

# Report on Plans and Priorities 2012–2013



Citizenship and Immigration Canada





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## MINISTER'S MESSAGE

I am pleased to present the 2012–2013 *Report on Plans and Priorities* for Citizenship and Immigration Canada (CIC).

In an uncertain global economy, the Government of Canada is committed to helping Canadian businesses and families achieve a sustainable and prosperous economic recovery. As part of that commitment, the government will make changes to Canada's immigration program that will support our country's economic recovery.

In the coming year, the government will make our economic immigration system more streamlined and efficient, and improve its selection of economic immigrants, while continuing to uphold Canada's long tradition of humanitarian and family immigration. Specifically, CIC aims to make our immigration system more flexible, so that it can reflect changing labour-market realities and adapt to Canada's evolving economic needs.

Altogether, we anticipate welcoming about 157,000 immigrants under our various economic programs, of which an estimated 65,000 would be primary economic immigrants and around 92,000 would be family members accompanying the primary immigrant. As a result, immigrants under economic programs represent almost 62 percent of all projected admissions for the year.

Within this overall economic immigration program, we expect to welcome 55,000 to 57,000 in the federal skilled worker category to Canada in 2012 (about 22,000 principal applicants and roughly 35,000 family members). Although performance of federal skilled workers has improved as a result of changes we have made in the last six years, including focusing on specific in-demand professions and applicants with pre-arranged job offers, the system needs further improvements. Building on hard data gathered by CIC, we will modernize our points system for federal skilled workers to place more emphasis on younger workers, on workers with stronger official language proficiency, and on Canadian labour market experience, among other criteria that our experience shows best predict success for newcomers to Canada.

We will also propose improvements to the Canadian Experience Class to make it more responsive to labour market needs, develop options for a new federal skilled trades stream to address acute regional labour market needs, and look at ways to develop focused immigration streams to address specific economic needs that are not adequately addressed by existing programs.

We also expect to welcome 42,000 to 45,000 economic immigrants through the Provincial Nominee Program (PNP). The results of the first comprehensive study of the PNP show that, overall, it has been successful, and that immigrants in the PNP perform better economically than those in the Federal Skilled Worker Program in the first five years they are in Canada. However, the study also identified problems, particularly with provinces and territories using PNP allocations for immigrants who are not filling immediate labour market shortages. Accordingly, CIC will work with provinces and territories to eliminate non-labour-market-driven PNP streams. We will also be introducing minimum language requirements for PNP participants, to encourage better social integration and to ensure that they have the skills needed to adapt to changing work conditions.

Overall, we will continue to modernize and improve the efficiency of our operations. A key area of focus will continue to be the reduction of backlogs that lead to long wait times and make it more difficult to implement needed improvements.

One important example of this is our new Action Plan for Faster Family Reunification. By the end of 2013, this plan will reduce the backlog of parents and grandparents by 50 per cent and significantly speed up the process of reuniting family members in Canada. In the meantime, the new "super visa" enables



parents and grandparents to more easily make extended visits of up to two years with their Canadian family members. Also as part of the Action Plan, this year Canada will admit the highest level of sponsored parents and grandparents to Canada in almost 20 years.

We will also prepare to collect biometric information from certain visa applicants as part of our Temporary Resident Program. Actual collection of biometric information will begin in 2013. The use of biometrics in this process helps improve the integrity of our immigration system, brings Canada in line with most other developed countries, and represents a historic development in security screening.

The Government will continue to embrace Canada's international treaty obligations and Canada's humanitarian traditions. Once implemented, additional refugee reforms tabled in February 2012 as part of the *Protecting Canada's Immigration System Act* will build on the reforms passed in the *Balanced Refugee Reform Act* and ensure that those refugee claimants who need our help will get it even faster, while those who abuse the system will be sent home more quickly. We will also toughen penalties against those individuals involved in international human smuggling.

Our Settlement Program helps new residents maximize their potential and integrate into the economic, social, and civic life of the country as smoothly as possible. We will undertake a review of this program with an eye toward strengthening our settlement processes. We will also continue to work with other levels of government, and with the community organizations that deliver front-line settlement services, in order to make the program more efficient, more uniform and better coordinated.

Protecting and strengthening the value of Canadian citizenship remains an important priority for the Government. We will continue our efforts to crack down on citizenship fraud, to look for ways to improve the integrity of the Citizenship Program, to streamline case processing, and to ensure that the *Citizenship Act* reflects the true worth of Canadian citizenship. We will strengthen language assessment of citizenship applicants to ensure that new citizens have the language skills necessary for successful integration into Canadian society. Building on the introduction of a new citizenship certificate, CIC will work with our partners to further extend electronic validation of citizenship status. Finally, a number of special citizenship ceremonies will take place throughout 2012 to mark the Diamond Jubilee of Her Majesty Queen Elizabeth II as Queen of Canada.

Through our Multiculturalism Program, we will continue to work with our partners to promote integration and to address unjust racial and religious discrimination, including anti-Semitism. Through our Inter-Action program, we will help fund programs that promote inter-cultural understanding and harmony. Canada will also assume the Chair of the Task Force for International Cooperation on Holocaust Education, Remembrance and Research in 2013.

As Minister of Citizenship, Immigration and Multiculturalism, I am confident that our plans over the coming months will help the economy continue to recover and grow, and will make for a stronger and more socially cohesive Canada.

I would like to thank all of the staff at CIC for their hard work and dedication to excellence in planning and implementing Canada's citizenship, immigration and multiculturalism programs.

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**The Honourable Jason Kenney, PC, MP**  
Minister of Citizenship, Immigration and Multiculturalism



## SECTION I: ORGANIZATIONAL OVERVIEW

### Raison d'être

In the first years after Confederation, Canada's leaders had a powerful vision: to connect Canada by rail and make the West the world's breadbasket as a foundation for the country's economic prosperity. This vision meant quickly populating the Prairies, leading the Government of Canada to establish its first national immigration policies. Immigrants have been a driving force in Canada's nationhood and its economic prosperity—as farmers settling lands, as workers in factories fuelling industrial growth, as entrepreneurs and as innovators helping Canada to compete in the global, knowledge-based economy.

### Responsibilities

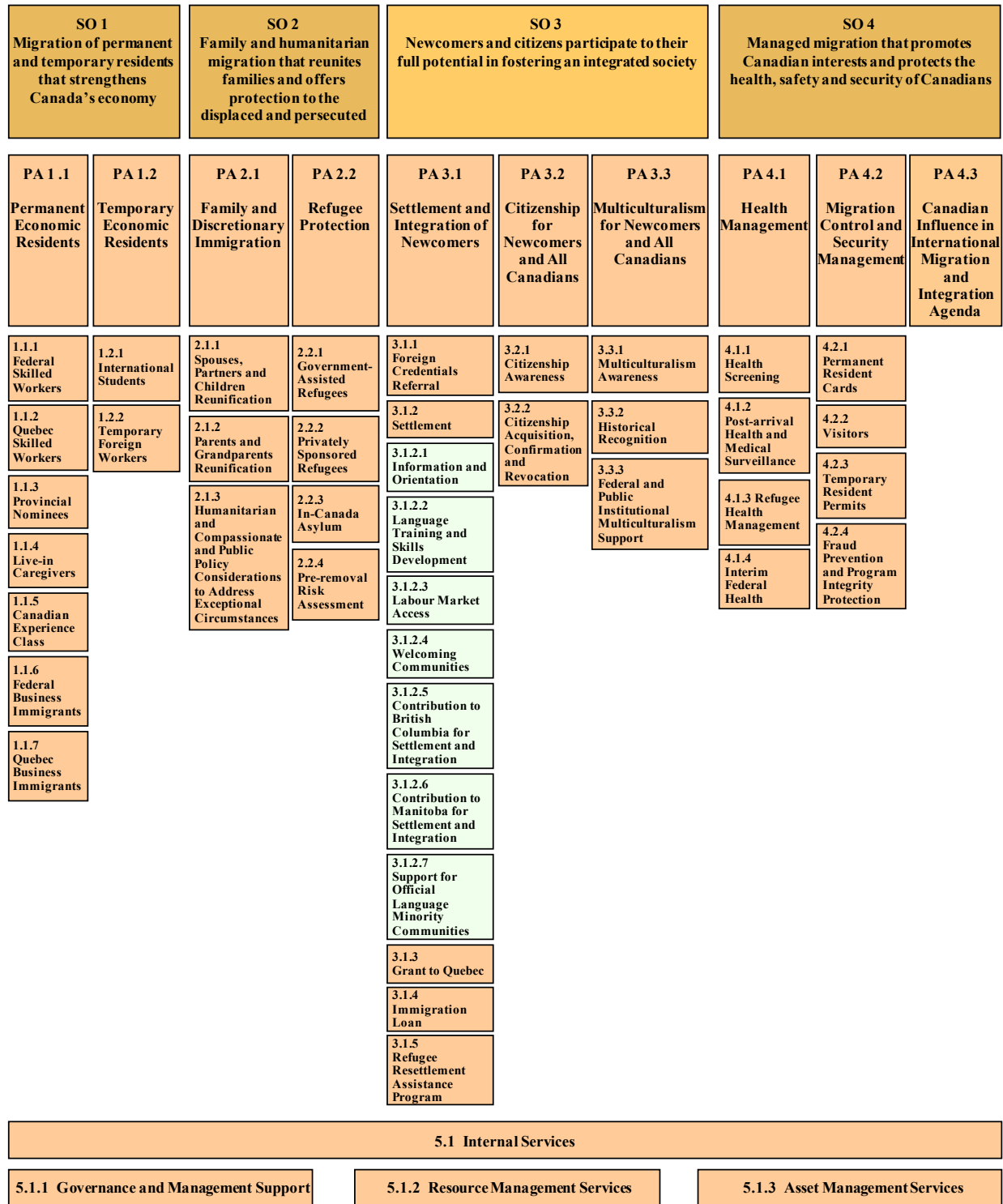
[Citizenship and Immigration Canada](#) (CIC)<sup>1</sup> selects foreign nationals as permanent and temporary residents and offers Canada's protection to refugees. The Department develops Canada's admissibility policy, which sets the conditions for entering and remaining in Canada; it also conducts, in collaboration with its partners, the screening of potential permanent and temporary residents to protect the health, safety and security of Canadians. Fundamentally, the Department builds a stronger Canada by helping immigrants and refugees settle and fully integrate into Canadian society and the economy, and by encouraging and facilitating Canadian citizenship. To achieve this, CIC operates 46 in-Canada points of service and 83 points of service in 70 countries.

CIC's broad mandate is partly derived from the [Department of Citizenship and Immigration Act](#).<sup>2</sup> The Minister for Citizenship and Immigration Canada is responsible for the [Citizenship Act](#) of 1977 and shares responsibility with the Minister of Public Safety for the [Immigration and Refugee Protection Act](#) (IRPA), which came into force following major legislative reform in 2002. CIC and the [Canada Border Services Agency](#) (CBSA)<sup>3</sup> support their respective ministers in the administration and enforcement of IRPA. These organizations work collaboratively to achieve and balance the objectives of the immigration and refugee programs.

In October 2008, responsibility for administration of the [Canadian Multiculturalism Act](#) was transferred to CIC from the Department of Canadian Heritage. Under the Act, CIC promotes the integration of individuals and communities into all aspects of Canadian society and helps to build a stronger, more cohesive society. Jurisdiction over immigration is a shared responsibility between the federal and the provincial and territorial governments under section 95 of the [Constitution Act, 1867](#).



