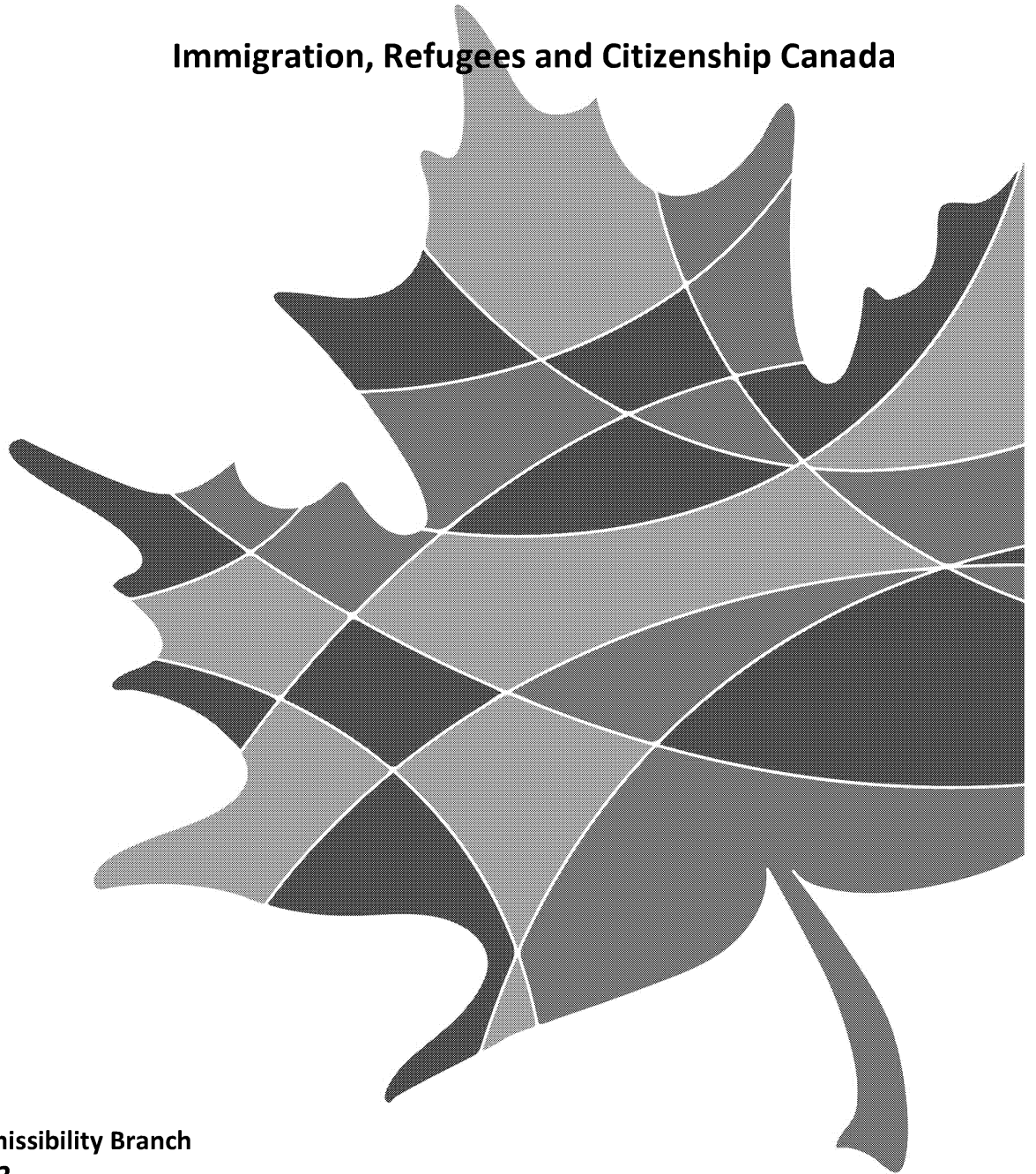


# Visitors Program

## Performance Information Profile

---

**Immigration, Refugees and Citizenship Canada**



**Prepared by: Admissibility Branch**  
**Date: June 9, 2022**

## Approval Tracking Sheet

BRANCH	DIRECTOR GENERAL APPROVAL
Admissibility Branch	Tina Matos
Case Management Branch	Isabella Daoust
Centralized Network	Tara Lang
Chief Data Officer	Umit Kiziltan
Client Experience Branch	Sylvain Beauchamp
Digital Strategy Branch	Liz McKeown
Domestic Network	Alexandra Hiles
Enterprise Projects & Programme Management	Marie-Flore Baptiste
Financial Strategy Branch	Julie Chassé
Immigration Branch	Michèle Kingsley
Immigration Program Guidance Branch	Jean-Marc Gionet
Integrity Risk Management	Martin Rubenstein
International Network	Perminder Gill
Litigation Management Branch	Annie Crousset
Migration Health Branch	Craig Shankar
Operations Planning and Performance Branch	Marie-Josée Dorion
Research & Evaluation	Mieke Bos
Strategic Policy and Planning	Philip Somogyvari
Transformation Branch	Ralph Bishop
<b>Program Management Table Approval Date</b>	<b>March 29, 2022<sup>1</sup></b>

<sup>1</sup> The Program Management Table approved the Performance Information Profile on March 29, 2022, pending additional revisions. The revised Performance Information Profile was then re-circulated to the Program Management Table and, on June 9, 2022, was approved by the Visitors Program's Program Official.

# Table of Contents

<b>1.0</b>	<b>Basic Program Information</b> .....	<b>1</b>
<b>2.0</b>	<b>Program Profile</b> .....	<b>1</b>
2.1	Program Description.....	1
2.2	Program Scope .....	1
2.3	Need for the Program.....	2
2.4	Visitors Program & COVID-19.....	4
2.5	Alignment with Government/Departmental Priorities .....	4
2.6	Program Stakeholders .....	5
2.7	Governance .....	5
2.8	Funding .....	6
<b>3.0</b>	<b>Logic Model</b> .....	<b>6</b>
3.1	Programs Streams and Expected Outcomes .....	6
<b>4.0</b>	<b>Performance Measurement Strategy Framework (Performance Indicators)</b> .....	<b>10</b>
4.1	Data Sources.....	24
4.2	Data Collection .....	24
4.3	Tagging - Program Tags .....	24
<b>5.0</b>	<b>Reporting</b> .....	<b>25</b>
<b>6.0</b>	<b>Evaluation</b> .....	<b>25</b>
6.1	Evaluation Issues and Questions .....	25
<b>7.0</b>	<b>Additional Information</b> .....	<b>27</b>
7.1	List of Relevant approved evaluations and external studies (i.e. evaluations, audits, research).....	27
7.2	List of Relevant major projects, services and horizontal initiatives .....	28
7.3	Government-wide policy considerations (i.e. gender-based analysis and official languages)....	29
<b>8.0</b>	<b>Program Risk Profile</b> .....	<b>31</b>
	<b>Annex 1 – Documents for Temporary Residents</b> .....	<b>35</b>
	<b>Annex 2 – IRCC Branch Stakeholders</b> .....	<b>37</b>
	<b>Annex 3 – IRCC’s 3x3 Risk Matrix</b> .....	<b>39</b>

## 1.0 Basic Program Information

<b>Program Name</b>	<b>Visitors Program</b>
<b>Program Official</b>	<b>Director General, Admissibility Branch</b>

## 2.0 Program Profile

### 2.1 Program Description

Immigration, Refugees and Citizenship Canada (IRCC) facilitates the entry of visitors, whether as a tourist, a visiting friend or family member, or a business traveller. Depending on the assessment of specific political and other conditions in their country of origin, visitors (except U.S. passport holders) are required to apply for and, if eligible, receive either a visa or an electronic travel authorization (eTA) from IRCC before they enter Canada. IRCC may also impose terms and conditions on a visitor's stay, such as restricting the visitor from engaging in unauthorized work or study and identifying a prescribed period of stay.

### 2.2 Program Scope

The Visitors Program is one of three Temporary Resident Programs under "Core Responsibility 1" of IRCC's Departmental Results Framework. The Visitors Program covers most foreign nationals seeking to enter or remain in Canada for one or more temporary purposes, including:

- Visiting family and/or friends;
- Tourism;
- Participating in international events;
- Engaging in business;
- Permit-exempt students and/or workers;
- Transiting through Canada to reach another destination.

Some foreign nationals entering, or remaining in Canada, fall outside the Visitors Program<sup>2</sup>. For example, the International Students and Temporary Workers Programs cover foreign nationals who are issued a student or work permit respectively. Furthermore, because U.S. passport holders (and certain other groups) are exempt from the *Immigration and Refugee Protection Act's* (IRPA) temporary resident visa (TRV) and eTA requirements,<sup>3</sup> Canada Border Services Agency (CBSA) is primarily responsible for facilitating and managing the migration of these populations at ports of entry.<sup>4</sup> The Visitors Program

<sup>2</sup> What a foreign national needs to travel to Canada will depend on where they are from, how they are travelling to Canada, and what documents they are travelling with – [Entry requirements by country/territory](#).

<sup>3</sup> Other groups exempt from these requirements include passport holders with diplomatic acceptance from Canada, the Royal Family, and others referred to under Subsections R7(2), 7.1(3) and Division 5 of Part 9 of the *Immigration and Refugee Protection Regulations*.

<sup>4</sup> IRCC's Policy and Program Management Stream still plays a significant role in CBSA's own activities and outputs in facilitating and managing the migration of these populations (e.g. policy development on admissibility requirements).

makes efforts to flag when performance measurement data cannot be disaggregated between the three temporary resident populations and/or when data may include populations that are TRV/eTA exempt.

## 2.3 Need for the Program

The Visitors Program responds to a number of objectives listed under IRPA, including to:

- “...facilitate the entry of visitors, students and workers, for purposes such as trade, commerce, tourism, international understanding and cultural, educational and scientific activities”;
- “...protect public health and safety and to maintain the security of Canadian society”; and,
- “...promote international justice and security by fostering respect for human rights and by denying access to Canadian territory to persons who are criminals or security risks...”<sup>5</sup>

Prior to the COVID-19 pandemic in 2020, Canada was an attractive visitor destination and IRCC experienced unprecedented growth in visitor application volumes. Throughout the pandemic, IRCC continued to facilitate travel for those eligible under the travel restriction exemptions for family reunification and compassionate purposes. With the resumption of global travel, a modernized Visitors Program is essential for meeting client expectations; competing for visitors against similar countries; and, maintaining public confidence in program integrity.

### FACILITATE ENTRY OF VISITORS

---

The Visitors Program facilitates the entry of visitors by screening all visitor applicants and issuing relevant documentation (see Annex 1). Facilitating the entry of visitors results in significant economic contributions to Canada (e.g. revenue through tourism) as well as positive societal and cultural impacts that can come from shared experiences and transfer of knowledge. There are also residual impacts from visitors who return to Canada as a student, worker or permanent resident.

Under IRPA, visitor applicants who require a visa undergo a comprehensive screening process. Decisions to lift the visa requirement on certain nationalities are guided by Canada’s Visa Policy Framework, which assesses over 40 criteria designed to identify associated risks and benefits (e.g., migration trends, social and economic factors, border control).

Visitors from visa-exempt countries identified as lower-risk are eligible to apply online for an eTA instead of a visa. The eTA is a digital travel document that provides a low-cost and light touch screening experience that can almost always be approved in minutes. In 2017, the eTA expansion program was introduced to select nationals of Brazil, Romania and Bulgaria travelling to Canada by air to facilitate low-risk air travellers within higher-risk, visa-required populations. Following the visa lifts for Romania and Bulgaria at the end of 2017, Brazil is currently the only country whose nationals are eligible for eTA expansion.

Several service supports have been put into place and service standards have been established for visitor applications including eTAs and new visa applications submitted outside Canada. IRCC also facilitates visitors who seek to transit through, or extend their stay in Canada by issuing transit visas and visitor records respectively.

Inadmissible foreign nationals, who would otherwise be refused entry or removed from Canada, may be allowed to enter or remain in Canada through facilitative mechanisms such as Temporary Resident

---

<sup>5</sup> IRPA s.3(1)(g), (h) and (i).

