

IMMIGRATION, REFUGEES AND
CITIZENSHIP CANADA

Departmental Results Report

2021–22



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



Immigration, Refugees
and Citizenship Canada

Immigration, Réfugiés
et Citoyenneté Canada

Canada

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From the Minister

I am pleased to present Immigration, Refugees and Citizenship Canada’s 2021–22 Departmental Results Report.

For generations, immigration has been essential to Canada’s prosperity. It helps us address critical labour market gaps, nurtures diversity, builds communities, and lays the cornerstones for our long-term economic growth. It is particularly important during challenging times, as we’ve seen during our recovery from a global pandemic.

After declining during the first part of the pandemic, Canada’s immigration levels rebounded strongly during 2021–22. We welcomed nearly 406,000 immigrants in 2021, the largest number of newcomers in a single year in our country’s history. We achieved this in part through innovative practices like virtual landings, and by leveraging applicants already living in Canada, including through a time-limited Temporary Residence to Permanent Residence pathway.

We should be proud that Canada also continued to uphold its legal and humanitarian obligations in 2021–22, while also taking a lead role in a number of urgent global crises. Canada continues to be global leader in refugee resettlement and, in 2021, was the largest receiver of resettled refugees as per the UNHCR’s Global Trends report.

The Government of Canada pledged to bring at least 40,000 Afghan refugees to Canada as quickly and as safely as possible by the end of 2023. This includes highly vulnerable groups — such as women leaders, LGBTQI people, human rights defenders, journalists, and members of religious and ethnic minorities, in addition to those who worked for or assisted the Government of Canada or the Canadian Armed Forces.

In support of Ukrainians and their families seeking temporary safe haven following the full-scale Russian invasion, Canada launched the Canada-Ukraine Authorization for Emergency Travel. This initiative accelerated the issuance of fee-exempt travel documents to Ukrainian nationals and their family members, as well as the fee-exempt status documents that enable them to live, work and study for up to three years in Canada.

The Department also strived to improve its performance. For example, even as many of the original interruptions caused by the COVID-19 pandemic began to subside, the Department continued to face challenges in its processing operations as part of the aftermath. Throughout 2021–22, Immigration, Refugees and Citizenship Canada took steps to implement modern ways of processing applications and tackling a growing inventory and wait times, including by hiring approximately 500 processing staff between July 2021 and June 2022. The Department is not only increasing staff but also changing the way we process applications. With the help of new digital tools, such

as online applications for eligible applicants, virtual citizenship ceremonies and online testing, Immigration, Refugees and Citizenship Canada welcomed over 221,000 new Canadian citizens in 2021–22.

Within the Department itself, we continue to advance reconciliation and anti-racism goals in its programs, policies, and teams, identifying and taking meaningful steps to reduce inequities and all forms of discrimination and racism across the organization. With these principles as a foundation, the Department will continue to welcome newcomers to help fill necessary labour market shortages and foster growth, address regional needs, reunify families, attract students, and bring refugees and protected persons to safety.

The COVID-19 pandemic upended the way the Department serves clients but taught us to shift beyond bureaucratic structures and cut red tape. I am focused on seizing this momentum, so we can better position the Department to deliver better, more accessible, and reliable services that meet the demands in this digital age.

Looking ahead, I know there are significant challenges in front of us. There is a lot of work ahead. We are making every effort to ensure that applicants get the best possible quality service from Immigration, Refugees and Citizenship Canada they deserve. And I'm confident the Department will adapt, find opportunities to improve, and continue to innovate for applicants, newcomers, and all Canadians.

I am proud of our achievements in helping to create a strong economy and uphold Canada's humanitarian traditions. With this in mind, I invite you to read about the Department's achievements over the past year in the Departmental Results Report.

The Honourable Sean Fraser P.C., M.P.

Minister of Immigration, Refugees and Citizenship

Results at a glance

Supporting the Government of Canada’s transition through the COVID-19 pandemic

Over the past two years, the COVID-19 pandemic introduced unprecedented challenges to our immigration system. While 2021–22 saw a lifting of some restrictions and border re-openings in Canada and around the world, border closures and travel restrictions continued to impact services.

Despite these disruptions, in 2021, Canada welcomed nearly 406,000 new permanent residents, the highest number in a single year ever, exceeding the ambitious immigration levels target of 401,000. The historic number of newcomers played a key role in filling critical labour gaps during the pandemic, including in essential services sectors. Surpassing this target was achieved by leveraging innovative practices, for example, pivoting to a focus on applicants already living in Canada by introducing time-limited temporary resident (TR) to permanent resident (PR) pathways, and using virtual landings.

At the same time, Immigration, Refugees and Citizenship Canada (IRCC) continued to adapt business processes to the realities of operating within a globally unstable environment. Work continues to advance on Digital Platform Modernization and moving IRCC processes, programs and services to digital to increase operational efficiencies, while continuing to provide high quality support to clients through new and innovative means. This transformation, supported by change management centred on the organization, people and technology, will continue to support IRCC’s ability to successfully achieve Departmental results, now and in the future.

For newcomers arriving into their new Canadian communities, IRCC-funded settlement provider organizations continued to offer a mix of in-person and online settlement services to support newcomer integration in light of changing public health guidelines related to the pandemic.

Numbers at a glance

- In 2021, a total of 1,467,333 visas and electronic travel authorizations were issued to visitors, international students and temporary workers.
- 405,999 permanent residents were admitted to Canada in 2021, an increase of 120% from 2020.
- Over 2.8 million client enquiries were answered by phone and email in 2021–22, an increase of 16% from 2020–21.
- Furthermore, as a response to global crises, two dedicated channels were created to answer specific client enquiries. An additional 444,000 calls and emails were answered on the Afghanistan dedicated line, as well as 58,000 calls and emails on the Ukraine dedicated line.
- Temporary and permanent immigration, settlement and citizenship and passport programming results were achieved in 2021–22 with the support of \$3,451,273,280 in funding and 9,491 full-time equivalents.

Responding to world crises

IRCC is working hard to resettle at least 40,000 Afghan nationals as quickly and safely as possible. In response to the humanitarian crisis in Afghanistan, the Government of Canada committed in 2021–22 to resettling

- 14,000 Afghans through the special immigration program for Afghan nationals who closely assisted Canada’s efforts in Afghanistan (a commitment that has since expanded to 18,000);
- up to 5,000 extended family members of former interpreters who resettled in Canada in 2009 and 2012; and
- government-assisted and privately sponsored Afghan refugees through the humanitarian program, (including women leaders, LGBTQI individuals, human rights defenders, journalists, and members of religious and ethnic minorities).

March 30, 2022 marked an important milestone towards this goal, with Canada welcoming over 10,000 at-risk Afghans since August 2021.

The situation in Afghanistan is constantly evolving, and Canada has no military or diplomatic presence in the country. Many Afghans in need of protection are still in Afghanistan, and movement out of the country, both by air and by land, continues to be very difficult and dangerous. IRCC has advanced solutions to facilitate the safe passage of Afghan nationals out of Afghanistan so that the processing of their applications may be completed in a third country, including:

- the introduction of a two-part screening process, which enables background and security screening to begin while clients are still inside Afghanistan; and
- options to facilitate safe passage through available exit routes to third countries.

In addition, IRCC has established new referral partnerships with allies and organizations, including, the United States, NATO, Front Line Defenders, and ProtectDefenders.eu.

The Government of Canada continues to work closely with our allies, likeminded counties, regional partners, and international organizations as part of a coordinated response to the unfolding humanitarian crisis.

Furthermore, IRCC began prioritizing the applications of Afghan privately sponsored refugees, as well as permanent residence, family reunification, and temporary residence applications for Afghan nationals, in August and September 2021, while waiving application fees.

In 2021–22, the [Canada-Ukraine authorization for emergency travel](#)ⁱ was introduced. It consists of a set of uniquely facilitative temporary resident measures that expedite the issuance of fee-exempt travel documents to Ukrainian nationals and their family members, as well as fee-exempt status documents that enable them to live, work and study for up to three years in Canada. Since these measures were implemented on March 17, 2022, next year's DRR will be able to report back and provide more details of how the Department supported this cohort.

Supporting our clients

IRCC recognizes that people seeking Canada's help have questions that need to be answered. In 2021–22, IRCC launched dedicated client service channels to support Canada's responses to the crises in Afghanistan and Ukraine. Through the channel launched in August 2021 for Afghanistan, the Department answered 444,000 calls and emails; and through the channel launched in February 2022 for Ukraine, the Department responded to 58,000 calls and emails.

Supporting clients and answering the questions of those who want to come to Canada, either as a temporary resident or as a permanent resident, is a top priority for the Department. To this end, in 2021–22, the Client Support Centre received over 8.6 million calls and 1.9 million email enquiries.

In addition, as a measure to support a whole-of-government approach to pandemic management, IRCC has been offering all clients undergoing an immigration medical exam a Government-of-Canada-accepted COVID-19 vaccination on a voluntary basis, where available and accessible.

Launch of the Atlantic Immigration Program

On December 17, 2021, IRCC and the Atlantic provinces announced that the Atlantic Immigration Pilot would become a permanent program as of January 1, 2022. The [Atlantic Immigration Program](#)ⁱⁱ builds on the strengths of the pilot and retains the core objective of attracting skilled immigrants to Atlantic Canada to address demographic and economic needs, as well as continuing to increase retention in the region. The launch of this program complements other programs designed to support regional labour force growth through immigration, which are profiled in this report.

For more information on IRCC's plans, priorities and results achieved, see the "Results: what we achieved" section of this report, which follows below.

Results: what we achieved

Core Responsibility 1: Visitors, International Students and Temporary Workers

Description

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

Results

Gender-based Analysis Plus

In this year's Gender-based Analysis Plus (GBA Plus) supplementary table, reporting on the Visitors Program has broadened the scope from last year by including data on marital status and ability to communicate in English and/or French. Data from 2021 indicates that the Visitors Program's issuance of Temporary Resident Visas (TRVs) and electronic travel authorizations (eTAs) is broadly gender-balanced, with the majority of TRVs and eTAs being issued to adults aged 18 to 65. At the same time, data since 2020 indicates a slight change in distribution for certain indicators compared to previous years, with a greater percentage of TRVs being issued to males.

The Visitors Program will continue to monitor these indicators, and others, to assess whether such data reflect random variation in eligible applicants, new trends, or other factors unique to 2020 and 2021, given the impact of the COVID-19 pandemic. For 2022–23, the Visitors Program has also committed to conducting an internal review to examine its Performance Measurement Strategy Framework from a GBA Plus and anti-racism perspective. This work will ensure that the Visitors Program continues to build an adequate evidence base to inform policy design and development.

2030 Agenda for Sustainable Development

In 2021–22, IRCC continued to support the United Nations [Sustainable Development Goals](#)ⁱⁱⁱ (SDGs) by facilitating the entry of visitors, international students, and temporary workers.

Regarding SDG 9, “Industries, Innovation and Infrastructure,” IRCC, through its Global Skills Strategy, helped employers attract skilled workers to work in high growth and innovative industries. The Start-up Visa Program targeted innovative entrepreneurs and linked them with private sector investors in Canada, who will help them start up their business. Attracting international talent is important for Canada’s economic success.

With respect to SDG 16 on “Peaceful Justice and Inclusive Societies,” IRCC continued to promote the open work permit for vulnerable workers. Migrant workers in Canada on valid employer-specific work permits, who experience abuse or at risk of abuse, can apply for an open work permit for vulnerable workers. This provides an authorization to leave their employer but stay in Canada to work for other employers.

Experimentation

As part of IRCC’s commitment to process all new applications in a timely manner, Ministerial Instructions were implemented to require that temporary resident applications from outside Canada be submitted electronically. This innovation has allowed work sharing among IRCC officers so that the Department is able to continue to process applications wherever capacity exists across its integrated network.

As further detailed under Departmental Result 1: ‘Entry to Canada of eligible visitors, international students and temporary workers is facilitated,’ in February 2021, IRCC announced special temporary measures to allow international students to complete 100% of their studies at a [Canadian designated learning institute](#)^{iv} (DLI) online from outside Canada and remain eligible for a [post-graduation work permit](#),^v while further contributing to enrollment at Canadian universities.

Key risks to Core Responsibility 1

In 2021–22, IRCC’s capacity to deliver in the area of visitors, international students and temporary workers continued to be significantly challenged as a result of travel restrictions, a backlog of applications, and, increasingly, by the crisis in Ukraine. In response, IRCC continued to implement new policies and infrastructure to enable the continuity of service provision.

All of IRCC’s temporary resident programs are demand-driven and are generally processed on a first come, first served basis. Volume fluctuations during the past two years of the pandemic and subsequent recovery have been difficult to predict. The fact that IRCC continued to accept applications even with borders closed accentuated the building up of inventories.

With regard to the international students program, this program is demand-driven and continues to grow at unprecedented rates, surpassing pre-pandemic volumes in 2021. The increasing

demand for student permits significantly impacted the Department’s operational capacity to process applications.

To allow Canada to remain an attractive destination for top students from around the world, IRCC is working on improving client service by reducing inventories and improving processing times. The Department is also looking at options for students to have work opportunities during study.

Results achieved

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

Facilitating temporary resident entry to Canada during the pandemic

In 2021–22, IRCC continued to introduce measures to support the reopening of borders and assist international students, including those already in Canada and those studying abroad, and to support the entry of temporary foreign workers, especially in essential services.

To manage the inventory of overseas applications, the IRCC Rapid Response Operations Centre focused on processing priority applications, particularly in-Canada extensions, and those from seasonal agricultural workers, essential and vulnerable workers, and students. IRCC also leveraged more efficient tools and leaner processes, and improved its digital platforms to better respond to client needs throughout the pandemic.

As Canada moved towards a vaccination entry border requirement throughout the year, IRCC supported exemptions from COVID-19 border restrictions for key vulnerable and economic cohorts. For example, the COVID-19 pandemic Border Re-Opening Team facilitated the continued entry of international students under 18 and agricultural temporary foreign workers (TFWs), in recognition of vaccine access challenges that existed in many of IRCC’s top source countries.

Facilitating visitor entry

To meet the re-emerging demand for travel post-pandemic and align with Phase 3 of the Government of Canada’s Border Reopening Plan, IRCC found creative ways to manage the application inventories that had accumulated during the COVID-19 pandemic to help facilitate travel to Canada for clients. At the core of this approach is the commitment to process all new applications the Department receives in a timely manner, while also processing applications in the [temporary resident visa](#)^{vi} backlog with the remaining and available capacity.

Ministerial Instructions were implemented to require that temporary resident applications from outside Canada be submitted electronically. This innovation has allowed work sharing among IRCC officers so that the Department is able to continue to process applications wherever capacity exists across its integrated network.

Digitization and data analytics

In January 2022, IRCC expanded the use of advanced analytics for streamlined triaging of all TRV applications submitted from outside of Canada and making automated positive eligibility determinations on some applications. The use of advanced analytics is part of IRCC's commitment to finding new ways to identify non-complex applications quickly in order to speed up processing times. For instance, the identification of non-complex cases creates efficiencies through automated decision-making, which provides immigration officers with more time to review the more complex files. As part of the advanced data analytics system, IRCC officers continue to make the final decision on TRVs, and only an IRCC officer can refuse an application.

Special measures: Ukraine

On March 17, 2022, Canada launched the [Canada-Ukraine Authorization for Emergency Travel](#)^{vii} (CUAET), a set of uniquely facilitative temporary residence measures for Ukrainians and their families seeking temporary safe haven in Canada, while the Russian invasion of their home country continues.

The CUAET measures allow Ukrainian nationals and their family members to apply, exempt of application fees, to live, work and study in Canada and to access federal settlement services, such as language training, during their extended stay in Canada. Specifically, open work permits valid for three years are available to applicants, allowing them to work for any employer in Canada, as long as their work permit is valid. This is an extraordinary measure aimed at supporting Ukrainians arriving under this special, accelerated temporary residence pathway.

Ukrainian temporary residents and their dependents who were in Canada when the war broke out, as well as foreign nationals arriving in Canada under the CUAET, will receive federally funded settlement services until March 31, 2023. These temporary Settlement Program supports, which are typically only available to permanent residents, are intended to help Ukrainians arriving under this special accelerated temporary residence pathway to settle into their new Canadian communities. Ukrainians who come to Canada as permanent residents will also have access to federally funded settlement services, as all permanent residents do.

To alleviate overseas biometrics collection capacity issues that ensued following the launch of the CUAET measures, certain lower-risk Ukrainian CUAET applicants were exempted from the

biometrics collection requirement. This approach — developed in collaboration with public safety partners — enabled IRCC to process applications under the CUAET more quickly, while balancing the risk associated with exempting certain cohorts from biometrics collection and screening.

As most Ukrainians started arriving in Canada in April 2022, next year’s DRR will be able to report back and provide more details of how the Department supported this cohort.

Facilitating entry of International Students

In Spring 2021, IRCC met its commitment to process over 99% of complete study permit applications received before May 15, 2021 in time for the fall 2021 semester. As part of the commitment, nearly 29,000 study permit applications were processed.

In February 2021, IRCC announced special temporary measures to allow international students to complete 100% of their studies at a [Canadian designated learning institute](#)^{viii} (DLI) online from outside Canada and remain eligible for a [post-graduation work permit](#)^{ix} (PGWP). Under standard operating circumstances, 50% of a program of study at a Canadian DLI must be completed in Canada and in class, and time spent studying from outside Canada is not counted towards the length of a post-graduation work permit. Under the temporary policy changes, international students can remain eligible for the PGWP if they study in Canada or outside of Canada via distance learning.

Additionally, IRCC continued to expand and implement measures to facilitate international student permits in the midst of ongoing restrictions. For example, the [Student Direct Stream](#)^x is an expedited study permit processing program for those who are applying to study in Canada at a post-secondary DLI. In 2021–22, the Student Direct Stream expanded to include seven additional countries: Antigua and Barbuda, Brazil, Colombia, Costa Rica, Peru, St. Vincent and the Grenadines, and Trinidad and Tobago, for a total of 14 countries. Another example is a distance learning facilitation measure offered to students outside of Canada to continue learning and remain eligible for PGWP. This was offered from March 2020 to August 31, 2022.

In February of 2021, the Study Permit pilot was launched in the TR e-App portal for 10% of clients. In March of 2021, the pilot increased to 60% of clients. This project is continuing to expand and is not yet offered to all individuals as an application option.

Facilitating the entry of Temporary Foreign Workers

In 2021–22, IRCC implemented a number of facilitative measures to help Canadian businesses bring in temporary workers to fill jobs in key sectors more quickly.

The [International Mobility Program](#)^{xi} and the [Temporary Foreign Worker Program](#)^{xii} allow employers in Canada to hire foreign workers in support of Canadian economic, social and cultural interests, as well as provide a means for employers to fill temporary labour needs when no Canadians or permanent residents are available. To support Canada’s economic success in 2021–22, IRCC has prioritized certain applications under these programs, including seasonal agricultural workers, essential occupations in critical sectors such as health care and transportation, and vulnerable workers.

IRCC also implemented a public policy to facilitate the issuance of [work permits to foreign nationals in Canada as visitors](#)^{xiii} who would otherwise not be permitted to apply for a work permit from within Canada. Another public policy initiative allows foreign workers already in Canada on work permits to obtain new work permits and change jobs faster, if they have either lost their job or obtained a new job offer from a different employer.

