



2022-23

DEPARTMENTAL PLAN

The Honourable Sean Fraser P.C., M.P.
Minister of Immigration, Refugees and Citizenship



Immigration, Refugees
and Citizenship Canada

Immigration, Réfugiés
et Citoyenneté Canada

Canada

For information about other Immigration, Refugees and Citizenship Canada (IRCC) publications, visit: www.canada.ca/ircc-publications.

Available in alternative formats upon request.

Également disponible en français sous le titre : Plan ministériel 2022-2023

Visit us online

Website: www.cic.gc.ca

Facebook: www.facebook.com/CitCanada

YouTube: www.YouTube.com/CitImmCanada

Twitter: [@CitImmCanada](https://twitter.com/CitImmCanada)

© Her Majesty the Queen in Right of Canada, represented by the Minister of Immigration, Refugees and Citizenship, 2022

Cat. No. Ci1-27E-PDF

ISSN 2371-8102

IRCC 3260-12-13

Table of contents

From the Minister	1
Plans at a glance.....	3
Core responsibilities: planned results and resources, and key risks	7
Core Responsibility 1: Visitors, International Students and Temporary Workers	7
Core Responsibility 2: Immigrant and Refugee Selection and Integration	16
Core Responsibility 3: Citizenship and Passports	37
Internal services: planned results	43
Planned spending and human resources	49
Planned spending	49
Planned human resources.....	53
Estimates by vote	54
Future-oriented condensed statement of operations	54
Corporate information.....	55
Organizational profile	55
Raison d’être, mandate and role: who we are and what we do.....	55
Operating context.....	55
Reporting framework	56
Supporting information on the program inventory	57
Supplementary information tables	57
Federal tax expenditures	57
Organizational contact information	57
Appendix: definitions.....	59
Endnotes.....	63

From the Minister

I am honoured to present the 2022–23 Departmental Plan for Immigration, Refugees and Citizenship Canada. The work of Immigration, Refugees and Citizenship Canada is vital to Canada, and this report outlines the Department’s plan to continue pursuing immigration as a way to strengthen Canada’s economic recovery from the COVID-19 pandemic, address critical labour shortages, support our diversity, and build our communities for the future.

Building on surpassing our target and achieving more than 405,000 permanent resident admissions in 2021, our 2022–2024 Levels Plan sets out even more ambitious targets – between 360,000 and 445,000 new permanent residents in 2022. This Levels Plan recognizes we need immigration to lay the foundation for our long-term economic growth.

On December 16, 2021, I received my mandate letter from the Prime Minister. As we continue to bring newcomers to Canada to drive economic growth while maintaining our humanitarian tradition, my mandate letter priorities include: achieving targets on the Immigration Levels Plan for 2022–2024; facilitating the safe passage and resettlement of vulnerable Afghan nationals; leveraging Canada’s Express Entry application process for skilled immigrants, including those impacted by COVID-19; improving programs for Canadian businesses seeking to bring their talent from abroad; and admitting more skilled refugees through the Economic Mobility Pathways Pilot.

We will continue to implement a robust national strategy to grow Francophone immigration across the country to support our commitment to better protect the demographic weight of Francophones in Canada.

This past December, the Department launched the permanent Atlantic Immigration Program to help the Atlantic provinces attract newcomers and address demographic and labour market challenges. Building on the success of the pilot, and in consultation with provinces and territories, we will continue to develop other regional initiatives, including the Rural and Northern Immigration Pilot and the Municipal Nominee Program to expand the ways we attract and retain newcomers in the parts of Canada with the most acute demographic challenges and labour shortages.

With new, more efficient processes and funding of \$85 million that was announced in Economic and Fiscal Update 2021, we will continue to improve wait times in permanent and temporary residence programs, and permanent resident card processing.

Building on lessons learned through the COVID-19 pandemic, including about the need to adapt to more flexible service delivery, we will continue to work with service provider organizations to ensure continuity for our resettlement and settlement services and to help newcomers build a new life in Canada. We will invest in the growth of services to support larger numbers of newcomers, so that they – and the communities that welcome them – are set up for success.

As part of our commitment to Afghan nationals, we will continue to facilitate the safe passage and resettlement of vulnerable people from Afghanistan. This will be done with an emphasis on individuals who supported Canada and our allies over the past two decades, women, LGBTQI people, human rights defenders, journalists, and members of religious and ethnic minorities.

In keeping with Canada’s tradition of offering protection to the world’s most vulnerable, we will continue to maintain an effective asylum system, resettle refugees, advance complementary pathways of admission, and support the creation of community sponsorship programs around the world through our leadership in the Global Refugee Sponsorship Initiative.

Immigration, Refugees and Citizenship Canada remains dedicated to modernizing its Citizenship program. We will build on the transformative changes implemented last year and continue to seek workflow and digital solutions to improve processing, client services and overall system efficiency, and we will expand our use of virtual citizenship ceremonies.

Also in 2022–23, the Department will continue its ambitious digital transformation agenda, including implementation of the Digital Platform Modernization initiative and focusing on solutions that will increase our application processing capacity in the Temporary Resident and Permanent Resident programs. We have built family class and citizenship digital application trackers, and will expand digital application intake to 17 new business lines, which will improve the client experience.

The Department will also work to support the Government’s commitment to counter systemic racism in Canada and advance the path toward reconciliation with Indigenous Peoples. We will seek out the views of various communities as part of our work under the Department’s Anti-Racism Strategy and continue to address systemic inequities in our policies, programs, and service delivery models. We will also collaborate with other departments and partners to advance reconciliation, finalize delivery on Call to Action 93 with a new citizenship study guide that presents a more inclusive version of our history, and support relationship building between newcomers and Indigenous Peoples.

Canada has benefitted from the millions of skilled and passionate newcomers who have come here from around the world. Despite the global pandemic, the Department continues to meet its challenges and build opportunities to strengthen and modernize our country’s immigration system, and welcome newcomers.

I invite you to review what we plan to accomplish in the days ahead.

The Honourable Sean Fraser, P.C., M.P.
Minister of Immigration, Refugees and Citizenship

Plans at a glance

Achieving Targets on Immigration Levels Plan for 2022–2024

As outlined in the December 2021 [mandate letter](#)ⁱ for Immigration Refugees and Citizenship Canada (IRCC), the Department will continue to bring newcomers to Canada to drive economic growth and recovery. In the 2022–2024 Immigration Levels Plan, Canada aims to welcome from 360,000 to 445,000 new permanent residents in 2022, from 380,000 to 465,000 in 2023, and 390,000 to 475,000 in 2024. The 2022–2024 Immigration Levels Plan includes targets that are higher than the preceding three yearly targets of the 2021–2023 Immigration Levels Plan, which set out to admit between 300,000 and 410,000, 320,000 to 420,000, and 330,000 to 430,000 new permanent residents in 2021, 2022, and 2023, respectively.

The 2022–2024 Immigration Levels Plan will drive economic growth and resiliency, reunite families, and protect democratic and human rights – priorities as Canada moves forward to become more prosperous and to remain a world leader in refugee resettlement.

Looking forward to implementing the Levels Plan in 2022–2023, the easing of border restrictions and increased travel is expected to increase the number of clients who immigrate to Canada from overseas, however, it is anticipated that some challenges will remain related to the COVID-19 pandemic. Furthermore, the Department will continue efforts to facilitate transition pathways from temporary residency to permanent residency, which will support economic recovery efforts and help retain the talent of temporary residents residing in Canada.

Delivering on IRCC’s commitment to resettle at least 40,000 Afghan refugees to Canada

The Government of Canada has committed to welcome at least 40,000 Afghan refugees to Canada over the next two years. In 2022–23, the Government will advance this commitment by admitting Afghan refugees through three programs. The first program is the special immigration program for Afghan nationals, and their families, who closely assisted the Government of Canada. The second program is a special humanitarian program focused on resettling, in collaboration with partners, vulnerable Afghan nationals including women leaders and human rights advocates, persecuted religious or ethnic minorities, LGBTI individuals, and journalists. The third program is a special family reunification program to help extended family members of former Afghan interpreters who came to Canada under special programs in 2009 and 2012.

Reducing backlogs across all lines of businesses (Economic and Fiscal Update 2021)

In response to the pressures caused by the COVID-19 pandemic, Economic and Fiscal Update 2021 proposed \$85 million in 2022–23 for IRCC and its partners to reduce processing times and backlogs in key lines of business. This funding will be geared towards addressing backlogs for Temporary Resident (TR) applications, Permanent Resident (PR) applications and PR Cards, and Citizenship applications.

Enhancing Express Entry

Express Entry is an online system that manages applications for permanent residence for the Federal Skilled Worker Program, the Federal Skilled Trades Program, the Canadian Experience Class and a portion of the Provincial Nominee Program. The Express Entry system plays a key role in addressing labour shortages, as well as supporting Canada’s economic recovery in the context of the ongoing global pandemic. As announced in Budget 2021, IRCC will improve the Express Entry system, which will allow the Government to ensure Canada’s immigration system supports economic growth and meets labour force needs. An enhanced Express Entry will also continue to help IRCC achieve the Government’s annual permanent resident admissions targets.

Admitting more refugees through the Economic Mobility Pathways Pilot

As per the December 2021 Mandate Letter for the Minister of Immigration, Refugees and Citizenship Canada, IRCC will work with employers and communities across Canada to welcome 2,000 skilled refugees and their families to fill labour shortages in high-demand sectors, such as health care, through the Economic Mobility Pathways Pilot (EMPP).

In 2021–22, the Department launched [phase 2 of the EMPP](#).ⁱⁱ Canada is demonstrating innovation and leadership in the development of complementary pathways by facilitating access to economic immigration for refugees with the skills and qualifications that Canadian employers need.

IRCC is working closely with participating provinces and territories, communities and trusted non-government organizations (NGOs) to expand the pilot. This includes key partners from the first phase, such as RefugePoint and Talent Beyond Boundaries, as well as new NGOs entering into the refugee labour mobility space. The EMPP is continually improving by building on lessons learned and early successes, as seen in Pictou County, Nova Scotia. Moving forward, the Department will explore how to best support access to skilled refugees, including by focusing on chronic labour market needs in Canada’s in-demand sectors, such as healthcare.

In 2022–23, Canada will be the first State to chair the newly created Global Task Force on Refugee Labour Mobility. The aim of this Task Force is to develop pathways worldwide for refugees to access States’ regular labour migration programs, while recognizing that refugees often face unique challenges in doing so due to the circumstances of their displacement.

Supporting international migration and protection

Recognizing the root causes of irregular migration and forced displacement in Central America, IRCC will support regional migration and protection capacity building assistance, as well as safe, orderly and regular pathways for migration. This work builds on the [Roadmap for a Renewed U.S.-Canada Partnership](#),ⁱⁱⁱ which was jointly declared in February 2021 by Prime Minister Justin Trudeau and U.S. President Joe Biden, and includes a commitment to provide safe haven to

refugees and asylum seekers, including through resettlement. In 2022–23, IRCC will continue to Champion the [Global Compact for Safe, Orderly and Regular Migration](#),^{iv} as well as chair the [Support Platform of the Comprehensive Regional Protection and Solutions Framework](#)^v (known as MIRPS by its Spanish acronym) until July 2022.

For more information on IRCC’s plans, see the “Core responsibilities: planned results and resources, and key risks” section of this plan.

Core responsibilities: planned results and resources, and key risks

This section contains information on the Department’s planned results and resources for each of its core responsibilities. It also contains information on key risks related to achieving those results.

Core Responsibility 1: Visitors, International Students and Temporary Workers

Description

Immigration, Refugees and Citizenship Canada (IRCC) facilitates the entry of migrants who wish to come to Canada temporarily, while protecting the health, safety and security of Canadians. The Department works with partners to determine that individuals meet admissibility requirements. IRCC processes visas, electronic travel authorizations, and work and study permits for tourists, business travellers, international students and temporary workers, whose spending and presence in Canada benefit the economy.

Planning Highlights

Departmental Result 1: Entry to Canada of eligible visitors, international students and temporary workers is facilitated

In Canada, visitors, international students, as well as foreign nationals who hold temporary work permits, are considered temporary residents. Canada welcomes newcomers who bring skills that the economy needs, and facilitates the entry of foreign nationals to study in Canada through initiatives such as the [Temporary Foreign Worker Program](#),^{vi} the International Mobility Program, the [International Student Program](#),^{vii} the [Post-Graduate Work Permit Program](#),^{viii} the [Global Skills Strategy](#),^{ix} and the [International Experience Canada Program](#).^x While some temporary residents only reside in Canada for a limited period of time, IRCC, in partnership, with provincial and territorial governments, has developed various pathways to encourage and allow temporary residents to become permanent residents and remain in Canada as a first step towards becoming Canadian citizens. These pathways include the federal high-skilled economic programs managed through the Express Entry system.

While the COVID-19 pandemic continues to disrupt migration, Canada remains a destination of choice for international students, workers and visitors. Despite the recurrence of travel restrictions and border closures, the Department expects the longer-term trend of growth in application volumes for these programs to resume. To manage ongoing travel restrictions, IRCC has taken a facilitative approach to allowing temporary residents to remain in Canada. This approach has allowed the Government of Canada to balance supporting the economy and protecting the health of Canadians. For example, temporary measures (referred to as “public policies”) were introduced in 2020–21 to allow clients to apply inland and receive an interim work authorization. Clients working within essential services, including healthcare, agri-food and transportation, continue to be prioritized. It is anticipated that growth in temporary resident

volumes will continue through 2022–23 following the further easing of travel restrictions. In 2022–23, IRCC will continue monitoring the impact of the re-opening of borders on international migration, in particular with regard to entry of eligible visitors, international students and temporary workers.

In response to the COVID-19 pandemic, IRCC has also implemented a number of facilitative measures through targeted public policies to support family reunification, and the entry of temporary foreign workers with job offers, in particular those working in essential services. The measures include biometrics exemptions for certain in-Canada foreign nationals applying for temporary residence and providing greater flexibility to foreign workers in Canada to change employers or occupations while waiting for a new work permit.

Planned results for Core Responsibility 1: Visitors, International Students and Temporary Workers

The following table shows, for Core Responsibility 1: Visitors, International Students and Temporary Workers, the planned results, the result indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result 1: Entry to Canada of eligible visitors, international students and temporary workers is facilitated			
Departmental result indicators	Targets	Date to achieve targets	Actual results
1. Total number of visas and electronic travel authorizations issued to visitors, international students and temporary workers	≥ 5.9 million ¹	End of each Calendar Year (CY)	2018: 6,024,233 2019: 5,774,342 2020: 906,119
2. Percentage of visitor, international student and temporary worker applicants found inadmissible on health grounds and those who are authorized to enter with a condition on their visa related to health surveillance	≤ 3% ²	End of each CY	2018: 1.7% 2019: 1.8% 2020: 1.8%
3. Percentage of visitor, international student and temporary worker applicants found inadmissible on safety and security grounds	≤ 0.06% ³	End of each CY	2018: 0.03% 2019: 0.03% 2020: 0.02%

¹ This target is not aspirational; rather, it is meant to reflect the expected outcomes of temporary resident processing based on operational forecasting.

