

# Immigration, Refugees and Citizenship Canada

## Departmental Overview

August 2019

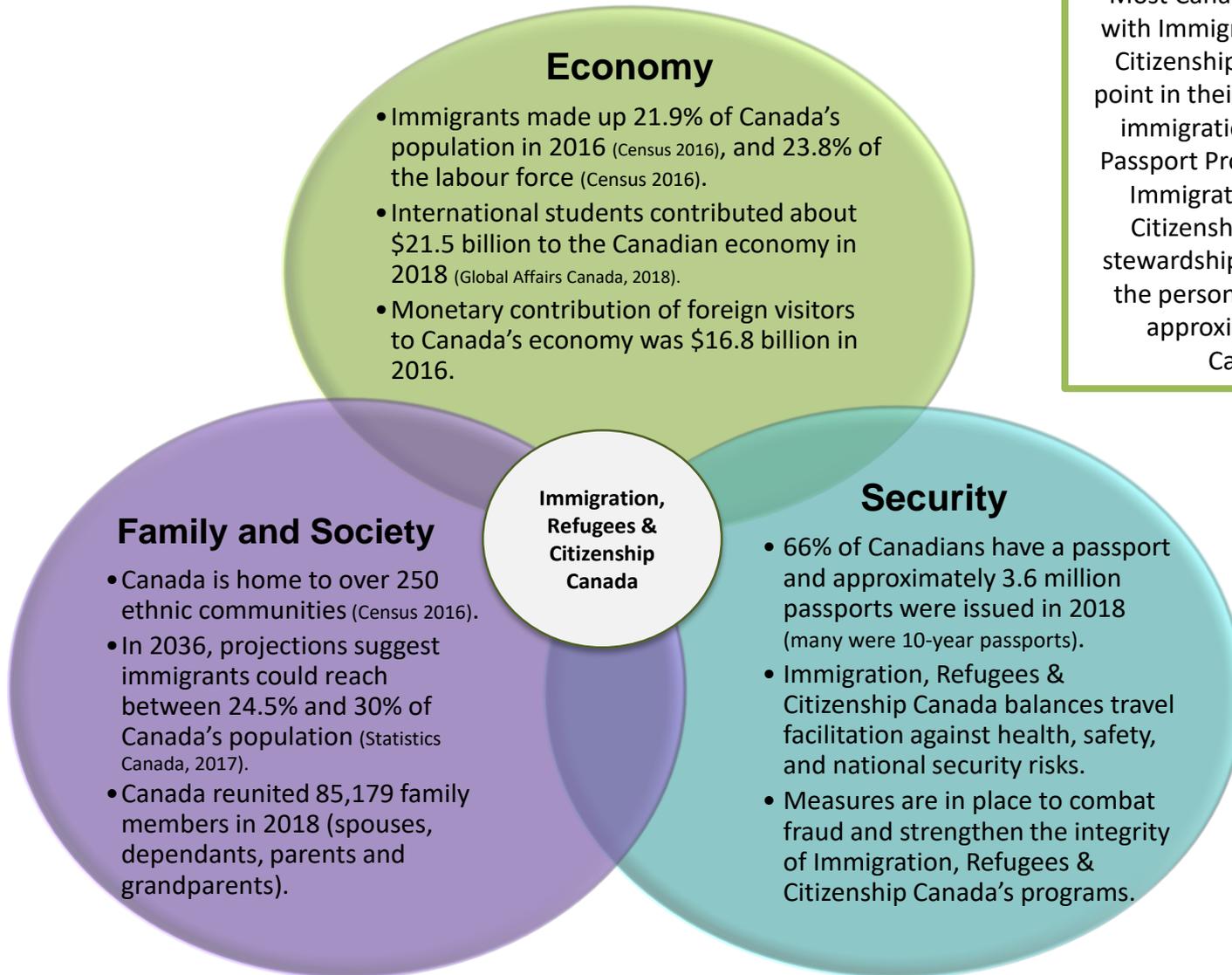


# Objective

To provide a high-level overview of Immigration, Refugees & Citizenship Canada programs and operations.

- 1 Overview
- 2 Departmental Results
- 3 Core Responsibilities and Programs
- 4 Partners and Stakeholders
- 5 Operational Model
- 6 Communications Snapshot
- 7 Financial Snapshot
- 8 Annexes

# Immigration, Refugees & Citizenship Canada's programs have national and international impacts



Most Canadians will interact with Immigration, Refugees & Citizenship Canada at some point in their lives, through the immigration system or the Passport Program. As a result, Immigration, Refugees & Citizenship Canada has a stewardship responsibility for the personal information of approximately 80% of Canadians.

# Immigration, Refugees & Citizenship Canada's programs need to respond to national and global trends

## Global migration patterns and demographics are changing

- The size of the global middle class is growing, while the cost of travel is falling.
- Ongoing circular migration and increasing south-to-south migration.
- Immigration is an important source of labour for Canadians. Canadian school leavers account for 80% of new labour market entrants but the labour force would shrink without immigration.

## Safety and security threats are growing in significance and complexity

- Technological innovation has led to better information sharing and risk analytics, but also more sophisticated fraud.
- Violent extremists are using social media to extend their reach.
- Foreign fighters (Canadians who join terrorist groups fighting abroad) travel abroad and return home.
- Infectious diseases evolve and emerge.

## The nature of work, the work place, and the labour market are being transformed

- Technology is becoming smarter, cheaper, and easier to use; this could lead to a period of jobless economic growth and more employment at lower wages.
- In Canada, temporary work is growing at a faster pace than permanent positions.

## Global forced displacement has reached historically high levels

- An unprecedented 70.8 million people around the world have been forcibly removed.
- Armed conflict remains a major driver of human insecurity.
- Forced displacement due to natural hazards (floods, storms, earthquakes) and the changing environment and climate is increasingly observed.
- Current global migration governance regime may no longer be adequate.

# Canada is a world leader in managed immigration

- **A measured and managed approach to facilitating migration.** There are legal pathways to study, work and live in Canada:
  - Permanent residents - Foreign nationals who settle in Canada and may be eligible for citizenship.
  - Temporary residents - Foreign nationals who visit, study, or work in Canada for a limited time.
- **Immigration Levels Plan** is approved by Cabinet and tabled in Parliament every year, within the Multi-Year Levels Plan.
- **Economic immigrants** selected based on high human capital (education, language, experience), or pre-arranged employment.
- Targeted funding to support **economic and social integration.**
- **Pathways to citizenship** with one of the highest global rates of acquisition (approximately 85%).
- **Managing risk and program integrity;** using **enforcement** effectively.
- Strong **public support** for immigration.

The Organization for Economic Co-operation and Development (OECD) identifies Canada as a **global leader** in immigrant integration and second generation outcomes.

By the Numbers	
1 in 5	Canadians born outside Canada.
45,758	Refugees and protected persons admitted in 2018.
321,035	Permanent residents (family, economic, and humanitarian) admitted in 2018.
2,517,017	Temporary resident visas, permits, and extensions (workers, visitors, students) issued in 2018.
4 million	New permanent residents (economic, family, and humanitarian) in the last 15 years (2004-2018).
\$1,231 million	Spending on resettlement assistance program and settlement program for 2017-2018 (including transfer to Quebec and Operation Syria Refugee).
55,144	Number of asylum claims in 2018, compared to 50,883 in 2017.
\$40.8 million	Over 5 years to support official languages via the Action Plan for Official Languages 2018-2023
19 million	Immigrants since Confederation.
24.8 million	Travel documents (e.g. passports) in circulation.

# Key Enabling Authorities

## Immigration, Refugees & Citizenship Canada

### *Department of Citizenship and Immigration Act*

#### ***Immigration and Refugee Protection Act***

Immigration to Canada

Refugee protection

Enforcement

Immigration and Refugee Board

Co-administered with the Minister of Public Safety and Emergency Preparedness

#### ***Citizenship Act***

Acquisition of citizenship

Resumption of citizenship

Loss of citizenship

#### ***Canadian Passport Order***

#### ***Diplomatic and Special Passport Order***

Administration

Interpretation

Issuance of passports

Cancellation, refusal, and revocation

Co-administered with the Minister of Public Safety and Emergency Preparedness

#### ***College of Immigration and Citizenship Consultants Act (Royal Assent June 2019; not yet in force)***

Statutory framework governing regulation of immigration and citizenship consultants

- Jurisdiction over immigration is shared between the federal, provincial, and territorial governments under section 95 of the *Constitution Act, 1867*, while citizenship is the responsibility of the federal government.
- Immigration, Refugees & Citizenship Canada is also bound by international law, such as *United Nations' Convention Relating to the Status of Refugees (1951)*.