In July 2021, IRCC and [Employment and Social Development Canada](#)^{xiv} consulted on proposed regulatory amendments to the compliance requirements for employers hiring temporary foreign workers, to strengthen worker protection. The amendments included additional conditions for employers, such as prohibiting them from charging recruitment fees to TFWs and requiring them to provide workers with an employment agreement. The amendments are expected to be in force by October 2022.

IRCC introduced a temporary measure exempting TFWs in key industries from the mandatory [biometrics](#)^{xv} collection requirement where IRCC’s overseas service delivery was unavailable. In 2021–22, where overseas collection services remained unavailable, IRCC continued to provide biometrics exemptions to ensure a steady flow of workers from certain industries, where the reliance on TFWs is significant to Canada’s economic stability. To support strong identity management and program integrity, biometrics continued to be collected at the port of entry when operationally feasible.

International cooperation

In 2021–22, IRCC provided funding to the [International Organization for Migration](#)^{xvi} to support initiatives related to the ethical recruitment of migrant workers. This work included:

- Building the foundation for an ethical recruitment corridor between Mexico and British Columbia through a project that helped to establish business relationships between trusted recruiters in Mexico and employers in Canada.
- Supporting the creation of a [Global Policy Network on Recruitment](#),^{xvii} which is an international network of policy makers and regulators from around the world who convene to address challenges and identify solutions related to international labour recruitment and the protection of migrant workers.

Hong Kong Public Policy

In response to China’s National Security Law for Hong Kong, Canada developed one temporary resident pathway and two permanent resident pathways for Hong Kong nationals. Launched in February 2021, the ongoing Hong Kong Temporary Resident Pathway provides open work permits of up to three years to Hong Kong youth.

Youth mobility through International Experience Canada

The pandemic has had a significant impact on the [International Experience Canada^{xviii}](#) (IEC) program, affecting application processing, negotiations with other countries, promotion and engagement and, ultimately, the number of youth coming to Canada and Canadian youth travelling abroad.

Despite the easing of pandemic-related border restrictions for both Canada and its partners, demand has not returned to pre-pandemic levels, likely due to ongoing global events and the relatively high cost of travel.

IEC continues to advance negotiations with prospective partners and to explore opportunities to modernize arrangements with existing partners, with the view of removing existing barriers to increasing opportunities for Canadian youth. Key achievements include:

- Canada’s treaty with Italy, which was tabled in the House of Commons on February 24, 2021 and ratified in May 2021. Italy’s ratification is required before it can be implemented.
- Andorra becoming Canada’s 36th IEC partner, in June 2021, with the official implementation of the youth mobility arrangement. This allows youth to work and travel for up to one year with an open-work permit through the Working Holiday stream of International Experience Canada.
- Increased IEC efforts to promote, engage with, and develop resources for various communities of interest, including Indigenous youth, youth identifying as part of LGBTQI communities, and disadvantaged youth.

The IEC program has also completed the development of a strategic framework based on a [January 2019 evaluation^{xix}](#). The framework will inform initiatives to enhance promotion of the program among Canadian youth, support the monitoring of program outcomes related to Canadian youth going abroad, and guide research to further assess the impact of the IEC program on the Canadian labour market.

Results Achieved

Departmental Result 1: Entry to Canada of eligible visitors, international students and temporary workers is facilitated			
Departmental Result Indicators	Targets	Date to achieve targets	Actual results
1. Total number of visas and electronic travel authorizations issued to visitors, international students and temporary workers	≥ 5.9 million ¹	End of each Calendar Year (CY)	2019: 5,774,342 2020: 906,119 2021: 1,467,333
2. Percentage of visitor, international student and temporary worker applicants found inadmissible on health grounds and those who are authorized to enter with a condition on their visa related to health surveillance	≤ 3% ²	End of each CY	2019: 1.8% 2020: 1.8% 2021: 1.6%
3. Percentage of visitor, international student and temporary worker applicants found inadmissible on safety and security grounds	≤ 0.06% ³	End of each CY	2019: 0.03% 2020: 0.02% 2021: 0.03%
4. Percentage of visitor, international student and temporary worker applicants who report they were satisfied overall with the services they received	≥ 90%	End of each Fiscal Year (FY)	2019–20: 91% 2020–21: 88.8% 2021–22: 83.1%

Performance indicator analysis

Indicator 1: In 2021, the total number of TRVs and eTAs issued to visitors, international students and temporary workers was 1,467,333. While this is considerably lower than annual data between 2014 and 2019, the lower total reflects the continued implications of COVID-19 on travel, as well as operational pressures on the Department.

Indicator 2: In 2021, a very small percentage (0.1%) of visitors, international students and temporary workers were found to be inadmissible on health grounds and 1.6% of those admitted to Canada overall had a condition on their visa related to health surveillance. Results have been consistent over time, which demonstrates that even with the unpredictable nature of temporary residence applications in terms of volumes and country of origin, this reporting year, the general health profile of applicants has been stable. The proportion of applicants admitted with a health condition requiring surveillance is notably higher than the proportion found inadmissible on health grounds. Protecting public health is an integral part of Canada’s immigration system, and these results demonstrate that IRCC’s health screening program is achieving the parallel goals of

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

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

³ Ibid.

protecting the health of Canadians while facilitating the arrival of foreign nationals for temporary residence.

Indicator 3: In 2021, 0.03% of temporary resident applicants were found inadmissible on safety and security grounds. This represents a 0.01 percentage point increase from 2020, but remains consistent with data from 2019 and 2018. The Department continues to monitor and review its programs regularly and to address new risks or issues as they rise.

Indicator 4: In 2021–22, 83.1% of temporary resident applicants reported they were satisfied with the services they received. This represents a 5.5 percentage point decrease from 2020–21. The Department will continue to implement and explore innovative modernization initiatives to improve services, processing times and program integrity by leveraging automation and advanced data analytics, where appropriate.

Results achieved

Departmental Result 2: Temporary entry helps to generate economic benefits

Visitors generate economic benefit

Latest available data from 2019 indicates that visitors contributed \$23.4 billion to Canada's economy, representing an approximate 5% increase from 2018. It can be anticipated that data from 2020 and 2021 will show a decrease that can be attributed to the impact of the COVID-19 pandemic on travel to Canada.

While global travel has largely been halted since 2020, volumes of international travellers to Canada are beginning to rebound and are likely to not only recover to pre-pandemic levels, but to grow. Welcoming visitors back to Canada will be crucial to supporting the country's hard-hit travel and tourism industry, and the Canadian economy more broadly.

Temporary Workers generate economic benefit

Continuation of facilitative measures during COVID-19

Public policies that [facilitate workers to be able to change employers](#)^{xx} quickly and allow visitors already in Canada who have a job offer from a Canadian employer to be able to apply for a work permit from within Canada remained in effect for 2021–22. The goal of these policies is to help fill labour market shortages resulting from the pandemic. This is particularly true in sectors where temporary foreign workers have traditionally made important contributions, such as agriculture, where well-documented shortages resulting from a reduction of temporary workers

coming to Canada and the unavailability of Canadians and permanent residents puts Canada's food security at risk.

Supporting work and transitions to permanent residency

In July 2021, IRCC launched a [measure](#)^{xxi} to support clients who await a decision on their permanent residence application submitted under the special [temporary resident to permanent resident pathway](#),^{xxii} (TR2PR) by allowing them to obtain an open work permit and continue to work in Canada without interruption. Spouses of TR2PR applicants who were already in Canada were also able to apply for an open work permit, enabling them to seek employment opportunities in Canada and accelerating their settlement process.

International students generate economic benefit

Throughout the reporting year, IRCC took action to assist international students through a variety of measures, including offering open work permits for former international students who hold or held a [post-graduation work permit](#).

With the latest available data from 2019, [Global Affairs Canada](#)^{xxiii} (GAC) estimated that international students contributed \$23.5 billion to Canada's economy. This pre-pandemic figure represents \$1.2 billion in growth over 2018.

Results Achieved

Departmental Result 2: Facilitation of temporary entry helps to generate economic benefits			
Departmental Result Indicators	Targets	Date to achieve targets	Actual results
1. Total monetary contribution of visitors and international students to Canada's economy⁴	≥ \$31 billion	End of each CY	2019: \$39.7 billion (2017) 2020: \$44.6 billion (2018) 2021: \$46.9 billion (2019)
2. Number of temporary workers who fill labour market needs for which Canadians are unavailable	80,000 – 120,000 ⁵	End of each CY	2019: 98,310 2020: 84,609 2021: 103,552

⁴ The data source for the visitor's portion of this indicator was Statistics Canada's International Travel Survey, which was replaced by the Visitor Travel Survey; the methodology was not affected by this change. Actual results for this indicator are based on data available two years prior to the reporting period.

⁵ This target is not aspirational; rather, the range reflects the fact that the indicator is demand-driven and the target is therefore based on historical trends.

Performance indicator analysis

Indicator 1: The latest available data (2019) indicates that visitors contributed \$23.4 billion to Canada's economy, representing an approximate 5% increase from 2018. It can be anticipated that data from 2020 and 2021 will show a decrease that can be attributed to the impact of the COVID-19 pandemic on travel to Canada. In 2019, GAC estimated that international students contributed \$23.5 billion to Canada's economy. This pre-pandemic figure represents growth over 2018.⁶

Indicator 2: Despite the disruptions in service delivery caused by the COVID-19 pandemic, IRCC met the target for issuing temporary work permits to respond labour market needs. While the number of work permit applications to fill labour market needs is driven by employer demand, the target is based on historical trends.

Visitors, International Students and Temporary Workers

Budgetary financial resources (dollars)

The following table shows, for Visitors, International Students and Temporary Workers, budgetary spending for 2021–22, as well as actual spending for that year.

2021–22 Main estimates	2021–22 Planned spending	2021–22 Total authorities available for use	2021–22 Actual spending (authorities used)	2021–22 Difference (Actual spending minus Planned spending)
243,122,000	243,122,000	303,790,186	231,236,149	(11,885,851)

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the Department needed to fulfill this core responsibility for 2021–22.

2021–22 Planned full-time equivalents	2021–22 Actual full-time equivalents	2021–22 Difference (Actual full-time equivalents minus Planned full-time equivalents)
1,398	1,684	286

Financial, human resources and performance information for IRCC's Program Inventory is available in the [GC InfoBase](#).^{xxiv}

The difference between planned and actual spending for 2021–22 is mainly attributable to additional resources received through the Supplementary Estimates for Processing Temporary Resident Visas for Workers, Students and Visitors; Upholding and Improving Client Services;

⁶ GAC commissions a report on the economic impact of international students periodically. The 2019 figure represents an internal estimate prepared by GAC during a year in which the external report was not produced.

Increasing Protection for Temporary Foreign Workers; and realignment of resources to increase processing capacity while COVID-19 pandemic public health measures were in place. These additional resources were not included at the planning stage.

This increase in spending was offset by lower than anticipated biometrics enrollment costs due to the extension of the travel and border restrictions, as well as office closures as resulting from public health measures put in place to control the spread of COVID-19. Part of the excess resources related to biometrics enrollments will be reprofiled into future years, in order to meet operational requirements associated with the return to pre-pandemic volumes and the anticipated surge in temporary visa applications as a result of the gradual ease of travel and border restrictions.

Core Responsibility 2: Immigrant and Refugee Selection and Integration

Description

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

Results

Gender-based Analysis Plus

In 2021–22, the Department conducted an anti-racism and GBA Plus analysis on Canada's high human capital model of immigration. This work included an analysis of the human capital criteria, such as language and education, that are required for economic immigration to Canada from a GBA Plus and anti-racism lens. The analysis has provided insights to further advance the inclusivity and fairness of Canada's federal economic immigration system.

Building on the January 2021 introduction of the *IRCC Sex and Gender Client Identifier Policy*^{xxv} (the Policy), all IRCC programs have defaulted to collecting gender information rather than sex, for collection and recording purposes (where compliance with international specifications is not required); allow for a non-intrusive change of identifier; and allow for a non-binary gender option. The collection of sex or gender information remains important to IRCC for various reasons, including, but not limited to, supporting GBA Plus analysis, informing gender-specific programs, and informing risk analyses.

In alignment with IRCC's commitment to Gender-based Analysis Plus, a GBA Plus and Gender Equality Working Group was established within the Department's Settlement and Integration Sector in January 2022 to build internal staff capacity, provide a forum for learning and discussion, as well as advance related Settlement Program objectives.

Addressing gender-based violence

In June 2017, the Government of Canada announced: *It's Time: Canada's Strategy to Prevent and Address Gender-based Violence*^{xxvi} as the federal response to gender-based violence (GBV).

Under this federal strategy, IRCC received \$1.5 million in funding over five years (2017–22) to further enhance the services provided by the Settlement Program to newcomers to Canada. The funding is being used to implement a settlement sector strategy on gender-based violence through a coordinated partnership of settlement and anti-violence sector organizations. For example, as a result of the strategy, some service provider organizations have been able to add a GBV outreach worker to a settlement team or provide additional supports to help newcomer women at risk of abuse make informed decisions, including one-on-one support and dedicated workshops. This partnership will continue through additional Budget 2021 investment of \$2 million for another five years (2021–26).

International contributions

Internationally, IRCC has continued to champion a gender-responsive approach to implementation of the [Global Compact for Safe, Orderly and Regular Migration](#).^{xxvii} For example, Canada was proud to co-sponsor a side-event to the regional review of the [Global Compact for Migration for the Latin America and Caribbean](#)^{xxviii} region in April 2021 dedicated to advancing a gender-responsive approach to migration. By bringing together governments and civil society to share good practices, resources and guidance, the event served to help build capacity towards the design, implementation and evaluation of gender-responsive migration policies, programs and services.

2030 Agenda for Sustainable Development

In 2021–22, IRCC advanced the implementation of various SDGs through immigrant selection and refugee resettlement, and settlement and integration. For SDG 8, “Decent Work and Economic Growth,” IRCC created innovative pathways to permanent residence for essential temporary foreign workers and international students, including in the health-care sector, to accelerate economic growth. IRCC continued to welcome an increased number of newcomers to Canada, as immigration helps meet labour market needs and grows the economy, particularly in times of the COVID-19 pandemic recovery.

For SDG 5 on ‘Gender Equality,’ IRCC promoted gender-based initiatives tied to international frameworks, including the Global Compact for Migration and the Global Compact for Refugees. For example, Canada became Chair of the Comprehensive Regional Protection and Solutions Framework (“MIRPS,” as per the Spanish acronym) Support Platform in July 2021, a regional application of the Global Compact on Refugees. Canada’s theme as Chair of “protection and empowerment of women and girls on the move” seeks to mobilize tailored support for the particular needs of women and girls in Central America and Mexico, while promoting their meaningful participation in decisions that affect their lives. Canada’s Chairing of the MIRPS Support Platform also contributed to SDG 10, “Reduced Inequalities,” as Canada drew attention to the international protection and education needs of refugee women and girls, as well as the

need to protect the human rights of displaced women, girls, and LGBTI individuals in vulnerable situations.

For SDG Goal 10 “Reduced Inequalities” and also Goal 16 “Peaceful Justice and Inclusive Societies,” IRCC promoted balanced migration narratives domestically through the “Immigration Matters” campaign, and internationally through the “It Takes a Community” campaign co-led by Ecuador and the Global Forum on Migration and Development Mayoral Mechanism. By sharing stories online about the positive contributions migrants and refugees make to their host communities, IRCC aims to combat xenophobia, promote social cohesion and integration, and create inclusive welcoming communities.

Experimentation

The development of the permanent resident digital intake portal (a web-based service that enables permanent residents (PR) to apply for their permanent residency and, later in the process, to confirm their acceptance), involved a program of research to better understand the client experience and usability of this new digital service. This included a systematic comparison of the new digital portal to the paper-based version (business as usual). The results of this work are being continually integrated into the rollout of this new service, including additional survey work and experimentation. Following the soft launch and initial testing of the minimal viable product for clients in March 2021, the PR online application portal was made available to authorized representatives in September 2021.

Key risks to Core Responsibility 2

As admission targets for immigration levels increase and as asylum claim volumes continue to increase, there continues to be a risk of overburdening the asylum system. In 2021–22, IRCC continued to monitor operational impacts, implement innovative measures and explore efficiencies in asylum processing, while exploring broader structural reforms. This included improvements in digitization, modernization and client service delivery both in-person and online.

As an example, IRCC began receiving asylum applications online in March 2020, and the Canadian Refugee Protection Portal was launched on October 6, 2021, enabling applicants who are in Canada to submit refugee claims directly using a secure online platform. The portal is part of a shift towards electronic intake designed to streamline claim submission to allow for offices to be proactive in inventory management.

Results achieved

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

Exceeding immigration targets

The emergence of the COVID-19 pandemic in 2020 meant significant shortfalls for immigration admissions due to border restrictions, which created substantial delays in PR processing, as well as shifts in client behaviour (i.e., many were unable or unwilling to travel to Canada given restrictions and health concerns).

The [2021–2023 Multi-Year Immigration Levels Plan](#)^{xxxix} laid out a vision of continued growth in admissions annually to make up the shortfall from 2020. It set a target range of welcoming 300,000 to 401,000 new permanent residents in 2021, with a total increase in immigration of some 1.2 million newcomers. This ambitious plan was developed to help Canada transition out of the pandemic into economic recovery, and to address labour market needs in different regions. It also aimed to support family reunification and maintain Canada as a safe place for those fleeing conflict and persecution, while protecting the health, safety and security of Canadians.

To meet immigration targets through 2021–22, IRCC continued to implement a mix of flexible policy options, facilitative measures and digital solutions, for example, broadening economic pathways to permanent residence for protected persons and other temporary residents already living in Canada with the skills our economy needed. Canada met its 2021 target range and its mandate letter commitment by welcoming nearly 406,000 permanent residents, the majority of which (or over 62%) were in the economic class. This represents the highest number of newcomers to arrive in Canada in a year.

Economic class

Of 355,714 permanent resident admissions in 2021 (excluding Quebec admissions), 63.6% (226,118) were from the Federal and Regional economic immigration classes, which exceeded the target range of 153,600 – 208,500 set for these streams.

IRCC continues to explore and develop new approaches to select permanent residents in response to specific regional and labour market needs. In January 2022, the [Atlantic Immigration Program](#)^{xxx} (AIP) was established as a permanent program to provide a pathway to permanent residency for skilled foreign workers and international graduates from a Canadian institution. In addition, pilots such as the [Rural and Northern Immigration Pilot](#),^{xxxi} (RNIP) the [Economic Mobility Pathways Pilot](#),^{xxxii} (EMPP) the [Agri-Food Pilot](#),^{xxxiii} the [Home Child Care Provider Pilot](#), and [Home Support Worker Pilot](#),^{xxxiv} have been launched to test various approaches to

facilitate pathways for permanent residency with a view to meeting Canada’s labour market needs.

The PR digital intake portal was implemented as an operational response to allow clients and representatives to submit PR applications in a digital format, and it continues to be the intake channel for the majority of PR applications. Most of the increase in planned immigration levels for 2021–23 will be allocated to economic immigration, including under the federal high-skilled category through the [Express Entry](#)^{xxxv} (EE) system, Canada’s online application management system, and the [Provincial Nominee Program](#)^{xxxvi} (PNP).