**Figure 1**  
**Strategic Outcomes and Program Activity Architecture**



Legend

Strategic Outcome (SO):  Program Activity (PA):  Sub-Activity:  Sub-Sub-Activity:



## Organizational Priorities

Priority	Type <sup>i</sup>	Strategic Outcomes
Improving/modernizing client service	Ongoing	SO 1, 2, 3, 4—Enabling
<b>Description</b>		
<p><b>Why is this a priority?</b> Under an ambitious modernization agenda, CIC continues to significantly transform service delivery across its network, making services more accessible and expedient for clients while ensuring program integrity.</p> <p><b>Plans for meeting the priority</b> The Department plans to build on 2011–2012 client service modernization results—the introduction of client service standards; the successful expansion of web-based tools allowing clients to better self-serve; and the findings of pilot initiatives aiming to make the most of CIC’s existing processing capacity. For example:</p> <ul style="list-style-type: none"> <li>• CIC will develop and implement a client feedback mechanism based on the 2011 Service Satisfaction Survey results.</li> <li>• CIC aims to further expand electronic services to allow clients to apply and self-serve on-line. By summer 2012, the Global Case Management System will be fully established across CIC’s networks, enabling better program delivery worldwide. The Department plans to deploy e-Application or 2D barcoded forms for all major lines of business (2D barcodes can hold more information than regular barcodes). CIC is also planning to introduce technologies in 2012–2013 to allow clients to upload supporting documents and pay fees on-line. The Department will reduce its backlog and ensure better use of its resources through optimizing how and where work is allocated across CIC’s network.</li> <li>• CIC is replacing its existing visa application centre (VAC) service arrangements with a new Global VAC Network starting in 2013, which will provide a standardized approach to visa services that will increase access for applicants, improve security and management accountability, as well as provide a foundation for biometric implementation.</li> </ul> <p>In November 2011, CIC launched the <a href="#">Action Plan for Faster Family Reunification</a><sup>4</sup> to help reduce the backlog of parent and grandparent applications and more quickly reunite families. As part of the action plan, CIC streamlined the processing of parent and grandparent applications by increasing their admissions by 60% in 2012, imposing a temporary pause of up to 24 months on new sponsorship applications and introducing a new 10-year multiple-entry “super visa” that will allow parents and grandparents who meet certain criteria to visit their children in Canada for a period of up to two years without the need to renew their authorized period of stay. Action plan measures being implemented during 2012–2013 include:</p> <ul style="list-style-type: none"> <li>• monitoring implementation and take-up of the new multiple-entry super visa over the coming year; and</li> <li>• consulting stakeholders on how to redesign the program to avoid future backlogs.</li> </ul> <p>Under its Program Integrity Framework, CIC will continue to integrate risk management, quality assurance, and fraud deterrence and detection into its daily operations to strengthen the integrity of application processing and decision making. Working with enforcement partners, CIC will ensure that individuals attempting to obtain citizenship fraudulently will not be granted citizenship. CIC will pursue revocation in those cases where citizenship has already been granted to an undeserving person. At time of writing, CIC had initiated the process to revoke the citizenship of up to 2,100 citizens who obtained it fraudulently.</p> <p>CIC will introduce additional service standards for CIC’s business lines, with full implementation across all lines of business scheduled for 2013–2014.</p>		

<sup>i</sup> Type is defined as follows: **previously committed to**—committed to in the first or second fiscal year prior to the subject year of the report; **ongoing**—committed to at least three fiscal years prior to the subject year of the report; and **new**—newly committed to in the reporting year of the RPP.



Priority	Type	Strategic Outcomes
Emphasizing people management	Ongoing	SO 1, 2, 3, 4—Enabling
<b>Description</b>		
<p><b>Why is this a priority?</b> Creating and maintaining a work force with the right competencies and that is adaptable, effective, productive and engaged in creating a modern, efficient and effective work environment is important. Effective people management is founded on strong leadership and commitment to the creation of a high-quality work force and workplace.</p> <p><b>Plans for meeting the priority</b> To support this priority, CIC will identify and develop leaders and managers who embody a high standard of values and ethics and who can inspire employees to excellence, innovation and higher levels of productivity.</p>		

Priority	Type	Strategic Outcomes
Promoting management accountability and excellence	Ongoing	SO 1, 2, 3, 4—Enabling
<b>Description</b>		
<p><b>Why is this a priority?</b> Strong management practices, oversight and accountability, strengthened compliance and monitoring, simplified internal rules and procedures, and improved internal services will enable the Department to effectively manage its resources (financial, human, information and accommodation) to achieve its priorities and to emerge as a stronger, higher-performing institution that is nimble, connected, engaged and ready to face new challenges.</p> <p><b>Plans for meeting the priority</b> CIC will strengthen the Department's management practices and corporate infrastructure by:</p> <ul style="list-style-type: none"> <li>• continuing to implement its internal service agenda to improve productivity, efficiency and effectiveness of operations and service delivery, and to transform business practices while identifying savings;</li> <li>• reviewing its internal service standards with the aim of providing employees with a framework of accountability and transparency;</li> <li>• developing feedback mechanisms for employees to ensure that internal services meet their needs;</li> <li>• pursuing Public Service Renewal through a human resources excellence agenda focused on renewing the workplace, the work force and employee engagement;</li> <li>• improving the productivity, efficiency and effectiveness of operations and service delivery, transforming business practices, and identifying savings; and</li> <li>• providing employees with access to the information, tools and support they need to go through changes impacting them and assisting managers to be prepared to implement the changes and preparing them to lead in a transformed environment.</li> </ul>		

Priority	Type	Strategic Outcomes
Renewing a strategic focus on departmental outcomes	Previously committed to	SO 1, 2, 3, 4—Enabling
<b>Description</b>		
<p><b>Why is this a priority?</b> The 2012–2013 <i>Report on Plans Priorities</i> marks the second year that CIC reports against its new Program Activity Architecture (see <a href="#">Figure 1</a>) and Performance Measurement Framework, which came into force on April 1, 2011.</p> <p><b>Plans for meeting the priority</b> CIC will continue to identify challenges and propose strategic policy directions arising from emerging trends in immigration, refugee protection, integration, citizenship and multiculturalism, and from the evolving international and domestic context. As outlined in CIC’s 2010–2015 Strategic Plan, the Department will strengthen the alignment of all program, policy, evaluation, research, operational and management activities to support its goals, and will continue to align programs, corporate support and other resources to achieve the strategic outcomes in the new Program Activity Architecture.</p>		

Priority	Type	Strategic Outcomes
Strengthening performance management	Previously committed to	SO 1, 2, 3, 4—Enabling
<b>Description</b>		
<p><b>Why is this a priority?</b> Clearly articulated program objectives and relevant measurable performance indicators allow CIC to demonstrate the impacts of programs. Implementing a new reporting framework and building a results-based management culture will position the Department to achieve its strategic outcomes through increased program management oversight and more effective sharing of performance information. It will also enable the Department to make timely program adjustments as necessary, based on performance results and identified trends.</p> <p><b>Plans for meeting the priority</b> As CIC continues to implement its new Program Activity Architecture and Performance Measurement Framework, coordination across the Department will remain key to entrenching an outcomes-based approach across the Department. A cornerstone of this effort is building capacity for systematic data collection and program monitoring. The result of a preliminary data collection is guiding the revision of CIC’s Performance Measurement Framework in 2012–2013, which is expected to come into force in 2013–2014, to address a number of current gaps in data and targets.</p>		



## Risk Analysis

CIC continually identifies, updates and monitors potential risks that could affect achievement of its strategic objectives through the use of the Integrated Risk Management Framework and associated oversight mechanisms. [Section II](#) of this report discusses some mitigation strategies in detail, but the following discussion, organized by six themes, highlights CIC’s operating environment, as well as challenges and risks the Department faces:

- [Managing change in a global context](#);
- [Developing a more demand-driven economic immigration program](#);
- [Striving for efficient and well-managed family and humanitarian immigration](#);
- [Improving outcomes for newcomers](#);
- [Ensuring public health and safety and maintaining program integrity](#); and
- [Remaining a well-managed organization in a time of fiscal restraint](#).

### Managing change in a global context

CIC operates in a multi-faceted, dynamic socio-economic environment. Immigration has always played an important economic role in meeting Canada’s labour market needs. However, the structure of the Canadian economy and the conditions facing new immigrants are evolving.

Although Canada’s labour market has performed relatively well throughout the global recession, underlying structural forces persist—labour force growth is slowing and the population is aging. At the same time, the demand for highly skilled labour is increasing and the service sector is expanding, while the manufacturing sector continues to decline. Gaps in foreign credential recognition and work experience valued by Canadian employers continue to hamper the economic outcomes of newcomers. In addition, growing international migration has increased the possibility of Canadians being exposed to disease pandemics, terrorism and crime.

These forces not only affect Canada’s socio-economic health, but also exert pressure on newcomers to integrate quickly. It therefore remains essential to admit immigrants who can meet the needs of Canada’s changing labour market and to have in place settlement programs to enable newcomers to maximize their contributions to the Canadian economy and society.

### Developing a more demand-driven economic immigration program

Global competition for talent is intensifying, and greater demands are being placed on the immigration system. Canada’s ability to attract and retain the best and brightest from around the world could be improved by moving to a more efficient, effective and responsive immigration system, including one that resolves inventory backlogs and wait times. CIC faces an ongoing challenge in developing a proactive, multi-year strategy for determining how many newcomers Canada will welcome, and who will select them. Actions taken through multi-year levels planning, Ministerial Instructions, intake management and other tools provide the Department with the ability to ensure that Canada can attract talent while reducing inventory backlogs. Work is also under way to find more efficient, market-driven means of managing immigration applications to better ensure selection of the most qualified candidates, and to remain competitive with other countries recruiting international talent. This work, drawing from some of the lessons of Australia and New Zealand, is being developed in consultation with provinces, territories and employers. In addition, CIC will be introducing changes to the selection criteria for federal skilled workers to improve labour market outcomes. Finally, CIC will continue to work with provinces and territories to build on and ensure the continuing success of the Provincial Nominee Program in addressing regional labour market needs, while focusing on core economic programs and program integrity.

With Human Resources and Skills Development Canada, CIC is working to ensure that the Temporary Foreign Worker Program is effective in achieving Canada’s economic and immigration objectives. A policy review of the program is being conducted to ensure its coherence with broader labour market and immigration objectives and contribution to Canadian growth and competitiveness. Changes to the International Student Program will ensure Canada remains competitive as a destination of choice for foreign students.

### **Striving for efficient and well-managed family and humanitarian immigration**

Extending humanitarian protection to those in need and reuniting families are central objectives of Canada’s immigration system. To that effect, CIC rolled out the first phase of the [Action Plan for Faster Family Reunification](#), which will work toward reducing the backlog and wait times for sponsored parents and grandparents. As of December 1, 2011, a new super visa has been allowing parents and grandparents who meet certain criteria to remain in Canada for up to 24 months at a time without the need to renew their status. CIC is also considering options for a redesigned parent and grandparent program that avoids future backlogs and is sensitive to future constraints. The Government of Canada will consult with Canadians to ensure that the redesigned program remains sustainable.

However, irregular migration<sup>ii</sup> can place at risk the safety of Canadians and the reputation of our refugee and family programs. Notwithstanding recent improvements to the family and humanitarian stream through the [Balanced Refugee Reform Act](#) and Bill C-35, [An Act to Amend the Immigration and Refugee Protection Act](#), irregular migration and marriage fraud continue to threaten and undermine Canada’s generous immigration system. The [Protecting Canada’s Immigration System Act](#) proposes to build on the reforms to the asylum system brought by the [Balanced Refugee Reform Act](#), and also includes measures to address human smuggling and new authorities to use biometrics to screen visa applicants. CIC is also reviewing family sponsorship requirements and improving program integrity, particularly in the area of marriages of convenience.

### **Improving outcomes for newcomers**

With the recent economic downturn, some newcomers are facing integration challenges as their employment incomes have been dropping. CIC will continue to improve immigrants’ awareness of settlement and integration programming. Informed by the results of recent evaluations and audits, research, and consultations, continuing settlement programming improvements include:

- an emphasis on providing information and orientation materials to newcomers prior to and soon after arrival in Canada;
- a more systematic approach to needs assessment;
- a more coordinated approach among the various actors involved in settlement activities;
- innovative approaches to tackling a more complex array of settlement challenges in a wider range of communities;
- more effective mechanisms to share best practices; and
- the development and implementation of a rigorous performance measurement framework.

