

The Immigrant Settlement and Adaptation Program provides funds for services such as orientation, paraprofessional counselling, translation and job-search assistance.

The Language Instruction for Newcomers to Canada program provides funds for basic language training in one of Canada's official languages to adult immigrants to facilitate their social, cultural, economic and political integration.

Grants for the Canada-Quebec Accord and contributions to provinces recognize the importance of settlement services by responding to the growing need to assist immigrants in integrating.

Host funds are provided to match Canadian volunteers (individuals and groups) with newcomers to facilitate their settlement and integration.

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

a Funding for the extraordinary costs incurred by the province for the special care of the unaccompanied minors who arrived by boat in 1999.

Table 6: Loans, Investments and Advances

Immigration Loans	Actual 1998-1999 (\$000s)	Number of Loans 1998-1999	Actual 1999-2000 (\$000s)	Number of Loans 1999-2000	Actual 2000-2001 (\$000s)	Number of Loans 2000-2001
Transportation, Admissibility and Right of Landing Fee ^a Loans	16,042	6,087	14,232	6,778	12,324	5,051
Assistance Loans	1,092	4,646	1,064	1,930	1,581	2,834
Total	17,134	10,733	15,296	8,908	13,905	7,885

a The right of landing fee was introduced in the February 1995 budget. On February 28, 2000, it was eliminated for refugees.

Table 7: Contingent Liabilities (\$ millions)

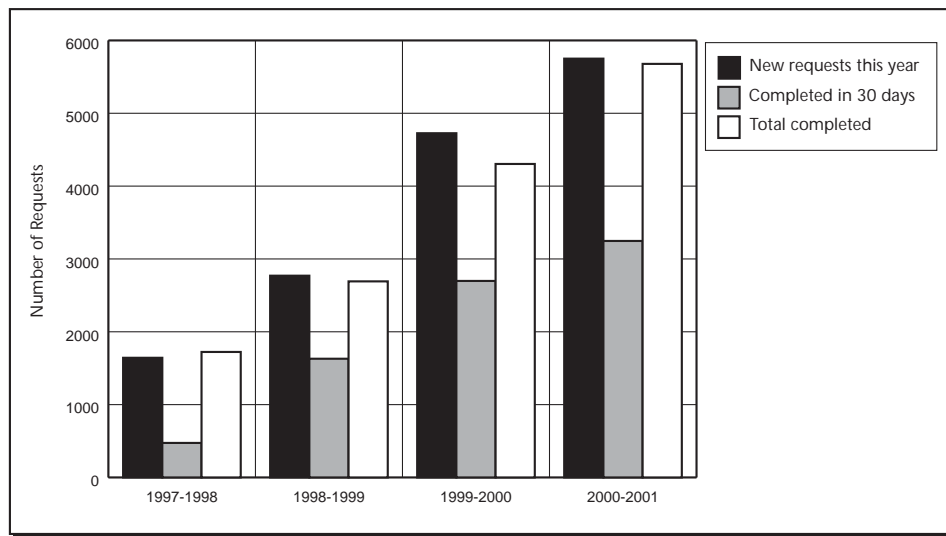
Contingent Liabilities ^a	March 31 1999	March 31 2000	March 31 2001
1. Claims related to two individuals who, while under deportation order, were convicted of or accused of murder	10.0	10.0	10.0
2. Cases arising from the application of the provisions of the <i>Immigration Act</i>	3.7	7.7	23.0
Total	13.7	17.7	33.0

a Because 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.