### Ministerial Tools

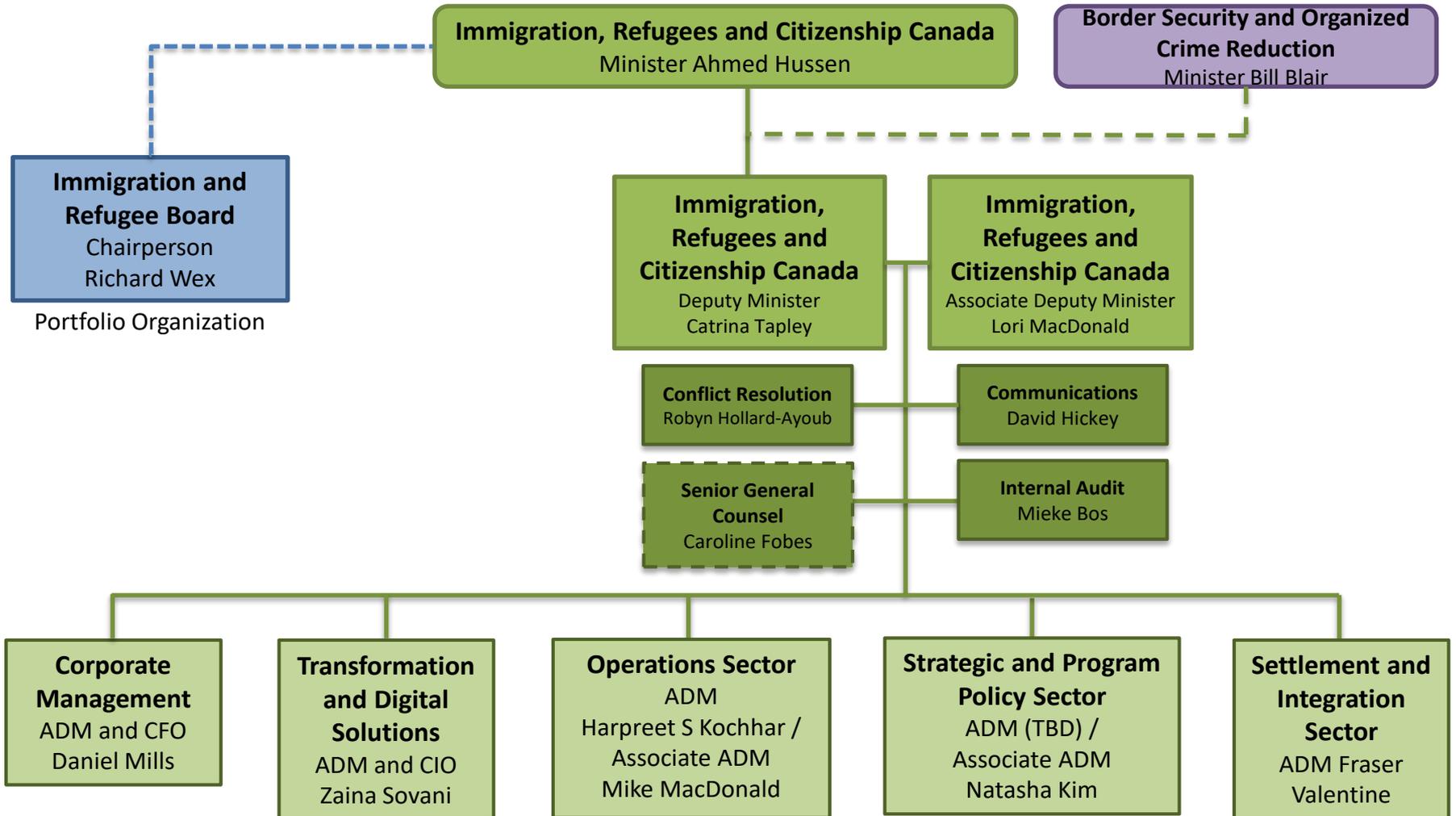
#### **Ministerial Instructions**

Special instructions to support immigration goals. They have been used to: limit intake of applications; establish rules associated with Express Entry; pause visa processing, and create small-scale pilot programs (up to 2,750 applications and in effect for up to five years).

#### **Public Policy Provision**

Discretionary ministerial tool to overcome any requirements of legislation, based on criteria and conditions set by the Minister. Used to address a variety of situations such as crises, natural disasters (e.g. response to earthquake in Haiti), humanitarian issues (e.g. vulnerable minorities and persons in refugee-like situations), or others.

# Organizational Structure



## 2. Departmental Results

The Departmental Results Framework and Program Inventory represent the cornerstone of IRCC's results and delivery regime and is a new way to manage our programs

### DEPARTMENTAL RESULTS FRAMEWORK AND PROGRAM INVENTORY

#### CORE RESPONSIBILITIES (WHAT WE DO)



Visitors, International Students and Temporary Workers



Immigrant and Refugee Selection and Integration



Citizenship and Passports

#### DEPARTMENTAL RESULTS (WHY WE DO IT)

Entry to Canada of eligible visitors, international students and temporary workers is facilitated  
Facilitation of temporary entry helps to generate economic benefits

Potential permanent residents are selected for immigration to Canada  
Permanent residents are welcomed and benefit from settlement supports  
Immigrants and refugees achieve economic independence and contribute to labour force growth  
Immigrants and refugees feel part of and participate in Canadian society

Eligible permanent residents become Canadian citizens  
Canadians' international travel is facilitated

#### PROGRAM INVENTORY (HOW WE DELIVER)



Visitors



International Students



Temporary Workers



Federal Economic Immigration



Provincial Economic Immigration



Family Reunification



Humanitarian/Compassionate and Discretionary Immigration



Refugee Resettlement



Asylum



Settlement



Citizenship



Passport



# Departmental Results Define What IRCC Aims to Achieve

1

Entry to Canada of eligible visitors, international students, and temporary workers is facilitated.

2

Facilitation of temporary entry helps to generate economic benefits.

**Visitors, International Students, and Temporary Workers**

3

Potential permanent residents are selected for immigration to Canada.

4

Permanent residents are welcomed and benefit from settlement supports.

5

Immigrants and refugees achieve economic independence and contribute to labour force growth.

6

Immigrants and refugees feel part of and participate in Canadian society.

**Immigrant and Refugee Selection and Integration**

7

Eligible permanent residents become Canadian citizens.

8

Canadians' international travel is facilitated.

**Citizenship and Passport**

## Visitors, International Students, and Temporary Workers

Visitors	International Students	Temporary Workers	
<p>People travelling for business or leisure. Some are required to obtain a temporary resident visa (visitor visa) to travel to Canada or an Electronic Travel Authorization, which is in place for visa-exempt air travellers.</p> <div data-bbox="69 908 446 1175" style="border: 1px solid red; padding: 5px;"> <p><b>Parent and Grandparent Supervisa:</b> A temporary resident permit for stays in Canada for up to 2 years at a time, allowing multiple entries, for a period up to 10 years.</p> </div>	<p>Foreign nationals are required to obtain a study permit before engaging in education or training that is more than six months in duration.</p>	<p><b>Temporary Foreign Worker stream:</b> Employers can hire foreign workers to fill shortages when qualified Canadians are not available. This must be verified through a Labour Market Impact Assessment from Employment and Social Development Canada.</p>	<p><b>International Mobility stream:</b> Temporary work permits that do not require a Labour Market Impact Assessment, issued when there are benefits for Canada, including through the North American Free Trade Agreement. Includes International Experience Canada, facilitating youth mobility, and asylum claimants who apply for open work permits.</p>
<p><b>2018 Temporary Resident visas approved: 1,676,645</b></p>	<p><b>2018 Study permits: 356,876*</b></p>	<p><b>2018 Temporary Foreign Worker Program: 84,229*</b></p>	<p><b>2018 International Mobility Program: 255,034*</b></p>

\*Data is based on the date on which an issued work permit becomes effective.

# Immigrant and Refugee Selection and Integration

## Federal Economic Immigration

Federal High Skilled*	Federal Business Immigration	Caregivers
<p>This category consists of three immigration programs:</p> <ol style="list-style-type: none"> <li><b>Federal Skilled Workers:</b> Selected on the basis of having skilled work experience and high human capital. Applicants awarded points based on criteria such as age, language, and education.</li> <li><b>Federal Skilled Tradespersons:</b> People with a job offer or Canadian qualifications in certain skilled trades may be eligible for permanent residence if they have sufficient language proficiency, training, and work experience in a trade.</li> <li><b>Canadian Experience Class:</b> For applicants who have at least one year's work experience in a skilled occupation in Canada and who have the official language proficiency to remain in Canada permanently.</li> </ol>	<p>This category includes two immigration programs:</p> <ol style="list-style-type: none"> <li><b>Start-Up Visa:</b> The Start-up Visa Program, made permanent in April 2018, provides permanent residence to innovative entrepreneurs with the potential to build high-growth start-ups in Canada that can compete on a global scale</li> <li><b>Self-Employed Program:</b> Targets self-employed persons with the experience and ability to contribute significantly to the cultural and athletic life of Canada.</li> </ol>	<p>In June 2019, two new 5-year pilot programs – the <i>Home Child Care Provider</i> and <i>Home Support Worker</i> classes – will replace the expiring 2014 pilots.</p> <p>From March 4-June 4, 2019, the Interim Pathway for Caregivers will provide a short-term exceptional pathway for caregivers in Canada who do not qualify for permanent residence through other programs.</p>
<p><b>2018 Admissions: 75,606</b></p> <p><b>2019, 2020, 2021 Planned Admissions: 81,400, 85,800, 88,800</b></p>	<p><b>2018 Admissions: 757</b></p> <p><b>2019, 2020, 2021 Planned Admissions: 700, 700, 700</b></p>	<p><b>2018 Admissions: 17,821</b></p> <p><b>2019, 2020, 2021 Planned Admissions: 14,000, 5,000, TBD</b></p>
<p><b>*Express Entry:</b> An electronic system used to manage applications for permanent residence in some federal economic streams and a portion of the Provincial Nominee Program. Those with the highest scores are invited to apply for permanent residence.</p>		<p><i>Includes applications received under the former Live-in Caregiver program, which was closed to new application in November 2014.</i></p>

## Immigrant and Refugee Selection and Integration

### Regional Economic Immigration

Provincial Nominees	Quebec Skilled Workers and Quebec Business Immigration
<p>Provinces and territories can nominate individuals for permanent residence based on regional needs, including those of employers, and on an individual's ability to economically establish themselves.</p> <p>Express Entry manages a portion of Provincial Nominee Program applications.</p>	<p>Under the <i>Canada-Quebec Accord</i>, Quebec has full responsibility for the selection of immigrants (except Family Class and in-Canada refugee claimants), as well as the sole responsibility for delivering integration services, supported by an annual grant from the federal government.</p>
<p><b>2018 Admissions: 62,427</b></p> <p><b>2019, 2020, 2021 Planned Admissions: 61,000, 67,800, 71,300</b></p>	<p><b>2018 Admissions: 28,332</b></p> <p><b>2019, 2020, 2021 Planned Admissions: TBD, TBD, TBD</b></p>

### Economic Pilots

Atlantic Immigration	Rural and Northern	Agri-Food
<p>Three-year pilot launched in 2017. In 2019, the Minister announced a two-year extension to provide additional time to assess pilot outcomes and support economic growth and retention in the region.</p>	<p>Five-year pilot announced in 2019 to help rural and northern communities in Canada attract and retain foreign workers to meet the economic development needs of the community.</p>	<p>Announced in Budget 2019, IRCC will launch a three-year pilot to support Canada's agri-food sector by bringing in full-time, non-seasonal agricultural workers with a pathway to permanent residency.</p>
<p><b>2018 Admissions: 1,409</b></p> <p><b>2019, 2020, 2021 Planned Admissions: 2,000, 4,000, TBD</b></p>	<p><i>Admissions targets will be set and detailed beginning in the 2020 levels plan.</i></p>	<p><i>2,750 principal applicants per year (plus family members). Over the course of the pilot, up to 16,500 admissions possible.</i></p>