CIC has piloted three approaches (Canadian Orientation Abroad, Canadian Immigration Integration Project, and the Active Engagement and Integration Project) to provide information and orientation to newcomers before they come to Canada. Initial results from an ongoing evaluation suggest that these programs have reduced challenges for newcomers in finding settlement assistance quickly on arrival and

<sup>ii</sup> Irregular migration refers to individuals who have migrated from one country to another with no legal recognition of their right to do so.



in finding job-related training opportunities. CIC will also continue to experiment with approaches such as local immigration partnerships and greater collaboration with provincial and territorial governments to further streamline settlement services for newcomers, as well as with pilot initiatives like Language Instruction for Newcomers to Canada—Homestudy to reach the most vulnerable newcomers (those who do not speak one of Canada’s official languages) wherever they may live and to accelerate integration.

Since 2009, the Foreign Credentials Referral Office at CIC has worked closely with Human Resources and Skills Development Canada and with provinces and territories to implement the Pan-Canadian Framework for the Assessment and Recognition of Foreign Qualifications. As of January 2012, 16 regulated occupations have improved their processes in line with the framework. As CIC continues to support the efforts of representatives of these occupations, in the next year it will help to develop a strategy for measuring the impact of the framework.

The acquisition of citizenship strengthens the sense of belonging to Canada for newcomers. CIC will continue to foster civic knowledge and participation through tools for promoting and celebrating the common bond of Canadian citizenship, and through enhancing its meaning. CIC will also continue its efforts to promote Canadian citizenship, strengthen its value and ensure integrity in its acquisition.

Through the Multiculturalism Program, CIC facilitates and promotes community cohesion in an increasingly diverse Canada. As part of its efforts to combat all forms of racism and discrimination, in 2012–2013 CIC will begin preparations to chair the [Task Force for International Cooperation on Holocaust Education, Remembrance, and Research](#).<sup>5</sup> The Department assumes this responsibility in 2013.

### **Ensuring public health and safety and maintaining program integrity**

CIC has a mandate to protect the health, safety and security of Canadians while remaining vigilant against fraud and abuse of Canada’s generous humanitarian and family programs. The risks can take the form of disease pandemics, terrorist threats and criminal networks. Ongoing innovation and collaboration with CIC’s global partners will be essential to ensuring an optimum balance between facilitating the entry of foreign nationals and protecting the health and safety of Canadians. Strategic actions to mitigate these risks include reviewing Canada’s admissibility policy in collaboration with security partners; strengthening visa policy; entering into international information-sharing agreements; and continuing with the implementation of the [Temporary Resident Biometrics Project](#).<sup>6</sup> CIC is also working with CBSA and other security partners in responding to the [fall 2011 findings of the Auditor General](#)<sup>7</sup> with respect to visa issuance and medical screening procedures. The plan of action includes: reviewing policies and processes; ensuring the right tools are available to decision makers; improving information-sharing and performance measurement practices; and developing improved risk-assessment and quality-assurance strategies. These steps will enable CIC and its partners to better address potential dangers to public health and safety.

### **Remaining a well-managed organization**

CIC mitigates risks through rigorous planning and monitoring to reduce the likelihood of an event occurring, or to minimize its impact should the event occur. In 2012–2013, CIC will continue to mitigate potential risks, and monitor new or emerging risks, through rigorous planning and quarterly monitoring. Larger projects will be well managed with the assistance of the dedicated Enterprise Project Management Office. CIC has implemented a Departmental Security Plan that provides an integrated view of departmental security requirements and will establish a framework that more effectively mitigates the threats posed by security risks in all aspects of CIC’s business and programs. CIC will continue to focus on innovation, management excellence, client-focused service delivery and associated service standards.

## Planning Summary

### Financial Resources (\$ millions)

2012–2013	2013–2014	2014–2015
1,545.5	1,519.0	1,492.6

**Explanation of Change:** Total planned spending for the Department decreases by \$26 million in 2013–2014 compared with the previous year. This decrease is mainly due to planned reductions in funding related to the reform of the refugee determination system, funding for the visa imposition on Mexico and the sunsetting of contribution funding for the Community Historical Recognition Program.

Planned spending decreases by \$26 million in 2014–2015. This includes planned reductions in funding for the Temporary Resident Biometrics Project and funding to modernize the immigration system and manage backlogs. Further reductions in planned spending for the visa imposition on Mexico also contribute to the decrease.

### Human Resources (Full-Time Equivalents—FTEs)

2012–2013	2013–2014	2014–2015
4,637	4,401	4,295

**Explanation of Change:** FTE levels reflect planned reductions in the funding of several major initiatives mentioned above, as well as the impact of the government-wide cost-containment measures announced in Budget 2010.

### Strategic Outcome 1: Migration of permanent and temporary residents that strengthens Canada's economy

Performance Indicators	Targets
Proportion of permanent residents earning higher income three to five years after landing	40% or above (proportion of federal skilled worker principal applicants with higher income than the Canadian benchmark)
Rank within the Organization for Economic Co-operation and Development of employment rate for all immigrants	Maintain top five country ranking
Level of dispersion of temporary foreign workers and students across the country	Actual mean dispersion not less than the low benchmark

Program Activity	Forecast Spending 2011–2012 (\$ millions)	Planned Spending (\$ millions)			<a href="#">Alignment to Government of Canada Outcomes</a> <sup>8</sup>
		2012–2013	2013–2014	2014–2015	
1.1 Permanent Economic Residents	63.1	57.8	53.3	50.2	<b>Economic Affairs:</b> Strong economic growth
1.2 Temporary Economic Residents	27.9	27.3	27.7	26.2	<b>Economic Affairs:</b> Strong economic growth
<b>Total Planned Spending</b>	<b>91.0</b>	<b>85.1</b>	<b>81.0</b>	<b>76.4</b>	



<b>Strategic Outcome 2: Family and humanitarian migration that reunites families and offers protection to the displaced and persecuted</b>	
<b>Performance Indicators</b>	<b>Targets</b>
Number of protected persons (resettled refugees and protected persons determined in Canada by the Immigration and Refugee Board of Canada or positive pre-removal risk assessment decisions) and their dependants abroad granted permanent residence	22,500 to 27,000 persons, as identified in the <a href="#">2012 immigration levels plan</a> <sup>9</sup>
Number of people reunited with their families compared to the annual immigration levels plan	59,800 to 69,000 persons, as identified in the <a href="#">2012 immigration levels plan</a>
Number of persons granted permanent resident status on humanitarian and compassionate or public policy grounds due to their exceptional circumstances	7,600 to 7,800 persons, as identified in the <a href="#">2012 immigration levels plan</a>

<b>Program Activity</b>	<b>Forecast Spending 2011–2012 (\$ millions)</b>	<b>Planned Spending (\$ millions)</b>			<b><a href="#">Alignment to Government of Canada Outcomes</a></b>
		<b>2012–2013</b>	<b>2013–2014</b>	<b>2014–2015</b>	
2.1 Family and Discretionary Immigration	58.6	53.0	50.7	47.7	<b>Social Affairs:</b> A diverse society that promotes linguistic duality and social inclusion
2.2 Refugee Protection	34.9	31.3	29.2	27.8	<b>International Affairs:</b> A safe and secure world through international engagement
<b>Total Planned Spending</b>	<b>93.5</b>	<b>84.3</b>	<b>79.9</b>	<b>75.5</b>	



<b>Strategic Outcome 3: Newcomers and citizens participate to their full potential in fostering an integrated society</b>	
<b>Performance Indicators</b>	<b>Targets</b>
Comparative income disparities among the four populations <sup>iii</sup> / relative poverty among groups	Reduce gap by 1% per year
Comparative rates of connections across the four population groups	Increase to 90% foreign-born visible minorities that report all or most of their friends are not co-ethnics
Comparative voting rates among the four populations	Maintain current level (for the 2008 federal election, the participation rate for immigrants / visible minorities was 71%)
Comparative attitudes held by the four groups regarding acceptance of rights and responsibilities and value of diversity	Maintain current attitudes regarding citizenship values and responsibilities and toward diversity as an important building block of the Canadian identity <sup>iv</sup>

<b>Program Activity</b>	<b>Forecast Spending 2011–2012 (\$ millions)</b>	<b>Planned Spending (\$ millions)</b>			<b><u><a href="#">Alignment to Government of Canada Outcomes</a></u></b>
		<b>2012–2013</b>	<b>2013–2014</b>	<b>2014–2015</b>	
3.1 Settlement and Integration of Newcomers	991.2	979.8	978.0	977.6	<b>Social Affairs:</b> A diverse society that promotes linguistic duality and social inclusion
3.2 Citizenship for Newcomers and All Canadians	49.0	41.9	41.8	41.1	<b>Social Affairs:</b> A diverse society that promotes linguistic duality and social inclusion
3.3 Multiculturalism for Newcomers and All Canadians	24.2	25.0	21.3	21.2	<b>Social Affairs:</b> A diverse society that promotes linguistic duality and social inclusion
<b>Total Planned Spending</b>	<b>1,064.4</b>	<b>1,046.7</b>	<b>1,041.1</b>	<b>1,039.9</b>	

<sup>iii</sup> The four population groups are: visible minority and foreign-born; non-visible minority and foreign-born; visible minority and Canadian-born; and non-visible minority and Canadian-born.

<sup>iv</sup> Based on 2010 public opinion research (Annual Tracking Survey 2010), 22% of immigrants, 21% of Canadian-born, 23% of visible minorities and 21% of non-visible minorities agree that to “be a good person/citizen and practise good citizenship/values” is one of the top three responsibilities of citizenship. Moreover, 80% of immigrants, 66% of Canadian-born, 76% of visible minorities and 69% of non-visible minorities agree that “Ethnic background is a defining and enriching part of our Canadian identity.”



<b>Strategic Outcome 4: Managed migration that promotes Canadian interests and protects the health, safety and security of Canadians</b>	
<b>Performance Indicators</b>	<b>Targets</b>
Tuberculosis (TB) incidence among foreign-born compared to TB incidence in Canada	Maintain a TB incidence ratio of 13.3 over 4.8 or less
Ratio of cases refused over number of inadmissible cases identified	100% of inadmissible cases identified are processed according to regulations and policies in place
Number and nature of positions developed in respect of international policy debate on international migration	It is not possible to forecast how many times it will be necessary to develop positions
Number of draft resolutions negotiated on immigration, migration and human rights of migrant workers	It is not possible to forecast how many times it will be necessary to develop draft resolutions

<b>Program Activity</b>	<b>Forecast Spending 2011–2012 (\$ millions)</b>	<b>Planned Spending (\$ millions)</b>			<a href="#"><u>Alignment to Government of Canada Outcomes</u></a>
		<b>2012–2013</b>	<b>2013–2014</b>	<b>2014–2015</b>	
4.1 Health Management	90.5	56.4	56.4	56.4	<b>Social Affairs:</b> Healthy Canadians
4.2 Migration Control and Security Management	67.2	104.2	103.4	89.2	<b>Social Affairs:</b> A safe and secure Canada
4.3 Canadian Influence in International Migration and Integration Agenda	2.6	2.5	2.5	2.5	<b>International Affairs:</b> A safe and secure world through international engagement
<b>Total Planned Spending</b>	<b>160.3</b>	<b>163.1</b>	<b>162.3</b>	<b>148.1</b>	