Permits (TRP). This is determined on a case-by-case basis and when justified in the circumstances. To issue a TRP, the foreign national's visit to Canada must outweigh the health or safety risks to Canadian society.

## PROTECT CANADIAN SOCIETY AND PROMOTE INTERNATIONAL JUSTICE AND SECURITY

---

The Visitors Program does not limit (or place a cap on) the number of applications it receives. Nor does the Program limit the number of documents it issues. Rather, the Program's administration of entry requirements on visitor applicants is Canada's primary means of controlling irregular migration :

Visitor applicants who intend to visit Canada for less than six months generally do not require a medical examination unless they work in an occupation where public health must be protected. Medical examination is required for visitor applicants who plan to stay more than six months and have spent six or more months in countries or territories requiring a medical examination in the year before coming to Canada, or who intend to work in certain occupations. The purpose is to screen for active pulmonary tuberculosis as well as mental health conditions that could pose a danger to public health and safety.

To be eligible to travel to Canada, applicants must meet all the travel document requirements under the *Immigration and Refugee Protection Act* (IRPA) and the *Immigration and Refugee Protection Regulations* (IRPR).

The Interactive Advance Passenger Information system, launched in 2016, validates whether an immigration document had been issued for travel to Canada, further solidifying the screening of travellers away from Canada's border. At a port of entry, CBSA officers make the final decision on whether a foreign national is authorized to enter and remain in Canada, and determine the duration of the visit. Following their entry to Canada, visitors can apply to IRCC online to extend their stay as a visitor.

The Entry/Exit Program is a joint initiative, from the Beyond the Border Action Plan, between Canada and the United States (U.S.). It seeks to track the movement in GCMS of travellers across the Canadian and American borders. Amongst other features, IRCC will be able to query the CBSA's Entry/Exit Information System via GCMS to verify if a visitor applicant may have previously overstayed their allowable period of admission in Canada

---

<sup>6</sup> In 2018, Canada expanded biometric collection (photograph and fingerprints) to include all TRV, study and work permit applicants (excluding U.S. nationals), as well as to all permanent residence applicants. The expansion of biometrics also included the addition of in Canada biometric enrolment at specific Service Canada location for in-Canada applicants.

## 2.4 Visitors Program & COVID-19

Throughout the pandemic, IRCC continued to facilitate travel for visitors eligible under the travel restriction exemptions by prioritizing the processing of their TRV and eTA applications (requiring manual review), pre-adjudicating travel for family reunification purposes, and issuing written authorization as applicable. A pause on the processing of TRV applications was implemented in response to the COVID-19 disruptions between April 9, 2020 and July 1, 2020, with the exception of applicants who met an exemption (e.g. family reunification) to one of the Orders in Council (OICs). Since intake of TRV applications was not paused, only processing, IRCC continued to receive TRV applications, even from visitors who were prohibited entry for discretionary purposes, which led to an inventory of TRV applications accumulating. COVID-19 disruptions also required the Visitors Program to become more nimble and more resilient in the face of shifting domestic and international conditions. As such, Ministerial Instructions were implemented to require that temporary resident applications from outside Canada be submitted electronically. This has allowed work sharing among IRCC officers to ensure that the Department is able to continue to process applications wherever capacity exists across its integrated network.

## 2.5 Alignment with Government/Departmental Priorities

### SPEECH FROM THE THRONE 2021

---

The Visitors Program's facilitation of visitors contributes to the Government of Canada's commitment to reducing wait times, as well as the priority of growing "a more resilient economy" (where immigration is recognized as a driver of economic growth).

### BUDGET 2021 AND 2022 ANNOUNCEMENTS

---

As the Visitors Program facilitates visitors' entry to Canada, the Program will be one of the beneficiaries of the Budget 2021 proposal to invest \$428.9 million, with \$398.5 million remaining amortization over five (5) years to develop and deliver an enterprise-wide digital platform that would gradually replace the legacy Global Case Management System. This proposal would enable improved application processing and support for applicants, beginning in 2023.

Budget 2022 proposed to provide \$385.7 million over five years, and \$86.5 million ongoing, for Immigration, Refugees and Citizenship Canada, the Canada Border Services Agency, and the Canadian Security Intelligence Service to facilitate the timely and efficient entry of a growing number of visitors, workers, and students.

### MINISTER OF IMMIGRATION, REFUGEES AND CITIZENSHIP MANDATE LETTER 2021

---

The Visitors Program supports the objective to "[r]educe application processing times, including to address delays that have been impacted by COVID-19" as outlined in the Minister of Immigration, Refugees and Citizenship's 2021 mandate letter.

### IRCC DEPARTMENTAL RESULTS

---

The Visitors Program contributes to two of IRCC's departmental results under the Departmental Results Framework: "Entry to Canada of eligible visitors, international students and temporary workers is facilitated" and "Facilitation of temporary entry helps to generate economic benefits".

## 2.6 Program Stakeholders

**IRCC:** IRCC is responsible for processing visitor applications, issuing travel documents (e.g., TRVs and eTAs) and status documents (e.g. visitor records), and the policies for establishing most of the requirements to enter and remain in Canada, including documentation and the majority of IRPA's inadmissibility provisions. IRCC Branches play a pivotal role in the policy and operational activities of the Visitors Program (see Annex 2).

**CBSA:** The CBSA is responsible for administering IRPA as it relates to examinations at ports of entry (e.g. ensuring foreign nationals meet IRPA's eligibility and admissibility criteria before being authorized to enter and remain in Canada, and to determine the duration of the visit); enforcing IRPA (including arrest, detention and removal); establishing policies regarding enforcement of IRPA, certain inadmissibility grounds and Ministerial relief.

**Other Government Departments:** IRCC works with other departmental stakeholders to ensure a balance between security risks (Royal Canadian Mounted Police and Canadian Security Intelligence Service), foreign policy and trade interests (Privy Council Office, Global Affairs Canada and foreign governments), and economic benefit to Canada (Innovation, Science and Economic Development). As needed, other domestic departments are also engaged (e.g., Department of Justice and the other Central Agencies).

**International Stakeholders:** The Visitors Program's policy decisions and operational realities require consultation with international stakeholders and can result in bilateral issues. The Visitors Program negotiates agreements regarding immigration information sharing with international partners – primarily Migration 5 partners (Australia, New Zealand, the United Kingdom and the United States) – to support decisions on applicant eligibility and/or admissibility.

## 2.7 Governance

The Visitors Program conducts its planning and reporting under a governance structure that supports and oversees departmental performance measurement and evaluation. Visitors Program-related issues, proposals and reports can also be advanced outside of this structure through IRCC's committees, decision making bodies, and forums.

**Program Management Table (PMT):** Chaired by the Visitors Program's Program Official (Director General of Admissibility Branch), the PMT provides guidance and oversight for the planning, reporting and priority setting of the Visitors Program. The PMT also supports issue identification and decision-making to improve program efficiency and effectiveness.

**Performance Measurement Steering Committee (PMSC):** Co-chaired by the Director General of Research and Evaluation Branch and the Director General of Strategic Policy and Planning Branch, PMSC provides direct oversight and approval for the development, implementation and maintenance of the Departmental Results Framework and the Program Inventory. Program Officials inform PMSC of Stocktake reports, data issues, and requirements for changes to program logic models and indicators.

**Performance Measurement and Evaluation Committee (PMEC):** PMEC is responsible for Program performance measurement oversight and reporting; the Departmental Results Framework reporting and Program Inventory development and alignment; departmental evaluation planning, resourcing, and reporting; departmental data management as it relates to performance measurement, evaluation and results reporting; and other evaluation and/or performance measurement-related activities of the Department as needed.



## 2.8 Funding

The Visitors Program funding is appropriated to IRCC and partners according to a fixed program volume from past years. IRCC charges and collects application fees from clients; fees are set at a price that will compensate the Government for delivering the programs, without generating a surplus. The fees are deposited directly to the Government of Canada Consolidated Revenue Fund.

## 3.0 Logic Model

### 3.1 Programs Streams and Expected Outcomes

#### PROGRAM STREAMS

The Visitors Program's logic model has two program streams that, together, contribute to the Program's three outcomes (identified further below) and IRCC's overall objectives:

1. The activities of the **Policy and Program Management stream** consist of:

Policy development and support	Develop policy advice on admissibility requirements and country assessments to determine risks for inadmissibility and screening processes.
Program Delivery instructions, advice and operational guidance	Provide guidance and instructions to IRCC officers and partner agencies so that policies are consistently applied to decision-making and responses to client inquiries are consistent.
Visitors Volume Management, projections	Monitor and analyze application volumes to assess and mitigate operational pressures.
Communications and production of information products:	Develop and provide application forms, instructions, and awareness products to clients and partners in the travel and tourism industry so that applicants understand their options and what is required of them. Also develop and provide mechanisms to receive feedback from clients on their experiences and expectations in order to monitor the performance of IRCC's services and guide modernization initiatives which feed into facilitation efforts.
Program risk monitoring, integrity exercises	Monitor and assess performance to ensure program integrity is maintained and efficiency is achieved with a measure of continuous service and that appropriate mitigation strategies are in place to manage program integrity risks.

The outputs from these activities are inputs into the activities of the **Application Processing stream**.

2. The activities of the **Application Processing Stream** consists of the following (some of the following is done electronically):

Confirm Identity	Using government-issued identity documents and biometric information, where applicable
Travel Intent	Determine whether the applicant's stated intent to travel is <i>bona fide</i> or if the traveller may overstay or misuse the program

Eligibility	Ensuring the applicant meets the criteria of the document they are seeking
Admissibility	Determine whether the applicant is admissible to Canada, or might pose a threat to the health, safety or security of Canadians.
Decision	Once the screening process is complete, make a decision and either issue the document to the bona fide traveller or refuse the application.

The outputs of the Application Processing stream are the **approvals and refusals** of visitor applications.

#### EXPECTED OUTCOMES

---

- A. **Immediate Outcomes:** The activities and outputs of the two streams lead to the immediate outcome of “Travel, transit, and temporary resident status of legitimate visitors are facilitated”.

*Travel, transit, and temporary resident status of legitimate visitors are facilitated*

The Visitors Program’s activities and outputs ensure that the visitor eligibility requirements are clear to all stakeholders; are requirements based on current global conditions, evidence-based policy and legal considerations; and that there is a framework for information sharing and identity management. In turn, immigration decision making is supported at the application phase to identify legitimate visitors; approve applications (or apply facilitative mechanisms) and issue relevant documentation to travel, enter or remain in Canada.

- B. **Intermediate Outcomes:** The immediate outcome of “Travel, transit, and temporary resident status of legitimate visitors are facilitated” leads to the two separate intermediate outcomes that are equal in terms of program influence.