## Immigrant and Refugee Selection and Integration

Family Reunification		Humanitarian/ Compassionate & Discretionary Immigration
Spouses, Partners, and Children	Parents and Grandparents	
<p>Canadian citizens and permanent residents can sponsor their spouse, common-law or conjugal partner, or dependent children to immigrate to Canada.</p> <p>International adoptions require a legal adoption as well as the immigration or citizenship process to live in Canada.</p>	<p>Citizens and permanent residents are able to sponsor parents or grandparents to come to Canada as permanent residents, as long as they can provide for their parent or grandparent’s essential needs.</p> <p>Parents and grandparents can apply for a multiple-entry visa, which is valid for ten years and allows them to remain in Canada for up to 24 months at a time, without the need to renew their status (not a pathway to permanent residence).</p>	<p>Humanitarian and Compassionate (H&amp;C) considerations, and Public Policies, are discretionary tools that provide the Minister with the authority to grant permanent resident status, or an exemption from requirements of the Act or Regulations, to those who would not otherwise qualify in an immigration class.</p> <p>Allows flexibility in deserving and exceptional cases not anticipated in the legislation.</p>
<p><b>2018 Admissions: 67,153</b></p> <p><b>2019, 2020, 2021 Planned Admissions: 68,000, 70,000, 70,000</b></p>	<p><b>2018 Admissions: 18,026</b></p> <p><b>2019, 2020, 2021 Planned Admissions: 20,500, 21,000, 21,000</b></p>	<p><b>*2018 Admissions: 3,746</b></p> <p><b>2019, 2020, 2021 Planned Admissions: 4,250, 4,500, 5,000</b></p>

*\*Includes admissions of persons selected on H&C grounds for reasons of public policy and in the permit holder class.*

### 3. Core Responsibilities/ Program Inventory

## Immigrant and Refugee Selection and Integration

Refugee Resettlement			Protected Persons & Dependents Abroad (Asylum)
Government-Assisted Refugees	Blended Visa Office-Referred Refugees	Privately Sponsored Refugees	
<p>Persons outside Canada determined to be Convention refugees and referred by the United Nations Refugee Agency or other referral organizations, who receive immediate support services and income support from the federal government up to one year after arrival in Canada.</p>	<p>Convention refugees who are referred by the United Nations Refugee Agency are matched with private sponsors and receive a blend of government and private financial support. Many refugees sponsored under this program are travel-ready and arrive in Canada within one to four months.</p>	<p>Convention or country of asylum class refugees outside Canada who receive financial and other support from a private sponsor for up to one year after arrival in Canada. Private sponsors include Sponsorship Agreement Holders, Groups of Five individuals, or Community Sponsors</p>	<p>Asylum claimants who are determined to be a Convention Refugee or a person in need of protection by the Immigration and Refugee Board; or, in certain cases, the Minister allows an application for protection. Admissions are those successful claimants who have been granted permanent residence.</p>
<p><b>Resettlement Assistance</b> provides immediate support services and income support to Government-Assisted Refugees (for up to one year) and Blended Visa Office-Referred refugees (for up to six months) after arrival in Canada.</p>			
<p><b>2018 Admissions: 8,156</b></p> <p><b>2019, 2020, 2021 Planned Admissions: 9,300, 10,700, 10,700</b></p>	<p><b>2018 Admissions: 1,157</b></p> <p><b>2019, 2020, 2021 Planned Admissions: 1,650, 1,000, 1,000</b></p>	<p><b>2018 Admissions: 18,763</b></p> <p><b>2019, 2020, 2021 Planned Admissions: 19,000, 20,000, 20,000</b></p>	<p><b>2018 Admissions: 17,682</b></p> <p><b>2019, 2020, 2021 Planned Admissions: 16,500, 18,000, 20,000</b></p>

**Interim Federal Health Program** provides limited, temporary health care coverage for resettled refugees and asylum claimants until eligibility for provincial health care coverage is in effect.

**Immigration Loans** are available to provide financial assistance to foreign nationals, permanent residents, convention refugees, and members of humanitarian-protected persons abroad classes, in order to cover costs primarily associated with travel to Canada. IRCC has the authority to issue up to \$110 million.

## Immigrant and Refugee Selection and Integration

### Settlement

#### Services

Permanent residents and protected persons are eligible for settlement services pre- and post-arrival:

- Information and orientation sessions;
- Needs assessments and referrals to social, economic, education, and health services;
- Language training;
- Employment-related services, including work placements and counselling;
- Community engagement and community partnerships.

In 2018-19, settlement services were provided to nearly **520,000 clients** in Canada and abroad.

#### Recent key accomplishments in the Settlement Program:

- Launched a comprehensive settlement / resettlement Call for Proposals covering programming over the next 5 years (\$4 billion – 2020-21 through 2025-26)
- Shared national vision incorporated in the National Call for Proposals
- Enhanced federal-provincial-territorial cooperation and co-planning to better support client needs
- Streamlining of pre-arrival services
- Visible Minority Newcomer Women Pilot to address barriers to their employment and career advancement
- Announced Francophone Immigration Strategy
- Obtained Treasury Board authority to use grants
- Reduced priority clients waiting for language training
- Working to reduce administrative burden on SPOs and internally to IRCC through the Program Management 'reset'
- Launched the first annual Settlement Client Outcomes Survey and Newcomer Outcomes Survey

#### Service Providers

Settlement services are administered by service-providing organizations, which receive funding through a competitive call for proposals.

In 2019-2020, more than **\$779 million of settlement funding** was allocated to more than 500 service providers across Canada (excluding Quebec), representing nearly 45% of the departmental budget (excluding Budget 2019).

Under the terms of the *Canada-Quebec Accord*, Immigration, Refugees & Citizenship Canada provides a grant to Quebec (**\$559.4 million in 2018-19**) for reception services, and linguistic, cultural, and economic integration services.

The **National Call for Proposals 2019 for Settlement Program and Resettlement Assistance Program** opened February 2019. After a thorough review of the proposals received, 824 projects have been selected to deliver services that are client-centred, outcomes-driven and responsive to needs and that use resources effectively. Funding for approved projects is expected to begin on April 1, 2020, and end by March 31, 2025.

## Citizenship and Passport

### Citizenship

#### Awareness

Enhance the meaning of Canadian citizenship for both newcomers and existing citizens, increasing a sense of belonging to Canada.

Departmental officials, as well as citizenship judges, who are appointed on the recommendation of the Minister, promote citizenship awareness.

#### Eligibility

Citizenship applicants must meet requirements set out in the *Citizenship Act* to be eligible for citizenship, including: demonstrated knowledge of Canada, language ability, residence requirement, filing income tax returns as required, etc.

#### Acquisition

Citizenship may be acquired through birth on soil, by descent, or by naturalization (by grant).

In 2018, **176,444 persons** became new Canadian citizens (naturalization).

#### Loss

Canadian citizens may renounce their citizenship.

Citizenship may be revoked from naturalized Canadians if obtained as a result of fraud, false representation, or knowingly concealing material circumstances.

Citizenship certificates may be recalled where the holder is not entitled to them.

## Citizenship and Passport

### Passport

#### Issuance

Issuance of secure travel documents to Canadians, which facilitates their travel and contributes to international and domestic security.

In 2018-2019, IRCC issued approximately **3 million passports**.

#### Service Delivery

Collaboration with Service Canada (in Canada) and Global Affairs Canada (abroad) for the delivery of routine citizenship and passport services.

IRCC also handles:

- Special and diplomatic passports to those travelling for official or diplomatic purposes;
- Travel documents to non-Canadians;
- Complex passport applications.

#### Security

Maintain Canadian passport security and integrity through the authentication of identity and entitlement.

Cancel, refuse, revoke, and impose a period of refusal of passport services (e.g. in cases of detected fraud, misuse, or misrepresentation).

#### Service Standards in Canada\*:

- In-person/Pick-up: 10 days
- By mail: 20 days
- Via receiving agent: 20 days
- Urgent service: next day
- Express Service: 2-9 days

#### Service Standards Outside of Canada:

- Regular application: 20 days
- Temporary passport: <20 days
- Emergency travel document: <20 days

*\* Service standards do not include mailing time*

The Minister of Immigration, Refugees & Citizenship has sole authority for decisions on passport cancellation, refusal, and revocation; the Minister of Public Safety and Emergency Preparedness has sole authority for cases related to terrorism and national security.

# Key Federal Partners

### Employment and Social Development Canada

*Key domestic policy partner*

- Conducts Labour Market Impact Assessments
- Leads federal foreign credential recognition efforts
- Administers the Job Bank
- Through **Service Canada** - Delivers passport services on behalf of IRCC.

### Global Affairs Canada

*Key foreign policy partner*

- Operates missions and supports Immigration, Refugees & Citizenship Canada's international presence
- Delivers citizenship and passport services abroad on behalf of IRCC

### Service Canada

- Delivers passport services on behalf of Immigration, Refugees & Citizenship Canada

### Public Health Agency of Canada

- Administers the *Quarantine Act*
- Health screening and monitoring

### Border Security and Organized Crime Reduction

- Leads on irregular migration and the Safe Third Country Agreement.

### Canadian Heritage

- Official Languages, Plan d'action pour les langues officielles, multiculturalism policy

### Public Safety Canada

- Renders cancellation, refusal, and revocation decisions for passport cases related to terrorism and national security

### Canada Border Services Agency

- Main co-delivery partner for the *Immigration and Refugee Protection Act*
- Manages the flow of travelers at Canadian ports of entry
- Provides intelligence
- Prevents irregular migration
- Provides immigration enforcement
- Removes persons who are in Canada and are found to be inadmissible