² This target is not aspirational; rather, it is meant to reflect the expected outcomes of temporary resident screening based on historical data.

³ Ibid.

4. Percentage of temporary resident applications that met service standards	≥ 80%	End of each Fiscal Year (FY)	2018–19: Not applicable (N/A) ⁴ 2019–20: N/A 2020–21: N/A
5. Percentage of visitor, international student and temporary worker applicants who report they were satisfied overall with the services they received	≥ 90%	End of each FY	2018–19: 91% 2019–20: 91% 2020–21: 89%

Planning highlights

Departmental Result 2: Facilitation of temporary entry helps to generate economic benefits

Facilitation of temporary entry to Canada for international students and temporary workers helps to generate economic benefits to Canada, with international students contributing financially to Canada’s economy, and with temporary workers contributing to address labour shortage gaps. In order to respond to the COVID-19 pandemic, IRCC has implemented a number of measures, some of which will continue to facilitate the entry of temporary residents to Canada in 2022–23.

Facilitating international student entry

COVID-19 pandemic restrictions continue to have a significant impact on the education sector. Early in the pandemic, IRCC put in place facilitation measures to support international students to continue to make economic, social and cultural contributions to Canada. International students also make a significant contribution to the Canadian economy, with some estimating they contribute over \$22 billion annually to Canada’s Gross Domestic Product.⁵ Some of these measures will last into 2022–23, including an extension of the temporary provisions on distance learning and the Post-Graduation Work Permit Program.

In 2022–23, as the education sector adjusts to the legacy and ongoing impacts of COVID-19 pandemic restrictions, IRCC will build on the lessons learned from facilitation measures including by identifying ways to optimize the International Student Program. In addition to continuing its efforts to modernize client service, the Department will explore options for expanded pathways to permanent residence for international student graduates to support Canada’s economic growth and address labour market demands for skilled workers and entrepreneurs. These efforts will support Canada to remain a leader in attracting and retaining international students.

⁴ This is a new indicator, therefore actual results for past years are not available. IRCC will report on it as part of results in the 2022–23 Departmental Results Report.

⁵ Economic impact of international education in Canada - 2020 update, Global Affairs Canada, <https://www.international.gc.ca/education/report-rapport/impact-2018/index.aspx?lang=eng>.

Temporary Foreign Workers

The Department recognizes the important contributions of temporary foreign workers (TFWs) to the Canadian economy. TFWs bring essential skills to Canadian businesses, and fill gaps within Canada’s labour market. The importance of TFWs to Canada was highlighted over the course of the pandemic, as TFWs filled essential service jobs, particularly in the food and agriculture, transportation and health sectors.

In 2022–23, IRCC will continue to support the arrival of TFWs as well as the transition of temporary residents, including temporary workers, to permanent residence. The Department will continue to process applications received through the implementation of the Temporary Pathway to Permanent Residence, which was open for application submissions between May and November 2021. The pathway supports the retention of talented temporary residents, including temporary workers, who were already in Canada contributing to the country’s economic recovery. The pathway also contributes to the achievement of overall admission targets with an increased inventory of potential permanent residents. Ongoing support of longer-term immigration and permanent residency of temporary workers brings significant social and economic benefits to Canada.

Global Skills Strategy facilitative measures, and amendments to Immigration and Refugee Protection Regulations

In 2022–23, to support employers to access highly skilled workers, the Department plans to continue to work with its federal partners, such as Employment and Social Development Canada (ESDC), to grow and improve the Global Talent Stream, which is one of the four pillars of the [Global Skills Strategy](#).^{xi}

IRCC will continue to monitor the use of facilitative measures introduced over the past two years to mitigate the impact of the COVID-19 pandemic on TFWs, and work with partners, including provinces and territories, industry and migrant worker support organizations, to identify opportunities to further reduce the vulnerabilities that these foreign nationals may face while working in Canada.

In addition, the Department will work with ESDC to implement proposed amendments to the [Immigration and Refugee Protection Regulations](#).^{xii} These amendments would enhance the protection of temporary foreign workers by setting new requirements and conditions on employers, and improving the ability of both departments to hold employers accountable for non-compliance. This includes requirements on an employer to: provide the most recent information to workers about their rights in Canada; have a signed employment agreement with their workers; and provide access to health-care services when the worker is injured or becomes ill at the workplace.

Temporary Entry Chapters in Canada’s Free Trade Agreements

IRCC continues to lead the negotiation of Temporary Entry Chapters in Canada’s Free Trade Agreements, in collaboration with Global Affairs Canada and ESDC. These provisions create opportunities for foreign nationals to work, invest and grow a business in Canada, and foster similar opportunities for Canadians in partner countries. In 2022–23, negotiations are anticipated with partners in South America, Asia, the Indo-Pacific, Europe and Eastern Europe.

International Experience Canada

In 2022–23, along with the re-opening of borders, IRCC will continue to promote its International Experience Canada (IEC) Program to Canadians and international youth to support eligible candidates to be aware of and benefit from this program. The IEC permits foreign youth to work and travel in Canada, and Canadian youth to work and travel abroad. The IEC program is made possible through reciprocal arrangements with 36 countries and territories. Additional negotiations are underway with a mix of existing and prospective partners to expand opportunities available to Canadian youth through the IEC program.

Planned results for Core Responsibility 1: Visitors, International Students and Temporary Workers

The following table shows, for Core Responsibility 1: Visitors, International Students and Temporary Workers, the planned results, the result indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result 2: Facilitation of temporary entry helps to generate economic benefits			
Departmental result indicators	Targets	Date to achieve targets	Actual results
1. Total monetary contribution of visitors and international students to Canada’s economy	≥ \$31 billion	End of each CY	2018: \$31.8 billion (2016) 2019: \$39.7 billion (2017) 2020: \$44.6 billion (2018) ⁶
2. Number of temporary workers who fill labour market needs for which Canadians are unavailable	80,000 – 100,000 ⁷	End of each CY	2018: 84,229 2019: 98,310 2020: 84,609

⁶ The data source for the visitor’s portion of this indicator was Statistics Canada’s International Travel Survey, which was replaced by the Visitor Travel Survey; the methodology was not affected by this change. Actual results for this indicator are based on data available two years prior to the reporting period where results reported in 2020 reflect data from 2018.

⁷ This target is not aspirational; rather, the range reflects the fact that the indicator is demand-driven, and the target is therefore based on historical trends.

Gender-based analysis plus

IRCC Sex and Gender Client Identifier Policy

The introduction of the *IRCC Sex and Gender Client Identifier Policy* in 2021 will continue to help IRCC become more inclusive and better serve its diverse clientele in 2022–23. For all IRCC programs, the *Sex and Gender Client Identifier Policy* establishes how to collect, record and display a client’s sex or gender identifier as accurately as possible. The sex or gender identifier includes female (F), male (M) and gender X. As this policy provides more accurate and representative data of the Department’s clientele, it will allow for robust Gender-based Analysis (GBA) Plus to be conducted on its programs and services. This additional information will also aid in uncovering potential negative impacts or barriers to accessing IRCC programs and how best to mitigate them.

Open Work Permit for Vulnerable Workers

In 2022–23, IRCC will continue to implement the Open Work Permit for Vulnerable Workers (OWP-V) program which supports GBA Plus, and contributes to the pillar of the Government of Canada’s [Gender Results Framework](#)^{xiii} on eliminating gender-based violence and facilitating access to justice. In particular, the work permit helps to facilitate TFWs in leaving abusive employment situations and gives them the ability to work for another employer, without compromising their authorization to work and live in Canada. Overall, the OWP-V program aims to promote the security of temporary foreign workers.

For OWP-V holders, qualitative and quantitative data on gender, age, country of citizenship, ability to speak in English or French, prior and subsequent work permits, and location of work (in Canada) are collected. In addition, human-centred design research conducted in 2021 will continue in 2022 to understand both clients’ and support organizations’ experiences with the program. This information is used to inform program management and the Department’s understanding of the scope and nature of labour abuse experienced by TFWs in Canada, as well as the systemic barriers that prevent vulnerable TFWs from applying to and being successful in obtaining an OWP-V. Data analysis has been conducted to better understand program barriers for clients and to identify opportunities to improve the outcomes of the OWP-V, including the development and launch of training to support immigration officers when assessing applications for the OWP-V.

United Nations (UN) 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

IRCC’s Core Responsibility 1: Visitors, International Students and Temporary Workers is aligned with Canada’s efforts to support the implementation of the 2030 Agenda for Sustainable Development Goals (SDGs). Canada facilitates the entry of foreign nationals to work and study in Canada through programs such as the Temporary Foreign Worker Program, the International

Student Program, Post-Graduate Work Program, Global Skills Strategy, and IEC Program. These programs contribute to promoting inclusive and sustained economic growth, productive employment and decent work for all (SDG 8), and reducing inequality within and among countries (SDG 10).

IRCC continues to leverage immigration to meet the needs of Canadian workers and employers while ensuring labour protection mechanisms and employment standards apply to temporary foreign workers in Canada. In June 2019, the Department announced new measures to allow migrant workers in abusive job situations in Canada to leave their employer immediately and find another job without fear that they might lose their status in Canada. In 2022–23, IRCC will continue to examine issues of labour rights and worker protection, including options for combatting unethical labour recruitment practices. The Department will also continue to provide training and resources to address these issues. These efforts support Canada’s commitments under the United Nations 2030 Agenda for Sustainable Development (SDGs 8 and 10).

Experimentation

In 2018, IRCC created a research team dedicated to integrating the results of empirical testing of IRCC products by real clients into product development. The research team includes both a Usability Team and a Behavioural Insights and Experimentation Team. In 2022–23, the Department will continue to conduct usability tests to understand how IRCC clients interact with and understand key IRCC products, including content on its website, forms, and letters, with the goal of improving service quality. IRCC also conducts experiments including randomized control trials to build evidence to better understand the client experience. Recently completed experimentation includes a trial comparing the client experience between paper and digital versions of the same application process, which supports broader efforts to move from paper-based processes to digital ones. These initiatives are key to improving how IRCC interacts with its clients, by increasing accessibility and the clarity of information on requirements and timeframes and stages in decision-making processes. These initiatives will also expedite flexibility in the system, by allowing the Department to manage its caseload globally, and increase efficiencies in the system, as well as enhance public interest and support in IRCC tools and processes.

Key risks

Temporary resident volumes, which experienced a significant decline in 2020 due to border closures and restrictions on travel around the globe, are expected to rebound in 2022–23. As borders were closed and individuals were less likely to travel during the COVID-19 pandemic, requests for work permit extensions were higher in 2020 compared to 2019.

IRCC’s challenge will be to effectively manage increases in application volumes across all of its lines of business as international borders continue to reopen and Canada’s economic recovery plan advances. To prepare for the anticipated growth in volumes, the Department will continue to

leverage more effective tools such as: reducing in-person intake processes, making electronic intake mandatory, using advanced analytics and leaner processes, and improving its digital platform and delivery models. These initiatives are being supported by Budget 2020 investments in processing capacity.

Investments from Economic and Fiscal Update 2021 will build on these investments and support efforts to process more permanent resident and temporary resident applications and to reduce processing times in key areas affected by the COVID-19 pandemic. The use of biometrics, e-applications, automated functionality and improvements to the digital platform will also contribute to simplified and streamlined systems to keep the Department flexible in an environment of evolving public health threats and unpredictability.

Furthermore, the Department continues to manage risks related to program integrity, fraud, and the safety and security of Canadians (including public health), as these relate to immigration. Mitigating these risks involves continuing to require applicants to meet both eligibility and admissibility requirements, as part of broader efforts to support immigration to deliver benefits to Canada and to increase confidence in the system.

Planned budgetary spending for Core Responsibility 1: Visitors, International Students and Temporary Workers

The following table shows, for Core Responsibility 1: Visitors, International Students and Temporary Workers, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
257,150,882	257,150,882	252,825,468	239,859,661

Financial, human resources and performance information for IRCC’s program inventory is available on [GC InfoBase](#).^{xiv}

Planned human resources for Core Responsibility 1: Visitors, International Students and Temporary Workers

The following table shows, in full-time equivalents, the human resources the Department will need to fulfill this core responsibility for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
1,478	1,421	1,308

The financial, human resources and performance information for IRCC’s program inventory is available on [GC InfoBase](#).^{xv}

Resources for this core responsibility are used to facilitate the entry of persons who wish to come to Canada temporarily, while protecting the health, safety and security of Canadians.

To do this, IRCC works with federal government partners to verify that individuals meet admissibility requirements. The Department also processes visas, eTAs and work and study permits for tourists, business travelers, international students and temporary workers, whose spending and presence in Canada benefit the economy.

The decrease in planned spending from 2022–23 to 2024–25 is mainly attributable to the sunset of funding for upholding and improving client services and increasing protection for temporary foreign workers; both initiatives were announced in the Budget 2021. The decrease is further attributable to fluctuations in funding profiles for building Canada’s modern, digitally delivered migration system, and biometric screening in Canada’s immigration systems. IRCC will continue to evaluate the resources required to deliver its planned results.

Core Responsibility 2: Immigrant and Refugee Selection and Integration

Description

IRCC facilitates the admission and economic and social integration of immigrants and refugees who intend to stay in Canada permanently, while protecting the health, safety and security of Canadians. The Department selects economic immigrant applicants to contribute to the Canadian economy, processes family member applicants to reunite families, and processes refugee and protected person applicants to provide a safe haven for those facing persecution. IRCC works with partners to verify that individuals meet admissibility requirements before they enter Canada. In order to support immigrants and refugees in integrating into Canadian society, IRCC offers a variety of settlement support services through a network of service providers.

Planning Highlights

Departmental Result 3: Potential permanent residents are selected for immigration to Canada

Multi-Year Immigration Levels Plan

The COVID-19 pandemic had a significant impact on the number of immigrants who landed in Canada in 2020–21 compared to previous years. The 2022–2024 Immigration Levels Plan continues to build on the 2021–2023 Immigration Levels Plan with higher admissions targets to address pandemic related shortfalls. As outlined in the 2022–2024 Immigration Levels Plan, Canada aims to welcome from 360,000 to 445,000 new permanent residents in 2022, from 380,000 to 465,000 in 2023, and 390,000 to 475,000 in 2024. The 2022–2024 Immigration Levels Plan includes targets that build on the ambitious targets set in previous years. In 2022–23, it is anticipated that as border restrictions gradually ease and travel levels regain momentum, clients residing overseas will increasingly be able to land in Canada and be processed, which will support efforts to meet the objectives of the 2022–2024 Immigration Levels Plan. Furthermore, the Department’s efforts to reduce overall inventories of applications, including paper-based permanent resident inventories, as well as further digitization of services, will contribute to achieving the ambitious levels targets set out in the 2022–2024 Immigration Levels Plan. The Department will continue to monitor immigration levels and work with other federal departments and agencies to continue protecting the health and safety of Canadians as newcomers are welcomed to Canada.