*Managed migration of visitors to Canada that protects the health, safety and security of Canadians*

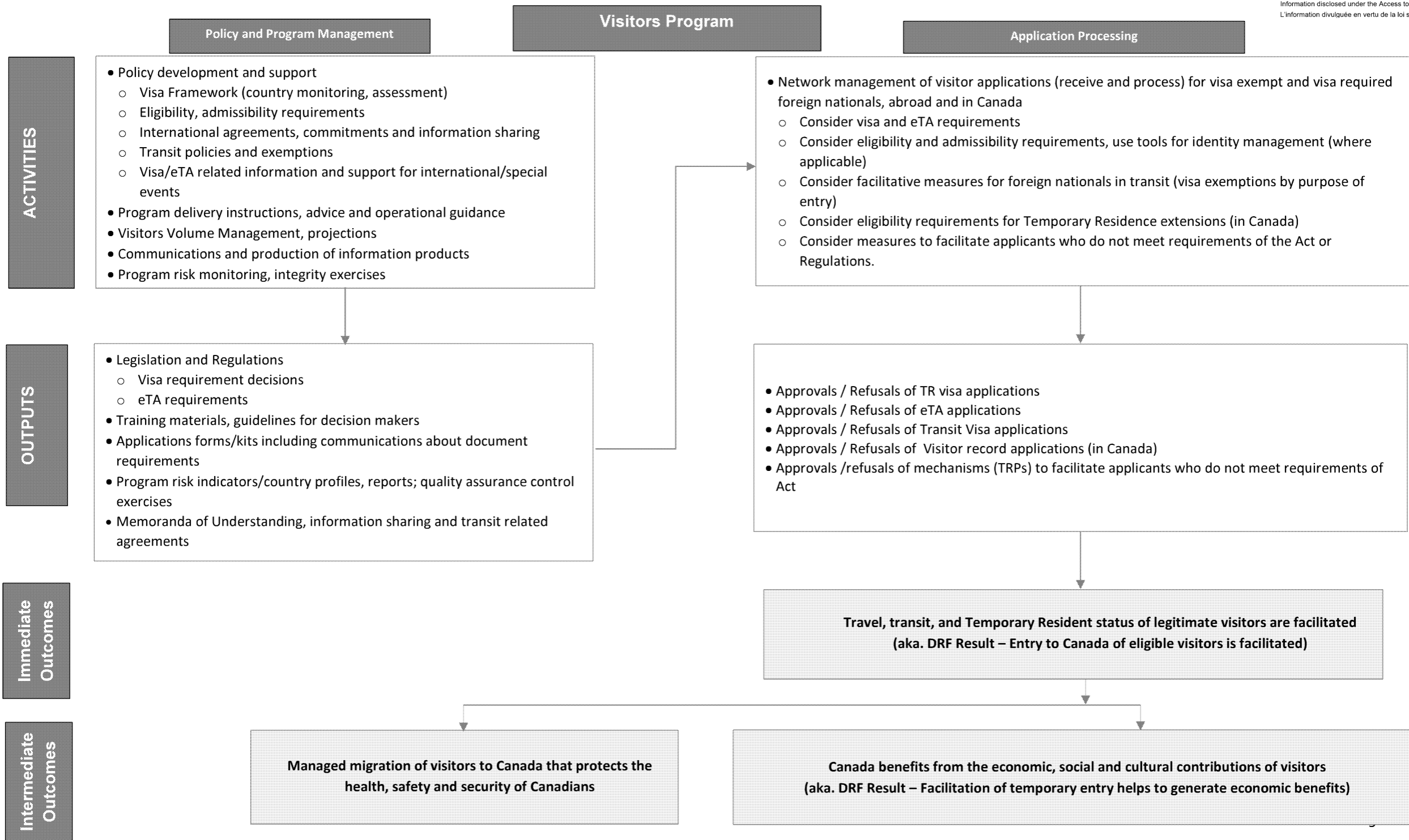
Through the balance between facilitation and the protection of the immigration system’s integrity, the Visitors Program manages the migration of visitors to Canada that protects the health, safety and security of Canadians. By monitoring, reporting, and evaluating program integrity issues and risks, such as [redacted], the Visitors Program is able to refine facilitation and program integrity measures and strengthen aspects of the program that contribute to the protection and integrity of the immigration system.

*Canada benefits from the economic, social and cultural contribution of visitors*

Canada expects to benefit from the economic, social and cultural contribution of visitors. In addition to tourism-related expenditures, Canada economically benefits from those visiting for longer durations and repeat visits (e.g. rent expenditures). Canada also benefits socially and culturally from visitors, including welcoming the world for large events and facilitating connections between friends, family and communities. Visitors transiting through Canada also contribute to enhancing Canada’s global air connectivity and the overall competitiveness of Canada’s air transportation sector. Visitors who have a positive client experience may also recommend Canada as a destination of choice to others and/or return to Canada for a longer period to study, work or live permanently.

- C. **Ultimate outcomes:** Not Applicable

There is no ultimate outcome for the Visitors Program because the Program's results are expected to be realized in the short to medium term: legitimate visitors are authorized to travel and enter Canada with the expectation they will contribute to Canada. Beyond this, the Visitors Program does not have influence, or control, over longer-term results. Other Programs under IRCC's Departmental Results Framework benefit from visitors returning to Canada as students, workers or permanent residents and often have greater control over the categories and volumes of foreign nationals traveling to Canada for a longer period of time.



## 4.0 Performance Measurement Strategy Framework (Performance Indicators)

Outcomes/Result		Indicator #	Performance Indicator <sup>7</sup>	Data Available (Y / N)	Purpose / Description	Indicator Methodology	Data Source	Data Owner	Responsibility for Collection/Frequency	Responsibility for Results Analysis	Target <sup>8</sup>	Indicator Reported Through (e.g. Internal, TBS Results Annex, Departmental Results Framework (DRF))
Immediate Outcome	Travel, transit, and Temporary Resident status of legitimate visitors are facilitated	1	Total Number of visas and electronic travel authorizations (eTA) issued to visitors, international students and temporary workers	Y	Total of all TRs issued visas and eTAs  The Visitors Program is the only Core Responsibility Program that incorporates this DRF indicator. The inclusion of visas and eTAs issued to international students and temporary workers provides context for analysis when data is further broken down to the Visitors Program.	See DRF Indicator #1 methodology	GCMS	OPPB	OPPB/Annually	Admiss / OPPB / IPGB / OPS (IN, CN)	≥5.9M	DRF- R1, Indicator #1
		1.1	Number of Temporary Resident Visas issued to visitors, international students and temporary workers broken down by Program	Y	Sub-indicators included to assist with differentiation between visa and eTA issuance and differentiation between Programs. Totals between sub-indicators rolled up provides the total.	Request from OPPB, using indicator language, specify time frame (CY or FY, specific quarter)	GCMS	OPPB	OPPB/Annually	Admiss / OPPB / IPGB / OPS (IN, CN)	≥1.8M	Internal

<sup>7</sup> All indicators may be broken down by demographic characteristics to support horizontal government initiatives such as GBA+ or reporting on official linguistic minority communities.

<sup>8</sup> Targets are based on PMEC approved targets for DRF and Program-level indicators for 2021-22 (see Departmental Plan 2021-22 and GCInfobase).

Outcomes/Result	Indicator #	Performance Indicator <sup>7</sup>	Data Available (Y / N)	Purpose / Description	Indicator Methodology	Data Source	Data Owner	Responsibility for Collection/Frequency	Responsibility for Results Analysis	Target <sup>8</sup>	Indicator Reported Through (e.g. Internal, TBS Results Annex, Departmental Results Framework (DRF))
	1.2	Number of eTAs issued to visitors, international students and temporary workers broken down by Program	Y	Sub-indicators included to assist with differentiation between visa and eTA issuance and differentiation between Programs. Totals between sub-indicators rolled up provides the total. eTAs counted will be all those eligible (i.e. including eTA expansion clients).	Request from OPPB, using indicator language, specify time frame (CY or FY, specific quarter)	GCMS	OPPB	OPPB/Annually	Admiss / OPPB / IPGB / OPS (IN, CN)	≥4.1M	Internal
	1.3	Number of Temporary Resident Visas issued to visitors broken down by gender, age, country of citizenship, and country of origin	Y	Will support GBA Plus analysis of the Visitors Program	Request from OPPB, using indicator language, specify time frame (CY or FY, specific quarter)	GCMS	OPPB	OPPB/Annually	Admiss / OPPB / IPGB / OPS (IN, CN)	N/A	Internal
	1.4	Number of eTAs issued to visitors broken down by gender, age, country of citizenship, and country of origin	Y	Will support GBA Plus analysis of the Visitors Program	Request from OPPB, using indicator language, specify time frame (CY or FY, specific quarter)	GCMS	OPPB	OPPB/Annually	Admiss / OPPB / IPGB / OPS (IN, CN)	N/A	Internal
	2	Number of TRV and eTA applications received by IRCC	Y	Provides context for IRCC's ability to facilitate demand (e.g. allows for percentage of output compared to input).	Request from OPPB, using indicator language, specify time frame (CY or FY, specific quarter)  To be broken down by TRV and eTA applications	GCMS	OPPB	OPPB/Annually	Admiss / OPPB / IPGB / OPS (IN, CN)	N/A	Internal
	3	Percentage of visitor visas, and eTAs, issued that adhere to	Y	To determine processing within or outside of service	See DRF Indicator #4 methodology	GCMS	OPPB	OPPB/Annually	Admiss / OPPB	N/A	DRF – R1, Indicator #4

Outcomes/Result	Indicator #	Performance Indicator <sup>7</sup>	Data Available (Y / N)	Purpose / Description	Indicator Methodology	Data Source	Data Owner	Responsibility for Collection/Frequency	Responsibility for Results Analysis	Target <sup>8</sup>	Indicator Reported Through (e.g. Internal, TBS Results Annex, Departmental Results Framework (DRF))
		service standard, broken down by: <ul style="list-style-type: none"> <li>- new visa applications submitted outside Canada;</li> <li>- new parent/grandparent super visa applications submitted outside Canada; and</li> <li>- eTAs (by automated decisions; and responses by an officer in Canada/Overseas); and, broken down by gender, age, country of citizenship and country of origin.</li> </ul>		standards. Note: Due to requirements for the Super Visa, the processing times may be longer than other TRVs and this difference should be mentioned in reporting.  Will support GBA Plus analysis of the Visitors Program					/ IB / IPGB / OPS (IN, CN)		eTA processing time sub-indicator is consistent with eTA Expansion TB Sub indicator
	4	Percentage of visitor applicants who report they were satisfied with the services they received	Y	Will support understanding of Program's facilitation from the client perspective.	See DRF Indicator #5 methodology	IRCC Client Experience Survey	CEB	CEB/Annually	Admiss / CEB / IPGB / OPS (IN, CN)	>90 %	DRF – R1, Indicator #5
	4.1	Percentage of eTA clients who reported being satisfied with eTA process broken down by gender, age, country of citizenship and country of origin .	Y	To provide contextual analysis for indicator 4 and will support GBA Plus analysis of the Visitors Program	Request from CEB, using indicator language, specify time frame (CY or FY, specific quarter)	CEB Client Experience Survey	CEB	CEB/Annually	Admiss, SMEs (CEB, CN)	N/A	Internal
	4.2	Percentage of TRV applicants who reported being satisfied with TRV process broken down by gender, age, country of citizenship and country of origin.	Y	To provide contextual analysis for indicator 4 and will support GBA Plus analysis of the Visitors Program	Request from CEB, using indicator language, specify time frame (CY or FY, specific quarter)	CEB Client Experience Survey	CEB	CEB/Annually	Admiss, SMEs (CEB, CN)	N/A	Internal
	5	Number of TRVs approved, Single Entry, by category (i.e. Regular V-1 Visas, Diplomatic and Official Visas, Courtesy Visas, Facilitation	Y	To be broken down by high level categories of Visas, issued for single entry. Will	Request from OPPB, using indicator language, specify time frame (CY or FY, specific quarter)	GCMS	OPPB	OPPB/Annually	Admiss / OPPB / IPGB /	N/A	Internal

Outcomes/Result	Indicator #	Performance Indicator <sup>7</sup>	Data Available (Y / N)	Purpose / Description	Indicator Methodology	Data Source	Data Owner	Responsibility for Collection/Frequency	Responsibility for Results Analysis	Target <sup>8</sup>	Indicator Reported Through (e.g. Internal, TBS Results Annex, Departmental Results Framework (DRF))
		Visas) and broken down by gender, age, country of citizenship and country of origin		support GBA Plus analysis of the Visitors Program					OPS (IN, CN)		
	6	Number of TRVs approved, Multiple Entry, by category (i.e. Super Visas, Regular V-1 Visas, Diplomatic and Official Visas, Courtesy Visas, Facilitation Visas)	Y	To be broken down by high level categories of Visas, issued for multiple entry. Super Visas approved to be captured here.	Request from OPPB, using indicator language, specify time frame (CY or FY, specific quarter)	GCMS	OPPB	OPPB/Annually	Admiss / OPPB / IPGB / OPS (IN, CN)	N/A	Internal
	7	Number and Percentage of visitors facilitated through CAN, CAN+ and eTA expansion programs	Y	Will provide indications of travellers/applicants from certain countries who are facilitated through reduced visa requirements based on travel/compliance history. Please note: For CAN and CAN+, the numbers will likely be under-represented as it is not a mandatory field.	Request from OPPB, using indicator language, specify time frame (CY or FY, specific quarter)	GCMS	OPPB	OPPB/Annually	Admiss / OPPB / IPGB / OPS (IN, CN)	N/A	Internal
	8	Number of transit visas issued	Y	For volume of transit visas issued, indicates facilitation in terms of transit	Request from OPPB, using indicator language, specify timeframe (CY or FY, specific quarter)	GCMS	OPPB	OPPB/Annually	Admiss / OPPB / IPGB / OPS (IN, CN)	N/A	Internal
	9	Number of travellers recorded as Transit Without Visa and China Transit Program passengers	Y	For volume of those transiting under TWOV, indicates facilitation	Request from CBSA, using indicator language, specify timeframe (CY or FY, specific quarter)	Air carrier reports (spreadsheets)	CBSA	CBSA (Transporter Obligations Unit)/Monthly	CBSA / IRCC (Admiss)	N/A	Internal, MC: Updating Canada's Visa Policy Framework: New Facilitation & Integrity Measures - Results Annex