### Royal Canadian Mounted Police

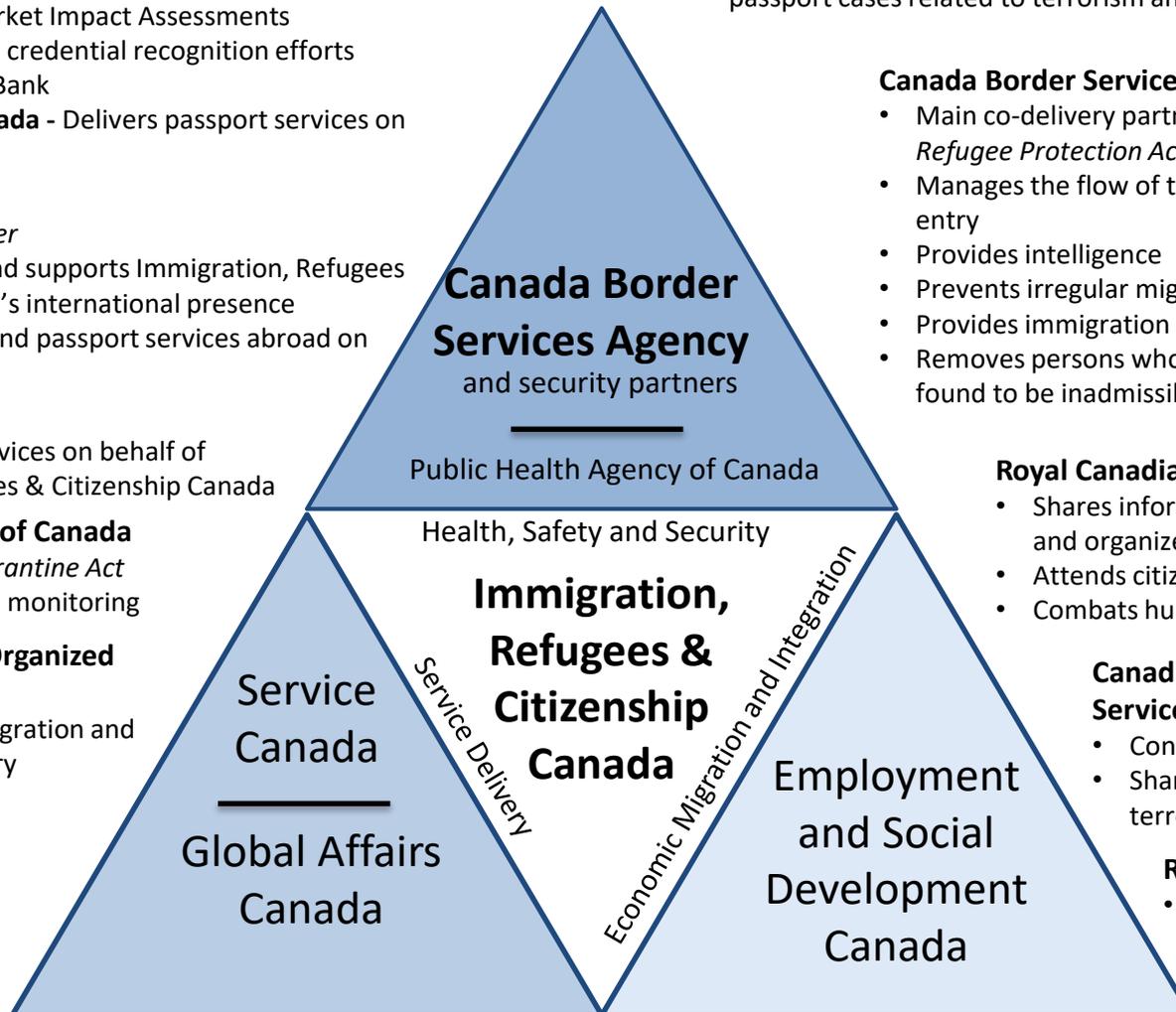
- Shares information to combat terrorism and organized crime
- Attends citizenship ceremonies
- Combats human trafficking

### Canadian Security and Intelligence Service

- Conducts security screening
- Shares information to combat terrorism

### Rural Economic Development

- Supports pilot programming to encourage more new Canadians to settle in rural Canada.



### Provinces and Territories

- Immigration is a shared federal, provincial, and territorial (FPT) responsibility under the *Constitution*, with federal paramountcy in case of disputes. This is reflected in the *Immigration and Refugee Protection Act* and bilateral immigration agreements.
- Federal, Provincial, and Territorial Ministers meet annually via the Forum of Ministers Responsible for Immigration (FMRI) to discuss strategic priorities for FPT collaboration on all matters relating to immigration. Significant work has been undertaken multilaterally to develop a 2020-23 FMRI Strategic Plan for Immigration with key deliverables and metrics.
- IRCC works closely with provincial and territorial governments on matters such as levels setting, immigrant selection, and settlement and integration.
- [REDACTED]
  - A number of provinces (ON, QC, BC and MB) have sought financial support for costs from increased asylum claims (housing, social assistance, education, legal aid). The Federal government committed up to \$474 million for sharing extraordinary interim housing costs incurred in 2017, 2018 and 2019.
  - The Interim Housing Assistance Program was established to provide financial support to affected provinces and, if necessary, to municipal governments. To date, deals have been reached with Manitoba (\$5M in June 2019, in addition to \$3M provided in June 2018) and British Columbia (\$6M in May 2019) to address costs associated with temporary housing for asylum claimants. Funding has also been provided to key Ontario municipalities.
- Under the *Canada-Quebec Accord* (1991), Quebec is responsible for establishing economic immigration programs and for selecting immigrants under those programs as well as resettled refugees. Quebec advises on the number of immigrants it wishes to receive.

# Canada's Leadership in Global Migration

Key partnerships include:



**Canada-U.S. Relationship:** Canada engages on issues relating to border management, information sharing and joint activities to deter irregular migration into the North American perimeter. In recent years, the relationship has been shaped by significant flows of irregular migration coming into Canada through the Canada-U.S. border.



**Canada-Mexico Relationship:** Canada's key engagement with Mexico is through the Canada-Mexico High Level Dialogue on Mobility. [REDACTED]



**Migration 5:** Canada engages in the Migration 5 (M5) forum as the key space in which to collaborate with the U.S, the United Kingdom, Australia and New Zealand, on joint priorities such as asylum system issues, information sharing and client experience.



**International Organization on Migration (IOM):** The IOM is a key delivery agent for IRCC migration-related programs, including conducting health examinations, supporting the transportation of refugees and other protected persons to Canada, delivering the Canadian Orientation Abroad Program, and providing care to those intercepted abroad as irregular migrants as part of the Global Assistance for Irregular Migration Program.



**United Nations Refugee Agency (UNHCR):** IRCC relies on the UNHCR to identify the most vulnerable refugees around the world and provide referrals under our Government Assisted Refugee and Blended Visa-Officer Referred refugee streams.

**UN Global Compacts:** In December 2018, Canada joined consensus with the majority of UN members, adopting the Global Compacts for Migration and on Refugees, two non-legally binding global frameworks that seek to advance cooperation on managing migration and refugee flows.

**Canada's Chairmanships in 2019-2020:** Canada is assuming leadership as chair of the following forums: Migration 5 (M5), Annual Tripartite Consultations on Resettlement (ATCR), Intergovernmental Consultations on Migration, Asylum and Refugees (IGC). In addition, Canada is on the Bureau for the Organisation for Economic Co-operation and Development (OECD) Working Party on Migration.

Canada's Capacity Building Investment:

- **Canada's International Migration Capacity Building Program** allows Canada to engage with key partners to strengthen migration management systems internationally, and influence the global discourse on international migration.
- **Canada's Global Refugee Sponsorship Initiative (GRSI):** In collaboration with the UNHCR, the Open Society Foundation, the University of Ottawa, and the Giustra Foundation, GRSI shares Canada's experience in private sponsorship of refugees (PSR) with other countries and encourages adoption of the model around the world. The UK, Argentina, New Zealand, Ireland, Spain, and Germany have launched sponsorship programs with GRSI assistance. [REDACTED]

# Health, Safety and Security

**Objective:** Manage the movement of people, while protecting the health, safety, and security of all Canadians.

## Health and Security

Immigration, Refugees & Citizenship Canada balances travel facilitation and risk management and works closely with partners to secure Canada's borders and protect Canadians from harm.

Security, criminality, and crimes against humanity screening is performed with support of public safety government partners.

Health screening and monitoring is done in collaboration with the Public Health Agency of Canada, and provincial and territorial public health authorities.

Support for the Global Assistance for Irregular Migrants Program helps combat human trafficking.

## Program Integrity

Program integrity is ensured through identifying applicants who fail to meet eligibility and/or admissibility requirements and refusing status accordingly.

### Identity Management:

- Client identity is managed based on personal identifiers, identity documents, and biometric identifiers.

### Document management:

- Temporary Resident Visas are issued to individuals from medium and high risk countries to facilitate access to Canada.
- As of March 2016, all foreign nationals from countries exempt from a Temporary Resident Visa need to get an Electronic Travel Authorization before travelling to Canada (excluding United States nationals).

## Inadmissibility

Foreign nationals screened for a range of inadmissibilities:

- Security (inc. terrorism, espionage);
- Human/International Rights violations (inc. war crimes);
- Involvement in organized crime;
- Criminality inside and outside Canada;
- Health (e.g. danger to public health or public safety, excessive demand on health/social services);
- Financial Reasons;
- Inadmissible family member;
- Misrepresentation;
- Non-compliance with Act.

# Immigration, Refugees & Citizenship Canada's Operational Network

Immigration, Refugees & Citizenship Canada operations are guided by four *Service Excellence in Action* principles: **Innovation, Risk, Client Service, and Confidence**. Work is shared across its four operational networks: International, Central, Domestic, and Settlement, with front-office support provided through alternative service delivery arrangements.

### In-Canada

#### Domestic and Settlement Offices:

- The 24 offices handle decision-making on complex in-Canada cases, as well as routine cases (e.g. citizenship, Humanitarian & Compassionate), manage contracts with settlement service providers, and provide domestic place-based services (e.g. citizenship tests and ceremonies, landings, client interviews, and refugee intake).

#### Passport:

- On behalf of IRCC, Service Canada operates 34 in-person passport offices and 2 mail processing centres, and also offers passport intake services at 315 Service Canada centres.
- IRCC operates one additional office that issues diplomatic and special passports, and travel documents to eligible non-Canadians.

#### Case Processing Centres:

- Sydney, Ottawa, Mississauga, and Edmonton: Centralized intake and processing for high volume business activities and low-risk applications.

#### Operations Support Centre (Gatineau):

- 24/7 operation which ensures data integrity in the Global Case Management System by updating and correcting applications and client records.
- Processes select Temporary Resident applications.
- Responsible for integrity operations for the passport program, including facial recognition, as well as a passport delivery office that issues diplomatic and special passports, and travel documents to eligible non-Canadians.

#### Client Support Centre (Montreal):

- Answers client inquires and responds to representations from Members of Parliaments and their constituency offices.

#### Resettlement Operations Centre (Ottawa):

- Assesses sponsorship applications for privately-sponsored refugees, determines final destinations for government-assisted refugees, issues notifications of arrival transmissions for all resettlement streams, and supports blended visa office-referred processing.

### Overseas

#### Ops network: Overseas / Missions abroad:

- Deliver Canada's immigration program abroad at **60** overseas offices. Migration officers process applications across all IRCC business lines, delivering approximately 43% of the PR target and 70% of all TR processing. Migration officers make decisions on complex cases requiring local knowledge and provide international place-based services including client interviews, liaison and reporting, promotion and recruitment, quality assurance, and Migration Diplomacy, advancing Canada's objectives with respect to international migration.
- Deliver Canada's Citizenship program abroad.
- Deliver Canadian passport services at **212** locations **abroad in 148 countries**

#### Ops network: Overseas / Visa Application Centres (VACs):

- Third party service providers that provide assistance and accept applications for a fee for temporary resident applications, and travel documents for permanent residents. VACs also provide biometrics collection services. There are currently **153** VACs located in **104** countries, which will increase to at least 158 VACs in 106 countries by November 2019, as well as a network of **133** Application Support Centres (ASC) in the USA which only provide biometric collection services.

There are also private sector partners who provide services to clients for application purposes, including:

- Panel physicians;
- Language assessment agencies;
- Educational credential assessment agencies.

## Improving the Way IRCC Delivers Services and Supports Clients

IRCC processes and manages millions of applications and interactions with clients every year. In recent years, the Department has increased its focus on the quality of client’s service experience, and reducing processing times, in order to be more responsive to client needs and expectations.

