


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

 Immigration, Refugees and Citizenship Canada / Immigration, Réfugiés et Citoyenneté Canada
Director General Operations Planning and Performance / Directrice générale Planification et rendement des opérations

F-1220915

PROTECTED A

MEMORANDUM TO THE SENIOR ASSISTANT DEPUTY MINISTER, OPERATIONS

SETTING OF CITIZENSHIP GRANT TARGETS FOR FISCAL YEAR 2022/23

FOR DECISION

SUMMARY

- The purpose of this memorandum is to seek your approval on the Citizenship grant production target for Fiscal Year (FY) 2022/23.
- This grant target setting exercise was carried out by Operations Planning and Performance (OPP), in consultation with the Centralized Network (CN), Domestic Network (DN), Citizenship and Passport Programs Branch (CPPB), and Financial Partnerships Branch (FPB). It allows for grant targets to be established for the Citizenship Program, thereby setting crucial operational performance indicators for the Citizenship grant line of business. Proof targets are not included or factored into this grant target setting exercise.
- The recommended production targets are 285,000 decisions and 300,000 new citizens for FY 2022/23. The increase of the Citizenship A-base funding, additional funding from the Fall Economic Statement (FES), should position the Program towards reducing the inventory and improving processing times. These targets could be adjusted according to variations in intake and/or operational capacities.
- We recommend you approve the proposed targets of 285,000 decisions and 300,000 new citizens for FY 2022/23 by checking the 'I concur' box for option 1 and signing this memorandum.

BACKGROUND:

- Effective March 14, 2020, the evolving COVID situation effectively suspended Citizenship grant processing. As the Program was largely paper based, its ability to fully accept new intake, interview clients, conduct file reviews and render decisions was impacted and all in-person events cancelled. While digital solutions and modernization efforts allowed for a resumption of service, the Networks remain constrained by the current paper-based inventory.



- As of February 24, 2022 (90% of the FY), while the Program has achieved 98% of its 245,000 decision target and 168,567 clients have taken the Oath of Citizenship virtually, the inventory has grown by 24% compared to the same time last FY, resulting in an inventory of 456,014 applications, of which 61% are at least 9 months old or older. Additionally, processing times have risen from 18 months to 26 months, with only 7% of applicants being processed within 12 months.

CONSIDERATIONS:

- While significant progress has been made to shift to a virtual delivery model while increasing output, most of the e-solutions are minimum viable products. Efforts are on-going to further advance these solutions but it is too soon to assess their anticipated efficiency gains.
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- Given the increase of the Citizenship A-base funding in FY 2022/23 for the Networks, as well as the injection of Citizenship B-base funding via the FES and Budget 2022, the Networks are not foreseeing any financial gap related to the extension of the Citizenship B-base resources in FY 2022/23. The situation will be re-validated in preparation for FY 2023/24.
- While additional funding from the FES to address the backlog of clients waiting to take the Oath of Citizenship, and to reduce the pre-decision inventory as of December 31, 2021, by half, is anticipated, gains will be reliant upon the timing and availability of the funds. A more detailed accounting of the FES commitments and the anticipated impacts will be described in the FES plan.
- Additionally, should an announcement be made around the Government's commitment to eliminate citizenship fees, there is likely to be an impact on intake and inventory volumes. At this time, it is too early to predict whether there will be any impact on volumes in FY 2022/23.
- With the impact of significant operational adjustments necessitated by COVID, among other factors, the Program would likely benefit from a new productivity review as these changes could impact the Program's productivity baseline and in turn resource requirements.

TARGET AND FUNDING OPTIONS:

Option 1 (Recommended): Approve production targets of 285,000 decisions and 300,000 new citizens in FY 2022/23. CN would be expected to process an intake of 247,000 complete applications, refer 198,000 applications to DN, and render 45,000 decisions. DN would position itself to render 240,000 decisions, in addition to inviting and logging tests, and conducting ceremonies for not only its own clients but Endeavour clients as well.

s.18(1)(b)
s.21(1)(a)
s.21(1)(b)

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Benefits:

- This option sets new citizens as the Program's main priority through a balanced approach to decision making, leading to a reduction in inventory and improved processing times. With targets set at 285,000 decisions and 300,000 new citizens, by the end of FY 2022/23, the inventory may be around 414,000 applications, with a projected processing time for new applicants of just over 1 year, aiding in positioning the Program towards returning to meeting its 12 month processing service standard.

Risks:

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Option 2: Approve production targets of 255,000 decisions and produce 281,000 new citizens in FY 2022/23. CN would be expected to process an intake of 247,000 complete applications, refer 198,000 applications to DN, and render 32,000 decisions. DN would position itself to render 223,000 decisions, in addition to inviting and logging tests, and conducting ceremonies for not only its own clients but Endeavour clients as well.

Benefits:

- This option adopts a similar approach as option 1 but with lower volumes. With targets set at 255,000 decisions and 281,000 new citizens, by the end of FY 2022/23, the inventory is estimated to be around 438,000 applications, with a projected processing time for new applicants of just under 2 years.

Risks:

-

CONSULTATIONS:

- CN, DN, CPPB, and FPB have been consulted throughout this target setting exercise.

RECOMMENDATION:

- We recommend you approve the proposed citizenship targets of 285,000 decisions and 300,000 new citizens for FY 2022/23 by checking the 'I concur' box and signing this memorandum.

NEXT STEPS:

- A comparison summary, as well as the proposed regional targets for each option according to estimated output by processing stage are identified in Annexes 2, 3, 4, 5, and 6. Once the target has been approved, OPP will work with the Networks and CPPB to ensure that these targets align with existing capacities and make adjustments depending on intake variations, changes in productivity, and/or observed efficiency gains.
- OPP will continue to monitor the implemented mitigation strategies, modernization efforts and other key variables and risks. OPP will review the targets on a continuing basis as well as implement targets for Proofs and will work with the Networks, FPB and Financial Strategies Branch to update Financial Resource Review assumptions around productivity to reflect the current processing environment.

e-approved

Marie-Josée Durion
Director General, OPP

I concur

Option 1

Option 2

I do not concur

Mills, Daniel

Digitally signed by Mills,
Daniel
Date: 2022.03.21 15:53:30
-04'00'

Daniel Mills
Senior Assistant Deputy Minister, Operations

Annexes (6):

- 1: Conditions for Success in Achieving the Proposed Target Options in FY 2022/23;
- 2: Comparison Summary of Proposed Target Options for FY 2022/23;
- 3: Comparison of Monthly Breakdowns for the FY 2022/23 Transfer Target Options;
- 4: Comparison of the Regional and Monthly Breakdowns for the FY 2022/23 Decision Target Options;
- 5: Comparison of the Overall Regional and Monthly Breakdowns for the FY 2022/23 Decision Target Options and Estimated Capacity Gaps;
- 6: Comparison of the Overall Regional and Monthly Breakdowns for the FY 2022/23 New Citizen Target Options and Estimated Capacity Gaps.



MEMORANDUM TO THE SENIOR ASSISTANT DEPUTY MINISTER, OPERATIONS

CONTINUATION OF MODIFIED FIRST IN, FIRST OUT PROCESSING MODEL FOR CITIZENSHIP GRANT E-APPLICATIONS IN FISCAL YEAR 2022-2023

FOR APPROVAL

- In November 2020, IRCC launched a digital intake solution to allow some applicants to apply for a grant of Canadian citizenship electronically. Since its initial launch, citizenship grant e-applications are now available to all applicants 18 years of age and older, applying individually. Over Fiscal Year (FY) 2022-2023, IRCC plans a phased expansion of the e-application to additional applicant cohorts.
- In July 2021, you approved a modified first in, first out (FIFO) processing model for grant e-applications for FY 2021-2022. According to this model, Program stakeholders would continue to largely process paper applications, while prioritizing some e-applications with the goal of meeting an e-application decision target of 5,000 which represented 2% of the 245,000 decision target.
- This approach allowed the Citizenship Program to focus on reducing existing paper application backlog, while building digital processing capacity and gradually transitioning to an electronic inventory. This strategy reflected operational complexity, client expectations, and legal considerations.
- For FY 2022-2023, the reduction of paper backlog continues to be a priority for the Program. However, *Through the Fall Economic Statement (FES), the Program has committed to further reducing the grant pre-decision inventory as of December 31, 2021 and e-apps, of which only 1.4% are e-apps.* as the e-application expands to more clients in the coming months, the Program proposes that the strategy of processing some e-applications according to a modified FIFO processing model continue in FY 2022-2023. This would allow the Program to continue reducing the oldest application inventory while also allowing an increase in the percentage of e-applications processed.
- This approach would also *reduce* ensure that the processing times of e-applications do not increase significantly, continue to build e-application processing expertise within the Networks, support change management and improve processing flexibility, *while also addressing the FES commitments.*

- The Networks would be able to clear the bulk of the paper applications from the inventory, while striving towards rendering decision on at least 32,000 e-apps, which represents 11% of the recommended 285,000 decision target for FY 2022-2023 (see Annex A). These targets also align with the approved grant decision and new citizen targets for FY 2022-2023.
- We recommend you approve the continuation of the modified FIFO processing model for e-applications in FY 2022-2023 by checking the 'I concur' box and signing this memorandum.

e-approved
Maxine Ifill, Director General
Citizenship and Passport Program Guidance

I concur
 I do not concur

Daniel Mills
Senior Assistant Deputy Minister
Operations

Annex 1: Proposed Notional¹ Network and Monthly Breakdowns for the Recommended FY 2022/23 Decision Target Options^{2,3}

Month	Network						Overall Program		
	CN			DN			E-apps	Paper	Overall
	E-apps	Paper	Overall	E-apps	Paper	Overall			
Apr	100	2,800	2,900	1,500	19,400	20,900	1,600	22,200	23,800
May	100	3,600	3,700	1,800	18,900	20,700	1,900	22,500	24,400
Jun	200	3,100	3,300	1,700	18,900	20,600	1,900	22,000	23,900
Jul	300	3,200	3,500	1,800	17,900	19,700	2,100	21,100	23,200
Aug	300	3,600	3,900	1,700	18,400	20,100	2,000	22,000	24,000
Sep	300	3,500	3,800	1,800	18,100	19,900	2,100	21,600	23,700
Oct	1,100	2,700	3,800	2,200	17,400	19,600	3,300	20,100	23,400
Nov	1,100	2,800	3,900	2,200	18,100	20,300	3,300	20,900	24,200
Dec	1,700	2,300	4,000	2,100	16,000	18,100	3,800	18,300	22,100
Jan	1,100	2,800	3,900	2,300	19,000	21,300	3,400	21,800	25,200
Feb	1,100	2,900	4,000	2,200	19,000	21,200	3,300	21,900	25,200
Mar	1,800	2,500	4,300	1,500	16,100	17,600	3,300	18,600	21,900
Total	9,200	35,800	45,000	22,800	217,200	240,000	32,000	253,000	285,000

1. Notional targets will provide Network flexibility to be able to adjust e-apps/paper decision targets if necessary based on operations realities and inventory levels.
2. Please note that these numbers have been rounded to the closest hundredth.
3. The ratio of monthly decisions of paper and e-apps are estimates based on projected proportions of each type of application. If proportions deviate from projections, the decision numbers of each type will change, while the overall monthly total will remain unaltered.