Economic immigration

The Government of Canada recognizes the essential role of economic immigration in labour force growth, and in attracting the range of in-demand skills and talent to meet the current and future needs of the economy. In 2022–23, as post-COVID-19 economic recovery efforts gather momentum, the Express Entry system will be leveraged to support a growing proportion of

skilled immigrants from overseas to complement the ongoing efforts to retain talent already in Canada. This includes continuing to finalize applications of the over 90,000 temporary workers in health and essential sectors and student graduates who applied to the May to November 2021 Temporary to Permanent Residence pathway. These efforts will be complemented by innovative approaches to economic immigration including the Government’s announcement in June 2021 of the [Economic Mobility Pathways Pilot \(EMPP\)](#)^{xvi} to ease barriers faced by skilled refugees in accessing existing economic immigration pathways, specifically the [Provincial Nominee Program](#),^{xvii} the [Atlantic Immigration Program](#)^{xviii} and the [Rural and Northern Immigration Pilot](#).^{xix}

Family reunification

The Government of Canada recognizes the socio-economic and cultural benefits of supporting family reunification. Under the Family Class category, Canadian citizens and permanent residents are able to sponsor certain family members for permanent residence. There are four categories of family reunification: spouse/partners; parent/grandparents; dependent children; and other relatives in special circumstances.

Recognizing the financial impact of the COVID-19 pandemic, IRCC introduced a more facilitative approach to income requirements for family class sponsorship. For the 2020 and 2021 taxation years, income thresholds to sponsor parents and grandparents were reduced and family class sponsors who needed to meet an income requirement could include government related COVID-19 benefits and payments made under the [Employment Insurance Act](#)^{xx} as part of their income assessment. In addition, travel and border restrictions remained more flexible throughout 2021 to support family reunification.

In 2022, IRCC aims to welcome between 90,000 to 109,000 permanent residents in the Family Class.

The Department will endeavour to reduce processing times for new spouses, partners and children applications in 2022–23 by further developing and introducing measures such as file digitization, remote processing, virtual landings, and the use of advanced analytics. The Department will also build on the launch of a new digital case status tracker that will allow some family class permanent residence applicants, sponsors and their representatives to more easily check their application status online. In addition, IRCC will pursue strategies over the coming years to manage the intake of parent and grandparent applications to reduce processing times.

In 2022–23, IRCC is exploring avenues to deliver on the 2021 mandate letter commitment to introduce electronic applications for family reunification and implement a program to issue temporary resident status to spouses and children abroad while they wait for the processing of their permanent residency application. Work is also underway to expand the online application process for all spouses, partners and dependent children by the fall of 2022.

IRCC will continue to explore opportunities to respond to the needs of clients and changing global circumstances. These efforts include undertaking an evaluation of the Family Reunification Program and taking steps to review family class categories through an anti-racism lens.

Refugees

Canada's continued commitment to refugee resettlement is part of its positive contribution to global refugee protection. Increased admission spaces to the protected persons and refugee category in the 2022–2024 Levels Plan reflect this commitment. Despite reduced landings due to COVID-19 pandemic related restrictions, Canada has continued to adapt its services to accommodate the arrival of refugees.

As part of Canada's commitment to resettle at least 40,000 at-risk Afghan nationals, IRCC has set up a special humanitarian program under Operation Afghan Safety. IRCC is bringing Afghan refugees to Canada by supporting the safe resettlement of at-risk Afghans through the delivery of immediate and essential supports and services. IRCC has established several programs, including a pathway for Afghan nationals and their families who assisted the Government of Canada, a special humanitarian pathway that has a particular focus on women and girls, LGBTI refugees, ethnic and religious minorities, journalists and human rights defenders, as well as a pathway for extended family members of former Afghan interpreters who came to Canada under programs in 2009 and 2021. From August 2021 to February 15, 2022, 7,885 Afghan refugees have arrived in Canada through these streams. In 2022–23, IRCC will continue to work with domestic and international partners to support the resettlement of at-risk Afghans through these programs.

In 2021, Canada introduced a new refugee stream for human rights defenders at-risk. This new stream will permanently resettle up to 250 human rights defenders and their families who are at risk per year. The stream will have a particular focus on those who are at heightened risk, such as women, journalists, and LGBTI human rights defenders. Canada is the first country to extend protection to journalists via such an immigration stream. In keeping with the mandate letter commitment in this area, the Department will work toward expanding the new immigration stream for human rights defenders.

In 2022–23, in the context of COVID-19 pandemic restrictions continuing to gradually ease, IRCC will continue to work with international partners such as the [International Organization for Migration](#)^{xxi} and the [United Nations Refugee Agency \(UNHCR\)](#),^{xxii} as well as domestic partners that include the sponsorship community, to facilitate the ongoing resettlement of refugees to Canada.

In 2022, the Department will develop and implement digital intake solutions for refugee resettlement applications in order to meet unprecedented immigration levels in the coming years and to support the Government's commitment to welcome Afghan refugees.

Canada has also invested in building the capacity of sponsors to support the Privately Sponsored Refugees Program, and work is underway in 2022–23 on projects that will contribute to improving sponsor training, supporting LGBTI refugee newcomers and their sponsors, supporting Francophone and rural communities, and building sponsor retention in the Blended Visa Office-Referred Program.

IRCC will also continue to implement the pledges presented to the first [Global Refugee Forum](#)^{xxiii} in December 2019 in terms of expanding refugee access to third-country solutions, a key objective of the [Global Compact on Refugees](#),^{xxiv} and to include a refugee advisor alongside Canadian delegations to global forums where refugee issues are discussed. IRCC is continuing to support its asylum capacity-building projects as well as the development and expansion of community sponsorship programs for refugees through partnership in the Global Refugee Sponsorship Initiative. These efforts are in line with IRCC’s pledges ahead of the next Global Refugee Forum in 2023.

All of these efforts align with the United Nations 2030 Agenda for Sustainable Development Goal 10: Reduce inequality within and among countries.⁸

Francophonie Immigration to Canada outside of Quebec

Every year, thousands of French-speaking immigrants come to Canada to settle in Francophone communities outside of Quebec. In 2019, IRCC put in place the Francophone Immigration Strategy, which aims to support the vitality of Francophone minority communities across the country, and which includes an implementation plan to reach a 4.4% target of French-speaking immigrants by 2023. In 2022–23, IRCC will conduct an evaluation of the Francophone Immigration Strategy that will include assessing departmental results in meeting the 4.4% target by 2023. Building on the additional points for French-speaking and bilingual candidates introduced in 2020 under the Express Entry system, the Department will continue to leverage Express Entry to work towards reaching the target of 4.4%. As announced in Budget 2021, IRCC intends to enhance the Express Entry system to help select those candidates who best meet Canada’s growing economic and labour force needs, including French-speaking and bilingual candidates.

In 2022–23, IRCC will also take part in the evaluation of the [Action Plan for Official Languages \(APOL\), 2018-2023](#).^{xxv} From 2018–2023, IRCC committed \$40.8 million over five years in the APOL to enhance horizontal policy development and to support the Francophone Integration Pathway. This pathway primarily aims to strengthen the capacity of Francophone settlement service providers to meet the needs of specific groups of the immigrant population, such as women, seniors and families. The Department will collaborate with Canadian Heritage and other departments to develop the next Action Plan for Official Languages 2023-2028. In 2022–23, the

⁸ Target 10.7: Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies.

Department will also continue its efforts to implement measures to support the consolidation of a Francophone integration pathway, including strategic dialogues conducted with the *Comité consultatif national en établissement francophone*. These dialogues will inform recommendations on a renewed national coordination approach for the Francophone settlement sector and future policy and programs.

International Engagement on Migration and on Protection of Migrants and Refugees

In 2022–23, IRCC will continue to work with international partners to advance Canada’s priorities on international migration and protection. This includes active engagement with IRCC’s key multilateral and regional partners, including the UNHCR, the International Organization for Migration, the [UN Network on Migration](#),^{xxvi} the [International Civil Aviation Organization](#),^{xxvii} the [Organisation for Economic Co-operation and Development](#),^{xxviii} the [Global Forum on Migration and Development](#),^{xxix} the [Intergovernmental Consultations on Migration, Asylum and Refugees](#),^{xxx} the [Transatlantic Council on Migration](#),^{xxxi} and the [Regional Conference on Migration](#).^{xxxii}

IRCC will also continue to Champion the Global Compact for Safe, Orderly and Regular Migration, the first, inter-governmentally negotiated agreement on common approaches to international migration and protection in all their dimensions.

Canada will launch and Chair the Global Task Force for Refugee Labour Mobility (2021–23) to increase complementary pathways globally for refugees through economic immigration streams in third countries, as well as continue to chair the [Support Platform of the Comprehensive Regional Protection and Solutions Framework](#)^{xxxiii} (known as MIRPS by its Spanish acronym) until July 2022.

In 2022–23, IRCC, together with the Canada Border Services Agency (CBSA), will continue to chair the Migration Five, an international forum of immigration and border security agencies from Australia, New Zealand, the United Kingdom, the United States and Canada. Canada’s engagement in this forum provides the opportunity to collaborate with key partners on efforts to improve the security and integrity of migration systems and enhance client service for travellers.

Asylum

As a result of the COVID-19 pandemic, Canada experienced significant decreases in asylum claim volumes, including irregular migration, at the Canada-United States (U.S.) border over 2020–21, compared to volumes in 2019 and earlier. With the re-opening of Canada’s borders, it is expected that there will be a rise in asylum claim volumes, including through irregular arrivals. The Department will continue to work with other government departments, such as the Public Health Agency of Canada, CBSA, as well as the provinces and territories, to monitor the situation and implement contingency plans to support preparedness.

IRCC will also continue to collaborate with its partners both in Canada and internationally to discourage irregular migration, including to proactively dispel misinformation and provide the facts about claiming asylum in Canada. As part of these efforts, the Department will pursue its close cooperation and engagement with the U.S. on issues related to our shared border and to jointly advance projects in the Americas to address the root causes of irregular migration and forced displacement, including efforts to modernize the Safe Third Country Agreement.

As a result of COVID-19 pandemic restrictions to operations (e.g., office closures, postponement of asylum hearings, suspension of most removals, and canceled asylum appointments), parts of the In-Canada Asylum System experienced growing backlogs over 2020–21. In 2022–23, IRCC will continue to advance reforms to the asylum system in order to enhance efficiencies and meet Canada’s international obligations. This includes working closely with CBSA and the [Immigration and Refugee Board of Canada](#)^{xxxiv} to implement strategies to improve asylum processing through the Integrated Claims Analysis Centre pilot initiative, which is intended to streamline processing, find efficiencies in the current in-Canada asylum system, ensure that decision-makers have all relevant information in a timely manner, and to maintain the integrity of the system.

In the coming years, there will be a greater focus on stabilizing the asylum system following the disruptions caused by the COVID-19 pandemic. Developing a more resilient and agile in-Canada asylum system that builds on best practices and recent efficiency-oriented innovations, such as the launch of the Canadian Refugee Protection Portal in October 2021, will be an area of focus.

Canada will also continue working with the U.S. under the Safe Third Country Agreement for those asylum claimants who are seeking entry to Canada from the U.S., both between ports of entry and at land ports of entry. IRCC will also continue to review the designation of the U.S. as a safe third country on an ongoing basis.

Interim Federal Health Program

The Interim Federal Health Program (IFHP) provides limited, temporary health-care coverage to protected persons, resettled refugees, refugee claimants, victims of human trafficking, and certain persons detained under the [Immigration and Refugee Protection Act](#)^{xxxv} until they are eligible for provincial or territorial health insurance. In 2022–23, IRCC will continue investing in the IFHP to support these vulnerable newcomers to receive health-care coverage to address their essential medical needs, improve their overall health outcomes, and facilitate their integration into the health-care system, as well as to safeguard the health of Canadians.

Immigration consultants

While newcomers and applicants often rely on the advice and expertise of immigration and citizenship consultants in application processes, they can also be the victims of fraudulent and unauthorized consultants. To better protect newcomers and applicants, including those most vulnerable, IRCC is implementing an improved governance regime for immigration and citizenship consultants. This included the opening of the College of Immigration and Citizenship Consultants (College) in November 2021, which will have new tools and authorities to investigate misconduct and discipline its licensees. Government oversight will also be strengthened with the appointment of five public interest directors to the College’s Board of Directors, as well as the development of a Code of Professional Conduct which will apply to all licensed consultants.

In 2022–23, IRCC will advance the implementation of this regime by developing regulations to support the functioning of the College. IRCC will advance the implementation and administration of a new system of administrative penalties and consequences, with the goal of improving compliance by all who provide immigration and citizenship advice and representation. Furthermore, with a potentially greater demand for consultants, IRCC is increasing investigation capacity concerning consultants and other third-parties believed to be acting unscrupulously.

Planned results for Core Responsibility 2: Immigrant and Refugee Selection and Integration

The following table shows, for Core Responsibility 2: Immigrant and Refugee Selection and Integration, the planned results, the result indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result 3: Potential permanent residents are selected for immigration to Canada			
Departmental result indicators	Targets	Date to achieve targets	Actual results
1. Total number of permanent resident admissions, against the annual immigration levels plan	360,000 – 445,000	End of each CY	2018: 321,035 2019: 341,180 2020: 184,606
2. Percentage of permanent residents admitted to Canada, outside Quebec, who identify as French-speaking	≥ 4.4% by 2023	End of CY 2023	2018: 1.83% 2019: 2.82% 2020: 3.61%

3. Percentage of permanent resident applicants found inadmissible on health grounds and those who are permitted admission with a condition on their visa related to health surveillance	≤ 3% ⁹	End of each CY	2018: 2.1% 2019: 2.1% 2020: 2.2%
4. Percentage of permanent resident applicants found inadmissible on safety and security grounds	≤ 0.4% ¹⁰	End of each FY	2018: 0.20% 2019: 0.19% 2020: 0.11%
5. Percentage of permanent resident applications that met service standards	≥ 80%	End of each FY	2018–19: N/A ¹¹ 2019–20: N/A 2020–21: N/A
6. Percentage of permanent resident applicants who report they were satisfied overall with the services they received	≥ 90%	End of each FY	2018–19: 89% 2019–20: 92% 2020–21: 86%

Planning highlights

Departmental Result 4: Permanent residents are welcomed and benefit from settlement supports

The Settlement Program

The successful settlement and integration of newcomers benefits Canada by building a more inclusive, diverse and productive nation. Through the Settlement Program and Resettlement Assistance Program newcomers are provided with services that help them settle in Canadian society. For Canada to realize the economic, social and cultural benefits of immigration, newcomers must be supported to integrate successfully into Canadian society. IRCC funds more than 500 service provider organizations to assist immigrants, including refugees, to overcome barriers specific to the newcomer experience, both prior to arrival and after landing in Canada.

