



Departmental Results Report 2016 | 2017

The Honourable Ahmed D. Hussen, PC., M.P.
Minister of Immigration, Refugees and Citizenship



Immigration, Refugees
and Citizenship Canada

Immigration, Réfugiés
et Citoyenneté Canada

Canada

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Minister's Message

I am very pleased to present Immigration, Refugees and Citizenship Canada's Departmental Results Report for 2016–2017. Our country's 150th anniversary has provided Canadians with a great opportunity to reflect on our history and on the important role that immigration has played in the development of Canada. Generations of families who came here in search of a better life helped build the diverse, dynamic, peaceful and prosperous country we are celebrating this year.

This report details the Department's initiatives and accomplishments over the past year—all intended to ensure our immigration and citizenship programs continue to best serve Canada's economic, social and cultural needs, and uphold our humanitarian traditions.

We welcomed a historically high number of about 300,000 permanent residents into our country in 2016. We also tested new ideas, introduced innovative programs and instituted faster processing to help attract the talent Canada needs. One example was the introduction of the Atlantic Immigration Pilot Program, which leverages the unique position of employers to help immigrants integrate into Atlantic Canada and to remain in the region for the long term. We also introduced measures to cut processing times for spousal applications and to reduce the backlog of cases, including processing the majority of applications within 12 months. To do this, we introduced a newly redesigned application kit, and shortened the length of time between application receipt and final decision.

In 2016–2017, more than 50,000 Express Entry candidates were invited to apply for permanent residency. Improvements made to the Express Entry system will allow us to welcome more experienced professionals, skilled workers and international students with Canadian experience, and to award more points to candidates with siblings in Canada and with strong French language skills.

With updates to the Citizenship Act enacted through Bill C-6, we have improved opportunities for individuals aspiring to become Canadian citizens. We've also allowed applicants greater flexibility to meet citizenship requirements.

Our commitment to humanitarian efforts remained strong in 2016–2017, as we continued to resettle thousands of refugees from Syria and elsewhere. We also worked to position Canada as a global leader on migration issues by supporting efforts to adopt a global compact on migration by 2018, and by advising other countries that may want to adopt our approach to refugee resettlement.

Millions of individuals interact with the Department each year, whether it is the two million individuals seeking temporary entry to Canada, or those seeking permanent residency or Canadian citizenship. Furthermore, with the majority of Canadians in possession of a passport, our clients include many Canadians as well. It is for these reasons that improving the client experience through enhanced online services and client assistance at our support centre has remained a priority, as has continuing to reduce

processing times and backlogs across programs. For example, we are engaging with clients to better understand their experience and make improvements such as simplifying language in correspondence, simplifying application processes and providing clients with more information about the status of their files.

None of the achievements detailed in this report would have come to pass without the committed, professional and talented work of Immigration, Refugees and Citizenship Canada's employees across our country and throughout the world. We will continue to meet challenges, seize opportunities and foster innovation to ensure our immigration system helps build a better, stronger and welcoming Canada. I invite you to review what we have accomplished over the last year.

The Honourable Ahmed D. Hussen, P.C., M.P.
Minister of Immigration, Refugees and Citizenship

Results at a Glance

For more information on the Department’s plans, priorities and results achieved, see the “Results: what we achieved” section of this report.

**What funds
were used?**

\$1,600,050,249

**Actual
spending**

**Who was
involved?**

6,311

**Actual full-
time equivalent
staff**

Close to **300,000** people were granted permanent resident status in 2016 as was committed to in the [2016 Immigration Levels Plan](#),ⁱ which included welcoming over 46,000 refugees.

The Department launched the [Atlantic Immigration Pilot](#)ⁱⁱ to facilitate the settlement of newcomers and contribute to the economy of the four Atlantic Provinces.

[Bill C-6](#),ⁱⁱⁱ an **Act to Amend the Citizenship Act and make consequential amendments to another Act**, received Royal Assent in June 2017. Key changes provide greater flexibility for eligible applicants to meet the requirements for citizenship and repeal certain provisions of the Act that led to different treatment of dual citizens.

Client experience:

- ✓ Improved the **client experience** by leveraging client-centric innovation such as a pilot to text clients upon receipt of their paper application, improving online account status information, and making a fundamental improvement in how clients are supported by the call centre.
- ✓ Ongoing efforts continued to improve **settlement services** to newcomers, including refugees, with additional support for language training and employment-related services. Over 400,000 newcomers received federally funded settlement services.

There was continued success and growth thanks to **Express Entry**, with over 50,000 invitations to apply for permanent residency through 27 rounds of invitations while maintaining a six-month processing standard. Furthermore, candidates now have more time to apply once invited, and improvements were made to the comprehensive ranking system, with additional points awarded for:

- ✓ those with high human capital and the potential for long term economic prospects; and,
- ✓ completion of college- or university-level study in Canada.

In 2016, IRCC processed over **2.6 million** electronic travel authorization applications.

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

Raison d’être¹

It is often said that Canada is a country of immigrants, and the numbers do indeed bear this out: 15 million immigrants have arrived since Confederation (over six million new immigrants since 1990); one in five Canadians were born outside Canada; 86% of eligible immigrants have obtained Canadian citizenship; and Canada is home to over 200 ethnic communities.

Managing the selection and settlement of newcomers—and providing them with pathways to citizenship—has shaped a nation rich in diversity and brimming with the skills and innovative energy that have contributed to Canadian society and the economy generation after generation.

Looking forward, managing migration to Canada stands to be equally fundamental to Canada’s future social cohesion and prosperity. Demographic trends and labour force projections attest to the central role immigration will play in fuelling economic growth in a world of increased mobility and interdependence. As a welcoming society with a successful track record of managing pathways to citizenship, Canada is well positioned to: attract global talent; reunite families; respond to crises and offer protection; facilitate travel, study and temporary work; maintain world-leading rates of naturalization; and offer service excellence to clients.

¹ The Raison d’être above reflects the importance of immigration, refugees and citizenship in the fabric of Canadian society. For a previous version of the Raison d’être, please see the [2016–2017 Report on Plans and Priorities^{iv}](#) and the [2016–2017 Estimates^v](#).

Mandate and role

Immigration, Refugees and Citizenship Canada (IRCC) selects and welcomes, as permanent and temporary residents, foreign nationals whose skills contribute to Canadian prosperity. It also reunites family members.

The Department maintains Canada’s humanitarian tradition by welcoming refugees and other people in need of protection, thereby upholding its international obligations and reputation.

IRCC, in collaboration with its partners, conducts the screening of potential permanent and temporary residents to protect the health, safety and security of Canadians. IRCC is also responsible for the issuance and control of Canadian passports and other documents that facilitate the travel of Canadian citizens and residents.

Lastly, the Department builds a stronger Canada by helping all newcomers settle and integrate into Canadian society and the economy, and by encouraging, granting and providing proof of Canadian citizenship.

IRCC offers its many programs either directly or through contract, grant or contribution agreement, or in partnership with other government departments. Services are offered on the [IRCC website](#),^{vi} as well as at 25 in-Canada points of service and 58 points of service in 50 countries. As of December 12, 2016, there were 132 visa application centres in 95 countries, 136 application support centres² in the United States, as well as a panel physicians network operating around the world. Settlement and integration services are offered through a network of over 500 service provider organizations across Canada. The Department also works with [Service Canada](#)^{vii} as its principal domestic passport service delivery partner, leveraging the latter’s extensive network of passport processing centres and walk-in sites (34 passport offices, 42 Canada Post locations and 315 Service Canada sites). IRCC also partners with [Global Affairs Canada](#),^{viii} which provides passport services abroad.

For more general information about the Department, see the “Supplementary information” section of this report. For more information on the Minister’s mandate letter commitments, visit the [Prime Minister of Canada’s website](#).^{ix}

² Application support centres in the United States offer biometric collection services for Canadian temporary resident visa applicants.

Operating context and key risks

Operating context

Annually, through its key lines of business, Immigration, Refugees and Citizenship Canada (IRCC) interacts with millions of individuals, including those seeking temporary or permanent resident entry into Canada and subsequently settling into Canadian society, and those seeking Canadian citizenship. The Department also interacts with individuals seeking to obtain or renew a Canadian passport or other travel document such as a certificate of identity or a refugee travel document.

IRCC works to facilitate the legitimate entry of visitors, economic immigrants, sponsored family members and those seeking protection in Canada, while protecting the health, safety and security of Canadians. The Department balances competing pressures, notably: responding to domestic labour market demands and doing so in a world with an increasingly mobile work force; working to ensure that immigration contributes to economic growth; and addressing efforts to streamline service delivery and enhance the client experience, while also adequately responding to increasingly complex safety and security challenges. In addition, to ensure the successful integration of newcomers to Canada, IRCC regularly engages extensively with provinces and territories on a variety of key immigration-related topics, such as immigration levels planning, economic immigration, and settlement and integration of newcomers, including refugees and protected persons.

Canada's immigration plan includes efforts to reunite families and to offer protection to displaced and persecuted individuals, and builds on efforts to attract and retain top global talent that will contribute to the growth of the Canadian economy. In 2016, approximately 300,000 permanent residents were admitted to Canada, a historic high compared to prior years (approximately 17% higher than the previous 10-year average). Furthermore, the number of temporary resident applications continued to rise, increasing by 85% between 2006 and 2016, as Canada seeks to attract more visitors, international students, highly skilled workers and other top global talent.

Meeting higher permanent resident immigration volumes that strike a balance between economic, family and refugee immigration—while maintaining the Department's service delivery standards for the processing of temporary resident, passport and citizenship applications—places pressure on the Department's operational capacity. Minimizing application processing times and meeting service standards requires that the Department continually examine and reallocate resources across its processing network—comprised of domestic and global offices as well as centralized processing centres—and leverage new technologies where possible.

With increased competition for skilled workers across the globe, IRCC continues to align and streamline its processes and efforts both internally and with federal partners to ensure the efficient entry and integration of immigrants into the Canadian economy and society.

Key risks

IRCC's strategic directions, policies and operations are shaped by numerous internal factors, as well as by external factors like emerging world events, partner engagement and capacity, the Canadian and global economic, social and political contexts, and shifting migration trends.

A key risk for IRCC has been managing the scope and pace of continuous changes to the Department's policies, programs and operations over the past decade. These changes have presented opportunities to modernize IRCC's service delivery and workplace, but have equally placed pressures on the Department that challenge its operations and present risks related to IRCC's outcomes, objectives, program integrity and work force.

For example, IRCC holds and manages an extensive inventory of sensitive information. Increased information sharing among countries and other government departments, coupled with the higher frequency and sophistication of malicious cyber threats, put these information holdings at risk of being stolen, inadvertently compromised, lost or improperly shared or managed. As such, IRCC must balance information integrity with access to information rights to safeguard and properly manage and share its information and data.

As the first point of contact for foreign nationals intending to travel to or remain in Canada, IRCC plays a key role in determining eligibility for those seeking admission to Canada and/or facilitate easy and secure travel around the world. The high value placed upon Canadian travel documents, and the ability to enter and remain in Canada temporarily or as a permanent resident, or to become a Canadian citizen, means that IRCC is faced with increasing—and increasingly sophisticated—attempts at defrauding its programs.

Jurisdiction over immigration is shared between federal, provincial and territorial governments, and IRCC increasingly relies on domestic and international partners and third parties to support policy and program development, as well as to deliver its internal and external services. As such, IRCC's ability to deliver services is dependent upon these partners to provide information and fulfil their commitments.

Lastly, IRCC's international network of personnel and infrastructure is at risk from terrorism, political unrest, natural disasters, epidemics, pandemics and war. These types of events can also lead to unpredictable migration flows and may threaten the health and safety of Canadians and IRCC employees, the flow of goods and people, or lead to the temporary closure of IRCC operations. Any of these situations may also require Canada's intervention and specialized supports.

Key risks

Risks	Mitigating strategy and effectiveness	Link to the Department's programs	Link to mandate letter commitments or to government-wide and departmental priorities
<p>1. Scope and pace of change</p> <p>Given the cumulative scope and ambitious pace of change at IRCC, as well as capacity constraints, there is a risk that IRCC may not be able to meet objectives and implement key priorities in support of longer-term outcomes.</p>	<p>Increased innovation through modernization efforts, such as automation and e-tools to improve processing speed and efficiency.</p> <p>Reduced the inventory of permanent resident applications and overall processing times by managing the flow of applications to maximize flexibilities in network capacity.</p> <p>Increased departmental capacity for investment planning and project management, which enhanced alignment of priorities and resources.</p>	All programs	Managing the cumulative impacts of the broad scope and fast pace of change at IRCC is critical to how well the Department delivers on its own priorities as well as those of the government.

<p>2. Management of information and data</p> <p>There is a risk that sensitive IRCC information or personal information that IRCC holds could be stolen, inadvertently compromised, lost or improperly shared or managed, or that IRCC will not be able to access required information or data in a timely manner, which could significantly impact IRCC's service delivery, clients and reputation.</p>	<p>Implemented a Privacy Framework to enhance governance and review the process for managing privacy breaches.</p> <p>Undertook increased information management learning and awareness activities and security sweeps of IRCC offices to enhance the prevention of privacy and data breaches.</p> <p>Implemented a departmental Security and Intelligence Strategy to improve access to the information required to make informed policy and operational decisions.</p> <p>Implemented significant data loss prevention measures to better safeguard IRCC's information holdings.</p>	All programs	The acquisition, safeguarding and proper management of information and data is essential if the Department is to deliver on its own priorities as well as those of the government.
<p>3. Program integrity</p> <p>There is a risk that IRCC will not deliver the right service to the right person for the right reason in a consistent manner, due to an increasingly complex environment.</p>	<p>Implemented modernized tools and used predictive and data analytics and business intelligence reporting for integrated program delivery.</p> <p>Continued to expand and monitor the use of biometrics to verify the identity of all visa- and permit-required temporary and permanent resident travellers seeking entry to Canada.</p> <p>Continued to enhance the security and integrity of the Passport Program while improving service delivery and accessibility through modernization efforts.</p>	All programs	IRCC's programs must maintain strong integrity in order for the Department to deliver on its own priorities as well as those of the government.

<p>4. Reliance on partners and third parties</p> <p>Given that IRCC is dependent on complex relationships to deliver its internal and external services, as well as to support policy and program development, there is a risk that partners and third parties may not engage, deliver services or provide information in an effective and timely manner, which could impact the achievement of IRCC’s priorities and objectives.</p>	<p>Updated memoranda of understanding and information-sharing agreements with a number of provinces, territories and other government departments.</p> <p>Engaged other government department partners to optimize processes and manage competing priorities in order to advance immigration and information-sharing interests.</p> <p>Improved our relationships and efficiency through strengthened governance and communication.</p>	<p>All programs</p>	<p>Partner and third-party relations are critical to the delivery of most of the Department’s priorities as well as the government priorities for which IRCC is responsible.</p>
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<p>5. Severe, prolonged or cumulative emergencies</p> <p>There is a risk that severe, prolonged or cumulative natural disasters, unexpected crises or emergencies, and emerging world events could affect IRCC’s operations or infrastructure in ways that could overburden or shut down its program delivery system, endanger employees and Canadians, permanent or temporary residents, or refugees, have significant financial impacts, and undermine the Department’s and Canada’s reputations.</p>	<p>Continued to actively scan and monitor global events, and to work with partners, to better prepare for potential unforeseen emergency situations requiring IRCC response.</p> <p>Learned from the extraordinary effort to resettle Syrian refugees to apply efficiencies, such as reorganizing the Department’s resettlement functions and workloads and improving the flow of information, to help process future resettlement initiatives.</p>	<p>All programs</p>	<p>Strong management of resources is essential to how well the Department can continue to deliver on its other priorities as well as those of the government during emergency periods.</p>
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Results: what we achieved

Programs³

Program 1.1: Permanent Economic Residents

Rooted in objectives outlined in the [Immigration and Refugee Protection Act^x](#) (IRPA), the focus of this program is on the selection and processing of immigrants who can support the development of a strong and prosperous Canada, in which the benefits of immigration are shared across all regions of Canada. The acceptance of qualified permanent residents helps the Government meet its economic objectives, such as building a skilled work force, addressing immediate and longer-term labour market needs, and supporting national and regional labour force growth. The selection and processing of applications involve the granting of permanent residence to qualified applicants, as well as the refusal of unqualified applicants.