**Objective:** Enhance client experience through building a welcoming service and support culture, developing client-centric and digitally-enabled services, and improving Canadians’ and clients’ confidence in IRCC service delivery.

Client Experience	Client Support
<p>In 2017, IRCC created a Client Experience Branch to bring together departmental capacity on developing insights into our clients’ service experiences.</p> <p>As well as overseeing the Client Support Centre in Montreal and the departmental service strategy, Client Experience Branch includes experts in human-centered design, behavioural insights (e.g. nudge trials) and service experimentation.</p> <p>IRCC sources of insight into the client experience include:</p> <ul style="list-style-type: none"> <li>• Annual client satisfaction surveys</li> <li>• Client Support Centre data e.g. on reasons for calls</li> <li>• Direct feedback from clients received through the online client feedback webform</li> <li>• Results of program-specific human-centered design projects and nudge trials</li> </ul> <p>IRCC also has a 2019-2022 Service Strategy, and associated action plan to oversee departmental efforts to address top client ‘pain points’.</p>	<p>The Department’s Client Support Centre provides support for IRCC applicants residing in Canada across three support channels: by telephone, by email and through the Information Centre for Members of Parliament and Senators (ICMPS).</p> <p>Budget 2019 provided IRCC with \$42.9 million over two years, beginning in 2019–20 to increase the number of agents at the Client Support Centre and expand hours of operation at the Client Support Centre (starting in 2020) and some IRCC offices in Canada.</p> <p>Other improvements to client support currently underway or planned include [REDACTED].</p> <p>IRCC also responds to social media enquiries and is currently piloting a chat bot (Quaid) to help clients with requests for general information.</p>

# Transforming and improving the way IRCC does business

IRCC's current systems were built for the past (mainly paper-based interactions with clients) but not for the future. Transformative changes are required to ensure IRCC can successfully manage increasingly larger application and asylum volumes outpacing capacity; new and evolving security threats to Canada; and IRCC clients demanding a better client experience.

**Objective:** Become a world leader in migration in order to maximize the benefits of our programs for our clients and for Canadians by focusing on transforming areas of Client Service, Operational Excellence, and Program Integrity.

### Vision

- ✓ We deliver modern, reliable and innovative digital services that enable IRCC to build a stronger Canada.
- ✓ We are a trusted business partner that operates with flexibility, openness, and discipline.
- ✓ We provide the technology and the advanced thinking that assures IRCC's future.

### Service Transformation and IM/IT Strategy

#### IRCC Service Transformation

Key focus areas for transformation of service delivery:

- 1 Optimizing current processes by leveraging **Lean** methods
- 2 Transforming client interactions through Agile **Digital client journeys** which fundamentally redesign how a client interacts with IRCC
- 3 Establishing **enterprise agility** through the implementation of modern technologies, reskilling our workforce and changing how we behave

#### IM/IT Strategy & Roadmap Project

Four Strategic Pillars to achieve the IM/IT future state:

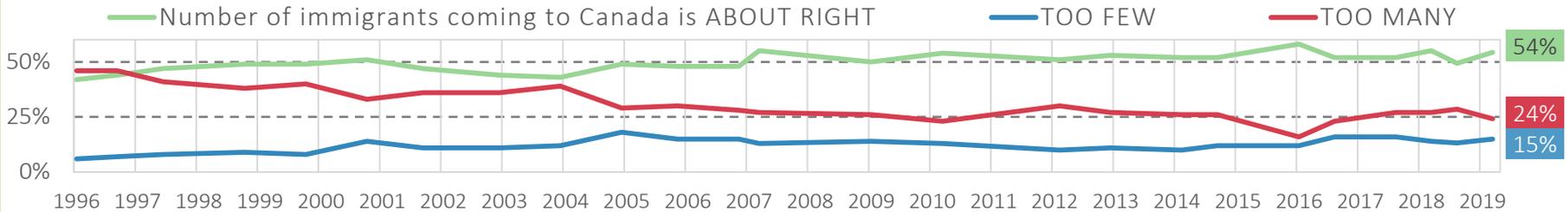
- 1 **People:** a skilled, adaptable, strategic workforce empowered to problem solve and committed to continuous improvement
- 2 **Client Centric Operating Model:** a redefined service delivery enabled through meaningful relationships
- 3 **Flexible Technology:** a focus on integrated IM/IT architecture design and innovative solution delivery options
- 4 **Operational Excellence:** A commitment to best practices, performance monitoring and measurement, and continuous improvement

# Communications

**Public Opinion...** Support for immigration remains broadly stable at 54%, but in the context of increased levels allocations, we note that a full quarter of Canadians think levels are already too high.

Broad agreement with benefits of immigration:

- positive impact on Canada (67%)
- positive economic impact (77%)
- makes Canadian culture stronger (65%)



**About refugees...** Views on levels of refugees generally mirror views on asylum seekers. Support for Government Assisted Refugees is higher. When Canadians think about refugees, they tend to think of asylum seekers. In focus groups, they question whether Canada has the resources (social/public services & infrastructure) to support the number of refugees that we do.

## #IMMIGRATION MATTERS

Campaign launched in November 2018 and targets Canadians neither strongly in favour nor strongly opposed to immigration.

Goal is to **maintain confidence in the immigration system**, show benefits of immigration locally, dispel myths about immigration and promote positive engagement between immigrants and Canadians.

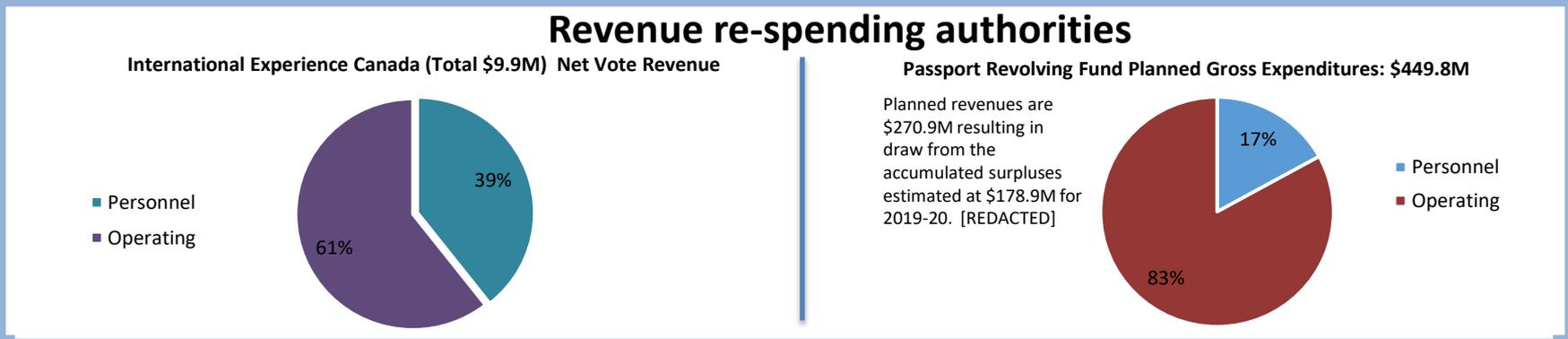
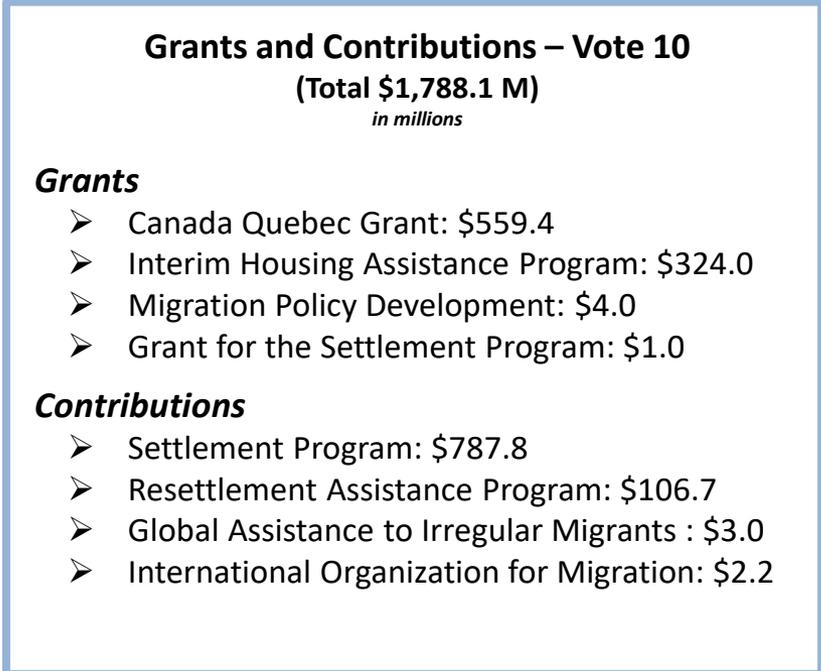
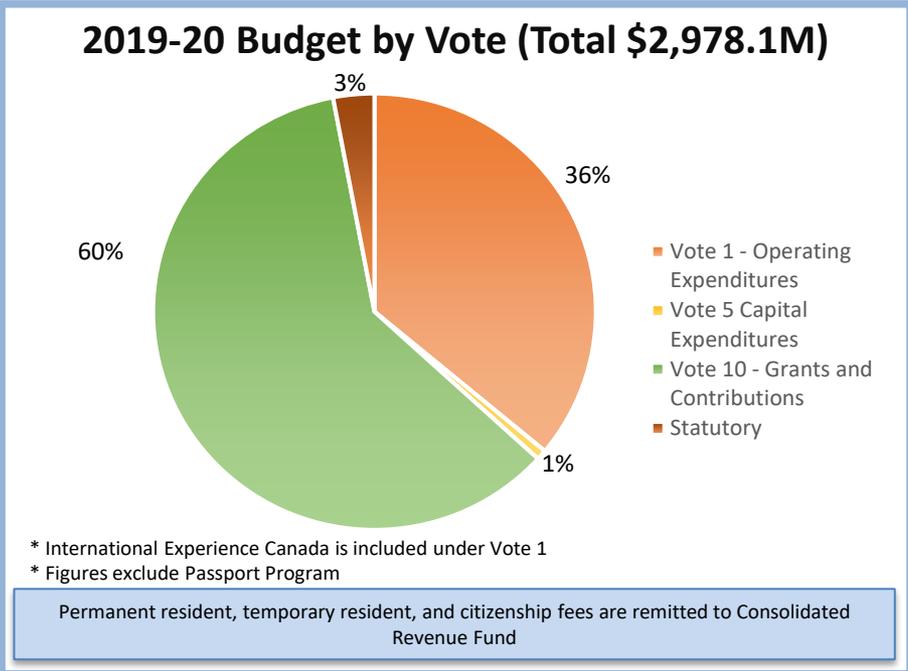
**Storytelling** complemented by facts: website with videos, articles & facts about economic, health, IT, science, cultural benefits  
200K visits to site; videos viewed 38,000+ times; 32,000+ engagements across all social media platforms