The pandemic has forced most service provider organizations to transition from in-person services to those delivered online or by phone. The Department’s Settlement Program has been able to ensure a high degree of service continuity throughout the pandemic. Although not without challenges, service providers have come up with modern, innovative ways of providing settlement services to clients, which has allowed many clients to continue to access settlement services. In 2022–23, IRCC will continue to carefully review evidence and lessons learned from the transition to digital/online delivery to support its Settlement Program to be able to provide access to intuitive, client-centric online settlement services, as well as complementary in-person supports for the clients who need them.

⁹ This target is not aspirational; rather, it is meant to reflect the expected outcomes of permanent resident screening based on historical data.

¹⁰ Ibid.

¹¹ This is a new indicator, therefore actual results for past years are not available. IRCC will report on it as part of results in the 2022–23 Departmental Results Report.

Language training services

Proficiency in English or French is foundational to successful settlement and integration. Providing opportunities for newcomers to improve their language skills for living and working in Canada remains a priority for IRCC's Settlement Program. Through structured and formal instruction, newcomers can gain a better understanding and knowledge of life in Canada while improving their ability in Canada's official languages.

In 2022–23, the Department will continue to help newcomers improve their language skills through high quality, flexible and accessible language training services in-person, online, or in hybrid learning environments. Lessons learned from innovative and effective online practices during the pandemic will further support better outcomes for newcomers.

IRCC will also continue to implement the Management Response Action Plan to the Evaluation of Language Training Services (published in May 2021), which includes strengthening outcomes measurement and program improvements to foster success.

Employment-related services

Employment-related services are a key part of IRCC's Settlement Program. They equip newcomers, including refugees, with knowledge and skills to better understand the Canadian workplace and help them to overcome barriers in accessing the labour market. Employment-related services also: provide targeted support to client groups facing multiple barriers; engage employers to promote hiring newcomers and refugees; and assist newcomer entrepreneurs with learning how to successfully launch or purchase businesses in Canada. The Department works with service provider organizations across the country to offer services such as work placements, mentorship opportunities, preparation for licensure/certification, networking opportunities, job search skills, information and referrals, and employment counselling and job matching services.

In 2022–23, the Department will continue to monitor the effectiveness of services under the [Racialized Newcomer Women Pilot](#).^{xxxvi} This Pilot, which was extended until 2022–23 with an additional \$15 million, aims to improve economic opportunities and increase the participation of racialized newcomer women in the Canadian labour market.

The [Federal Internship for Newcomers Program](#),^{xxxvii} delivered by IRCC, offers eligible newcomers a chance to gain valuable temporary work experience, as well as training opportunities and mentorship at IRCC and at other Canadian federal, provincial and municipal organizations. Internships are offered in fields such as administration, project support and management, policy and research, and computer science. In 2022–23, through IRCC-funded service provider organizations, candidates will receive information on integrating into the Canadian workplace, job readiness training, interview preparation, core skills development, or knowledge to support them when applying for jobs in government in Canada.

In addition, as part of the mandate commitment to continue to work with provinces and territories and regulatory bodies to improve foreign credential recognition, IRCC will complement efforts by ESDC, the federal lead for the Foreign Credential Recognition Program, to help ensure that newcomers to Canada are well-positioned to meet Canadian labour market needs in a post-pandemic context.

Support for resettled refugees

Through the Resettlement Assistance Program (RAP), IRCC will continue to help government-assisted refugees (GARs) and other eligible clients when they first arrive in Canada. The Department provides direct income support and funds RAP service provider organizations to deliver immediate and essential services to newly arrived GARs. For GAR clients, the supports provided through RAP include income support for up to the first year in Canada (up to six months for Blended Visa Office-Referred Refugees clients), as well as for immediate and essential services.

While private sponsors provide support to meet the immediate and essential needs of sponsored refugees when they first arrive in Canada, all resettled refugees may access Government of Canada funded settlement services through the IRCC network of service provider organizations.

In 2022–23, the Department will continue to work with new and existing service provider organizations and sponsors, to both maintain and increase their capacity to support the growth of resettled refugees and the movement of Afghan refugees. The focus on increasing the capacity of resettlement services within Canada will support the needs of vulnerable resettled refugees and contribute to ensuring their successful settlement and integration.

Service delivery improvements

[Service delivery improvement^{xxxviii}](#) initiatives are aimed at testing new and innovative ways to improve the efficiency of settlement services and allow IRCC to strategically invest in projects that offer insights on program design improvements.

In 2021, IRCC announced an investment of \$100 million over three years (Fall 2021–March 2024) to improve the way newcomers access settlement services and to support them and the broader settlement sector in recovering from the COVID-19 pandemic.

The majority of these funds will be spent through the 78 new projects that were approved during a 2020 Expression of Interest process and which will be implemented in 2022–23. Funded projects will focus on testing new approaches to service delivery in the following areas: leveraging technology to support digital service delivery; increasing employer involvement in settlement services; supporting the resilience and adaptability of settlement service provider organizations while also building anti-racism capacity in the settlement sector; and developing models of community-based plans for the delivery of settlement services.

Planned results for Core Responsibility 2: Immigrant and Refugee Selection and Integration

The following table shows, for Core Responsibility 2: Immigrant and Refugee Selection and Integration, the planned results, the result indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result 4: Permanent residents are welcomed and benefit from settlement supports			
Departmental result indicators	Targets	Date to achieve targets	Actual results
1. Percentage of Canadians who support the current level of immigration	≥ 65%	End of each FY	2018–19: 57% 2019–20: 66% 2020–21: 76%
2. Percentage of settlement clients who improved their official language skills	≥ 50%	End of each FY	2018–19: 42% 2019–20: 37% 2020–21: 38%
3. Percentage of settlement clients who acquired knowledge and skills to integrate into the Canadian labour market	≥ 50%	End of each FY	2018–19: 60% 2019–20: 50% 2020–21: 50% ¹²

Planning highlights

Departmental Result 5: Immigrants and refugees achieve economic independence and contribute to labour force growth

Economic immigration programs

The Government of Canada offers several economic immigration programs that attract a broad range of talented people to contribute to communities across the country, some of which are listed below.

The Atlantic Immigration Program (AIP) was developed to attract and retain skilled immigrants to Atlantic Canada. Through this program, employers in Atlantic Canada help settle skilled immigrants and international graduates in the region to meet long-term labour market needs and increase newcomer retention across the Atlantic region. The success of the AIP is due, in part, to three of its innovative aspects: an employer-driven model, the use of integrated settlement plans and enhanced stakeholder collaboration. In keeping with the mandate letter commitment in this area, the AIP became a permanent program January 1, 2022, after the pilot phase expired. An anti-racism component was included within the program in January 2022, which requires

¹² A new methodology was applied in 2020–21 for this indicator. As a result, year-over-year comparisons should be interpreted with caution.

employers to take mandatory intercultural competency training to support those responsible for hiring or managing employees in an organization. The training focuses on creating welcoming and inclusive workplaces, increasing cultural awareness, and improving the newcomer experience and settlement.

The Municipal Nominee Program will seek to support underserved municipalities to leverage immigration systems to support their economic development and local labour market needs. In 2022–23, IRCC will focus on program development, engagement with key delivery partners, and advancing the information management and information technology upgrades required for implementation. The Department is working toward launching an Expression of Interest process in Spring 2022.

The Rural and Northern Immigration Pilot (RNIP) is a community-driven program designed to spread the benefits of economic immigration to smaller communities by creating a path to permanent residence for skilled foreign workers who want to work and live in one of the 11 participating communities in Northern Ontario and Western Canada. In 2022–23, the RNIP will be entering its third pilot year and IRCC will continue to gather results and lessons learned to inform future regional immigration policy and programming. IRCC will continue to leverage the RNIP to so that immigration to small and medium-sized communities can support their economic growth and cultural vibrancy.

The [Agri-Food Pilot](#)^{xxxix} helps address the labour needs of the Canadian agri-food sector. The pilot provides a pathway to permanent residence for experienced, non-seasonal workers in specific industries and occupations. It will run until May 2023.

The [Home Child Care Provider and Home Support Worker Pilots](#)^{xl} help support families who are unable to find the care they need for a family member in Canada by providing a pathway to permanent residence for foreign in-home caregivers. The pilots will run until June 2024.

Express Entry

Since 2015, Express Entry has served as the electronic application management platform for Canada’s federal high-skilled immigration programs and a portion of the Provincial Nominee Program. Early evidence suggests the platform is meeting its intended objectives: economic immigrants welcomed to Canada through Express Entry are showing positive economic outcomes, including strong labour market participation and employment income.

As the Government plans for ambitious immigration levels growth in support of economic recovery, IRCC is considering the ways in which it can expand upon these successes and adjust the Express Entry system, building on the human capital foundation of economic immigration that has been a hallmark of Canada’s successful economic immigration system.

Enhancing the Express Entry system will allow the Government to ensure our immigration system supports Canada’s economic growth and meets labour force needs, as announced in

Budget 2021. IRCC will engage with partners and stakeholders to explore approaches to further enhance Express Entry.

As part of efforts to respond to the 2021 mandate letter commitment in this area, IRCC is exploring expanding pathways to Permanent Residence for international students and temporary foreign workers through the Express Entry system, as well as pathways for agricultural temporary foreign workers, collaboratively with the Minister of Agriculture and Agri-Food.

Furthermore, in 2022, Canada will review its National Occupational Classification (NOC) system to classify jobs (occupations) under the Express Entry system. Statistics Canada recently released its most recent upgrade of the NOC in 2021. The NOC is important for Canadian immigration since it is used by federal and provincial and territorial governments to manage skilled worker immigration programs and the Temporary Foreign Worker Program.

Economic Mobility Pathways Pilot

The [Economic Mobility Pathways Pilot \(EMPP\)](#)^{xli} aims to address Canadian labour shortages while providing durable solutions for refugees with the skills and qualifications that Canadian employers need, with a focus on regional economic programs.

The EMPP is Canada's model for refugee labour mobility. In 2022–23, through Canada's chairmanship of the Global Task Force on Refugee Labour Mobility, IRCC will continue to explore, with like-minded states, non-governmental organizations, civil society and private sector organizations, ways to build on countries' economic immigration streams to achieve refugee resettlement objectives.

Building on the success of Phase I of the EMPP, in June 2020 IRCC announced Phase II of Canada's ongoing commitment to refugee labour mobility with the goal of admitting 500 refugee principal applicants plus their family members through existing economic immigration pathways. Phase II of EMPP will explore a scalable and sustainable model for refugee labour mobility to Canada.

Finally, as the first State co-chair of the UNHCR Global Task Force on Third Country Employment, Canada will share the EMPP experience and lessons learned with other countries and help promote refugee labour mobility around the world.

Planned results for Core Responsibility 2: Immigrant and Refugee Selection and Integration

The following table shows, for Core Responsibility 2: Immigrant and Refugee Selection and Integration, the planned results, the result indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result 5: Immigrants and refugees achieve economic independence and contribute to labour force growth			
Departmental result indicators	Targets	Date to achieve targets	Actual results
1. Percentage of newcomers who are employed ¹³	≥ 65%	End of each CY	2018: 71% 2019: 70% 2020: 70%
2. Percentage of immigrants and refugees who are in the middle-income range or above ¹⁴	≥ 50%	End of each FY	2018–19: 56% 2019–20: 55% 2020–21: 56%
3. Percentage of the Canadian labour force that is made up of immigrants and refugees	≥ 25%	End of each CY	2018: 27% 2019: 28% 2020: 28%

Planning highlights

Departmental Result 6: Immigrants and refugees feel part of and participate in Canadian society

Settlement services to support newcomer integration

IRCC-funded settlement services are in place to support newcomers, including refugees, to be engaged in their new communities. Going forward, services, such as needs and assets assessments, referral services, and information and orientation services, will continue to direct newcomers to needed supports and services as well as provide them with information on a variety of topics. These topics include finding work in Canada, laws and responsibilities, rights and freedoms, community resources and involvement, and Canadian citizenship.

In 2022–23, Community Connections services will continue to support locally-based approaches that facilitate settlement and integration by addressing barriers and building welcoming and inclusive communities through activities such as conversation circles and learning activities for

¹³ This includes those 25–54 years of age and who landed in Canada between one and five years ago.

¹⁴ Actual results for this indicator are based on the eight preceding years of income data. Specifically, the 2018–19 result covers 2009 to 2016, the 2019–20 result covers 2010 to 2017, and the 2020–21 result covers 2011 to 2018.

youth. These activities will be delivered virtually, as long as required, to respect evolving public health guidelines.

In 2022–23, the 85 Local Immigration Partnerships and the 13 [Réseaux en immigration francophone](#)^{xlii} (Francophone Immigration Networks) will continue to bring together a diverse array of partners to welcome and integrate newcomers, including French-speaking immigrants into Canada’s communities. These Réseaux are located across Canada (except in Quebec) and will continue to support efforts outlined in the [Welcoming Francophone Communities initiative](#).^{xliii} A multi-year outcomes study of this initiative, which started in April 2020, is currently being conducted. The outcomes of this initiative, which started in April 2020, will be evaluated at the end of its three-year life cycle. The results will help inform the evaluation of the Francophone Immigration Strategy.

Planned results for Core Responsibility 2: Immigrant and Refugee Selection and Integration

The following table shows, for Core Responsibility 2: Immigrant and Refugee Selection and Integration, the planned results, the result indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result 6: Immigrants and refugees feel part of and participate in Canadian society			
Departmental result indicators	Targets	Date to achieve targets	Actual results
1. Percentage of immigrants and refugees that have a strong sense of belonging	≥ 85%	End of each FY	2018–19: 91% 2019–20: 90% 2020–21: 90%
2. Percentage of immigrants and refugees who volunteer in Canada	≥ 30%	End of each FY	2018–19: 30% 2019–20: 29% 2020–21: 23%

Gender-based Analysis Plus

Settlement programming aims to meet the needs of newcomers with disabilities, women, children and youth, seniors, refugees and LGBTQ2+ individuals. Settlement service providers have been expanding and customizing their services to address gaps and build on best practices for diverse populations. In 2022–23, IRCC will continue using GBA Plus to ensure inclusive outcomes for newcomers and refugees. This will include continued support for resources, such as women’s only language programming, peer mentoring and child-care services, which have been designed using GBA Plus to improve economic opportunities for newcomers facing barriers to services. Over 2022–23, IRCC will also continue to prioritize a GBA Plus approach to settlement

programming that promotes gender equality, belonging and inclusion, by analyzing how Community Connections services and other social-oriented programming can be tailored to meet diverse client needs on the basis of different factors, such as sex, age, language, race and gender.

Under [Canada’s Strategy to Prevent and Address Gender-based Violence](#)^{xliv} announced in 2017, IRCC continues to work with settlement and anti-violence partner organizations. Gender-based violence (GBV) has increased during the pandemic and IRCC has taken a number of steps to address this issue, including supporting the GBV Partnership, which is a collaboration between the settlement and anti-violence sectors to build the capacity of the settlement sector to effectively respond to gender-based violence through a sector strategy, training, and tailored resources. IRCC will also continue to enhance the effectiveness of the IRCC’s settlement response to GBV, engaging in consultations, and issuing guidance with resources. A priority of the Government of Canada is to advance these efforts with a National Action Plan to End Gender-Based Violence. In 2022–23, IRCC will continue to work closely with other federal departments and agencies to include newcomer needs through horizontal initiatives and will emphasize capacity building for the Department’s settlement initiatives in collaboration with the anti-violence sector to strengthen programming and GBV resources.