Enhancing Express Entry

As announced in Budget 2021, IRCC is improving the EE system, which will allow Canada’s immigration system to continue to better support economic growth and meet labour force needs. An enhanced Express Entry system will also continue to help IRCC achieve the Government’s annual permanent resident admissions targets.

Facilitation of temporary residents to permanent residents

In light of border closures and restrictions imposed as a result of the COVID-19 pandemic making it challenging to admit new permanent residents from overseas, in 2021–22 IRCC focused on temporary residents in Canada who could contribute to economic immigration objectives.

New pathways

Essential workers

Introduced between May 2021 and November 2021, IRCC introduced an innovative, time-limited temporary measure (Temporary Resident to Permanent Resident Pathway) to facilitate a pathway to permanent residency for over 90,000 essential workers, including workers employed in health care and on the front lines of other essential sectors, as well as recent international graduates across all skill-levels in support of Canada’s economic recovery from the pandemic. Since these individuals were already employed in Canada, their retention contributes to Canada’s skilled, educated, and experienced workforce needed to fuel its economic recovery and growth.

This pathway provided a streamlined digital channel for applications to be uploaded by clients. In addition, an innovative Robotic Process Automation was implemented to support file intake, which resulted in over 106,000 applications received.

Hong Kong residents in Canada

IRCC also introduced [two new streams offering a path to permanent residence for eligible Hong Kong residents^{xxxvii}](#) in Canada who are workers or recent graduates. In 2021–22, IRCC recorded approximately 900 landings under these two streams.

While applications under the Canadian work experience stream have been low to date, it is expected that volumes will increase as a result of the public policy providing an open work permit to Hong Kong residents that was introduced on February 1, 2021.

Existing pathways

On February 13, 2021, Canada issued invitations to apply for permanent residence to all candidates in the Express Entry pool eligible for the Canadian Experience Class (CEC). This large “draw” from Express Entry resulted in invitations to apply for permanent residency being sent to over 27,000 candidates, over 90% of whom were already in Canada and employed.

All successful CEC candidates are highly skilled, and have demonstrated that they have at least a year’s worth of skilled Canadian work experience proving that they can contribute to the Canadian economy, and have sufficient proficiency in one of Canada’s official languages.

In 2021, IRCC finalized permanent residence applications for nearly 6,000 caregivers and their family members under all caregiver pathways, including the Home Child Care Provider and Home Support Worker pilots, the Interim Pathway for Caregivers, the Caring for Children and Caring for People with High Medical Needs pilots, and the Live-in Caregiver Program.

In addition, the three-year Agri-Food Pilot launched in May 2020 provides a pathway to permanent residence for experienced non-seasonal, full-time workers in select occupations and industries in the agriculture and agri-food sector.

Facilitating processing

In 2021–22, IRCC continued to exempt the biometrics collection requirement for permanent resident applicants if they had previously provided their biometrics within the last 10 years. This measure facilitated the processing of permanent residence applications, without compromising the integrity of the immigration program.

Francophone immigration to Canada

The Government recognizes that immigration is key to supporting the vitality of Francophone minority communities (FMCs) across the country. Francophone immigration plays an important role in upholding Canada’s linguistic duality.

IRCC continues to work with provinces and territories to advance cross-jurisdictional efforts in support of its [Strategy for Francophone Immigration](#)^{xxxviii} and to strengthen the Federal/Provincial/Territorial Action Plan for Increasing Francophone Immigration Outside of Quebec, adopted in 2018. In 2021, the Provincial Nominee Program was the second largest driver for attracting French-speaking economic immigrants to Canada, with admissions under this program representing over 29% of Francophone economic admissions outside of Quebec overall.

In 2021, the Department also turned to new ways to facilitate Francophone immigration outside of Quebec by including uncapped streams within the time-limited Temporary Resident to Permanent Resident Pathway for French-speaking and bilingual candidates. Applicants to these streams were required to demonstrate their language proficiency through the results of a French language test.

Progress on 4.4% target

The Government of Canada set an objective to increase Francophone immigration to reach a target of 4.4% French-speaking immigrants outside Quebec by 2023.

In 2020, French-speaking admissions under Express Entry represented the majority of French-speaking admissions outside of Quebec overall, making Express Entry the most promising tool to increase French-speaking admissions outside of Quebec. However, the pandemic took a toll on that trend with a decline to 3% of invitations issued to candidates with strong French-tested candidates from January to December 2021.

The proportion of French-speaking permanent residents among all immigrants admitted to Canada outside Quebec dropped to 1.95% in 2021. The pandemic has slowed the arrival of French-speaking permanent residents, many of whom come from abroad. Nevertheless, the proportion of French-speaking permanent resident admissions increased again to 3.6% from January to July 2022 and, since 2019, the total number of admissions for French-speaking permanent residents outside Quebec has remained above 5,000 per annum.

In May 2021, the Francophone Immigration Target Working Group was launched to support the mandate to review the target of 4.4% French-speaking immigrants admitted to Canada outside Quebec by 2023, and to think about next steps beyond 2023. Recommendations of the working group and views from various parties communicated during diverse fora, along with key considerations, will be taken into account in the determination of next steps on Francophone immigration.

Promotional activities

The Department pursued a range of targeted promotional activities in Canada and abroad to attract, recruit and retain qualified French-speaking foreign workers to Canada, including:

- The virtual Liaison Tour (LT) series, organized by IRCC in partnership with the Réseau de développement économique et d'employabilité du Canada. Meetings were held in September 2021 to take stock of the latest developments in Francophone immigration, discuss labour needs in respective regions, encourage employers to hire French-speaking and bilingual workers, and promote the October 2021 B2B Virtual Fair. The event informed employers about immigration programs that facilitate the entry of French-speaking and bilingual workers and about pools of skilled Francophone workers around the world.
- The Dedicated Service Channel, which integrated Francophone immigration into its promotional efforts to most stakeholders, as a way to meet employer needs to find skilled workers while supporting FMCs. During 2021–22, hundreds of stakeholder interactions where Francophone immigration was promoted were delivered, mostly online, to participants across Canada.
- IRCC's International Network organized promotional activities around the world, helping to diversify recruitment pools. In 2021–22, IRCC offices abroad organized 277 events to promote Francophone immigration, which is an increase from last year.
- The 17th edition of the Destination Canada Mobility Forum was held virtually from November 18 to 20, 2021 to promote immigration opportunities to Francophone candidates, and to put candidates and employers in direct contact.
- A new online fair, the Early Childhood and Teaching Job Fair: Destination Canada Education, was launched in February 2022. Presented in partnership with the Réseau de développement économique et d'employabilité, this fair showcased job opportunities in Canada's early childhood education, primary or secondary school teaching or French as a second language teaching sectors, in provinces and territories other than Quebec.
- As part of National Francophone Immigration Week, which took place from November 7 to 13, 2021, IRCC Dakar held an information session with 140 Senegalese students, in collaboration with the Association des collèges et universités de la francophonie canadienne, and a graduate originally from Senegal who is now established in a Welcoming Francophone Community (Clare, Nova Scotia). The IRCC Dakar presentation was an opportunity to explain the process of applying for a study permit and to promote the Student Direct Stream available to Senegalese citizens, programs available to stay in Canada temporarily and permanently after graduation, and settlement services in French for newcomers.

Economic Mobility Pathways Pilot

The Economic Mobility Pathways Pilot (EMPP) is Canada’s model for refugee labour mobility. Launched in 2018 as a small research project, the EMPP aims to address Canadian labour shortages while providing durable solutions for refugees with the skills and qualifications that Canadian employers need.

With the launch of Phase 2 of this pilot on December 3, 2021, Canada reaffirmed its ongoing commitment to labour mobility for skilled refugees, by committing to admit up to 500 refugees and their families as part of the EMPP. A suite of new facilitative measures were announced under the Phase 2 to help skilled refugees immigrate to Canada through existing economic immigration pathways, including:

- expediting processing of permanent residence applications (six months or less in most cases);
- waiving fees for permanent residence applications;
- access to use loans/grants to satisfy the settlement funds requirement;
- access to pre-departure medical services through the [Interim Federal Health \(IFH\) Program](#),^{xxxix} including coverage for immigration medical exams; and
- access to the Immigration Loans Program, if an application is approved, to help with travel costs, some start up costs after arrival, and the right of permanent residence fee.

To date, the EMPP has resulted in a total of approximately 80 admissions (phases 1 & 2). IRCC is continuing to work with eight participating provinces and territories, as well as communities and employers across Canada, to grow the pilot in order to welcome greater numbers of skilled refugees to fill labour shortages in high-demand sectors such as health care.

Family reunification and modernization efforts

Throughout 2021–22, IRCC implemented several measures to facilitate the immigration of family members through the Family Reunification Program.

IRCC devoted considerable resources to achieve higher volumes and faster processing of new spousal applications. These measures included file digitization, remote processing, conducting remote interviews using advanced analytics to better process some applications, introducing an online application portal, increasing the number of decision makers assigned to permanent residence applications, and introducing tools to facilitate the processing of these files.

The total number of admissions within the family class for 2021 increased significantly compared to 2020, with 81,423 admissions in 2021 versus 49,290 in 2020.

Spouses and partners reunification

In 2021, the Department met the admissions target range for spouses, partners and children (61,000 – 81,000), admitting 69,685 persons in this category. In addition, IRCC began work to deliver on the Minister’s December 2021 mandate letter commitment to implement a program to authorize the issuance of temporary resident status to spouses and children abroad while they wait for the processing of their permanent residency applications, with developments continuing in 2022–23. In the meantime, sponsored spouses, partners, and their children are welcome to visit their sponsor in Canada during the processing of their permanent residence application, as long as they meet standard requirements for visitors.

Parents and grandparents reunification

In 2021, the Department admitted 11,738 individuals through the Parents and Grandparents program, falling slightly short of the target range of 15,000 – 24,000. Within the same year, IRCC issued 47,900 invitations to apply to prospective sponsors, with the goal of accepting up to 40,000 complete applications. These applications will lead to admissions in future years.

In response to the potential financial impacts of the COVID-19 pandemic, a temporary public policy was implemented to reduce the income requirement for sponsors of parents and grandparents to the minimum necessary income (from the minimum necessary income plus 30%) for the 2021 tax year. The public policy also enabled sponsors to count regular Employment Insurance benefits in their income calculations rather than just special Employment Insurance benefits for the 2020 and 2021 taxation years.

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

Other public policies

In 2021, IRCC introduced a temporary public policy to offer a pathway to permanent residence for grieving families of victims of the Ethiopian Airlines Flight 302 and Ukraine International Airlines Flight 752 tragedies. In-Canada families of victims who were Canadian citizens, permanent residents or foreign nationals who were found eligible on their permanent residence application were able to apply for permanent residence under this public policy. The policy was in effect from May 12, 2021 to May 11, 2022. As of April 14, 2022, 155 applications were received, of which 100 were approved, 41 are in process and 14 have been refused. To date, 69 persons have been admitted under this public policy.

Building on this measure, IRCC developed a new pathway to permanent residence for families of certain victims of these flights, who are outside Canada, to provide vital support to the surviving families of a Canadian victim. This new pathway was launched on August 3, 2022.

Online modernization

In February 2022, IRCC launched a new online case status tracker for family class permanent residence applications. The new digital case status tracker allows some family class permanent residence applicants, sponsors and their representatives to more easily check their application status online. It also increases transparency, by giving individuals access to all of the same information they would get if they contacted an IRCC client service agent.

In addition, the [Permanent Resident Digital Intake Portal](#)^{xl} was implemented as a response to COVID-19 to enable clients to submit PR applications and confirm their permanent residency virtually, including family class applications. Those invited to apply as part of 2021 parents and grandparents intake process were required to submit their applications online through the PR Portal, unless they were unable to submit an application online because of a disability. This initiative builds on the Government of Canada's announcement to modernize Canada's immigration system to support economic recovery and improve client experience.

Fulfilling Canada's humanitarian traditions and commitments by welcoming refugees during the pandemic

As some restrictions were lifted and borders re-opened in Canada and around the world throughout the reporting year, the Department leveraged new opportunities to fully resume the resettlement of refugees. As a result, in 2021, Canada safely resettled a total of 20,428 refugees. While this is below the target of 22,500 to 37,000, it is more than double what had been achieved in 2020. The Department remains committed to advancing refugee initiatives and international commitments.

Responding to the crisis in Afghanistan

In response to the crisis in Afghanistan, IRCC acted quickly in collaboration with key federal partners, including Global Affairs Canada and the Department of National Defence, and with allies, such as the United States of America, to mobilize a timely evacuation of 3,700 Afghan refugees. As well, IRCC designed and implemented multiple new pathways to welcome Afghan refugees to Canada. As of March 20, 2022, over 10,000 Afghans had arrived through new public policies that were developed in response to this humanitarian crisis, and the Government of Canada has committed to bringing at least 40,000 Afghan refugees to Canada.

The complexities of responding to the crisis in Afghanistan were compounded by the travel restrictions linked to the ongoing COVID-19 pandemic. IRCC worked with public health officials to overcome related challenges, and given the low vaccination rate in Afghanistan, a National Interest Exemption from COVID-19 border restrictions was provided to Afghans to facilitate their entry into Canada. Upon arrival, IRCC worked with public health officials to ensure that individuals who were not fully vaccinated were quarantined in hotels, while onsite nurses provided health assessments, including COVID-19 testing and access to vaccinations.

Human rights defenders

In July 2021, IRCC launched a new refugee stream for [human rights defenders at risk](#),^{xii} making Canada one of the few countries in the world with a dedicated, permanent immigration program for those who are targeted for their work to protect and promote human rights. The new stream was designed and implemented in close consultation with human rights defender protection experts and civil society to best meet the needs of those most at risk. IRCC signed memoranda of understanding with two human rights defender protection organizations, Front Line Defenders and ProtectDefenders.eu, who will work with the [United Nations Refugee Agency](#)^{xiii} to identify human rights defenders at risk in need of resettlement.

Facilitating refugee resettlement

In 2021–22, IRCC continued working closely with the International Organization for Migration to arrange travel, facilitate immigration medical exams, and deliver pre-embarkation health checks and other pre-departure medical services, including specific to COVID-19, under the Interim Federal Health program, to all travel-ready refugees.

Asylum or in-country refugee status determination

The COVID-19 pandemic significantly reduced claim volumes, but it also led to greater demand in refugee claims that began to materialize as travel restrictions were progressively lifted beginning in August 2021.

Intake notably increased in August 2021. Since November 21, 2021, when the first phase of border temporary pandemic-related measures that restricted asylum claims from foreign nationals seeking entry to Canada from the U.S. between designated land ports of entry were lifted, there has been a further rise in the number of asylum seekers entering Canada. Asylum intake reached over 38,000 claims in 2021–22 fiscal year.

Other measures taken

In close collaboration with Quebec, IRCC created a temporary public policy to provide a pathway to permanent residency for certain refugee claimants working in the health-care sector during the COVID-19 pandemic (known as Guardian Angels). This one-time initiative, implemented between December 2020 and August 2021, recognized the extraordinary contribution of refugee claimants working in Canada’s health-care sector when there was an urgent need for help. Under this initiative, 6,800 persons have been granted permanent residence.

Through the Asylum Interoperability Project, IRCC, the [Canada Border Services Agency](#)^{xliii} (CBSA) and the [Immigration and Refugee Board of Canada](#)^{xliv} continue to complete the work required to shift the Asylum program from paper to digital, while enhancing system interoperability between departments. The Canadian Refugee Protection Portal was successfully launched, allowing asylum claimants, with or without the assistance of a representative, to submit refugee claims and supporting documentation online.

Through the Security Screening Automation Project, IRCC continues to collaborate with CBSA to automate Security Screening while facilitating the exchange of information between partner systems.

As a measure to reduce the pandemic’s impact on Canada’s asylum system and advance permanent residence admissions, in 2021–22 IRCC continued to exempt low-risk, eligible in-Canada protected persons and accompanying family members from undergoing additional immigration medical exams in processing their permanent residence applications.

In 2021, 39,800 protected persons in Canada were admitted as permanent residents, which significantly exceeded the target range of 17,000 to 25,000. This was in large part due to the departmental effort to maximize admissions of in-Canada PR applications due to impacts of the pandemic on travel.

Interim Federal Health program

The Interim Federal Health (IFH) Program provides temporary health care coverage to resettled refugees, refugee claimants, in-Canada protected persons, victims of human trafficking, victims of domestic violence, persons detained under the [Immigration and Refugee Protection Act](#),^{xlv} and certain persons resettled in Canada as a result of a public policy or humanitarian and compassionate considerations, during their period of ineligibility for provincial or territorial health insurance.

In 2021–22, IRCC continued investing in the IFH Program to ensure that vulnerable newcomers receive health care coverage to address their essential medical needs, improve their overall health outcomes, and facilitate their integration in Canada. IRCC also launched the new Medavie Blue Cross contract to modernize claims administration, which will improve the experience that clients and service providers have with the IFH Program by removing administrative barriers and by delivering enhanced services.

International engagement and leadership

In 2021–22, IRCC continued to actively engage with its key multilateral and regional partners, including the United Nations Refugee Agency, the International Organization for Migration (IOM), the UN Network on Migration, the [International Civil Aviation Organization](#),^{xlvi} the [Organisation for Economic Co-operation and Development](#),^{xlvii} the [Global Forum on Migration and Development \(GFMD\)](#),^{xlviii} the [Intergovernmental Consultations on Migration, Asylum and Refugees](#),^{xlix} and the [Regional Conference on Migration \(RCM\)](#).¹

Membership and participation within these organizations allows IRCC officials to influence governance and decision-making mechanisms, including setting policy and program direction, budget setting practices, as well as evaluation and audit exercises. It also enhances Canada's knowledge on global trends and approaches to managed migration. In particular, it facilitates the advancement of Canada's international priorities on migration, which include helping to ensure the orderly and humane management of migration, promoting international cooperation on migration issues, and assisting in the search for practical solutions to migration problems.

In 2021, Canada's efforts, led by IRCC, resulted in a positive outcome to reform the IOM's governance structure, which now permits equitable access for all Member States to the IOM Bureau Council. Member States in positions on the IOM Bureau Council work closely with IOM Administration to influence IOM decisions related to IOM budget, programs, policies, and the governance of the organization.

IRCC continued to lead Canada's co-chairmanship of the GFMD working group on Public Narratives on Migration. In particular, Canada funded and co-led with Ecuador and the GFMD's Mayoral Mechanism the official launch and implementation of the [It Takes A Community](#) (ITAC) social media campaign, that promotes balanced narratives on migrants and refugees and highlights their contribution to society, in an effort to build trust, belonging and engagement on a community level, thereby supporting social cohesion and combatting the spread of xenophobia or discrimination.

In the context of the COVID-19 pandemic and the launch of Canada's Proof of Vaccination Credential (PVC) requirements in 2021, many Canadians encountered challenges in applying for visas and entering certain countries, given variation across countries on vaccine travel

requirements. Canada, led by IRCC, initiated international engagement in working groups of the ICAO, with Canadian missions abroad, bilateral/regional relations with high traffic countries, and other multilateral forums for promoting recognition of Canadian PVC documents and assessing acceptability of other countries' PVCs.