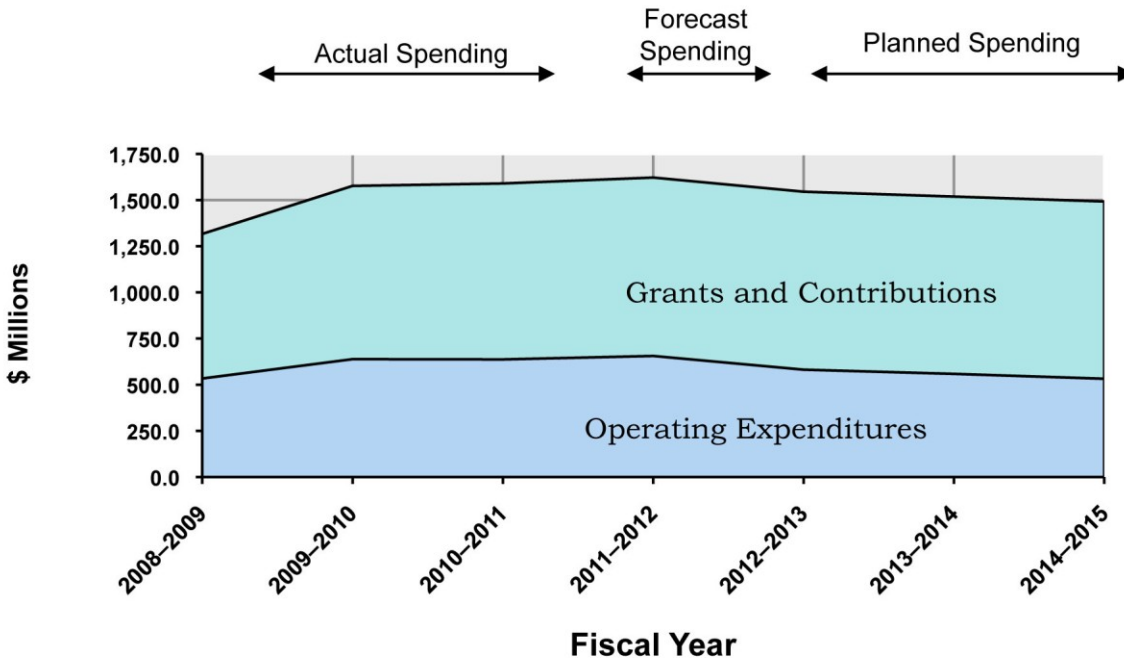
<b>Program Activity</b>	<b>Forecast Spending 2011–2012 (\$ millions)</b>	<b>Planned Spending (\$ millions)</b>		
		<b>2012–2013</b>	<b>2013–2014</b>	<b>2014–2015</b>
5.1 Internal Services	212.8	166.3	154.7	152.7

<b>All Program Activities</b>				
	<b>Forecast Spending 2011–2012 (\$ millions)</b>	<b>Planned Spending (\$ millions)</b>		
		<b>2012–2013</b>	<b>2013–2014</b>	<b>2014–2015</b>
<b>Total Planned Spending</b>	<b>1,622.0</b>	<b>1,545.5</b>	<b>1,519.0</b>	<b>1,492.6</b>

## Expenditure Profile

For the 2012–2013 fiscal year, CIC plans to spend \$1,545.5 million to achieve the results expected from its program activities, as shown in Figure 2.

**Figure 2**  
Expenditure Profile, 2008–2009 to 2014–2015



### Grants and Contributions

Grants and contributions funding increased significantly from 2008–2009 to 2011–2012, primarily due to increased settlement funding for newcomers and Multiculturalism Program funding transferred from the Department of Canadian Heritage. In future years, additional funding to reform the refugee determination system will be offset by the impact of the strategic review of departmental spending,<sup>v</sup> resulting in a net decrease in contribution funding.

Grants and contributions for 2013–2014 and beyond amount to \$960.2 million, or 63 percent of total planned spending.

### Operating Expenditures

Total funding for operating expenditures remains relatively constant throughout the planning period. Although additional operating funding was received for certain initiatives, increases were largely offset

<sup>v</sup> The ongoing impact of the strategic review of CIC spending was an overall reduction of \$67.6 million per year primarily in settlement programs, operational efficiencies, and language selection and testing.

by the effects of government-wide reductions, transfers to other departments and reductions due to foregone revenue.<sup>vi</sup>

## Estimates by Vote

For information on CIC’s organizational appropriations, please see the [2012–13 Main Estimates publication](#).<sup>10</sup>

## Contribution to the Federal Sustainable Development Strategy

The Federal Sustainable Development Strategy (FSDS) outlines the Government of Canada’s commitment to improving the transparency of environmental decision-making by articulating its key strategic environmental goals and targets. Citizenship and Immigration Canada ensures that consideration of these outcomes is an integral part of its decision-making processes. In particular, through the federal Strategic Environmental Assessment (SEA) process, any new policy, plan or program initiative includes an analysis of its impact on attaining the FSDS goals and targets. The results of SEAs are made public when an initiative is announced, demonstrating the Department’s commitment to achieving the FSDS goals and targets.

CIC contributes to Theme IV of the FSDS—Shrinking the Environmental Footprint—Beginning with Government as denoted by the visual identifier below.



These contributions are components of program activity 5.1, Internal Services.

For additional details on CIC’s activities to support sustainable development, please see Section II of this report and CIC’s [web page on sustainable development](#).<sup>11</sup> For complete details on the FSDS, please see Environment Canada’s [website on sustainable development](#).<sup>12</sup>

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<sup>vi</sup> Foregone revenue is the estimated reduction in revenue to the Government of Canada when decisions are taken to reduce fees, such as the removal of visa requirements. Foregone revenue impacts are treated as reductions to CIC’s operating budget.

## SECTION II: ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

This section describes CIC's strategic outcomes and provides details on program activities with the related performance indicators, targets and planning highlights. This section also presents the financial and non-financial resources that will be dedicated to each program activity.

### **Strategic Outcome 1: Migration of permanent and temporary residents that strengthens Canada's economy**

CIC plays a significant role in fostering Canada's economic development. By promoting Canada as a destination of choice for innovation, investment and opportunity, CIC encourages talented individuals to come to Canada and to contribute to our prosperity. Canada's immigration program is based on non-discriminatory principles—foreign nationals are assessed without regard to race, nationality, ethnic origin, colour, religion or gender. Those who are selected to immigrate to Canada have the skills, education, language competencies and work experience to make an immediate economic contribution.

CIC's efforts, whether through policy and program development or processing applications for the Federal Skilled Worker Program, the Quebec Skilled Worker Program, the Provincial Nominee Program or other programs, attract thousands of qualified permanent residents each year. Under the 2008 amendments to the [Immigration and Refugee Protection Act](#), the Minister for Citizenship and Immigration Canada has the authority to issue instructions establishing priorities for processing certain categories of applications. In that regard, the Department analyses and monitors its programs to ensure they are responsive to emerging labour market needs.

CIC also facilitates the hiring of foreign nationals by Canadian employers on a temporary basis and implements a number of initiatives to attract and retain international students.

#### **Benefits for Canadians**

Immigration continues to have a significant influence on Canadian society and economic development. Permanent residents who arrive in Canada every year enhance Canada's social fabric, contribute to labour market growth and strengthen the economy. Changes that modernize and improve the immigration system not only strengthen the integrity of the Permanent Economic Residents program activity but also benefit Canada by targeting skills Canadian employers need and admitting qualified individuals more quickly.

Temporary foreign workers help generate growth for a number of Canadian industries by meeting short-term and acute needs in the labour market that are not easily filled by the domestic labour force. International students contribute economically as consumers and enrich the fabric of Canadian society through their diverse experiences and talents. Some temporary workers and international students represent a key talent pool to be retained as immigrants.



## Canada's Immigration Plan for 2012

The immigration levels set out in Canada's immigration plan for 2012 reflect the important role of immigration in supporting Canada's economic growth and prosperity. In addition, the plan fulfils the objectives of the [Immigration and Refugee Protection Act](#)—to reunite families and uphold Canada's international humanitarian obligations. Further details can be found in the [Annual Report to Parliament on Immigration 2011](#).<sup>13</sup>

Immigrant Category	2012 Plan Admissions Ranges	
	Low	High
Federal Skilled Workers	55,000	57,000
Federal Business	5,500	6,000
Canadian Experience Class	6,000	7,000
Live-in Caregivers	8,000	9,300
Quebec-selected Skilled Workers	31,000	34,000
Quebec-selected Business	2,500	2,700
Provincial and Territorial Nominees	42,000	45,000
<b>Total Economic</b>	<b>150,000</b>	<b>161,000</b>
Spouses, Partners and Children	38,000	44,000
Parents and Grandparents	21,800	25,000
<b>Total Family</b>	<b>59,800</b>	<b>69,000</b>
Government-assisted Refugees	7,500	8,000
Privately Sponsored Refugees	4,000	6,000
Protected Persons in Canada	7,000	8,500
Dependants Abroad of Protected Persons in Canada	4,000	4,500
<b>Total Protected Persons</b>	<b>22,500</b>	<b>27,000</b>
Humanitarian and Compassionate Grounds/Public Policy	7,600	7,800
Permit Holders	100	200
<b>Total Other</b>	<b>7,700</b>	<b>8,000</b>
<b>Total</b>	<b>240,000</b>	<b>265,000</b>

### **Program Activity 1.1: Permanent Economic Residents**<sup>14</sup>

Rooted in legislative requirements outlined in the *Immigration and Refugee Protection Act*, the focus of this program activity is on the selection and processing of immigrants who can become permanent residents and contribute to Canada's economic development. The acceptance of qualified permanent residents helps the government meet its economic objectives, such as building a skilled work force, by addressing immediate and longer term labour market needs. The selection and processing involve the issuance of permanent resident visas to qualified applicants, as well as the refusal of unqualified applicants.

#### **Financial Resources (\$ millions)**

2012–2013	2013–2014	2014–2015
57.8	53.3	50.2

**Explanation of Change:** Planned spending decreases by approximately \$7 million over the planning period, primarily due to planned reductions in funding to modernize the immigration system and manage backlogs.

#### **Human Resources (FTEs)**

2012–2013	2013–2014	2014–2015
290	275	269

**Explanation of Change:** Planned FTEs reflect some re-alignments between program activities following the implementation of the Department's new Program Activity Architecture beginning in 2011–2012.

Program Activity Expected Result	Performance Indicators	Targets
Permanent residents selected to contribute to the growth of the Canadian labour force	Growth in labour force attributed to economic migration	30–60% <sup>vii</sup>
	Degree to which lower end number of planning range in the annual immigration levels plan commitments is met for number of permanent residents selected for economic reasons	100% of 150,000 for 2012
	Economic success of permanent residents selected for economic reasons (as measured by employment rates, labour market participation, wages) compared with the economic success of the Canadian-born	100% of permanent residents' economic success equal to Canadian-born

#### **Planning Highlights**

- Improve the immigration planning model by working with provinces and territories to develop and implement the first multi-year levels plan for 2013–2015. The multi-year levels planning process will set the stage for transformational change to the immigration system, working toward a responsive system that effectively responds to regional and national objectives through better consultation in planning by CIC and provinces and territories.
- Improve the selection of federal skilled workers through modernization of selection criteria, supported by new requirements for minimum official language ability and educational equivalency assessments.

<sup>vii</sup> Percentage of economic immigrants over age 15 intending to work as a proportion of net labour force growth.

- Strengthen the economic focus, management and accountability for the provincial nominee programs, including standardized reporting and performance data, and enhanced information sharing.
- Initiate work on a new application management system for increasing CIC's control over the type and number of applications accepted and processed, and for providing more timely and efficient service to clients.
- Continue to leverage available tools on immigration application intake to advance more effective supply management, for example, by monitoring Ministerial Instructions and making adjustments to maintain progress on key immigration objectives, including managing the system effectively, improving responsiveness to labour market realities and reducing backlogs.

### **Program Activity 1.2: Temporary Economic Residents**<sup>15</sup>

Rooted in legislative requirements outlined in the *Immigration and Refugee Protection Act*, the focus of this program activity is on processing and facilitating the entry into Canada of temporary workers and students. Temporary economic migration benefits Canada's economic growth. The selection and processing involve the issuance of temporary resident visas, work permits and study permits to qualified applicants, as well as the refusal of unqualified applicants.

#### **Financial Resources (\$ millions)**

2012–2013	2013–2014	2014–2015
27.3	27.7	26.2

#### **Human Resources (FTEs)**

2012–2013	2013–2014	2014–2015
252	239	233

**Explanation of Change:** Planned FTEs reflect some re-alignments between program activities following the implementation of the Department's new Program Activity Architecture beginning in 2011–2012.

Program Activity Expected Result	Performance Indicators	Targets
Temporary foreign workers and students selected to benefit Canada's economic development	Approval rates of temporary worker applications for temporary foreign workers permits	90% (average acceptance rate in recent years)
	Approval rates of student applications for study permits	81–85%

#### **Planning Highlights**

- Develop, in partnership with Human Resources and Skills Development Canada, a strategy to improve the Temporary Foreign Worker Program, enhance its effectiveness and ensure future alignment with broader immigration and labour market objectives.
- Improve the integrity of the International Student Program through enhanced requirements for students and institutions.
- Begin planning for immigration-related matters for the 2015 Toronto Pan/Parapan-American Games.