Adult Group Epic: Options for releasing multiple inter-connected Client and Horizon features

Proposed option

Release critical client-facing functionality first, followed by critical Horizon functionality for complete applications. Non-critical items would be a third fast-follow release

Release 1 Features

CLIENT:

- Updated UI
- Ability to invite an adult to join a group
- Ability for an invitee to manage the invitation
- Ability to submit applications as a group

Estimated Time

Dev done – early May
Testing in May
Release activities – June

Release 2 Features

HORIZON:

- Assigning/Viewing/Assessing group applications
- Enhancing CPC-Sydney user experience – integrating the completeness check page into the application view page
- Sending complete group applications to GCMS

Estimated Time

Dev done – end June
Testing in early July
Release activities – late July/early August

Release 3 Features

CLIENT:

- Ability to leave a group/be removed from a group
- Ability for group applications to not be stale dated
- Ability to resubmit incomplete group applications

Estimated Time

Dev done – late July
Testing in August
Release activities – late August/early Sept

HORIZON:

- Returning incomplete group applications to the client

Release critical client-facing functionality first, followed by Horizon functionality for complete and incomplete applications. Fast-follow release for non-critical items

Release 1 Features

CLIENT:

- Items contained in Option 1 - Release 1

Estimated Time

Dev done – early May
Testing in May
Release activities - June

Release 2 Features

- Items contained in Option 1 - Release 2

Estimated Time

Dev done – end July
Testing in Aug
Release activities – early Sept

Release 3 Features

CLIENT:

- Ability to leave a group/be removed from a group
- Ability for group applications to not be stale-dated

Estimated Time

Dev done – end Aug
Testing in early Sept
Release activities – late Sept

Release most adult group functionality (client + Horizon) at the same time followed by a fast-follow second release.

Release 1 Features

CLIENT:

- Items contained in Option 1 – Release 1

Estimated Time

Dev done – late July
Testing in August
Release activities - Sept

- Items contained in Option 2 - Release 2

Release 2 Features

CLIENT:

- Ability to leave a group/be removed from a group
- Ability for group applications to not be stale dated

Estimated Time

Dev done – late Aug/early Sept
Testing in mid Sept
Release activities – end of Sept/early Oct.

Notes:

1. Release activities include:

- Fixing critical bugs identified during testing
- Preparing release notes
- Go/No go decision
- Pushing code into production

Adult Group Epic: Options for releasing multiple inter-connected Client and Horizon features (con't)

Proposed option

Release critical client-facing functionality first, followed by critical Horizon functionality for complete applications. Non-critical items would be a third fast-follow release

Considerations

- Agile approach of releasing smaller pieces more frequently which reduces implementation timelines as endorsed in the TBS Guideline on Service and Digital.
- Expands client use of e-app sooner, which will reduce intake of paper applications.
- There is ~ 5 weeks delay between client applications being submitted and AoR being issued. If this time decreases to less than the time between releases, there is risk of enquiries to the CSC from clients who applied as a group¹:
 - Communications products could be developed to mitigate this risk.
- Smallest gap between releases provides for mitigation on point above.
- The AoR dates for clients applying as a group would temporarily not be aligned to AoR dates for individual e-app or paper clients.
- Estimate ~4300 applications² may be impacted given estimated timeline between Release 1 and Release 2.

Release critical client-facing functionality first, followed by Horizon functionality for complete and incomplete applications. Fast-follow release for non-critical items

Considerations

- Agile approach of releasing smaller pieces more frequently which reduces implementation timelines as endorsed in the TBS Guideline on Service and Digital.
- Expands client use of e-app sooner, which will reduce intake of paper applications
- There is ~ 5 weeks delay between client applications being submitted and being reviewed in Horizon. If this time decreases to less than time between releases, there is risk of enquiries to CSC from clients who applied as a group¹:
 - Communications products could be developed to mitigate this risk.
- Larger gap between 1st and 2nd release; therefore higher risk for point above than Option 1.
- The AoR dates for clients applying as a group would temporarily not be aligned to AoR dates for individual e-app or paper clients.

Release most adult group functionality (client + Horizon) at the same time followed by a fast-follow second release.

Considerations

- Waterfall approach where all pieces are released as one large release.
- Benefits of e-app/reduction of paper intake further out to realize.
- Larger release will require larger block of time for testing.
- No period of delay between client submitting applications as a group and CN staff being able to view them in Horizon.
- Estimate ~10,500 applications² could be submitted by paper while waiting for group e-app functionality to launch.

Notes:

1. Applications submitted individually will continue to be accessible for processing in Horizon by CN staff. Only applications submitted as a group will experience the delay.
2. Impacted applications is a very rough estimate. We have not seen an immediate jump in volumes when increasing to 25+ cohort or when increasing access to 100% web traffic. Time between registering for an e-app account and submitting an application is approximately 40 days.

Decision points

- A. Is there agreement to release the Adult group epic in a staggered fashion?
- B. If so, what is the amount of time we are comfortable with between first client release and first Horizon release? [What is the anticipated delay for sending AORs for e-apps in June?]
- C. Is there agreement to proceed according to proposed option (Option 1)?

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CITIZENSHIP MODERNIZATION DASHBOARD

April 2022



Immigration, Refugees and Citizenship Canada

Immigration, Réfugiés et Citoyenneté Canada

Citizenship Grant Application Inventory by Processing Stage & Inventory Age

Magic Dashboard, DPPB as of May 1, 2022

Unopened e-Apps	6,884	> Pending Creation
CPC-S Mailroom	13,771	> 0 - 4 Months
Prospective	3,740	> 5 - 8 Months
Pro-Triage	92,054	> 9 - 12 Months
Instater	17,418	> 13+ Months
Test: Ready	40,229	
Test Scheduled	27,912	
Hearing	3,607	
Review	149,707	
Decision	3,894	
Coronary Ready	1,412	
Coronary Scheduled	18,418	
Closure	934	

Including prospective applications, CPC-S mailroom and unopened e-Apps, there are 421,980 applications in the inventory, of which 40% have exceeded 12 months, which is an improvement when compared to April 2021 inventory, where 54% were over 12 months. Average processing times are now at 27 months.

Owner: Digital Journey Lab

Grant e-Application

Update

- Adult group expansion development is on going and remains on track
- Two releases took place on April 13th: e-App Canada Post address auto population and I-750 data fixes to allow accented French characters to pass in GCMS
- The team is advancing work on designs for minors and integration of physical presence calculator

152,549 Registered Accounts
100,880 e-Apps Received
91,996 Complete e-Apps
12,238 Incomplete e-Apps Returned
79,619 e-Apps promoted in GCMS
7,109 e-Apps Granted | 4,703 e-Apps New Citizens

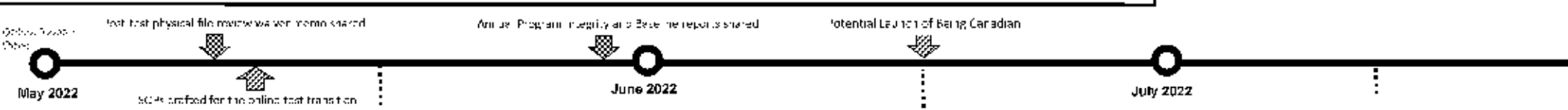
Grant Inventory

Month over Month Change

May 2021	573,078	-0.5%
Jun 2021	566,577	-0.1%
Jul 2021	531,415	-6.15%
Aug 2021	577,210	+21.61%
Sep 2021	650,518	+0.85%
Oct 2021	466,665	-1.6%
Nov 2021	456,802	-0.2%
Dec 2021	498,634	-0.5%
Jan 2022	466,745	+2.47%
Feb 2022	453,365	-1.1%
Mar 2022	429,866	-1.4%
Apr 2022	421,050	-0.2%

Paper Application Completeness (Average - No 2021 to Present): **80%**


e-Application Completeness (Average - No 2021 to Present): **87%**



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CITIZENSHIP MODERNIZATION DASHBOARD

May 2022


 Immigration, Refugees and Citizenship Canada / Immigration, Réfugiés et Citoyenneté Canada

Citizenship Grant Application Inventory by Processing Stage & Inventory Age

Unopened e-Apps	4,857	Pending Creation < 0 - 4 Months
CPC-S Mailroom	13,690	< 5 - 8 Months
Prospective	4,448	< 9 - 12 Months
Pro-Triage	93,819	< 13+ Months
Transfer	11,153	
Test Ready	36,955	
Test Scheduled	56,322	
Hearing	4,171	
Review	116,810	
Decision	4,137	
Ceremony Ready	32,709	
Ceremony Scheduled	33,560	
Closure	813	

Including prospective applicants, CPC Sydney mailroom and unopened e-apps, there are 413,111 applications in the inventory, a marked reduction from the peak of 488K in October 2021. 49% of current applications have exceeded 12 months, which is an improvement when compared to May 2021 inventory, where 55% were over 12 months. Average processing times remain at 27 months.

Grant e-Application

163,937 Registered Accounts
111,739 e-Apps Received
91,791 Complete e-Apps
15,091 Incomplete e-Apps Returned
91,533 e-Apps promoted in GCMS
9,147 e-Apps Granted | 6,501 e-Apps New Citizens

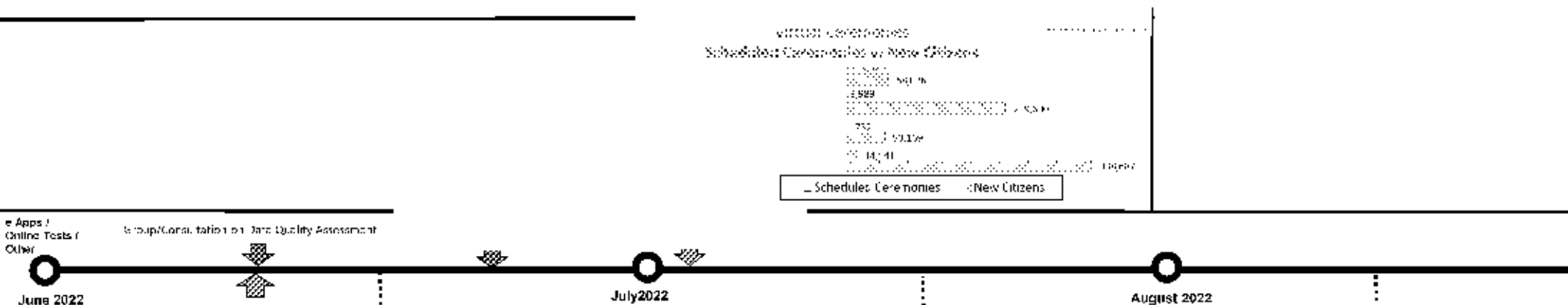
Grant Inventory

Month	Count	Month Change
Jun 2021	369,677	-0.39%
Jul 2021	392,423	+6.15%
Aug 2021	477,210	+21.61%
Sep 2021	480,316	+0.65%
Oct 2021	468,096	-2.54%
Nov 2021	456,302	-2.52%
Dec 2021	448,654	-1.68%
Jan 2022	459,748	+2.47%
Feb 2022	453,265	-1.41%
Mar 2022	429,803	-5.18%
April 2022	421,980	-1.82%
May 2022	413,111	-2.11%

Category	Value
Paper Application Completeness (12 Month Average)	78%
e-Application Completeness (12 Month Average)	88%