**Collaborations** to amplify content: partners who tell their stories and help us reach the general public: Canadian Football League; National Hockey League; Restaurants Canada; Canadian airports

**Community conversations:** 20+ city profiles to show economic impact of immigration locally; working with municipalities and local stakeholders (Local Immigration Partnerships, Service Provider Organizations, Chambers, etc.) to lead and support community conversation townhalls and encourage discussions

# Financial Snapshot: 2019-20 Reference Levels

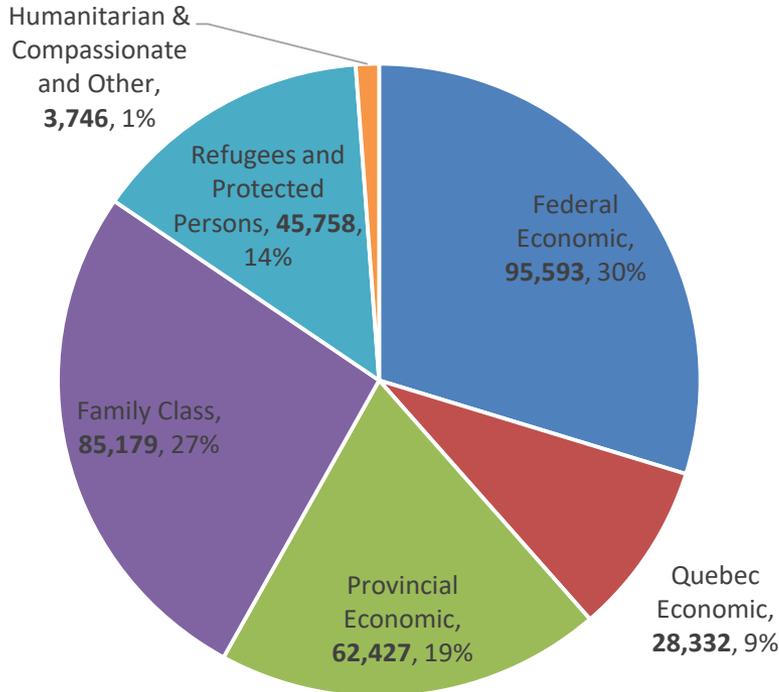
(Authorities to date include 2019-20 Main Estimates and approved B2019 Items (Asylum/Border Integrity, Client Service, TRs, IFH and Canada's New International Education Strategy)



# ANNEXES

# Annex: 2018 Immigration Levels by Class

**2018 Admissions: 321,035**



## 2018–2020 Immigration Levels Plan

In fall 2017, for the first time in more than 15 years, the Government of Canada adopted a multi-year levels plan.

A longer planning horizon helps all partners better prepare for future admissions and reflects a commitment to a well-managed system.

The 2018–2020 immigration levels plan established a target of **310,000** permanent residents in 2018, increasing to 330,000 in 2019 and 340,000 in 2020. Preliminary data indicates that IRCC surpassed the 2018 target, but was within range, with 321,121 permanent residents coming to Canada.

The plan balances Canada’s economic needs with the Government’s commitment to reunite families and offer protection to those in need, while maintaining our fiscal responsibilities.

This measured, gradual increase in levels year-over-year will trend towards 1% of the population, one of the highest such proportions in the world.

Preliminary 2018 admissions data indicates that IRCC surpassed the 2018 target, but was within range, with 321,121 permanent residents coming to Canada.

## Annex: The 2019 – 2021 Immigration Levels Plan

- The Government of Canada renewed a **multi-year levels plan** for 2019 to 2021.
- This plan builds on the target of 310,000 in 2018 by increasing the number of new permanent residents welcomed to Canada, beginning with an increase to **330,800 in 2019, 341,000 in 2020, and 350,000 in 2021**. These are the most ambitious immigration levels in recent history.

This plan increases admissions over three years:



Supporting **economic growth**, help spur innovation, and help employers address labour market needs across the country.

- Approx. 60% of the increase in levels is in economic programs.



Planning for the future and help address **demographic challenges** related to an aging population.



Creating the space needed to **reduce backlogs and decrease processing times**, such as for families.



Demonstrating leadership in a rules-based international migration environment – **openness to trade, talent, and protecting those in need**.

# Annex: Immigration Levels Plans

Version: May 13, 2019

## 2019-2021 Multi-Year Levels Plan Compared to 2017 & 2018

Legend: Actual Admissions

● Within range    ● Below range    ● Above range

Immigrant Category	2017 Actual		2018 Actual		Multi-Year Levels Plan 2019-2021		
	2017	Actual	2018	Actual	2019	2020	2021
Federal High Skilled	73,700 (69,600 - 77,300)	<b>57,170</b>	74,900 (72,700 - 78,200)	<b>75,606</b>	81,400 (76,000 - 86,000)	85,800 (81,000 - 88,000)	88,800 (84,000 - 91,000)
Economic Pilots			18,000 (15,500 - 22,000)	<b>19,230</b>	16,000 (9,000 - 20,500)	9,000 (6,000 - 12,000)	9,000 (6,000 - 12,000)
Caregivers	18,000 (17,000 - 20,000)	<b>22,253</b>	17,000 (15,000 - 20,000)	<b>17,821</b>	14,000 (8,000 - 15,500)	5,000 (4,000 - 7,000)	TBD
Atlantic Immigration Pilot Program		<b>82</b>	1,000 (500 - 2,000)	<b>1,409</b>	2,000 (1,000 - 5,000)	4,000 (2,000 - 5,000)	TBD
Federal Business	500 (500 - 1,000)	<b>587</b>	700 (500 - 1,000)	<b>757</b>	700 (500 - 1,500)	700 (500 - 1,500)	700 (500 - 1,500)
Provincial Nominee Program	51,000 (49,000 - 54,000)	<b>49,729</b>	55,000 (53,000 - 57,400)	<b>62,427</b>	61,000 (57,000 - 68,000)	67,800 (62,000 - 71,000)	71,300 (67,000 - 74,000)
Quebec Skilled Workers and Business	29,300 (28,000 - 31,200)	<b>29,452</b>	28,900 (27,900 - 29,900)	<b>28,332</b>	TBD	TBD	TBD
<b>Total Economic</b>	172,500 (164,100 - 183,500)	<b>159,273</b>	177,500 (169,600 - 188,500)	<b>186,352</b>	191,600 (174,000 - 209,500)	195,800 (181,000 - 206,000)	202,300 (189,000 - 212,000)
Spouses, Partners and Children	64,000 (62,000 - 66,000)	<b>61,971</b>	66,000 (64,000 - 68,000)	<b>67,153</b>	68,000 (66,000 - 76,000)	70,000 (66,000 - 78,000)	70,000 (66,000 - 78,000)
Parents and Grandparents	20,000 (18,000 - 20,000)	<b>20,494</b>	20,000 (17,000 - 21,000)	<b>18,026</b>	20,500 (17,000 - 22,000)	21,000 (18,000 - 24,000)	21,000 (18,000 - 24,000)
<b>Total Family</b>	84,000 (80,000 - 86,000)	<b>82,465</b>	86,000 (81,000 - 89,000)	<b>85,179</b>	88,500 (83,000 - 98,000)	91,000 (84,000 - 102,000)	91,000 (84,000 - 102,000)
Protected Persons and Dependents Abroad	15,000 (13,000 - 16,000)	<b>14,498</b>	16,000 (13,500 - 17,000)	<b>17,682</b>	16,500 (14,000 - 20,000)	18,000 (16,000 - 20,000)	20,000 (17,000 - 22,000)
Resettled Refugees		<b>26,981</b>	27,000 (23,000 - 31,000)	<b>28,076</b>	29,950 (25,500 - 33,500)	31,700 (27,500 - 36,500)	31,700 (27,500 - 36,500)
Government-Assisted Refugees	7,500 (5,000 - 8,000)	<b>8,813</b>	7,500 (6,000 - 8,000)	<b>8,156</b>	9,300 (7,500 - 9,500)	10,700 (9,000 - 11,000)	10,700 (9,000 - 11,000)
Blended Visa Office Referred Refugees	1,500 (1,000 - 3,000)	<b>1,294</b>	1,500 (1,000 - 3,000)	<b>1,157</b>	1,650 (1,000 - 3,000)	1,000 (500 - 2,500)	1,000 (500 - 2,500)
Privately Sponsored Refugees	16,000 (14,000 - 19,000)	<b>16,874</b>	18,000 (16,000 - 20,000)	<b>18,763</b>	19,000 (17,000 - 21,000)	20,000 (18,000 - 23,000)	20,000 (18,000 - 23,000)
<b>Total Protected Persons and Refugees</b>	40,000 (33,000 - 46,000)	<b>41,479</b>	43,000 (36,500 - 48,000)	<b>45,758</b>	46,450 (39,500 - 53,500)	49,700 (43,500 - 56,500)	51,700 (44,500 - 58,500)
Humanitarian and Compassionate & Other	3,500 (2,900 - 4,500)	<b>3,272</b>	3,500 (2,900 - 4,500)	<b>3,746</b>	4,250 (3,500 - 5,000)	4,500 (3,500 - 5,000)	5,000 (4,000 - 6,000)
<b>All Categories</b>	300,000 (280,000 - 320,000)	<b>286,489</b>	310,000 (290,000 - 330,000)	<b>321,035</b>	330,800 (310,000 - 350,000)	341,000 (310,000 - 360,000)	350,000 (320,000 - 370,000)

Targets in 2020 and 2021 are notional and will be validated each year.