## **Strategic Outcome 2: Family and humanitarian migration that reunites families and offers protection to the displaced and persecuted**

CIC is committed to upholding Canada’s humanitarian tradition of reuniting families, resettling refugees and providing protection to those in need.

The Family Class, as set forth in the [Immigration and Refugee Protection Act](#), allows permanent residents and Canadian citizens to sponsor their immediate family members (i.e., their spouse, common-law or conjugal partner, and dependent children), as well as parents and grandparents, for immigration to Canada. The permanent resident or Canadian citizen must undertake to provide for the basic needs of their sponsored relative for a set period of time, depending on the nature of the relationship. This program facilitates family reunification while ensuring that there is no undue cost to the general public.

As a signatory to the [1951 Convention Relating to the Status of Refugees](#),<sup>16</sup> the [1967 Protocol](#),<sup>17</sup> and the [Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment](#),<sup>18</sup> and further to provisions set forth in the [Canadian Charter of Rights and Freedoms](#), Canada has international and domestic legal obligations to provide safe haven to individuals in need of protection. Canada meets these obligations through the in-Canada refugee status determination system. In addition, Canada partners with other countries and with international and civil society organizations to come to the aid of individuals in need of protection through resettlement. Every year, Canada resettles 10,000 to 12,000—or one out of every 10—of the refugees resettled globally. CIC engages both domestic and international stakeholders to develop and implement timely, efficient and effective refugee protection policies and programs.

### **Benefits for Canadians**

Promoting human rights and protecting refugees has been a cornerstone of Canada’s humanitarian tradition since the Second World War. CIC plays a significant role in upholding Canada’s international and domestic obligations and reputation with regard to refugees and in promoting the Canadian values of democracy, freedom, human rights and the rule of law. Through family sponsorship, CIC’s efforts enable Canadian citizens and permanent residents to reunite with family members.



**Program Activity 2.1: Family and Discretionary Immigration**<sup>19</sup>

CIC facilitates family reunification by enabling eligible foreign nationals to be sponsored by family members in Canada who are Canadian citizens or permanent residents. Spouses and partners, dependent children (including adopted children), and other eligible relatives such as parents and grandparents are welcomed to Canada under this program. CIC may also grant permanent resident or other status to persons who would not otherwise qualify in any immigration category, in cases where there are strong humanitarian and compassionate considerations, or for public policy reasons. Such exceptional and discretionary immigration measures provide the flexibility to approve deserving cases not anticipated in the legislation.

**Financial Resources (\$ millions)**

2012–2013	2013–2014	2014–2015
53.0	50.7	47.7

**Explanation of Change:** Planned spending decreases by approximately \$5 million over the planning period, primarily due to planned reductions in funding to modernize the immigration system and manage backlogs.

**Human Resources (FTEs)**

2012–2013	2013–2014	2014–2015
433	411	401

**Explanation of Change:** Planned FTEs reflect some re-alignments between program activities following the implementation of the Department's new Program Activity Architecture beginning in 2011–2012.

Program Activity Expected Result	Performance Indicators	Targets
Canada reunites families and provides assistance to those in need while balancing Canada's social, economic and security priorities	Degree to which lower end number of planning range in the annual immigration levels plan commitments is met for number of immigrants granted humanitarian and compassionate consideration	100% of 59,800 admissions for 2012 for family reunification  100% of 7,600 admissions for 2012 for humanitarian grounds
	Percentage of humanitarian and compassionate decisions that are upheld by the Federal Court	Due to the nature of this performance indicator, CIC is unable to forecast percentage

**Planning Highlights**

- Improve the parents and grandparents program and address the backlog of applications<sup>viii</sup> by:
  - increasing by over 60 percent the number of sponsored parents and grandparents admitted to Canada, from nearly 15,500 in 2010 to 25,000 in 2012, which represents the highest level in nearly two decades;
  - issuing the new parents and grandparents super visa, which will be valid for up to 10 years<sup>ix</sup>; and
  - consulting Canadians on how to redesign the parents and grandparents program to ensure program sustainability, avoid future large backlogs and be sensitive to fiscal constraints.
- Implement regulatory amendments to address relationships of convenience, including marriages of convenience.

<sup>viii</sup> To alleviate the burden on new applications and to reduce the 165,000-strong backlog of parent and grandparent applicants, on November 5, 2011, CIC suspended acceptance of new sponsorship applications for up to 24 months.

<sup>ix</sup> The multiple-entry visa allows an applicant to remain in Canada for up to 24 months at a time without the need to renew their status. Super visas are issued, on average, within eight weeks of application, which means that instead of waiting for eight years, a parent or a grandparent can come to Canada within eight weeks. Super visa applicants are required to obtain private Canadian health insurance for their stay in Canada.

## Program Activity 2.2: Refugee Protection<sup>20</sup>

The Refugee Protection program activity is in the first instance about saving lives and offering protection to the displaced and persecuted. One arm of the program starts overseas where refugees and persons in refugee-like situations are selected by Canadian visa officers to be resettled as permanent residents to Canada. Flowing from Canada's international and domestic legal obligations, the in-Canada asylum system evaluates the claims of individuals seeking asylum in Canada and grants permanent residence when a positive decision is rendered by the Immigration and Refugee Board of Canada.

### Financial Resources (\$ millions)

2012–2013	2013–2014	2014–2015
31.3	29.2	27.8

**Explanation of Change:** Planned spending decreases by approximately \$3 million over the planning period, primarily due to planned reductions in funding to reform the refugee determination system.

### Human Resources (FTEs)

2012–2013	2013–2014	2014–2015
348	331	323

**Explanation of Change:** Planned FTEs reflect some re-alignments between program activities following the implementation of the Department's new Program Activity Architecture beginning in 2011–2012.

Program Activity Expected Results	Performance Indicators	Targets
Canada protects refugees in need of resettlement	Percentage of resettled refugees in the world that Canada resettles (which is dependent on actions of other countries)	8–12%
	Number of arrivals of resettled refugees	11,500–14,000 admitted, as identified in the 2012 immigration levels plan
Permanent residence is granted to those determined to be protected persons in Canada and their dependants abroad	Number of individuals granted permanent residence who were determined to be protected persons in Canada (by the Immigration and Refugee Board of Canada or positive pre-removal risk assessment decision) and their dependants abroad	11,000–13,000 admitted, as identified in the 2012 immigration levels plan

### Planning Highlights

- Continue to coordinate implementation of the *Balanced Refugee Reform Act*,<sup>21</sup> as well as changes brought about by the *Protecting Canada's Immigration System Act*<sup>22</sup> once it receives royal assent, across all affected departments to ensure that the domestic asylum system is efficient and fair.
- Develop options to refocus the resettlement program on strategic outcomes and enhance Canada's ability to provide effective protection and durable solutions for refugee populations around the world.
- Develop solutions to modernize the delivery of the Private Sponsorship of Refugees Program and to ensure expedited processing and reduction of backlog.
- Respond to protection needs of at-risk vulnerable minorities.

### **Strategic Outcome 3: Newcomers and citizens participate to their full potential in fostering an integrated society**

Through the [Canadian Multiculturalism Act](#), the [Immigration and Refugee Protection Act](#) and the [Citizenship Act](#), as well as a broader constitutional and legislative suite that includes the [Canadian Charter of Rights and Freedoms](#), the [Canadian Human Rights Act](#), the [Official Languages Act](#) and the [Employment Equity Act](#) among others, the Government of Canada is committed to facilitating the full participation of all Canadians in the social, cultural, economic and civic spheres of Canadian society. Accordingly, the focus of this strategic outcome is on a “two-way street” approach that works with communities and Canadian institutions to assist individuals to become active, connected and productive citizens.

Working with a wide range of social supports, including other levels of government, voluntary sector and community partners, employers, school boards and others, CIC seeks to minimize income disparities and strengthen social integration by helping to remove barriers; enabling individuals to fully participate in the labour market; encouraging social and cultural connections among people of different backgrounds and identities; encouraging active civic participation; and inculcating a sense of the rights and responsibilities of Canadian citizenship and the value of diversity.

#### **Benefits for Canadians**

Canadians enjoy a higher quality of life when citizens and newcomers actively participate in all aspects of society; contribute to a prosperous economy; have a strong sense of civic pride and attachment; and help build culturally vibrant and harmonious communities.

### **Program Activity 3.1: Settlement and Integration of Newcomers**<sup>23</sup>

In accordance with the *Canadian Multiculturalism Act*, the *Employment Equity Act* and the *Immigration and Refugee Protection Act*, CIC develops policies and programs to support the settlement, resettlement, adaptation and integration of newcomers into Canadian society focused on information/orientation, language/skills, labour market access and welcoming communities. All permanent residents are eligible for settlement and integration programs. Programming is delivered by third parties (including provincial and municipal governments, school boards and post-secondary institutions, settlement service organizations and other non-governmental actors, and the private sector) across the country. However, accountability for expended funds and attaining outcomes remains with CIC.

#### **Financial Resources (\$ millions)**

2012–2013	2013–2014	2014–2015
979.8	978.0	977.6

**Explanation of Change:** Planned spending decreases by approximately \$2 million in 2013–2014 due to the sunset of funding for the Official Languages Action Plan.

#### **Human Resources (FTEs)**

2012–2013	2013–2014	2014–2015
329	313	305

**Explanation of Change:** Planned FTEs reflect some re-alignments between program activities following the implementation of the Department's new Program Activity Architecture beginning in 2011–2012.

Program Activity Expected Result	Performance Indicators	Targets
Newcomers <sup>x</sup> contribute to the economic, social, civic and cultural life of Canada	Percentage variance of labour market participation of immigrants residing in Canada less than 5 years in comparison with Canadian-born	Not less than 3% below Canadian-born
	Percentage variance of labour market participation of immigrants residing in Canada 5 to 10 years in comparison with Canadian-born	Not less than 1% below Canadian-born
	Percentage of newcomers with language proficiency of the Canadian Language Benchmarks (CLB 4 or higher)	90% of immigrants applying for citizenship will have CLB 4 or higher level

#### **Planning Highlights**

- Enhance accountability for achieving successful outcomes for newcomers through the use of a standardized universal needs assessment, standardized language testing and an enhanced performance measurement framework for the Settlement Program, as well as multilateral development of a pan-Canadian framework for settlement outcomes and the tracking and dissemination of best practices across the settlement system.
- Build on CIC partnerships by consolidating and strengthening partnerships with provincial and territorial governments, municipalities, and other federal departments to improve coordination of settlement service delivery and services that support immigrant integration; and expanding local immigration partnerships for effective settlement program planning at the community level.
- Review the Settlement Program to ensure it continues to achieve the government's objectives.

<sup>x</sup> Newcomers are defined as immigrants who have been in Canada for less than 10 years.



- Undertake initiatives to better support the integration of internationally trained individuals into the Canadian labour market.
- Support implementation of the Pan-Canadian Framework for the Assessment and Recognition of Foreign Qualifications for the next six target regulated occupations: dentists, engineering technicians, licensed practical nurses, medical radiation technologists, physicians and teachers.
- Continue to work with the Association of Canadian Community Colleges to expand overseas services provided through the Canada Immigrant Integration Program, based on client demand and findings from the evaluation of overseas orientation initiatives.

### **Program Activity 3.2: Citizenship for Newcomers and All Canadians**<sup>24</sup>

The purpose of the Citizenship Program is to administer citizenship legislation and promote the rights and responsibilities of Canadian citizenship. CIC administers the acquisition of Canadian citizenship by developing, implementing and applying legislation, regulations and policies that protect the integrity of Canadian citizenship and allow eligible applicants to be granted citizenship or be provided with a proof of citizenship. In addition, the program promotes citizenship, to both newcomers and the Canadian-born, through various events, materials and projects. Promotional activities focus on enhancing knowledge of Canada's history, institutions and values, as well as fostering an understanding of the rights and responsibilities of Canadian citizenship.

#### **Financial Resources (\$ millions)**

2012–2013	2013–2014	2014–2015
41.9	41.8	41.1

#### **Human Resources (FTEs)**

2012–2013	2013–2014	2014–2015
545	517	505

**Explanation of Change:** Planned FTEs reflect some re-alignments between program activities following the implementation of the Department's new Program Activity Architecture beginning in 2011–2012.