Outcomes/Result		Indicator #	Performance Indicator <sup>7</sup>	Data Available (Y / N)	Purpose / Description	Indicator Methodology	Data Source	Data Owner	Responsibility for Collection/Frequency	Responsibility for Results Analysis	Target <sup>8</sup>	Indicator Reported Through (e.g. Internal, TBS Results Annex, Departmental Results Framework (DRF))
		10	Number of TR Extensions (Visitor Records) issued	Y	Will provide volumes of TR extensions issued by IRCC	Request from OPPB, using indicator language, specify timeframe (CY or FY, specific quarter)	GCMS	OPPB	OPPB/Annually	Admiss / OPPB / CN	N/A	
		11	Number of Temporary Resident Permits issued to visitors	Y	Because TRPs are reported to the public, and are facilitative when justified. Will <u>not</u> include NI-TRPs/PPTRVs.	Request from OPPB, using indicator language, specify timeframe (CY or FY, specific quarter)	GCMS	OPPB	OPPB/Annually	Admiss / OPPB / IN / IPGB / OPS (IN, CN)	N/A	
Intermediate Outcome	Canada benefits from the economic, social and cultural contributions of Visitors  <i>(aka. DRF Result – Facilitation of temporary entry helps to generate economic benefits)</i>	12	Total monetary contribution of visitors to Canada's economy	Y	Economic contribution of visitors on Canada's GDP	See DRF Indicator #6 methodology	StatsCan's International Travel Survey (ISED revenue estimate)	ISED	SPPB/Annually	SPP / Admiss	N/A	DRF - R2 , Indicator #6
		13	Number and percentage of Temporary Residents who were in Canada on Super Visas who then returned as/became Permanent Residents	Y	Intended to indicate social impact of Super Visas-Visitors, as they are generally coming to be with and support family. This indicator/ PM story should identify the PULL factor the TR-Visitor Super Visa stream provides, and that Canada benefits from these TRs who may become PRs. Does the Super Visa fill a need while waiting for PR, or does it fill a need instead of PR	Request from CDO-DDR, linkage required between those on SuperVisas and those who subsequently enter/are admitted as PRs. Re: # and % methodology, require guidance from CDO-DDR, once PIP implemented.	GCMS	CDO-DDR	CDO-DDR/Annually	CDO-DDR, Admiss / IB / OPS (IN, CN)	N/A	Internal

Outcomes/Result	Indicator #	Performance Indicator <sup>7</sup>	Data Available (Y / N)	Purpose / Description	Indicator Methodology	Data Source	Data Owner	Responsibility for Collection/Frequency	Responsibility for Results Analysis	Target <sup>8</sup>	Indicator Reported Through (e.g. Internal, TBS Results Annex, Departmental Results Framework (DRF))
	14	Number and percentage of visitors who became students or workers within a 5 year period	Y	<p>Intended to measure the PULL factor the Visitors program offers, with PM story linking Visitor clients' visa records with subsequent work or study permits issued within a 5 year period.</p> <p>Note: spring 2021 and place-based applications, may require change to wording "return"</p>	Request from CDO-DDR, linkage required between those on TR-Visas and those who subsequently enter/are admitted with work/study permits. Re: # and % methodology, require guidance from CDO-DDR.	GCMS	CDO-DDR	CDO-DDR/Annually	CDO-DDR and Admiss / IPGB / IB	N/A	Internal
	14.1	-- and then became PRs within a 10 year period (after being student or worker)		To measure the PULL factor the Visitors program offers	Methodology requires guidance from CDO-DDR.	GCMS	CDO-DDR	CDO-DDR/Annually	Admiss	N/A	Internal
	14.2	Number and percentage of visitors who became PRs, within 10 year period (without having been a student or worker)		Intended to measure the PULL factor the Visitors program offers	Methodology requires guidance from CDO-DDR.	GCMS	CDO-DDR	CDO-DDR/Annually	Admiss	N/A	Internal

Outcomes/Result		Indicator #	Performance Indicator <sup>7</sup>	Data Available (Y / N)	Purpose / Description	Indicator Methodology	Data Source	Data Owner	Responsibility for Collection/Frequency	Responsibility for Results Analysis	Target <sup>8</sup>	Indicator Reported Through (e.g. Internal, TBS Results Annex, Departmental Results Framework (DRF))
Intermediate Outcome	Managed migration of Visitors to Canada that protects the health, safety and security of Canadians	15	Percentage of visitor, international student and temporary worker applicants who are: <ul style="list-style-type: none"> <li>found inadmissible on health grounds</li> <li>are authorized to enter with a condition on their visa related to health surveillance</li> </ul>	Y	Dependent on length of stay  The inclusion of international students and temporary workers provides context for analysis when data is further broken down to the Visitors Program.	See DRF #2 methodology Data is calculated as the number of medicals, meaning that there may be a small number of clients with multiple medicals. We do not expect that this potential duplication will influence the overall indicator results. The definition of visitors for indicator 2 does NOT include eTA applicants. Percentage of visitor (TRV, VR), international student (SP, SP-EXT) and temporary worker (WP, WP-EXT)	GCMS	MHB	MHB/Annually	Admiss/MHB	≤3% (authorized to enter)	DRF – R1, Indicator #2
		15.1	Percentage of visitor, international student and temporary worker applicants who required an immigration medical exam	Y	* Due to the nature of application processing, the populations represented by Indicator 1 and Indicator 2 may not be the exact same group of individuals. Notably, clients are counted in Indicator 1 if their Application Closed Date falls within the relevant timeframe (ex. FY 2018/19). However, clients are counted in Indicator 2 if their immigration medical	Methodology to clarify timeframe for when application was approved (% of visitor, international student and temporary worker applicants whose application was approved in X that required an immigration medical exam).  The definition of visitors does NOT include eTA applicants. A client's	GCMS	MHB	MHB/Annually	Admiss/MHB	N/A	Internal

Outcomes/Result	Indicator #	Performance Indicator <sup>7</sup>	Data Available (Y / N)	Purpose / Description	Indicator Methodology	Data Source	Data Owner	Responsibility for Collection/Frequency	Responsibility for Results Analysis	Target <sup>8</sup>	Indicator Reported Through (e.g. Internal, TBS Results Annex, Departmental Results Framework (DRF))
				<p>exam (IME) was assessed within the relevant timeframe (ex. FY 2018/19). For most applicants, the year in which their application is closed will be the same as the year when their IME is assessed. However, for some clients processing delays can lead to gaps between the time a medical was assessed and the time when an application was approved. As such, these two indicators should be interpreted as representing similar but not identical populations.</p>	<p>application was considered to have a medical requirement if they had any data entered for their Medical Activity Status. This would include medicals that were Not Started or that were cancelled. Only clients with approved applications are counted.</p> <p>Percentage of visitor (TRV, VR), international student (SP, SP-EXT) and temporary worker (WP, WP-EXT)</p>						
	16	 1 :									

s.16(1)(b)  
 s.21(1)(a)

Outcomes/Result	Indicator #	Performance Indicator <sup>7</sup>	Data Available (Y / N)	Purpose / Description	Indicator Methodology	Data Source	Data Owner	Responsibility for Collection/Frequency	Responsibility for Results Analysis	Target <sup>8</sup>	Indicator Reported Through (e.g. Internal, TBS Results Annex, Departmental Results Framework (DRF))
	17	Number and percentage of TRVs and eTAs refused, broken down by: <ul style="list-style-type: none"> <li>- Inadmissibility (IRPA S 34-42)</li> <li>- Regulation 179</li> <li>- eTA drop outs that lead to refusal</li> </ul>	Y	NOTE: Refusals by R.179 are based on the following: 179 An officer shall issue a temporary resident visa to a foreign national if, following an examination, it is established that the foreign national (a) has applied in accordance with these Regulations for a temporary resident visa as a member of the visitor, worker or student class; (b) will leave Canada by the end of the period authorized for their stay under Division 2; (c) holds a passport or other document that they may use to enter the country that issued it or another country; (d) meets the requirements applicable to that class; (e) is not inadmissible; (f) meets the requirements of subsections 30(2) and (3), if they must submit to a medical examination under paragraph 16(2)(b) of the Act; and	Request from OPPB, using indicator language, specify time frame (CY or FY, specific quarter). For Number: Do a count of all Visitor TRV and eTA applications refused. For Percentage: All visitor TRV and eTA applications assessed is the denominator, the numerator is the number refused x100 = %	GCMS	OPPB for TRVs and eTAs but confirm eTA number with IPGB	OPPB/Annually	Admiss / OPPB / IRMB	N/A	Internal

Outcomes/Result	Indicator #	Performance Indicator <sup>7</sup>	Data Available (Y / N)	Purpose / Description	Indicator Methodology	Data Source	Data Owner	Responsibility for Collection/Frequency	Responsibility for Results Analysis	Target <sup>8</sup>	Indicator Reported Through (e.g. Internal, TBS Results Annex, Departmental Results Framework (DRF))
				<p>(g) is not the subject of a declaration made under subsection 22.1(1) of the Act.</p> <p>Because applicants can be refused for more than 1 reason, data pertaining to refusals under R179 will not be disaggregated.</p>							
	18	Number and percentage of eTA applications that drop out of the automated system due to potential adverse information that lead to refusal.	Y	Refusing eTA applications with adverse information prevents ineligible and inadmissible foreign nationals from travelling to Canada on the eTA.	Request from OPPB, the total number of eTAs dropped off and determine total number and percentage of eTA drop offs that lead to refusals	GCMS	OPPB	OPPB/Annually	Admiss/IPGB	N/A	Internal
	19	Number of eTAs cancelled by IRCC	Y	Cancelling eTAs when new adverse information comes to light after issuance prevents ineligible and inadmissible foreign nationals from travelling to Canada on the eTA.	Request from OPPB the total number of eTAs cancelled, specifying timeframe	GCMS	OPPB	OPPB/Annually	Admiss/IPGB	N/A	Internal
	20	Number and percentage of TRVs and eTAs refused following adverse verification activities	Y	To measure the impact of adverse verification activities	Request from OPPB, all TRV and eTA applications that underwent an adverse verification activity that resulted in a refusal, specifying timeframe. For number: Do a count of all TRV and eTA	GCMS	OPPB	OPPB/Annually	Admiss/IRMB	N/A	Internal

Outcomes/Result	Indicator #	Performance Indicator <sup>7</sup>	Data Available (Y / N)	Purpose / Description	Indicator Methodology	Data Source	Data Owner	Responsibility for Collection/Frequency	Responsibility for Results Analysis	Target <sup>8</sup>	Indicator Reported Through (e.g. Internal, TBS Results Annex, Departmental Results Framework (DRF))
					applications refused after a verification activity. For percentage: number of eTA and TRV apps that were refused after a verification activity/All TRV and eTA applications that went through a verification activity x100 = %						
	21	Number of verifications conducted that result in refusal for inadmissibility A40	Y	To measure the impact of adverse verification activities that led to refusals under A40	Request from OPPB, all TRV and eTA applications that underwent an adverse verification activity that resulted in a refusal for inadmissibility A40, specifying timeframe. For number: Do a count of all TRV and eTA applications refused for A40 after a verification activity. For percentage: number of eTA and TRV apps that were refused for A40 after a verification activity/All TRV and eTA applications that went through a verification activity x100 = %	GCMS	OPPB	OPPB/Annually	Admiss/IRMB	N/A	Internal
	22	Number and percentage of TRV and TRP applicants that provided	Y	To better understand the proportion of visitors who applied to travel to Canada	# and percentage of visitors (TRV and TRP) who enrolled their biometrics	GCMS	OPPB (IRM)	OPPB/Annually	Admiss / OPPB / IRMB	N/A	Internal