Results

Express Entry – Continual improvement

Launched in 2015, Express Entry was designed to better respond to labour market needs, improve economic outcomes of newcomers and facilitate faster processing by inviting only those candidates who are most likely to succeed in Canada to submit an application for permanent residence. In 2016–2017, the Department invited almost 50,000 candidates to apply for one of the Express Entry permanent residence programs through 27 invitation rounds.

Processing Times

Overall, processing objectives for the economic permanent resident lines of business were met or exceeded. Express Entry continued to meet the six-month service standard (in 80% of cases) through calendar year 2016. Also, processing objectives for 2017 were on target in the first three months of 2017.

In November 2016, the Department also introduced changes to Express Entry to:

- better align job offer requirements and points with Canadian labour market realities, making it easier to attract top talent from around the world. This included providing certain candidates with an exemption from a Labour Market Impact Assessment for their job offer, and adjusting the allocation of points to focus more on those with high human capital and with the potential for strong long-term economic prospects;
- provide for a minimum one-year duration for offers of arranged employment (from an indeterminate period);

³ Supporting information on results, financial and human resources relating to Immigration, Refugees and Citizenship Canada's (IRCC) lower-level programs is available on [Infobase](#).^{xi}

- recognize the value of Canadian education to social outcomes by awarding points for completed college- or university-level study in Canada; and,
- ensure candidates have enough time to complete their application by providing a longer time frame between the receipt of an invitation to apply and the deadline to submit an application for permanent residence.

The Department continues to make improvements to the Express Entry system, and will monitor and update as needed in the future.

Pilot programs – Innovation at work

In March 2017, the Department launched application intake under the Atlantic Immigration Pilot, which is focused on contributing to long-term economic and population growth in the Atlantic Provinces. This Pilot, a key initiative of the Atlantic Growth Strategy, is testing innovative approaches to attract and retain skilled immigrants who will meet labour market needs in this region. As part of the launch of this Pilot, the Department concluded immigration and information-sharing agreements with the four Atlantic Provinces. A distinguishing feature of the Pilot is the increased role of the employer, in partnership with federal and provincial immigrant settlement service provider organizations, in the settlement and retention of newcomer employees and their families.

The Start-up Visa pilot program was launched in April 2013 with the goal of attracting foreign entrepreneurs with the skills to create innovative new companies that can compete on a global scale. Overall positive results of this initiative were highlighted in a November 2016 [evaluation](#).^{xii} Work was undertaken to make the Program permanent, which was [announced in July 2017](#).^{xiii}

Expected results	Performance indicators	2016–17 targets	Date to achieve targets	2014–15 Actual results	2015–16 Actual results	2016–17 Actual results ⁴
Migration of permanent and temporary residents that strengthen Canada's economy ⁵	1. Rank within the Organisation for Economic Co-operation and Development ^{xiv} (OECD) of employment rate for all immigrants	≤ 5	End of each calendar year (CY)	4	7	7
The benefits of immigration are shared across all regions of Canada	2. Percentage of economic permanent resident principal applicants who settle and are retained outside the Montréal, Toronto and Vancouver census metropolitan areas (CMAs) three years after landing	> 40%	End of each CY	45.9%	37.5%	Not applicable (N/A)
Economic immigrants support the labour market	3. Average employment earnings of economic principal	100%	CY 2020	115%	112.27%	N/A

⁴ The second performance indicator for 2014–2015 and 2015–2016 is different from the one presented in subsequent years. In previous years, IRCC reported on the percentage of economic permanent resident principal applicants who settled outside of CMAs. In subsequent years, IRCC measured the percentage of those who settled and are still residing outside of CMAs. The third performance indicator for 2014–2015 is different from the one presented in subsequent years. In 2014–2015, IRCC reported on data collected for the period three to five years after landing. For the fourth and fifth performance indicators, actual results were not reported in the 2014–2015 and 2015–2016 Departmental Performance Reports as they were introduced in 2015–2016.

⁵ This expected result is for both permanent and temporary economic residents programs; however, results are reported under the permanent economic residents program only.

Expected results	Performance indicators	2016–17 targets	Date to achieve targets	2014–15 Actual results	2015–16 Actual results	2016–17 Actual results ⁴
needs of Canada	applicants relative to the Canadian average, five years after landing					
Immigration contributes to Canada's economic growth	4. Percentage of economic permanent resident admissions relative to overall permanent resident admissions ⁶	53.5% ⁷	End of each CY	N/A	62.7%	52.6% ⁸
Canada's labour market needs are strengthened by temporary residents' transitions to permanent residence	5. Number of temporary resident principal applicants who transition to permanent residence in economic immigration categories	TBC based on operational capacity	End of each CY ⁹	N/A	47,861	43,166

⁶ Includes principal applicants from an economic immigration class, as well as any dependent family members who accompany the principal applicant.

⁷ This target was not established for the 2016–2017 Report on Plans and Priorities. A target of 53.5% has since been established following publication of the [2016 Immigration Levels Plan](#).

⁸ In 2016, of a total of 296,341 permanent resident admissions, 156,000 were economic immigrants.

⁹ Throughout this report, when reporting on actual immigration admissions under a fiscal year, admission amounts are based on the prior calendar year. For example, 2015–2016 actual results are based on admissions between January and December 2015. Likewise, 2016–2017 actual results are based on admissions between January and December 2016.

Performance indicator analysis

Indicator 1: According to OECD figures, Canada’s foreign-born employment rate increased slightly from 70% in 2014 to 71% in 2015 (the most recent year for which [OECD data are available](#)^{xv}). While Canada’s rank of seventh place does not meet the target of fifth place or better, the difference between fifth place and seventh place was only 0.1% in 2015. Canada’s overall trend has also been positive, with foreign-born employment gradually increasing from 68.8% in 2010. Increases in other countries’ employment rates and the admission of new members into the OECD have contributed to the lower ranking.

Indicators 2 and 3: Data from the Longitudinal Immigration Database (IMDB), which is the source of information for the second and third indicators, were unavailable for 2016–2017. When the data are available, they will be reported in the 2017–2018 Departmental Results Report.

Indicator 4: The percentage of economic permanent resident admissions relative to the overall permanent resident admissions was 52.6% in 2016. This is lower than the planned target of 53.5%. The general trend in the last 10 years has been an increase in economic admissions, with the exception of 2013 and 2016. In these years, government priorities aimed at refugees and family class immigrants resulted in lower admissions in economic classes.

Indicator 5: In 2016, a total of 43,166 temporary residents transitioned to permanent residence as principal applicants under an economic class program, representing a 10% decrease from 2015. This change is in part related to the 8% decrease in economic admissions from 2015, which was necessary in order to fulfil the commitments to refugee resettlement and family reunification.

Budgetary financial resources (dollars) – Program 1.1

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending	2016–17 Difference (actual minus planned)
44,243,952	44,243,952	52,572,768	48,435,999	4,192,047

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
453	457	4

The variance is mostly due to additional resources provided for the Express Entry system in the context of the approved 2017 immigration levels, for which \$4.5 million was allocated to the Permanent Economic Resident stream.

Program 1.2: Temporary Economic Residents

Rooted in objectives outlined in IRPA, the focus of this program is to establish and apply the rules governing entry into Canada of foreign nationals authorized for temporary work and study. Temporary economic migration enhances Canada's trade, commerce, cultural, educational and scientific activities, in support of our overall economic and social prosperity and national interests. The selection and processing involve the issuance of temporary resident visas, work permits and study permits to qualified applicants, as well as the refusal of unqualified applicants.

Results

Global Skills Strategy

The [Global Skills Strategy](#)^{xvi} was announced in 2016, with the aim of attracting top global talent to Canada. Co-led by Immigration, Refugees and Citizenship Canada and Employment and Social Development Canada (ESDC), the Strategy supports government goals to attract top talent to Canada through faster, two-week work permit processing for specific applicants identified as top talent (IRCC), a dedicated service channel offering enhanced client service (IRCC), work permit exemptions for short-term work and brief academic stays in Canada (IRCC), and a new stream of the Temporary Foreign Worker Program for skilled occupations in shortage and for employers with unique talent needs (ESDC). The Strategy launched on June 12, 2017.

International Students

The Department continued to support government efforts to attract international students to Canada. This has included ongoing engagement with provincial, territorial, federal and educational stakeholders, including reinstating regular engagements with key partners to gather intelligence and input to support attracting international students. Further, the Department continued to promote Canada as a destination for international students, with Canadian missions abroad participating in over 260 promotion and recruitment events targeting potential international students to Canada.

In 2016, there were approximately 267,000 international student entries to Canada; this represents an increase of over 20% from 2015.



International Experience Canada

The Department continued to support reciprocal youth mobility opportunities for Canadian and international youth through [International Experience Canada](#).^{xvii} In 2016–2017, inbound application processing times remained within the [eight-week service standard](#)^{xviii} for 95% of applications completed with all information and supporting documents. Canada also signed a new youth mobility arrangement with San Marino in September 2016.

International Mobility Program and temporary work

In 2016, the Department introduced new facilitation measures under the [International Mobility Program](#)^{xix} to support television and film production, the performing arts and francophone minority communities. In addition, the limit on the number of years that foreign nationals can work temporarily in Canada was eliminated. Together, these actions ensure timely, consistent and flexible access to temporary foreign workers where warranted.

Moreover, the Department, in partnership with ESDC, has taken steps to address recommendations stemming from a September 2016 House of Commons Committee [report](#)^{xx} related to the Temporary Foreign Worker Program, and will continue with efforts to improve this program.

Expected result	Performance indicators	2016–17 targets	Date to achieve targets	2014–15 Actual results	2015–16 Actual results	2016–17 Actual results ¹⁰
Canada benefits from the timely entry of temporary economic residents	1. Percentage of international student applications finalized within the established service standard ¹¹	New: 80% Extensions: 80%	End of each CY	N/A	New: 93% Extensions: 97%	New: 92% Extensions: 96%
	2. Percentage of work permit applications (submitted overseas) finalized within	80%	End of each CY	N/A	90%	90%

¹⁰ For these three performance indicators, actual results were not reported in the 2014–2015 Departmental Performance Reports as the performance indicators were introduced in 2015–2016.

¹¹ The service standard for international student applications submitted outside Canada is within two months, and the service standard for international student applications submitted in Canada is four months. Please visit the “Temporary residence – study” tab on the [IRCC website](#)^{xxii} for further details.

	the established service standard ¹²					
	3. Percentage of International Experience Canada (IEC) applications from foreign nationals finalized within service standards ¹³	100%	End of each CY	N/A	84%	95%

Performance indicator analysis

Indicator 1: In 2016, a total of 92% of new applications and 96% of applications for extensions were finalized within the [established service standard](#).^{xxi} These results are well above the service standard target of 80%. Over the last decade, there has been a considerable rise in applications for study permits; the Department continues to look at ways to respond to higher volumes, improve services and maintain processing times using innovative approaches.

Indicator 2: 90% of work permit applications submitted overseas were finalized within the established service standards. This is much higher than the 80% target, and allows employers timely access to foreign labour when necessary. The Department's move to an integrated network in 2016 has allowed a more equal distribution of the workload which has contributed to more uniformity in achieving operational targets within the network.

Indicator 3: Service standards were met for 95% of IEC applications for work permits during 2016–2017¹⁴—slightly below the target of 100%. The latest figure represents an improvement from the 84% reported in 2015–2016 which was impacted by the transition of IEC application data from a previous data system (Kompass) to the Department's Global Case Management System.

Budgetary financial resources (dollars) – Program 1.2

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending	2016–17 Difference (actual minus planned)
53,069,957	53,069,957	48,264,969	30,418,453	–22,651,504

¹² Service standards for work permit applications submitted overseas (all programs excluding the Live-in Caregiver Program): 80% of applications processed within two months. Please visit the [IRCC website](#)^{xxiii} for further details.

¹³ The service standard reported in the 2016–2017 Report on Plans and Priorities was indicated as 80%; however, the correct service standard is 100% within eight weeks as per the service standard established under the [User Fees Act](#).^{xxiv} Please visit the [IRCC website](#)^{xxv} for further details.

¹⁴ Note that although the IEC performance indicator is monitored and reported based on calendar year activities, finalized applications for work permits are reported by fiscal year in the table above.

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
408	335	-73

The variance is mainly attributable to the following:

- a surplus of \$13.0 million in the Temporary Work Authorization sub-program, primarily due to: delays associated with legal and privacy issues; the sharing of information between departments; delays in IT development; attrition; delays in staffing as well as overseas support inspections; and legal services that did not materialize;
- a surplus of \$3.2 million for revenues in excess of operating expenses for International Experience Canada; and
- the realignment of resources that took place during 2016–2017 to meet operational requirements.

Program 2.1: Family and Discretionary Immigration

IRCC's family and discretionary programs support the Government of Canada's social goals for immigration. The program's objectives are to reunite family members in Canada, and to allow for the processing of exceptional cases. Family Class provisions of IRPA enable Canadian citizens and permanent residents of Canada to apply to sponsor eligible members of the Family Class, including spouses and partners, dependent children, and parents and grandparents. Discretionary provisions in the legislation are used in cases where there are humanitarian and compassionate considerations or for public policy reasons. These discretionary provisions provide the flexibility to approve exceptional and deserving cases not anticipated in the legislation and to support the Government of Canada in its humanitarian response to world events and crises. Eligibility assessment and processing involve the granting of permanent or temporary residence to qualified applicants, as well as the refusal of unqualified applicants.

Results**Spousal applications**

Efforts continued in 2016–2017 to help families build successful lives in Canada. In December 2016, the Department announced a new processing objective of 12 months for most spousal applications. Further, a new, simplified and streamlined application kit was created for all spousal applicants. This included promoting the use of

Reducing Spousal Application Backlogs

The Department continues to address the backlog of spousal applications. Through specific, targeted efforts, it has managed to reduce the number of outstanding applications by over 19,500 (55%) between mid-June 2016 and the end of 2016–2017.

secure online accounts for clients to request information and transmit supporting documentation electronically, resulting in faster processing.

Moreover, the Department eliminated the two-year conditional permanent resident requirement that applied to some spouses seeking to reunite with a Canadian spouse. This change took effect in April 2017.

Family reunification

In 2016–2017, the Department completed regulatory amendments, as well as analysis of potential gender-based impacts, necessary to increase the maximum age for dependants to under 22 from under 19, to ensure more effective support for permanent residents to bring their children to Canada. This change will take effect in October 2017.

In January 2017, the Department introduced a random selection process to facilitate the acceptance of parent and grandparent applications. Ten thousand applications will be accepted for processing in 2017.

Improving service delivery for family sponsorship applicants

As with spousal applications, service improvements were made to the family sponsorship application process, including: simplified information guides and forms to make application preparation easier; increased online communications; and quicker submission of applications by such measures as allowing medical exams to take place after processing has begun, which reduces the likelihood of having to renew expired documents.

Further, a pilot was launched for family class applications, allowing enrolled clients to receive notification via text that their application was received by IRCC. The Department will continue to monitor results in 2017–2018.