Program Activity Expected Result	Performance Indicators	Targets
Canadian citizenship is a valued status among newcomers and the Canadian-born	Take-up rates of citizenship among eligible newcomers	75% or higher
	Sense of belonging to Canada for newcomers and the Canadian-born	Maintain at over 70% the overall response to having a strong sense of belonging and maintain within 10% discrepancy between immigrants and Canadian-born

#### **Planning Highlight**

- Launch a review of citizenship policy to improve the integrity and efficiency of the Citizenship Program and to protect the value of Canadian citizenship.

### **Program Activity 3.3: Multiculturalism for Newcomers and All Canadians**<sup>25</sup>

The Multiculturalism Program is the principal means of carrying out the Minister's responsibilities under the *Canadian Multiculturalism Act* for promoting the full and equitable participation of individuals and communities of all origins. Grants and contributions to not-for-profit organizations, the private sector, provincial and municipal governments, non-federal public institutions and individuals seek to advance overarching program objectives. These objectives are to: build an integrated, cohesive society (through intercultural understanding, civic memory and pride, democratic values, and equality of opportunity); improve the responsiveness of institutions to the needs of a diverse population; and actively engage in discussions on multiculturalism and diversity at the international level. Direct public outreach and promotional activities by the program primarily target young people. The program assists federal partners to meet their obligations under the Act and ensures annual reporting to Parliament on its operation. It also engages with non-federal public institutions seeking to respond to diversity. The program provides a forum for cooperation with provinces and territories and is the locus for Canada's participation in international agreements and institutions with respect to multiculturalism, anti-racism and related issues.

#### **Financial Resources (\$ millions)**

2012–2013	2013–2014	2014–2015
25.0	21.3	21.2

**Explanation of Change:** Planned spending decreases by approximately \$4 million in 2013–2014 due to the sunset of funding for contributions under the Community Historical Recognition Program.

#### **Human Resources (FTEs)**

2012–2013	2013–2014	2014–2015
52	49	48

**Explanation of Change:** Planned FTEs reflect some re-alignments between program activities following the implementation of the Department's new Program Activity Architecture beginning in 2011–2012.

Program Activity Expected Result	Performance Indicator	Target
Program participants and beneficiaries are enabled to support an integrated society	Annual percentage of program participants and beneficiaries who report that they are more enabled to support an integrated society	75%

#### **Planning Highlights**

- Launch a review of multiculturalism policy to clarify objectives and desired outcomes.
- Develop and implement a management response to the findings of the Multiculturalism Program evaluation.
- Develop and launch a new call for proposals for [Multiculturalism Inter-Action projects](#).<sup>26</sup>
- Develop a strategy for hosting the [Task Force for International Cooperation on Holocaust Education, Remembrance, and Research](#) in 2013 and support the work of the incoming Canadian chair.

## **Strategic Outcome 4: Managed migration that promotes Canadian interests and protects the health, safety and security of Canadians**

Canada welcomes thousands of permanent residents, temporary foreign workers, international students and visitors each year. CIC manages the movement of people within the context of a more responsive immigration system that benefits Canada’s economic, social and cultural development while at the same time protecting the health, safety and security of all Canadians. To manage health issues related to immigration, CIC develops and implements risk mitigation strategies in cooperation with the [Public Health Agency of Canada](#),<sup>27</sup> provinces and territories, and partner countries. Any residual public health risks regarding the transmission of infectious diseases are mitigated through medical surveillance of newly arrived permanent and temporary residents as required. To protect Canadians—and to ensure that the benefits of a more responsive immigration system are not undermined—CIC works with the [Canada Border Services Agency](#), the [Royal Canadian Mounted Police](#)<sup>28</sup> and the [Canadian Security Intelligence Service](#)<sup>29</sup> to conduct appropriate background screening of both immigrants and temporary residents and to identify applicants who could pose a security risk to the country. CIC shares information with these organizations, fostering timely and effective delivery of its program.

Internationally, migration and humanitarian issues continue to gain the attention of governments, bilateral and multilateral forums, non-governmental organizations, and academic and other research institutes. CIC plays an important role in framing and advancing international dialogues on migration and integration policy, refugee protection and governance. These dialogues explore the links between migration policy and development assistance, health, the environment, trade and the movement of human capital. CIC works to develop and implement a strategic agenda on global migration and refugee protection, and to advance Canada’s policy and program priorities.

### **Benefits for Canadians**

Growing international migration has increased the possibility of Canadians being exposed to disease outbreaks and infectious diseases. CIC and its partners in health management work to reduce the impact of identified risks on the Canadian population.

Policies and programs that affect the international movement of people—across Canada’s borders and outside them—have a direct bearing on the safety and security of Canada and Canadians at large, whether they are at home or travelling and conducting trade abroad. Strengthening Canada’s refugee programs and demonstrating continued leadership in refugee protection, human rights and the promotion of cultural diversity through active participation in various international and regional forums and partnerships support Canada’s broader contribution to a safe and secure world. Finally, coordinated and responsible sharing of information supports a fast response to threats to the safety and security of Canadians.



**Program Activity 4.1: Health Management**<sup>30</sup>

This program activity aims to provide effective immigration health services to manage the health aspect of migrant access and settlement to Canada, and facilitate the arrival of resettled refugees to Canada and their integration while contributing to the protection of the health and safety of all Canadians and contributing to the maintenance of sustainable Canadian health and social services. The program activity aims to evaluate health risks related to immigration and coordinate with international and Canadian health partners to develop risk management strategies and processes to assess the health of applicants wishing to immigrate to Canada and develop pre departure, in-transit, and post-arrival interventions. The strategies, processes and interventions are intended to reduce the impact of identified risks on the health of Canadians and on Canada's health and social services.

**Financial Resources (\$ millions)**

2012–2013	2013–2014	2014–2015
56.4	56.4	56.4

Planned spending does not reflect additional costs expected under the Interim Federal Health Program.

**Human Resources (FTEs)**

2012–2013	2013–2014	2014–2015
69	65	64

**Explanation of Change:** Planned FTEs reflect some re-alignments between program activities following the implementation of the Department's new Program Activity Architecture beginning in 2011–2012.

Program Activity Expected Result	Performance Indicators	Targets
Migrants who pose health risks are identified and are treated or refused entry	Number of cases of active Tuberculosis (TB) found during an immigration medical examination, treated and rendered inactive	The cases of TB found during an immigration medical examination are driven by the health conditions of the applicants. According to historical trends this is expected to be 2.1% of the immigration medical examinations conducted.
	Number of cases of active TB found during an immigration medical examination overseas over total number of new active cases of TB in Canada	The cases of TB found during an immigration medical examination are driven by the health conditions of the applicants. According to historical trends this ratio is expected to be around 17/100.

## Planning Highlights

- Undertake, in response to the [2011 fall report of the Auditor General of Canada](#),<sup>31</sup> a policy review of the health inadmissibility grounds to better define the notion of danger to public health and danger to public safety. This includes a federal–provincial–territorial consultation on the assessment of excessive demand on health and social services.
- Deliver immigration medical examinations (IMEs) to detect medical inadmissibility cases.
- Finalize and implement the Interim Federal Health Program policy reform, including the drafting of a new Order in Council.
- Continue, as part of the modernization agenda, the implementation of eMedical to enable electronic submission of the results of IMEs and the automation of electronic processing to meet the global deployment deadline of March 2013.
- Report and notify federal, provincial and territorial public health authorities of immigration cases requiring medical surveillance and monitor compliance.

### **Program Activity 4.2: Migration Control and Security Management**<sup>32</sup>

In accordance with the [Immigration and Refugee Protection Act](#) and Regulations, this program activity aims to ensure the managed migration of people to Canada in order to protect the health, safety and security of Canadians. Even as CIC facilitates the travel of bona fide permanent residents, visitors, students and temporary workers, it also deploys an array of policy interventions to manage access and entry to Canada, including visa, admissibility, information-sharing, travel document, and identity management policies. Effective partnerships with public safety-related departments and organizations are an essential component of this program activity. Under IRPA, all visitors to Canada require a Temporary Resident Visa except where an exemption has been granted under the Regulations. The Temporary Resident Visa requirement is Canada's primary means of controlling migration and allows for the screening of individuals for health, safety and security risks before they begin travel to Canada.

CIC also aims to ensure that admissibility policy continues to provide flexibility to address compelling circumstances that warrant a foreign national's presence in Canada, while maintaining the integrity of Canada's immigration system. Information-sharing agreements and mechanisms support immigration management and provide security advantages. This program activity supports CIC's policy initiatives related to identity management and entry document requirements, including the expansion of biometrics to accurately identify foreign nationals entering Canada and the provision of a highly secure proof of status document to all permanent residents. The Permanent Resident Card also serves as a travel document and is required for all commercial travel to Canada.

**Financial Resources (\$ millions)**

2012–2013	2013–2014	2014–2015
104.2	103.4	89.2

**Explanation of Change:** Planned spending decreases by \$15 million over the planning period due to planned reductions in funding for the Temporary Resident Biometrics Project.

**Human Resources (FTEs)**

2012–2013	2013–2014	2014–2015
593	563	549

**Explanation of Change:** Planned FTEs reflect some re-alignments between program activities following the implementation of the Department's new Program Activity Architecture beginning in 2011–2012.

Program Activity Expected Result	Performance Indicators	Targets
Managed migration of people to Canada facilitates the movement of low-risk, genuine travellers, while denying entry to Canada to those that pose a safety or security risk	Number of Temporary Resident Visa applications processed, issued and refused for security reasons	Statistics will be available once the Global Case Management System (GCMS) is fully on-line
	Proportion of known immigration violations by visa-exempt and non-visa-exempt country	Statistics will be available once GCMS is fully on-line
	Proportion of asylum claims by visa-exempt country and non-visa-exempt country	Total asylum claims range from 58% to 70% for visa-exempt countries and from 30% to 42% for non-visa-exempt countries

**Planning Highlights**

- Work with key partners to implement the Canada–United States Perimeter Security and Economic Competitiveness Action Plan to accelerate the legitimate flow of people, while enhancing the health, safety and security of Canadians.
- Complete a review of the [Immigration and Refugee Protection Act](#) admissibility provisions.
- Continue to implement the provisions of [An Act to Amend the Immigration and Refugee Protection Act](#) to protect applicants against fraudulent immigration representatives.
- Manage, monitor and evaluate CIC's contribution agreement with the Immigration Consultants of Canada Regulatory Council.
- Work with the provinces and territories to implement the backlog reduction project, to improve application management and to jointly examine the potential through changes in procedures to increase processing efficiency.

### **Program Activity 4.3: Canadian Influence in International Migration and Integration Agenda**<sup>33</sup>

As part of its mandate, CIC aims to influence the international migration and integration policy agenda. This is done by developing and promoting, together with other public policy sectors, Canada's position on international migration, integration and refugee protection issues, and through participation in multilateral, regional and bilateral forums.

CIC works closely with partner countries to ensure the effective administration of immigration laws through the exchange of information, including biometric data. This international migration policy development helps Canada advance its interests in the context of international migration as well as meet its international obligations and commitments. CIC supports international engagement and partnerships through membership in the International Organization for Migration (IOM), and contribution arrangements with other international migration policy organizations.

#### **Financial Resources (\$ millions)**

2012–2013	2013–2014	2014–2015
2.5	2.5	2.5

#### **Human Resources (FTEs)**

2012–2013	2013–2014	2014–2015
11	10	10

**Explanation of Change:** Planned FTEs reflect some re-alignments between program activities following the implementation of the Department's new Program Activity Architecture beginning in 2011–2012.