Outcomes/Result	Indicator #	Performance Indicator <sup>7</sup>	Data Available (Y / N)	Purpose / Description	Indicator Methodology	Data Source	Data Owner	Responsibility for Collection/Frequency	Responsibility for Results Analysis	Target <sup>8</sup>	Indicator Reported Through (e.g. Internal, TBS Results Annex, Departmental Results Framework (DRF))
		biometric information overseas (enrolled)		and had their biometrics enrolled overseas.	overseas (at a VAC or U.S. ASC)				/ OPS (IN, CN)		
	23	Number and percentage of TRV and TRP applications made overseas pre-and-post implementation of biometrics expansion (requirement to enroll).	Y	To better understand whether biometrics has deterred visitors from applying to travel to Canada.	# and percentage of visitors by nationality (TRV and TRP) the year before biometrics was implemented compared to Year 1 post implementation, Year 2 post implementation and so on (at a VAC or U.S. ASC).  Note: 2 implementation dates of July 31 <sup>st</sup> and December 31 <sup>st</sup> and based on nationality	GCMS	OPP (IRM)	OPP/Annually	Admiss / IRMB	N/A	Internal
	24	Number and percentage of biometric IIS exchanges on TRV applications where there is a biometric match	Y	This indicator demonstrates enhanced ability to establish and verify the identity of individuals seeking to enter and/or remain in Canada.  Analysis of this indicator in the context of specific adjustments to query trigger rules will help to determine which types of queries derive maximum benefit.	Percentage based on # of matches / total # biometric exchanges	GCMS	IRMB and OPPB	OPP/Annually	Admiss (IMIS) and IRMB	N/A	Internal
	25	Number and percentage of TRVs issued for individuals with	Y	This indicator can support analysis on decision making and program integrity as	Percentage based on # of TRVs issued to individuals with biometric matches	GCMS	OPP	OPP/Annually	Admiss (IMIS)	N/A	Internal



Outcomes/Result	Indicator #	Performance Indicator <sup>7</sup>	Data Available (Y / N)	Purpose / Description	Indicator Methodology	Data Source	Data Owner	Responsibility for Collection/Frequency	Responsibility for Results Analysis	Target <sup>8</sup>	Indicator Reported Through (e.g. Internal, TBS Results Annex, Departmental Results Framework (DRF))
		biometric matches without derogatory information		information sharing with a partner country can help to confirm clients' identities and show a positive travel history with a trusted partner country.	without derogatory information / total # TR visas issued to biometrically required applicants				and IRMB		
	26	Number and percentage of TRVs refused for individuals with biometric matches with derogatory information	Y	While it is difficult to confirm a causal link between a TRV refusal decision and derogatory information from a biometric match, this indicator can support analysis on decision making and program integrity.	Percentage based on # of TRVs refused with matches with derogatory information / total # TR visas refused to biometrically required applicants	GCMS	OPP B	OPP B/Annually	Admiss (IMIS) and IRMB	N/A	Internal
	27	Number and percentage of refugee claims from TRV and eTA holders, by country of origin	Y	This indicator can support analysis on decision making and program integrity specifically related to determining whether a visitor applicant will leave Canada at the end of their stay.	Limited to top 5 claimant countries	GCMS	IPGB (OPP B)	IPGB (OPP B)/Annually	Admiss and IPGB	N/A	Internal

Outcomes/Result		Indicator #	Performance Indicator <sup>7</sup>	Data Available (Y / N)	Purpose / Description	Indicator Methodology	Data Source	Data Owner	Responsibility for Collection/Frequency	Responsibility for Results Analysis	Target <sup>8</sup>	Indicator Reported Through (e.g. Internal, TBS Results Annex, Departmental Results Framework (DRF))
		28	Immigration violation rate, by country, age, gender, and country of citizenship	Y	The CBSA holds the inadmissibility reports data (A44s, excluding asylum claims) and Allowed to Leave reports (R42s). Admissibility branch, Visa and eTA Policy Unit, determines the violation rate and gets data from CBSA to do so.	Provide top 10 at least  Percentage based on the number of Inadmissibility Reports (A44s, excluding asylum claims) added with the number of Allowed to Leave Reports (R42s) divided by the total number of travellers from the same country in a calendar year	CBSA	CBSA	CBSA	Admiss (VEP) and IRMB	N/A	Internal
		29	Number of visitor overstays recorded via Exit/Entry.	Y	Analysis of this indicator will highlight the efficacy of data collected insofar as it demonstrates the frequency of overstayed visits in Canada.	This will be a summation of the total number of overstays detected monthly/annually. The data for this report will be produced on an automated basis.	GCMS	IRMB and OPPB	OPPB/Annually	IRMB	N/A	Internal

## 4.1 Data Sources

The Visitors Program relies on the following IRCC data sources, among other program specific documentation:

<b>Global Case Management System (GCMS)</b>	Integrated and web-based system used by IRCC and the CBSA to process applications and cancellations for immigration, citizenship and passport services.
<b>Client Experience Survey</b>	Annual survey to clients used by the department to monitor and measure clients' experiences and expectations related to services
<b>Air Carrier Reports</b>	A list of TWOV/CTP passengers is provided by participating air carriers to the CBSA on a monthly basis.
<b>StatsCan International Travel Survey</b>	Provides statistics on travelers to and from Canada. This includes detailed characteristics of their trips such as expenditures, activities, places visited and length of stay.

## 4.2 Data Collection

As required, Admissibility Branch collaborates with the Chief Data Officer Branch to update the Business Glossary to ensure accurate and reliable data reporting and confirm that data methodologies and business terms are up to date, reliable and clear. Admissibility Branch also consults and coordinates with data processing branches (including Branches listed as data owners under the Performance Measurement Strategy Framework) for data requests as required.

## 4.3 Tagging<sup>9</sup> - Program Tags

Linkage Tag: Supported Departmental Result (DR) or Government Priorities	Linkage Tag: Supported Mandate Letter Commitment	Linkage Tag: Horizontal Initiative the program is part of	Descriptive Tag: Method(s) of Intervention	Descriptive Tag: Target Group(s)
DR: Entry to Canada of eligible visitors, international students and temporary workers is facilitated  DR: Facilitation of temporary entry helps to generate economic benefits	Reduce application processing times, including to address delays that have been impacted by COVID-19	Visitor Transformation  Digital Platform Modernization Programme  Advanced Analytics Projects	Programs / Services for Canadians <sup>10</sup>	Tourists and/or foreign visitors

<sup>9</sup> Tagging has been introduced into PIPs through the new Treasury Board Policy on Results, to assist in horizontal analysis across all departments.

<sup>10</sup> Treasury Board Secretariat has provided limited options for tags; this is the closest option for many IRCC programs, but of course they are not directed at Canadians; Strategic Policy and Planning branch has suggested to Treasury Board Secretariat that an additional tag needs to be added for non-Canadian clients.

Linkage Tag: Supported Departmental Result (DR) or Government Priorities	Linkage Tag: Supported Mandate Letter Commitment	Linkage Tag: Horizontal Initiative the program is part of	Descriptive Tag: Method(s) of Intervention	Descriptive Tag: Target Group(s)
Gov: A Welcoming Canada  Gov: Protecting Canadians from COVID-19				

## 5.0 Reporting

IRCC will report on the Visitors Program performance through corporate reporting mechanisms, such as the annual Departmental Report on Results. The Program Official for the Visitors Program will also report updates and lessons learned related to program performance through regularly scheduled PMTs and stock-takes to PMEC. Additionally, at least one indicator will be chosen for entry into the Treasury Board Infobase.

## 6.0 Evaluation

IRCC undertakes a Departmental Evaluation Planning exercise on an annual basis to identify those parts of the IRCC Program Inventory that require evaluation in future years. This plan is approved annually by the PMEC. As part of this annual planning exercise, IRCC considers pre- and externally-defined evaluations (for example, as required by Treasury Board Secretariat) as well as discretionary evaluations which are based on the IRCC's analysis of risks, priorities and needs.

Leading up to any evaluation within the Visitors Program, a Terms of Reference will be developed that will include (but is not limited to) the evaluation's scope, timelines, any gaps in data collection during implementation of the Program's Performance Information Profile; and the expected outcomes for the Program. The Evaluation Division of the Research and Evaluation Branch is responsible for all aspects of the evaluation.

As committed to in the eTA Treasury Board Submission, and as part of the annual Departmental Evaluation Plan, the eTA Program within the Visitors Program is undergoing an evaluation with an expected completion of Q1 2022-23. Additionally, the evaluation of the Family Reunification Program will include a secondary area of focus on the Super Visa mechanism for Parents and Grandparents (PGP) Temporary Residents. It is anticipated that this will be completed by Q4 2021-22. Beyond the eTA evaluation and the super visa case study, there are currently no scheduled evaluations of Visitor's Program within the next two years; however, this position is reviewed annually, and can be updated should a departmental need arise.

### 6.1 Evaluation Issues and Questions

#### ETA PROGRAM EVALUATION

---

The eTA evaluation will assess the relevance and performance of the eTA program, including eTA Expansion. The evaluation scope will cover the period beginning with the launch of eTA in August 2015,

up to the most current information available at the time of data collection, recognizing that the eTA was not enforced until November 2016. Broadly, the evaluation will be conducted with a view to informing future directions of the eTA and Visitors Program, as well as IRCC's digital platform modernization.

The primary area of focus of the evaluation is to examine the early contributions of the eTA program to the expected outcomes of the Visitors Program, with particular emphasis on:

- Travel, transit, and Temporary Resident status of legitimate visitors are facilitated; and
- Managing migration of visitors to Canada that protects the health, safety and security of Canadians.

As part of this focus, the evaluation will assess the strengths and limitations of the current program design, including eTA Expansion and coordination with CBSA's IAPI system. The evaluation will also examine the extent to which automated biographic information sharing for certain countries has helped address program integrity concerns. As a secondary area of focus, the evaluation will examine the roll-out of the eTA program, including the coordination of eTA among partner departments and stakeholders.

The evaluation will also take into account gender-based plus (GBA+) considerations related to which populations, if any, are adversely impacted by triage criteria, manual review, revalidations, inactivation scenarios, and any other issues as applicable. The evaluation will be exploring the following evaluation questions:

- To what extent is the eTA program aligned with the priorities and objectives of IRCC, the Government of Canada and OGDs?
- To what extent does the eTA program contribute to facilitating travel of TRV-exempt travellers and supporting the Visitors Program?
- To what extent does the eTA program contribute to the integrity of the Visitors Program and to protecting the health, safety and security of Canadians?
- To what extent is the eTA program effectively designed and implemented within IRCC, and coordinated among partner departments and other stakeholders?

## FAMILY REUNIFICATION PROGRAM EVALUATION

Family reunification is a longstanding component of Canada's immigration system and permits both recent immigrants and established Canadians to be reunited with members of their family. Family reunification is seen as providing a social benefit to Canada, as admission of family members is considered to be beneficial in integrating family members and their communities.

The Family Reunification Program is comprised of four program streams, including Spouses, Common-Law and Conjugal Partners, Parents and Grandparents (PGP), Dependent Children, and Other Relatives. Since the completion of the last evaluation in 2014, 505,445 individuals were admitted to Canada through the Family Reunification Program, accounting for approximately 27% of annual admissions during this period. In recent years, demand and pressure on the Department through the Family Reunification Program has been high, given the effect of increased immigration levels and recent immigrants' propensity to be family sponsors following their admission to Canada.

The Super Visa is an extended stay temporary resident visa for parents and grandparents that allows applicants multiple entries to visit Canada for up to 10 years, with the status period lasting for up to 2 years on each entry. While not part of the PGP sponsorship stream, the Super Visa may provide an

alternative option for those wishing to sponsor their parents or grandparents but are unable to due to the annual cap on applications or because they do not meet the eligibility requirements.