GBA Plus on the international scene

IRCC is seeking to make gender-responsive migration management a key thematic focus of the first global review of the Global Compact on Migration, which will take place in May 2022. Canada funds international migration capacity-building projects and research to support gender-responsive migration management, including projects with results expected in 2022–23.

Through statements and meetings with key UNHCR officials and other delegations, Canada will continue to monitor and encourage the UNHCR’s commitments to women and girls. Finally, as chair of the Comprehensive Regional Protection and Solutions Frameworks (“MIRPS” as per the Spanish acronym) Support Platform from July 2021 to July 2022, Canada will continue to support its theme of “The Protection and Empowerment of Women and Girls on the Move.”

Additionally, the Department continues to support and promote Canada’s National Action Plan on Women, Peace and Security as the lead department on international migration issues. This encompasses providing support and protecting women and girls through Canada’s immigration processing, programs, and services. IRCC also provides targeted settlement supports for populations that experience increased vulnerability, including women and refugees. These services address the settlement and integration barriers for these populations – empowering individuals so that they can participate in Canada’s social, cultural, civic and economic life. In 2022–23, IRCC will continue to work closely with other federal departments and agencies and with like-minded countries at the multilateral level on issues of global importance — such as migration and the resettlement, integration of refugees from conflict-affected countries, and

initiatives to build the capacity of international organizations to support survivors of sexual and gender-based violence.

United Nations (UN) 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

IRCC's Core Responsibility 2: Immigrant and Refugee Selection and Integration is aligned with Canada's efforts to support implementation of the 2030 Agenda for Sustainable Development Goals (SDGs).

For promoting inclusive and sustained economic growth, productive employment and decent work for all (SDG 8) and fostering innovation (SDG 9), Canada considers immigration to be a key contributor to domestic economic growth. That is why the Government of Canada will continue its ambitious immigration levels targets. The meaningful inclusion of migrants and refugees in Canada can boost innovation, respond to labour market needs, support economic and demographic growth and add valuable new perspectives to society.

IRCC's In-Canada Asylum Program supports SDG 10 (reduced inequalities) by facilitating the safe, orderly, regular and responsible migration and mobility of people. The program provides protection to people who have a well-founded fear of persecution or are at risk of torture, or cruel or unusual punishment in their home countries.

The Racialized Newcomer Women Pilot supports Canada's efforts to achieve gender equality (SDG 5) and reduce inequality within and among countries (SDG 10) by addressing barriers faced by racialized newcomer women, such as gender and race-based discrimination, precarious or low income employment, lack of affordable childcare and inadequate social supports.

IRCC's continued participation in the federal initiative, *It's Time: Canada's Strategy to Prevent and Address Gender-Based Violence*, supports SDG 5 (gender equality) by enhancing the Settlement Program to provide information and resources to newcomers experiencing gender-based violence. In 2022–23, the Department will continue to support the [GBV Partnership](#).^{xlv}

For promoting peace, justice and strong institutions (SDG 16), IRCC continues to explore ways to support migrants who may be in vulnerable situations, including supporting migrant workers with employer-specific work permits who are experiencing abuse, or who are at risk of abuse. The Open Work Permit for Vulnerable Workers provides an authorization to leave their employer and to stay in Canada to work for other employers. IRCC will continue to maintain the fee-exempt temporary resident permit for out-of-status foreign nationals experiencing family violence. This measure also extends access to an initial fee-exempt work permit and Interim Federal Health Program coverage for these individuals if the conditions warrant such a response (SDG 5).

Experimentation

IRCC will continue to pursue innovations in the asylum system. Several novel initiatives have been implemented during the COVID-19 pandemic to assist with case processing, such as the use of video conferencing technologies to allow for remote hearings. In-Canada Refugee claim intake has also been modernized by the launch of the Canadian Refugee Protection Portal online tool for claim submission.

The Integrated Claims Analysis Centre (ICAC), established in 2019, is intended to streamline processing, find efficiencies in the current in-Canada asylum system, ensure that decision-makers have all relevant information in a timely manner, and to maintain the integrity of the system. The ICAC will continue to identify potential processing improvements through increased delivery partner collaboration and the testing of new intake processes.

Anti-Racism

In 2020, IRCC launched the Anti-Racism Task Force to advance racial equity in the Department. The Task Force works collaboratively with all branches within the organization to combat systemic racism internally and in our client-facing policies and service delivery. For the settlement and resettlement assistance programs, this means holding the Department accountable under four pillars: (1) decreasing clients' experience of racism within departmental programming; (2) improving IRCC programming and policy directions related to anti-racism; (3) enhancing the anti-racism capacities of the settlement and resettlement sectors; and (4) increasing connections between newcomers, all Canadians, and Indigenous populations.

The Department is advancing work in these areas by exploring what is already known, including assessing race-disaggregated survey data on IRCC clients and non-clients. The Department will also focus on learning more through engagement with service providers and newcomer clients themselves – for example, through qualitative research and focus groups – to learn more about racialized clients' experiences with departmental programming. IRCC will build on knowledge gained through this process to inform how to improve programming for racialized clients and shape future calls for funding proposals. Measuring and tracking the outcomes of anti-racism initiatives will be critically important, in order to assess the effectiveness of any changes that are implemented to settlement programming.

Additional anti-racism work planned for 2022–23 includes reviewing the spousal and family programs, with the objective to identify what gaps exist in relation to systemic barriers and systemic racism within these programs, as well as propose opportunities for policy and program delivery improvements. Research on anti-immigration racism will also continue in 2022–23, with a view to identifying best practices and challenges within rural community-led anti-racism programs.

Key risks

Uncertain, long-term impacts of the COVID-19 pandemic may challenge the Department’s ability to meet permanent resident admission targets. IRCC is responding with digital solutions and facilitative measures for clients, such as enhancing digital services that include virtual landings for in-Canada applicants, providing clients with flexibility in submitting biometrics and documents such as Immigration Medical Exams (IMEs), and proactive re-assessments of expiring low-risk IMEs.

As borders continue to open and the pace of international travel gains momentum, there is a risk that irregular migration, particularly at the Canada-U.S. border, will increase. This could place pressure on all levels of government to ensure public health and safety and provide adequate housing and other settlement services. In response, IRCC will continue to explore efficiency and other measures aimed at increasing program integrity to support the asylum system to withstand fluctuating intake trends, including by assessing the impact of and efficiencies in processing changes necessitated by the COVID-19 pandemic.

As future levels in permanent resident admissions increase and as the Government of Canada moves forward with its commitment to welcome Afghan refugees, the Department may experience challenges in providing sufficient supports available to newcomers. IRCC continues to collaborate with provinces and territories and other stakeholders to advance the National Settlement and Integration Vision and support successful settlement, integration, and citizenship acquisition of permanent residents.

Planned budgetary spending for Core Responsibility 2: Immigrant and Refugee Selection and Integration

The following table shows, for Core Responsibility 2: Immigrant and Refugee Selection and Integration, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
3,091,506,075	3,091,506,075	2,382,669,483	2,356,142,818

Financial, human resources and performance information for IRCC’s program inventory is available on [GC InfoBase](#).^{xlvi}

Planned human resources for Core Responsibility 2: Immigrant and Refugee Selection and Integration

The following table shows, in full-time equivalents, the human resources the Department will need to fulfill this core responsibility for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
3,866	3,639	3,325

Financial, human resources and performance information for IRCC’s program inventory is available on [GC InfoBase](#).^{xlvii}

The majority of funding allocated to this core responsibility is associated with grants and contributions, ranging between \$2.127 billion in 2022–23 to \$1.901 billion in 2024–25 (representing 69% to 81% of annual funding received for Immigrant and Refugee Selection and Integration in respective years). Funding in 2022–23 consists of \$1,256.8 million for settlement support and resettlement services, as well as \$697.0 million for the grant related to *Canada-Quebec Accord on Immigration* and \$173 million for the Interim Housing Assistance Program. Funding decreases in grants and contributions for future years are mainly associated with the sunset of funding for the Interim Housing Assistance Program, the Youth Employment and Skills Strategy, and the Racialized Newcomer Women Pilot announced in Budget 2021. The decrease is also attributable to fluctuations in the funding profile for the Afghanistan resettlement commitment including measures enacted to evacuate and facilitate immigration of Afghan nationals to Canada.

The remainder of the funds, ranging between \$964.7 million in 2022–23 to \$455.2 million in 2024–25, will be used to support IRCC’s operational requirements (31% to 19% of annual funding). This includes support for interim federal health-care coverage for eligible recipients, including resettled refugees and asylum claimants, ranging between \$528.0 million in 2022–23, and \$95.1 million in 2023–24 and 2024–25. The fluctuations in planned spending are mainly attributable to the sunset of funding for the Interim Federal Health Program to cover incremental costs related to the provision of health care services to eligible beneficiaries, and for upholding and improving client services announced in Budget 2021. The decrease is further attributable to fluctuations in the funding profiles for the Afghanistan resettlement commitment including measures enacted to evacuate and facilitate immigration of Afghan nationals to Canada, for enhancing Canada’s asylum system announced in the Economic and Fiscal Snapshot 2020, and for the implementation of the multi-year immigration levels plans.

Grants and contributions

To support immigrants and refugees' integration into Canadian society and the economy, IRCC funds a variety of settlement support services through a network of organizations. Services offered by these organizations help improve immigrant and refugee official language abilities and help newcomers acquire knowledge and skills necessary to integrate into Canadian society and the labour market.

IRCC operational requirements

A portion of financial resources for this core responsibility is used for operational purposes in selecting economic immigrant applicants, processing family member applications to reunite families, and processing refugee and protected person applications to provide a safe haven for those facing persecution, while protecting the health, safety and security of Canadians. IRCC works with federal government security partners and third-party health professionals to verify that individuals meet admissibility requirements. These financial resources also include a special purpose allotment to fund temporary and limited health coverage for eligible recipients, including resettled refugees and asylum claimants. IRCC will continue to evaluate the resources required to deliver its planned results.

Core Responsibility 3: Citizenship and Passports

Description

IRCC promotes the rights and responsibilities of Canadian citizenship, and issues secure and internationally recognized Canadian citizenship and travel documents so that Canadians can participate fully in civic society and so that travel is facilitated across borders while contributing to international and domestic security.

Planning highlights

Departmental Result 7: Eligible permanent residents become Canadian citizens

Citizenship Program

IRCC remains dedicated to modernizing the Citizenship Program to better support eligible permanent residents in their journey to achieving Canadian citizenship. In 2022–23, the Department will continue to pursue digital solutions to improve processing, client services and overall system efficiency and integrity. This will include the ongoing update of the citizenship grant operating model and client service tools. Also in 2022–23, IRCC will advance work on the mandate letter commitment to bring forward a plan to eliminate citizenship fees for those who have fulfilled the necessary requirements.

To build on innovations introduced during the COVID-19 pandemic, the Department continues to provide and expand online services such as citizenship ceremonies, urgent interviews and hearings, and online knowledge tests. These measures came into effect between April and November 2020 and will remain part of the Citizenship Program’s ongoing services to facilitate better access for applicants and improved client service.

Oath of Citizenship and new Citizenship Guide

In June 2021, the Oath of Citizenship was amended to reflect Indigenous and treaty as part of the commitment to observe the laws of Canada, including Treaties with Indigenous Peoples. In 2022–23, the Department will release the updated Citizenship Guide, and continue to update the knowledge test and corresponding learning tools in support of Call to Action 93, which is to revise the information for newcomers to Canada and its citizenship test to reflect a more inclusive history of the diverse Indigenous Peoples. IRCC will explore an option for those who wish to self-administer their Oath by signed attestation, and celebrate their citizenship at a later date. This would shorten the waiting time for those at the final stage of their citizenship process. IRCC will also continue efforts to increase the number of eligible permanent residents who apply to become Canadian citizens and to promote the rights, responsibilities and privileges of Canadian citizenship.

Digital Intake Platform

In 2022–23, the Department will continue to increase the number of clients who are invited to take the online citizenship test and expand the criteria for those who are eligible to submit an e-application via the digital intake platform. Both the online knowledge test and the digital intake platform will continue to evolve and improve in 2022–23 based on insights from clients and employees. The Digital Citizenship Grant Application is the first step towards an end-to-end digital citizenship grant process.

Planned results for Core Responsibility 3: Citizenship and Passports

The following table shows, for Core Responsibility 3: Citizenship and Passports, the planned results, the result indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result 7: Eligible permanent residents become Canadian citizens			
Departmental result indicators	Targets	Date to achieve targets	Actual results
1. Percentage of permanent residents who become Canadian citizens	≥ 85%	2021 (every five years) ¹⁵	2018: 86% (2016) 2019: 86% (2016) 2020: 86% (2016)
2. Percentage of citizenship applications that met service standards	≥ 80%	End of each FY	2018–19: N/A ¹⁶ 2019–20: N/A 2020–21: N/A
3. Percentage of citizenship applicants who report they were satisfied overall with the services they received	≥ 90%	End of each FY	2018–19: 93% 2019–20: 95% 2020–21: 89%

Planning highlights**Departmental Result 8: Canadians' international travel is facilitated****Passport services**

Due to travel restrictions associated with the COVID-19 pandemic, passport demand was low for the majority of 2021–22. Forecasts predict that a recovery to pre-COVID-19 demand will begin in Spring of 2022, and that demand for passports will continue to increase over the next three years. This growth will be due in part to applications being delayed by the COVID-19

¹⁵ The data source for this indicator is the Canadian Census which is conducted every five years. Results for the 2021 Canadian Census will be released in 2022.

¹⁶ This is a new indicator, therefore actual results for past years are not available. IRCC will report on it as part of results in the 2022–23 Departmental Results Report.

pandemic, and an anticipated surge related to the renewal of the first wave of passports issued with a 10-year validity period.

The challenges related to in-person service delivery during the COVID-19 pandemic reinforced the need to design a Passport Program that meets the needs of all clients by enabling contactless services delivered through updated, efficient digital platforms. The Department remains committed to the modernization of the Passport Program through a phased implementation of the Passport Program Modernization Initiative (PPMI) in 2022–23 which will involve: updating the domestic issuance system; developing and testing of Passport Digital Services online intake application; and planning for the implementation of a new robust and secure travel document and printing solution through the ePassport Next Generation project.

IRCC will also review and update operational policies to leverage the capabilities of modernized systems and enhance the client experience by removing known pressure points. In 2022–23, priorities will involve planning for the final phase of the expanded simplified renewal application operational policy, enabling the electronic submission of documents and addressing operational policy requirements that no longer meet the vision of a modern Passport Program or the needs of a diverse population.