Program Activity Expected Result	Performance Indicators	Targets
Canadian positions on managed migration, integration and international protection are advanced in international forums	Number of international initiatives that promote Canadian goals	As CIC responds to ad hoc requests and emerging international issues, it is difficult to forecast demand accurately. Historically, CIC has consistently played a leadership role in framing and advancing policy issues in key international forums on migration and diversity; and through targeted bilateral engagement with key states and regional organizations, CIC has protected and advanced Canada's interests and priorities.
	Number of positions initiated or supported by Canada at forums such as IOM, Intergovernmental Consultation, Organization for Security and Co-operation in Europe and Puebla, which are eventually reflected in international policy debate	
	Extent of influence on the direction taken by key international organizations	
	Degree of success in promoting Canada's interests in the negotiation of multilateral resolutions and in bilateral and regional discussions	

#### **Planning Highlights**

- Enhance collaboration with key international partners on program integrity, fraud and risk assessment initiatives.
- Implement CIC's recently approved International Strategy to bring greater coherence, focus international engagement and clearly articulate medium- to long-term international priorities.
- Continue to support CIC's engagement with international organizations and contributions to international meetings, such as the [Global Forum on Migration and Development](#),<sup>34</sup> the [Intergovernmental Consultations on Migration, Asylum and Refugees](#),<sup>35</sup> the [United Nations High Commissioner for Refugees](#),<sup>36</sup> the [Regional Consultations on Migration](#),<sup>37</sup> and the [International Organization for Migration](#).<sup>38</sup>



### Program Activity 5.1: Internal Services

CIC's internal services are groups of activities and resources that help the Department achieve its strategic outcomes. Internal services apply across CIC and are not linked to a specific program. These services include management and oversight, communications, legal, human resources management, financial management, information management, information technology, real property, materiel, acquisition, and travel and other administrative services.

#### Financial Resources (\$ millions)

2012–2013	2013–2014	2014–2015
166.3	154.7	152.7

**Explanation of Change:** Planned spending decreases by approximately \$14 million over the planning period, primarily due to planned decreases in funding for refugee reform and for modernizing the immigration system and managing backlogs.

#### Human Resources (FTEs)

2012–2013	2013–2014	2014–2015
1,715	1,628	1,588

**Explanation of Change:** Planned FTEs reflect some re-alignments between program activities following the implementation of the Department's new Program Activity Architecture beginning in 2011–2012.

#### Planning Highlights

- Revise CIC's Performance Measurement Framework to address gaps identified through preliminary data collection and Treasury Board Secretariat's recommendations, and to strengthen indicators in support of program monitoring.
- Publicize the results of the 2011 Public Service Employee Survey to engage employees in the development of an action plan.
- Continue departmental efforts to implement the [Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals](#)<sup>39</sup> by undertaking sustainable development assessments as set out in the [Departmental Sustainable Development Strategy](#). Where there is a risk of serious impacts, CIC will make this information publicly available.

CIC is a participant in the Federal Sustainable Development Strategy and contributes to the [Greening Government Operations](#)<sup>40</sup> targets through its Internal Services program activity. The Department contributes to the following target areas of Theme IV of the FSDS:

- greenhouse gas emissions;
- electronic waste (electronic and electrical equipment);
- print units;
- paper consumption;
- green meetings; and
- green procurement.





## SECTION III: SUPPLEMENTARY INFORMATION

### Financial Highlights

The future-oriented financial highlights presented within this Report on Plans and Priorities are intended to serve as a general overview of CIC's financial position and operations. These future-oriented financial highlights are prepared on an accrual basis and contribute to strengthening accountability and improving transparency and financial management.

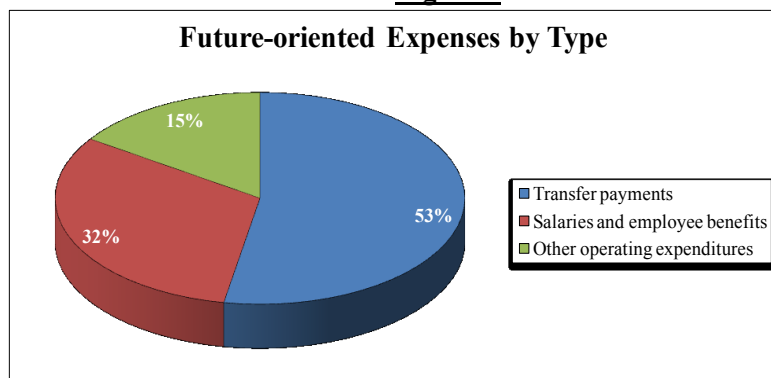
<b>Future-oriented Condensed Statement of Operations (unaudited)</b> For the year Ending March 31 <b>(\$ millions)</b>	<b>\$ change</b>	<b>Future-oriented 2012–2013</b>	<b>Future-oriented 2011–2012</b>
<b>EXPENSES</b>			
Transfer payments	0	962	962
Salaries and employee benefits	8	576	568
Other operating expenditures	-62	283	345
<b>Total Expenses</b>	<b>-54</b>	<b>1,821</b>	<b>1,875</b>
<b>REVENUES</b>			
Immigration service fees	-2	305	307
Right of permanent residence	-8	86	94
Citizenship service fees	4	28	24
Right of citizenship	0	18	18
Other	0	4	4
<b>Total Revenues</b>	<b>-6</b>	<b>441</b>	<b>447</b>
<b>Net Cost of Operations</b>	<b>-48</b>	<b>1,380</b>	<b>1,428</b>

Contributing to the reduction in total expenses is the creation of Shared Services Canada.

#### Expenses by Type

Figure 3 outlines CIC's future-oriented expenses by type for 2012–2013:

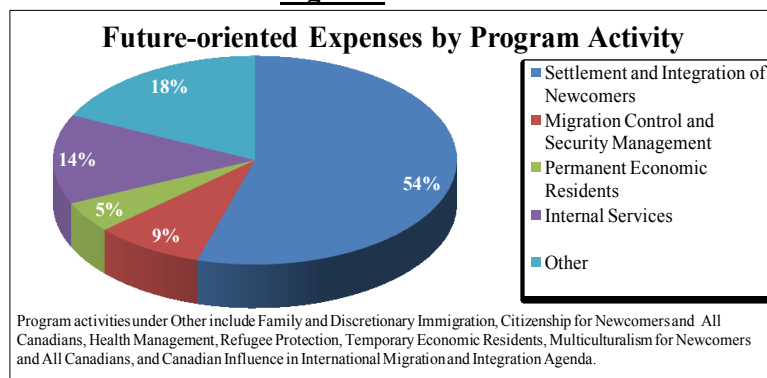
**Figure 3**



#### Expenses by Program Activity

Figure 4 outlines CIC's future-oriented expenses by program activity for 2012–2013:

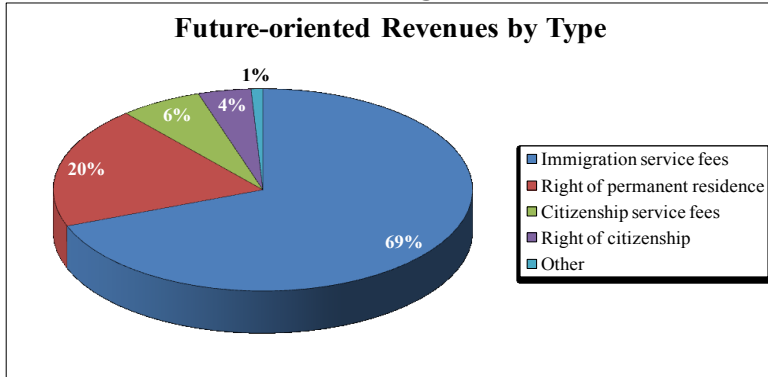
**Figure 4**



### Revenues by Type

Figure 5 outlines CIC’s future-oriented revenues by type for 2012–2013:

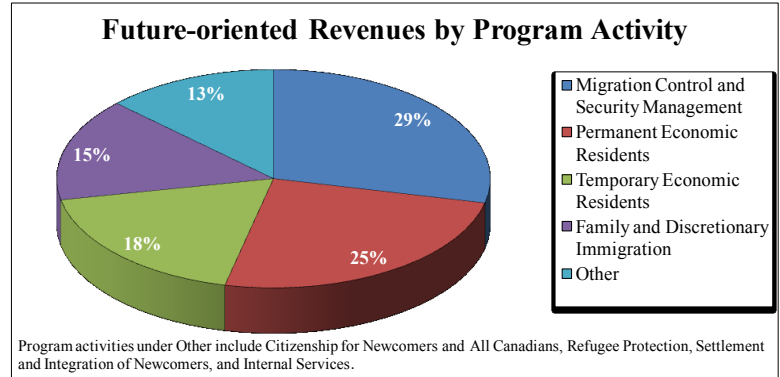
**Figure 5**



### Revenues by Program Activity

Figure 6 outlines CIC’s future-oriented revenues by program activity for 2012–2013:

**Figure 6**



Please note that the variance between the future-oriented net cost of operations and the planned spending amounts provided in other sections of the RPP is mainly due to adjustment for non-respendable revenues and refunds of previous years’ revenues, services provided without charge by other government departments, acquisition and amortization of tangible capital assets, severance and vacation pay liability adjustments and changes in inventory and prepaid expenses.

<b>Future-oriented Condensed Statement of Financial Position (unaudited)</b> As at March 31 (\$ millions)	<b>\$ change</b>	<b>Future-oriented 2012–2013</b>	<b>Future-oriented 2011–2012</b>
<b>ASSETS</b>			
Financial assets	11	408	397
Non-financial assets	-12	147	159
<b>Total Assets</b>	<b>-1</b>	<b>555</b>	<b>556</b>
<b>LIABILITIES</b>			
Total liabilities	6	765	759
<b>EQUITY</b>	<b>-7</b>	<b>(210)</b>	<b>(203)</b>
<b>Total Liabilities and Equity</b>	<b>-1</b>	<b>555</b>	<b>556</b>

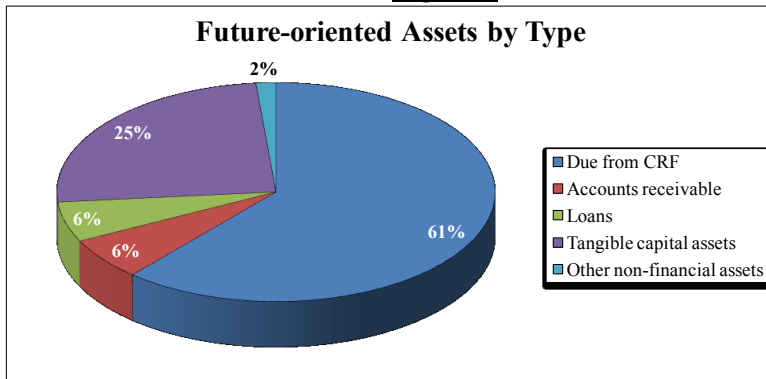


### Assets by Type

Total assets for 2012–2013 are projected to be \$555 million. CIC’s largest asset is \$341 million due from the Consolidated Revenue Fund (CRF), mainly projected payables at year end and liabilities related to the Immigrant Investment Program. Non-financial assets include the development costs related to the Global Case Management System.

Figure 7 outlines CIC’s future-oriented assets by type for 2012–2013:

**Figure 7**

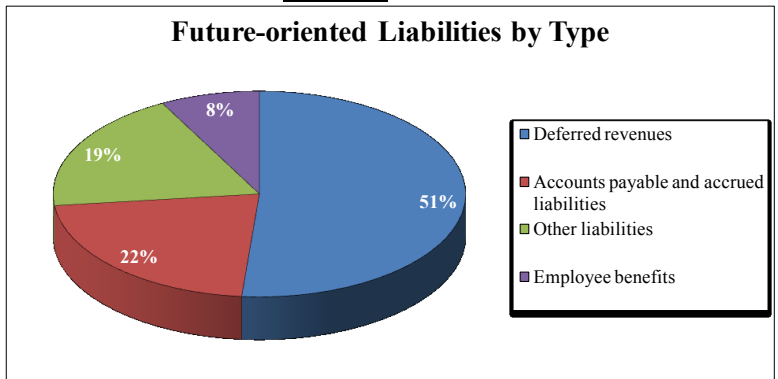


### Liabilities by Type

Total liabilities for 2012–2013 are projected to be \$765 million. Deferred revenue is estimated to represent approximately 51% of total liabilities. The deferred revenue account was established to record fees and rights derived from the *Citizenship Act* and Regulations and the *Immigration and Refugee Protection Act* and Regulations. Fees are deferred until an application is deemed processed, while fees for rights (right of citizenship and right of permanent residence) are deferred until the right is granted.