Citizenship Tracker

ITA/OCB	98.57%
ITA/OCB	Uptake



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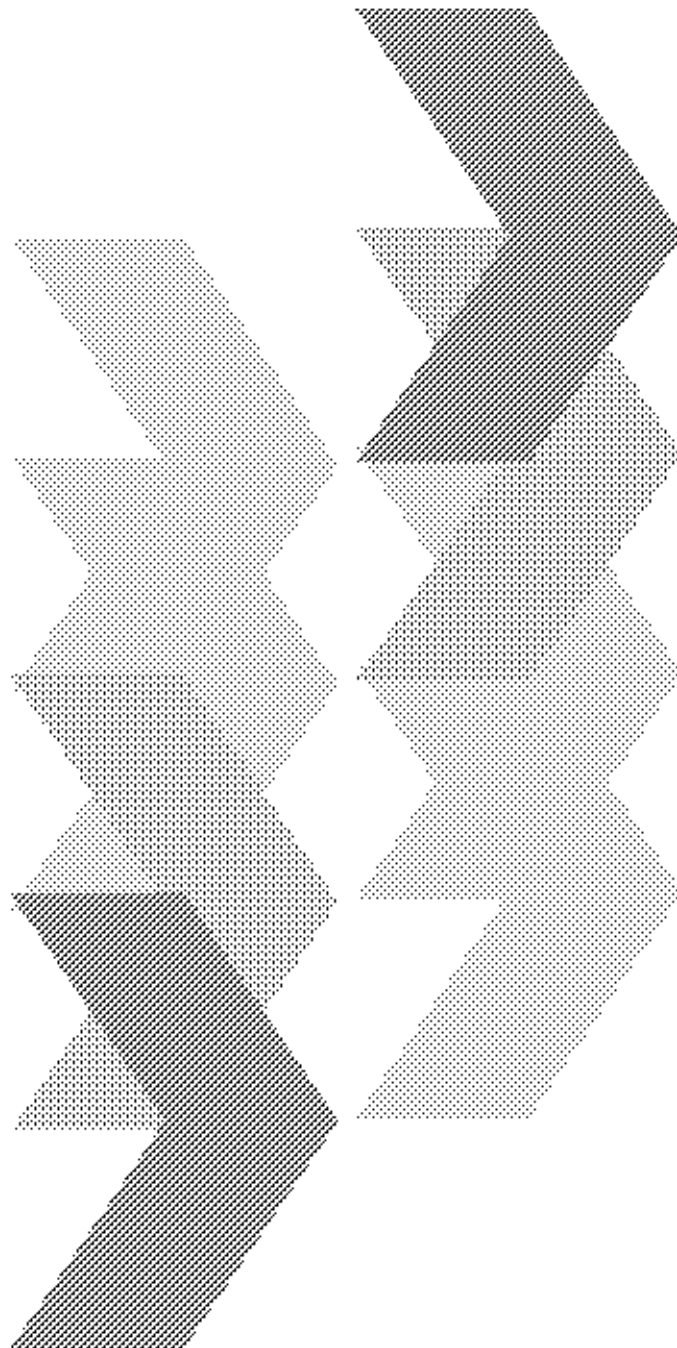
Citizenship Operational Production Update – Grants & Proofs

Data as of May 2, 2022



Prepared by Operations Planning and Performance (OPP) – DART

Summary



Grant Decisions

- As of May 2, 2022, the Networks have rendered **almost 32K decisions**, achieving **11% of the FY target (285K)**, at **9% of the FY**.
- The Networks have been able to render just over **1.5K decisions on e-apps**, achieving **5% of the notional FY target (32K)**.

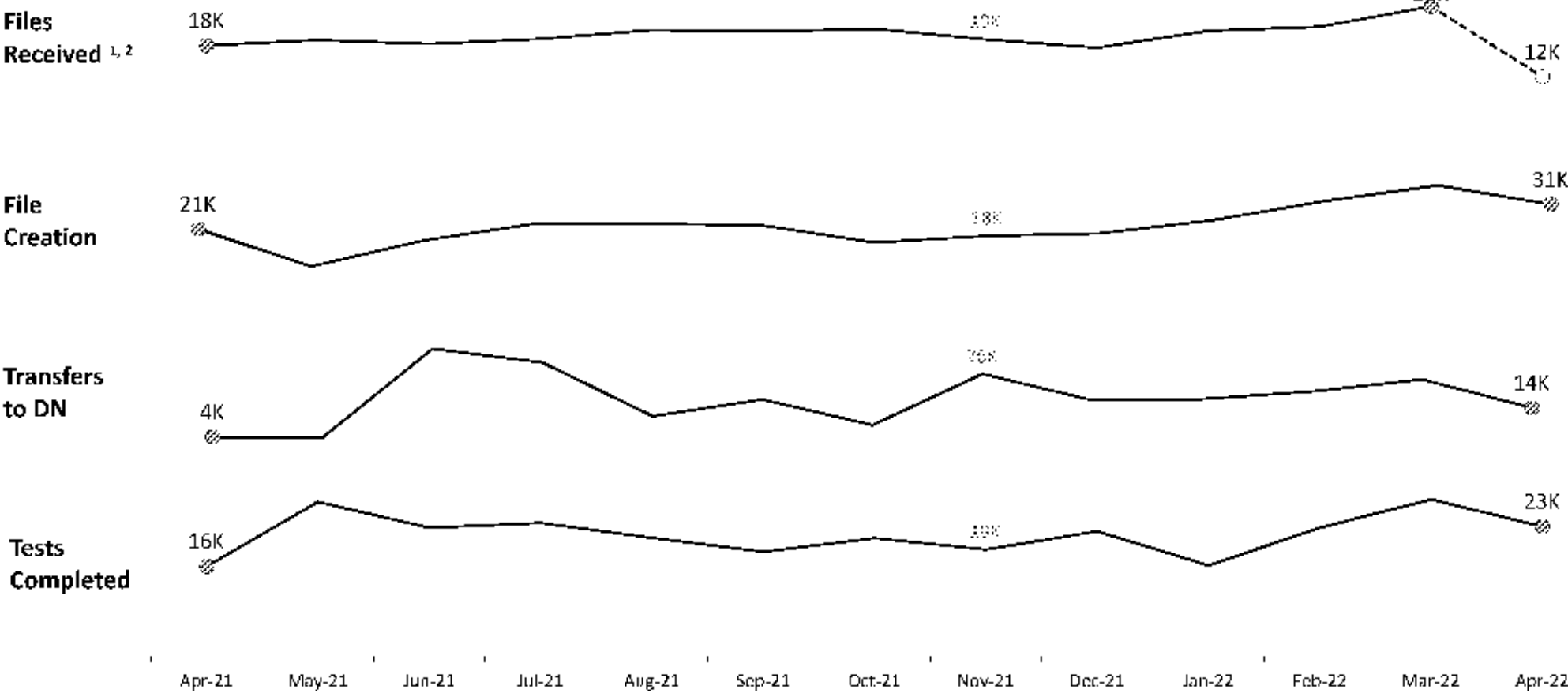
New Citizens

- As of May 2, 2022, the Networks have finalized **over 25K applications**, achieving **8% of the FY target (300K)**, a total expected to increase as more Oath forms are returned.
- While processing times have risen to **27 months**, this increase was expected as the Networks work on finalizing older applications.

Proofs

- CPC-Sydney has rendered **almost 4.2K decisions**, achieving **6% of the notional FY target (64K)**. Of the decisions rendered in April, **84% of the applications were 13 months and older**.
- The estimated overall inventory is around **63K applications**, with around **37% in the mailroom**, a noticeable improvement over previous months.

Grants - Pre-Decision - April 2022

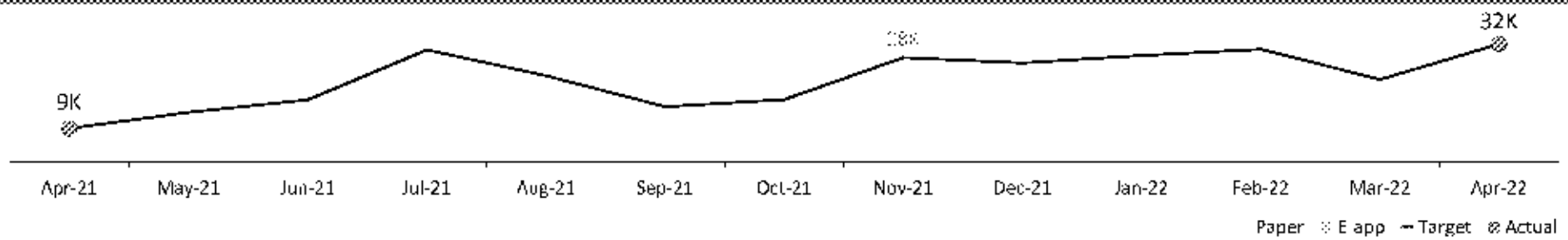


- With CPC-Sydney continuing its efforts to close the lag time from file receipt to created, output at the file creation stage remains noticeably high with almost 31K files created in April 2022; of the files created 48% were e-apps. With an estimated lag time of less than one month, of the files received between January and March 2022, 41% were e-apps, indicating that the use of e-apps is steadily growing.
- While there were noticeable gains at the file creation stage, the volume of files transferred to the DN decreased by 41% compared to the previous month, with only 14K applications transferred in April 2022, which is still over the monthly transfer target for April.
- With almost 23K tests completed in April 2022, the DN has started off the new FY seemingly positioned to continue to produce more tests than what was seen pre-COVID.

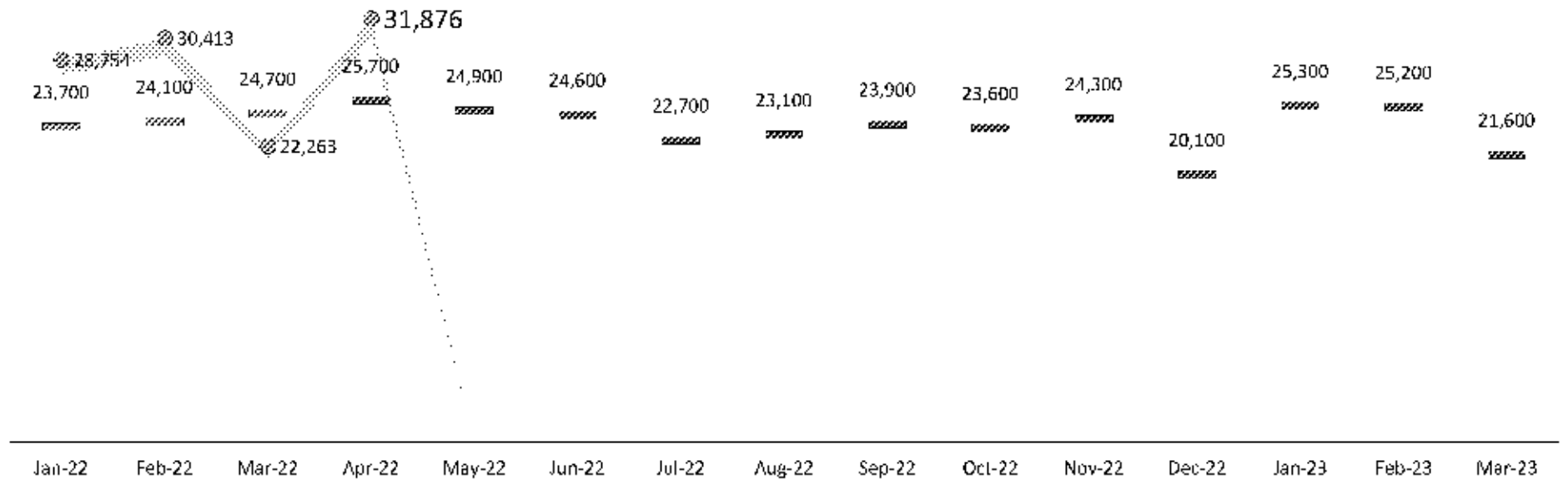
1. Received refers to the applications that were accepted as complete by CPC Sydney.
 2. The assumed lag time for received data is less than 1 month.