The focus of the evaluation will be on the following aspects: 1) Program benefits which will examine the extent to which Family Class is supporting the achievement of social, cultural and economic outcomes, and 2) newcomer and sponsor access to the program, including potential barriers (GBA+), and implications for program integrity. As a secondary area of focus, the evaluation will also include an in-depth case study on the Super Visa mechanism for PGP Temporary Residents to inform its future policy direction, and to assess the Super Visa's contribution to program objectives related to PGP family reunification. The case study will be exploring the following questions:

1. To what extent are prospective Super Visa applicants and hosts able to effectively navigate the Super Visa application process?
2. To what extent do the Super Visa design and application process facilitate timely and extended temporary family reunification, while maintaining the integrity of the temporary resident program?
3. To what extent does the Super Visa mechanism complement the PGP stream of the Family Reunification Program, and contribute to social, cultural and economic benefits for reunified families and Canada?

Results of the Super Visa Case Study will also be used to inform question 8 of the Evaluation of the Family Reunification Program: To what extent does the Super Visa effectively support the achievement of outcomes related to PGP family reunification?

## 7.0 Additional Information

### 7.1 List of Relevant approved evaluations and external studies (i.e. evaluations, audits, research)

#### COMPLETED EVALUATIONS

---

- Immigration, Refugees and Citizenship Canada, Evaluation of CIC's Visitor Visa Program, 2012.  
[http://www.cic.gc.ca/english/resources/evaluation/visitor\\_visas.asp](http://www.cic.gc.ca/english/resources/evaluation/visitor_visas.asp)
- Evaluation of the Biometrics (Steady State) and Canada-United States Immigration Information Sharing (IIS) Initiatives, 2019.  
<https://www.canada.ca/en/immigration-refugees-citizenship/corporate/reports-statistics/evaluations/biometrics-canada-united-states-immigration-information-sharing-initiatives.html>

#### AUDITS

---

IRCC's Internal Audit and Accountability Branch conducts audits in missions overseas that cover various immigration program activities conducted abroad. The following are Mission-based audits that examined IRCC's Immigration Program related to Temporary Residents:

Audit Year	Mission
2012	Accra
2012	Mexico City

s.16(1)(b)

s.21(1)(a)

2012	Bogota
2013	Nairobi
2013	Lagos
2015	Beirut
2015	Warsaw
2016	New Delhi
2016	Dakar

IRCC Audits related to Temporary Residents were also examined in the following:

- 2016 Internal Audit of the Case Processing Centre Ottawa (CPC-O)
- 2017 Internal Audit of the Management of Personal Information
- 2018 Internal Audit of Temporary Resident Program Workload Distribution
- 2018 Internal Audit of Program Integrity: Immigration and Temporary Resident Programs
- 2018 Internal audit of Immigration and Temporary Resident Program Workforce Management

## RESEARCH PROJECTS

There are currently no research studies on R&E's upcoming research plan relating to the Visitors Program.

Title of the Study	Citation Information
<i>Review of Literature on Admissibility and Inadmissibility of Migrants to Canada</i>	Jenny Francis University of British Columbia March 2013 <i>Research and Evaluation (R&amp;E) Ref. No.: Admissibility Lit Review. May 2013.docx</i>

## 7.2 List of Relevant major projects, services and horizontal initiatives<sup>11</sup>

- **Visitor Transformation:**<sup>12</sup> will fully modernize how visitors come to Canada with a leap to a more digital and data driven program that allows IRCC, the CBSA and partners to better screen and authorize visitors, workers and students to travel to Canada. It will do so by focusing efforts across three areas: moving to a fully digital service delivery model by launching digital visas and immigration permits, enhancing visitor screening by expanding existing information sharing agreements with the United States, Australia and New Zealand, as well as establishing new connections with the United Kingdom and INTERPOL, and unlocking further growth of the eTA Expansion Program by addressing a key information sharing vulnerability; Immigration, Refugees, and Citizenship Canada, Canada Border Services Agency, Royal Canadian Mounted Police, Shared Services Canada.

<sup>11</sup> In response to the war in Ukraine, on March 3, 2022, IRCC announced the Canada-Ukraine Authorization for Emergency Travel. These new measures facilitate the application process for Ukrainians, and their family members; have no limit to the number of clients who can apply; allows for IME exemption before arrival, with a condition to undergo a medical diagnostic test within 90 days of arrival in Canada; ;

allow for authorization to remain in Canada for up to three years where they can work or study. At the time of approving this Performance Information Profile, these measures were either not yet available to or had just become available to clients. A description of these measures, and impacts on the Visitors Program, will be reflected in the next version of the Performance Information Profile.

<sup>12</sup> The Visitor Transformation Project is pending a funding decision.

- **Advanced Data Analytics:** The use of advanced data analytics in the Visitors Program helps to streamline processing. IRCC has been using advanced data analytics since 2018 to help sort and process more than a million temporary resident visa applications from countries where there is a high volume of applications. In January 2022, it expanded the use of advanced data analytics to all temporary resident visa applications submitted from outside Canada. The use of advanced data analytics is part of IRCC's commitment to finding new ways to improve our client service and processes. It is expected to assist in managing IRCC's increasing volume of temporary resident visa applications. IRCC officers continue to make the final decision on all applications, and only an IRCC officer can refuse an application. The advanced data analytics system never refuses or recommends refusing applications.
- **Chinook [Excel]:** Chinook is a Microsoft Excel-based tool that displays information stored in GCMS in a more user-friendly way, allowing for increased GCMS user productivity by decreasing the impacts of system and broadband latency. Chinook is used for processing TR applications; however, its use is not mandatory. Chinook is being re-platformed from Microsoft Excel to the Cloud and is currently under early development internally within IRCC.
- **Digital Platform Modernization Program:** IRCC is focused on modernizing and transforming the way we do business, and key to enabling this is a new core IT platform through the Digital Platform Modernization Program, eventually replacing GCMS that is currently used to process applications for citizenship and immigration services. It will be delivered using a three-phased implementation approach over the next few years and represents an opportunity to modernize the way IRCC delivers its mandate for Canadians, clients, employees, partners, and the Government of Canada. Stakeholders include all users of GCMS including OGDs, other levels of government and external partners (e.g. airlines).

### 7.3 Government-wide policy considerations (i.e. gender-based analysis and official languages)

To support government-wide policy considerations, such as Gender Based Analysis Plus (GBA Plus); Anti-Racism; and Official Language Minority Communities, the Visitors Program benefits from numerous IRCC resources and department-wide efforts<sup>13</sup>:

- IRCC's GBA Plus Unit supports the Department's implementation of GBA Plus and new GBA Plus tools. GBA Plus is a lens to create government programs that are inclusive and responsive to the different needs of people. A representative from the Unit is a member of the Visitors Program's working group.
- In 2020, the Integrity Risk Management Branch's Operations Sector Integrity Management Authority (OSIMA) Taskforce launched an initiative, engaging employees at all levels of decision-making, to discuss potential biases in operational decisions and develop mitigation strategies for IRCC's business lines including Visitors. This comprised of coordinating an intradepartmental workshop titled *Exploring Systemic, Program, and Policy Bias in Operations*. OSIMA is now primarily responsible for identifying and addressing bias in operations and risk management as part of the ADM's Operations Sector Anti-Racism Commitments.

<sup>13</sup> Drivers include the [IRCC AR Value statement](#) (which ties anti-racism to IRCC's mandate of "building a stronger Canada" where our diversity is our strength) and IRCC's [Anti-Racism Sector Commitments](#).



- In 2021, the Policy Sub-Committee of the Anti-Racism Task Force developed a Racial Impact Assessment Tool for Policy prototype. The tool is intended to support policy teams in implementing the Sector Commitments on Anti-Racism into concrete action and can be used at all stages of the policy cycle. Preliminary work is being done by the Admissibility Branch to review Canada's Visa Policy Framework (VPF) against the racial impact-assessment tool. This could offer new insight into the VPF, as well as how the tool works when applied to existing policy.
- At the GC-wide level, the federal Anti-Racism Secretariat housed at Canadian Heritage is developing a new anti-racism tool to assist GC departments in incorporating anti-racism considerations into various stages in the policy cycle. This draft tool is being piloted at a select few line departments (including IRCC), and the official launch is expected later in 2021 or 2022.

A fundamental element of supporting government-wide considerations is the collection of disaggregated data. The Visitors Program can disaggregate the data from its performance measurement indicators by gender and other intersectional factors (e.g., age and citizenship).

This data allows the Program to support evidence-based analysis; monitor the Program; and, report impacts by gender and diversity. As an example, the Visitors Program contributes GBA Plus related data; analysis; and, highlights to departmental reporting products such as IRCC's Departmental Results Report and IRCC's Departmental Plan.

Notable initiatives to expand the Visitors Program's capacity to report on impacts by gender and diversity include IRCC's department-wide Sex and Gender Identifier Policy. The purpose of the Policy is to set out how a client's sex or gender information should be collected, recorded, and displayed in the administration of IRCC programs (immigration, citizenship, and passport lines of business). It aligns with the broader federal Policy Direction to Modernize the Government of Canada's Sex and Gender Information Practices.

The Visitors Program is committed to continue its support of government-wide policy considerations by including discussions on GBA Plus and Anti-Racism as agenda items for its Program Management Table meetings and exploring initiatives that could be conducted internally to the Program. This will include an internal review of the Visitors Program's Performance Measurement Strategy Framework (PMSF) in 2022-23.

## 8.0 Program Risk Profile

Risk Scenario	Context	Existing Controls <sup>14</sup>	Probability Level <sup>15</sup>	Impact <sup>16</sup>	Impact Level <sup>17</sup>	Residual Risk Level <sup>18</sup>	Risk Treatment/Mitigation
<b>Visitor application volumes exceed Visitors Program's capacity</b>	<ul style="list-style-type: none"> <li>Canada is a desired visitor destination with no application/issuance caps</li> <li>Pre-COVID trends were increasing and could continue following travel resumption</li> <li>Funding not tied to application volumes and can result in lack of coordinated approach to manage TR application volumes</li> <li>Reliance on overtime and temporary duty assignments to meet demand</li> <li>Increasing volumes, competing Departmental priorities, and limited resources means accepting tradeoffs (e.g. IRCC staff who process different TR lines of business have been redirected to process PR applications and support facilitation measures for Ukraine and Afghanistan)</li> <li>Application processing times continue to be unpredictable</li> <li>Aging applications are often more complex to process and take longer because of the need to request updated information (e.g. purpose of travel or supporting documents may be outdated)</li> <li>During COVID, additional facilitation measures and special processes were set up. Many of these led to additional processing steps and were operationally onerous</li> <li>Hiring and training officers take time</li> <li>Reliance on temporary duty officers requires resiliency in other sectors of the Department so that staff can be made available when there is an operational need</li> </ul>	<ul style="list-style-type: none"> <li>Volume Projections</li> <li>Leverage existing capacity (e.g. temporary processing assignments)</li> <li>Triaging with Advanced Analytics</li> <li>Chinook and future processing support tools</li> <li>Bulk Processing</li> </ul>	Likely	<ul style="list-style-type: none"> <li><b>Program &amp; Policy Priorities and Results:</b> Failure to deliver on Program outcomes; Departmental Results; and, mandate commitment (e.g. reduce processing times)</li> <li><b>Ongoing Operations:</b> Growing inventory of applications</li> <li><b>Workforce and Workplace:</b> Overworked staff; pressure to maintain application processing times with no new funds from fiscal framework</li> <li><b>Clients:</b> application backlog results in service standards not being met; unsatisfied clients (e.g. larger volume of complaints/litigation and risk of mandamus/ATIP requests)</li> <li><b>Canada:</b> Efforts to reduce inventory/processing times without additional resources could impact program integrity; ; legal risks and costs related to legal challenges (e.g. mandamus action);</li> <li><b>Reputation, Credibility and Legitimacy:</b> Negative media coverage could result in a public loss of confidence; damage to Canada's brand on the international stage, and potential for bilateral diplomatic irritants</li> </ul>	High		<ul style="list-style-type: none"> <li>Modernization/innovation strategies for processing efficiencies including the development of one-off automated decision (support) tools in the short term, Digital Platform Modernization and Visitor Transformation<sup>19</sup>, in the medium/long term</li> <li>Further leverage existing capacity (workforce and accommodation) to process applications</li> <li>Efforts to introduce artificial intelligence tools to improve processing times and help triage low-risk applications to support effective decision-making.</li> </ul>

<sup>14</sup> Assessment of probability levels is based on R&E's "IRCC Common Risk Probability Scale (CRPS) – Draft for 2021" (pending approval).