Expected result	Performance indicator	2016–17 target	Date to achieve target	2014–15 Actual result	2015–16 Actual result	2016–17 Actual result
Canada reunites families and provides residence for deserving cases in exceptional considerations ¹⁵	1. Number of admissions for total family class, humanitarian and compassionate grounds, and public policy grounds	75,000 – 82,000	End of each CY	71,997	69,911	81,390 ¹⁶

¹⁵ Persons in Canada who would suffer excessive hardship by returning to their home country can apply for permanent residence in Canada. Specific factors, as determined by IRPA, are considered, such as the best interests of any children affected by their application and factors in their country of origin. The “hardship test,” recognized in jurisprudence, helps to determine whether consideration is warranted. “Hardship” must be unusual and undeserved or disproportionate.

¹⁶ Includes Family Class Other (Orphaned – brother, sister, nephew, niece, grandchild and other relatives).

Performance indicator analysis

Indicator 1: In 2016, Canada admitted 81,390 people under the family and discretionary immigration class, exceeding the lower end of the target range by 6,390 admissions, or 8.5%. This is an increase from 69,911 in 2015 and 71,997 in 2014, and is largely due to the government’s focus on family reunification and the fact that higher immigration levels were allocated to this category.

In addition, in support of reuniting families, Canada admitted 60,582 spouses, partners and children, which is within the target range. This is an increase from 49,672 admissions in 2015 and an increase from 48,511 admissions in 2014.

Canada also admitted 17,041 parents and grandparents, which was 959 fewer than the low end of the target range for this program. This is an increase from 15,489 in 2015 and a decrease from 18,150 in 2014.

Lastly, there were 3,875 admissions on humanitarian and compassionate or public policy grounds, exceeding the target range by 275 admissions. This is a decrease from 4,421 admissions in 2015 and a decrease from 5,336 admissions in 2014.

Budgetary financial resources (dollars) – Program 2.1

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending	2016–17 Difference (actual minus planned)
36,932,907	36,932,907	51,166,614	50,199,614	13,266,707

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
433	588	155

The variance is mostly due to the necessary resources required to reduce processing times and achieve higher admissions, a priority stated in the Minister’s Mandate Letter. “Total authorities available for use” includes an additional \$19.5 million received through Supplementary Estimates to address these priorities.

The remaining variance is explained by the realignment of resources that took place during 2016–2017 to meet operational requirements.

Program 2.2: Refugee Protection

The Refugee Protection Program is in the first instance about saving lives and offering protection to the displaced and persecuted. Overseas, refugees and persons in refugee-like situations are selected by Canadian visa officers to be resettled as permanent residents to Canada. Flowing from Canada's international and domestic legal obligations, the in-Canada asylum system evaluates the claims of individuals seeking asylum in Canada and grants protected person status when a positive decision is rendered by the [Immigration and Refugee Board of Canada](#)^{xxvi} (IRB), an independent, quasi-judicial tribunal.

Results

Refugee resettlement

In 2016, Canada welcomed over 46,000 refugees of various nationalities, exceeding its refugee resettlement levels plan by 1,200 refugees. Canada welcomed 23,619 government-assisted refugees, 4,439 refugees under the Blended Visa Office-Referred Program, and 18,644 privately sponsored refugees. Canada was able to exceed its 2016 levels plan in large part due to the overwhelming support of Canadians and private sponsors who assisted in the resettlement of Syrian refugees, approximately 43,000¹⁷ of whom have been welcomed to Canada since November 2015. In addition, the Department completed a [rapid impact evaluation](#)^{xxvii} to assess the initial 25,000 Syrian refugee commitment to determine early outcomes.

Canada's Syrian commitment helped support international discussions about what more could be done to protect those displaced by conflict. For example, Canada is also keenly engaged in supporting the promotion of the private sponsorship model to other countries and to this end is a partner in the [Global Refugee Sponsorship Initiative](#).^{xxviii} In 2016–2017, the Department developed and initiated a technical assistance program for interested countries and began work on a comprehensive set of web-based training modules.

Privately Sponsored Refugees

A new intake management strategy for privately sponsored refugees was announced in December 2016. This strategy, along with a relatively high admission target for privately sponsored refugees, aims to reduce backlogs and to achieve a processing time of 12 months in 2019.

During and following the resettlement of Syrian refugees, the Department consulted with stakeholders to determine lessons learned, primarily to inform resettlement and settlement policy and programming, and to share best practices. Furthermore, the Department continued to engage with the numerous stakeholders involved in the resettlement and integration of Syrian refugees, including ensuring that partner organizations were ready to support the approximately 33,600 Syrian refugees who arrived in 2016.

¹⁷ Data are as of March 2017.

The Department resettled over 400 vulnerable persons by March 31, 2017, as part of the Government of Canada’s commitment to resettle 1,200 survivors of Daesh in 2017. The Department continues to resettle other refugees across the globe, including Congolese and Eritrean refugees, as part of ongoing multi-year resettlement commitments, as well as those identified by Canada’s private sponsors.

In-Canada asylum

In 2016–2017, the number of people who claimed asylum in Canada increased significantly. The Department continues to work closely with all federal organizations responsible for delivering the in-Canada asylum system to ensure that protection is provided to claimants determined to be refugees under established definitions, and that Canada’s laws and international commitments are respected.

IRCC accepted all recommendations put forward in the [2016 Evaluation of the In-Canada Asylum System Reforms](#),^{xxix} which found that while reforms from 2012 to the in-Canada asylum system were generally implemented effectively, there were opportunities to improve practices to ensure longer-term achievement of reform objectives. An action plan was developed to implement changes in response to these recommendations.

Expected result	Performance indicator	2016–17 target	Date to achieve target	2014–15 Actual result	2015–16 Actual result	2016–17 Actual result
Canada protects refugees in need of resettlement	1. Percentage of resettled refugees in the world that Canada resettles (dependent on actions of other countries)	8–12%	End of each CY	11.7%	15%	22%

Performance indicator analysis

Indicator 1: In 2016, Canada resettled 28,058¹⁸ of the approximately 125,600 [United Nations Refugee Agency](#)^{xxx} (UNHCR)–referred refugees resettled in receiving countries that year.

¹⁸ There are an additional 18,644 privately sponsored refugees resettled in Canada in 2016 that are not counted in this total as they are not UNHCR-referred refugees.

Budgetary financial resources (dollars) – Program 2.2

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending	2016–17 Difference (actual minus planned)
28,013,358	28,013,358	79,543,726	54,854,685	26,841,327

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
300	417	117

The variance is mainly due to the following items:

- an additional \$12.4 million to process 10,000 Syrian government-assisted refugees announced by the government;
- \$5.2 million for the one-year renewal of the Ministerial Review and Intervention Pilot Program;
- \$7.3 million for the Government’s response to the Syrian refugee crisis (25,000); and
- the realignment of resources that took place during 2016–2017 to meet operational requirements.

Program 3.1: Newcomer Settlement and Integration

In accordance with the [Canadian Multiculturalism Act](#),^{xxxii} the [Employment Equity Act](#)^{xxxii} and IRPA, programming is developed based on policies that support the settlement, resettlement, adaptation and integration of newcomers into Canadian society. Ultimately, the goal of integration is to encourage newcomers to contribute to Canada’s economic, social, political and cultural development. All permanent residents are eligible for settlement and integration programs. Programming is delivered by third parties (including provincial and municipal governments, school boards and post-secondary institutions, settlement service organizations and other non-governmental actors, and the private sector) across the country.

Results

Settlement Program

In 2016–2017, the Department funded over 500 organizations across Canada and overseas to provide a variety of settlement services to more than 400,000 clients in 2016–2017, including over 111,000 clients who received language training. Clients also received a variety of other services, such as needs assessment, information and orientation, employment services, community connection services, and others. Clients from all immigration categories such as economic immigrants and their spouses, family class, and those who landed as refugees, including the Syrian cohort, received settlement services.

The Department continued to work with provincial and territorial partners to improve newcomer settlement outcomes.

Through the Federal-Provincial-Territorial (FPT) Settlement Working Group, all parties continued to advance “Helping Immigrants Succeed – an FPT Action Plan.” The action plan aims to comprehensively address challenges faced by newcomers with social connections, employment fit, recognition of foreign qualifications and official languages.

In addition, the Department achieved consensus with provinces and territories on the Pan-Canadian Language Strategy aimed to improve the design and delivery of English and French language programming for adult immigrants.

Settlement Outcomes

Results of a 2016 survey of newcomers to Canada who accessed settlement services between 2013 and 2015 demonstrated positive outcomes for clients:

- 91% of respondents reported being able to make informed decisions about life in Canada;
- 88% of respondents reported using one of Canada’s official languages to function and participate in Canadian society; and
- 93% of respondents reported participating in Canadian society in the last year (e.g., work force participation, engagement in their community).

Grant to Quebec

Canada provides funding to Quebec for the delivery of settlement and resettlement programming. Each year, both parties assess the alignment of services provided to ensure consistency of services. In 2016–2017, the review concluded that services provided to newcomers in the province are comparable to the rest of the country.

Resettlement Assistance Program

The Resettlement Assistance Program (RAP) provides direct financial support and funds immediate and essential services for RAP clients, including government–assisted refugees and persons in refugee-like situations admitted to Canada under a public policy consideration or on humanitarian and compassionate grounds.

In 2016–2017, the Department funded through RAP, 41 organizations in 37 communities across Canada to provide direct services to refugee clients, which include port of entry services, assistance with temporary accommodations, help locating permanent accommodations, orientations on financial and non-financial topics, life skills training, and links to settlement programming and mandatory federal and provincial programs. During the year, the Department successfully expanded the network of RAP service provider organizations to an additional 14 communities across Canada. The Department also funded other domestic and international initiatives in support of the resettlement program, including a national RAP conference that assembled service provider, academic, and government delegates to share promising practices in meeting the initial settlement needs of refugees. The Department reached 30,211 clients with RAP services in 2016–2017 and provided over 10,000 families with income support, ensuring a smooth initial transition to Canada. A 2016 [Resettlement Evaluation](#)^{xxxiii} found the immediate and essential needs of resettled refugees were generally being met through RAP services, but noted that RAP income support levels were inadequate to meet essential needs of refugees. The majority of refugees surveyed had received the required services in a timely and accessible manner and had gained necessary skills for daily living in Canada. In response to the evaluation’s recommendations, the Department embarked on a review of income support levels to ensure adequate resources are provided to RAP clients.

Expected result	Performance indicators	2016–17 targets	Date to achieve targets	2014–15 Actual results	2015–16 Actual results	2016–17 Actual results ¹⁹
Newcomers ²⁰ contribute to Canada's economic, social and cultural development	1. Percentage difference of labour force participation of newcomers residing in Canada 10 years or less, in comparison with the Canadian-born population (for core working age of 25–54 years)	A difference of no more than 12% below the Canadian-born average	End of each CY	N/A	9.9% below the Canadian-born average	8.7% below the Canadian-born average
	2. Percentage difference of newcomers who are 15 years and older, who in the past 12 months volunteered—or participated at least monthly—in a group, association or organization, in comparison with the Canadian-born population	A difference of no more than 10% below the Canadian-born average	2020	N/A	7.6% below the Canadian-born average	7.6% below the Canadian-born average
	3. Percentage difference of newcomers residing in Canada 10 years or less, who are 15 years and older and who have a somewhat strong or a very strong sense of belonging to Canada in comparison with the Canadian-born population	A difference of no more than 1% below the Canadian-born average	2019	N/A	1.5% above the Canadian-born average	1.5% above the Canadian-born average

¹⁹ For these three performance indicators, actual results were not reported in the 2014–2015 Departmental Performance Reports as the performance indicators were introduced in 2015–2016. For indicator two and three, data are available on a rotating cycle based on the General Social Survey (Giving, Volunteering and Participating, and Social Identity) schedule.

²⁰ Newcomers are defined as individuals who came as immigrants and continue to reside in Canada for a maximum of 10 years.

Performance Indicator Analysis

Indicator 1: Newcomers' contribution to Canada's economic development, as measured by labour force participation, has been trending upward (that is, the difference, or gap, between the newcomer participation rate and the Canadian-born participation rate is closing) over the last two years and has exceeded the established target. This indicates that the gap between newcomers and those who are Canadian-born is narrowing for this particular population.

Indicator 2: The data for this indicator are only available on a rotating cycle based on the General Social Survey (GSS), (Giving, Volunteering and Participating). The next release date is [expected to be 2020](#).^{xxxiv} This result was first reported in the [2015–2016 Departmental Performance Report](#).^{xxxv}

Indicator 3: As for the second indicator, data for this indicator is also sourced from the GSS (Social Identity), with the next release date [expected to be 2019](#).^{xxxvi} This result was first reported in the 2015–2016 Departmental Performance Report.

Budgetary financial resources (dollars) – Program 3.1

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending	2016–17 Difference (actual minus planned)
1,174,026,452	1,174,026,452	1,333,562,321	1,220,648,602	46,622,150

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
368	356	-12

The vast majority of the budget for newcomer settlement and integration consists of transfer payment funding to service provider organizations, refugees that receive income support or the Quebec government for the Canada-Quebec Accord on Immigration.

The variance of \$46.6 million compared to planned spending can be attributed to increases in funds to support permanent residents as part of Levels 2016, increased payments to the Quebec government for the Canada-Quebec Accord on Immigration, as well as transfer payment funding for the 10,000 government-assisted refugees.

Through 2016–2017 Supplementary Estimates, IRCC accessed a net \$157.3 million in transfer payment funding to cover this increase in cost. The remainder was either reprofiled to future years (\$60.4 million), or lapsed, as follows:

- \$23.3 million for Syria, resulting from the overachievement of the Blended Visa Office-Referred Program refugee targets versus government-assisted refugees within the 10,000 Syrian refugee framework and from the lower needs of international and local service providers; and
- \$28.3 million for resettlement and settlement programs.

Program 3.2: Citizenship for Newcomers and All Canadians

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

Results

Citizenship Act amendments

In 2016–2017, the Department focused on supporting Bill C–6, [An Act to Amend the Citizenship Act](#)^{xxxvii} to fulfil the Government's commitment to provide for greater flexibility in meeting citizenship requirements and to repeal certain elements of the Citizenship Act. Bill C-6 received Royal Assent on June 19, 2017, and the Department will focus on its implementation in 2017–2018, including the development of regulations.

These legislative changes and increases in annual immigration levels of permanent residents (many of whom seek Canadian citizenship) are expected to create increased volumes for citizenship applications. The Department continues to prepare for expected surges in citizenship applications to ensure services are delivered within existing [service standards](#).^{xxxviii}

Updates to the citizenship guide and test, and Oath of Citizenship

In 2016–2017, the Department worked on updating the citizenship guide, which is the official study guide for those taking the citizenship test. Many of the modifications made to the text were in response to recommendations stemming from the [2015 Truth and Reconciliation Commission \(TRC\) Calls to Action](#).^{xxxix} This included adding more information on the history of the diverse Indigenous peoples of Canada, and information about treaties and the history of residential schools. The Department worked in collaboration with other government departments and many stakeholders outside the government to develop the text, including the three national Indigenous organizations. The test questions based on the citizenship study guide content will be updated following the revision of the study guide.

In response to another TRC Call to Action, the Department has continued to engage with Indigenous and Northern Affairs Canada, the three national Indigenous organizations, and other external citizenship-focused stakeholders to modify the Oath of Citizenship to include a reference to respecting treaties with Indigenous peoples. Changing the Oath will require legislative amendments, which the Department aims to introduce in 2018.

Citizenship application processing times

The Department continues to meet its service standard of processing 80% of its citizenship applications received after April 1, 2015, within 12 months. Further, the Department continues to test new approaches to improve on citizenship processing times.

Audit of the Citizenship Program

In 2016, the Office of the Auditor General of Canada completed an [audit of the Citizenship Program](#).^{xi} The audit recommended that the Department improve operational activities in order to better detect and document fraud risks, which the Department implemented. Further, in October 2016, the House of Commons Standing Committee on Public

Accounts released a [committee report](#)^{xii} on this audit, including recommendations, for which the government provided [its response](#),^{xiii} reaffirming its commitment to ongoing enhancements of program integrity practices.