## Annex: Top Source Countries 2018

Permanent Residents		
1	India	69,973
2	Philippines	35,046
3	People's Republic of China	29,709
4	Syria	12,046
5	Nigeria	10,921
6	United States of America	10,907
7	Pakistan	9,488
8	France	6,175
9	Eritrea	5,689
10	United Kingdom and Overseas Territories	5,663

# Annex: Partners and Stakeholders

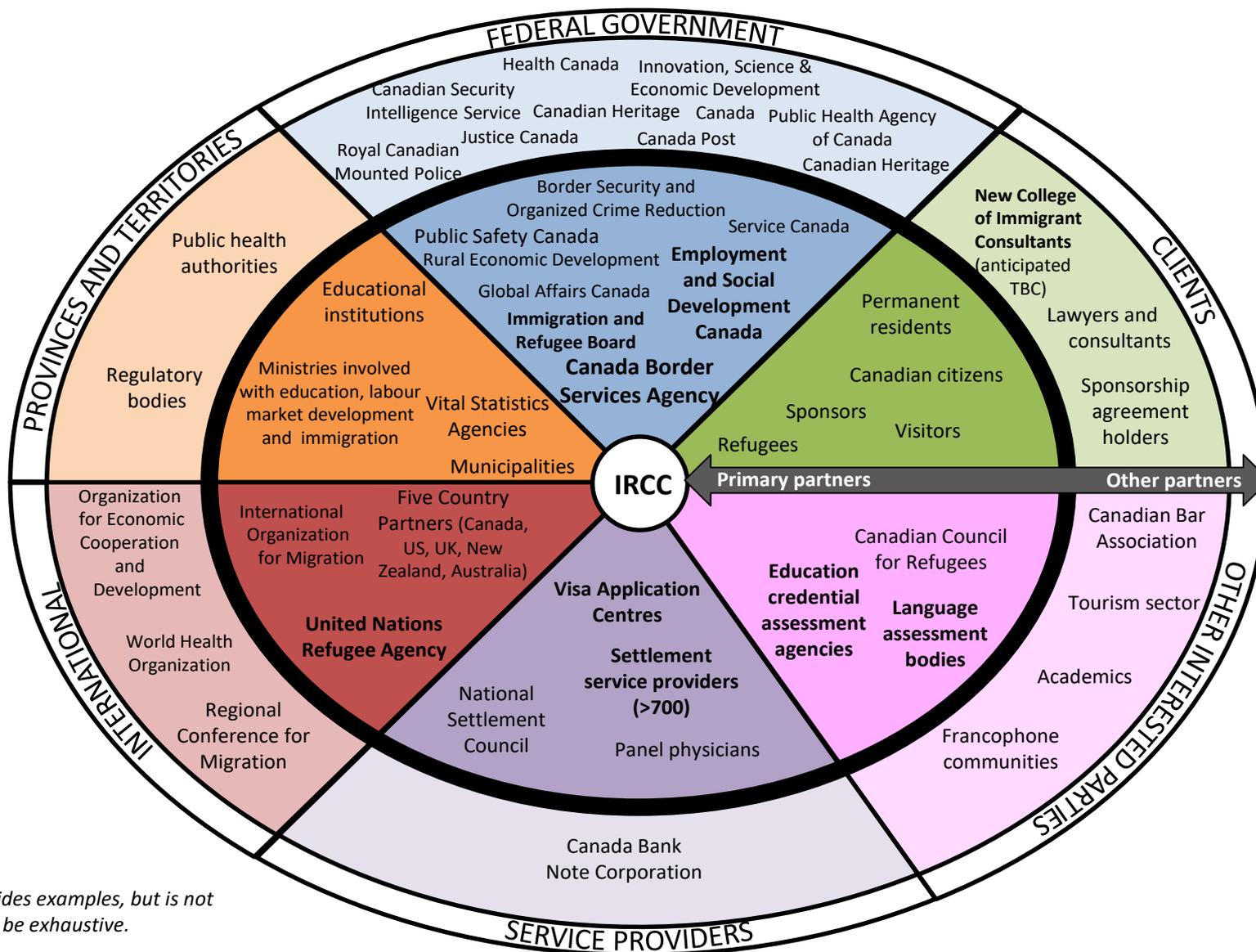


Image provides examples, but is not intended to be exhaustive.

## Annex: The Immigration and Refugee Board of Canada

The Immigration and Refugee Board of Canada is an independent, arm's length, administrative tribunal which resolves immigration and refugee cases. The Immigration and Refugee Board of Canada is divided into four divisions: the Immigration Division, the Immigration Appeals Division, the Refugee Protection Division, and the Refugee Appeals Division.

### Refugee Protection Division

- Decides claims for refugee protection;
- Decides applications for vacation of refugee protection;
- Decides applications for cessation of refugee protection.

### Refugee Appeal Division

- Decides appeals from some decisions of the Refugee Protection Division allowing or rejecting claims for refugee protection.

### Immigration Division

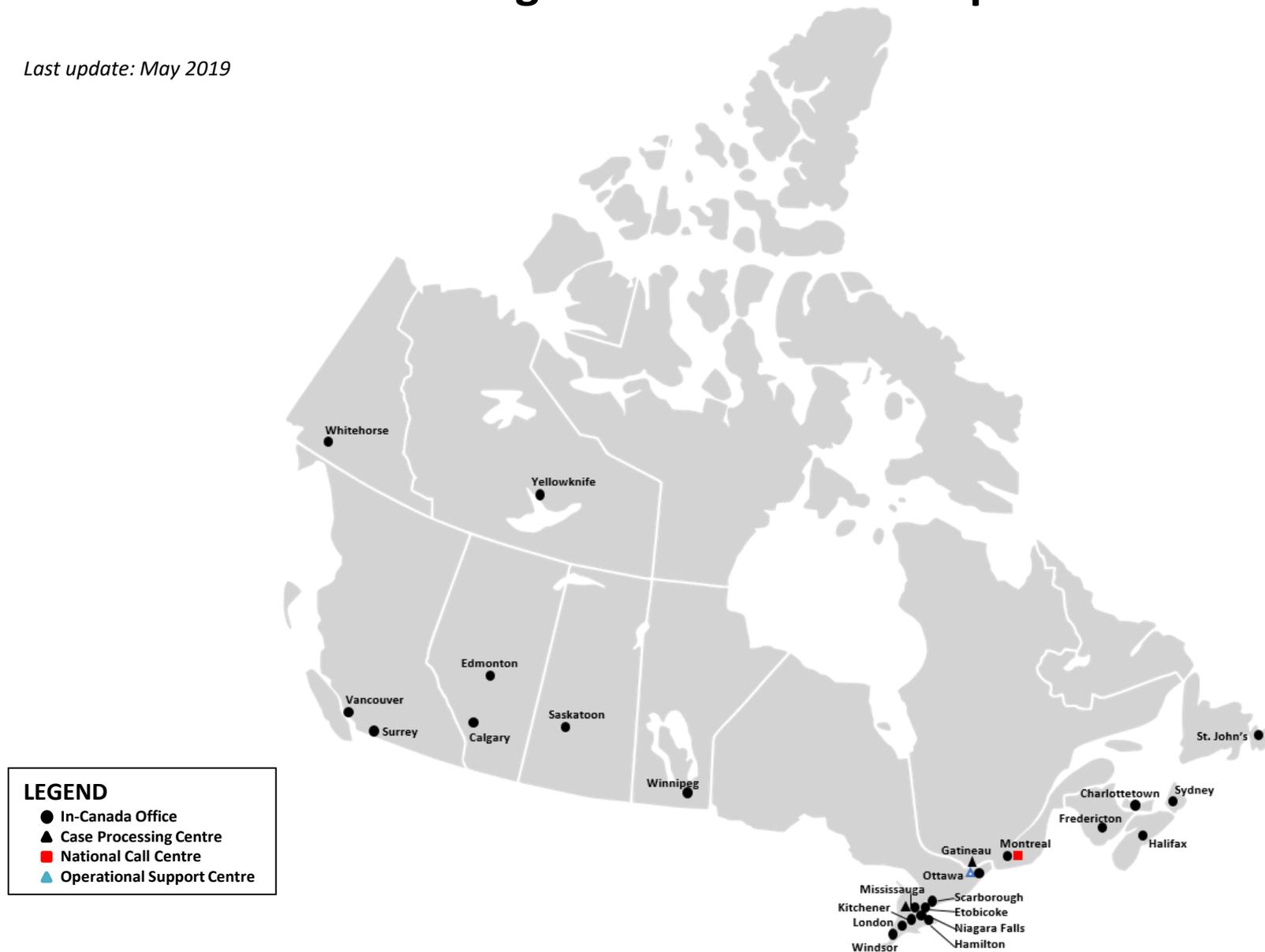
- Conducts admissibility hearings for foreign nationals or permanent residents who seek entry into Canada, or who are already in Canada and are alleged to be inadmissible;
- Conducts detention reviews for foreign nationals or permanent residents who are detained for immigration reasons.

### Immigration Appeal Division

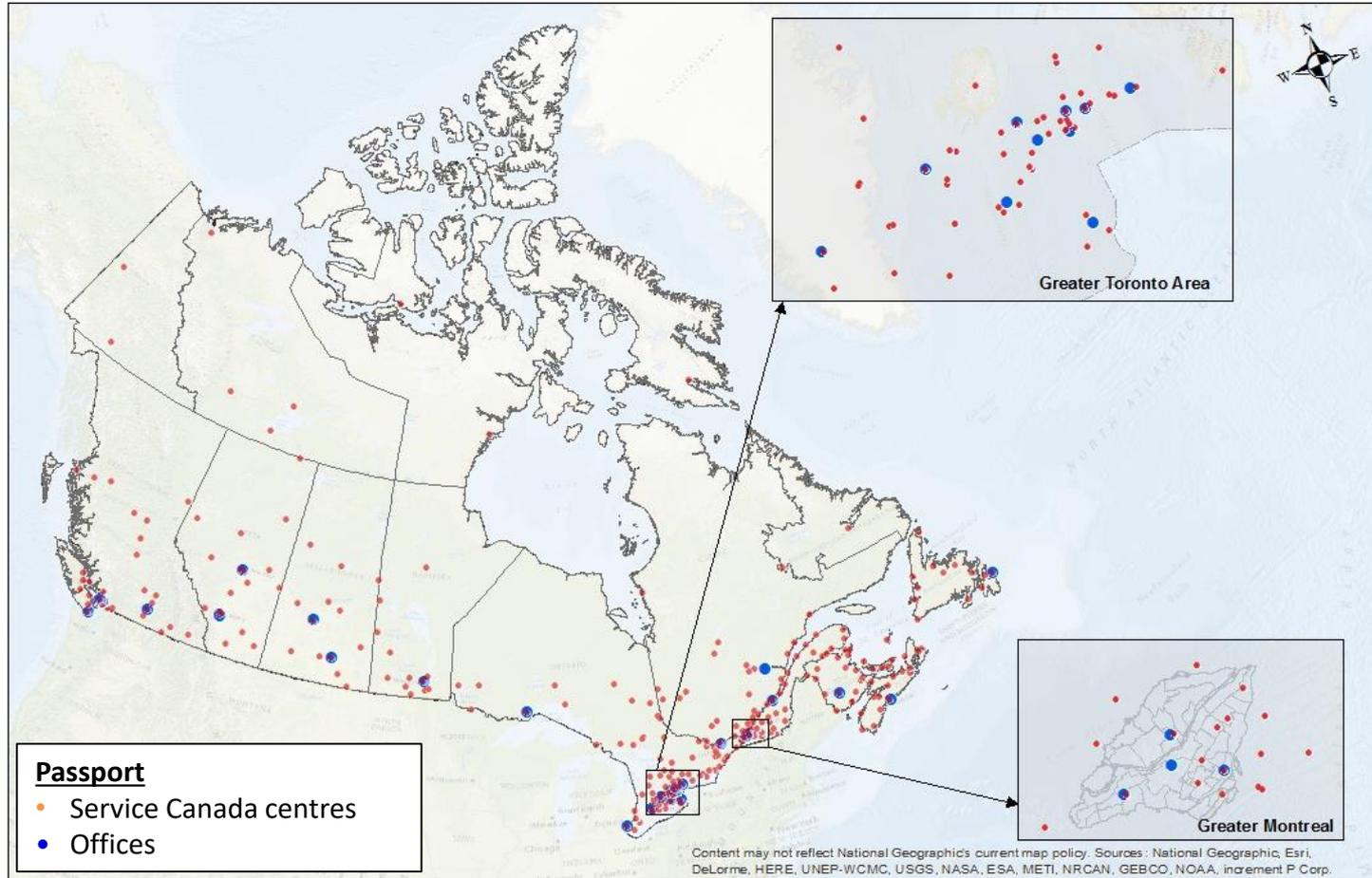
- Decides appeals of family sponsorship applications refused by Immigration, Refugees & Citizenship Canada;
- Decides appeals from certain removal orders made against permanent residents, Convention refugees and other protected persons, and holders of permanent resident visas;
- Decides appeals by permanent residents in which an Immigration, Refugees & Citizenship Canada officer outside Canada has decided that they have not fulfilled their residency obligation;
- Decides appeals by the Minister of Public Safety and Emergency Preparedness of Immigration Division decisions at admissibility hearings.