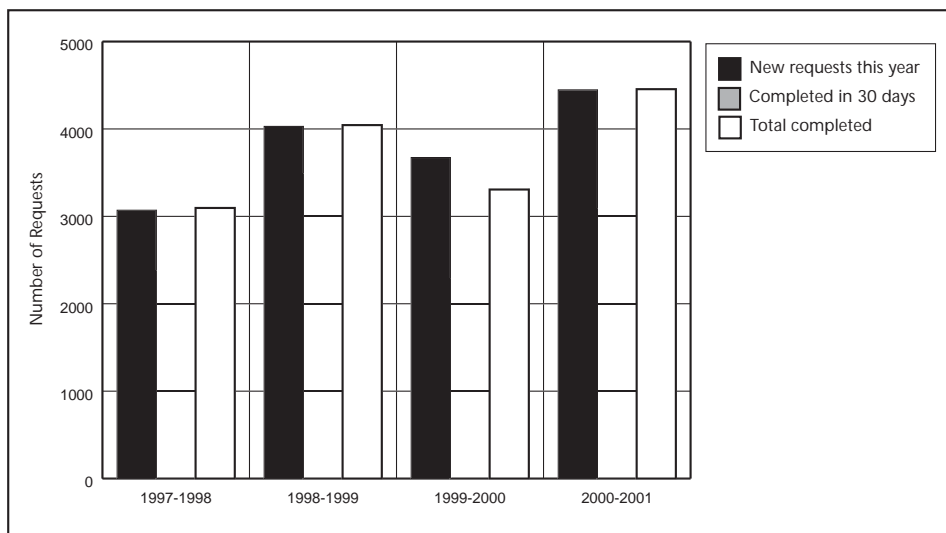
Annexes

Annex 1: Graphs

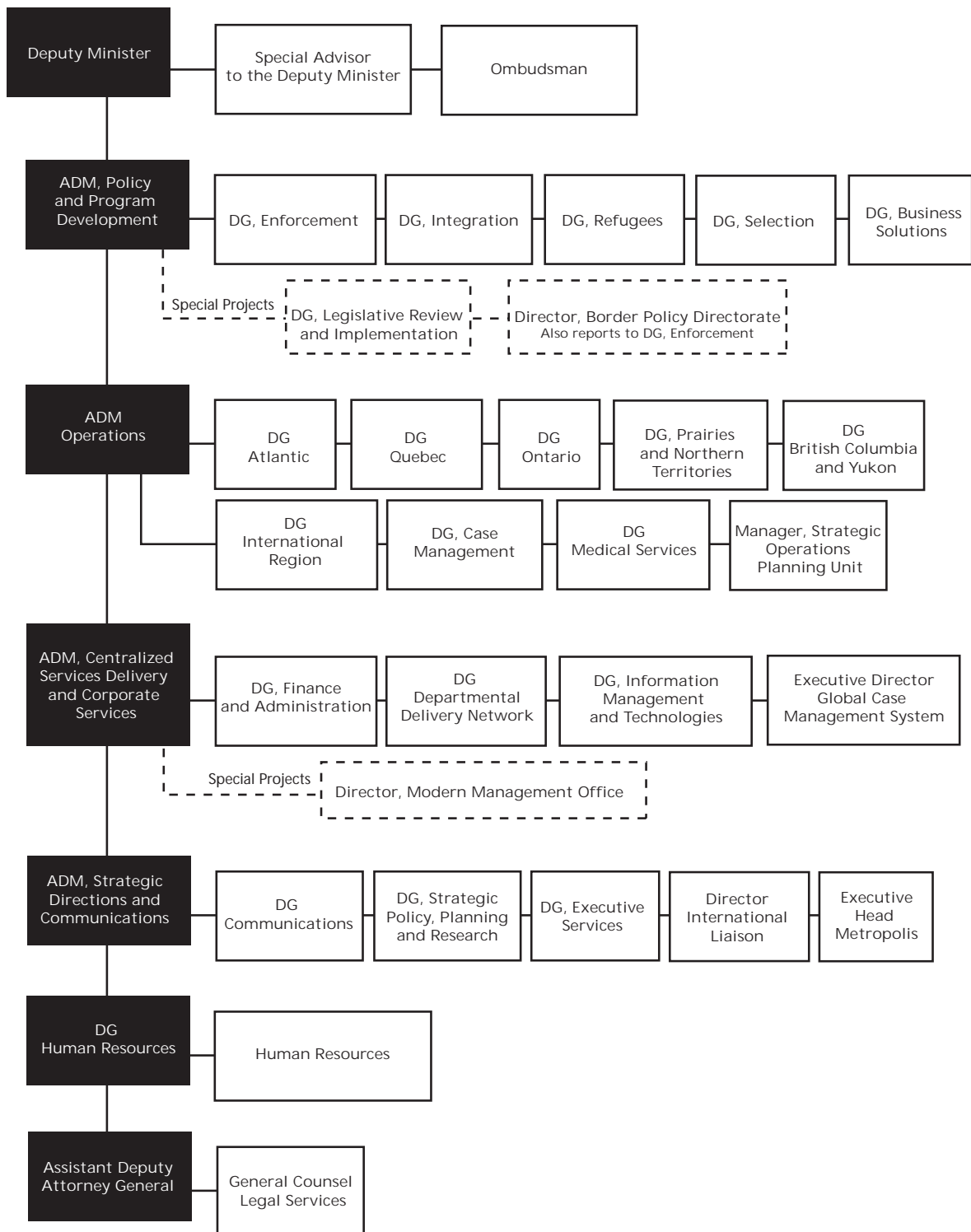
Graph 1: Access to Information Requests, 1997-1998 to 2000-2001



Graph 2: Privacy Requests, 1997-1998 to 2000-2001



Annex 2: CIC Organizational Chart



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