In 2021–22, IRCC also continued to collaborate with Five Country counterparts from Australia, New Zealand, the United States, and the United Kingdom in addressing common migration challenges, such as migration measures in response to the COVID-19 pandemic, and responses to the situations in Afghanistan and Ukraine. Hosted by New Zealand, Canada and its Five Country counterparts participated in a virtual Five Country Ministerial meeting in April 2021 to discuss the impact of COVID-19 on migration and borders.

Immigration and citizenship consultants

In achieving another of IRCC's mandate commitments, November 2021 marked the official opening of the [College of Immigration and Citizenship Consultants](#),^{li} regulated under the [College of Immigration and Citizenship Consultants Act](#).^{liii} The College is now the official regulator of immigration and citizenship consultants across the country; all paid consultants must be licensed by the College to work with IRCC.

The College has powers and tools to investigate professional misconduct and to discipline consultants. The College can also protect the public by:

- entering a consultant's premises to gather information for an investigation;
- compelling witnesses to appear and testify before its Discipline Committee; and
- requesting court injunctions to address unauthorized practitioners providing immigration or citizenship advice.

The College is a key part of the Government's efforts to fight fraud in Canada's immigration system and builds on significant action over the past few years, including an investment of \$50 million to fight fraud and new educational tools to help applicants identify fraudulent activity.

Results Achieved

Departmental Result 3: Potential permanent residents are selected for immigration to Canada			
Departmental Result Indicators	Targets	Date to achieve targets	Actual results
1. Total number of permanent resident admissions, against the annual immigration levels plan	300,000 – 410,000	End of each CY	2019: 341,180 2020: 184,606 2021: 405,999
2. Percentage of permanent residents admitted to Canada, outside Quebec, who identify as French-speaking	≥ 4.4% by 2023	End of CY 2023	2019: 2.82% 2020: 3.61% 2021: 1.95%
3. Percentage of permanent resident applicants found inadmissible on health grounds and those who are permitted admission with a condition on their visa related to health surveillance	≤ 3% ⁷	End of each CY	2019: 2.1% 2020: 2.2% 2021: 2.0%
4. Percentage of permanent resident applicants found inadmissible on safety and security grounds	≤ 0.4% ⁸	End of each CY	2019: 0.19% 2020: 0.11% 2021: 0.07%
5. Percentage of permanent resident applicants who report they were satisfied overall with the services they received	≥ 90%	End of each FY	2019–20: 92% 2020–21: 85.7% 2021–22: 80.7%

Performance indicator analysis

Indicator 1: In 2021, Canada welcomed the most immigrants in a single year in its history, despite the continued impact of the pandemic on international travel and IRCC operations as well as work throughout the year to respond to global crises (including the allied departure from Afghanistan). This was achieved by ramping up production and leveraging innovative practices, for example, pivoting to a focus on applicants already living in Canada by increasing the invitations to apply to the Canadian Experience Class in Express Entry and introducing the time-limited TR to PR pathways. IRCC also utilized virtual landings and the digitization of paper applications to enable faster processing. The historic number of newcomers admitted in 2021 played a key role in regaining jobs lost during the pandemic and filling critical labour gaps in the essential services sectors. The 2022–24 multi-year Immigration Levels Plan aims to ensure Canada has the workers it needs to support a strong economy into the future.

⁷ This target is not aspirational; rather, it is meant to reflect the expected outcomes of permanent resident screening based on historical data.

⁸ Ibid.

Indicator 2: IRCC remains committed to reaching the target of 4.4% of immigrants being French-speaking outside of Quebec by 2023. While admissions have been steadily increasing since 2016, the percentage dropped significantly in 2021 due to the ongoing pandemic, and related border closures and delays. To increase admissions, IRCC has advanced an approach focused on selection tools that encourage French-speaking candidates, paired with targeted promotion efforts, both domestically and abroad. Moreover, IRCC also put in place time-limited dedicated pathways for Francophone temporary residents in Canada (such as international students) to secure a pathway to permanent residence.

In 2021, 1.95% of permanent residents admitted to Canada, outside of Quebec, were French speakers and 60% of the total of Francophone admissions outside of Quebec were economic immigrants. IRCC will continue to focus on promotion and selection efforts to increase the number of French-speaking admissions outside of Quebec.

Indicator 3: In 2021, a very small percentage (0.2%) of permanent resident applicants were found to be inadmissible on health grounds, and 2.0% of those admitted to Canada overall had a condition on their visa related to health surveillance. These measures have been consistent over time, which demonstrates that even as the Government increases admissions through its Levels Plan year-over-year, the general health profile of applicants has been stable. The proportion of applicants admitted with a health condition requiring surveillance is notably higher than the proportion found inadmissible on health grounds. Protecting public health is an integral part of Canada's immigration system, and these results demonstrate that IRCC's health screening program is achieving the parallel goals of protecting the health of Canadians while facilitating the arrival of newcomers.

Indicator 4: In 2021, 0.07% of permanent resident applicants were found inadmissible on safety and security grounds, which is 0.04 percentage points lower than the preceding year. This result represents the lowest rate in the past five years. The percentage of inadmissibility on safety and security grounds has steadily declined in recent years with minor fluctuations. The fluctuation in results can be due to a number of reasons, including global circumstances outside of the Department's control, as well as screening processes and other program integrity measures that decrease the likelihood of individuals with a security and criminal history applying for permanent resident status.

Indicator 5: In 2021–22, 80.7% of permanent resident applicants reported being satisfied overall with the services provided by the Department. This represents a decrease of 5.0 percentage points from last year and reflects challenges in service delivery resulting from COVID-19 pandemic-related service disruptions, office closures and international travel restrictions. Client satisfaction is expected to improve next year, as the impacts of the pandemic on service delivery and processing times are alleviated.

Results achieved

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

Settlement programming

The successful settlement and integration of newcomers benefits Canada by building a more inclusive, diverse and productive nation. The Settlement Program and Resettlement Assistance Program provide newcomers with services that help them adapt to life in Canada, setting them on a path to integration and full citizenship.

Despite the ongoing pandemic, in 2021–22, settlement services continued to be provided both in-person and online to over 428,000 newcomers to Canada by over 550 IRCC-funded Settlement Provider Organizations.

To understand and address their needs, close to 200,000 newcomers received comprehensive needs assessments to guide their settlement journeys. The assessment included the identification of client strengths/assets to help individuals build on their knowledge, skills, abilities and life experiences. Further to the assessments, most clients received referrals to various IRCC-funded services and other community services, including mental health and legal services.

Investing in settlement services

In August 2021, [IRCC announced](#)^{liii} an investment of \$100 million over three years (2021–24) under the 2020–21 [Service Delivery Improvement](#)^{liv} Expression of Interest process to improve the way newcomers access settlement services and support them and the broader settlement sector in recovering from the COVID-19 pandemic. A total of 78 projects were funded under three priority streams:

1. Leveraging technology to support effective, equitable remote service delivery;
2. Increasing employer involvement in the integration process to improve newcomer employment outcomes; and
3. Building the capacity of the settlement sector to be flexible and resilient through social research and development, and enhancing anti-racism activities and programs.

The funded projects are underway and all will end no later than March 31, 2024.

In addition, all projects from the 2017–18 Service Delivery Improvement Expression of Interest process ended as of March 31, 2022. The final results from these projects will inform the future policy design of the Settlement Program, while also assisting settlement sector stakeholders to integrate relevant best practices into their own programming.

Language training

The Department is committed to the provision of high quality, flexible and accessible language training services for newcomers as official language proficiency is key to successful settlement and integration. In 2021–22, 76,500 newcomers participated in IRCC-funded language training to improve their knowledge and use of Canada’s official languages.

In 2021–22, the Department continued to implement program policy and design changes to its suite of language assessment and training services with the view of ensuring that they remain flexible and effective in meeting the diverse needs of its clients. This included an increased availability of professional development, tools and resources for blended and online delivery to ensure continued delivery of language-related services during the pandemic.

IRCC also continues to support the Action Plan for Official Languages 2018–2023 by dedicating \$1.9 million per year to offer adapted language training services for French-speaking newcomers settling in Francophone minority communities.

Collaborative efforts

In 2021–22, IRCC collaborated with partners in areas that both directly and indirectly support language training, including:

- Canadian Heritage, in developing initiatives that will support the modernization of the *Official Languages Act*;^{lv}
- the Newcomer Language Advisory Body, to engage their expertise regarding French and English language training programs;
- Club 4C, whose aim is to strengthen the professional development of language instructors; and
- provincial and territorial partners, through the Federal-Provincial-Territorial Language Forum, to discuss and exchange information on Francophone immigration, and settlement and the modernization of the *Official Languages Act*.

This continued collaboration contributes to the vitality and development of official language minority communities.

Francophone settlement services

The Government of Canada remains committed to supporting the vitality of FMCs across Canada. In 2021–22, IRCC continued to implement the Francophone Integration Pathway, which aims to strengthen settlement and resettlement services offered by Francophone organizations to

French-speaking clients and to ensure that newcomers of all linguistic backgrounds are aware of these services throughout their settlement and integration pathway. The Francophone Integration Pathway features a single-window national partnership service delivery model, which ensures that pre-arrival services to French-speaking immigrants are offered by Francophone service providers rooted in Francophone communities. In 2021–22, 73% of French-speaking immigrants aiming to settle outside Quebec that took a pre-arrival service, received a settlement service from this model.

In 2021–22, 20,807 clients received settlement services at designated Francophone Service Provider Organizations (SPOs) to help build links to their new Francophone communities. In 2021–22, nearly 80 Francophone SPOs received \$61 million in funding. This includes annual investments of \$8.2 million from the Action Plan for Official Languages, including the Welcoming Francophone Communities Initiative (14 cities and regions receiving \$4.2 million in funding from 2020 to 2023). The number of Francophone resettlement assistance SPOs increased from two to four in 2021–22.

In 2021–22, the [Comité consultatif national en établissement francophone^{lvi}](#) (in French only) pursued its work to provide evidence-based recommendations on a renewed national coordination model for the Francophone settlement sector and to inform future IRCC policies and programs.

Employment-related services

IRCC works with many settlement agencies across the country to provide employment-related services such as work placements, mentorship, preparation for licensure/certification, networking opportunities, job search skills, and employment counselling and job matching services.

To increase knowledge about and access to the labour market, a suite of employment-related services were accessed by over 45,000 newcomers in 2021–22.

In addition, IRCC continued to support the Racialized Newcomer Women Pilot. Through the Pilot, IRCC is funding targeted employment-related settlement services designed to support employment outcomes and career advancement for racialized newcomer women, including work placements and employment counselling. Pilot participants are diverse, with clients having immigrated to Canada from approximately 123 countries. The majority of participants are of core working age (i.e., between the ages of 25 and 54) and are recent immigrants (i.e., have lived in Canada for less than five years).

Settlement Workers in Schools initiative

IRCC recently completed an [Evaluation of the Settlement Workers in Schools \(SWIS\) initiative](#)^{lvii}. The SWIS Evaluation and Management Response Action Plan was approved on February 22, 2022.

Overall, the evaluation found SWIS newcomer youth, children and their parents/guardians need school-based settlement services to integrate fully into Canadian society, as well as the Canadian education system. The SWIS initiative also provides newcomer students and their parents/guardians with a convenient access point for settlement services. The evaluation found clients, including students, families and school staff, perceive SWIS services to be useful and responsive to their needs. Evidence suggests that the SWIS initiative is contributing to increased knowledge, involvement and performance in the education system. initiative is also useful for referring clients to other settlement services needed on their integration journeys, and for enhancing cultural understanding on the part of school staff.

Support for resettled refugees

IRCC remains committed to providing support to resettled refugees to help meet their immediate and essential needs, including income support for up to the first year in Canada. Supports are provided by the [Resettlement Assistance Program](#)^{lviii} (RAP) for Government-Assisted Refugees (GARs), by private sponsors for privately sponsored refugees, and, in some cases, by a combination of the two.

In 2021–22, over 13,000 GARs received RAP services⁹ (outside Quebec), an uptake rate of 95%. In addition, in order to maintain high quality services to persons resettling in other communities, the Department added a total of [nine new RAP service provider organizations in British Columbia, Alberta, Manitoba and New Brunswick](#).^{lix}

In 2021–22, IRCC regularly consulted with RAP SPOs through national and regional engagement tables to help support capacity to provide immediate and essential services to refugees, including those from Afghanistan. IRCC partnered with other government departments and stakeholders to receive Afghan GARs and adopted new strategies to resettle them in communities from Vancouver to Saint John's. Individuals, businesses and communities across Canada generously offered their support and assistance in welcoming resettled Afghan families to Canada, working closely with their local Resettlement and Settlement Service providers. An Afghan Resettlement Steering Committee was also created to meet weekly with IRCC to share timely information and respond to local, regional and national offers of assistance and connect

⁹ In 2021–22, 18,000 clients received RAP services, including over 13,000 GARs. As the primary clients of RAP, GARs typically receive the full suite of RAP services.

them to where the needs were greatest. To add additional capacity, particularly in smaller centres, nine additional RAP SPOs were added in British Columbia, Alberta, Manitoba and New Brunswick. In addition, a new Afghanistan Settlement Branch was added in the Settlement and Integration Sector of the Department to manage the settlement and integration of both Afghan refugees and Ukrainian nationals.

In 2021–22, IRCC completed an assessment of immediate outcomes of RAP program clients in 2017 and 2018. The assessment suggest that 69% of GARs found the early supports received during their first six weeks in Canada met most or all needs in terms of temporary housing, food and clothing, with additional 24% stating that their needs were partially met. The highest rating was provided in terms of supporting registration for government services, such as obtaining a health card, Social Insurance Number, and school registration, with 83% stating that most or all of their needs were addressed.

To support the private sponsorship community, IRCC provided additional funding to key program delivery partners and signed contribution agreements for nine projects. This support contributed to improving existing pre-arrival and post-arrival support services, while promoting greater awareness of these services for private sponsors.

Strengthened integrity of the Private Sponsorship of Refugees Program

IRCC remains committed to ensuring that privately sponsored refugees are receiving the financial and settlement supports they are entitled to under the Private Sponsorship of Refugees (PSR) Program. In 2021–22, work continued in developing a Program Integrity Framework (PIF) for the PSR Program to ensure that private sponsors within all sponsorship streams (including Sponsorship Agreement Holders, Groups of Five, and Community Sponsors) are meeting program requirements. The PIF was approved by the Deputy Minister of IRCC in March 2022.

The PIF introduces a risk-based approach to PSR Program integrity. It recognizes the diversity of private sponsors and focuses interventions on those assessed to have higher operating risks, while also seeking to proactively identify and resolve potential issues at an early stage to facilitate positive outcomes for resettled refugees. The PIF was developed through extensive consultations with the private sponsorship community, which began in the fall of 2020, and reflects our mutual objectives of protecting refugees and ensuring they are adequately supported as they establish their new lives in Canada, while also ensuring that any new requirements remain manageable for the diverse range of private sponsors.

The Department is planning to formally launch the PIF, which includes the implementation of risk management plans for Sponsorship Agreement Holders (SAHs), in summer 2023.

Results Achieved

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

Departmental Result Indicators	Targets	Date to achieve targets	Actual results
1. Percentage of Canadians who support the current level of immigration	≥ 65%	End of each FY	2019–20: 66% 2020–21: 76% 2021–22: 67%
2. Percentage of settlement clients who improved their official language skills	≥ 50%	End of each FY	2019–20: 37% 2020–21: 37.6% 2021–22: 36.1%
3. Percentage of settlement clients who acquired knowledge and skills to integrate into the Canadian labour market	≥ 50%	End of each FY	2019–20: 50% 2020–21: 49.5% ¹⁰ 2021–22: 39.6%

Performance indicator analysis

Indicator 1: Results from IRCC’s 2021–22 Annual Tracking Study show that 67% of Canadians feel that the 2022 target of 432,000 immigrants is either about right or too few. While this result exceeds the target of 65%, it is not uncommon for this figure to fluctuate. In recent years, this result has ranged between a low of 57% in 2018–19 and a high of 76% in 2020–21. Despite these fluctuations, current support for the number of immigrants coming to Canada is significantly higher than it was in the mid-1990s, as measured in public opinion research conducted separately by IRCC and the Environics Institute. It has remained generally consistent for the past 15 years, following a significant increase between 1996 and 2004.

Indicator 2: Language training is a key Settlement Program service provided to newcomers to help them integrate and build a successful life in Canada. For 2021–22, the percentage of clients who progressed one level or more in at least one language skill remains below target, as previously. An Evaluation of Language Training Services completed in 2020 found that some formats of language training (e.g. full-time) are associated with a greater likelihood of newcomers improving their language skills. However, to ensure flexibility and accessibility, the majority of language training classes are delivered on a part-time basis, allowing newcomers to address other settlement needs at the same time. Furthermore, while online delivery during the pandemic appears to have worked for most clients, it may have had an impact on the progression of some learners. IRCC is developing a framework that will allow for a nuanced measurement of language training outcomes for different clients across a variety of services.

¹⁰ A new methodology was applied in 2020–21 for this indicator. As a result, year-over-year comparisons should be interpreted with caution.

Indicator 3: In 2021–22, of the clients who received settlement services, 39.6% reported increased knowledge on topics most relevant to client needs related to participation in the labour market, including: looking for/applying for a job; establishing contacts, connections, networks; getting educational and/or professional qualifications assessed; starting a business; and using soft skills at work. This percentage is below target and the Department is exploring the reasons for the decline, including lingering impacts of the pandemic, as well as the potential impact of temporary immigration policies implemented by IRCC. The Department will continue to monitor and explore possible mitigation strategies including analysis of labour market outcomes for different client groups and different employment services.

Results achieved

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

Regional labour force growth through immigration

Atlantic Immigration Pilot Program

Since 2017, participating employers in the Atlantic Immigration Pilot Program (AIP) have made over 11,000 job offers in key sectors, including health care, manufacturing, accommodations and food services. The AIP is an employer-driven model, requiring employers to play an active role in the recruitment and retention of candidates. This includes committing to working with a settlement service provider organization to ensure that newcomer employees and their families receive a settlement plan, supporting newcomers' access to settlement services, and ensuring welcoming workplaces, which includes taking intercultural competency training.

The [evaluation of the pilot](#)^{lx} found that as of February 2020, over 90% of principal applicants reported that they were living in Atlantic Canada. Given its success, IRCC and the Atlantic provinces transitioned the AIP to a permanent program on January 1, 2022. In doing so, IRCC also achieved its mandate letter commitment to make the AIP a permanent program.

The AIP builds on the strengths of the pilot and retains the core objective of attracting skilled immigrants to Atlantic Canada to address demographic and economic needs, as well as to continue to increase retention in the region. Similar to the pilot, the permanent program will continue to help employers find skilled workers to fill jobs, so they can grow their businesses and the economy.

Rural and Northern Immigration Pilot

The RNIP is a community-driven program that spreads the benefits of economic immigration to 11 communities across Northern Ontario and Western Canada. The pilot’s focus on retention and economic development is helping these communities to attract the workers they need by creating a path to permanent residence for skilled foreign workers.

The Rural and Northern Immigration Pilot’s Settlement Program component requires concrete efforts at the community level to welcome, settle and integrate newcomers. These efforts include championing the benefits of immigration to community members and employers, matching newcomers with established members of the community, and connecting newcomers with settlement services and other core social services after their arrival.