Citizenship Applications

In 2016–2017:

- Over 116,000 citizenship application decisions were made, representing 75% of the target;
- Over 90% of new citizenship applications were processed within 12 months;
- The outstanding citizenship application inventory decreased by 11%, to a balance of 72,800 applications, from the previous year; and
- Over 58,500 citizenship proof applications were assessed, representing 106% of the target.

Expected results	Performance indicators	2016–17 targets	Date to achieve targets	2014–15 Actual results	2015–16 Actual results	2016–17 Actual results
Canadian citizenship is a valued status: newcomers have a desire to become Canadian, and established Canadians are proud of their citizenship	1. Take-up rates of citizenship among eligible newcomers	≥ 75%	End of each CY	85.6%	85.6%	85.6%
	2. Percentage of Canadians who are proud to be Canadian	≥ 80%	End of CY 2018	N/A ²¹	87%	87%

²¹ This indicator did not form a part of the 2014–2015 Performance Measurement Framework, therefore no data was reported for that year.

The integrity of Canadian citizenship is protected	3. Percentage of applicants referred to a citizenship hearing with judges and/or citizenship officers to protect the integrity of citizenship	5–10% ²²	End of each fiscal year (FY)	5%	4.6%	5.1%
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Performance Indicator Analysis

Indicator 1: Canadian citizenship continues to be a valued status with a high degree of permanent residents choosing to naturalize. The data for this indicator are collected through the Census and are available every five years.²³ This result was first reported in the [2014–2015 Departmental Performance Report](#).^{xliii}

Indicator 2: The data for this indicator is only available on a seven-year cycle with the next General Social Survey (GSS) on this topic planned for 2020. This result was first reported in the 2015–2016 Departmental Performance Report.

Indicator 3: In 2016–2017, of the applications for citizenship received, 5.1% were referred to a citizenship hearing with a citizenship judge or a citizenship officer. The result is in line with the baseline established and is slightly higher than the result from the previous year. Minor fluctuations in the percentage of applicants referred for a hearing is expected. The results will continue to be monitored to ensure an appropriate number of applicants are invited to a hearing with a judge or a citizenship officer to verify that they meet the requirements to become a Canadian citizen.

²² The target is based on trends from previous years and not on quotas to be achieved. IRCC cannot control the volume of referrals to citizenship judges.

²³ Updated data is expected with the release of immigration-related information from the 2016 Census, expected in October 2017.

Budgetary financial resources (dollars) – Program 3.2

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending	2016–17 Difference (actual minus planned)
62,018,218	62,018,218	67,482,317	66,260,930	4,242,712

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
774	844	70

The variance is explained by the realignment of resources that took place during 2016–2017 to meet operational requirements.

Program 3.3: Multiculturalism for Newcomers and All Canadians

The Multiculturalism Program was transferred to the Minister of Canadian Heritage on November 4, 2015. Therefore, IRCC no longer reports on performance results or financial allocations.

Program 4.1: Health Protection

This program aims to provide effective immigration health services to manage the health aspect of migrant entry and settlement to Canada, and facilitate the arrival of resettled refugees to Canada and their integration while contributing to the protection of the health and safety of all Canadians and contributing to the maintenance of sustainable Canadian health and social services.

The program aims to evaluate health risks related to immigration and coordinate with international and Canadian health partners to develop risk management strategies and processes to assess the health risks posed by applicants wishing to immigrate to Canada. The strategies, processes and interventions are intended to reduce the impact of the risks identified on the health of Canadians and on Canada's health and social services.

Results**Interim Federal Health Program**

The [Interim Federal Health \(IFH\) Program](#)^{xliv} was fully restored in 2016–2017. The restored Program provides temporary and limited health-care coverage to all eligible beneficiaries in Canada, and is an important step in improving health outcomes for refugees and asylum claimants.

On April 1, 2017, the Department launched new [pre-departure medical services](#)^{xlv} for resettled refugees destined to Canada. Services include an immigration medical examination, certain pre-departure vaccinations aligned with Canadian guidelines, services to manage disease outbreaks in refugee camps, and medical supports during travel to Canada.

Actions following the Evaluation of the Health Screening and Notification Program

Further to the 2015 [Evaluation of the Health Screening and Notification Program](#),^{xlvi} in 2016–2017, IRCC advanced work on information-sharing agreements with provinces and territories and made recommendations to Migration Five (formerly the Five Country Conference) for alignment of vaccine programs and services. The Department also began a fundamental review of the excessive demand provision, engaging with provinces and territories as well as various stakeholders; expected completion of the review is in 2017–2018. In addition, the Department finalized the implementation of a centralized medical admissibility unit to standardize and coordinate medical assessments for medically inadmissible cases, to centralize all complex medical files, and to provide advice on the medical admissibility of applicants.

E-notification

In 2016–2017, the e-notification system was launched to expedite the process of notifying provincial and territorial health authorities of the arrival of individuals requiring medical surveillance. The Department continued to monitor implementation and system issues, including through regular discussions with provincial and territorial partners.

Monitoring of global health occurrences

As part of continued collaborative efforts to protect public health in Canada, the Department monitored health occurrences around the world. This included reviewing periodic reports by the [World Health Organization](#)^{xlix} and monitoring evolving health situations such as the spread of the Zika virus, influenza, tuberculosis and measles.

Immigration Medical Examinations* and Assessments

In 2016–2017:

- Over 606,000 medical assessments were completed;
- 1,120 cases were deemed inadmissible due to health conditions that were likely to be a danger to public health or public safety or cause excessive demand on Canadian health and social services; and
- 10,500 cases of active or inactive tuberculosis were found during immigration medical examinations; 83% overseas and 17% in Canada. Cases of active tuberculosis were referred for treatment and cases of inactive or treated tuberculosis were admitted to Canada subject to [medical surveillance](#).^{xlvii}

*See [the IRCC website](#)^{xlviii} for more information on who must undergo an Immigration Medical Examination.

Expected results	Performance indicators	2016–17 targets	Date to achieve targets	2014–15 Actual results	2015–16 Actual results	2016–17 Actual results
Immigration health services are in place to protect public health and public safety, as well as the burden on the health system	1. Percentage of permanent residents with a valid immigration medical assessment (IMA) ²⁴ at landing	100%	End of each CY	N/A ²⁵	97.5%	97.8%
Eligible clients receive coverage for health services under the IFH Program	2. Percentage of eligible clients who receive health coverage under the IFH Program	100%	End of each CY	99.7%	98.4%	99%

Performance indicator analysis

Indicator 1: Of the 296,341 individuals who became permanent residents in 2016, 97.8% of clients had valid IMAs, which is consistent with previous years. Most of the remaining 2.2% are live-in caregivers who are foreign nationals who have previously undergone health screening prior to their arrival in Canada as part of the processing of their temporary foreign worker application, and have applied for permanent resident status within Canada. Although their previous IMAs have expired, they are not required to submit to a new medical examination, as per regulatory changes to the Live-in Caregiver Program that came into force on April 1, 2010.

Indicator 2: From October 1, 2015 to September 30, 2016, a total of 19,948 of the 20,135 eligible refugee claimants (99.1%) received an IFH Program eligibility certificate. A further 152 clients (0.7%) abandoned or withdrew their claim for refugee status before a certificate was issued, and the remaining 35 cases (0.2%) were situations where clients may have had access to other health-care coverage, such as a provincial or territorial plan. Results show that over the last few years, the percentage of eligible clients who receive health coverage under the IFH Program has remained close to 100%.

²⁴ An IMA is an assessment of the immigration medical examination (IME) conducted by IRCC health adjudicators or medical officers. An IME is the immigration medical examination to which migrants are subject and which is performed by designated panel physicians worldwide.

²⁵ This indicator did not form part of the 2014–2015 Performance Measurement Framework, therefore no data was reported for that year.

Budgetary financial resources (dollars) – Program 4.1

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending	2016–17 Difference (actual minus planned)
75,135,278	75,135,278	89,089,079	84,486,400	9,351,122

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
80	79	-1

The variance between planned and actual spending is mainly due to the following items:

- \$10.0 million to cover incremental costs of the IFH Health Program due to the increase in asylum seekers, who require health-care benefits until their status is determined, and/or they leave the country.
- \$3.9 million for the 10,000 government-assisted refugees announced by the government.
- The funding for these items, which was accessed through Supplementary Estimates, was offset by a surplus of \$4.4 million in the IFH Program.

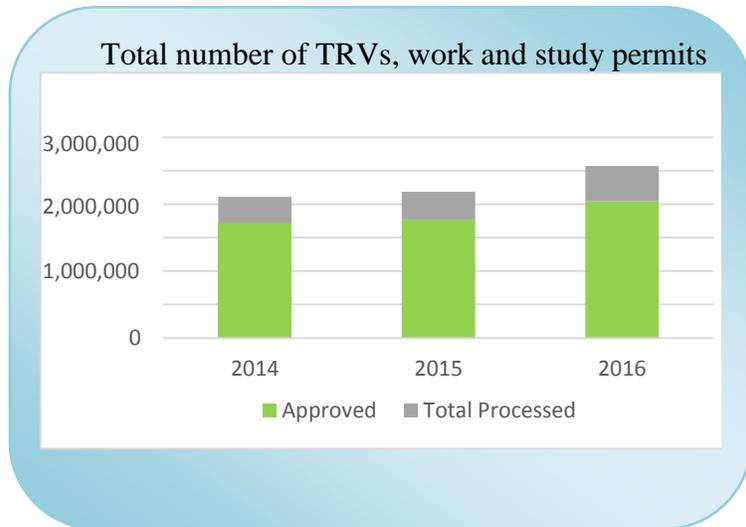
Program 4.2: Migration Control and Security Management

IRCC facilitates the travel of bona fide permanent residents, visitors, students and temporary workers while protecting the health, safety and security of Canadians by effectively managing migration access. This is accomplished through a variety of policy and operational measures, including through the establishment of visa and other document entry requirements and otherwise maintaining the policy framework for terms and conditions of entry, admissibility criteria, anti-fraud measures, negotiations of bilateral and multilateral information sharing agreements and treaties, as well as setting identity management practices. IRCC also provides assistance to illegal migrants who are deemed destined to Canada, to return them to their home country of origin. Strategic partnership engagements with security and public safety-related departments are another essential component of this program.

Results

Welcoming temporary residents

The Department facilitates the entry of temporary residents to Canada, including foreign nationals who require a temporary resident visa (TRV), and those from visa-exempt countries, along with those who are issued work or study permits. Collectively, temporary residents contribute to Canada’s economic development by filling gaps in the labour market, enhancing trade, purchasing goods and services, and increasing cultural links.



The number of TRVs and work and study permits issued by the Department has been steadily increasing, and surpassed 2 million in 2016. Also in 2016, the Department issued approximately 1.26 million multiple-entry visas which are valid for up to 10 years; these visas allow applicants from visa-required countries to travel to Canada more frequently and on their own schedules. As of the end of 2016, citizens from 146 countries and territories required a TRV to enter Canada, while citizens from 52 countries and territories were visa-exempt (able to enter Canada without a TRV).

Since November 2016, visa-exempt foreign nationals flying to or transiting through Canada need an Electronic Travel Authorization (eTA)²⁶ to fly to or pass through a Canadian airport, unless specifically exempted from this requirement.

Together, Canada’s visa and eTA requirements ensure that foreign nationals requiring one of these documents to enter Canada are identified and screened for admissibility before travel to Canada.

In December 2016, Canada lifted the visa requirement for citizens of Mexico to facilitate increased business opportunities, trade and investment for Canadians and Mexicans. In collaboration with federal partners, the Department continues to monitor travel volumes, asylum claims and enforcement action taken.

²⁶ An eTA is a new entry requirement for visa-exempt foreign nationals flying to or transiting through Canada. The authorization is electronically linked to a traveller’s passport and is valid for five years or until the passport expires, whichever comes first.

Making travel to Canada secure

Canada collects biometric information (that is, fingerprints and digital photographs) from certain foreign nationals, in particular deportees, asylum claimants, overseas refugee resettlement applicants, and foreign nationals from select countries seeking a TRV to enter Canada. Biometric information improves immigration application decision making by confirming the identity of foreign nationals. Ultimately, this reduces security risks and helps to facilitate the flow of low-risk travellers.

In 2016–2017, the Department enacted regulations for automatic biometric-based information sharing with Australia, New Zealand and the United Kingdom. Automated information sharing will help counter identity fraud, strengthen identity confirmation and inform immigration decisions. A biometric-based immigration information-sharing agreement is already in place with the United States.

Providing for more gender options

In 2016–2017, the Department undertook initial efforts to determine the most effective way to develop and implement policy change requirements to allow for a gender (X) option on Canadian travel documents. Efforts will continue into 2017–2018 to support the full implementation of the new marker, including temporary measures to accommodate clients who wish to obtain an X. [An announcement of this change took place in August 2017.](#)¹ This change is part of the Government of Canada's ongoing review of sex and gender policies across departments and agencies.

Evaluation of Temporary Resident Permits²⁷

In December 2016, IRCC completed an [Evaluation of Temporary Resident Permits \(TRPs\)](#).ⁱⁱ Overall, the results show that TRPs continue to be vital instruments in furthering Canada's national and international objectives while ensuring the health, safety and security of the Canadian population. The Department committed to address recommendations, which were primarily focused on improving internal processes, in 2016–2017, and will continue in future years to address all of them.

²⁷ A TRP is a document that authorizes a person who is inadmissible or does not meet the requirements of the Immigration and Refugee Protection Act or Regulations either as a temporary resident or as a permanent resident to enter or remain in Canada.

Expected result	Performance indicators	2016–17 targets	Date to achieve targets	2014–15 Actual results	2015–16 Actual results	2016–17 Actual results ²⁸
A managed migration of people to Canada that facilitates the movement of legitimate travellers, while denying entry into Canada at the earliest point possible to those who pose a safety or security risk, or are otherwise inadmissible under IRPA	1. Number of program integrity exercises reported	≥ 50	End of CY 2018	N/A	N/A	50
	2. Number of TRV, study and work applications (persons) assessed	TBC based on operational capacity	End of each CY	2,110,239	2,185,560	2,571,950
	3. Number of eTA applications assessed	3.2 million	End of each CY	N/A	N/A	2,612,830
	4. Number of permanent resident applications (persons) assessed	TBC based on operational capacity	End of each CY	302,469 (Includes withdrawn)	341,805 (Includes withdrawn)	334,018 (Includes withdrawn)
	5. Percentage of applicants whose criminal history (in Canada) was revealed using biometric screening	TBD based on baseline established in 2019–20	End of CY 2020 ²⁹	1.5%	2.2%	2.8%

Performance indicator analysis

Indicator 1: Program integrity exercises assess whether IRCC processing decisions are consistent, documented and in line with policy and legislation. They also identify or confirm fraud concerns and contribute to the continuous improvement of programs and services delivered by IRCC.

In 2016, IRCC completed 50 program integrity exercises. As application volumes continue to rise year after year, there is increased pressure to find processing efficiencies while preserving safety and security, and maintaining public confidence in IRCC programs. Program integrity exercises support IRCC's ability to respond to increasing demand while effectively addressing integrity risk.

Indicator 2: Canada continues to be a popular destination to visit, work and study temporarily. The number of temporary resident visa, study and work permit applications assessed jumped from 2,110,239 in 2014 to 2,571,950 in 2016, an increase of 21.9%.

²⁸ Result and indicators under Program 4.2 have been modified beginning in the 2016–2017 reporting cycle. Historical data are shown for many of the indicators but, given the fact that they are new indicators, they have not been published in previous performance reports.

²⁹ This indicator will be reported by calendar year in order to be aligned with the other Program 4.2 indicators.