Grants - Decisions - April 2022

Decisions



Decisions - Actuals vs Targets



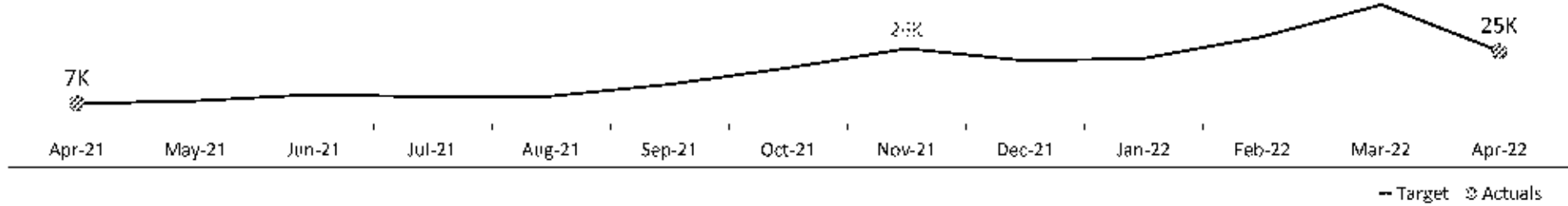
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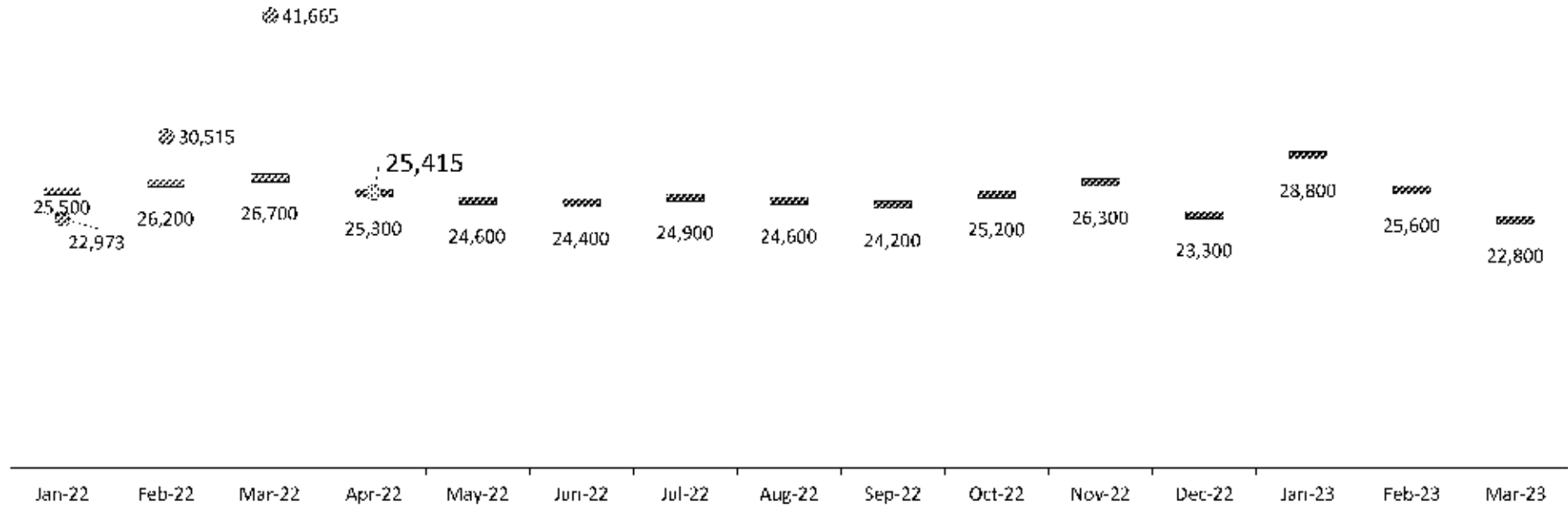
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Grants - New Citizens - April 2022

New Citizens



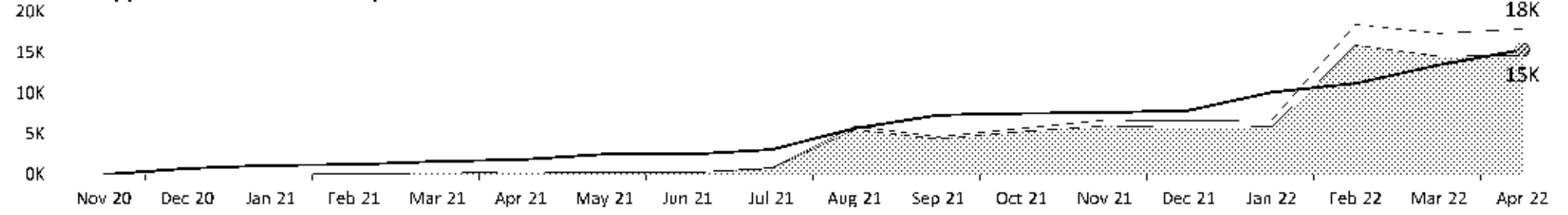
New Citizens - Actuals vs Targets



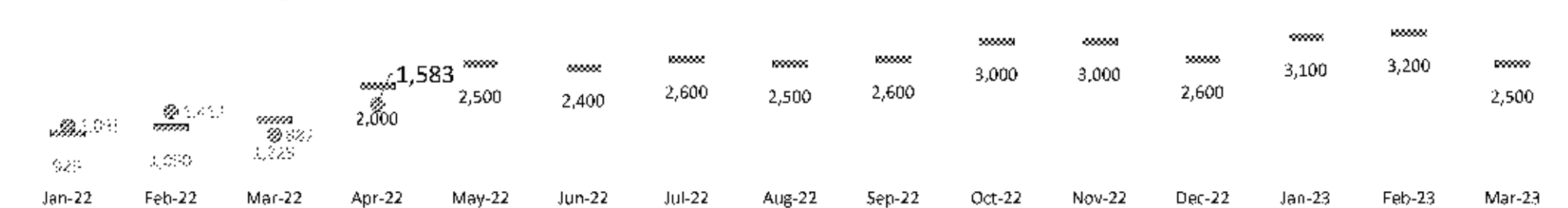
- As of May 2, 2022, the Networks have been able to finalize the applications of **over 25K clients**, a total expected to increase as more Oath forms are returned, achieving 8% of the FY target (300K), at 9% of the FY.
- Running from March 21 to April 14, 2022, the GTA held a in-person pilot at the Scarborough office, which saw around 61% of the applicants scheduled during this period take the Oath of Citizenship on the same day of that their program integrity interview was held. While this initiative was viewed as a success, it will be suspended at the Scarborough office, to allow the office to concentrate on other lines of business, however there are plans to resume this initiative later in 2022/23.
- In April 2022, the DN averaged around 82 participants per virtual ceremony event and held around 15 virtual ceremony events per day. **Assuming that the level of capacity grows as the FY progresses**, the Program will be well positioned to achieve its 300K new citizen target.

Grants - E-apps - April 2022

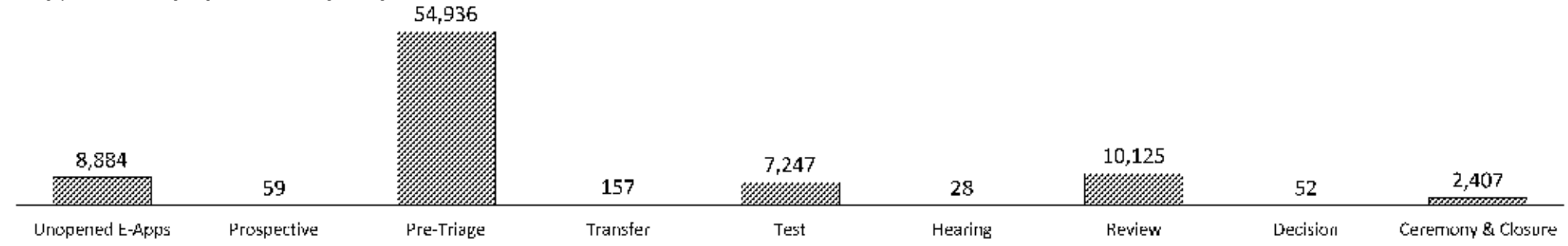
Grant E-Apps Submitted and Completeness Checked



Decisions Rendered - Targets vs Actuals



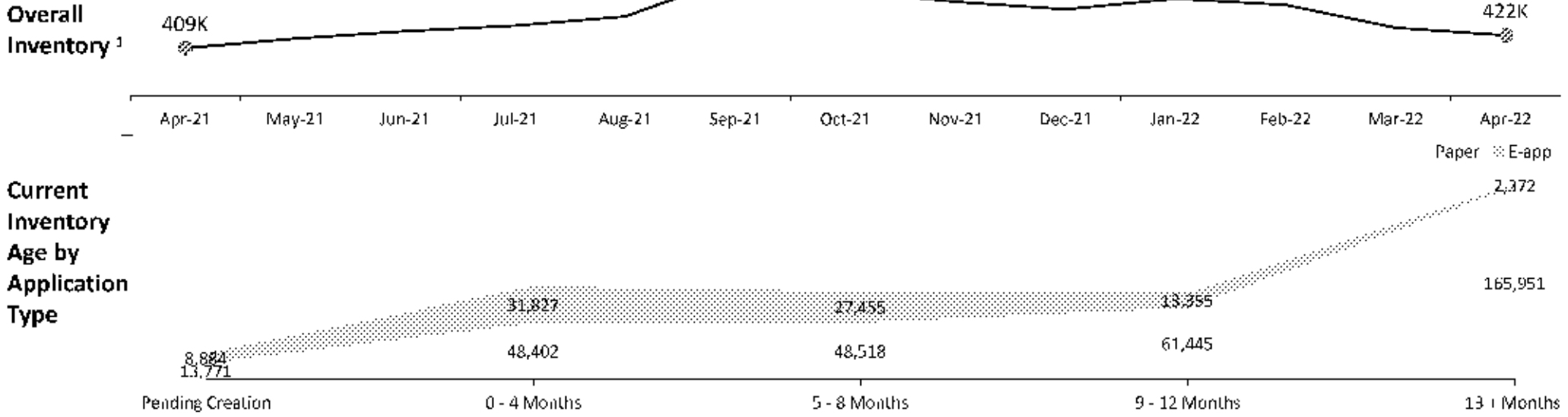
E-App Inventory by Processing Stage - 84K



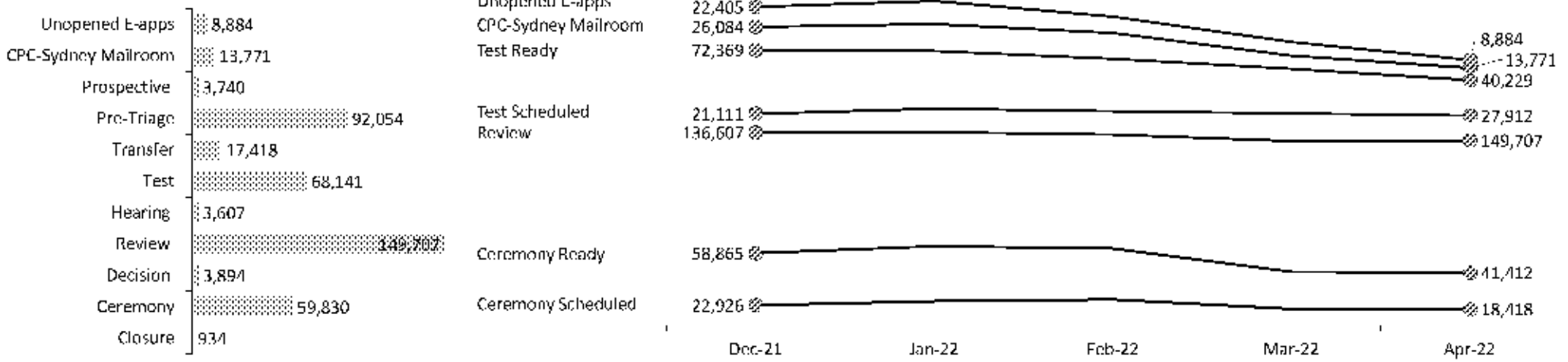
- Since the launch of e-apps in November 2020, almost 101K e-apps have been submitted to date.
- As of May 2, 2022, the Networks have been able to render just over 1.5K decisions on e-apps, achieving 5% of the notional FY target (32K), at 9% of the FY. While higher than what was seen the previous month, it is just under the notional monthly target of 2K decisions.
- With e-apps representing an increasing proportion of grant intake, and further launches to more eligible clients planned as FY 2022/23 progresses, the potential for the Networks to render decision on more e-apps than detailed by the notional e-app target remains. With more e-apps in inventory, the Program will be allowed greater flexibility in processing and workload management.