The Department continues to work towards meeting the mandate letter commitment to “ensure that immigration better supports small- and medium-sized communities that require additional immigrants to enhance their economic growth and social vibrancy. The mandate commitment also seeks to expand the Rural and Northern Immigration Pilot.”

Provincial Nominee Program

The PNP is for workers who have the skills, education and work experience to contribute to the economy of a specific province or territory, want to live in that province, and want to become permanent residents of Canada.

Each province and territory has its own “streams” (immigration programs that target certain groups) and requirements. For example, in a program stream, provinces and territories may target students, business people, skilled workers, or semi-skilled workers.

Municipal Nominee Program

As part of IRCC’s mandate letter commitment to move forward on the Municipal Nominee Program, IRCC continues to engage with provinces and territories, and a broad range of stakeholders, to determine its optimal program design and delivery model. This includes supporting program design to consider economic need, as well as capacity related to municipality and settlement services.

Results Achieved

Departmental Result 5: Immigrants and refugees achieve economic independence and contribute to labour force growth			
Departmental Result Indicators	Targets	Date to achieve targets	Actual results
1. Percentage of newcomers who are employed ¹¹	≥ 65%	End of each CY	2019: 70% 2020: 69.1% 2021: 75.7%
2. Percentage of immigrants and refugees who are in the middle-income range or above ¹²	≥ 50%	End of each FY	2019–20: 55% 2020–21: 56.2% 2021–22: 62.0%
3. Percentage of the Canadian labour force that is made up of immigrants and refugees	≥ 25%	End of each CY	2019: 28% 2020: 27.5% 2021: 28.8%

Performance indicator analysis

Indicator 1: In 2021, 75.7% of newcomers (landed within the last 1 to 5 years and aged 25 to 54) were employed, an increase of 6.6 percentage points from last year. The figure well exceeds the target for the indicator. This increase is primarily attributable to the broader Canadian labour market context. In 2021, as public health restrictions associated with COVID-19 eased and the Canadian economy started to recover, labour shortages were observed in some industries and regions across Canada.

Indicator 2: 62% of all immigrants and refugees in Canada were above the low income measure (LIM) threshold continuously over 2011 to 2019. This figure is an increase from the preceding year's data point (56.2%) and meets the target for this indicator. Having an income above the threshold of the LIM is used as a proxy measure for being “middle class.” The extent to which newcomers join the Canadian middle class is a measure of how well Canadian society facilitates immigrant contributions as well as benefits from them. It should be noted that its reporting period predates the onset of the pandemic. Consequently, it is possible that future results for this indicator will yield lower returns.

Indicator 3: In 2021, immigrants made up 28.8% of the labour force. This figure exceeds the target for this indicator. Recognizing that recent trends in labour market statistics show that the Canadian-born population is shrinking, immigration is an important tool in countering these trends and in growing Canada’s labour force and economy. Measuring the percentage of the

¹¹ This includes those 25–54 years of age and who landed in Canada between one and five years ago.

¹² Actual results for this indicator are based on the eight preceding years of income data. Specifically, the 2019–20 result covers 2010 to 2017, the 2020–21 result covers 2011 to 2018, and the 2021–22 result covers 2012 to 2019.

Canadian labour force that is made up of immigrants and refugees, and its growth, is an important component of assessing the success of one of the Department's core responsibilities.

Results achieved

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

Newcomer integration

IRCC supports newcomer integration and a sense of belonging by funding pre-arrival, needs and assets assessments and referrals, information and orientation, and community connections services through the Settlement Program.

In 2021–22, close to 30,800 newcomers, including refugees, received pre-arrival services, a notable increase of 40% from 2020–21. Furthermore, IRCC's 16 funded pre-arrival service providers continued to offer essential overseas settlement services and support to eligible clients. This allowed clients to be better equipped with the information they needed as soon as they were allowed to travel, and helped streamline access to settlement and community supports upon arrival to Canada.

Through Community Connection activities, 71,000 clients received services to network with Canadian peers, learn how to access services in the community, and create linkages with local organizations.

Supporting Francophone communities

In 2021, 14 communities participating in the three-year community-based pilot called the [Welcoming Francophone Communities Initiative](#) (WFC), continued to implement the activities reflected in their community plans. A mid-term report produced as part of the initiative's outcome management follow-up study shows some progress towards the expected short-term outcomes, such as increased awareness and positive attitudes of communities, and employers, with respect to newcomers' contributions.

In 2021–22, IRCC supported 13 Réseaux en immigration francophones located across Canada (outside of Quebec), including nearly 300 partner organizations and institutions. This was done by bringing together frontline actors who work in Francophone and Acadian communities and are striving to attract, recruit, welcome and integrate French-speaking newcomers. A new logic model for Francophone Immigration Networks was developed in collaboration with IRCC, the Fédération des communautés francophones et acadienne, and the réseaux en immigration francophone representatives to map out the activities and outcomes for their members.

Results Achieved

Departmental Result 6: Immigrants and refugees feel part of and participate in Canadian society			
Departmental Result indicators	Targets	Date to achieve targets	Actual results
1. Percentage of immigrants and refugees that have a strong sense of belonging	≥ 85%	End of each FY	2019–20: 90% 2020–21: 89.5% 2021–22: 89.5%
2. Percentage of immigrants and refugees who volunteer in Canada	≥ 30%	End of each FY	2019–20: 29% 2020–21: 23.4% 2021–22: 20.5%

Performance indicator analysis

Indicator 1: Despite the challenges tied to the COVID-19 pandemic, the latest results from the Newcomer Outcomes Survey indicate that a large majority of newcomer respondents feel a strong sense of belonging to Canada. This result is consistent with last year and remains slightly above the target. While a number of societal factors are involved in creating a welcoming environment for newcomers, IRCC seeks to build bridges between newcomers and communities across Canada through the Settlement Program. For example, through Community Connections programming, IRCC helps promote intercultural understanding and social cohesion, and ultimately enhance newcomers’ sense of belonging. Other settlement services, like language training, employment services, and information on various topics, also enables newcomers to feel part of Canada.

Indicator 2: The data collected from the Newcomers Outcomes Survey indicates a continued decline in the percentage of immigrants who volunteer in Canada compared to previous years, falling below the target. The COVID-19 pandemic and resulting public health requirements had a significant impact on volunteering activities with charities and non-profits across Canada. Overall, the number of available volunteer activities declined (postponed or cancelled altogether) and health restrictions limited in-person participation, especially for those with a health vulnerability. In addition, given pressures in caring for others during the pandemic, and the gendered impacts of these pressures, volunteers may have had less available time for volunteering, given the double duty of work and childcare and other care. Therefore, the decline in the percentage of immigrants who volunteered during the pandemic is in line with the overall decrease in participation at the national level.

Immigrant and refugee selection and integration

Budgetary financial resources (dollars)

The following table shows, for Immigrant and Refugee Selection and Integration, budgetary spending for 2021–22, as well as actual spending for that year.

2021–22 Main estimates	2021–22 Planned spending	2021–22 Total authorities available for use	2021–22 Actual spending (authorities used)	2021–22 Difference (Actual spending minus Planned spending)
2,472,352,828	2,472,352,828	2,894,527,333	2,505,576,400	33,223,572

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the Department needed to fulfill this core responsibility for 2021–22.

2021–22 Planned full-time equivalents	2021–22 Actual full-time equivalents	2021–22 Difference (Actual full-time equivalents minus Planned full-time equivalents)
3,262	3,809	547

Financial, human resources and performance information for IRCC’s Program Inventory is available in the [GC InfoBase](#).^{lxi}

The difference between planned and actual spending for 2021–22 is mostly attributable to additional resources received through the Supplementary Estimates for the Afghanistan resettlement commitment (including measures enacted to evacuate and facilitate immigration of Afghan nationals to Canada), the implementation of the 2021–23 Immigration Levels Plan, incremental requirements for the Canada-Quebec Accord grant, and for Upholding and Improving Client Services announced in Budget 2021. These additional resources were not included at the planning stage.

Overall, an amount of \$1.8 billion in actual spending for this core responsibility is related to transfer payments, which are mainly associated with settlement support and resettlement assistance services, as well as the grant for the Canada-Quebec Accord. The remainder of the spending within this core responsibility, in the amount of \$0.7 billion, was used to support IRCC’s operational requirements. This was mainly for the implementation of the multi-year immigration levels plans and to provide interim federal health care coverage. The latter is a special purpose allotment to fund temporary and limited health coverage for eligible beneficiaries, including resettled refugees and asylum claimants.

The increase in spending was partially offset by lower spending for the Afghanistan resettlement commitment, as a result of the reduced pace of arrivals in 2021–22. It also resulted from a decrease in spending for the Interim Federal Health program and lower transfer payments than planned for settlement support and resettlement assistance services, as the number of arrivals to Canada and processing of refugee cases decreased as a result of measures taken in Canada and worldwide to control the spread of COVID-19.

Core Responsibility 3: Citizenship and Passports

Description

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

Results

Gender-based Analysis Plus

The [Citizenship Program](#)^{lxiii} is working to improve policies related to accessibility, fairness and affordability to facilitate equitable access to citizenship for all permanent residents.

Age-based requirements and fees for naturalization are used to facilitate equitable access to the Citizenship Program for minors and seniors. The program collects data on gender, date of birth (age), place of birth, official language results, citizenship test results, tax filing history, and linkages with permanent residence admissions data to inform better policy outcomes for vulnerable groups.

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

In 2021–22, a review of the Canadian citizenship guide was undertaken to ensure adequate representation of diversity in content and images. As a result of the review, the guide will include new content on the history and cultures of First Nations, Inuit and Métis peoples, and the history and legacy of colonialism and residential schools, to provide a more balanced depiction of Canada’s history. The guide will also include the influence of cultures other than British and French, showcasing how Canada became one of the most multicultural and diverse countries in the world, while addressing serious injustices that occurred historically and the challenges that remain. The guide will also speak to the evolution of civic rights and freedoms, especially those of racialized minorities, LGBTQI communities, women, and individuals with disabilities.

2030 Agenda for Sustainable Development

In 2021–22, IRCC continued to support the implementation of SDGs, through citizenship and passports, by contributing to SDG 16 (developing effective, accountable and transparent

institutions at all levels) by revising the Oath of Citizenship, where the new oath recognizes that Indigenous rights are enshrined in section 35 of the *Constitution Act, 1982*. IRCC also made progress on updating Canada’s Citizenship Guide to reflect a more inclusive history of the diverse Indigenous peoples of Canada.

Experimentation

In 2021–22, the Innovation Lab launched multiple cloud-based web applications to support Permanent Resident digital intake, including the digitization of key forms and both PR Tracker and Citizenship Tracker websites to significantly reduce the number of calls to our call centres.

On November 18, 2021 an online passport submission tool for clients who submitted paper applications was successfully implemented. This functionality is designed for clients in the inventory (that have applied for citizenship on paper) who are requested by an officer to provide copies of all pages of their passport.

Key risks for Core Responsibility 3

Demand for citizenship grant applications continued to increase, which challenged IRCC’s capacity to deliver timely and dependable client-centred services in the COVID-19 context.

The Passport Program continued to safely resume services that enabled clients to travel as restrictions eased across the world.

Results achieved

Departmental Result 7: Eligible permanent residents become Canadian citizens

Building and maintaining Indigenous relationships — Oath of Citizenship

The Department recognizes the importance of building and maintaining relationships with Indigenous partners. Over the past few years, IRCC has been working to implement the [Truth and Reconciliation Commission’s \(TRC\) Calls to Action](#)^{lxiii} related to its mandate, including to educate newcomers about their role in reconciliation. Through this work, IRCC has engaged with the Assembly of First Nations, Inuit Tapiriit Kanatami, and Métis National Council to realize the Truth and Reconciliation Commission’s Calls To Action.

In June 2021, as part of IRCC’s mandate commitment, Canada’s revised [Oath of Citizenship](#)^{lxiv} was made official through [Bill C-8](#).^{lxv} This change to the oath directly responded to the TRC Call to Action 94. The new Oath of Citizenship recognizes that Indigenous rights are enshrined in

section 35 of the *Constitution Act, 1982*.^{lxvi} As new Canadians recite the oath, they will make a personal commitment to observe the Aboriginal and treaty rights of First Nations, Inuit and Métis peoples.

Throughout 2021–22, IRCC continued to progress towards updating [Canada’s Citizenship Guide](#)^{lxvii} in response to Call to Action 93, to reflect a more inclusive history of the diverse Indigenous peoples of Canada, including information about the Treaties and the history of residential schools. The updated guide will better inform citizens about the role of Indigenous peoples in our past, present and future. The Department also continued to develop supporting learning tools for newcomers, based on the revised Citizenship Guide, to prepare them for the citizenship test.

In response to the results and recommendations of the 2020 [evaluation of the Citizenship Program](#),^{lxviii} notable progress was made in reducing barriers and improving accessibility, which included conducting a review of the citizenship fee. The program continues to work towards implementing a clear and transparent process for assessing and waiving the citizenship knowledge and language requirements, when appropriate.

In 2021–22, the Citizenship Program also continued to collaborate with partners to promote the rights and responsibilities of citizenship to new citizens during citizenship ceremonies, citizenship week activities, and through available digital tools in response to the evaluation’s findings.

Citizenship Modernization Initiative

IRCC’s electronic citizenship grant application (e-App) was released on November 30, 2020, to a limited number of eligible clients aged 18 to 54, applying alone, and without a representative, allowing them to submit their application and documents digitally with no paper involved to apply for Canadian citizenship on IRCC’s website. The option to apply online was initially available to a random 10 per cent of website visitors.

The e-App is a secure, cloud-based application that allows eligible permanent residents to apply for Canadian citizenship online. The application has a save and return functionality, allowing clients to complete the application at their own pace. It is intuitive and dynamic with built-in field validations, helping clients complete their application correctly and positively impacting completeness rates.

Since the launch, IRCC has been enhancing and scaling-up this new application system, while making the e-App accessible to more citizenship applicants. The e-App has since expanded to clients 55 years of age and over, and as of August 2021, it is available to 100% of website visitors.

To facilitate access to IRCC portals and e-Apps, IRCC deployed a feature that provides clients with the ability to apply with the help of a representative. The feature went live on November 30, 2021.

IRCC continues to improve the e-App to make it accessible to more clients. Further expansion and the addition of new functionalities are planned and will help reduce the intake of paper applications and allow the transition to a digital process.

Results Achieved

Departmental Result 7: Eligible permanent residents become Canadian citizens			
Departmental Result indicators	Targets	Date to achieve targets	Actual results
1. Percentage of permanent residents who become Canadian citizens	≥ 85%	2021 (every five years)	2019: 86% (2016) 2020: 86% (2016) 2021: 86% (2016)
2. Percentage of citizenship applications that are processed within service standards	≥ 80%	End of each FY	2019–20: 65% 2020–21: 9% 2021–22: 8%
3. Percentage of citizenship applicants who report they were satisfied overall with the services they received	≥ 90%	End of each FY	2019–20: 95% 2020–21: 89.2% 2021–22: 77.7%

Performance indicator analysis

Indicator 1: Canada has one of the highest naturalization rates in the world. Two key objectives of the Citizenship Program are for newcomers to Canada to have a desire to become Canadian citizens, and for this objective to be realized by eligible permanent residents. The Citizenship Program facilitates naturalization for eligible permanent residents to become Canadian citizens. The current uptake rate of 85.8% is based on the 2016 Census of Population. The Census findings demonstrated a slight growth in overall uptake rates from 85.6% to 85.8% between 2011 and 2016. This indicator relies on the Census; the 2021 Census data for this indicator will be available by the end of 2022. Between fiscal year 2019–20 and 2021–22, over 526,000 permanent residents applied and met the requirements, and were thus granted Canadian citizenship.

Indicator 2: For the last two fiscal years, the Citizenship Program has been at a historic low in maintaining its service standards. In 2021–22, only 8% of all citizenship grant applications were processed within the 12-month service standard. Growing application volumes and the impacts of the COVID-19 pandemic have exacerbated and increased processing times. To help mitigate the adverse impacts of COVID-19 on clients, the Department quickly introduced online services, such as virtual citizenship ceremonies, the implementation of an online knowledge test, the application status tool, and the launch of the e-applications for citizenship grants. IRCC remains dedicated to

continuing efforts to maintain service standards and to modernizing the Citizenship Program to better support eligible permanent residents in their journey to achieving Canadian citizenship.

Indicator 3: 2021–22 saw the lowest applicant satisfaction rate of the past reporting years, including a drop of 11.5% between 2020–21 and 2021–22. The drop in the client satisfaction rate is consistent with the drop in the service standards over the past two years due to the effects of the COVID-19 pandemic. Acknowledging the drop in the client satisfaction rate, IRCC remains committed to making services as efficient and client-focused as possible. New digital solutions and other improved program measures are in place with the goal of ensuring that client satisfaction indicators improve in the coming fiscal years.

Results achieved

Departmental Result 8: Canadians' international travel is facilitated

Passport and travel document services

As COVID-19 pandemic restrictions gradually lifted throughout 2021–22, the Passport Program continued to prepare for the return of clients who were unable or did not seek passport services during the pandemic and who would soon have a strong desire to travel internationally.

Passport services at over 350 Service Canada locations partially resumed in summer 2021, although capacity at work sites was still limited to 30% to 50% occupancy due to ongoing public health measures. An appointment system was implemented to facilitate access for clients requiring urgent services. All clients were encouraged via the Passport Program's website and social media to submit their applications by mail while in-person service delivery restrictions were in place, and additional mail-in hubs were established to better distribute work across the in-Canada service delivery network.

Canadian missions continued to provide passport services to Canadians living or travelling abroad, despite wide-ranging COVID-19 restrictions affecting offices around the world. The Passport Program provided temporary duty staff to support processing in select overseas offices that were having difficulty meeting the demand for passport services. By issuing travel documents, the Passport Program also facilitated the Government of Canada's efforts to help citizens in crisis, including the withdrawal of Canadians from Afghanistan and Ukraine.

Special measures put in place during the pandemic to facilitate service delivery for clients globally continued in 2021–22. Additional initiatives were implemented in Canada and overseas to further improve operational processing, which included an increase in funding for service delivery partners to ramp up production, expanding IT infrastructure and network connectivity,

and equipping Canadian offices with additional hardware and software needed to improve service delivery.

The Government of Canada continues to modernize and improve its services to better respond to the changing needs of Canadians. The Passport Program Modernization Initiative aims to improve the efficiency, integrity and security of passport processing by introducing automation and a new intake and issuance system. Between January 1 and March 31, 2022, despite delays and pandemic restrictions, more than 7,000 passports were issued as part of pre-pilots and pilots to test the new system. The project will be fully launched in the upcoming year.

In September 2021, the Department also successfully launched a small-scale controlled pilot as a first step towards enabling Canadians to apply online for passport services. This solution will allow clients to complete their application, upload a digital photo and submit payment online. The Department is in the process of testing these online services before expanding to a wider audience.

In April 2021, IRCC launched a new IRCC internal online site to house passport operational content and expanded online payment options for passports acquired overseas.

Since March 31, 2022, more Canadians can now use a [simplified process to renew an expired passport](#).^{lxix} Eligibility for the simplified process has been extended to applicants who were issued a passport within the last 15 years, and extended to clients whose passport was lost, stolen, or damaged.