Planned results for Core Responsibility 3: Citizenship and Passports

The following table shows, for Core Responsibility 3: Citizenship and Passports, the planned results, the result indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result 8: Canadians' international travel is facilitated			
Departmental result indicators	Targets	Date to achieve targets	Actual results
1. Percentage compliance of the Canadian passport with international standards	100%	End of each FY	2018–19: 100% 2019–20: 100% 2020–21: 100%
2. Percentage of Canadian travel document applications that met service standards¹⁷	≥ 90%	End of each FY	2018–19: 99% 2019–20: 99% 2020–21: 81%
3. Percentage of passport applicants who report they were satisfied overall with the services they received	≥ 90%	End of each FY	2018–19: 94% 2019–20: 94% 2020–21: 88%

¹⁷ **Service standard timelines**^{xlviii} for passport services vary based on location and service being sought. Given materiality considerations, the Department no longer reports this indicator to the nearest decimal. For historic numbers that have been reported to the nearest decimal, please see previous reports.

Gender-based Analysis Plus

Citizenship Program

The Department collects data for the Citizenship Program based on sex and gender (including the gender “X” identifier), date of birth (age), place of birth, official language results, citizenship test results, tax filing history, and linkages with permanent residence admissions data. These data support the Department to undertake GBA Plus on programs and to support efforts to improve policy outcomes for populations that experience greater barriers to services. For adult grant applications, data shows that women make up a larger proportion of citizenship applicants.

The Citizenship Program incorporates GBA Plus in different ways, including by using different age-based requirements and different fees for naturalization to facilitate equitable access to citizenship for minors and seniors. Work is also underway on waivers, fees and language policy to give access to naturalization to all permanent residents including those with lower family incomes, basic official language skills and lower levels of formal education.

In 2022–23, IRCC will continue building its data infrastructure in order to support GBA Plus and anti-racism research priorities. The Citizenship Program will also-work with Statistics Canada to obtain and develop Longitudinal Immigration Database Census citizenship data by various metrics, in order to conduct strategic research and provide an enhanced evidence base for the program.

Passport Program

The Passport Program collects several key data elements through the application form such as sex (including the gender “X” identifier), date of birth (age) and place of birth. Additional client demographics are collected through the annual client experience survey, both of which enable GBA Plus throughout various stages of client interactions with the Program.

The Passport Program has collected data that shows that applicants come from diverse family structures. For example, the mother’s maiden name requirement is not inclusive terminology that considers the diversity of family structures such as same-sex male parents; parents’ surname at birth is better, more inclusive terminology.

The Program has developed a risk-based operational policy plan with the following GBA Plus related objectives:

- Reducing barriers for disadvantaged groups;
- Improving access for individuals with disabilities;
- Recognizing family structures under custody, foster care, adoption and surrogacy; and
- Eliminating prejudices.

United Nations (UN) 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

IRCC's planned activities under its Citizenship and Passports core responsibility support Canada's efforts to address the 2030 Agenda for SDGs. Transforming and improving service delivery through the revised Citizenship Guide, PPMI, and the Passport Modernization Abroad Project supports developing effective, accountable and transparent institutions at all levels (SDG 16). IRCC is committed to encouraging all permanent residents to acquire Canadian citizenship and benefit from permanently belonging in Canadian society, which underscores and supports the objectives of promoting inclusive and sustained economic growth, productive employment and decent work for all (SDG 8).

Experimentation

Passport Digital Services conducted multiple rounds of usability testing in advance of its pilot launch to identify specific design needs of client groups, and will continue to improve the application process through client testing and user feedback. The goal is to deliver an application experience that is simple, secure, and convenient.

Key risks

As a result of higher demand for Canadian citizenship following changes to the *Citizenship Act*^{xlix} in 2017, IRCC continues to receive increased volumes of citizenship grant applications. Pre-existing backlogs and service reductions in the Citizenship Program during the COVID-19 pandemic have exacerbated the Program's limited processing flexibility. This situation has increased the urgency to move from paper-based to digital processing and virtual client services. The Department will continue to modernize the Citizenship Program to adopt digital platforms, including citizenship grant operations, to provide processing flexibility and enhance client service, while ensuring the integrity of the Program is maintained.

IRCC is currently undertaking several key transformational projects, including the PPMI and the ePassport Next Generation Project, to improve and modernize the delivery of the Passport Program. While these projects are led by IRCC, they require significant involvement from multiple federal government departments and agencies, and effective coordination and collaboration among stakeholders is essential to their success. IRCC will continue to focus on improving its case management systems to meet the productivity requirements for passport issuance.

Planned budgetary spending for Core Responsibility 3: Citizenship and Passports

The following table shows, for Core Responsibility 3: Citizenship and Passports, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
192,850,589	192,850,589	124,597,055	57,811,491

Financial, human resources and performance information for IRCC’s program inventory is available on [GC InfoBase](#).¹

Planned human resources for Core Responsibility 3: Citizenship and Passports

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
1,816	1,852	1,795

Financial, human resources and performance information for IRCC’s program inventory is available on [GC InfoBase](#).^{li}

Citizenship funding

For the citizenship component, resources are mainly used for assessment activities, administration of tests, criminal record checks, activities to detect and prevent fraud, citizenship ceremonies and development of tools such as citizenship tests and guides. Citizenship planned spending from 2022–23 to 2024–25 ranges between \$82.9 million to \$84.9 million mainly to support increases in citizenship demand as a result of increases in immigration levels.

Funding Passport operations

IRCC collaborates with Service Canada and Global Affairs Canada to facilitate travel for Canadians and contribute to a safe and secure travel regime by issuing Canadian travel documents that are internationally recognized and respected.

The Passport Program operates on a full cost-recovery basis from fees charged for travel document services.

The decrease in planned financial resources for this core responsibility from 2022–23 to 2024–25 is mainly associated with an anticipated increase in the Passport Program’s revenues with the new 10-year business cycle starting in 2023–24 as the increase in the volume of passport renewal applications will generate more revenues and limit the drawdown from the Passport Program’s revolving fund.

Internal services: planned results

Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- management and oversight services
- communications services
- legal services
- human resources management services
- financial management services
- information management services
- information technology services
- real property management services
- materiel management services
- acquisition management services

Planning Highlights

Digital Modernization and Services

In 2022–23, the Department will continue to pursue its digital transformation agenda by focusing on the delivery of digital services in key areas, such as by expediting the delivery of virtual services for clients and remote processing in Temporary Resident, Permanent Resident, and Citizenship Programs.

The centrepiece of the Department’s digital transformation effort is the multi-year, multi-phase business modernization and information technology (IT) renewal initiative known as Digital Platform Modernization (DPM). With this major initiative, IRCC is aiming to transform into a truly digital organization by putting in place modern capabilities and tools that will enable the Department to reimagine and transform service delivery across business lines, to enable new ways of working, and ultimately to modernize the way IRCC delivers its mandate for Canadians, clients, employees, partners, and the Government of Canada.

While replacing the aging Global Case Management System with a new, modern IT platform is a core component of DPM, the initiative is not just a technology upgrade. The transformation is intended to improve data-driven decision-making in a manner that meets privacy and security requirements, manages risk, safeguards against bias, and helps keep Canadians safe, healthy and secure.

The year 2022–23 will be the first full year of Phase Three of the DPM initiative, which is expected to run through December 2026 and is supported by the Government of Canada’s Budget 2021 commitment of \$827.3 over five years. During 2022–23, the Department will focus on defining the scope of work, engaging vendors, and refining its procurement plans.

Client service excellence

Service excellence and improvement of the client experience will continue to be a top priority for IRCC in 2022–23, including as part of its efforts to respond to the mandate letter commitment to reduce application processing times. The Department plans to leverage client-focused innovations introduced in 2021–22, including the Citizenship Case Status tracker and notifications. IRCC will continue to seek client feedback through annual client experience surveys, apply user-centred design for digital tools, and use program journey labs to inform the design and delivery of its services. IRCC’s 2022–23 plan includes improved communications with clients – that means doing it better, more often and more clearly through IRCC’s forms, website, online tools, and through personalized support at its Client Support Centre. This includes the introduction of a new Permanent Residence Application Tracker in February 2022 for spouses and dependents, to allow clients to easily access their application information and status online.

In addition, IRCC continues to test new technologies that can deliver immediate business results while also laying the foundation for new client-focused processes and the redesign of service delivery, with the goal of client service excellence. In 2022–23, IRCC will build on its success using digital intake tools that allow clients to submit applications and manage certain documents online, including by expanding digital intake to 17 lines of business. Paper-based processes are being digitized, which improves client service timeliness while also increasing security and the capacity to protect information. Projects undertaken by Digital Journey Labs continue to reimagine IRCC clients’ journeys by testing new technology options, creating new tools and increasing business process efficiencies using flexible technology that aligns with the [Government of Canada’s Digital Standards](#).^{lii} The Journey Labs design system strategy is building the foundation for digital services to have a common look and feel, which in turn will support the enhancement of client experience and bring consistency and efficiency to service delivery.

Enterprise project and programme management

To ensure the effective and efficient management of IRCC’s investments, IRCC’s programmes and projects are delivered to a level of quality and value that reflects the Department’s role in Canada and abroad. With many pressures facing the Department, programmes and projects will continue to adhere to existing departmental intake and prioritization processes, to maximize departmental resources. Interdependencies between these intake and prioritization processes and the departmental investment management and financial frameworks will be further strengthened in 2022–23 in order to minimize project and financial risk and support operational stability.

Workforce engagement

IRCC recognizes that fulfilling departmental mandate commitments and government priorities depends on a diverse, engaged, healthy and highly competent workforce. Founded within its people management strategy, the Department is committed to excellence in people management based on: successful and targeted recruitment and retention efforts; meaningful employee learning, development and feedback; the promotion of healthy and respectful workplaces; and sound stewardship of human resources management.

IRCC continues to experience significant growth and transformational change. In response, efforts will continue to attract new and diverse talent, encourage agility in our workforce, foster innovation, adapt the work environment to increase flexibility for employees, and provide employees with the support needed for their day-to-day work.

The ongoing COVID-19 pandemic continues to impact IRCC employees individually and collectively. The Department will continue to offer and deliver workshops on various topics addressing mental health impacts (including burnout) and supporting overall employee wellness, including through services from Innovation, Science, and Economic Development Canada. These sessions are at no cost to all IRCC employees. Resources are also available on IRCC's Mental Health and Wellness website to support employees, such as Lifespeak, Not Myself Today, and the Employee Assistance Program.

In order to manage its transformational change, IRCC has established the Enterprise Change and Learning Academy (ECLA). As the departmental centre of expertise for change and learning solutions, the ECLA will provide functional change management guidance and direction throughout IRCC, promoting the adoption of sound change management principles. The ECLA will also prepare IRCC employees for the future of the workplace, ensuring that they have the knowledge, skills and abilities to do their jobs effectively and efficiently now and into the future.

Diversity, equity and inclusion remain paramount to the culture of IRCC. As such, the Department has committed to building and fostering a more equitable and diverse workforce by implementing representation baselines to support a workforce composition that reflects the Canadian population by 2024. In accordance with the new *Accessible Canada Act*,^{liii} IRCC will introduce an accessibility plan by December 2022 to identify, prevent, and remove barriers to participation for persons with disabilities. While there is more work to do, the Department will continue to promote, support and implement various diversity, equity and inclusion initiatives in 2022–23.

Workplace Reintegration

As a result of the onset of the COVID-19 pandemic in March 2020, the majority of Government of Canada employees, including those at IRCC, were required to work remotely from home. IRCC continues to make efforts to prepare for the eventual reintegration to the workplace. This includes the implementation and modification of workplace safety measures as prescribed by

public health guidance and Public Services and Procurement Canada (PSPC). The aim is to support a safe reintegration with a hybrid model where staff can work both remotely and in the office, as required. The flexibility of a hybrid model takes into consideration the operational requirements associated with different kinds of positions, and aids in mitigating the challenges presented by the ongoing public health situation. IRCC will continue to apply a GBA Plus lens to workplace reintegration, by considering how factors such as age, gender and race impact one's experience in the workplace.

IRCC will ensure building safety in all situations including natural disasters, thereby providing a safe environment for our clients and employees. In addition, IRCC will continue to safeguard client data within the Department's infrastructure as well as protect secret assets through strict inventory protocols and planning.

IRCC continues to work closely with PSPC to develop and execute office retrofit construction projects that will align with workplace standards and post-COVID-19 pandemic office space design and needs. As part of the office retrofit construction projects for 2022–23, all floor space designs will include and meet the *Accessible Canada Act* building code requirements. Areas to be addressed are hallways, kitchen counters and access to collaboration spaces, as well as selecting furniture that allows for greater mobility and access. IRCC will continue to build on this work to provide accessible services, and position the Department to better respond to the needs of clients with disabilities, as well as the needs of its employees.

Anti-Racism

IRCC established its Anti-Racism Task Force in June 2020, and [published a value statement in May 2021](#).^{liv} The statement outlines IRCC's anti-racism beliefs, and acknowledges the Department's commitment to advance racial equity. To support the delivery of these commitments, accountability to address anti-racism is shared across the Department, with tangible ways each business line will support anti-racism efforts within their work, including in the delivery of IRCC programs and policies affecting newcomers.

As part of these efforts, the Department is developing an analytical data-driven methodology to produce risk assessments for racialized populations. To better serve our clients with a system that is able to recognize and address racism in program delivery, IRCC has committed to identifying and mitigating bias in decision-making and risk management. This will result in a risk management framework that enables the facilitative and equitable processing of applications, while ensuring the protection of Canada's national security and the integrity of departmental immigration programs.

IRCC is taking steps to identify systemic barriers within IRCC and in its programs and services by first working to understand the depth and breadth of their existence and impacts. To this end, the Department is seeking input from staff and external partners through surveys, working groups and targeted workshops. Existing evidence and recommendations from academic experts

are also being factored into this analysis. IRCC is committed to a review of client-facing policies and programs in order to tackle racism and bias (with resources such as anti-racism competencies for policy leaders and allyship and counter-examples for policy practitioners).

IRCC will refine its three-year anti-racism strategy so that it champions justice, equity, and inclusion, and creates equitable outcomes for its employees and clients through its policies, programs and people management. The strategy will include a departmental anti-racism logic model with key performance indicators. IRCC’s Anti-Racism Taskforce’s annual report will support departmental transparency on anti-racism, and measure the impact and progress of its work.

Access to Information and Privacy

As IRCC continues to welcome more newcomers to Canada, the growth in the number of access to information and privacy (ATIP) requests has equally increased. Given that IRCC receives 57% of all ATIP requests within the federal government, the Department is leading various initiatives aimed at addressing and streamlining these growing volumes. One initiative the Department will be introducing is the use of Robotic Process Automation (RPA) to automate routine data entry aspects of the ATIP process, increasing its overall efficiency.

In July 2022, the Privacy Act Extension Order No. 3 will come into force permitting foreign nationals anywhere in the world the right to request access to their personal information held by Canadian federal government institutions under the *Privacy Act*.^{lv} IRCC anticipates a significant increase in privacy requests resulting from this policy change and is working with internal and external partners on plans to mitigate the expected impacts of increasing volumes. The Department remains committed to ensuring Canadians, Permanent Residents and soon foreign nationals have the right of access to their information in an open and transparent manner.