<sup>15</sup> As per R&E's Probability Scale, the level is based on considerations such as whether there are existing and effective mitigating controls.

<sup>16</sup> Impact is categorized based on impact categories under R&E's "IRCC Common Risk Impact Scale (CRIS) – revised 2021" (pending approval)

<sup>17</sup> Assessment of impact levels is based on R&E's "IRCC Common Risk Impact Scale (CRIS) – revised 2021" (pending approval)

<sup>18</sup> Assessment of Overall Risk Level is based on IRCC's 3x3 Risk Matrix (see Annex 3). As the Probability Level takes into consideration existing controls, the Risk Level represents residual risk (the amount of risk that remains after controls are taken into account).

<sup>19</sup> The Visitor Transformation Project is pending a funding decision.

Risk Scenario	Context	Existing Controls <sup>14</sup>	Probability Level <sup>15</sup>	Impact <sup>16</sup>	Impact Level <sup>17</sup>	Residual Risk Level <sup>18</sup>	Risk Treatment/Mitigation
	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>						<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Visitor applicants with health related risks are authorized to enter and remain in Canada</b>	<ul style="list-style-type: none"> <li>• Clients fail to disclose relevant information (resident of TB-designated country, chronic disease, etc.)</li> <li>• IME not a comprehensive exam</li> <li>• Not all applicants require IME/inconsistent use of IME</li> <li>• Existing gaps (can cancel application requiring an IME and redo application with no IME requirement)</li> <li>• IME not required until visitor wishes to stay longer than six months</li> <li>• Undergoing IME from corrupt/incompetent panel physician</li> <li>• Not obtaining sufficient travel insurance or cancelling after visa approval</li> <li>• Limited ability to respond to emerging health crises</li> <li>• Inconsistent understanding of designated occupations</li> <li>• IRCC has authority to remove Panel Physicians when required or when deemed to be in best interest of the network; however, there are situations when the context may make the process more difficult or time consuming.</li> </ul>	<ul style="list-style-type: none"> <li>• Statutory and application requirements (application questions, IME for some travelers/occupations)</li> <li>• Local knowledge of source country</li> <li>• Review of client's treatment plan by trained officers</li> <li>• Officer training</li> <li>• Enforcement against corrupt or incompetent panel physicians</li> <li>• IRCC staff in Regional Medical Offices conduct audits of panel physicians and their offices</li> <li>• IME required for TR working in a designated occupation where the protection of public health is essential; workers with no IME have a restriction on their work permit prohibiting them from working in a designated occupation with vulnerable populations.</li> </ul>	Unlikely	<ul style="list-style-type: none"> <li>• <b>Program &amp; Policy Priorities and Results:</b> Failure to deliver on Program outcomes and Departmental Results (e.g. facilitation)</li> <li>• <b>Canada:</b> Health and safety/security risks for Canadians</li> <li>• <b>Reputation, Credibility and Legitimacy:</b> Negative media coverage/reputation could result in a public loss of confidence in the immigration system</li> <li>• <b>Other:</b> Costs related to enforcement/litigation; Provinces/Territories left with unpaid medical bills and downstream impact on federal health transfers</li> </ul>	Medium		<ul style="list-style-type: none"> <li>• Continue to provide functional guidance, training and operational guidance to Panel Physicians.</li> <li>• Advance IRCC work toward a responsive, tailored and streamlined screening to address a broader range of health risks.</li> <li>• Work is underway to develop a long-term immunization strategy to enhance the protection of public health.</li> </ul>
<b>Visitors do not comply with imposed conditions (e.g. duration of stay)</b>	<ul style="list-style-type: none"> <li>• Visitors may fail to leave Canada, not follow health surveillance requirements or other conditions</li> <li>• Limited data on visitors who do not comply with conditions (e.g. overstays)</li> <li>• No effective follow up with visitors</li> <li>• Secondary referrals are sometimes missed, delaying medical surveillance</li> <li>• Voluntary confirmation of departure letters require manual follow up</li> </ul>	<ul style="list-style-type: none"> <li>• Application and statutory requirements</li> <li>• Entry/Exit (trigger of overstay indicator in GCMS queries upon exit)</li> <li>• Info Alerts</li> <li>• Officer training</li> <li>• Immigration Information Sharing</li> <li>• Risk Indicators (e.g. CMB Indicator briefs)</li> <li>• Large Scale Administrative Investigations</li> </ul>	Possible	<ul style="list-style-type: none"> <li>• <b>Program &amp; Policy Priorities and Results:</b> Failure to deliver on Program outcomes and Departmental Results (e.g. facilitation); Impacts on other programs (e.g. unauthorized workers)</li> <li>• <b>Canada:</b> Health risks for Canadians</li> <li>• <b>Reputation, Credibility and Legitimacy:</b> Negative media coverage/reputation</li> <li>• <b>Clients:</b> Clients could become susceptible to illegal practices and poor treatment; increase in undocumented population</li> <li>• <b>Other:</b> Costs related to enforcement/litigation</li> </ul>	Medium		<ul style="list-style-type: none"> <li>• Increasing information sharing via Visitors Transformation</li> </ul>
<b>Visitors make an asylum claim in Canada</b>	<ul style="list-style-type: none"> <li>• Applicants do not disclose intention on visitor application</li> <li>• Legitimate visitors claim asylum due to change in circumstances after arriving in Canada</li> <li>• Existing pull factors include long IRB processing times and appeals/recourse for failed claimants</li> <li>• Difficult for officers to predict applicants' intentions</li> </ul>	<ul style="list-style-type: none"> <li>• Application and statutory requirements</li> <li>• Chinook</li> <li>• Entry/Exit</li> <li>• Officer training</li> <li>• Immigration information sharing</li> <li>• Targeted integrity exercises and Program integrity tool</li> </ul>	Possible	<ul style="list-style-type: none"> <li>• <b>Program &amp; Policy Priorities and Results:</b> Failure to deliver on Program outcomes and Departmental Results (e.g. facilitation)</li> <li>• <b>Partners:</b> Increased pressure on settlement sector to support more asylum seekers than what was anticipated; Impact on other lines of business (Asylum)</li> <li>• <b>Reputation, Credibility and Legitimacy:</b> Negative media coverage/reputation</li> </ul>	Medium		<ul style="list-style-type: none"> <li>• Increasing information sharing via Visitors Transformation</li> </ul>

Risk Scenario	Context	Existing Controls <sup>14</sup>	Probability Level <sup>15</sup>	Impact <sup>16</sup>	Impact Level <sup>17</sup>	Residual Risk level <sup>18</sup>	Risk Treatment/Mitigation
		<ul style="list-style-type: none"> <li>Trend analysis and country reports</li> <li>Discussions with SPOs/settlement sector to provide sufficient resources to them that can accommodate unpredictable surges in settlement needs.</li> <li>Risk Indicators (e.g. CMB Indicator briefs)</li> <li>Large Scale Administrative Investigations</li> </ul>		<ul style="list-style-type: none"> <li><b>Other:</b> Costs related to enforcement/litigation</li> </ul>			
<b>Clients are dissatisfied with the Visitors Program</b>	<ul style="list-style-type: none"> <li>Strengthening program integrity can require additional time/information/steps from clients</li> <li>Application backlogs and competing priorities can increase processing times</li> <li>Inadequate IT and digital systems</li> <li>External factors impact Program (e.g. border closures)</li> <li>IT changes to address any imminent and pressing issues with an existing application channel take a long time to be implemented, even when risks of change are low.</li> <li>Short-term policies/programs, in particular those introduced as a result of the pandemic can be very facilitative (e.g. temporary PPs allowing Visitors to change status from within Canada, exemption from in-Canada biometrics, etc.). Removing these measures post pandemic can further negatively impact clients' levels of satisfaction with our TR programs.</li> </ul>	<ul style="list-style-type: none"> <li>Client supports (e.g. call centres, MP offices) and feedback mechanisms (e.g. webform)</li> <li>Annual Client Experience Survey</li> <li>Targeted client insight exercises</li> </ul>	Possible	<ul style="list-style-type: none"> <li><b>Program &amp; Policy Priorities and Results:</b> Failure to deliver on Program outcomes; Departmental Results; and, mandate commitment (e.g. address delays that have been impacted by COVID-19)</li> <li><b>Clients:</b> Increased client support inquiries (e.g. call centre); increased complaints (e.g. call centre/litigation/ATIP requests); choice shift to global competitors.</li> <li><b>Reputation, Credibility and Legitimacy:</b> Negative media coverage/reputation; decrease in visitors. Negative attention from foreign governments when certain client groups are affected. Bilateral irritants</li> <li><b>Other:</b> Costs related to litigation</li> </ul>	Medium		<ul style="list-style-type: none"> <li>Advancing IRCC's Digitization Program; Visitors Transformation, the Enterprise Data Migration project; Continue investments in the IT infrastructure</li> <li>Continue investing in client support centre capacity</li> <li>Continue investments in program and service improvements and modernization</li> <li>"Surge capacity" directing additional resources toward case processing and backlog reduction, to stabilize processing times.</li> </ul>
<b>Severe, Prolonged and cumulative events exacerbate risk scenarios</b>	<ul style="list-style-type: none"> <li>Changing global conditions, such as extreme weather events due to climate change, can impact the Visitors Program without time to prepare (e.g. sudden surge in visitor applications due to sudden humanitarian crisis, pandemic, border closures or the redistribution of resources to process high priority lines of business, etc.)</li> <li>Existing framework may not be able to detect applicants for issues that could impact health and safety of Canadians (e.g. testing for new disease)</li> <li>Events may require new requirements on applicants and authorized visitors (e.g. quarantine requirement)</li> <li>Negative impacts on third parties (e.g. VACs) can impact Program's ability to review applications</li> <li>Can result in aging application inventories During COVID-19, additional facilitation measures and special processes were set up which led to additional processing steps and were operationally onerous. This resulted in resources either being redistributed to support other lines of business or resulted in lengthier processing.</li> </ul>	<ul style="list-style-type: none"> <li>Temporary Resident Volume Management</li> <li>AA models to triage applications</li> <li>Ongoing monitoring of global events, including natural disasters</li> </ul>	Possible	<ul style="list-style-type: none"> <li><b>Program &amp; Policy Priorities and Results:</b> Failure to deliver on Program outcomes and Departmental Results (e.g. facilitation)</li> <li><b>Ongoing Operations:</b> Application backlog and competing priorities with limited resources; results in service standards not being met (and client dissatisfaction and trust); decision makers under pressure to assess increasingly fragmented application types/priority applications/manual processes that could result in decrease in quality decision making; new workarounds needed and being put in place to facilitate clients (e.g. submitting updated documents, flagging special circumstances, need to travel, etc.); Aging application inventories and changes in country conditions, rendering our risk information less relevant as it is based on previous context</li> <li><b>Workforce and Workplace:</b> Overworked staff</li> <li><b>Clients:</b> Unsatisfied clients; larger volume of complaints</li> <li><b>Canada:</b> Efforts to reduce inventory could impact program integrity</li> <li><b>Reputation, Credibility and Legitimacy:</b> Negative media coverage/reputation; decrease in visitors</li> <li><b>Other:</b> Costs related to enforcement/litigation</li> </ul>	High		<ul style="list-style-type: none"> <li>IRCC is working to introduce artificial intelligence tools to improve processing times and help triage low-risk applications to support effective decision-making.</li> </ul>
<b>Visitors Program is not equitable to clients re: racialized communities and/or</b>	<ul style="list-style-type: none"> <li>IRCC lacks systemic way to measure or identify bias in decision making</li> <li>Recent media coverage of differential refusal rates across countries/regions and of an IRCC-commissioned report identifying concerns over systemic racism</li> </ul>	<ul style="list-style-type: none"> <li>Algorithmic Impact Assessment of IRCC advanced analytics systems (published on Open Government Portal)</li> <li>Anti-Racism Taskforce (Racial Impact Assessment Tool for Policy)</li> </ul>	Possible	<ul style="list-style-type: none"> <li><b>Program &amp; Policy Priorities and Results:</b> Failure to deliver on Program outcomes and Departmental Results (e.g. facilitation)</li> <li><b>Clients:</b> Discrimination, marginalization, or creating barriers for a particular group of client population; larger volume of complaints</li> </ul>	High		<ul style="list-style-type: none"> <li>AIA and work to ensure compliance with related policy on responsible use of advanced analytics and automation with a key</li> </ul>