Promoting diversity, inclusion, and reconciliation

In 2021–22, IRCC advanced several initiatives promoting diversity, inclusion, and reconciliation through its Citizenship and Passport programs. For example, the [Truth and Reconciliation Commission’s Call to Action 17](#)^{lxx} called on all levels of government to enable residential school survivors and their families to reclaim their Indigenous names on identity documents.

In June 2021, IRCC responded to that call by implementing a process that allows Indigenous peoples, residential school survivors, and their families to reclaim their Indigenous names on replacement travel documents and citizenship certificates, free of charge, for five years. While Call to Action 17 explicitly mentions passports, the Department broadened the scope of its response to include other documents, such as certificates of identity, refugee travel documents, permanent resident cards, and citizenship certificates.

Special circumstances to reduce the financial burden

In 2021–22, IRCC introduced several remission orders and fee waivers to reduce the financial burden on clients in special circumstances. As an example, IRCC waived fees and provided refunds for travel documents issued to clients affected by the British Columbia floods, the crisis

in Afghanistan, the Russian invasion of Ukraine, the Ukraine plane crash of flight PS752, as well as some urgent processing service fees for travel documents produced during the pandemic.

Results Achieved

Departmental Result 8: Canadians' international travel is facilitated			
Departmental Result indicators	Targets	Date to achieve targets	Actual results
1. Percentage compliance of the Canadian passport with international standards	100%	End of each FY	2019–20: 100% 2020–21: 100% 2021–22: 100%
2. Percentage of passport applications that are processed within service standards ¹³	≥ 90%	End of each FY	2019–20: 99% 2020–21: 80.9% 2021–22: 81.4%
3. Percentage of passport applicants who report they were satisfied overall with the services they received	≥ 90%	End of each FY	2019–20: 94% 2020–21: 88% 2021–22: 84.6%

Performance indicator analysis

Indicator 1: In 2021–22, Canada continued to comply with the international standards related to travel documents set out in Annex 9 of the Convention on International Civil Aviation. Canadian passports are designed with globally interoperable features and issued using secure, internationally recognized practices.

Indicator 2: In 2021–22, 81.4% of Canadian passport and other travel document applications were processed within service standards. As COVID-19 pandemic restrictions were lifted throughout 2021–22, more Canadians began to travel abroad. When domestic passport services resumed in the summer of 2021, workforce capacity at office sites was limited to 30%–50% capacity. Abroad, services and capacity varied depending on local pandemic conditions and restrictions.

Indicator 3: Survey results in 2021–22 suggest that 84.6% of passport applicants were satisfied with the services they received. This includes applicants who applied from within Canada and those who applied abroad. The effects of the COVID-19 pandemic, which caused office closures and processing delays, had a direct negative impact on client satisfaction levels. The Department will continue efforts to solicit applicant feedback on potential service delivery improvements. IRCC is also committed to moving towards a more digital, client-centric, online service delivery model to meet evolving client expectations and needs, which includes developing the ability to apply for passports online.

¹³ [Service standard timelines](#)^{lxxi} for passport services vary based on location and service being sought.

Citizenship and passports

Budgetary financial resources (dollars)

The following table shows, for Citizenship and Passports, budgetary spending for 2021–22, as well as actual spending for that year.

2021–22 Main estimates	2021–22 Planned spending	2021–22 Total authorities available for use	2021–22 Actual spending (authorities used)	2021–22 Difference (Actual spending minus Planned spending)
240,437,190	240,437,190	942,615,760	328,846,711	88,409,521

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the Department needed to fulfill this core responsibility for 2021–22.

2021–22 Planned full-time equivalents	2021–22 Actual full-time equivalents	2021–22 Difference (Actual full-time equivalents minus planned full-time equivalents)
1,755	1,757	2

Financial, human resources and performance information for IRCC’s Program Inventory is available in the [GC InfoBase](#).^{lxxii}

Citizenship Program

Financial figures associated with the Citizenship Program include \$73 million in planned spending and \$77 million in actual spending, for a variance of \$4 million (or 5%). The variance is mainly attributable to additional resources received through the Supplementary Estimates for Upholding and Improving Client Services announced in Budget 2021. These additional resources were not included at the planning stage.

Passport Program operations

The Passport Program operates on a full cost-recovery basis from fees charged for travel document services. The Passport Program collected more revenues in the first half of the 10-year business cycle, which compensated for the expected reduction in passport demand in the second half of the cycle, as well as the further decrease in demand as a result of worldwide travel and border restrictions put in place to control the spread of COVID-19.

The difference of \$84 million between planned and actual spending for 2021–22 is explained by a combination of factors. As the Passport Program continues to operate in the second half of its

10-year business cycle, a revenue reduction in 2021–22 was anticipated as a result of a reduction in passport demand due to the transition from the 5-year passport to the 10-year passport. The reduction was further impacted by a lower demand for passports and travel documents as a result of the continued impact of the COVID-19 pandemic. While freight and material expenses (volume-driven) also followed this downward trend, they were offset by the increased service delivery costs.

Internal services

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct services categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are:

- ▶ Acquisition Management Services
- ▶ Communication Services
- ▶ Financial Management Services
- ▶ Human Resources Management Services
- ▶ Information Management Services
- ▶ Information Technology Services
- ▶ Legal Services
- ▶ Material Management Services
- ▶ Management and Oversight Services
- ▶ Real Property Management Services

Results achieved

Client service excellence

Service excellence and improvement of client services remain top priorities for the Department. The COVID-19 pandemic re-emphasized the importance of understanding how clients engage with IRCC, how clients experience the full cycle of IRCC services, and how the Department maintains timely and accessible services during challenging times.

Digital Platform Modernization

Implementation of IRCC’s Digital Platform Modernization (DPM) programme is underway, to support a multi-year transformation journey to bring the Department into the digital era. In 2021–22, under the first two phases of DPM, along with the Global Case Management System (GCMS) Disaster Recovery Project, IRCC successfully:

- Migrated critical systems to an enterprise data centre and upgraded aging technologies while establishing a disaster recovery capability. As a result, the Department reduced overall risk and increased system reliability of GCMS, which supports mission-critical programs (e.g., Temporary residents, Canadians citizens, and permanent residents) and Canada’s economy, humanitarian missions, and national security agendas; and
- Developed a plan and roadmap to modernize IRCC’s existing applications and implementing essential services, established a Cloud Centre of Expertise, and began implementing cloud services to support its modernization agenda.

To advance the third phase of DPM, Budget 2021 included critical investments to support the modernization and transformation of Canada’s immigration system. Funding of \$827.3 million (cash basis) over five years will enable IRCC to develop and deliver an enterprise-wide digital program to update our digital platform and support the re-design and re-imagining of our business processes. Under the third phase of DPM, now in its program definition stage, in 2021–22 IRCC put in place a leadership team and governance and oversight structures, advanced the development of business and technical requirements, and began engaging with the private sector through a collaborative procurement approach.

In addition, IRCC is dedicated to understanding the needs of all its clients so that it can develop and deliver accessible services for the benefit of all clients. To better understand the needs of persons with disabilities, IRCC began collecting disability-related data in the Client Experience Survey. Analysis of the data collected and an examination of how services could be improved will begin in 2022.

IRCC recognizes the importance of experimenting with the latest technologies to continue providing better services to clients. In 2021–22, IRCC’s Client Support Centre explored various automation technologies through pilot projects and the potential to use robotic process automation technology to better support clients. To continue improving client service delivery, IRCC hired and trained 192 full-time equivalent employees at the Client Support Centre.

Access to information and privacy

IRCC continues to receive 51% of all access to information and privacy (ATIP) requests in the federal government. With continued and sustained high volumes, the Department continues to lead on various initiatives aimed at finding solutions to contain and address the growing number of requests. For example, IRCC was the first department in the federal government to introduce Robotic Process Automation in the ATIP process. Development is ongoing to program bots to further automate routine aspects of the ATIP process and increase efficiencies within the ATIP office.

Enhancements are also ongoing to reflect the coming into force of the *Privacy Act Extension Order*,^{lxxiii} which came into effect in July 2022 and will allow foreign nationals anywhere in the world the right to request access to their personal information held by Canadian federal government institutions under the *Privacy Act*.^{lxxiv} IRCC anticipates a significant increase in privacy requests and is working with internal and external partners on plans to mitigate the expected impacts of these increasing volumes. In line with the recommendations from the Office of the Information Commissioner's systemic investigation, this includes reviewing the online request form, and identifying processes that are high in volume and data-entry-based, allowing for the implementation of an automated solution to complete the required tasks.

The Department remains committed to allowing Canadians, permanent residents, and foreign nationals the right of access to their information in a manner that is open and transparent.

Workforce and workplace transformation

As with many organizations, IRCC has faced challenges brought on by the sudden need to adapt to a large proportion of the workforce working remotely. The Department has made significant progress towards enabling alternative work arrangements, such as teleworking and flexible work schedules, in order to maintain work capacity and processing during the pandemic.

In 2021–22, IRCC continued to implement and modify workplace safety measures as prescribed by public health guidelines and by Public Services and Procurement Canada. IRCC's Occupational Health and Safety unit has updated its guidance from *Canada's Public Service Occupational Health Program*^{lxxv} over the evolving COVID-19 situation. Physical distancing, masks and other preventive practices, such as ventilation, cleaning and hand hygiene, were implemented throughout the year. The Occupational Health and Safety unit is also participating in the review of the telework policy and telework agreement form to better reflect a post-pandemic workplace.

Business requirements that support IRCC's Blueprint for a Hybrid Workplace were gathered to enable the digitalization of its telework agreements and business process. In addition, all office retrofit construction projects for 2021–22, including floor space designs, meet the requirements of the *Accessible Canada Act*.^{lxxvi}

Classification renewal

The *Treasury Board of Canada Secretariat*,^{lxxvii} in discussion with bargaining agents and core public administration organizations, has been undertaking a classification renewal (conversion) exercise for the past several years in an effort to modernize the public service's classification program. The *Clerk of the Privy Council's Beyond 2020 report*^{lxxviii} calls for a more agile, inclusive, and equipped public service. Modernized and streamlined occupational classifications

help ensure that our tools reflect the work of today’s public service and bring more consistency to how similar jobs are evaluated. As a result of these renewal efforts, Computer Systems positions were successfully converted to the new Information Technology group effective December 9, 2021.

In addition, IRCC developed and implemented various outreach initiatives to improve Employment Equity (EE) data collection. These initiatives obtain consent from existing and incoming employees to use EE data outside of traditional statistical purposes. This change has enabled the Department to gain a more accurate understanding of EE data, improve Human Resources services, and increase representation through recruitment, talent management, succession planning and leadership and development.

Anti-racism strategy

In 2021–22, IRCC’s Anti-Racism Task Force expanded its strategic actions to advance racial equity in the Department.

The Task Force worked collaboratively with branches within the organization to support the integration of anti-racism into the daily work of employees, departmental policies, programs and service delivery. The focus in 2021–22 was to bring together diverse voices to inform departmental anti-racism strategies and actions, and to break the silence on institutional racism by listening to a broad range of internal and external stakeholders.

[IRCC’s Anti-Racism Value Statement](#),^{lxxix} published in May 2021, reaffirmed the Department’s commitment to advance racial equity for all employees and clients. To build momentum and support lasting change, the Department initiated key practices, including anti-racism coaching and training for leaders and staff, new workforce representation targets, racial impact assessment tools for policy and program development, and program integrity and risk management tools for addressing decision-making bias in service delivery. The long-term goal is to build a more equitable and inclusive organization, and maximize the benefits of IRCC programs to Canadians and newcomers through the reduction of racism in departmental policies, programs, and service delivery.

IRCC also developed its first foundational Anti-Racism Strategy (1.0), with the four objectives identified in the graphic below. The Department is currently refining this Strategy with a view to consulting within IRCC and with external stakeholders in 2022–23.

We need diverse perspectives to create a **strategy** and **action plan** that is responsive to our deficiencies, embraced by our employees, and leads to sustainable **changes and results**.



Enterprise Change Branch and Learning Academy

In 2021–22, the Enterprise Change Branch and Learning Academy (ECLA) continued to support departmental growth and program delivery, and advanced IRCC’s change initiatives. The Academy provided guidance, tools and resources to support continuous learning and ensured that employees have the right skills to succeed in their current and future careers. Highlights include the following:

- Change management (CM) training and leadership coaching services were implemented to enhance enterprise-wide change capabilities and to support the Department’s capacity to navigate changes brought on by recent growth, the pandemic, ongoing crises, the Digital Platform Modernization (DPM) initiatives, and the Future of Work initiative.
- The IRCC Change Coalition was created as a space for employees to exchange best practices in CM, collaborate with one another, and build capacity for CM across the Department. Coalition members become stewards of CM expertise, amplify change efforts by guiding the Department through various change initiatives, and contribute to the achievement of departmental priorities.
- A procurement process to acquire a cloud-based Learning Management System (LMS) was launched. This LMS will provide the infrastructure for streamlined, modern and accessible learning, allow for a fulsome understanding of IRCC’s learning investments, align learning to its business needs, and ensure readiness for program growth.

- Internal second language evaluations were implemented to support the increased demand for staffing. Second language coaching and training was provided, some geared towards racialized employees or employees whose first language is not one of the Canadian official languages. This training is meant to support employees in meeting the language requirements of their positions in order to strengthen IRCC’s culture of inclusion, diversity and official languages.
- Accessibility measures were included in training design to meet the requirements of the *Accessible Canada Act*.
- National Training Standards (NTS) were developed to promote the use of best practices, increase transparency and alignment, and optimize learner experience.

ECLA also continued to supported the creation, re-design, adaptation of foundational training required for the Department to deliver on its programs.

Internal services

Budgetary financial resources (dollars)

The following table shows, for Internal Services budgetary spending for 2021–22, as well as actual spending for that year.

2021–22 Main estimates	2021–22 Planned spending	2021–22 Total authorities available for use	2021–22 Actual spending (authorities used)	2021–22 Difference (Actual spending minus Planned spending)
297,430,402	297,430,402	427,503,956	385,614,020	88,183,618

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the Department needed to carry out its Internal Services for 2021–22.

2021–22 Planned full-time equivalents	2021–22 Actual full-time equivalents	2021–22 Difference (Actual full-time equivalents minus Planned full-time equivalents)
1,801	2,241	440

Financial, human resources and performance information for IRCC’s Program Inventory is available in the [GC InfoBase](#).^{lxxx}

The difference between planned and actual spending is mainly attributable to additional resources received through the Supplementary Estimates for corporate support for various initiatives, such as building Canada’s modern, digital, and data-driven migration system announced in Budget 2021; the implementation of the 2021–23 Immigration Levels Plan; and the Afghanistan resettlement

commitment, including measures enacted to evacuate and facilitate immigration of Afghan nationals to Canada. These additional resources were not included at the planning stage.

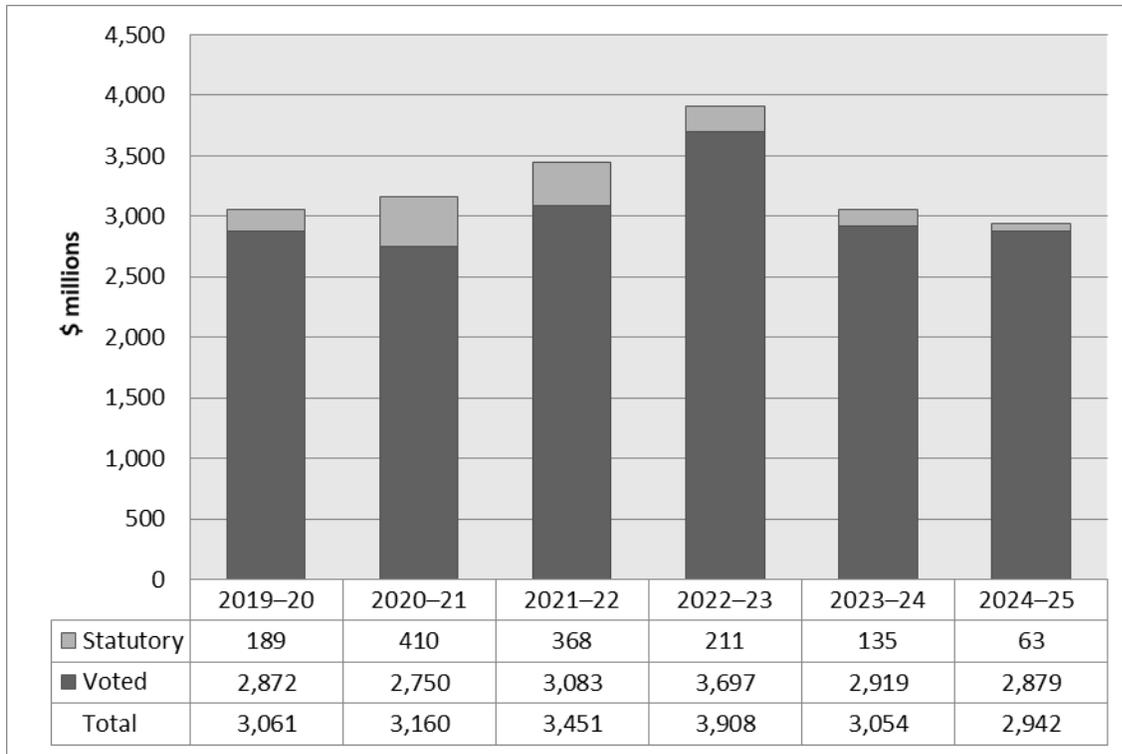
In addition to new spending, resources were reallocated from lapses in other programs towards IT expenditures to stabilize existing IT infrastructure while advancing IRCC's transformation and modernizing agenda and set foundations for new digital services. The Department has been stabilizing and maintaining existing IT infrastructure while enabling and managing technology and digital solutions, acquiring licences and IT equipment, and adjusting to a teleworking environment in order to meet the increasing demand for services.

Spending and human resources

Spending

Departmental spending trend graph

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



In this graph, financial figures from 2019–20 to 2021–22 represent actual spending incurred by the Department. Financial figures from 2022–23 to 2024–25 represent planned spending.

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

The “Budgetary performance summary for core responsibilities and internal services” table presents the budgetary financial resources allocated for IRCC’s core responsibilities and for internal services.

Core responsibilities and internal services	2021–22 Main estimates	2021–22 Planned spending	2022–23 Planned spending	2023–24 Planned spending	2021–22 Total authorities available for use	2019–20 Actual spending (authorities used)	2020–21 Actual spending (authorities used)	2021–22 Actual spending (authorities used)
Visitors, International Students and Temporary Workers	243,122,000	243,122,000	257,150,882	252,825,468	303,790,186	260,116,857	198,720,536	231,236,149
Immigrant and Refugee Selection and Integration	2,472,352,828	2,472,352,828	3,091,506,075	2,382,669,483	2,894,527,333	2,334,839,836	2,233,980,128	2,505,576,400
Citizenship and Passports *	240,437,190	240,437,190	192,850,589	124,597,055	942,615,760	168,131,283	390,379,180	328,846,711
Subtotal	2,955,912,018	2,955,912,018	3,541,507,546	2,760,092,006	4,140,933,279	2,763,087,976	2,823,079,844	3,065,659,260
Internal Services	297,430,402	297,430,402	366,229,054	293,603,821	427,503,956	297,511,544	336,492,206	385,614,020
Total	3,253,342,420	3,253,342,420	3,907,736,600	3,053,695,827	4,568,437,235	3,060,599,520	3,159,572,050	3,451,273,280

*Total authorities available for use include the year-over-year accumulated surplus related to the Passport Program.