1. Data as of April 29th and May 2nd, 2022. Data sources: Digital Journey Lab and COGNOS (MBR).
 2. All e-app monthly decision targets detailed are notional and subject to change.

Grants - Inventory - April 2022



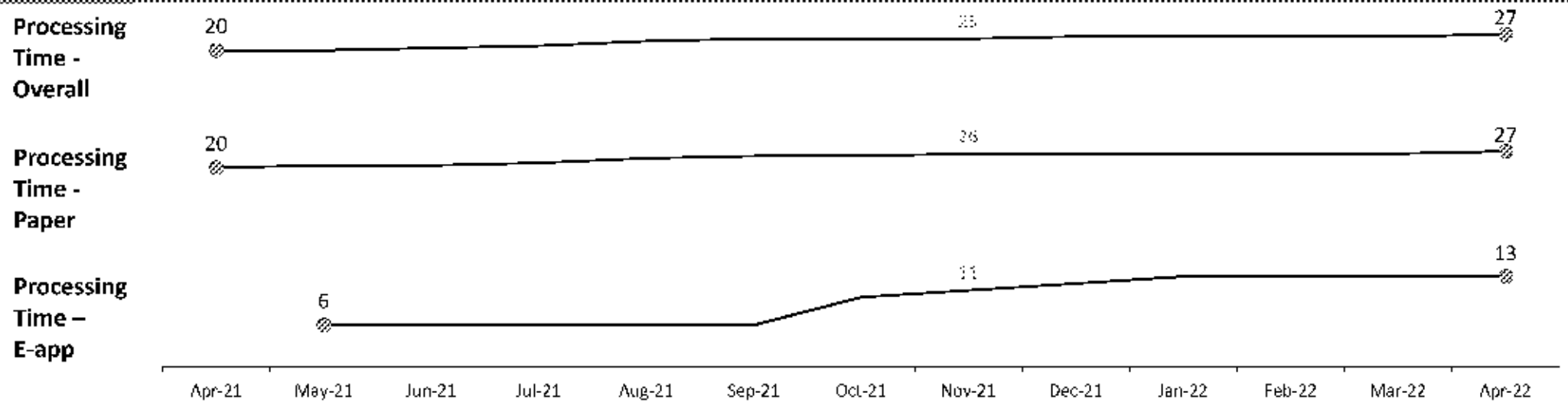
Current Inventory - 422K



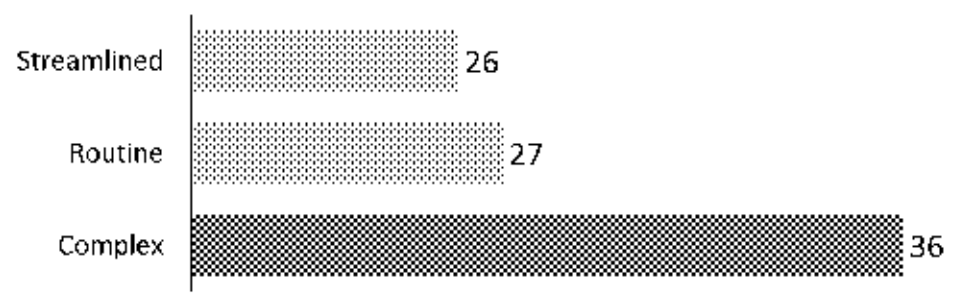
Not relevant as per clarification agreement with requester

1. Data as of April 29th, 30th and May 2nd, 2022. Data sources: Digital Journey Lab, CPC-Sydney and COGNOS (MBR).

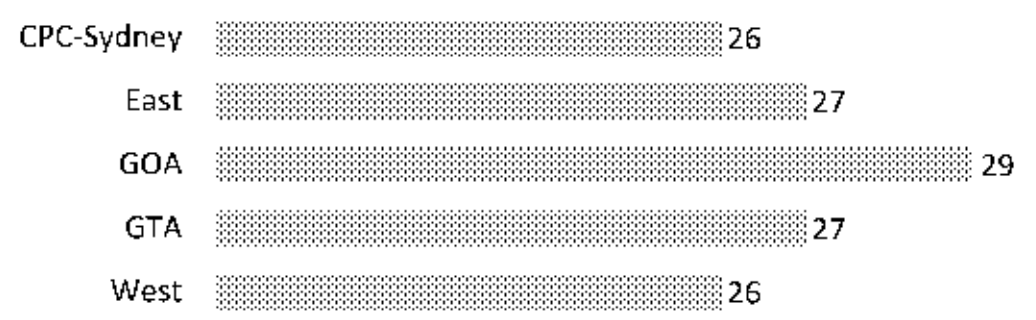
Grants - Processing Time - April 2022



Overall Processing Time in Months by Stream – End to End



Overall Processing Time in Months by Region - End to End



Not relevant as per clarification agreement with requester

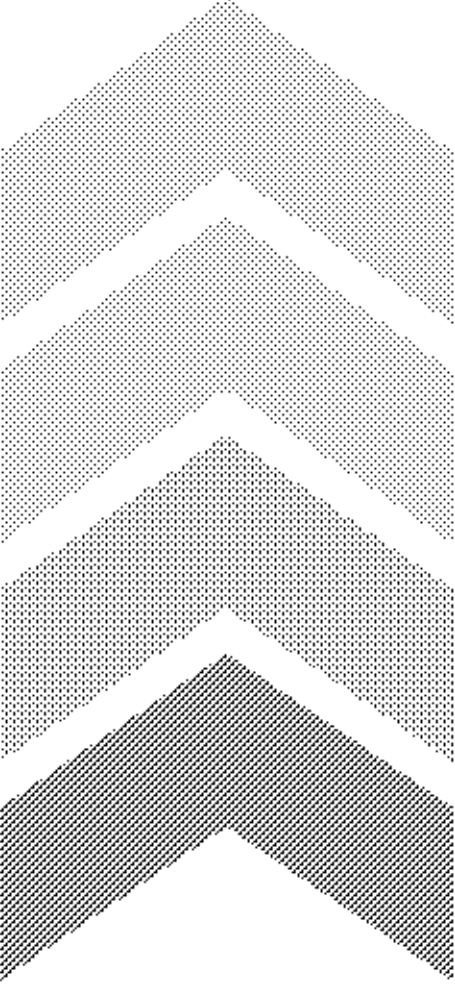
1. Processing time data from November 1, 2021 to April 30, 2022.
 2. Processing time data includes only applications with a Citizenship effective date and those with the decision of not granted decision date.

**Pages 23 to / à 29
are not relevant
sont non pertinentes**

Next Steps

s.21(1)(a)

s.21(1)(b)

- 
- Develop and implement ideas and initiatives brainstormed at the Citizenship Program Summit, following targeted workshops/discussions on identifying efficiencies for grants, ceremonies and proofs.
 - Determine with partners the criteria to be monitored and develop new reporting to track achievement of the FES commitments, in light of Budget 2022 impacting the commitments for the Citizenship Program.
 - Revalidate productivity assumptions and targets for FY 2022/23.
 -
 - In June, electronic certificates will be piloted. While some small additional processing steps will be required initially, in the longer term, it is anticipated that there will be efficiency gains over printing and mailing paper certificates to clients.
 - The Program is developing plans to implement up-front waivers for clients.

Page 31
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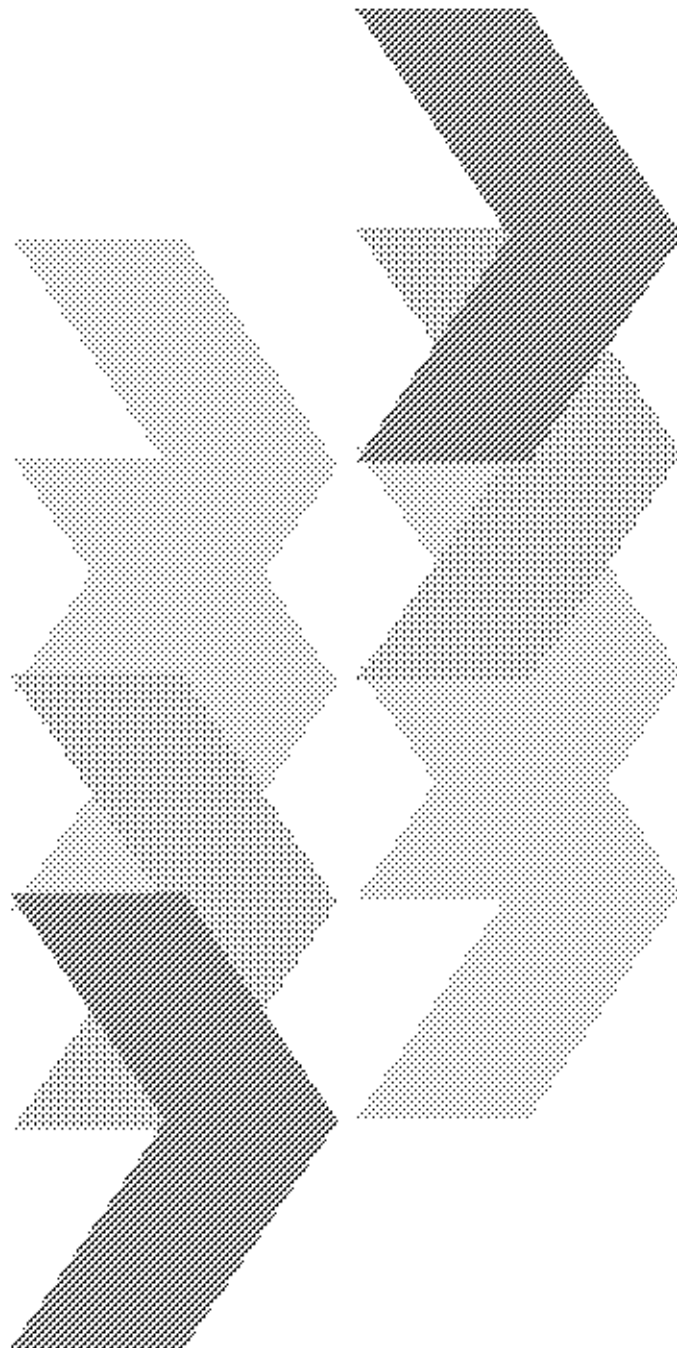
Citizenship Operational Production Update – Grants & Proofs

Data as of June 1, 2022



Prepared by Operations Planning and Performance (OPP) – DART

Summary



Grant Decisions

- As of June 1, 2022, the Networks have rendered **almost 69K** decisions, achieving 24% of the FY target (285K), at 17% of the FY.
- In comparison to monthly output going back to April 2005, May 2022 was a record month for decisions with the Program rendering 37K decisions.
- With the elimination of some key chokepoints in FY 2021/22, the Program is currently well positioned to not only meet but exceed its target of 285K decisions in FY 2022/23.

New Citizens

- As of June 1, 2022, the Networks have finalized **over 53K** applications, achieving 18% of the FY target (300K), a total expected to increase as more Oath forms are returned.