The increase in the number of temporary residence applications is partly due to the innovative government initiatives put in place since 2014. For example, international students now have opportunities to work off-campus and apply for work permits under the Post-Graduate Work Permit Program. Other incentives include the three new Labour Market Impact Assessment exemptions (TV and film, performing arts, and Mobilité francophone).

Indicator 3: In 2016, a total of 2,612,830 eTA applications were assessed. Given that the program is new, long-term trends are not yet available.

The eTA initiative is a key commitment intended to strengthen mutual Canada-United States security by addressing potential threats as early as possible outside the North American perimeter while facilitating the entry of legitimate travellers.

The eTA launched on August 1, 2015, and became a mandatory entry requirement on March 15, 2016. To ensure no travel disruptions, IRCC implemented a leniency period from March 15 to November 9, 2016. As of November 10, 2016, the eTA requirement has been enforced at check-in for flights to Canada. Applications for eTA are steady, with volumes peaking prior to traditional travel seasons.

Indicator 4: In 2016, a total of 334,018 people had their applications assessed for permanent residency. These included persons that may have withdrawn their applications during the application process.

Indicator 5: The percentage of applicants whose criminal history (in Canada) was revealed using biometric screening remained fairly stable from 2015 to 2016. It is plausible that as the use of biometrics becomes better known, applicants with a criminal history in Canada may be more inclined to either declare their criminality up front on the application form or else are more deterred from applying. Fingerprints are securely transmitted to the Royal Canadian Mounted Police for storage and query against records of known criminals, past refugee claimants, persons previously deported, and prior immigration applicants. The results provide valuable information to immigration officers which supports the admissibility decision-making process.

Budgetary financial resources (dollars) – Program 4.2

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending	2016–17 Difference (actual minus planned)
154,340,892	154,340,892	147,384,323	122,488,481	-31,852,411

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
946	1,007	61

The variance is mainly due to delays in the implementation of the biometric expansion and the Entry/Exit initiatives, as well as less spending than anticipated for elements included in the Beyond the Border initiative. The difference is largely composed of non-salary expenses, which have no impact on the number of full-time equivalents (FTEs).

Program 4.3: Canadian Influence in International Migration and Integration Agenda

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

IRCC works closely with bilateral partners to ensure the effective management of migration and administration of immigration laws through an exchange of information, including biometric data. This international migration policy development helps Canada advance its interests with respect to international migration as well as meet its international obligations and commitments.

IRCC supports international engagement and partnerships through membership in and contributions to such organizations as the International Organization for Migration, Regional Conference on Migration, the UNHCR, the Migration Five, the [Global Forum on Migration and Development](#),^{lii} and the [Intergovernmental Consultations on Migration, Asylum and Refugees](#).^{liii} The program uses transfer payment funding for the following: Migration Policy Development Program (grants), and membership in the International Organization for Migration (annual assessed contributions) and the International Holocaust Remembrance Alliance (IHRA) (annual assessed contributions) formerly called the Task Force for International Cooperation on Holocaust Education, Remembrance and Research (ITF).

Results

Global compacts

The Department continued to represent Canada as an international leader on migration policies and responsibility sharing on refugees.

For example, in collaboration with other federal departments, the Department led the development of Canada’s position for the launch of the consultation process toward the Global Compact for safe, regular and orderly migration. The Department also formed an advisory group of migration experts to ensure meaningful consultations in formulating Canada’s positions.

Global Refugee Sponsorship Initiative

In December 2016, Canada launched the Global Refugee Sponsorship Initiative. This initiative seeks to promote Canada’s unique approach to private refugee sponsorship by promoting and supporting this model in community-based sponsorship programs around the world.

In 2016–2017, the Department also actively contributed to the development of a Global Compact on Refugees and the Comprehensive Refugee Response Framework, which support the UNHCR in its leadership role. As part of this effort, the Department supported the development of positions, statements and input to resolutions as well as consultations with civil society.

Engagement with partners in the Americas

Canada continued to work with partner countries in the Americas on various migration and refugee-related matters. The Department supported Canada's efforts to share best practices on refugee status determination with the United States and Mexico. Also, in 2016–2017, officials from Canada worked with counterparts from Mexico to address matters related to irregular migrants, and cooperation following the lifting of the visa requirement for citizens of Mexico in December 2016.

In addition, Canada worked with the UNHCR's Working Group on Resettlement and Integration to establish a common framework for resettlement countries to measure outcomes.

Expected result	Performance indicator	2016–17 target	Date to achieve target	2014–15 Actual result	2015–16 Actual result	2016–17 Actual result
Canadian positions on managed migration, integration and international protection are advanced in international fora	1. Percentage of decisions/reports from international meetings and fora identified as important ³⁰ that reflect the delivered IRCC migration-related position	90%	End of each FY	92%	100%	90%

Performance Indicator Analysis

Indicator 1: In 2016–2017, IRCC attended 21 meetings identified as important, of which 19 resulted in outcomes that were favourable to Canadian positions on migration. Canada's approach to migration is to be open, accepting and generous, while not compromising security. Of particular note, the Department led negotiations of the modalities for the Global Compact on Migration and was able to influence much of that document and the process going forward.

³⁰ International meetings or fora are defined as important if they provide an opportunity to advance a position that furthers the objectives in IRCC's International Strategy or annually defined priorities.

Budgetary financial resources (dollars) – Program 4.3

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending	2016–17 Difference (actual minus planned)
5,908,956	5,908,956	6,829,759	6,749,459	840,503

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
34	33	-1

The variance is explained by the realignment of resources that took place during 2016–2017 to meet operational requirements.

Program 4.4: Passport

IRCC is accountable for the Passport Program, and collaborates with Service Canada and Global Affairs Canada to provide passport services that enable eligible Canadian travellers to access other countries. Through an extensive service delivery network in Canada and abroad, the program disseminates information, collects and processes Canadian travel document applications, authenticates applicants' identity and determines eligibility, and issues secure Canadian travel documents. The program also performs activities to ensure that fraud and misuse of travel documents are prevented and detected. The Canadian passport is an internationally recognized and respected travel and identification document for Canadians who travel abroad, and is relied upon in Canada and by foreign governments to support the bearer's claim to Canadian citizenship. The program operates on a full cost-recovery basis from fees charged for travel document services. Fees are collected in the Passport Program Revolving Fund³¹ and are efficiently managed to ensure value-for-money for Canadians.

³¹ Under the [Directive on Charging and Special Financial Authorities](#),^{liv} a revolving fund is defined as a funding mechanism in which revenues remain available in order to finance continuing operations without fiscal year limitations. In the Government of Canada, these are used as alternative means of providing funding for specific purposes, and are appropriate for large, distinct activities that provide client-oriented services where costs can be financed from revenues over a reasonable business cycle.

Results

A more modern and accessible service for Canadians

In 2016–2017, IRCC continued to modernize the way it does business by advancing work to ensure a smooth transition to a new passport issuance system and to improve the passport application process. For example, the number of Service Canada centres accepting applications more than doubled from 153 to 315, making the passport application process more accessible to more Canadians.

Serving Clients

In 2016–2017:

- over 5 million passports and other travel documents were issued; and
- over 98% of travel documents were processed within [IRCC's service standards](#).^{lv}

Protecting travel documents from fraud and improving identity management

In 2016–2017, the Department continued to collaborate with security and intelligence partners to advance various fraud prevention and identity management activities such as:

- continuing to invest in enhancements to the Facial Recognition solution;
- advancing work with provincial/territorial authorities that will leverage the electronic exchange of identity information aimed at improving how a passport applicant's identity is validated; and
- conducting integrity risk assessments that cover a range of areas including emergency travel documents, exploitation of identity information, passport fraud and identity manipulation.

A more secure Canadian passport – the next generation

In order to deliver a more secure Canadian travel document, work was also advanced on the delivery of a next generation electronic passport with enhanced security features and chip technology. The new passport will comply with international standards and specifications and be produced in a cost-efficient manner.

Collaborating with partners

The Department continued to establish, maintain and strengthen partnerships with service delivery partners³² as well as with federal intelligence and security partners to continuously improve service delivery and to ensure coherent sharing of information and mitigation of fraud and other risks.

In 2016–2017, IRCC also continued to participate in international fora to shape international passport standards related to travel facilitation and security enhancements. IRCC communicated Canada's position on the development and approval of projects, standards and technical specifications.

³² Employment and Social Development Canada, through Service Canada, is primarily responsible for passport service delivery in Canada, while Global Affairs Canada is responsible for passport services abroad. Public Safety Canada has the authority to refuse to issue, to cancel or to revoke passports, for reasons related to terrorism and national security.

Expected results	Performance indicators	2016–17 targets	Date to achieve targets	2014–15 Actual results	2015–16 Actual results	2016–17 Actual results
Legitimate travellers are in possession of Canadian travel documents	1. Number of confirmed identity fraud cases known to the Passport Program in a given year	> 33	End of each FY ³³	N/A	41	68
Passport Program meets the expectations of Canadian travel document holders	2. Percentage of clients who indicated they were satisfied with services they received	≥ 90%	End of each FY	96%	96%	97%

Performance indicator analysis

Indicator 1: The Program aims to improve program integrity awareness, tools and risk management strategies to help prevent identity fraud. In 2016–2017, the Passport Program confirmed 20 non-issued fraudulent applications and detected 48 fraudulently obtained genuine travel documents. The Department continues to collaborate with security and intelligence partners to identify individuals whose identity and/or entitlement to a Canadian travel document may require additional review.

Maintaining and continuously improving program integrity supports the international reputation and recognition of Canadian travel documents, affording Canadians visa-free access to 171 countries around the world.³⁴

Indicator 2: In the 2017 survey,³⁵ 97% of respondents indicated that they were satisfied with their overall service experience. While this remains consistent with respondent satisfaction levels from the past three editions, an unprecedented 60% of respondents were “very satisfied” with their overall service experience, representing a 4% increase from the 2016 survey.

³³ In 2016–2017, the date to achieve the target was changed from calendar year to fiscal year to align with IRCC’s operational and reporting practices for the Passport Program.

³⁴ Source: Henley & Partners, Visa Restrictions Index 2017 (data as of May 2017).

³⁵ The 2017 survey was conducted from January 5 to March 7, 2017, and is based on client interactions that took place between May and November 2016.

Budgetary financial resources (dollars) – Program 4.4

Resource	2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending	2016–17 Difference (actual minus planned)
Gross Expenditures	482,010,132	482,010,132	—	352,989,505	–129,020,627
Respendable Revenue	–666,218,000	–666,218,000	—	–658,516,845	7,701,155
Net Revenue	–184,207,868	–184,207,868	—	–305,527,340	–121,319,472

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
632	619	–13

The surplus of \$121.3 million is due to less spending in modernization and unused contingency which was offset by a slight reduction in planned revenues.

The Passport Program expects to generate a surplus in revenues until 2017–2018. These financial surpluses will be used to compensate the anticipated reduction in revenue during the second half of the business cycle, starting in 2018–2019.

The significant drop in revenues in the second half of the business cycle is caused by an abrupt reduction in passport demand due to the introduction of a 10-year validity passport in July 2013. By introducing a 10-year ePassport, the program had to transition from a 5-year to a 10-year business cycle, meaning its costs and revenues must balance out over the 10-year business cycle.

While demand is low, the Passport Program requires accumulated surpluses to sustain operations as there are many fixed costs associated with maintaining the infrastructure that supports Passport Program delivery which do not vary with passport volume fluctuations.

Although it is expected the Passport Program will operate in a deficit for five years from 2018–2019 to 2022–2023, enough revenue will be collected in the preceding five years to compensate for the deficit.

Internal Services

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 service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Results

Increasing demand for back office services

In 2016–2017, the Department supported the Minister in responding, in a timely manner, to an increasing volume of incoming correspondence. A review was undertaken to develop efficiencies, which will be implemented in 2017–2018 in response to rising correspondence volumes.

The Department experienced a significant (10%) increase (from 2015–2016) in Access to Information and Privacy (ATIP) requests, and remains the federal department with the highest level of ATIP requests. In response, IRCC continued to streamline its processes, provided additional training for employees, and reviewed its client service standards and practices.

The overall number of litigation cases affecting the Department decreased in 2016–2017, but there has been a significant increase in the number of complex and high-profile litigation cases—largely due to the changing and evolving policy environment. This has included cases affecting the Department brought before the Canadian Human Rights Commission. The Department continued to oversee these cases through sound management practices, including greater internal liaison efforts.

The Department enhanced its investment and project management oversight practices by improving governance practices and tools.

Preparing for the Future – Predictive Analytics

Predictive analytics uses data, statistics, and other information to make predictions about future events. IRCC has used its extensive data holdings to test how predictive analytics could make improvements in areas such as the prioritization of resources, fraud detection and improving client service. Predictive analytics pilot projects will continue in 2017–2018 with the goal of it becoming a key component of Departmental operations in the future.

Building trust in government by managing security, fraud and privacy

Security screening is a fundamental practice to establish and maintain a foundation of trust within government and between government and Canadians. In 2016–2017, the Department implemented the employee fingerprinting and credit check requirements of the [Treasury Board Standard on Security Screening](#).^{lvi}

In order to improve the Department’s resilience and capacity to manage fraud, IRCC continued to assess risks of fraud and the implementation of its fraud management policies, practices and tools.

In 2016–2017, the Department also implemented a privacy framework that sets out a new approach and key responsibilities for privacy protection, as well as common standards and practices for the handling of personal information and managing privacy risks.

Employee well-being and management excellence

In 2016–2017, IRCC continued to implement the principles of [Blueprint 2020](#)^{lvii} to promote excellence in the public service. For example, the Department supported employee-generated initiatives focused on the promotion and encouragement of a healthy and respectful workplace.

The Department developed a Psychological Health and Safety Strategy that emphasizes prevention, shared responsibilities and knowledge development. It also promoted and strengthened awareness and understanding of mental health. Some initiatives included publishing periodic messages and organizing activities related to well-being and mental health, and offering awareness sessions to reduce stigma in the workplace.

In 2016–2017, the Department implemented measures, such as an awareness campaign, in-house training, and support for early and positive resolution of conflict, to foster a workplace that disapproves of harassment and discrimination and supports respect for all employees.

The Department continued to implement its people management strategy aimed at supporting people management stewardship, accountability and decision making.

IRCC also undertook a departmental governance review which resulted in a more strategic and efficient committee governance and forward agenda planning.