Figure 8 outlines CIC’s future-oriented liabilities by type for 2012–2013:

**Figure 8**



### Future-oriented Financial Statements

CIC’s complete future-oriented financial statements can be found on its [Web site](#).<sup>41</sup>

### List of Supplementary Information Tables

All electronic supplementary information tables found in the *2012–13 Reports on Plans and Priorities* can be found on the [Treasury Board of Canada Secretariat website](#).<sup>42</sup>

- Details on Transfer Payment Programs;
- Greening Government Operations;
- Sources of Non-Responsible Revenue;
- Status Report on Transformational and Major Crown Projects;
- Up-Front Multi-Year Funding; and
- Upcoming Internal Audits and Evaluations over the next three fiscal years.





## SECTION IV: OTHER ITEMS OF INTEREST

### Organizational Contact Information

For any additional information, on this report or other parliamentary reports for CIC, please contact [ParliamentaryReports-RapportsParlementaires@cic.gc.ca](mailto:ParliamentaryReports-RapportsParlementaires@cic.gc.ca).

### Gender-based Analysis

Under the *Immigration and Refugee Protection Act*, CIC is accountable to Parliament for conducting gender-based analysis (GBA) on the impact of the Act and its regulations. A new departmental policy on GBA has been approved and will apply across all of CIC's business lines, from policy development to program implementation. Several initiatives have been selected as models of good practice at different stages of the policy and program development cycle. For example, GBA will continue to be applied in the performance measurement framework for refugee reform. It will also be incorporated into the Interim Federal Health Program review, as well as in the monitoring of pass rates for the citizenship test. As in the past, GBA will be supported by CIC's data-management activities, which will contribute to the development and dissemination of gender-based research. For more information on CIC's plans and activities with respect to GBA, consult the Department's [annual reports to Parliament on immigration](#).<sup>43</sup>

### Quarterly Financial Reports

Canadians expect the federal government to manage public funds well by effectively planning, budgeting and making decisions on the allocation, reallocation and use of financial and other resources based on reliable information and sound analysis of that information. They also expect timely and reliable reporting that provides transparency and accountability for how government spends public funds to achieve results for Canadians.

Quarterly financial reports were introduced, government-wide, in 2011–2012. These quarterly reports are completed on an expenditure basis of reporting and prepared using a special-purpose financial reporting framework designed to meet financial information needs and to assist in the timely and effective oversight of government expenditures. Each report includes a minimum of two sections. The first is a signed statement outlining results, risks and significant changes related to operations, personnel and programs. The second section contains quarterly financial information incorporating a Statement of Authorities and a table of departmental budgetary expenditures for both the quarter and the fiscal year-to-date with comparative financial information for the preceding fiscal year. The reports are made public within 60 days of the end of each reporting period.



## Research Activities

CIC's research program provides expert evidence-based support for policy development, program monitoring, performance measurement and evaluation. The research program enhances the Department's intellectual capital and knowledge base for systematic application of evidence-based analysis and research. The program also facilitates data sharing and reporting service commitments to internal and external partners and stakeholders, including the Canadian public. In 2012–2013, CIC plans to:

- continue research aligned with departmental strategic objectives to inform key policy questions related to immigration levels and optimum mix; immigrant and refugee labour market participation and economic outcomes; social integration; and diversity, multiculturalism and social inclusion;
- support departmental service modernization by improving data content scope, streamlining data-sharing delivery mechanisms and exploiting new communications channels;
- complete systematic integration of research and evaluation functions with policy and program development and monitoring;
- streamline performance measurement for enhanced program monitoring and evaluation; and
- expand research partnerships with other federal government departments, provinces and territories, and non-governmental research networks.

## Endnotes

- <sup>1</sup> For more information on CIC's programs, please consult [www.cic.gc.ca](http://www.cic.gc.ca).
- <sup>2</sup> All federal legislation can be accessed on the Department of Justice website at <http://laws.justice.gc.ca>.
- <sup>3</sup> For more information on CBSA, please consult [www.cbsa-asfc.gc.ca](http://www.cbsa-asfc.gc.ca).
- <sup>4</sup> For more information on the Action Plan for Faster Family Reunification, please consult <http://www.cic.gc.ca/ftp/pdf/20111103-eng.pdf>.
- <sup>5</sup> For more information on the Task Force for International Cooperation on Holocaust Education, Remembrance, and Research, please consult [www.holocausttaskforce.org](http://www.holocausttaskforce.org).
- <sup>6</sup> For more information on the Temporary Resident Biometrics Project, please consult [www.cic.gc.ca/english/department/media/backgrounders/2009/2009-06-18.asp](http://www.cic.gc.ca/english/department/media/backgrounders/2009/2009-06-18.asp).
- <sup>7</sup> For more information on the 2011 fall report of the Auditor General of Canada, please consult [www.oag-bvg.gc.ca/internet/English/parl\\_oag\\_201111\\_02\\_e\\_35934.html#hd5j](http://www.oag-bvg.gc.ca/internet/English/parl_oag_201111_02_e_35934.html#hd5j).
- <sup>8</sup> For more information on the alignment to Government of Canada Outcomes, please consult [www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx](http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx).
- <sup>9</sup> For more information on the 2012 immigration levels, please consult [www.cic.gc.ca/english/department/media/notices/notice-levels2012.asp](http://www.cic.gc.ca/english/department/media/notices/notice-levels2012.asp).
- <sup>10</sup> For more information on CIC's organizational appropriations, please consult [www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/info/info-eng.asp](http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/info/info-eng.asp).
- <sup>11</sup> For more information on sustainable development at CIC, please consult [www.cic.gc.ca/english/department/rpp/sd.asp](http://www.cic.gc.ca/english/department/rpp/sd.asp).
- <sup>12</sup> For more information on the Federal Sustainable Development Strategy, please consult [www.ec.gc.ca/dd-sd](http://www.ec.gc.ca/dd-sd).
- <sup>13</sup> For more information on the *Annual Report to Parliament on Immigration 2011*, please consult [www.cic.gc.ca/english/resources/publications/annual-report-2011/index.asp](http://www.cic.gc.ca/english/resources/publications/annual-report-2011/index.asp).
- <sup>14</sup> For more information on Program Activity 1.1, please consult [www.cic.gc.ca/english/department/paa/2011/activity-11.asp](http://www.cic.gc.ca/english/department/paa/2011/activity-11.asp).
- <sup>15</sup> For more information on Program Activity 1.2, please consult [www.cic.gc.ca/english/department/paa/2011/activity-12.asp](http://www.cic.gc.ca/english/department/paa/2011/activity-12.asp).
- <sup>16</sup> For more information on the *1951 Convention Relating to the Status of Refugees*, please consult [www.unhcr.org/pages/49da0e466.html](http://www.unhcr.org/pages/49da0e466.html).
- <sup>17</sup> For more information on the *1967 Protocol*, please consult [www2.ohchr.org/english/law/protocolrefugees.htm](http://www2.ohchr.org/english/law/protocolrefugees.htm).
- <sup>18</sup> For more information on the *Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment*, please consult [www2.ohchr.org/english/law/cat.htm](http://www2.ohchr.org/english/law/cat.htm).
- <sup>19</sup> For more information on Program Activity 2.1, please consult [www.cic.gc.ca/english/department/paa/2011/activity-21.asp](http://www.cic.gc.ca/english/department/paa/2011/activity-21.asp).
- <sup>20</sup> For more information on Program Activity 2.2, please consult [www.cic.gc.ca/english/department/paa/2011/activity-22.asp](http://www.cic.gc.ca/english/department/paa/2011/activity-22.asp).
- <sup>21</sup> For more information on the *Balanced Refugee Reform Act*, please consult [www.cic.gc.ca/english/refugees/reform.asp](http://www.cic.gc.ca/english/refugees/reform.asp).
- <sup>22</sup> For more information on *Protecting Canada's Immigration System Act*, please consult [www.cic.gc.ca/english/department/media/releases/2012/2012-02-16.asp](http://www.cic.gc.ca/english/department/media/releases/2012/2012-02-16.asp).
- <sup>23</sup> For more information on Program Activity 3.1, please consult [www.cic.gc.ca/english/department/paa/2011/activity-31.asp](http://www.cic.gc.ca/english/department/paa/2011/activity-31.asp).



- <sup>24</sup> For more information on Program Activity 3.2, please consult [www.cic.gc.ca/english/department/paa/2011/activity-32.asp](http://www.cic.gc.ca/english/department/paa/2011/activity-32.asp).
- <sup>25</sup> For more information on Program Activity 3.3, please consult [www.cic.gc.ca/english/department/paa/2011/activity-33.asp](http://www.cic.gc.ca/english/department/paa/2011/activity-33.asp).
- <sup>26</sup> For more information on Multiculturalism Inter-Action projects, please consult [www.cic.gc.ca/english/multiculturalism/funding/index.asp](http://www.cic.gc.ca/english/multiculturalism/funding/index.asp).
- <sup>27</sup> For more information on the Public Health Agency of Canada, please consult [www.phac-aspc.gc.ca/index-eng.php](http://www.phac-aspc.gc.ca/index-eng.php).
- <sup>28</sup> For more information on the Royal Canadian Mounted Police, please consult [www.rcmp-grc.gc.ca](http://www.rcmp-grc.gc.ca).
- <sup>29</sup> For more information on the Canadian Security Intelligence Service, please consult [www.csis-scrs.gc.ca](http://www.csis-scrs.gc.ca).
- <sup>30</sup> For more information on Program Activity 4.1, please consult [www.cic.gc.ca/english/department/paa/2011/activity-41.asp](http://www.cic.gc.ca/english/department/paa/2011/activity-41.asp).
- <sup>31</sup> For more information on the 2011 fall report of the Auditor General of Canada, please consult [www.oag-bvg.gc.ca/internet/English/parl\\_oag\\_201111\\_02\\_e\\_35934.html#hd5j](http://www.oag-bvg.gc.ca/internet/English/parl_oag_201111_02_e_35934.html#hd5j).
- <sup>32</sup> For more information on Program Activity 4.2, please consult [www.cic.gc.ca/english/department/paa/2011/activity-42.asp](http://www.cic.gc.ca/english/department/paa/2011/activity-42.asp).
- <sup>33</sup> For more information on Program Activity 4.3, please consult [www.cic.gc.ca/english/department/paa/2011/activity-43.asp](http://www.cic.gc.ca/english/department/paa/2011/activity-43.asp).
- <sup>34</sup> For information on the Global Forum on Migration and Development, please consult [www.gfmd.org](http://www.gfmd.org).
- <sup>35</sup> For information on the Intergovernmental Consultations on Migration, Asylum and Refugees, please consult [www.igc.ch](http://www.igc.ch).
- <sup>36</sup> For information on the United Nations High Commissioner for Refugees, please consult [www.unhcr.org](http://www.unhcr.org).
- <sup>37</sup> For information on the Regional Consultations on Migration, please consult [www.rcmvs.org](http://www.rcmvs.org).
- <sup>38</sup> For information on the International Organization for Migration, please consult [www.iom.int](http://www.iom.int).
- <sup>39</sup> For information on the Cabinet Directive, please consult [www.ceaa.gc.ca/default.asp?lang=En&n=B3186435-1](http://www.ceaa.gc.ca/default.asp?lang=En&n=B3186435-1).
- <sup>40</sup> For information on CIC's efforts in Greening Government Operations, please consult [www.cic.gc.ca/english/department/rpp/sd.asp](http://www.cic.gc.ca/english/department/rpp/sd.asp).
- <sup>41</sup> For CIC's complete future-oriented financial statements, please consult [www.cic.gc.ca/english/department/rpp/fofs12-13.asp](http://www.cic.gc.ca/english/department/rpp/fofs12-13.asp).
- <sup>42</sup> For the supplementary information tables, please consult [www.tbs-sct.gc.ca/est-pre/index-eng.asp](http://www.tbs-sct.gc.ca/est-pre/index-eng.asp).
- <sup>43</sup> For the Department's annual reports to Parliament, please consult [www.cic.gc.ca/english/resources/publications/index.asp](http://www.cic.gc.ca/english/resources/publications/index.asp).