

1. IRCC's 2022-2024 Immigration Levels Plan & 2021 Annual Report to Parliament

Under the **Research at a Glance** heading that follows further down the page, you will find key highlights from **IRCC's Annual Report to Parliament on Immigration (2021)**. This annual report always provides a good overview of the past year and it provides valuable information, including numbers of newcomers that entered via each immigration stream. This information keeps us up-to-date and informed, and is especially useful when preparing for media interviews, partnership and funder meetings and/or presentations, and such. It is a very important report for RODS Communications and Leadership Teams to have at their fingertips.

Please note you will find links to IRCC's full report & levels plan at the end of this section.

Following the annual report highlights, you will see **IRCC's 2022-2024 Immigration Levels Plan - News Release**, which includes highlights near the end. In the news release, you will find reference to new "Measures to improve client experience and modernize Canada's immigration system". I have included further links to this information as follows:

IRCC has announced "Measures to improve client experience and modernize Canada's immigration system", affecting permanent residence, temporary residence and citizenship. Please find details through the following links, the second of which is an IRCC infographic:

<https://www.canada.ca/en/immigration-refugees-citizenship/news/2022/01/measures-to-improve-client-experience-and-modernize-canadas-immigration-system.html>

I have included the following infographic as the last page of this section:

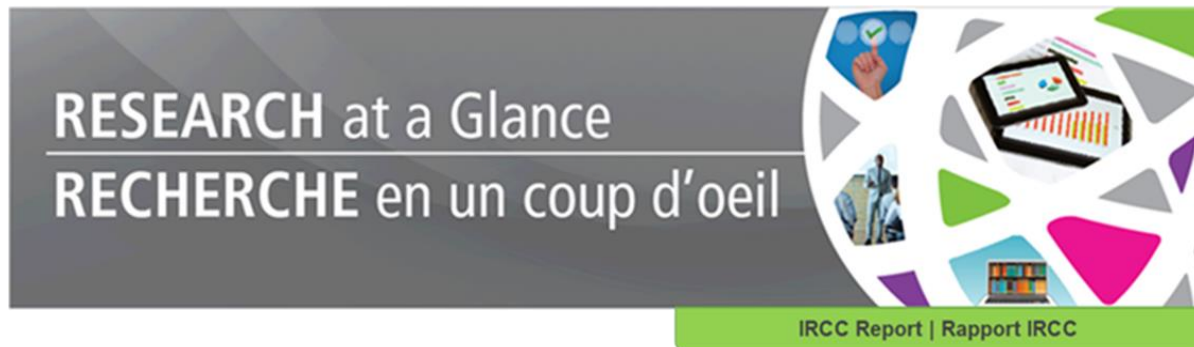
<https://www.canada.ca/content/dam/ircc/documents/pdf/english/infographic/3282-Modernization-infographic-2022-final-EN.pdf>

Regarding **Research at a Glance**, I subscribed a few years ago and receive a couple of messages a week. Much of it is very interesting, but challenging in terms of time to read everything. I often send current research reports to Leadership Team members. Some of it is general research, which goes to everyone, while other research is specific to their role at RODS, and often to the staff they manage.

If you'd like to subscribe to **Research at a Glance**, please see the following information:

Research at a Glance is designed to inform the Immigration, Refugees and Citizenship Canada (IRCC) community and other interested parties about recently published, policy-relevant research from government, academic and NGO sources. The views expressed in the documents described do not necessarily reflect those of IRCC.

Please forward this message to colleagues interested in subscribing to [Research at a Glance](#).