Grant Inventory

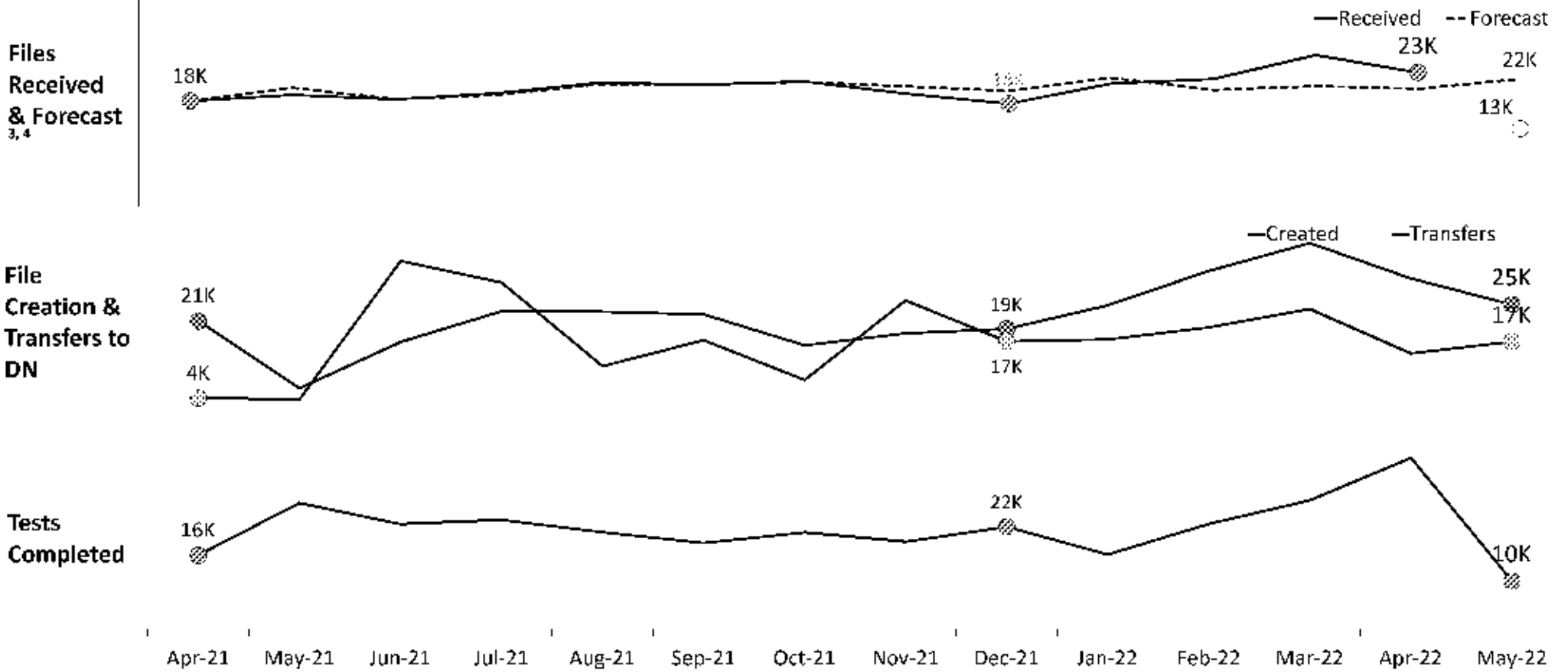
- As of June 1, 2022, there are **413K applications in the inventory**, which is an improvement when compared to May 2021, which had an inventory of around 419K applications.

Proofs

- CPC-Sydney has rendered **over 9.2K decisions**, achieving 14% of the notional FY target (64K). Of the decisions rendered this FY to date, 84% of the applications were 13 months and older.
- The estimated overall inventory is around 62K applications, with around 24% in the mailroom, a noticeable improvement over previous months.

Grants - Pre-Decision - May 2022

- While CPC-Sydney is continuing its efforts to meet the mailroom backlog reduction commitments, and has reduced the time from file receipt to created down to less than 1 month, due to various factors, it has flagged that it will need more time to fully meet the mailroom backlog reduction commitments
- Compared to the forecast, intake for April 2022 is 14% higher than projected. On average, intake for February to April 2022, has been 16% higher than the forecast. In May 2022, the estimated incompleteness rates for applications received increased over the previous month, going from 23% to 28%¹ for paper applications and from 18% to 19%² for e-apps.
- While the volume of files transferred to the DN was 16% higher than the monthly transfer target for May (14.7K), DN has raised concerns about the current transfer targets and work is ongoing to revalidate and adjust the targets in light of output higher than what had originally been projected.

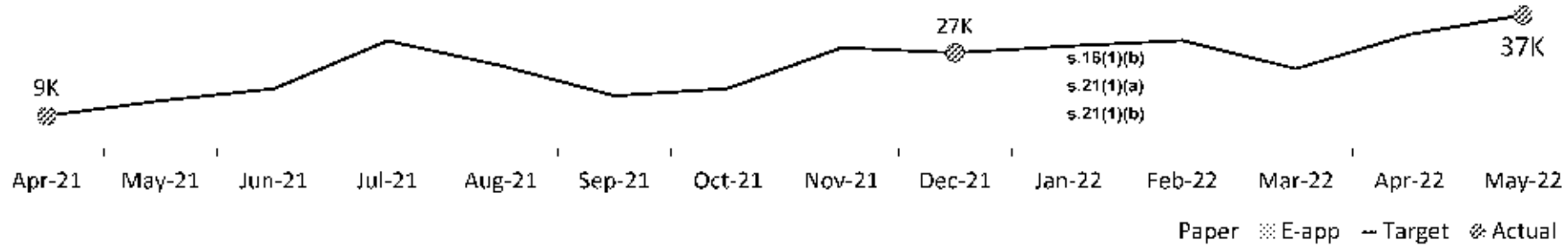


1. Data source: CPC Sydney
 2. Data source: Digital Journey Lab

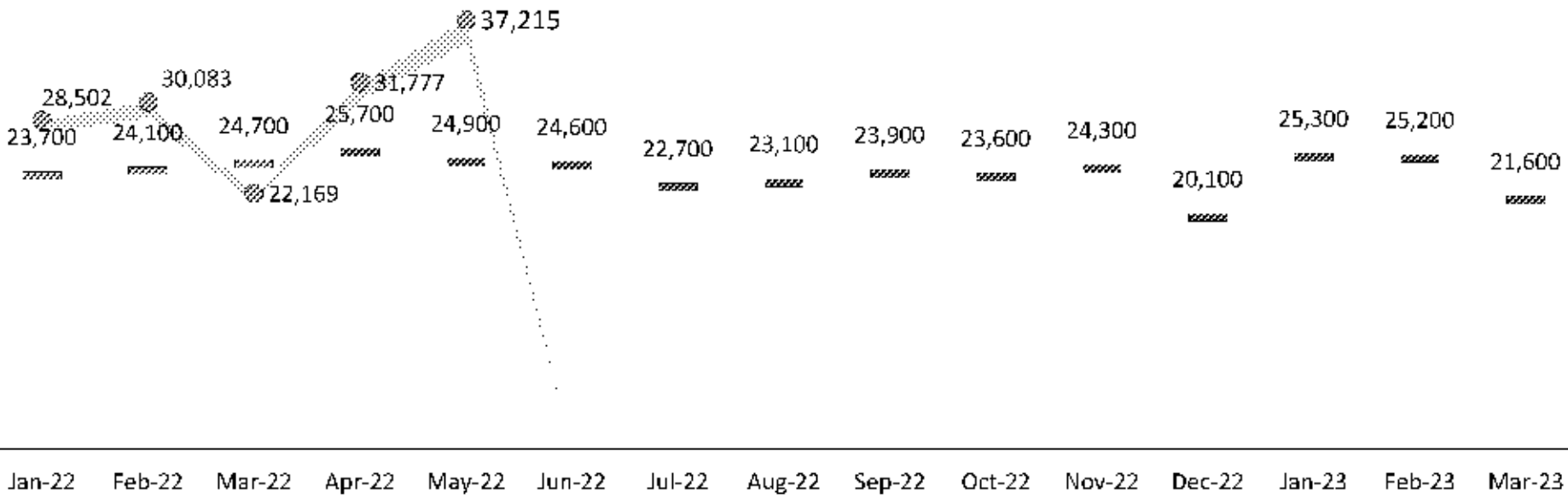
3. Received refers to the applications that were accepted as complete by CPC-Sydney.
 4. The assumed lag time for received data is less than 1 month.

Grants - Decisions - May 2022

Decisions



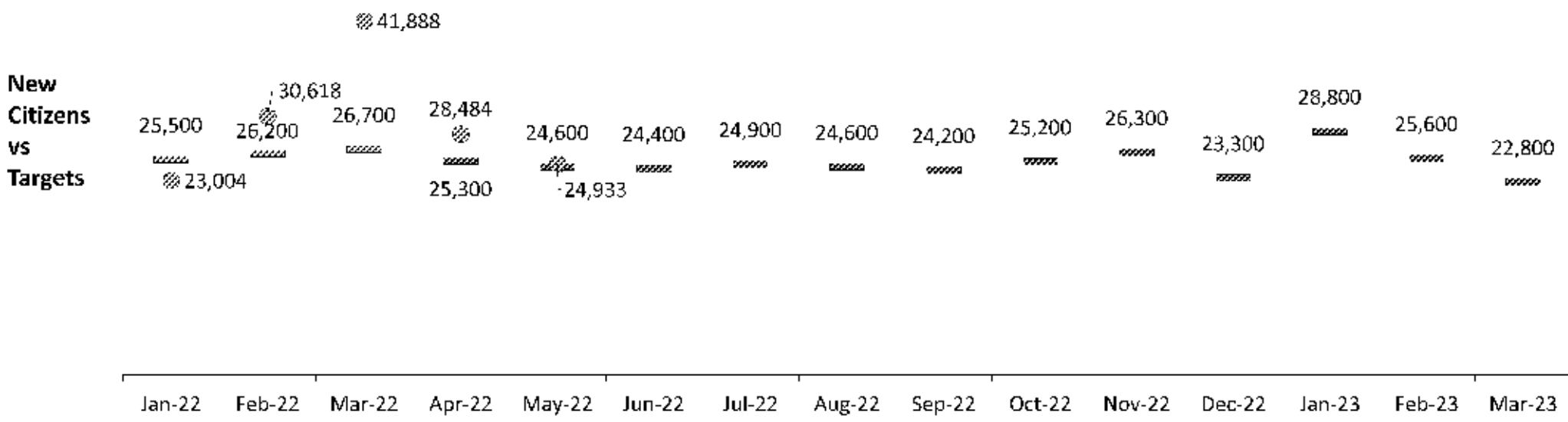
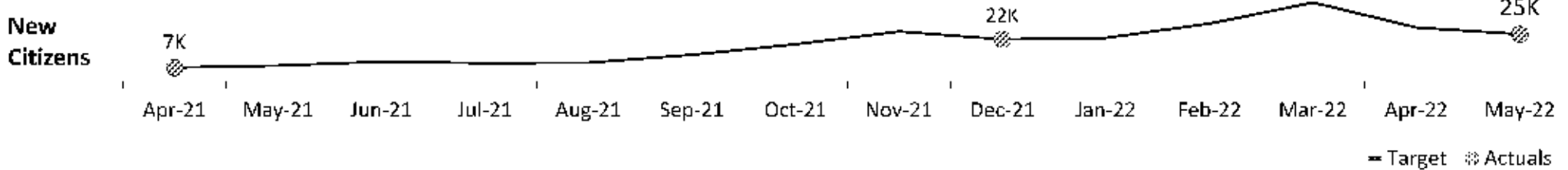
Decisions vs Targets



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Grants - New Citizens - April 2022

- As of June 1, 2022, over 53K applications were finalized, a total expected to increase as more Oath forms are returned, achieving 18% of the FY target (300K), at 17% of the FY. As of June 1, 2022, the no-show rate for May 2022 is 8%.
- DN is piloting larger capacity Zoom ceremonies to see if this can be utilized if and when necessary. The West held a video oath ceremony with 316 clients attending on May 30, 2022, with staff assisting from Calgary, Edmonton, Winnipeg, Saskatoon and Vancouver. The East also held a pilot with 283 clients attending on May 31, 2022, with staff from Montreal assisting. For each ceremony, 1.5-hour registration sessions were held in the morning, with the ceremony in the afternoon. The West had three registration sessions with 120 clients per session and the East had two registration sessions with 165 clients per session. Best practices will be taken and pilots adjusted accordingly as the number of clients invited during these pilots are increased.
- While in May 2022, DN averaged around 83 participants per virtual ceremony event and held around 15 virtual ceremony events per day, this average is likely influenced by events with lower participant counts, such as the ones held on Fridays and Saturdays. If the DN can hold enough virtual events to have around 1.6K participants per day, they will likely be able to exceed the 300K new citizen target.