Greening Government

For 2022–23, IRCC will continue to contribute to the reduction of Greenhouse Gas Emissions (GHG) from federal government facilities in order to meet the Government of Canada’s 40% reduction target by 2030 and 80% reduction target by 2050. IRCC will implement additional innovative sustainable development activities such as disposing waste in an environmentally sound and secure manner, and ensuring the safe disposal of personal protective equipment; promoting the reduction of the unnecessary use of single-use plastics in government operations, events and meetings; exploring alternative sustainable plastic products when acquiring catering/hospitality services; and reducing its vehicle fleet and acquiring new hybrid or electrical vehicles. IRCC’s sustainability activities continue to be aligned with the environmentally focused 2030 United Nations Agenda for Sustainable Development. For more information on sustainable commitments and targets, please see [IRCC’s 2020-2023 Departmental Sustainable Development Strategy](#).^{lvi}

Planned budgetary spending for Internal Services

The following table shows, for Internal Services, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
366,229,054	366,229,054	293,603,821	287,932,518

Planned human resources for Internal Services

The following table shows, in full-time equivalents, the human resources the department will need to carry out its internal services for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
2,118	1,916	1,830

The Department has been making investments in the necessary infrastructure required to effectively deploy programs and services, and ensure readiness for program growth.

The decrease in planned spending from 2022–23 to 2024–25 is mainly attributable to the sunset of funding for stabilizing the Global Case Management System to set the foundation for future transformation. The decrease is further attributable to fluctuations in funding profiles for proceeding to build Canada's modern, digital and data-driven migration system announced in Budget 2021, for the Afghanistan resettlement commitment including measures enacted to evacuate and facilitate immigration of Afghan nationals to Canada, for enhancing Canada's asylum system announced in the Economic and Fiscal Snapshot 2020, and for supporting the implementation of the multi-year immigration levels plans. IRCC will continue to evaluate the resources required to deliver its planned results.

Financial, human resources and performance information for IRCC's program inventory is available on [GC InfoBase](#).^{lvii}

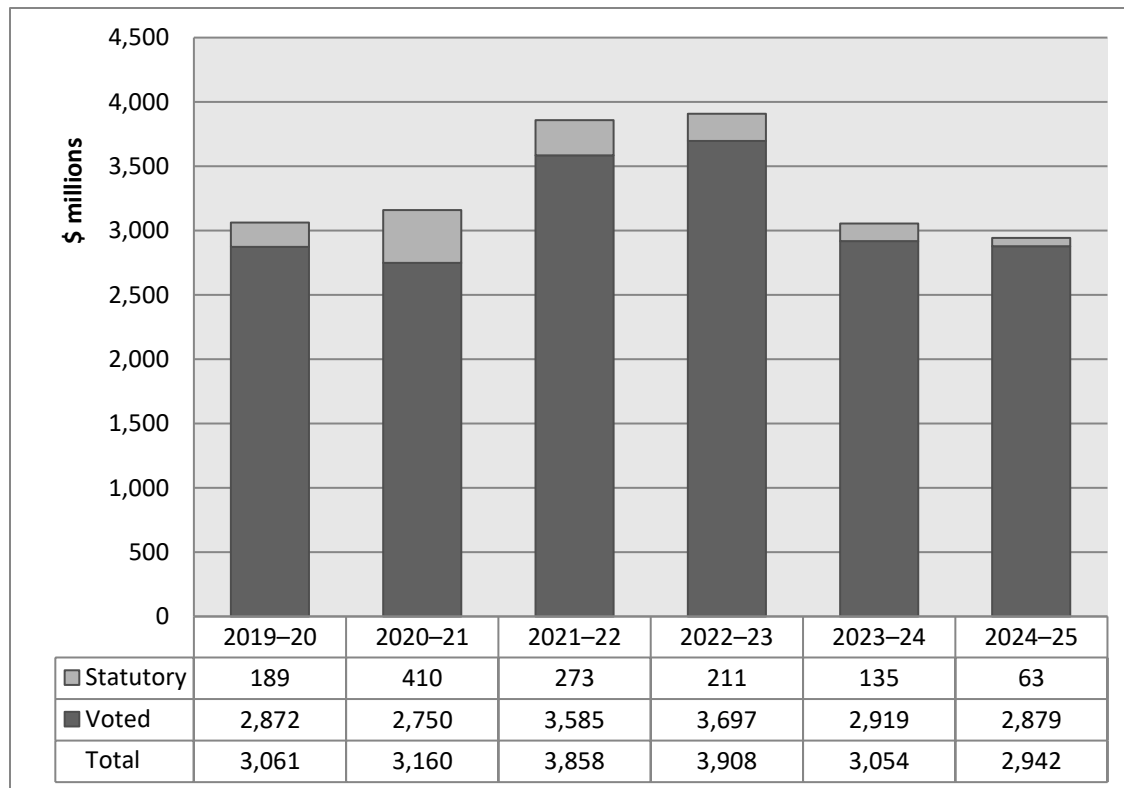
Planned spending and human resources

This section provides an overview of the department’s planned spending and human resources for the next three fiscal years and compares planned spending for 2022–23 with the current year’s forecast spending and previous years’ actual spending.

Planned spending

Departmental spending 2019–20 to 2024–25.

The following graph presents planned spending (voted and statutory expenditures) over time.



This graph represents actual spending incurred by the Department from 2019–20 to 2020–21, the forecast spending for 2021–22 and planned spending from 2022–23 to 2024–25.

Budgetary planning summary for core responsibilities and internal services (dollars)

The following table shows information on spending for each of IRCC's core responsibilities and for its internal services for 2022–23 and other relevant fiscal years.

Core responsibilities and internal services	2019–20 actual expenditures	2020–21 actual expenditures	2021–22 forecast spending	2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
Visitors, International Students and Temporary Workers	260,116,857	198,720,536	270,022,341	257,150,882	257,150,882	252,825,468	239,859,661
Immigrant and Refugee Selection and Integration	2,334,839,836	2,233,980,128	2,947,008,080	3,091,506,075	3,091,506,075	2,382,669,483	2,356,142,818
Citizenship and Passports	168,131,283	390,379,180	243,385,463	192,850,589	192,850,589	124,597,055	57,811,491
Subtotal	2,763,087,976	2,823,079,844	3,460,415,884	3,541,507,546	3,541,507,546	2,760,092,006	2,653,813,970
Internal Services	297,511,544	336,492,206	397,904,970	366,229,054	366,229,054	293,603,821	287,932,518
Total	3,060,599,520	3,159,572,050	3,858,320,854	3,907,736,600	3,907,736,600	3,053,695,827	2,941,746,488

Total spending from 2019–20 to 2024–25 is influenced by several items such as the increase in permanent resident admissions and associated settlement and integration into the Canadian society; the support of provinces and municipalities for temporary housing of asylum claimants; the provision of interim health coverage to refugees and asylum seekers; the Afghanistan resettlement commitment including measures enacted to evacuate and facilitate immigration of Afghan nationals to Canada; and fluctuations in passport issuances over the 10-year business cycle for the Passport Program.

In 2020–21, the COVID-19 pandemic had a significant impact on IRCC's various lines of business. As a result, volumes of temporary resident applications dropped, revenues for the passport program were significantly lower, and several projects were delayed.

The increase in 2021–22 forecast spending is mainly attributable to funding received through the supplementary estimates process for the Afghanistan resettlement commitment including measures enacted to evacuate and facilitate immigration of Afghan nationals to Canada, the 2021–2023 Immigration Levels Plan, the temporary accommodation for unvaccinated

asymptomatic asylum seekers and proof of vaccination credentials, the grant for the Canada-Quebec Accord on immigration, as well as for initiatives announced in Budget 2021 such as upholding and improving client services and processing temporary resident visas for workers, students and visitors.

The decreasing trend in the planned spending between 2022–23 and 2024–25 is mostly attributable to the sunset of funding for the Interim Federal Health program to cover incremental costs related to the provision of health care services to eligible beneficiaries, the Interim Housing Assistance Program, stabilizing the Global Case Management System to set the foundation for future transformation, the Youth Employment and Skills Strategy, and Budget 2021 announcements to uphold and improve client services and extend the Racialized Newcomer Women Pilot. The decrease in planned spending is also associated with an anticipated increase in revenues for the Passport Program's with the new 10-year business cycle starting in 2023–24 as the increase in the volume of passport renewal applications will generate more revenues and limit the drawdown from the Passport Program's revolving fund. Furthermore, the decrease is attributable to fluctuations in the funding profiles for the Afghanistan resettlement commitment including measures enacted to evacuate and facilitate immigration of Afghan nationals to Canada, enhancing Canada's asylum system announced in the Economic and Fiscal Snapshot 2020, supporting the implementation of the multi-year immigration levels plans, and the Budget 2021 announcement to proceed with building Canada's modern, digital and data-driven migration system.

Visitors, International Students and Temporary Workers

For the period covered by the Departmental Plan, the significant decrease for this core responsibility from 2022–23 to 2024–25 is mainly attributable to the sunset of funding for upholding and improving client services, and increasing protection for temporary foreign workers initiatives, both announced in Budget 2021. The decrease is further attributable to fluctuations in the funding profiles for building Canada's modern, digitally delivered migration system, and biometric screening in Canada's immigration systems.

Immigrant and Refugee Selection and Integration

The decrease in funding for this core responsibility from 2022–23 to 2024–25 is mainly attributable to fluctuations in the funding profiles for the provision of interim health coverage to refugees and asylum seekers, the Afghanistan resettlement commitment including measures enacted to evacuate and facilitate immigration of Afghan nationals to Canada, enhancing Canada's asylum system, and supporting the implementation of the multi-year immigration levels plans. The decrease is further attributable to the sunset of funding for the Interim Housing Assistance Program, the Youth Employment and Skills Strategy and initiatives announced in Budget 2021 such as upholding and improving client services, and the Racialized Newcomer Women Pilot.

Citizenship and Passports

The decrease in funding for this core responsibility from 2022–23 to 2024–25 is mainly attributable to the Passport Program. The program is ending its first 10-year business cycle in 2022–23 and revenues are expected to increase as the volume of passport renewal applications will increase.

Internal Services

Variances in planned spending from 2022–23 to 2024–25 is mainly attributable to the sunset of funding for stabilizing the Global Case Management System to set the foundation for future transformation. The decrease is further attributable to fluctuations in the funding profiles for proceeding to build Canada's modern, digital and data-driven migration system announced in Budget 2021, the Afghanistan resettlement commitment including measures enacted to evacuate and facilitate immigration of Afghan nationals to Canada, enhancing Canada's asylum system announced in the Economic and Fiscal Snapshot 2020, and supporting the implementation of the multi-year immigration levels plans. IRCC will continue to evaluate the resources required to deliver its planned results.

2022–23 budgetary gross and net planned spending summary (dollars)

The following table reconciles gross planned spending with net planned spending for 2022–23.

Core responsibilities and internal services	2022–23 gross planned spending	2022–23 planned revenues netted against spending	2022–23 planned net spending
Visitors, International Students and Temporary Workers	267,088,694	9,937,812 ⁽¹⁾	257,150,882
Immigrant and Refugee Selection and Integration	3,091,506,075	0	3,091,506,075
Citizenship and Passports	566,773,133	373,922,544 ⁽²⁾	192,850,589
Subtotal	3,925,367,902	383,860,356	3,541,507,546
Internal Services	366,229,054	0	366,229,054
Total	4,291,596,956	383,860,356	3,907,736,600

Notes:

1. The IEC Program operates on a vote-netted revenue basis. Revenues are generated through a participation fee.
2. The Passport Program operates on a full cost-recovery basis and generates revenue through fees paid for passports and other travel documents.

Planned human resources

The following table shows information on human resources, in full-time equivalents (FTEs), for each of IRCC's core responsibilities and for its internal services for 2022–23 and the other relevant years.

Human resources planning summary for core responsibilities and internal services

Core responsibilities and internal services	2019–20 actual full-time equivalents	2020–21 actual full-time equivalents	2021–22 forecast full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
Visitors, International Students and Temporary Workers	1,568	1,540	1,597	1,478	1,421	1,308
Immigrant and Refugee Selection and Integration	3,020	3,129	3,883	3,866	3,639	3,325
Citizenship and Passports	1,682	1,813	1,780	1,816	1,852	1,795
Subtotal	6,270	6,482	7,260	7,160	6,912	6,428
Internal Services	1,768	1,931	1,956	2,118	1,916	1,830
Total	8,038	8,413	9,216	9,278	8,828	8,258

The increase in FTEs from 2019–20 to 2022–23 is the reflection of the growth of IRCC. The immigration levels have increased and so has the need for resources to meet those targets.

The decreasing trend in the planned FTEs between 2022–23 and 2024–25 is mostly attributable to the sunset of funding to stabilize the Global Case Management System in order to set the foundation for future transformation, and for the Budget 2021 announcement to uphold and improve client services. The decrease is further attributable to fluctuations in the funding profiles for the Afghanistan resettlement commitment including measures enacted to evacuate and facilitate immigration of Afghan nationals to Canada, for enhancing Canada's asylum system announced in the Economic and Fiscal Snapshot 2020, and for the Budget 2021 announcement to proceed with building Canada's modern, digital and data-driven migration system.

Estimates by vote

Information on IRCC’s organizational appropriations is available in the [2022–23 Main Estimates](#).^{lviii}

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of IRCC’s operations for 2021–22 to 2022–23.

The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations with the requested authorities, are available on [IRCC’s website](#).^{lix}

Future-oriented condensed statement of operations for the year ending March 31, 2023 (dollars)

Financial information	2021–22 forecast results	2022–23 planned results	Difference (2022–23 planned results minus 2021–22 forecast results)
Total expenses	4,499,432,084	4,611,713,157	112,281,073
Total revenues	294,057,549	383,860,356	89,802,807
Net cost of operations before government funding and transfers	4,205,374,535	4,227,852,801	22,478,266

The increase in total expenses from 2021–22 to 2022–23 is mainly attributable to the funding for the Interim Housing Assistance Program, fluctuations in the funding profiles for the Interim Federal Health Program to provide health care to refugees and asylum seekers, the Budget 2021 announcement to proceed with building Canada’s modern, digital and data-driven migration system, as well as for enhancing Canada’s asylum system. The increase in total expenses was offset by the sunset of funding as of March 31, 2022 for the temporary accommodations for unvaccinated asymptomatic asylum seekers without a suitable quarantine plan and proof of vaccination credentials. The increase in total expenses was also offset by a fluctuation in the funding profile for the Afghanistan resettlement commitment including measures enacted to evacuate and facilitate immigration of Afghan nationals to Canada.

Total revenues are expected to increase by \$89 million or 30% in 2022–23 when compared to the 2021–22 forecasted results, due to an anticipated increase in demand for passports and travel documents.