IRCC's 2022-2024 Immigration Levels Plan and 2021 Annual Report | **Immigration, Refugees and Citizenship Canada | Immigration, Réfugiés et Citoyenneté Canada** **February 14, 2022 | Le 14 février 2022**

2021 Annual Report to Parliament on Immigration **"Key Highlights for immigration to Canada 2020"**

Permanent immigration

- 184,606 permanent residents were welcomed into Canada
- 906,119 travel documents were issued
- 51,011 individuals transitioned from temporary to permanent residents
- 5,756 French-speaking permanent residents were admitted to communities in Canada outside of Quebec

COVID-19

- IRCC implemented a temporary public policy to facilitate the granting of permanent residence for certain refugee claimants working in the health-care sector during the COVID-19 pandemic
- 49,290 individuals were reunited with their close family member

Temporary residents

- There was a total of 256,740 study permit holders
- There was a total of 326,116 temporary work permit holders under the temporary foreign worker and the international mobility programs

Growth

- Over the past five years, immigration has accounted for over three quarters of Canada's total population growth, but that figure dropped to 58% in 2020, due to border closures and other impacts of the pandemic

IRCC funding

- 500 funded service provider organizations provided settlement services to over 409,000 clients
- 34 resettlement service provider organizations in Canada were funded and supported close to 8,000 refugees"

IRCC's 2022-2024 Immigration Levels Plan - News Release

“Our immigration system has helped shape Canada into the country it is today – one that is prosperous, diverse, and welcoming to those in need. Newcomers enrich and better our communities, and they work every day to create jobs, care for our loved ones, and support local businesses. Throughout the pandemic, they have been on the front lines, working in key sectors like health care, transportation, and manufacturing. Without them, Canada would not have been able to overcome challenges in critical industries and sectors of the economy over the past 2 years. Now, more than ever, immigrants are a key part of our country’s continued success.

Today, the Honourable Sean Fraser, Minister of Immigration, Refugees and Citizenship, tabled the 2022–2024 Immigration Levels Plan, which charts an ambitious but responsible path for immigration that will help the Canadian economy recover and will fuel post-pandemic growth, all while strengthening communities and industries across the country that rely on immigration.

The pandemic has highlighted the contributions of newcomers to the well-being of our communities and across all sectors of the economy. Last year, Canada welcomed more than 405,000 new permanent residents—the most immigrants in a single year in our history. Despite having regained many of the jobs lost during the pandemic, there are still hundreds of thousands of positions in all sectors waiting to be filled. Immigration already accounts for almost 100% of labour force growth, and with 5 million Canadians set to retire by the end of this decade, the worker to retiree ratio will drop down to only 3:1. This is a clear sign that we have a strong economic need for increased immigration.

To ensure Canada has the workers it needs to fill critical labour market gaps and support a strong economy into the future, the 2022–2024 Immigration Levels Plan aims to continue welcoming immigrants at a rate of about 1% of Canada’s population, including 431,645 permanent residents in 2022, 447,055 in 2023, and 451,000 in 2024. This plan builds on the previous levels plan, with an increased focus on supporting our economic resurgence and post-pandemic growth.

To support these increased levels, the Government of Canada recently announced a plan to [modernize Canada’s immigration system to fuel economic recovery and improve client experience](#), which will help address key challenges faced by our clients, such as reducing inventories and creating the predictable processing times that our clients expect and deserve.

This plan will help increase the attraction and retention of newcomers in regions with acute economic, labour and demographic challenges. It will also increase Francophone immigration outside Quebec, while supporting the successful integration of French-speaking newcomers and strengthening Francophone communities across the country. As part of our Francophone Immigration Strategy, we’re working to reach a target of 4.4% of French-speaking immigrants outside Quebec by 2023.

Highlights of the plan include:

- Overall admissions amounting to 1.14% of the Canadian population by 2024.
- A long-term focus on economic growth, with nearly 60% of admissions in the Economic Class.
- Help for vulnerable populations, like the special measures for granting permanent residence to refugee claimants working in health care during the pandemic.
- Support for global crises by providing a safe haven through humanitarian immigration to those facing persecution.
- Talent retention of those already in Canada by granting permanent status to temporary residents accepted through the time limited pathways for essential workers launched in spring 2021.

This plan also recognizes the importance of family reunification and helps maintain the 12 month processing standard for spouses and children.