Human resources (FTEs) and budgetary financial resources (dollars) – Program 5.1

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending	2016–17 Difference (actual minus planned)
189,249,864	189,249,864	229,497,884	221,034,966	31,785,102

Human resources (full-time equivalents)

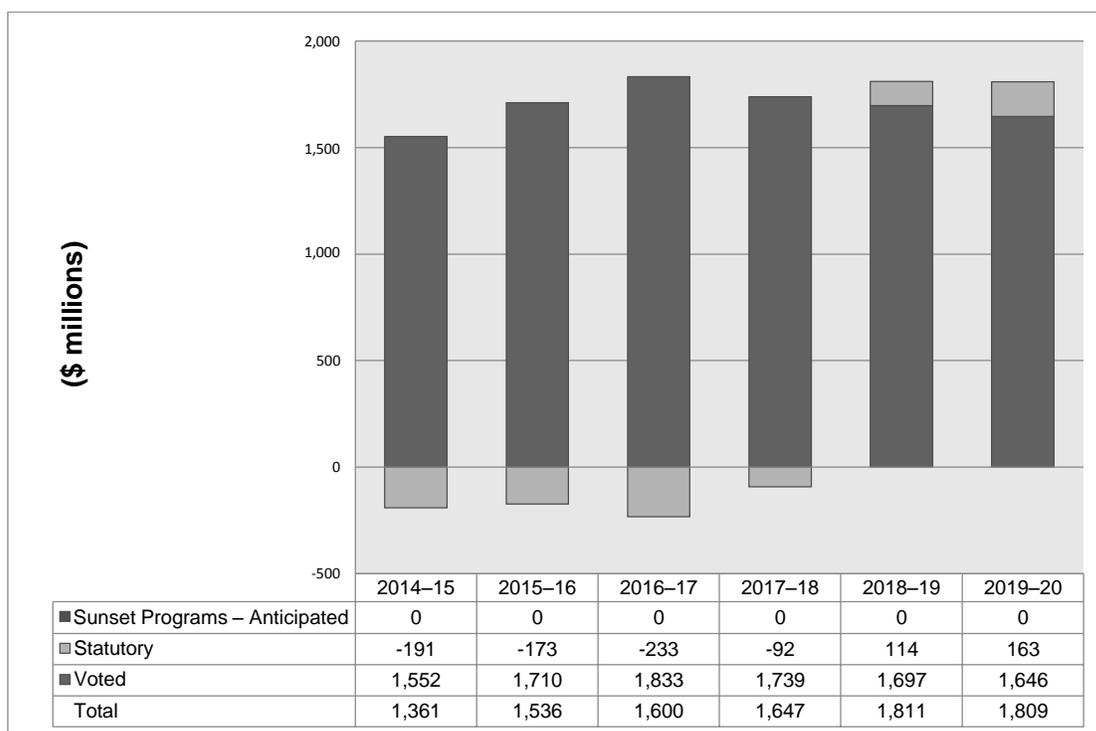
2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
1,473	1,576	103

The variance is explained by additional resources that were accessed through the Supplementary Estimates and the realignment of resources that took place during 2016–2017 to meet operational requirements.

Analysis of trends in spending and human resources

Actual expenditures

Departmental spending trend graph



In this graph, financial figures from 2014–2015 to 2016–2017 represent actual spending incurred by the Department. Financial figures from 2017–2018 to 2019–2020 represent planned spending.

2016–2017 Departmental Results Report

Budgetary performance summary for Programs and Internal Services (dollars)

Programs and Internal Services	2016–17 Main Estimates	2016–17 Planned spending	2017–18 Planned spending	2018–19 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2015–16 Actual spending (authorities used)	2014–15 Actual spending (authorities used)
1.1 Permanent Economic Residents	44,243,952	44,243,952	41,914,494	40,836,295	52,572,768	48,435,999	58,368,375	81,907,913
1.2 Temporary Economic Residents	53,069,957	53,069,957	24,549,632	24,013,273	48,264,969	30,418,453	29,371,737	28,817,691
2.1 Family and Discretionary Immigration	36,932,907	36,932,907	34,139,406	32,563,516	51,166,614	50,199,614	33,620,196	39,557,058
2.2 Refugee Protection	28,013,358	28,013,358	31,211,048	25,687,111	79,543,726	54,854,685	104,261,333	29,926,000
3.1 Newcomer Settlement and Integration	1,174,026,452	1,174,026,452	1,201,496,174	1,144,949,803	1,333,562,321	1,220,648,602	1,107,030,857	1,010,190,212
3.2 Citizenship for Newcomers and All Canadians	62,018,218	62,018,218	61,730,209	61,021,296	67,482,317	66,260,930	77,993,946	82,983,275
3.3 Multiculturalism for Newcomers and All Canadians ³⁶	12,100,261	12,100,261	—	—	—	—	4,163,554	6,771,604
4.1 Health Protection	75,135,278	75,135,278	63,786,532	65,173,787	89,089,079	84,486,400	41,760,082	31,042,845
4.2 Migration Control and Security Management	154,340,892	154,340,892	130,472,436	145,208,455	147,384,323	122,488,481	108,005,276	104,056,335

³⁶ The Minister of Canadian Heritage assumed responsibility for multiculturalism on November 4, 2015.

Programs and Internal Services	2016–17 Main Estimates	2016–17 Planned spending	2017–18 Planned spending	2018–19 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2015–16 Actual spending (authorities used)	2014–15 Actual spending (authorities used)
4.3 Canadian Influence in International Migration and Integration Agenda	5,908,956	5,908,956	6,113,693	6,001,030	6,829,759	6,749,459	6,480,611	5,896,698
4.4 Passport ³⁷	-184,207,868	-184,207,868	-151,037,689	55,485,250	717,022,807	-305,527,340	-252,405,048	-287,387,229
Subtotal	1,461,582,363	1,461,582,363	1,444,375,935	1,600,939,816	2,592,918,682	1,379,015,283	1,318,650,919	1,133,762,402
Internal Services	189,249,864	189,249,864	202,583,653	210,142,723	229,497,884	221,034,966	217,846,347	226,988,706
Total	1,650,832,227	1,650,832,227	1,646,959,588	1,811,082,539	2,822,416,566	1,600,050,249	1,536,497,266	1,360,751,108

Planning spending assumptions in 2016–2017 were based on a set of assumptions established in the fall of 2015 and availability of funding as per the Main Estimates process. Variances between planned and actual spending are mainly explained by changes in the funding profile and new funding received by the Department, combined with a realignment of resources to address department and government priorities.

Changes in financial authorities in 2016–2017

Total authorities available for use increased during the year by \$1,171.6 million, from planned spending of \$1,650.8 million to \$2,822.4 million. Planned spending represents the Main Estimates, that is, funding approved at the beginning of the year. The Total Authorities Available for Use represent the funding approved at year end and are comprised of the Main Estimates, the Supplementary Estimates, the year-end adjustments for statutory items as well as transfers from Treasury Board central votes. This variance is mainly explained by an increase of \$901.2 million for the Passport Program’s spending authority (comprised of an in-year authority of \$184.2 million and \$717.0 million available from previous years), combined with an increase of \$242.3 million provided through the Supplementary Estimates largely due to the following: the resettlement of 10,000 government-assisted refugees (\$139.0 million); funding to reduce application processing times and achieve higher admission levels for permanent residents in support of the 2016 Immigration Levels Plan (\$39.0 million); the adjustment of the Canada-Quebec Accord on Immigration (\$33.2 million); and an

³⁷ Includes spendable revenues. In certain situations, such as with Passport Canada, Parliament authorizes departments or agencies to spend revenues generated from their operations. These revenues are presented in the “Planned” and “Actual” spending amounts.

increase in the IFH Program (\$10.0 million). The remaining variance of \$28.1 million is mainly attributable to the approval of the operating carry forward from 2015–2016.

Significant variances between Total Authorities Available for Use and Actual Spending

From the total authorities available of \$2,822.4 million, \$1,600 million was used, resulting in a variance of \$1,222.4 million.

This variance is largely attributable to accumulated surpluses of \$1,022.5 million at the end of the fiscal year under the Passport Program Statutory item. This accumulated surplus is comprised of the in-year surplus of \$305.5 million, and is in addition to the accumulated surpluses from previous fiscal years of \$717.0 million. These surpluses will fund the forecasted deficit in future years of the 10-year business cycle of the Passport Program. Future years' deficits relate to an anticipated reduction in revenues in the second half of the business cycle due to a significant drop in demand for passports as a result of the introduction in 2013 of the 10-year passport option.

The remaining variance of \$199.8 million is largely explained by changes in the funding profile and spending plans. Surpluses and reprofiling of funds under the Syria initiatives contributed \$107.1 million. The remaining variance is explained by other items such as transfer payments (excluding Syria funds) for the Settlement and Resettlement programs, as well as initiatives such as the reform of the Temporary Foreign Worker Program, the biometrics expansion project and less spending than anticipated in some of the Beyond the Border initiatives.

Significant change in actual spending over the last three years and spending trend

Departmental spending increases between 2014–2015 and 2015–2016 of \$175.7 million are mainly attributable to the government's responses to the Syrian refugee crisis and the implementation of Beyond the Border initiatives.

Spending from 2015–2016 to 2016–2017 increased by \$63.6 million which is largely explained by an increase of \$40.0 million for the Syria initiatives, an increase of \$33.2 million for the Canada-Quebec Accord Grant, an increase of \$25.9 million in the IFH Program, and other net increases of \$17.6 million across the Department's programs such as Family and Discretionary Immigration. These increases were partially offset by the Passport Program's \$53.1 million surplus increase and other minor elements.

The increase in planned spending between 2017–2018 and 2018–2019 is mainly attributable to the change in the financial position for the Passport Program—from a projected surplus of \$151.0 million in 2017–2018 to a projected deficit of \$55.5 million in 2018–2019 due to the anticipated reduction in volumes and revenues—combined with forecasted increased spending for the implementation of various initiatives and projects such as the expansion of biometrics. These increases will be partly offset by the reduction in anticipated spending for the Syria initiative, as this initiative is now at the settlement and implementation phase.

Actual human resources

Human resources summary for Programs and Internal Services (full-time equivalents)

Programs and Internal Services	2014–15 Actual	2015–16 Actual	2016–17 Forecast	2016–17 Actual	2017–18 Planned	2018–19 Planned
1.1 Permanent Economic Residents	507	491	481	457	444	435
1.2 Temporary Economic Residents	339	376	408	335	321	321
2.1 Family and Discretionary Immigration	438	415	596	588	415	408
2.2 Refugee Protection	339	475	379	417	321	257
3.1 Newcomer Settlement and Integration	315	319	413	356	350	316
3.2 Citizenship for Newcomers and All Canadians	1,029	1,000	780	844	758	750
3.3 Multiculturalism for Newcomers and All Canadians	28	23	0	0	0	0
4.1 Health Protection	53	70	81	79	73	73
4.2 Migration Control and Security Management	819	887	981	1007	866	902
4.3 Canadian Influence in International Migration and Integration Agenda	29	33	34	33	36	35
4.4 Passport	585	674	632	619	643	633
Subtotal	4,481	4,763	4,785	4,735	4,227	4,130
Internal Services	1,530	1,428	1,495	1,576	1,522	1,537
Total	6,011	6,191	6,280	6,311	5,749	5,667

There were no significant fluctuations in the level of FTEs from 2014–2015 to 2016–2017 for the Department as a whole. There were some fluctuations in certain program areas where temporary funding was provided to support initiatives such as the Syrian refugee crisis, enhancements to the Temporary Work Authorization Program, reduction in application processing times and attainment of higher admission levels for permanent residents (Levels 2016).

From 2016–2017 into future years, the overall trend is downward and is mainly caused by the reduction or end of funding for the initiatives mentioned above.

The anticipated fluctuations in future years for some programs are related to initiatives for which funding will vary either upward or downward. As necessary, the Department may realign FTEs to accommodate for those areas where pressures arise.

Expenditures by vote

For information on IRCC’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2017](#).^{lviii}

Alignment of spending with the Whole-of-government framework

Alignment of 2016–2017 actual spending with the [Whole-of-government framework](#)^{lix} (dollars)

Program	Spending area	Government of Canada activity	2016–17 Actual spending
1.1 Permanent Economic Residents	Economic Affairs	Strong economic growth	48,435,999
1.2 Temporary Economic Residents	Economic Affairs	Strong economic growth	30,418,453
2.1 Family and Discretionary Immigration	Social Affairs	A diverse society that promotes linguistic duality and social inclusion	50,199,614
2.2 Refugee Protection	International Affairs	A safe and secure world through international engagement	54,854,685
3.1 Newcomer Settlement and Integration	Social Affairs	A diverse society that promotes linguistic duality and social inclusion	1,220,648,602
3.2 Citizenship for Newcomers and All Canadians	Social Affairs	A diverse society that promotes linguistic duality and social inclusion	66,260,930
4.1 Health Protection	Social Affairs	Healthy Canadians	84,486,400
4.2 Migration Control and Security Management	Social Affairs	A safe and secure Canada	122,488,481
4.3 Canadian Influence in International Migration and Integration Agenda	International Affairs	A safe and secure world through international engagement	6,749,459
4.4 Passport ³⁸	International Affairs	A safe and secure world through international engagement	-305,527,340

³⁸ Includes spendable revenues. In certain situations, such as with Passport Canada, Parliament authorizes departments or agencies to spend revenues generated from their operations. These revenues are presented in the “Planned” and “Actual” spending amounts.

Total spending by spending area (dollars)

Spending area	Total planned spending	Total actual spending
Economic Affairs	97,313,909	78,854,452
Social Affairs	1,514,554,008	1,544,084,027
International Affairs	-150,285,554	-243,923,196
Government Affairs ³⁹	0	0

Financial statements and financial statements highlights**Financial statements**

IRCC's financial statements (unaudited) for the year ended March 31, 2017, are available on the [departmental website](#).^{lx}

Financial statements highlights

The financial highlights presented within this Departmental Results Report are intended to serve as a general overview of IRCC's Consolidated Statement of Operations and Consolidated Statement of Financial Position as presented in IRCC's unaudited financial statements. These are prepared in accordance with accrual accounting principles and, therefore, are different from the information published in the Public Accounts of Canada, which are prepared on appropriation-based reporting.

³⁹ Programs in the Government Affairs spending area include, for example, services delivered to other federal departments and agencies and procurement of government goods and services. As programs at IRCC all focus principally on economic, social or international outcomes, the Department has no planned program spending in the Government Affairs spending area.

Condensed Statement of Operations (unaudited) for the year ended March 31, 2017 (dollars)

Financial information	2016–17 planned results ⁴⁰	2016–17 actual	2015–16 actual (restated)	Difference (2016–17 actual minus 2016–17 planned)	Difference (2016–17 actual minus 2015–16 actual [restated])
Total expenses	2,638,648,044	2,566,325,471	2,476,550,071	(72,322,573)	89,775,400
Total revenues	676,168,812	668,558,774	620,176,427	(7,610,038)	48,382,347
Net cost of operations before government funding and transfers	1,962,479,232	1,897,766,697	1,856,373,644	(64,712,535)	41,393,053

Total departmental expenses have increased by \$90 million (4%), from \$2.5 billion in 2015–2016 to \$2.6 billion in the current year. The overall change in expenses is mainly attributable to an increase in transfer payments, mostly explained by spending pertaining to the Syrian refugees and the Canada-Quebec Accord.