Corporate information

Organizational profile

Appropriate Minister: [Sean Fraser](#)^{lx}

Institutional head: [Catrina Tapley](#)^{lxi}

Ministerial portfolio: Immigration, Refugees and Citizenship Canada

Department: [Department of Immigration, Refugees and Citizenship Canada](#)^{lxii}

Statutory and Other Agencies: [Citizenship Commission](#),^{lxiii} [Immigration and Refugee Board of Canada](#)^{lxiv}

Enabling instruments: Section 95 of the *Constitution Act, 1867*,^{lxv} the *Citizenship Act*,^{lxvi} the *Immigration and Refugee Protection Act*,^{lxvii} and the *Canadian Passport Order*^{lxviii}

Year of incorporation / commencement: 1994

Raison d'être, mandate and role: who we are and what we do

Information on Immigration, Refugees and Citizenship Canada (IRCC) raison d'être, mandate and role is available on [IRCC's website](#).^{lxix}

Information on IRCC's mandate letter commitments is available in the [Minister's mandate letter](#).^{lxx}

Operating context

Information on the operating context is available on [IRCC's website](#).^{lxxi}

Reporting framework

IRCC’s approved departmental results framework and program inventory for 2022–23 are as follows.

Departmental Results Framework	Core Responsibility 1: Visitors, International Students and Temporary Workers	Core Responsibility 2: Immigrant and Refugee Selection and Integration	Core Responsibility 3: Citizenship and Passports
	R1: Entry to Canada of eligible visitors, international students and temporary workers is facilitated I 1. Total number of visas and electronic travel authorizations issued to visitors, international students and temporary workers I 2. Percentage of visitor, international student and temporary worker applicants found inadmissible on health grounds and those who are authorized to enter with a condition on their visa related to health surveillance I 3. Percentage of visitor, international student and temporary worker applicants found inadmissible on safety and security grounds I 4. Percentage of temporary resident applications that met service standards I 5. Percentage of visitor, international student and temporary worker applicants who report they were satisfied overall with the services they received R2: Facilitation of temporary entry helps to generate economic benefits I 6. Total monetary contribution of visitors and international students to Canada’s economy I 7. Number of temporary workers who fill labour market needs for which Canadians are unavailable	R3: Potential permanent residents are selected for immigration to Canada I 8. Total number of permanent resident admissions, against the annual immigration levels plan I 9. Percentage of permanent residents admitted to Canada, outside Quebec, who identify as French-speaking I 10. Percentage of permanent resident applicants found inadmissible on health grounds and those who are permitted admission with a condition on their visa related to health surveillance I 11. Percentage of permanent resident applicants found inadmissible on safety and security grounds I 12. Percentage of permanent resident applications that met service standards I 13. Percentage of permanent resident applicants who report they were satisfied overall with the services they received R4: Permanent residents are welcomed and benefit from settlement supports I 14. Percentage of Canadians who support the current level of immigration I 15. Percentage of settlement clients who improved their official language skills I 16. Percentage of settlement clients who acquired knowledge and skills to integrate into the Canadian labour market R5: Immigrants and refugees achieve economic independence and contribute to labour force growth I 17. Percentage of newcomers who are employed I 18. Percentage of immigrants and refugees who are in the middle income range or above I 19. Percentage of the Canadian labour force that is made up of immigrants and refugees R6: Immigrants and refugees feel part of and participate in Canadian society I 20. Percentage of immigrants and refugees that have a strong sense of belonging I 21. Percentage of immigrants and refugees who volunteer in Canada	R7: Eligible permanent residents become Canadian citizens I 22. Percentage of permanent residents who become Canadian citizens I 23. Percentage of citizenship applications that met service standards I 24. Percentage of citizenship applicants who report they were satisfied overall with the services they received R8: Canadians’ international travel is facilitated I 25. Percentage compliance of the Canadian passport with international standards I 26. Percentage of Canadian travel document applications that met service standards I 27. Percentage of passport applicants who report they were satisfied overall with the services they received
Program Inventory	Visitors	Federal Economic Immigration	Citizenship
	International Students	Regional Economic Immigration	Passport
	Temporary Workers	Family Reunification	
		Humanitarian/Compassionate and Discretionary Immigration	
		Refugee Resettlement	
		Asylum	
		Settlement	
		Internal Services	

Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to Immigration, Refugees and Citizenship Canada’s (IRCC) program inventory is available on [GC InfoBase](#).^{lxxii}

Supplementary information tables

The following supplementary information tables are available on [IRCC’s website](#).^{lxxiii}

- [Departmental Sustainable Development Strategy](#)^{lxxiv}
- [Details on transfer payment programs](#)^{lxxv}
- [Gender-based Analysis Plus](#)^{lxxvi}

Federal tax expenditures

Immigration, Refugees and Citizenship Canada Departmental Plan does not include information on tax expenditures.

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).^{lxxvii} This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and Gender-based Analysis Plus.

Organizational contact information

Mailing address

365 Laurier Avenue West
Ottawa, Ontario K1A 1L1
Canada

Telephone: 1-888-242-2100

Email: ParliamentaryReports-RapportsParlementaires@cic.gc.ca.

Website: ircc.canada.ca

Appendix: definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

core responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each Spring.

departmental result (résultat ministériel)

A change that a department seeks to influence. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on a department's actual performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

experimentation (expérimentation)

The conducting of activities that explore, test and compare the effects and impacts of policies and interventions in order to inform decision-making and improve outcomes for Canadians. Experimentation is related to, but distinct from, innovation. Innovation is the trying of something new; experimentation involves a rigorous comparison of results. For example, introducing a new mobile application to communicate with Canadians can be an innovation; systematically testing

the new application and comparing it against an existing website or other tools to see which one reaches more people, is experimentation.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

gender-based analysis plus (GBA Plus) (analyse comparative entre les sexes plus [ACS Plus])

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2022–23 Departmental Plan, government-wide priorities are the high-level themes outlining the government’s agenda in the 2021 Speech from the Throne: protecting Canadians from COVID-19; helping Canadians through the pandemic; building back better – a resiliency agenda for the middle class; the Canada we’re fighting for.

horizontal initiative (initiative horizontale)

An initiative in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally, a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within a department and that focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned results.

result (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead, they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

target (cible)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

- i IRCC Mandate Letter Priorities, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-immigration-refugees-and-citizenship-mandate-letter>
- ii The Economic Mobility Pathways Pilot, <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/economic-mobility-pathways-project-labour-mobility.html>
- iii Roadmap for a Renewed US-Canada Partnership, <https://pm.gc.ca/en/news/statements/2021/02/23/roadmap-renewed-us-canada-partnership>
- iv Global Compact for Safe, Orderly and Regular Migration, <https://refugeemigrants.un.org/migration-compact>
- v Support Platform of the Comprehensive Regional Protection and Solutions Framework, <https://globalcompactrefugees.org/mirps-en>
- vi Temporary Foreign Workers Program, <https://www.canada.ca/en/employment-social-development/services/foreign-workers.html>
- vii International Student Program, <https://www.canada.ca/en/immigration-refugees-citizenship/services/study-canada.html>
- viii Post-Graduation Work Permit Program, <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/operational-bulletins-manuals/temporary-residents/study-permits/post-graduation-work-permit-program.html>
- ix Global Skills Strategy, <https://www.canada.ca/en/immigration-refugees-citizenship/services/work-canada/hire-temporary-foreign/global-skills-strategy.html#:~:text=To%20help%20employers%20find%20these%20highly%20skilled%20workers,admissibility%20requirements%2C%20including%20providing%20police%20certificates%20if%20required.>
- x International Experience Canada, <https://www.canada.ca/en/immigration-refugees-citizenship/services/canadians/international-experience-canada.html>
- xi Global Skills Strategy, <https://www.canada.ca/en/employment-social-development/campaigns/global-skills-strategy.html>
- xii *Immigration, and Refugee Protection Regulations*, <https://laws-lois.justice.gc.ca/eng/regulations/sor-2002-227/index.html>
- xiii Gender Results Framework, <https://women-gender-equality.canada.ca/en/gender-results-framework.html>
- xiv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xvi Economic Mobility Pathways Project, <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/economic-mobility-pathways-project-labour-mobility.html#:~:text=The%20Economic%20Mobility%20Pathways%20Pilot%20%28EMPP%29%20was%20launched,meet%20the%20requirements%20of%20Canada%E2%80%99s%20economic%20immigration%20programs.>
- xvii Provincial Nominee Program, <https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/provincial-nominees.html>
- xviii Atlantic Pilot Program, <https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/atlantic-immigration-pilot.html>

- xix Rural Northern Immigration Pilot, <https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/rural-northern-immigration-pilot.html>
- xx *Employment Insurance Act*, <https://laws-lois.justice.gc.ca/ENG/ACTS/E-5.6/index.html>
- xxi International Organization for Migration, <https://www.iom.int/>
- xxii United Nations Refugee Agency, <https://www.unhcr.org/>
- xxiii Global Refugee Forum, <https://www.unhcr.org/global-refugee-forum.html>
- xxiv Global Compact on Refugees, <https://www.unhcr.org/the-global-compact-on-refugees.html>
- xxv Action Plan for Official Languages (APOL), 2018-2023, <https://www.canada.ca/en/canadian-heritage/services/official-languages-bilingualism/official-languages-action-plan/2018-2023.html>
- xxvi United Nations Network on Migration, <https://migrationnetwork.un.org/>
- xxvii International Civil Aviation Organization, <https://www.icao.int/Pages/default.aspx>
- xxviii Organisation for Economic Co-operation and Development, <http://www.oecd.org/>
- xxix Global Forum on Migration and Development, <https://www.gfmd.org/>
- xxx Intergovernmental Consultations on Migration, Asylum and Refugees, <https://secure.igc.ch/jdp/plugins/IGCPlugin/jsp/public/privateLoginCustom.jsp?redirect=https%3A%2F%2Fsecure.igc.ch%2Fjdp%2Fjcms%2F>
- xxxi Transatlantic Council on Migration, <https://www.migrationpolicy.org/programs/transatlantic-council-migration/about>
- xxxii Regional Conference on Migration, <https://www.crmsv.org/en/>
- xxxiii Global Compact Refugees, <https://globalcompactrefugees.org/mirps-en>
- xxxiv Immigration and Refugee Board of Canada, <https://www.irb-cisr.gc.ca/en/Pages/index.aspx>
- xxxv *Immigration and Refugee Protection Act*, <https://laws-lois.justice.gc.ca/eng/acts/I-2.5/>
- xxxvi Racialized Newcomer Women Pilot, <https://www.canada.ca/en/immigration-refugees-citizenship/news/2021/08/government-announces-new-initiatives-to-help-racialized-newcomer-women-succeed-in-canada.html>
- xxxvii Federal Internship for Newcomers Program, <https://www.canada.ca/en/immigration-refugees-citizenship/services/new-immigrants/prepare-life-canada/prepare-work/federal-internship.html>
- xxxviii Settlement service improvement, <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/partners-service-providers/funding/settlement-service-improvement-funding/guidelines.html>
- xxxix Agri-food pilot, <https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/agri-food-pilot.html>
- xl Home Child Care Provider and Home Support Worker Pilots, <https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/caregivers/child-care-home-support-worker.html>
- xli Economic Mobility Pathways Pilot, <https://www.canada.ca/en/immigration-refugees-citizenship/services/refugees/economic-mobility-pathways-pilot.html>
- xlII Francophone Immigration Networks, <https://immigrationfrancophone.ca/en/about/francophone-immigration-networks>
- xlIII Welcoming Francophone Communities initiative, <https://www.canada.ca/en/immigration-refugees-citizenship/services/new-immigrants/prepare-life-canada/choose-city/francophone-communities-outside-quebec/welcome.html>
- xlIV Gender-based Violence Strategy, <https://women-gender-equality.canada.ca/en/gender-based-violence-knowledge-centre/gender-based-violence-strategy.html>
- xlV GBV Partnership, <https://www.ngbv.ca/>
- xlvi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>

- xlvi. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xlviii. Service standards for passport services, <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/mandate/service-declaration/service-standards/passport-services.html>
- xlx. *Citizenship Act*, <https://laws-lois.justice.gc.ca/eng/acts/C-29/>
- i. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- lii. Government of Canada’s Digital Standards, <https://www.canada.ca/en/government/system/digital-government/government-canada-digital-standards.html>
- liii. *Accessible Act*, <https://laws.justice.gc.ca/eng/acts/A-0.6/index.html>
- liv. <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/mandate/anti-racism.html>
- lv. *Privacy Act*, <https://laws-lois.justice.gc.ca/eng/acts/P-21/>
- lvi. IRCC’s 2020-2023 Departmental Sustainable Development Strategy, <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/sustainable-development-strategy.html>
- lvii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- lix. 2022–23 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- lix. Immigration, Refugees and Citizenship Canada Consolidated Future-Oriented Statement of Operations (unaudited) for the Year Ending March 31, 2023, <https://canada-preview.adobecqms.net/en/immigration-refugees-citizenship/corporate/publications-manuals/future-oriented-financial-statements-march-31-2023.html>
- lx. The Honourable Sean Fraser, <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/minister.html>
- lxi. Deputy Minister of Immigration, Refugees and Citizenship Canada, Catrina Tapley, <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/deputy-ministers/deputy-minister.html>
- lxii. Immigration, Refugees and Citizenship Canada, https://www.canada.ca/en/immigration-refugees-citizenship.html?_ga=2.154721784.1999166723.1511794548-2057276988.1508789311
- lxiii. Citizenship Commission, <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/mandate/citizenship-commission.html>
- lxiv. Immigration and Refugee Board of Canada, <https://www.irb-cisr.gc.ca/en/Pages/index.aspx>
- lxv. *Constitution Act, 1867*, <https://laws-lois.justice.gc.ca/eng/const/page-1.html>
- lxvi. *Citizenship Act*, <https://laws-lois.justice.gc.ca/eng/acts/C-29/>
- lxvii. *Immigration and Refugee Protection Act*, <https://laws-lois.justice.gc.ca/eng/acts/i-2.5/>
- lxviii. *Canadian Passport Order*, <https://laws-lois.justice.gc.ca/eng/regulations/SI-81-86/FullText.html>
- lxix. IRCC’s Raison d’être, mandate and role: who we are and what we do, <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/departmental-plan-2022-2023/raison-etre.html>
- lxx. Minister of immigration, Refugees and Citizenship Mandate Letter, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-immigration-refugees-and-citizenship-mandate-letter>
- lxxi. IRCC Operating context, <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/departmental-plan-2022-2023/operating-context.html>
- lxxii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- lxxiii. IRCC Supplementary information tables, <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/departmental-plan-2022-2023.html>

- lxxiv Departmental Sustainable Development Strategy, <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/departmental-plan-2022-2023/departmental-sustainable-development-strategy.html>
- lxxv Details on transfer payment programs, <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/departmental-plan-2022-2023/details-transfer-payment-programs.html>
- lxxvi Gender-based Analysis Plus, <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/departmental-plan-2022-2023/gender-based-analysis-plus.html>
- lxxvii Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>