Analysis of trends in spending

Analysis – 2021–22 Planned spending versus 2021–22 Available authorities for use

The 2021–22 planned spending is based on a set of assumptions made in fall 2020, as well as on the availability of funding at the planning stage. The difference of \$1.3 billion (or 40%) between the 2021–22 planned spending and total authorities available for use is mainly attributable to the cumulative unused surplus associated with the Passport Program as more revenues were collected in the first half of the 10-year business cycle than the program required over that initial period. It is anticipated that the accumulated surplus collected in the preceding years will compensate for future deficits.

The increase in total authorities is also the result of additional resources received by the Department through the Supplementary Estimates (\$0.6 billion), mainly for the Afghanistan resettlement commitment including measures enacted to evacuate and facilitate immigration of Afghan nationals to Canada; the implementation of the 2021–23 Immigration Levels Plan; temporary accommodation for unvaccinated asymptomatic asylum seekers; Canada-Quebec Accord on Immigration grants; Upholding and Improving Client Services announced in Budget 2021; and Processing Temporary Resident Visas for Workers, Students and Visitors.

Trend analysis – Actual spending from 2019–20 to 2021–22

Actual spending in 2021–22 increased by \$0.4 billion (or 13%) in comparison with 2019–20. The increase is mainly due to incremental expenditures associated with permanent resident admissions, addressing the Afghan refugee crisis, and the Canada-Quebec Accord on Immigration grant.

Furthermore, investments were made to ensure IRCC operations meet all aspects of security, policy and legal requirements, and to uphold commitments made to IRCC's partner departments and government bodies.

Trend analysis – Planned spending from 2022–23 to 2023–24

It is important to note that the planned spending for 2022–23 and 2023–24 was published in the 2022–23 Departmental Plan. These figures were prepared based on funding approved up until January 2022.

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

2021–22 Budgetary actual gross spending summary (dollars)

The following table reconciles gross planned spending with net spending for 2021–22.

Core responsibilities and internal services	2021–22 Actual gross spending	2021–22 Actual revenues netted against expenditures	2021–22 Actual net spending (authorities used)
Visitors, International Students and Temporary Workers	239,341,255	8,105,106	231,236,149
Immigrant and Refugee Selection and Integration	2,505,576,400	0	2,505,576,400
Citizenship and Passports	508,547,066	179,700,355	328,846,711
Subtotal	3,253,464,721	187,805,461	3,065,659,260
Internal Services	385,614,020	0	385,614,020
Total	3,639,078,741	187,805,461	3,451,273,280

The Department collects revenues on behalf of the government through its various activities. Of these collected revenues, the Department has re-spendable revenue authorities for the Passport Program and International Experience Canada Program.

The International Experience Canada Program operates on a vote-netted revenue basis. Its revenues are generated through a participation fee.

The Passport Program operates on a full cost-recovery basis over its 10-year business cycle and generates revenue through fees paid for passports and other travel documents. Fiscal year 2022–23 marks the last year of the current 10-year business cycle.

Human resources

The “Human resources summary for core responsibilities and internal services” table presents the full-time equivalents (FTEs) allocated to each of IRCC’s core responsibilities and to internal services.

Human resources summary for Core Responsibilities and Internal Services

Core responsibilities and internal services	2019–20 Actual full-time equivalents	2020–21 Actual full-time equivalents	2021–22 Planned full-time equivalents	2021–22 Actual full-time equivalents	2022–23 Planned full-time equivalents	2023–24 Planned full-time equivalents
Visitors, International Students and Temporary Workers	1,568	1,540	1,398	1,684	1,478	1,421
Immigrant and Refugee Selection and Integration	3,020	3,129	3,262	3,809	3,866	3,639
Citizenship and Passports	1,682	1,813	1,755	1,757	1,816	1,852
Subtotal	6,270	6,482	6,415	7,250	7,160	6,912
Internal Services	1,768	1,931	1,801	2,241	2,118	1,916
Total	8,038	8,413	8,216	9,491	9,278	8,828

Analysis – 2021–22 Planned versus Actual Full-time equivalents

The increase in the number of 2021–22 actual full-time equivalents (FTEs) in comparison with the 2021–22 planned FTEs is mainly attributable to funding received through the Supplementary Estimates. This funding provided additional resources to support the implementation of the 2021–23 Immigration Levels Plan, Upholding and Improving Client Services announced in Budget 2021; the Afghanistan resettlement commitment, including measures enacted to evacuate and facilitate immigration of Afghan nationals to Canada; and Processing Temporary Resident Visas for Workers, Students and Visitors.

Trend analysis – Actual FTEs from 2019–20 to 2021–22

The increase in the number of FTEs from 2019–20 to 2021–22 is mainly attributable to funding received for the implementation of the multi-year immigration levels plans commitments; Upholding and Improving Client Services announced in Budget 2021; the Afghanistan resettlement commitment including measures enacted to evacuate and facilitate immigration of

Afghan nationals to Canada; the stabilization of the Global Case Management System to set the foundation for future transformation; and Processing Temporary Resident Visas for Workers, Students and Visitors.

Trend analysis – Planned FTEs from 2022–23 to 2023–24

It is important to note that the planned FTEs for 2022–23 and 2023–24 were published in the 2022–23 Departmental Plan. These figures were prepared based on resources approved up until January 2022.

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

Expenditures by vote

For information on IRCC’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2021–22](#).^{lxxxix}

Government of Canada spending and activities

Information on the alignment of the IRCC’s spending with the Government of Canada’s spending and activities is available in the [GC InfoBase](#).^{lxxxix}

Financial statements and financial statements highlights

Financial statements

IRCC's financial statements (unaudited) for the year ended March 31, 2022, are available on the [departmental website](#).^{lxxxiii}

Financial statements highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2022 (dollars)

Financial information	2021–22 Planned results	2021–22 Actual results	2020–21 Actual results	Difference (2021–22 Actual results minus 2021–22 Planned results)	Difference (2021–22 Actual results minus 2020–21 Actual results)
Total expenses	3,885,826,768	3,980,276,607	3,584,072,000	94,449,839	396,204,607
Total revenues	294,057,549	187,826,506	52,967,280	(106,231,043)	134,859,226
Net cost of operations before government funding and transfers	3,591,769,219	3,792,450,101	3,531,104,720	200,680,882	261,345,381

The 2021–22 planned results information is provided in [IRCC's Consolidated Future-Oriented Statement of Operations and Notes 2021–22](#).

Expenses

Total expenses of \$3,980.3 million in 2021–22 included \$1,770.0 million (44.5%) in transfer payments and \$1,115.8 million (28.0%) in salaries and employee benefits.

Total expenses increased by \$396.2 million (11.1%) as compared to the previous year. This variance is mainly attributable to the following:

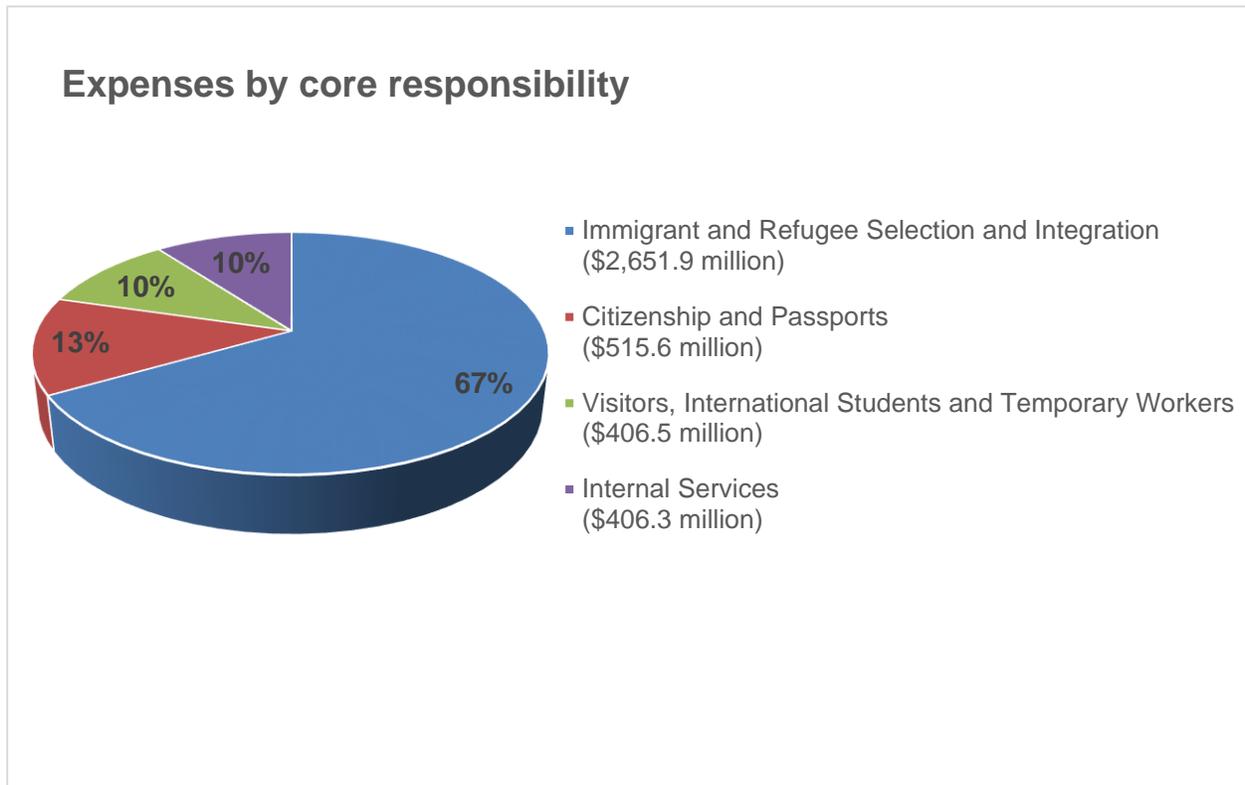
- an increase in the transfer payments, mostly to non-profit organizations as a result of incremental funding to support the targeted admissions under the 2020 and 2021 Level Plans, which was offset by a net decrease to other levels of government, more specifically under the Interim Housing Assistance Program;
- an increase in the professional and special services expenses, mostly explained by an increased demand of passport services in Canada and biometrics collection services in missions abroad as a result of the easing of the COVID-19 pandemic travel restrictions starting in Summer 2021;

- an increase in the salaries and employee benefits mostly due to a higher number of employees; and
- an increase in the aircraft and hotel rental costs to support the increase in irregular migrants arrivals.

Total expenses for 2021–22 are \$94.4 million (2.4%) higher than the planned results. This variance is mainly attributable to the following:

- An increase under the internal services, mostly attributable to in-year funding received to support various initiatives. These include the implementation of the 2021–2023 Immigration Levels Plan, proof of vaccination credentials, and building Canada’s modern, digital and data-driven migration system, and an internal reallocation of resources from other lapsing programs to fund additional Information Technology expenditures to help advance IRCC’s transformation and digital services;
- An increase under the Immigrant and Refugee Selection and Integration core responsibility mainly explained by in-year funding received for the Afghanistan resettlement commitment including measures enacted to evacuate and facilitate immigration of Afghan nationals to Canada, for the implementation of the 2021–2023 Immigration Levels Plan, and for Upholding and Improving Client Services;
- A decrease under the Visitors, International Students and Temporary Workers core responsibility, explained by lower than anticipated biometrics enrollment costs due to the extension of travel restrictions as well as border and office closures up to Spring 2021 as a result of the COVID-19 pandemic; and
- A decrease under the Passport Program, mostly attributable to lower than anticipated passport volumes and variable production costs due to the extension of travel restrictions and border closures up to Spring 2021 as a result of the COVID-19 pandemic.

The chart below outlines IRCC’s expenses by core responsibility:



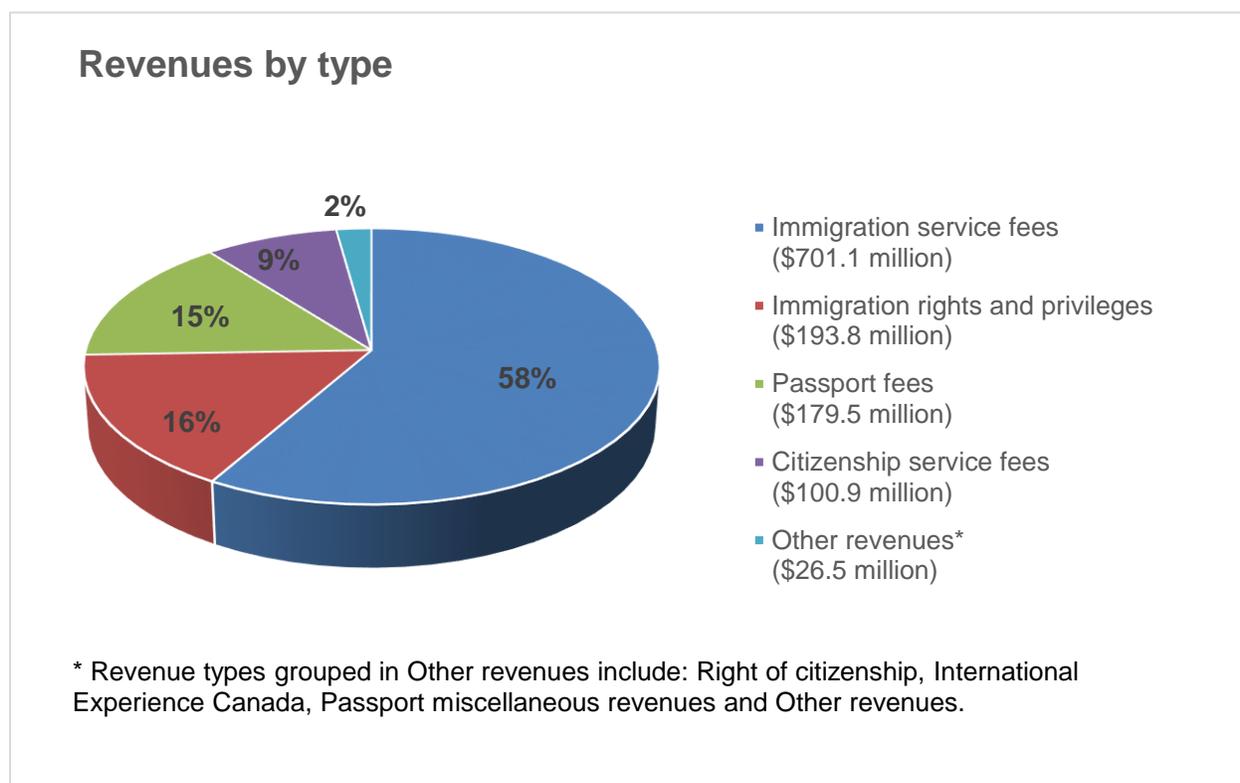
Revenues

Total revenues amounted to \$1,201.8 million in 2021–22, of which \$1,014.0 million (84.4%) were departmental revenues earned on behalf of the government and \$187.8 million (15.6%) were departmental spendable revenues, largely composed of Passport Program revenues and International Experience Canada revenues.

Departmental revenues earned on behalf of the government increased by \$680.3 million (130.5%) as compared to the previous year and are \$18.4 million (1.5%) lower than the planned revenues. Although the demand and issuance of immigration and citizenship documents did not reach pre-pandemic levels, the easing of COVID-19 travel restrictions starting in Summer 2021 resulted in a significantly higher demand when compared to the prior year.

Departmental spendable revenues increased by \$134.9 million (254.6%) as compared to the previous year, and are \$106.2 million (36.1%) lower than the planned revenues. Although the demand and issuance of passports did not reach pre-pandemic levels, the easing of the COVID-19 travel restrictions starting in Summer 2021 resulted in a significantly higher demand when compared to the prior year.

The chart below outlines IRCC’s revenues by type:



Condensed Statement of Financial Position (unaudited) as of March 31, 2022 (dollars)

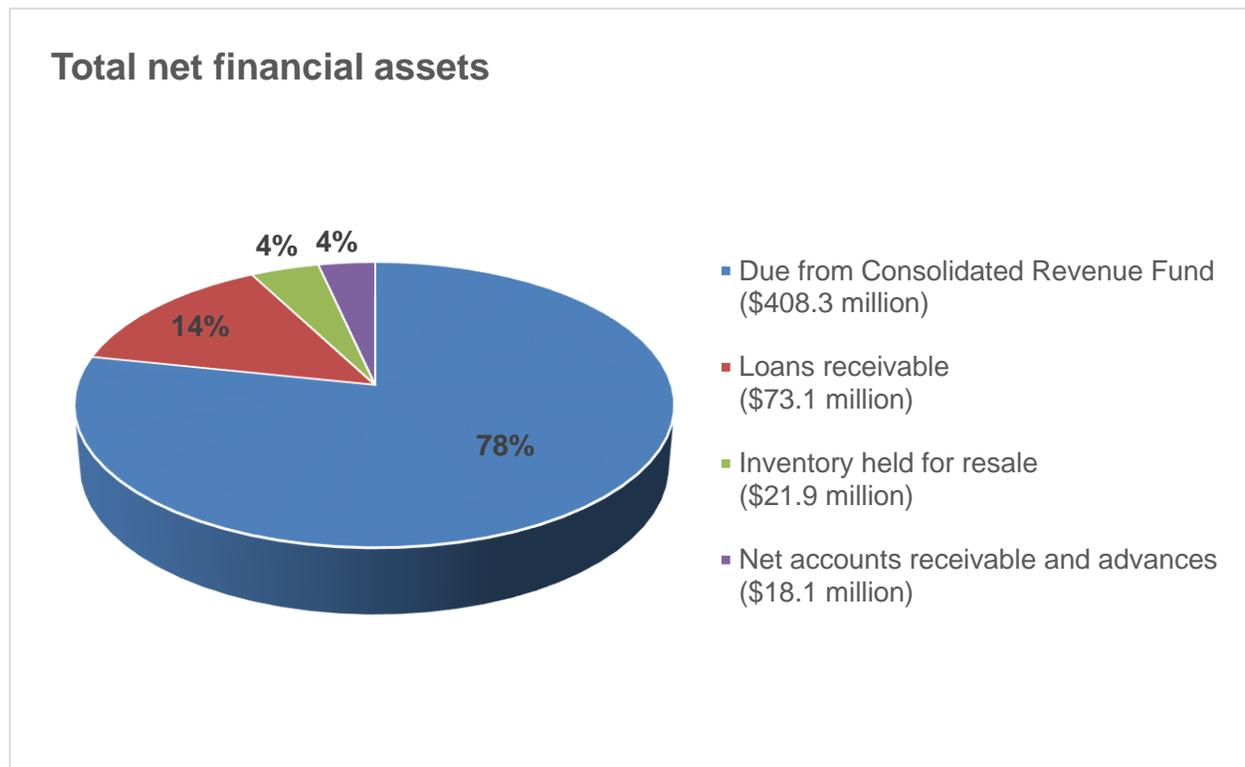
Financial information	2021–22	2020–21	Difference (2021–22 minus 2020–21)
Total net financial assets	521,393,658	422,028,846	99,364,812
Total net liabilities	506,241,266	420,992,840	85,248,426
Departmental net financial assets	15,152,392	1,036,006	14,116,386
Total non-financial assets	155,275,855	140,378,442	14,897,413
Departmental net financial position	170,428,247	141,414,448	29,013,799

Assets

Total net financial assets increased by \$99.4 million (23.5%) in 2021–22 as compared to 2020–21. This variance is mainly attributable to the following:

- An increase in the amount due from the Consolidated Revenue Fund as a result of the increase in accounts payable and accrued liabilities;
- An increase in the net accounts receivable and advances, mostly explained by an increase in accounts receivable from Other Government Departments;
- An increase in the loans receivable, mostly attributable to the resumption of IRCC’s normal operations, as well as an increase in the level of refugees; and
- An increase in the inventory held for resale as a result of the COVID-19 pandemic travel restrictions. Although the demand for passports increased this year, the volume did not reach pre-pandemic levels, which resulted in a higher number of unused passport booklets as at March 31, 2022.