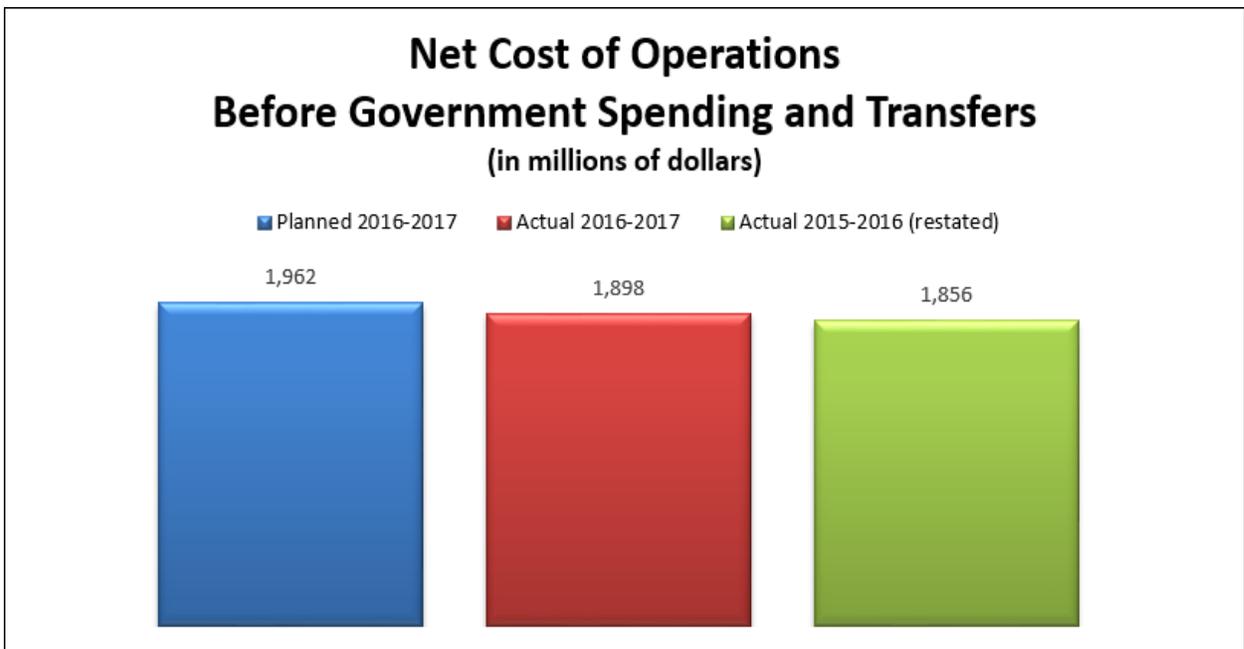
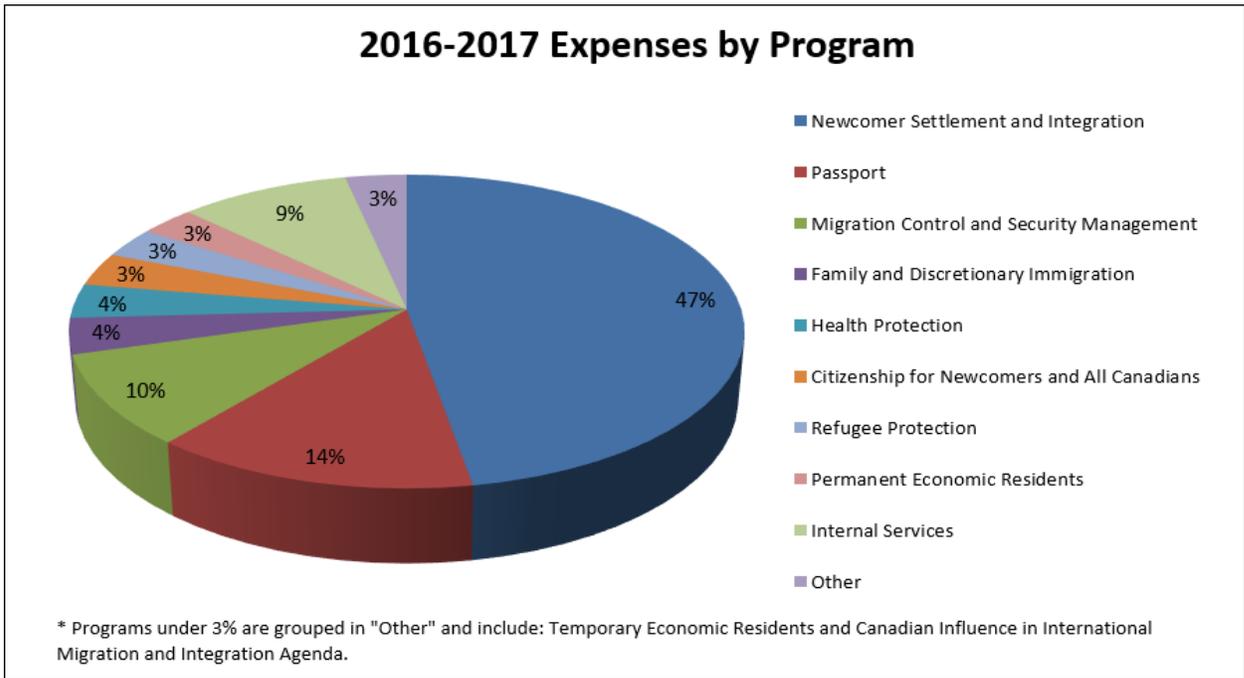
Total expenses for 2016–2017 are \$72 million (3%) lower than the planned results reported in IRCC’s 2016–2017 Consolidated Future-Oriented Statement of Operations. This decrease is mainly due to reduced spending in the Passport Program Modernization Initiative, as well as the transfer of the Multiculturalism Program to the Department of Canadian Heritage, neither of which was known at the time the results were estimated. Both are partially offset by the Government’s responses to the Syrian refugee crisis and by funding for the Canada-Quebec Accord.

Transfer payments comprise a significant portion of the Department’s expenses (46%, or \$1.2 billion) followed by employee costs, which include salaries and benefits (30%, or \$767 million).

Most of the Department’s spending was under the Newcomer Settlement and Integration program, comprising \$1.2 billion (47%) of IRCC’s expenses, of which 97% were transfer payments.

⁴⁰ Consolidated Future-Oriented Statement of Operations can be found on [IRCC’s website](#).^{lxi}

The charts below outline the Department’s expenses by program and IRCC’s net cost of operations before government funding and transfers:



Departmental total revenues amounted to \$1,409 million in 2016–2017, of which 47% (\$659 million) derived from Passport revenues and 52% (\$731 million) from citizenship and immigration services fees.

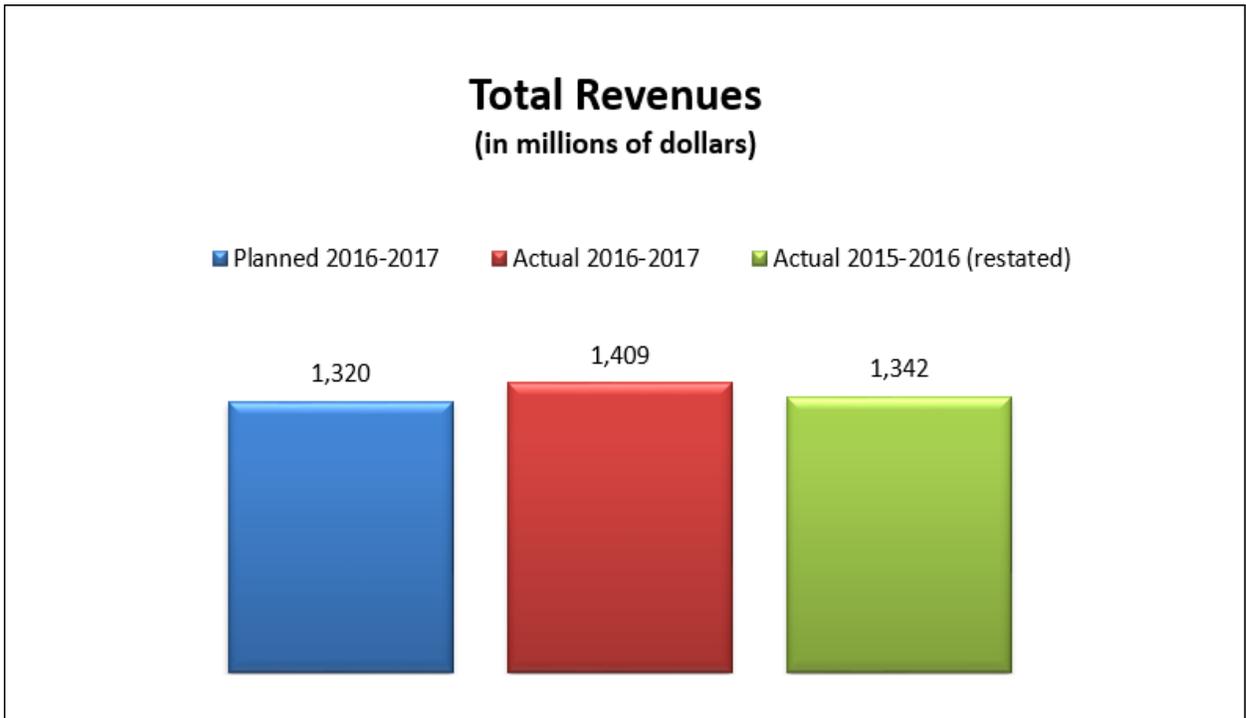
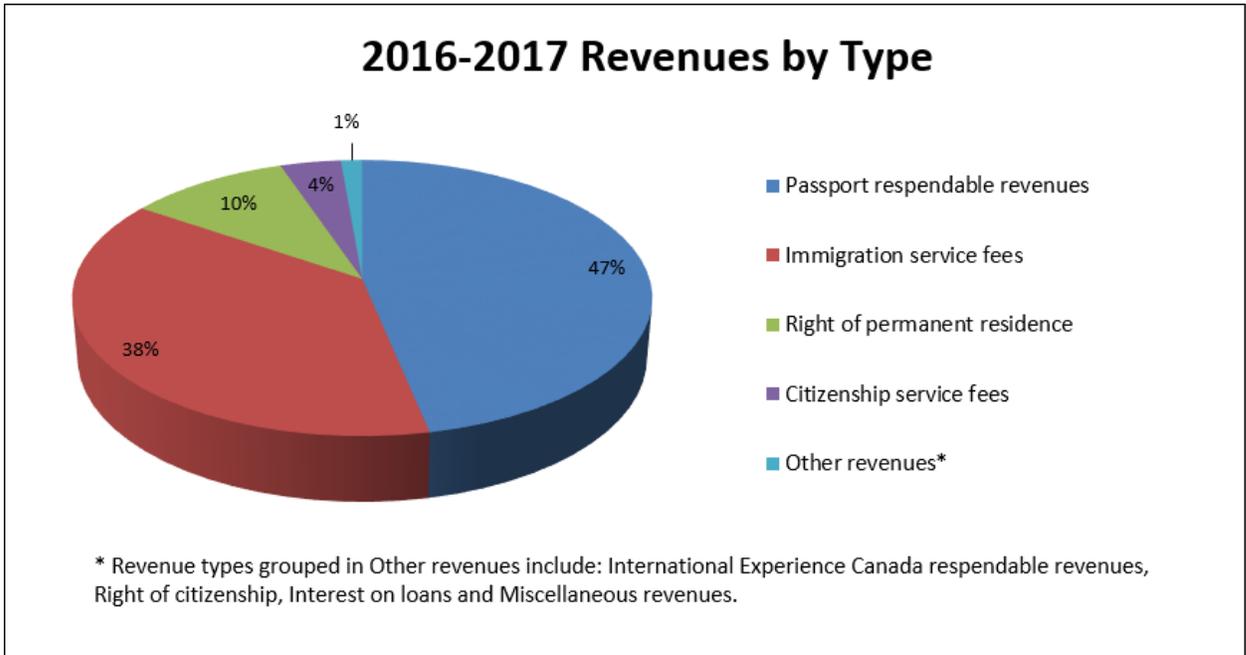
Departmental revenues earned on behalf of government (53% of total revenues, or \$740 million) increased by 2.5% (\$18 million) compared to the previous year's revenues. The variation is mainly attributable to:

- an increase of \$74 million in revenues derived from immigration services fees, of which \$48 million stems from an adjustment to the liability of the Federal Skilled Workers and Immigrant Investor programs. The remaining balance of \$26 million is due to an increase in the volume of applications; and
- a decrease of \$69 million in citizenship service fees and a decrease of \$11 million in right of citizenship, both related to a backlog from previous years that was significantly reduced in 2015–2016 and which resulted in higher revenue recognition in 2015–2016.

Departmental spendable revenues (47%, or \$669 million) increased by \$48 million (8%) compared to the previous year's revenues, mainly due to an increase of 6.3% in passport applications.

The \$89 million variation between the 2016–2017 planned results and actual results for total revenues is largely attributable to an increase in immigration service fees related to an adjustment to the Immigration Investor Program and the impact of a new revenue recognition accounting method.

The charts below outline all of IRCC’s revenues:

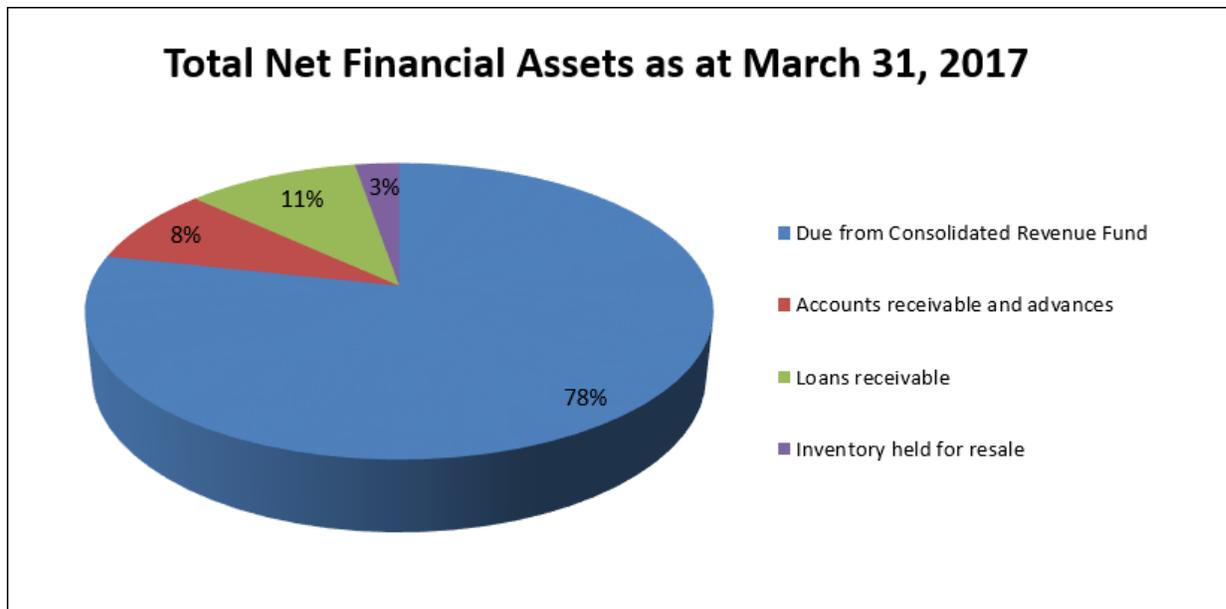


**Condensed Statement of Financial Position (unaudited) as at March 31, 2017
(dollars)**

Financial information	2016–17	2015–16 (restated)	Difference (2016–17 minus 2015–16 [restated])
Total net financial assets	425,964,431	337,106,317	88,858,114
Total net liabilities	412,297,803	356,123,163	56,174,640
Departmental net financial assets (net debt)	13,666,628	(19,016,846)	32,683,474
Total non-financial assets	164,260,661	165,984,090	(1,723,429)
Departmental net financial position	177,927,289	146,967,244	30,960,045

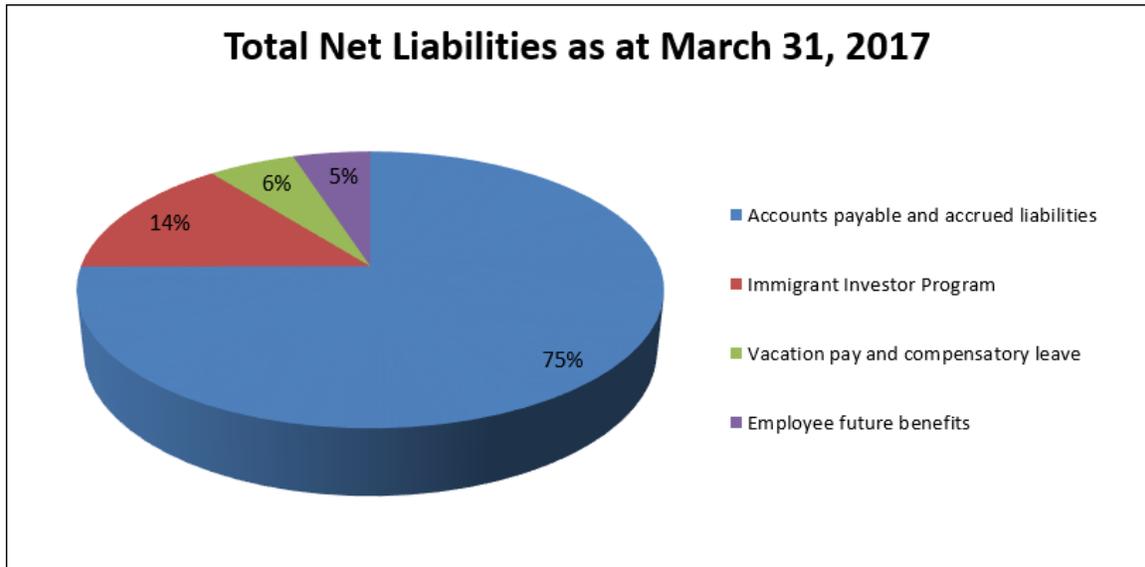
Total net financial assets have increased by \$89 million (26%) due to an increase of \$72 million in the amount due from the Consolidated Revenue Fund and an increase of \$21 million in accounts receivable and advances due to salary overpayments related to pay system implementation and a larger amount of Other Government Departments receivables at year-end.