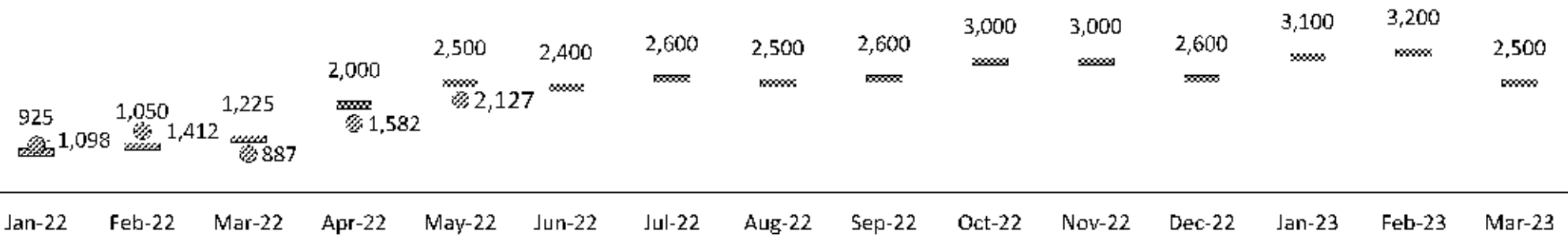
1. Data as June 1st, 2022. Output for new citizens is expected to increase as more Oath forms are returned.

Grants - E-apps - May 2022

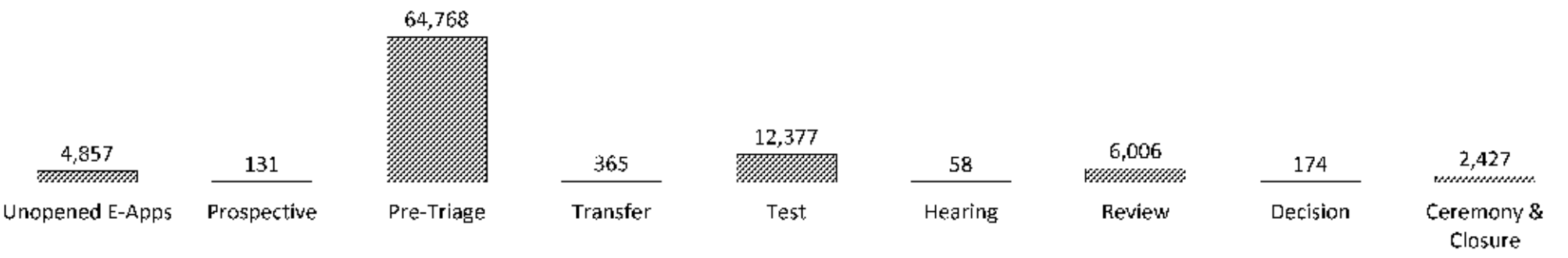
- As of June 1, 2022, the Networks have rendered just **over 2.1K decisions on e-apps**, achieving 12% the notional FY target (32K), at 17% of the FY. While again, higher than what was seen the previous month, it is just under the notional monthly target of 2.5K decisions.
- In an effort to aid in the achievement of the FES commitments, the West has committed to increasing its decision output of e-apps between June to December 2022. In order to effectively leverage this capacity, DN anticipates that it will need to shift files from other areas given the current volume of e-apps presently workable in the West's inventory.

	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22
Total Submissions	1,834	2,507	2,457	3,078	5,665	7,309	7,522	7,608	7,849	10,092	11,081	13,121	13,067	13,820
Complete	382	175	197	759	5,526	4,377	5,286	5,981	5,786	5,895	15,910	14,571	14,649	12,046
Incomplete	0	51	33	74	387	279	410	725	808	836	2,563	2,811	3,261	2,853
Total Check Completed	382	226	230	833	5,913	4,656	5,696	6,706	6,594	6,731	18,473	17,382	17,910	14,899

Decisions Rendered - Targets vs Actuals



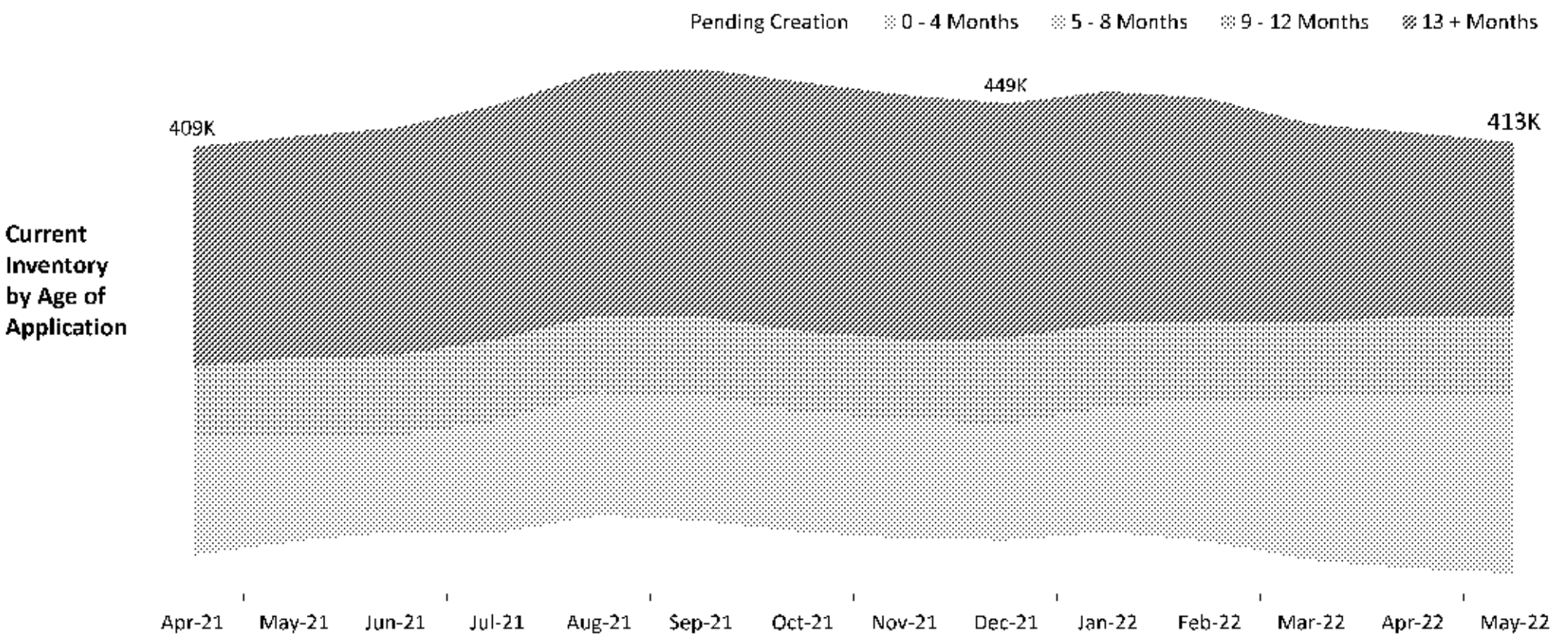
E-App Inventory by Processing Stage - 91K



1. Data as of May 27th and June 1st, 2022. Data sources: Digital Journey Lab and COGNOS (MBR).
 2. All e-app monthly decision targets detailed are notional and subject to change.

Grants - Inventory - May 2022

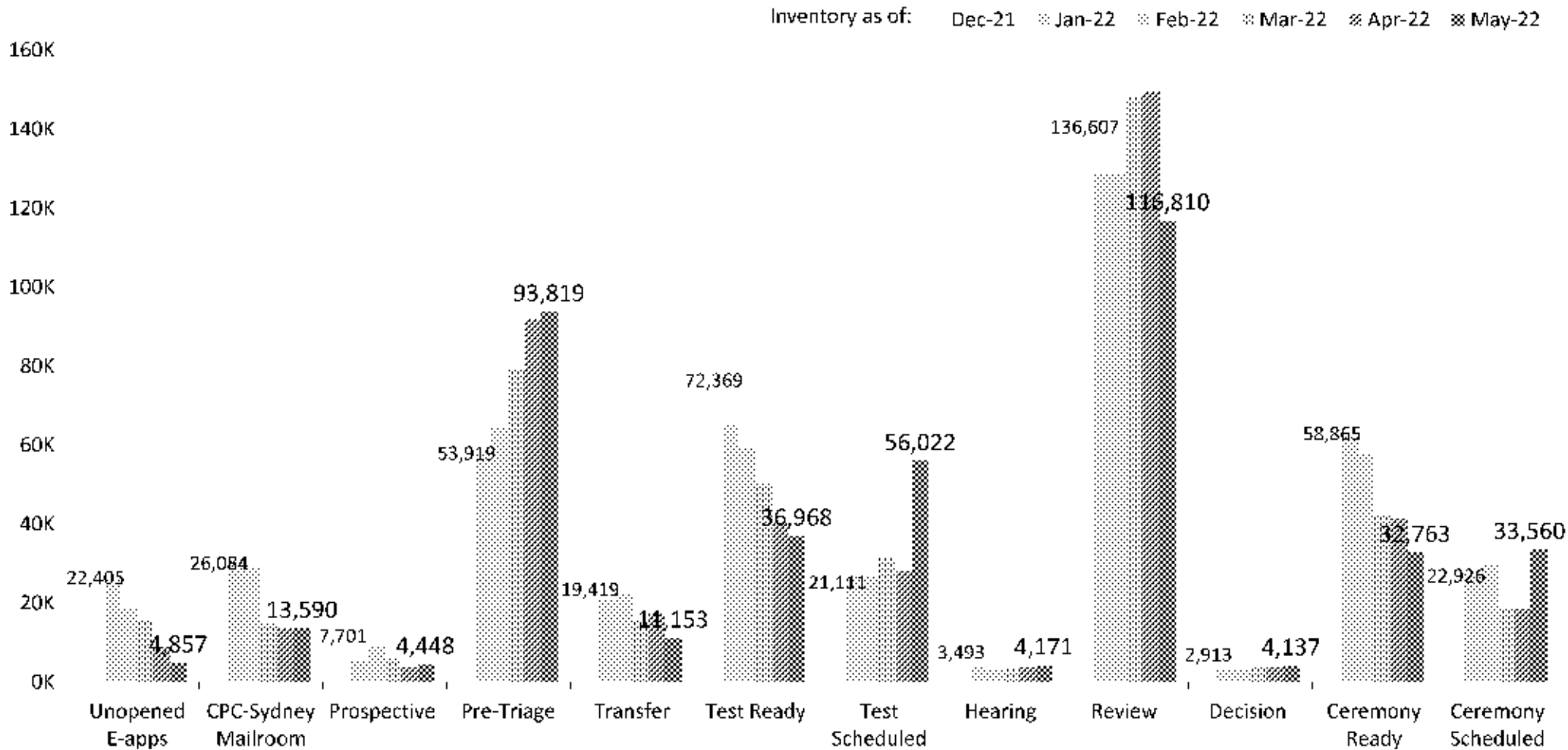
- As of June 1, 2022, including prospective applications, CPC-Sydney mailroom and unopened e-apps, there are **413K applications in the inventory**, which is an improvement when compared to May 2021 which had an inventory of around 419K applications.
- Of the current inventory, **39% have exceeded 12 months**. Of these applications, the majority (156K) are paper which the Program is processing in a largely FIFO manner. While there are 2.8K e-apps that are over 12 months, this represents only 3% of the total e-apps in the inventory and it is highly likely that the Program can clear them in the coming months.