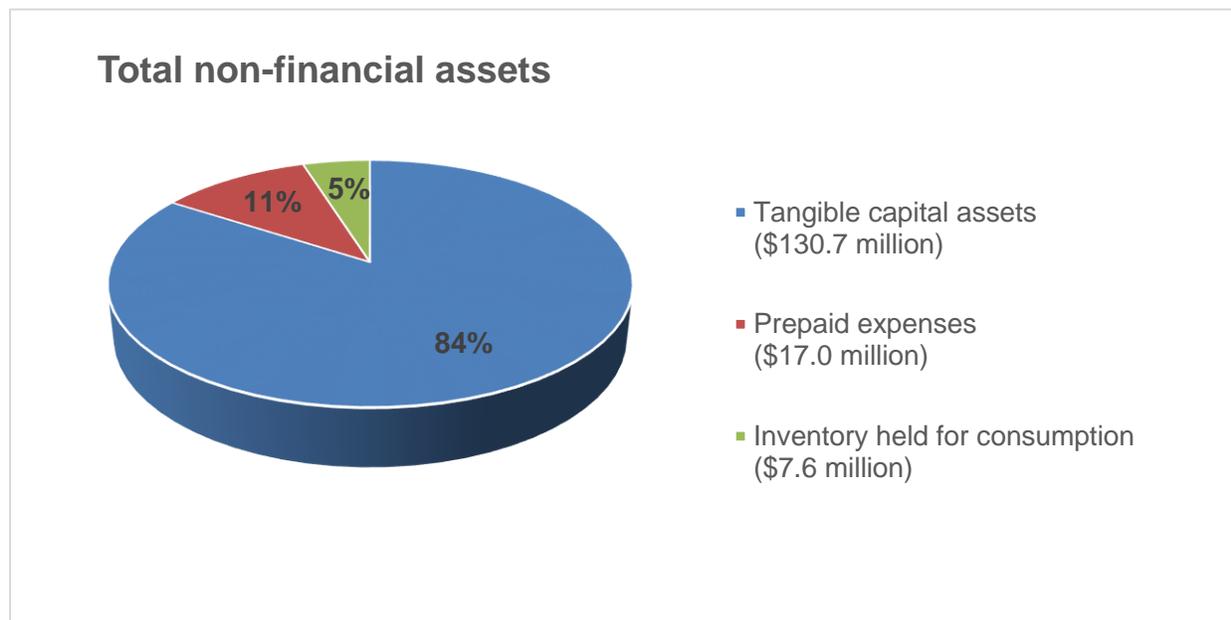
The chart below outlines IRCC’s net financial assets:



Total non-financial assets increased by \$14.9 million (10.6%) in 2021–22 as compared to 2020–21. This variance is mainly attributable to the following:

- an increase in tangible capital assets, mainly explained by acquisitions mostly related to internally developed software and partly offset by the yearly amortization expense;
- an increase in the prepaid expenses for cloud services; and
- a decrease in the inventory held for consumption, mostly explained by a decrease in Information Technology equipment inventory due to telework.

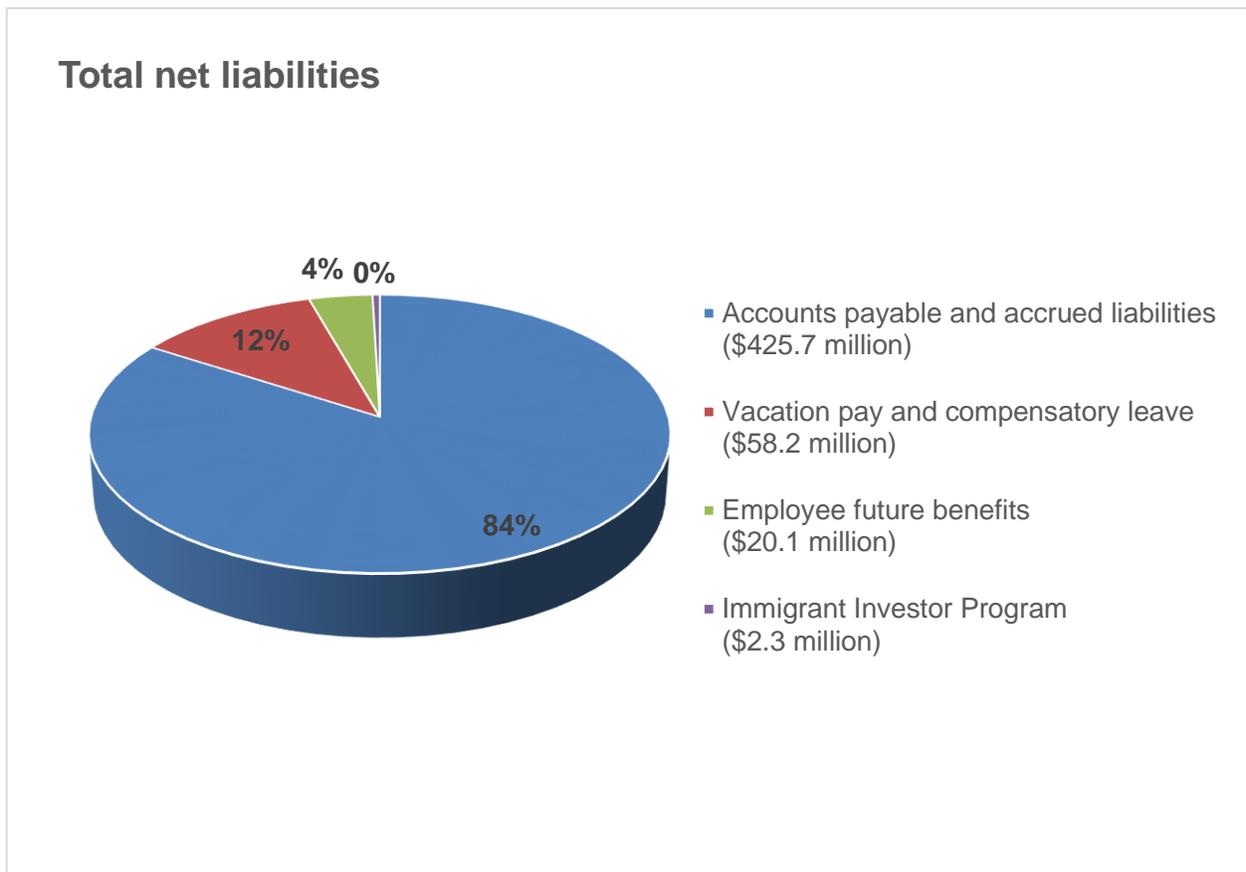
The chart below outlines IRCC’s non-financial assets:



Liabilities

Total net liabilities increased by \$85.2 million (20.2%) in 2021–22 as compared to 2020–21. This variance is mainly attributable to an increase in the accounts payable and accrued liabilities, mostly due to amounts payable to Other Government Departments and to service provider organizations in response to the Afghanistan initiative.

The chart below outlines IRCC’s net liabilities:



Corporate information

Organizational profile

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

Institutional head: [Christiane Fox](#)^{lxxxv}

Ministerial portfolio: Immigration, Refugees and Citizenship Canada

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

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

Enabling instruments: Section 95 of the *Constitution Act, 1867*,^{lxxxix} the *Citizenship Act*,^{xc} the *Immigration and Refugee Protection Act*,^{xcii} and the *Canadian Passport Order*.^{xcii}

Year of incorporation / commencement: 1994

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

“Raison d'être, mandate and role: who we are and what we do” is available on [Immigration, Refugees and Citizenship Canada's website](#).^{xciii}

For more information on the Department's organizational mandate letter commitments, see the [Minister's mandate letter](#).^{xciv}

Operating context

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

Reporting framework

Immigration, Refugees and Citizenship Canada’s Departmental Results Framework and Program Inventory of record for 2021–22 are shown below:

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

Program Inventory	Visitors	Federal Economic Immigration	Citizenship
	International Students	Regional Economic Immigration	Passport
	Temporary Workers	Family Reunification	
		Humanitarian/Compassionate and Discretionary Immigration	
		Refugee Resettlement	
		Asylum	
		Settlement	
Internal Services			

Supporting information on the Program Inventory

Financial, human resources and performance information for IRCC’s Program Inventory is available in [GC InfoBase](#).^{xcvi}

Supplementary information tables

The following supplementary information tables are available on [Immigration, Refugees and Citizenship Canada’s website](#).^{xcvii}

- [Details on Transfer Payment Programs](#)^{xcviii}
- [Gender-based Analysis Plus](#)^{xcix}
- [Reporting on Green Procurement](#)^c
- [Response to Parliamentary Committees and External Audits](#)^{ci}

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures, such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).^{cii} This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs, as well as evaluations and GBAPlus of tax expenditures.

Organizational contact information

Mailing address

365 Laurier Avenue West
Ottawa, Ontario K1A 1L1
Canada

Telephone: 1-888-242-2100

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

Website: ircc.canada.ca

Appendix: definitions

appropriation (*crédit*)

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

budgetary expenditures (*dépenses budgétaires*)

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

core responsibility (*responsabilité essentielle*)

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

Departmental Plan (*plan ministériel*)

A report on the plans and expected performance of an appropriated department over a three-year period. Departmental Plans are usually tabled in Parliament each spring.

departmental priority (*priorité*)

A plan or project that a department has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

departmental result (*résultat ministériel*)

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

departmental result indicator (*indicateur de résultat ministériel*)

A quantitative measure of progress on a departmental result.

departmental results framework (*cadre ministériel des résultats*)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

Departmental Results Report (*rapport sur les résultats ministériels*)

A report on a department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

experimentation (*expérimentation*)

Carrying out activities that seek to first explore, then test and compare the effects and impacts of policies and interventions to inform evidence-based decision-making and improve outcomes for Canadians, by learning what works, for whom and in what circumstances. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

full-time equivalent (*équivalent temps plein*)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

gender-based analysis plus (GBAPlus) (*analyse comparative entre les sexes plus [ACS+]*)

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

government-wide priorities (*priorités pangouvernementales*)

For the purpose of the 2019–20 Departmental Results Report, those high-level themes outlining the government's agenda in the 2019 Speech from the Throne, namely: Fighting climate change; Strengthening the Middle Class; Walking the road of reconciliation; Keeping Canadians safe and healthy; and Positioning Canada for success in an uncertain world.

horizontal initiative (*initiative horizontale*)

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

non-budgetary expenditures (*dépenses non budgétaires*)

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

performance (*rendement*)

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

performance indicator (*indicateur de rendement*)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (*production de rapports sur le rendement*)

The process of communicating evidence-based performance information. Performance reporting supports decision-making, accountability and transparency.

plan (*plan*)

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

planned spending (*dépenses prévues*)

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

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

program (*programme*)

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

program inventory (*répertoire des programmes*)

Identifies all the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (*résultat*)

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

statutory expenditures (*dépenses législatives*)

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

target (*cible*)

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

voted expenditures (*dépenses votées*)

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

Endnotes

- i Canada-Ukraine authorization for emergency travel, <https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/ukraine-measures/cuaet.html>
- ii Atlantic immigration program, <https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/atlantic-immigration.html>
- iii Sustainable development goals, <https://sdgs.un.org/>
- iv Canadian Designated Learning Institute, <https://www.canada.ca/en/immigration-refugees-citizenship/services/study-canada/study-permit/prepare/designated-learning-institutions-list.html>
- v Post-Graduation Work Permit, <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/operational-bulletins-manuals/temporary-residents/study-permits/post-graduation-work-permit-program.html>
- vi Temporary Resident Visa, <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/operational-bulletins-manuals/temporary-residents/visitors/what-visa.html>
- vii Canada-Ukraine authorization for emergency travel, <https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/ukraine-measures/cuaet.html>
- viii Canadian Designated Learning Institute, <https://www.canada.ca/en/immigration-refugees-citizenship/services/study-canada/study-permit/prepare/designated-learning-institutions-list.html>
- ix Post-Graduation Work Permit, <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/operational-bulletins-manuals/temporary-residents/study-permits/post-graduation-work-permit-program.html>
- x Student Direct Stream, <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/operational-bulletins-manuals/temporary-residents/study-permits/direct-stream.html>
- xi International Mobility Program, <https://www.canada.ca/en/immigration-refugees-citizenship/services/work-canada/hire-temporary-foreign/international-mobility-program.html>
- xii Temporary Foreign Worker Program, <https://www.canada.ca/en/employment-social-development/services/foreign-workers.html>
- xiii Public policy allowing certain visitors in Canada to apply for a work permit: COVID-19 program delivery, <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/operational-bulletins-manuals/service-delivery/coronavirus/temporary-residence/work-permit/visitor-work-permits.html>
- xiv Employment and Social Development Canada, <https://www.canada.ca/en/employment-social-development.html>
- xv Biometrics, <https://www.cic.gc.ca/english/information/where-to-give-biometrics.asp>
- xvi International Organization for Migration, <https://www.iom.int/>
- xvii Global Policy Network on Recruitment, <https://www.iom.int/news/iom-launches-global-policy-network-promote-ethical-recruitment>
- xviii International Experience Canada, <https://www.canada.ca/en/immigration-refugees-citizenship/services/work-canada/iec/about.html>
- xix Evaluation of the International Experience Canada Program, <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/reports-statistics/evaluations/international-experience-canada-2019.html>
- xx Temporary public policy to facilitate workers to be able to change employers, <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/mandate/policies-operational-instructions-agreements/public-policies/changing-employment-covid-19.html>

- xxi Temporary public policy to exempt certain permanent residence applicants from work permit requirements, <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/mandate/policies-operational-instructions-agreements/public-policies/exempt-certain-permanent-residence-applicants-work-permit.html>
- xxii Temporary Resident to Permanent Resident Pathway, <https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/tr-pr-pathway.html>
- xxiii Global Affairs Canada, <https://www.international.gc.ca/global-affairs-affaires-mondiales/home-accueil.aspx?lang=eng>
- xxiv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xxv Immigration, Refugees and Citizenship Canada, Sex and Gender Client Identifier Policy, <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/operational-bulletins-manuals/identity-management/naming-procedures/sex-gender-policy.html>
- xxvi It's Time: Canada's Strategy to Prevent and Address Gender-based Violence, https://www.canada.ca/en/women-gender-equality/news/2017/06/it_s_time_canadasstrategytopreventandaddressgender-basedviolence0.html
- xxvii Global Compact for Safe, Orderly and Regular Migration, <https://www.ohchr.org/en/migration/global-compact-safe-orderly-and-regular-migration-gcm>
- xxviii Global Compact for Migration for the Latin America and Caribbean, <https://www.unglobalcompact.org/engage-locally/latin-america>
- xxix Supplementary Information for the 2021–2023 Immigration Levels Plan. <https://www.canada.ca/en/immigration-refugees-citizenship/news/notices/supplementary-immigration-levels-2021-2023.html>
- xxx Atlantic Immigration Program, <https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/atlantic-immigration.html>
- xxxi Rural and Northern Immigration Pilot, <https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/rural-northern-immigration-pilot.html>
- xxxii Economic Mobility Pathways Pilot, <https://www.canada.ca/en/immigration-refugees-citizenship/services/refugees/economic-mobility-pathways-pilot.html>
- xxxiii Agri-Food Pilot, <https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/agri-food-pilot/about.html>
- xxxiv Home Child Care Provider Pilot and Home Support Worker Pilot, <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/operational-bulletins-manuals/permanent-residence/economic-classes/pathways-for-caregivers/child-care-provider-support-pilots/assessing-application-selection-criteria.html>
- xxxv Express Entry, <https://www.cic.gc.ca/english/helpcentre/results-by-topic.asp?top=29>
- xxxvi Provincial Nominee Program, <https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/provincial-nominees/works.html>
- xxxvii Two new pathways to permanent residence for Hong Kong residents, <https://www.canada.ca/en/immigration-refugees-citizenship/news/2021/06/minister-mendicino-announces-opening-of-2-new-pathways-to-permanent-residence-for-hong-kong-residents.html>
- xxxviii Meeting Our Objectives: Francophone Immigration Strategy, <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/francophone-immigration-strategy.html>
- xxxix Interim Federal Health Program, <https://www.canada.ca/en/immigration-refugees-citizenship/services/refugees/help-within-canada/health-care/interim-federal-health-program/coverage-summary.html>
- xl Permanent residence portal, <https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/pr-confirmation-portal.html>

- xli Providing protection to human rights defenders at risk, <https://www.canada.ca/en/immigration-refugees-citizenship/news/2021/07/providing-protection-to-human-rights-defenders-at-risk.html>
- xlii United Nations Refugee Agency, https://www.un.org/en/academic-impact/unhcr?gclid=EAIaIQobChMItoyqsrn-AIVFMLCBB2GwQg9EAAAYASAAEgLPa_D_BwE
- xlili Canada Border Services Agency, <https://www.cbsa-asfc.gc.ca/menu-eng.html>
- xliv Immigration and Refugee Board of Canada, <https://irb.gc.ca/en/Pages/index.aspx>
- xlv *Immigration and Refugee Protection Act*, <https://laws.justice.gc.ca/eng/acts/i-2.5/>
- xlvi International Civil Aviation Organization, <https://www.icao.int/Pages/default.aspx>
- xlvii Organisation for Economic Co-operation and Development, <https://www.oecd.org/canada/>
- xlviii Global Forum on Migration and Development, <https://www.gfmd.org/>
- xlix Intergovernmental Consultations on Migration, Asylum and Refugees, <https://www.iom.int/inter-governmental-consultations-migration-asylum-and-refugees-igc>
- l Regional Conference on Migration, <https://www.rcmvs.org/en>
- li College of Immigration and Citizenship Consultants, <https://college-ic.ca/?l=en-US>
- lii *College of Immigration and Citizenship Consultants Act*, <https://laws.justice.gc.ca/eng/acts/C-33.6/>
- liii Government of Canada invests to support newcomers' integration, <https://www.canada.ca/en/immigration-refugees-citizenship/news/2021/08/government-of-canada-invests-100-million-to-support-newcomers-integration.html>
- liv Service Delivery Improvement, <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/partners-service-providers/funding/guidelines-service-delivery-improvements.html>
- lv *Official Languages Act*, <https://laws-lois.justice.gc.ca/eng/acts/O-3.01/index.html>
- lvi Comité consultatif national en établissement francophone, <https://ccnef.ca/> (in French only)
- lvii Evaluation of the Settlement Workers in Schools Initiative, <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/reports-statistics/evaluations/settlement-workers-school-initiative.html>
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