The chart below outlines IRCC’s net financial assets:



Total net liabilities have increased by \$56 million (16%) due to an increase of \$36 million in Immigrant Investor Program liabilities and an increase of \$30 million in accounts payable and accrued liabilities mainly due to increased liabilities for the Grants and Contributions programs.

The chart below outlines IRCC’s net liabilities:



Supplementary information

Corporate information

Organizational profile

Appropriate Minister: [Ahmed Hussen](#)^{lxii}

Deputy Head: Marta Morgan

Ministerial Portfolio: Immigration, Refugees and Citizenship Canada

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

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

Enabling Instruments: Section 95 of the [Constitution Act, 1867](#),^{lxvi} the [Citizenship Act](#),^{lxvii} the [Immigration and Refugee Protection Act](#) and the [Canadian Passport Order](#).^{lxviii}

Year of Incorporation: 1994

Reporting framework

The Department of Immigration, Refugees and Citizenship Canada’s Strategic Outcomes and Program Alignment Architecture of record for 2016–2017 are shown below:

Strategic outcomes and program alignment architecture

SO: 1 Migration of permanent and temporary residents that strengthens Canada’s economy	SO: 2 Family and humanitarian migration that reunites families and offers protection to the displaced and persecuted	SO: 3 Newcomers and citizens participate in fostering an integrated society	SO: 4 Managed migration and facilitated travel that promote Canadian interests and protect the health, safety and security of Canadians	
P: 1.1 Permanent Economic Residents	P: 2.1 Family and Discretionary Immigration	P: 3.1 Newcomer Settlement and Integration	P: 4.1 Health Protection	
1.1.1 Federal Skilled Workers	2.1.1 Spouses, Partners and Children Reunification	3.1.1 Settlement	4.1.1 Health Screening	
1.1.2 Federal Skilled Trades	2.1.2 Parents and Grandparents Reunification	3.1.1.1 Language Training	4.1.2 Medical Surveillance and Notification	
1.1.3 Quebec Skilled Workers	2.1.3 Humanitarian and Compassionate and Public Policy Considerations	3.1.1.2 Community and Labour Market Integration Services	4.1.3 Interim Federal Health	
1.1.4 Provincial Nominee	P: 2.2 Refugee Protection	3.1.2 Grant to Quebec	P: 4.2 Migration Control and Security Management	
1.1.5 Caregiver		3.1.3 Immigration Loan		4.2.1 Identity Management
1.1.6 Canadian Experience Class		3.1.4 Resettlement Assistance Program		4.2.2 Eligibility and Admissibility Screening, Status and Documents
1.1.7 Federal Business Immigrants		P: 3.2 Citizenship for Newcomers and All Canadians	3.2.1 Citizenship Awareness	4.2.3 Global Assistance for Irregular Migrants
1.1.8 Quebec Business Immigrants	P: 4.3 Canadian Influence in International Migration and Integration Agenda			
P: 1.2 Temporary Economic Residents		2.2.1 Government-Assisted Refugees	P: 4.4 Passport	
1.2.1 International Students		2.2.2 Privately Sponsored Refugees		
1.2.2 Temporary Work Authorization	2.2.3 Blended Visa Office-Referred Refugees			
1.2.3 International Experience Canada	2.2.4 In-Canada Asylum	3.2.2 Citizenship Acquisition, Confirmation and Revocation		
	2.2.5 Pre-removal Risk Assessment			
P: 5.1 Internal Services (Supports all SOs)				

Legend

Strategic Outcome (SO): Program (P): Sub-Program: Sub-Sub-Program:

Supporting information on lower-level programs

Supporting information on results, financial and human resources relating to Immigration, Refugees and Citizenship Canada's lower-level programs is available on [Infobase](#).^{lxix}

Supplementary information tables

The [Supplementary Information Tables](#)^{lxx} listed in this report can be found on Immigration, Refugees and Citizenship Canada's website:

- Departmental Sustainable Development Strategy
- Details on Transfer Payment Programs of \$5 Million or More
- Syrian Refugees Horizontal Initiative
- Internal Audits and Evaluations
- Response to Parliamentary Committees and External Audits
- Status Report on Projects Operating with Specific Treasury Board Approval
- Status Report on Transformational and Major Crown Projects
- User Fees, Regulatory Charges and External Fees

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 annually in the [Tax Expenditures](#)^{lxxi} publication. The tax measures presented in the Tax Expenditures and Evaluations publication are the sole responsibility of the Minister of Finance.

Organizational contact information

For any additional information on this report or other parliamentary reports, please contact IRCC.ParliamentaryReports-RapportsParlementaires.IRCC@cic.gc.ca.

Appendix: definitions

appropriation (crédit)

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

budgetary expenditures (dépenses budgétaires)

Includes 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)

Provides information on the plans and expected performance of appropriated departments over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental Result (résultat ministériel)

A Departmental Result represents the change or changes that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

Departmental Result Indicator (indicateur de résultat ministériel)

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

Departmental Results Framework (cadre ministériel des résultats)

Consists of the department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (Rapport sur les résultats ministériels)

Provides information on the actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

Evaluation (évaluation)

In the Government of Canada, the systematic and neutral collection and analysis of evidence to judge merit, worth or value. Evaluation informs decision making, improvements, innovation and accountability. Evaluations typically focus on programs, policies and priorities and examine questions related to relevance, effectiveness and efficiency. Depending on user needs, however, evaluations can also examine other units, themes and issues, including alternatives to existing interventions. Evaluations generally employ social science research methods.

full-time equivalent (équivalent temps plein)

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

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2017–2018 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada’s Strength; and Security and Opportunity.

Management, Resources and Results Structure (Structure de la gestion, des ressources et des résultats)

A comprehensive framework that consists of an organization’s inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures (dépenses non budgétaires)

Includes 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.

planned spending (dépenses prévues)

For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

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

plans (plans)

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

priorities (priorité)

Plans or projects that an organization 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 Strategic Outcome(s).

program (programme)

A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture (architecture d'alignement des programmes)

A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

result (résultat)

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

statutory expenditures (dépenses législatives)

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

Strategic Outcome (résultat stratégique)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program (programme temporisé)

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

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.

Whole-of-Government Framework (cadre pangouvernemental)

Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

- ⁱ Immigration Levels Plan, 2016, <http://www.cic.gc.ca/english/department/media/notices/2016-03-08.asp>
- ⁱⁱ Atlantic Immigration Pilot, <http://www.cic.gc.ca/english/immigrate/atlantic/index.asp>
- ⁱⁱⁱ Bill C-6, <https://openparliament.ca/bills/42-1/C-6/?tab=mentions>
- ^{iv} Report on Plans and Priorities 2016–2017, <http://www.cic.gc.ca/english/resources/publications/rpp/2016-2017/index.asp>
- ^v 2016–2017 Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates/2016-17-estimates/main-estimates.html>
- ^{vi} Immigration and citizenship, <http://www.cic.gc.ca/english/index.asp>
- ^{vii} Service Canada, <http://www.servicecanada.gc.ca/eng/home.shtml>
- ^{viii} Global Affairs Canada, <http://www.international.gc.ca/international/index.aspx?lang=eng>
- ^{ix} Prime Minister of Canada Mandate Letters, <http://pm.gc.ca/eng/mandate-letters>
- ^x Immigration and Refugee Protection Act, <http://laws.justice.gc.ca/eng/acts/i-2.5/>
- ^{xi} Supporting information on results, financial and human resources relating to Immigration, Refugees and Citizenship Canada’s (IRCC) lower-level programs, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- ^{xii} Evaluation of the Start-Up Visa pilot, <http://www.cic.gc.ca/english/resources/evaluation/suv-pilot.asp>
- ^{xiii} Government of Canada news release, https://www.canada.ca/en/immigration-refugees-citizenship/news/2017/07/entrepreneurs_makeyourpitchandpivottocanada.html
- ^{xiv} Organisation for Economic Co-operation and Development (OECD), <http://www.oecd.org/>
- ^{xv} OECD data – Foreign-born employment, <https://data.oecd.org/migration/foreign-born-employment.htm>
- ^{xvi} Global Skills Strategy, <http://www.budget.gc.ca/fes-eea/2016/docs/themes/skills-competences-en.html>
- ^{xvii} International Experience Canada, <http://www.cic.gc.ca/english/work/iec/>
- ^{xviii} Service standard for work permit applications, <http://www.cic.gc.ca/english/department/service-standards/iec.asp>
- ^{xix} International Mobility Program, <http://www.cic.gc.ca/english/resources/tools/temp/work/admissibility/specific.asp>
- ^{xx} House of Commons Committee Report, <https://www.ourcommons.ca/DocumentViewer/en/42-1/HUMA/report-4>
- ^{xxi} IRCC service standards, <http://www.cic.gc.ca/english/department/service-standards.asp>
- ^{xxii} IRCC service standards, <http://www.cic.gc.ca/english/department/service-standards.asp>
- ^{xxiii} IRCC service standards outside Canada, <http://www.cic.gc.ca/english/department/service-standards/outside.asp>
- ^{xxiv} User Fees Act, <http://laws-lois.justice.gc.ca/eng/acts/U-3.7/>
- ^{xxv} IRCC service standards – International Experience Canada, <http://www.cic.gc.ca/english/department/service-standards/iec.asp>
- ^{xxvi} Immigration and Refugee Board of Canada, <http://www.irb-cisr.gc.ca/eng/Pages/index.aspx>
- ^{xxvii} Rapid Impact Evaluation, <http://www.cic.gc.ca/english/resources/evaluation/rapid-syria.asp#summary>
- ^{xxviii} Global Refugee Sponsorship Initiative, http://www.cic.gc.ca/english/about_us/mandate/initiatives/grsi.asp
- ^{xxix} Evaluation of the In-Canada Asylum System Reforms, <http://www.cic.gc.ca/english/resources/evaluation/asylum.asp>
- ^{xxx} United Nations Refugee Agency, <http://www.unhcr.org/>
- ^{xxxi} Canadian Multiculturalism Act, <http://laws-lois.justice.gc.ca/eng/acts/C-18.7/>
- ^{xxxii} Employment Equity Act, <http://laws.justice.gc.ca/eng/acts/e-5.401/>
- ^{xxxiii} Evaluation of the Resettlement programs, <http://www.cic.gc.ca/english/resources/evaluation/resettlement.asp>

- xxxiv General Social Survey – Giving, Volunteering and Participating, <http://www23.statcan.gc.ca/imdb/p2SV.pl?Function=getSurvey&SDDS=4430>
- xxxv 2015–2016 Departmental Performance Report, <http://www.cic.gc.ca/english/resources/publications/dpr/2015/index.asp>
- xxxvi General Social Survey – Social Identity, <http://www23.statcan.gc.ca/imdb/p2SV.pl?Function=getSurvey&SDDS=5024>
- xxxvii Bill C-6, An Act to amend the Citizenship Act, <http://www.parl.ca/LegisInfo/BillDetails.aspx?billId=8117654>
- xxxviii Service Standard for Citizenship Grant applications, <http://www.cic.gc.ca/english/department/grants.asp>
- xxxix 2015 Truth and Reconciliation Commission of Canada: Calls to Action, http://www.trc.ca/websites/trcinstitution/File/2015/Findings/Calls_to_Action_English2.pdf
- xl Audit of the Citizenship Program, http://www.oag-bvg.gc.ca/internet/English/parl_oag_201602_02_e_41246.html
- xli Report of the Standing Committee on Public Accounts, <http://www.ourcommons.ca/DocumentViewer/en/42-1/PACP/report-15>
- xlii Government response to the Report of the Standing Committee on Public Accounts, <http://www.ourcommons.ca/DocumentViewer/en/42-1/PACP/report-15/response-8512-421-94>
- xliii 2014–2015 Departmental Performance Report, <http://www.cic.gc.ca/english/resources/publications/dpr/2015/index.asp>
- xliv Interim Federal Health Program, <http://www.cic.gc.ca/english/refugees/outside/summary-ifhp.asp>
- xlv Pre-departure medical services, <http://www.cic.gc.ca/english/refugees/outside/pdms.asp>
- xlvi Evaluation of the Health Screening and Notification Program, <http://www.cic.gc.ca/english/resources/evaluation/hsn/2016/index.asp>
- xlvii Medical surveillance, <http://www.cic.gc.ca/english/resources/tools/medic/surveillance/surveillance.asp>
- xlviii Immigration Medical Examination, <http://www.cic.gc.ca/english/resources/tools/medic/exam/who.asp>
- xliv World Health Organization, <http://www.who.int/en/>
- ¹ Government of Canada news release, https://www.canada.ca/en/immigration-refugees-citizenship/news/2017/08/minister_hussen_announcesmajorstepforwardingenderequalitybymakin.html
- ^{li} Evaluation of Temporary Resident Permits, <http://www.cic.gc.ca/english/resources/evaluation/temporary-resident-permits.asp>
- ^{lii} Global Forum on Migration and Development, <https://www.gfmd.org/>
- ^{liii} Intergovernmental Consultations on Migration, Asylum and Refugees, <https://igc.ch/>
- ^{liiv} Directive on Charging and Special Financial Authorities, <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32502>
- ^{liv} IRCC service standards for passport services, <http://www.cic.gc.ca/english/department/service-standards/passport.asp>
- ^{lvi} Treasury Board Standard on Security Screening, <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=28115>
- ^{lvii} Blueprint 2020, <https://www.canada.ca/en/privy-council/topics/blueprint-2020-public-service-renewal.html>
- ^{lviii} IRCC's organizational voted and statutory expenditures, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- ^{lix} Whole-of-government framework, <http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx>
- ^{lx} Consolidated Financial Statements for the year ended March 31, 2017, <http://www.cic.gc.ca/english/resources/publications/finance/statement2017.asp>
- ^{lxi} Consolidated Future-Oriented Statement of Operations, <http://www.cic.gc.ca/english/resources/publications/fofs/fofs16-17.asp>
- ^{lxii} Ahmed Hussen, <http://www.cic.gc.ca/english/DEPARTMENT/minister/index.asp>
- ^{lxiii} Department of Immigration, Refugees and Citizenship Canada, <http://www.cic.gc.ca/>
- ^{lxiv} Citizenship Commission, <http://www.cic.gc.ca/english/department/commission/>
- ^{lxv} Immigration and Refugee Board of Canada, <http://www.irb-cisr.gc.ca/eng/Pages/index.aspx>

^{lxvi} Constitution Act, 1867, <http://laws-lois.justice.gc.ca/eng/const/page-1.html>

^{lxvii} Citizenship Act, <http://laws.justice.gc.ca/eng/acts/C-29/>

^{lxviii} Canadian Passport Order, <http://laws-lois.justice.gc.ca/eng/regulations/SI-81-86/FullText.html>

^{lxix} Supporting information on results, financial and human resources relating to IRCC's lower-level programs, <http://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>

^{lxx} Supplementary Information Tables, <http://www.cic.gc.ca/english/resources/publications/dpr/2017/index.asp>

^{lxxi} Report on Federal Tax Expenditures, <http://www.fin.gc.ca/pur1/taxexp-eng.asp>