# Annex: In-Canada Immigration and Citizenship Offices

Last update: May 2019



# Annex: In-Canada Passport Offices



Business Intelligence and Data Management Unit  
Immigration Refugees and Citizenship Canada



## Passport Points of Service



Scale : 1/27,000,000

Data Source : IRCC  
Esri

# PASSPORT Abroad Service Delivery Network



Consular Officers from Global Affairs Canada provide passport services (regular, temporary passports and emergency travel documents) on IRCC's behalf. The level of passport services provided in our offices abroad varies on the type of office. Embassies, high commissions and most consulates general provide a full range of services. The consulates, consular agencies and honorary consuls provide a varied (usually partial) level of passport services.

North America	24 full service 25 partial service
South America	10 full service 5 partial service
Europe	29 full service 20 partial service
Asia	24 full service 11 partial service
Middle East	10 full service 6 partial service
Africa	22 full service 13 partial service
Oceania	3 full service 10 partial service

AT A GLANCE

# 122

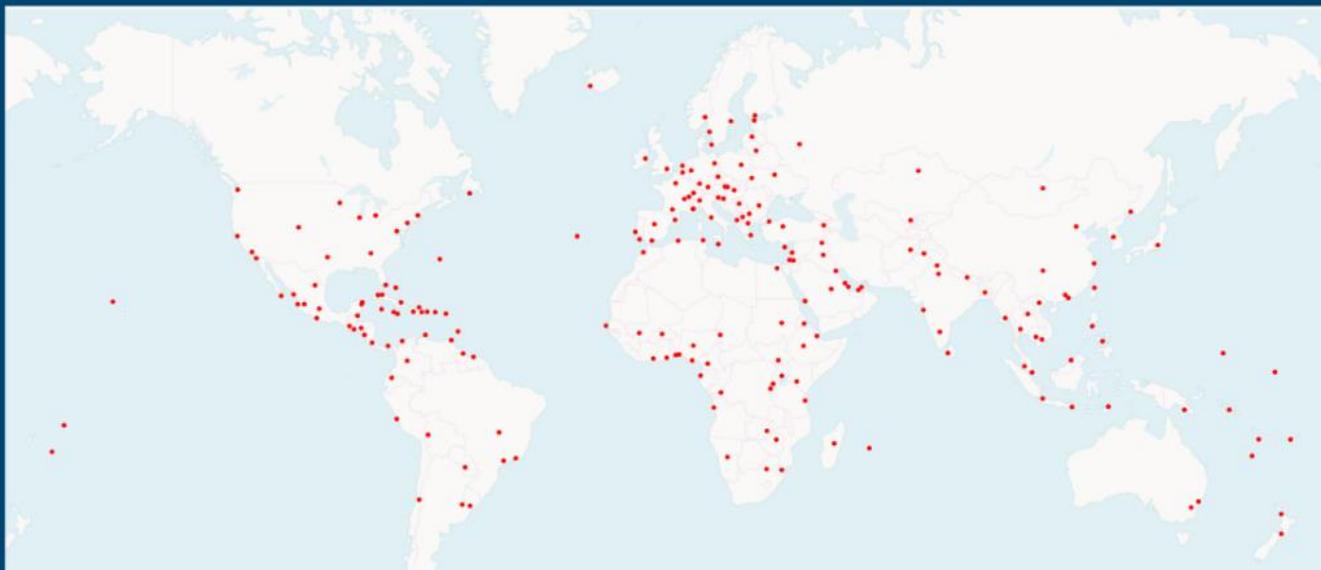
full service offices

# 90

partial service offices

# 135,679

travel documents issued  
overseas in 2018-19



# Annex: IRCC International Network

## HEADQUARTERS DIVISIONS

- Geographic Operations (RIO)
- International Support (RIS)
- Strategic Planning & Delivery (RIC)
- Workforce Management (RIR)
- Resettlement Operations (ROD)

## UNITED STATES

**Area Office: Washington DC**  
Responsible for: 4 overseas offices

## LATIN AMERICA & CARIBBEAN

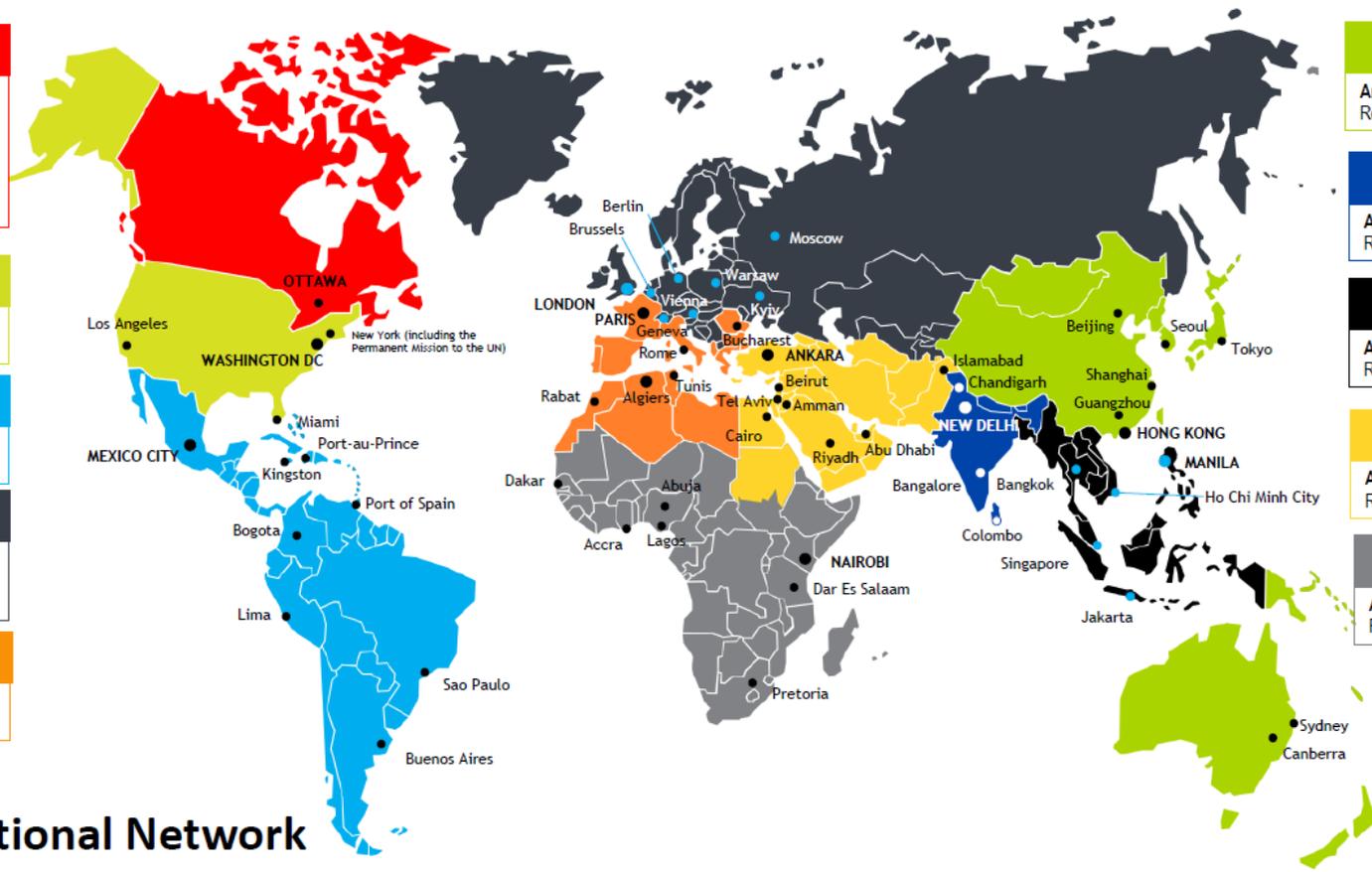
**Area Office: Mexico City**  
Responsible for: 8 overseas offices

## NORTHERN EUROPE

**Area Office: London**  
Responsible for: 9 overseas offices  
(Including P.M. to the UN in NYC)

## SOUTHERN EUROPE & THE MAGHREB

**Area Office: Paris**  
Responsible for: 6 overseas offices



## NORTH ASIA & OCEANIA

**Area Office: Hong Kong**  
Responsible for: 8 overseas offices

## SOUTH ASIA

**Area Office: New Delhi**  
Responsible for: 4 overseas offices

## SOUTH EAST ASIA

**Area Office: Manila**  
Responsible for: 5 overseas offices

## MIDDLE EAST

**Area Office: Ankara**  
Responsible for: 8 overseas offices

## SUB-SAHARAN AFRICA

**Area Office: Nairobi**  
Responsible for: 7 overseas offices

## IRCC International Network

**70%**  
of 2018 IRCC Final Decisions for temporary resident caseload

**43%**  
of 2018 IRCC Final Decisions for permanent resident caseload

**59**  
Overseas Offices  
**9**  
Area Offices

**1,696**  
Promotion and Migration diplomacy activities worldwide

**153**  
Visa Application Centres (VACs) in 104 countries

**1,134**  
Locally Engaged Staff  
**~334**  
Canada-Based Officers

**260**  
HQ staff

Note: not to scale; for illustration only; Updated on July 10, 2019