Canada remains firm in its global humanitarian commitments, including the plan to resettle at least 40,000 Afghan nationals over the next 2 years. To date, more than 7,550 Afghan refugees now call Canada home as a result of these efforts. By working with partners in the region, we are using all avenues available to secure safe passage for those in Afghanistan.

The 2022–2024 Immigration Levels Plan will help cement Canada’s place among the world’s top destinations for talent, creating a strong foundation for post-pandemic economic growth while reuniting family members with their loved ones and fulfilling Canada’s humanitarian commitments.”

Read the full report: <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/annual-report-parliament-immigration-2021.html>

Supplementary Information for the 2022-2024 Immigration Levels Plan:
<https://www.canada.ca/en/immigration-refugees-citizenship/news/notices/supplementary-immigration-levels-2022-2024.html>

IRCC Infographic follows on the next page.



We are aiming to improve our processes for permanent residence, temporary residence and citizenship, and how we deliver client service.

PERMANENT RESIDENCE



Move away from paper file inventory for permanent residence programs, and phase out remaining paper intake

Process new Family Class and Canadian Experience Class **applications** within our **service standard**



Eliminate existing permanent resident card inventories and enable clients to **renew** their **permanent resident card online**

Expand the **online permanent residence application portal** to include more clients

CITIZENSHIP

- Reduce inventory of **60,000 clients** awaiting their **Oath of Citizenship ceremony**
- Work toward scheduling the Oath of Citizenship ceremonies within **4 months** of a final decision
- **Reduce existing inventories** for citizenship grants and proof of citizenship



TEMPORARY RESIDENCE

Reduce existing inventories and meet service standards for

- **work permits** (prioritizing essential workers)
- **study permits**

Reduce the inventory for **visitor visas**



CLIENT SERVICE

Provide greater transparency with clients by

- **updating the processing times tool** with up-to-date information
- giving clients more information on the **status of their application**



WE WILL MAKE THIS HAPPEN WITH



PEOPLE

We have hired **500 new processing staff** and continue to hire more.



TECHNOLOGY

We are investing in and expanding the use of **technology and online options**.



POLICIES AND PROCESSES

We are addressing **systemic barriers** to ensure our programs and policies are **fair, equitable, and culturally sensitive**.



Immigration, Refugees and Citizenship Canada

Immigration, Réfugiés et Citoyenneté Canada

Canada

2. Canada Health Infoway

During the November 2021 meeting, I referred to Canada Health Infoway's annual reports and website. I very much enjoyed going through their reports that are posted online via their website. Most of the information is focused on their performance against their annual objectives, and "Improving Access to Care for Canadians". Throughout the report there are interesting graphs, as well as output and outcome information. Additionally, there is specific information concerning Leadership and Governance including updates from the Board Committees and a section on Risk Management activities.

I wanted to share it as a good example of an annual report that provides interesting information reflecting both operational and strategic achievements.

Also, their website has an interesting Governance and Accountability Structure chart, a very good Whistleblower Policy and Workplace Violence and Harassment Prevention Policy.

I attached some of the aforementioned information to the email message I sent, and for your reference, the website address is <https://www.infoway-inforoute.ca/en/>

3. The Leadership In Leaving

As often happens, I was searching for something on the internet while doing some work, and I came across a great resource titled The Leadership In Leaving. That resource led me another and another, so I compiled a list of some of the best that I would like to share for your future reference. I have attached a few of them to my e-mail message.

Following is the preface to **The Leadership In Leaving – Boomer Series:**

This report is the second in a series that examines different aspects of a transformational moment for the nonprofit sector, as the baby boomer cohort begin to transition out of their current leadership roles and contemplate their next stage of work and life. It focuses on the nonprofit leader's decision to leave a long-term executive position. More specifically, the report highlights and explores the leadership in leaving as an often neglected aspect of a nonprofit leader's role that is a key in understanding and successfully completing the exit process. The report is focused on US-based non-profit organizations; however, it is very applicable to Canadian and Quebec organizations as well.