Risk Scenario	Context	Existing Controls <sup>14</sup>	Probability Level <sup>15</sup>	Impact <sup>16</sup>	Impact Level <sup>17</sup>	Residual Risk level <sup>18</sup>	Risk Treatment/Mitigation
<b>GBA+-related populations</b>	<ul style="list-style-type: none"> <li>Deployment of any new technologies for decision making purposes creates the risk of racial/gender bias that is often inherently present in new technologies/IT solutions (i.e. facial recognition software).</li> <li>These technologies as well as their use for decision making in an immigration context need to be separately assessed and carefully monitored.</li> </ul>	<ul style="list-style-type: none"> <li>Gender-Based Analysis Plus (GBA+) team in Strategic Policy and Planning Branch and GBA+ tools</li> <li>Client feedback mechanisms (e.g. webform), client survey GBA data and targeted insight exercises.</li> <li>CDOB's Disaggregated Data and Analytics Framework</li> </ul>		<ul style="list-style-type: none"> <li><b>Reputation, Credibility and Legitimacy:</b> Negative media coverage/reputation</li> <li><b>Other:</b> Costs related to litigation</li> </ul>			<p>focus being the mitigation of bias to the greatest extent possible.</p> <ul style="list-style-type: none"> <li>Client survey GBA+ data and targeted insight exercises</li> <li>As part of the advancement of IRCC's Digitization Program; Visitors Transformation, enhancements to current application processes (i.e. through the deployment of initiatives like digital capture) should be assessed to ensure racial/gender bias in any new technology that will be used by the Department is carefully assessed and mitigated.</li> <li>The development of new risk analysis tools by IRMB, like the Operations Sector Integrity Impact Scale (OSIRIS) encourage objective risk analysis supported by statistics.</li> <li>In support of the ADM's Operations Sector Anti-Racism Commitments OSIMA (IRMB) is developing an analytical methodology to produce risk assessments for racialized populations that identify, assess and mitigate bias and racism.</li> <li>Internal review of the Visitors Program's program measurement strategy framework</li> </ul>

## Annex 1 – Documents for Temporary Residents

- Temporary Resident Visa (TRV):** official counterfoil document, issued by a visa office, that is needed for visa required foreign nationals for entry to Canada and for travel to Canada onboard a commercial transporter. It is affixed to a person's passport to show that they have met the requirements for admission to Canada as a temporary resident but does not guarantee entry to Canada. Entry is granted by a Border Services Officer at the port of entry. The related electronic record is entered into GCMS by an IRCC officer.

TRV CODINGS	
B-1	<b>Business Visitor:</b> Foreign national who will be coming for business purposes as defined in R187 of IRPR.
C-1	<b>Courtesy:</b> Foreign national travelling to Canada for the purpose of an official visit, for an international organization or on behalf of a foreign government who is not entitled to a diplomatic or official visa.
D-1	<b>Diplomatic:</b> Foreign national entitled, under international and domestic law, to diplomatic or consular (and similar) privileges and immunities, who intends to travel to Canada for an official purpose or to pass through Canada on the way to an assignment in another state.
O-1	<b>Official:</b> Foreign national entitled, under international and domestic law, to official (functional) privileges and immunities, who intends to travel to, or to pass through, Canada for an official purpose.
PG-1	<b>Super Visa:</b> Valid for up to ten years, and issued to parents or grandparents of a permanent resident or citizen of Canada who may stay up to two years on each entry.
S-1	<b>Student:</b> Foreign national on a study permit.
SX-1	<b>Student, study permit exempt</b>
V-1	<b>Entry as a visitor:</b> Normally valid for up to ten years.
VH-1	<b>Transit:</b> Foreign national transiting through a Canadian airport without stopping or visiting.
W-1	<b>Worker:</b> Foreign national on a work permit.
WX-1	<b>Worker, work permit exempt</b>

**Electronic Travel Authorization (eTA):** an electronic travel authorization is recorded within GCMS and electronically linked to the holder's passport, which confirms that a traveller from a visa-exempt country, excluding nationals and citizens of the United States, has met the requirements of *IRPA* and IRPR and may become a temporary resident upon admission to Canada. An eTA is an electronic document required for travel to entry to Canada by the aforementioned travellers arriving by air mode only (e.g. onboard a commercial air carrier). Certain low-risk foreign nationals from select visa-required countries may also be eligible to obtain an eTA to travel to Canada by air via the eTA expansion program (currently only available to Brazilian nationals). eTA expansion eligibility includes foreign nationals who have held a Canadian TRV in the past ten years or hold a valid U.S. non-immigrant visa at the time of their application. An eTA is valid for five years, or until the traveller's passport expires, whichever occurs first. An eTA does not guarantee entry to Canada and does not establish the authorized period of stay Canada. CBSA Border Services Officers at a ports of entry are responsible for imposing conditions on temporary residents, such as the authorized period of stay, when entry is granted.

**Temporary Resident Permit (TRP):** A document issued to individuals who do not meet the requirements of IRPA, or who are inadmissible under IRPA, to become a temporary resident if it is justified in the circumstances. It may be approved overseas with a counterfoil issued to permit travel to Canada; it can be issued in Canada to grant status; or it may be issued by the CBSA at the port of entry. They are subject to conditions. A TRP is a discretionary permit to be issued by the officers and the Minister has to report the number of TRPs issued to Parliament every year.

**Visitor record:** A visitor record is a status document issued to visa-required or visa-exempt foreign nationals who are seeking to remain in Canada. It specifies the conditions and validity period of their temporary stay in Canada. A visitor record may be issued to extend or limit the length of stay in Canada and specifies conditions applicable to the temporary resident during their stay. It does not guarantee that a holder can leave and re-enter Canada.

## Annex 2 – IRCC Branch Stakeholders

---

- **Admissibility Branch:** aims to ensure the managed migration of foreign nationals and newcomers to Canada. As such, it facilitates the travel of bona fide permanent residents, intending immigrants, visitors, students and temporary workers while protecting the health, safety and security of Canadians by effectively managing migration access and controlling entry.

The Director General of Admissibility Branch is also the **Program Official for the Visitors Program**.

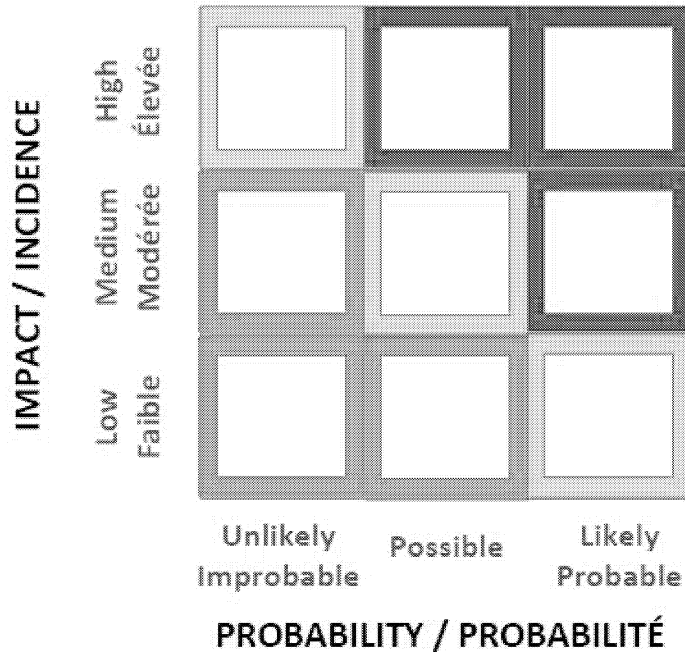
- **Case Management Branch:** provides direction, support, and decision-making with regards to complex, high-profile, sensitive and/or contentious immigration, citizenship and passport cases, including investigations.
- **Centralized Network:** IRCC's cross-Canada network responsible for the support and delivery of centralized processing functions and is comprised of offices in 5 locations across the country.
- **Chief Data Officer Branch:** Develop and grow data in-house and through strategic external partnerships, and shares, uses and makes accessible high quality data in order to enable data-driven evidence and trusted insight in support of public policy and programming, operational decision-making, results reporting, and enhanced client experience
- **Client Experience Branch:** center of expertise dedicated to understanding and improving the client experience, with a focus on service strategy as well as client-centric research and design.
- **Digital Strategy Branch:** oversees digital transformation and supports/strengthens across areas such as information architecture, corporate architecture, data, cloud computing and analytics.
- **Domestic Network:** responsible for delivering in-Canada immigration, citizenship, asylum and passport processing and services.
- **Enterprise Projects & Programme Management:** IRCC's gateway to effective and integrated project management and reporting.
- **Financial Strategy Branch:** strengthens financial management, contributes to the appropriate stewardship of public resources, decision-making as well as efficient policy and program delivery.
- **Immigration Branch:** develops economic and social immigration programs leading to permanent or temporary residence (excluding refugees and protected persons), under IRPA & Regulations.
- **Immigration Program Guidance Branch:** provides timely and quality functional direction on temporary and permanent immigration and asylum to an integrated network, and for quality decision-making.
- **Integrity Risk Management Branch:** provides functional direction to the Operations Sector to enable consistent and coherent integrity risk management in Visitor and eTA programs. It also the functional authority for IRCC's biometrics, identity management, international immigration information sharing, and the Entry/Exit program.
- **International Network:** delivers Canada's immigration program abroad in Canadian Embassies, High Commissions, and Consulates. It includes the Resettlement Operations Division.



- **Migration Health Branch:** center of expertise for the management of health-related aspects of migration. They deliver health screening and related services under the authority of IRPA, and deliver the Interim Federal Health Program.
- **Operations Planning and Performance Branch:** horizontal hub for operational performance and planning that supports IRCC operations by providing innovative data analytics, data visualization as well as relevant and timely data-driven products and services to support decision-making.
- **Research & Evaluation Branch:** provides relevant, timely, rigorous evidence and strategic decision-making support to advance the full continuum of IRCC policies and programs. This includes supporting the development and implementation of the Visitors Program's Performance Information Profile and is the focal point for performance measurement and data expertise in support of the Program Official and the Program Management Table.
- **Strategy Policy and Planning Branch:** provides strategic, emerging and long term policy development and analysis of Canada's immigration system, including refugee, integration, citizenship and multiculturalism, and admissibility policies; delivers strategies to enhance the control, efficiency and flexibility of the immigration selection system; leads department's strategic and integrated business planning, performance measurement and reporting; and acts as a focal point for cabinet and regulatory processes and whole-of-government priorities, including Gender-Based Analysis Plus.
- **Transformation Branch:** oversees the development and management of Transformation projects.

## Annex 3 – IRCC’s 3x3 Risk Matrix<sup>20</sup>

IRCC’s 3x3 Risk Matrix / Matrice de risque 3x3 d’IRCC



PROBABILITY x IMPACT = RISK LEVEL PROBABILITÉ x INCIDENCE = NIVEAU DE RISQUE	
<b>High Élevé</b>	H = High risk: May require Minister or Deputy Minister involvement É = Risque élevé : Peut exiger l'intervention du ministre ou du Sous-Ministre
<b>Medium Modéré</b>	M = Medium risk: May require involvement at Assistant Deputy Minister (ADM) level M = Risque modéré : Peut exiger l'intervention au niveau de Sous-Ministre Adjoint (SMA)
<b>Low Faible</b>	L = Low risk: Managed by routine procedures, or may require involvement of Director General (DG) F = Risque faible : Risque géré dans le cadre des procédures usuelles, ou peut exiger l'intervention du Directeur/Directrice Générale (DG)

<sup>20</sup> Connexion (dated 2021-10-22): <http://cicintranet.ci.gc.ca/connexion/govern-gouverne/documents/pdf/3x3.pdf>.