1. Data as of May 27th, 29th and June 1st, 2022. Data sources: Digital Journey Lab, CPC-Sydney and COGNOS (MBR).

Grants - Inventory - May 2022

- While the majority (28%) of applications are still at the review stage, there has been a noticeable decrease in the volume of applications, going from the 150K in April 2022 to 117K in May, which can be attributed to the various initiatives ongoing focused on this stage.
- With gains at the later stages of processing, the **pre-triage and transfer stages are emerging as bottlenecks**. The Program has managed to successfully increase and stabilize output at the test, decision and ceremony stages, at a level higher than what was originally projected. However, while CPC-Sydney's mailroom reduction strategy has closed the gap from file received to created, a similar push to increase triage and transfer output will need to be prioritized. **With the DN exceeding their targets, concerns are being raised about running out of workable files in the DN.** Work is ongoing to revalidate and update output projections to aid the Networks in their processing efforts.

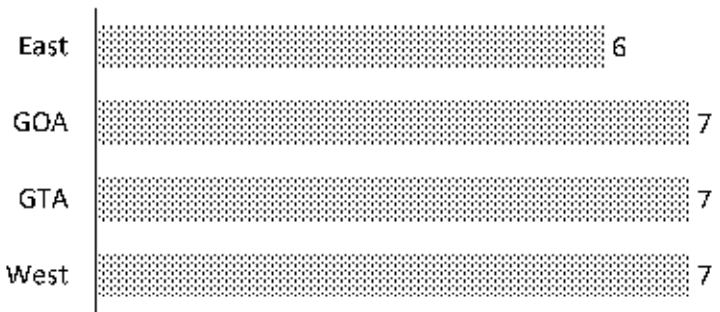


1. Data as of May 27th, 29th and June 1st, 2022. Data sources: Digital Journey Lab, CPC-Sydney and COGNOS (MBR).

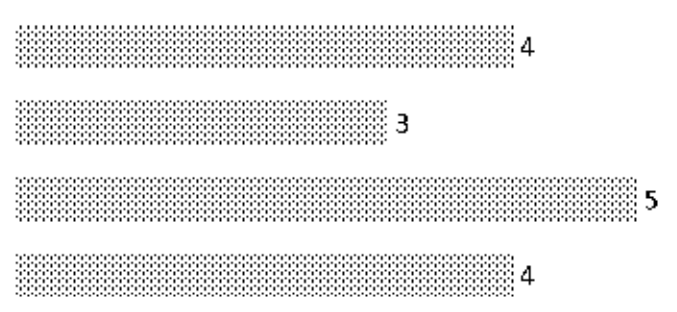
Grants - Processing Time - May 2022

- In May 2022, the processing time for received to transfer to DN was between 6 and 7 months. With transfers taking around 1 month to be accepted by the local office, **by the time they are in the DN for processing they are already almost 8 months old.**
- As made evident with the decrease in the applications that exceed 12 months in the inventory, the Program is working to finalize as much of the older inventory as it can. While this backlog is being cleared, processing times will remain high.
- In May 2022, processing times for e-apps rose to 14 months, while paper continued at 27 months. While e-app processing times have increased, **the DN has plans to render decision on more e-apps than required by the monthly targets, which may aid in managing processing times.**

Application to Transfer



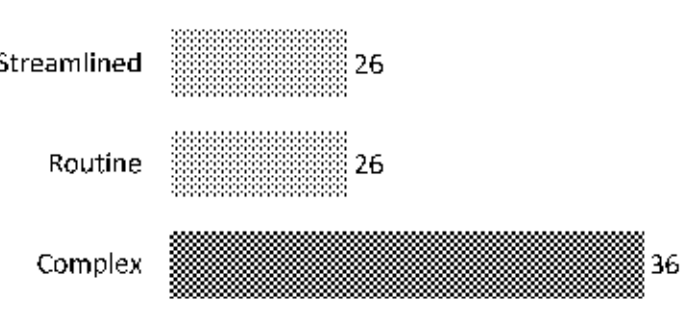
Decision to Ceremony



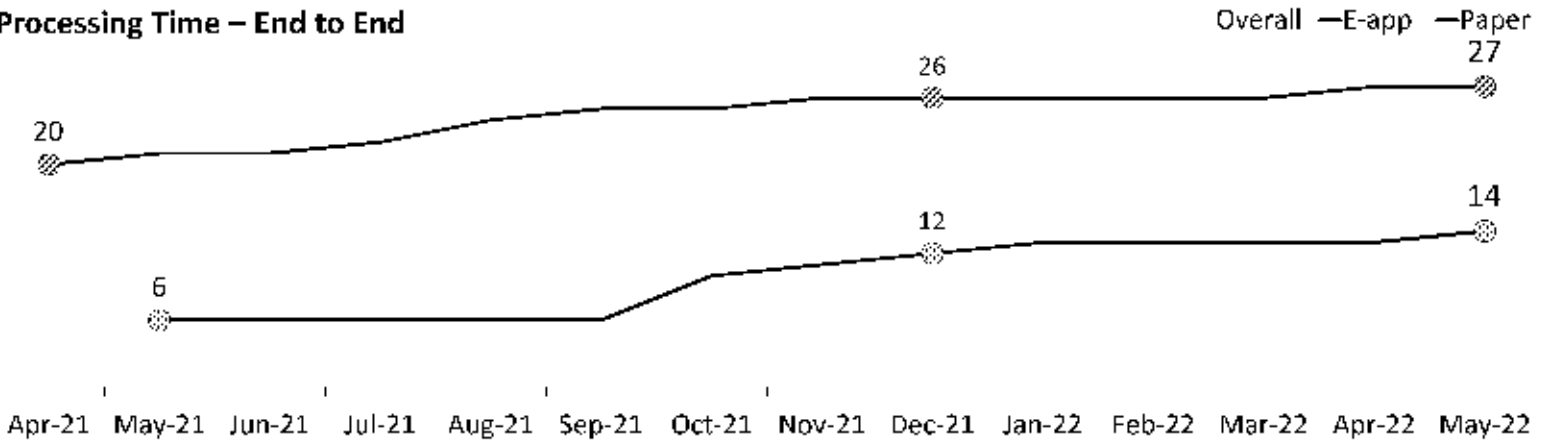
End to End - Region



End to End - Stream



Processing Time – End to End



1. Processing time data from December 1, 2021 to May 31, 2022.
 2. Processing time data includes only applications with a Citizenship effective date and those with the decision of not granted decision date.
 3. Unless otherwise stated, processing times shown are overall processing times.
 4. Processing times shown are in months.

**Pages 42 to / à 48
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Next Steps

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

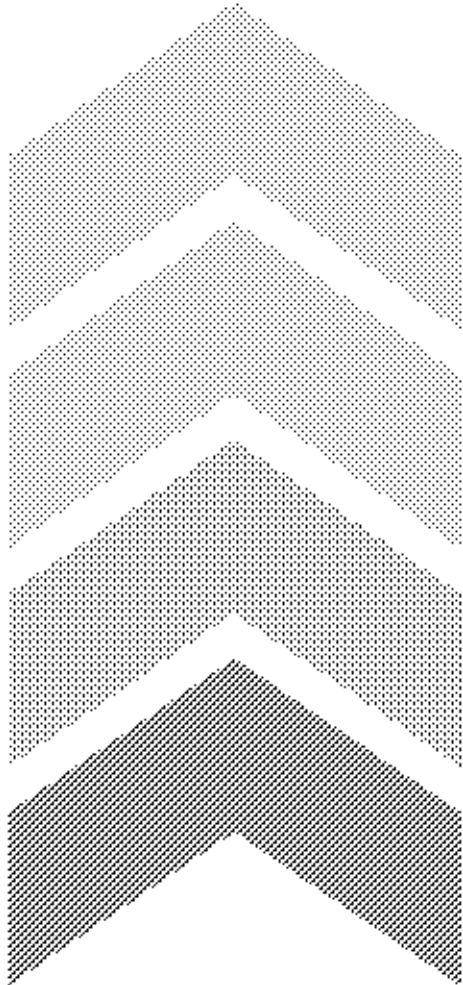
- Revalidate and update productivity assumptions, targets and projections (output and processing time) for FY 2022/23.

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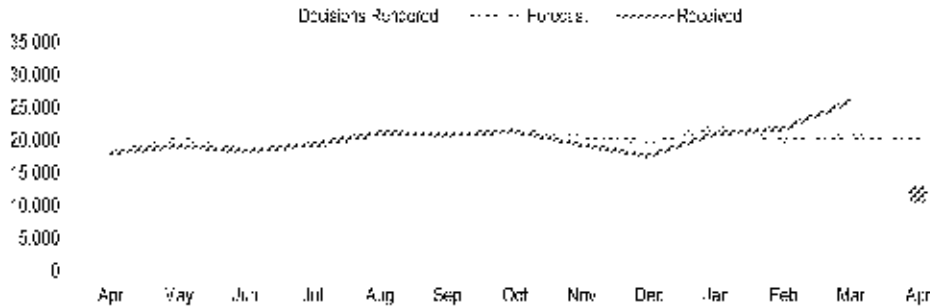
**Pages 50 to / à 52
are not relevant
sont non pertinentes**

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

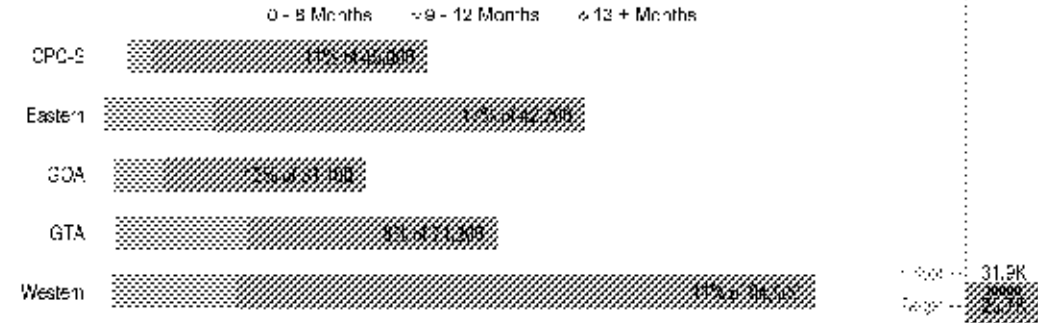
Monitoring & Analysis of Grant Indicators for Citizenship (MAGIC) – April 2022

Released on May 2, 2022

Citizenship Grant Applications Received, Decisions Rendered & Forecasted
 Complete Applications Intake from April 2021 to April 2022^{1, 4}



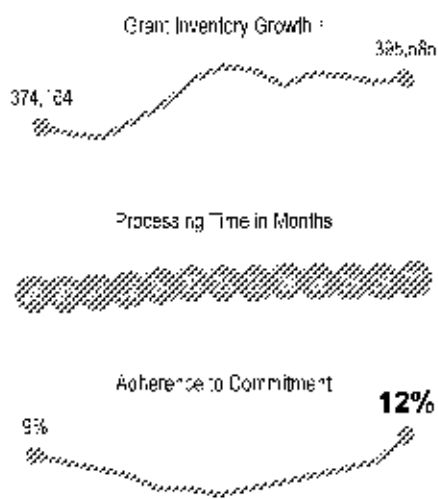
Citizenship Grant Decisions Rendered by Age of Application
 FY 2022/23 To Date



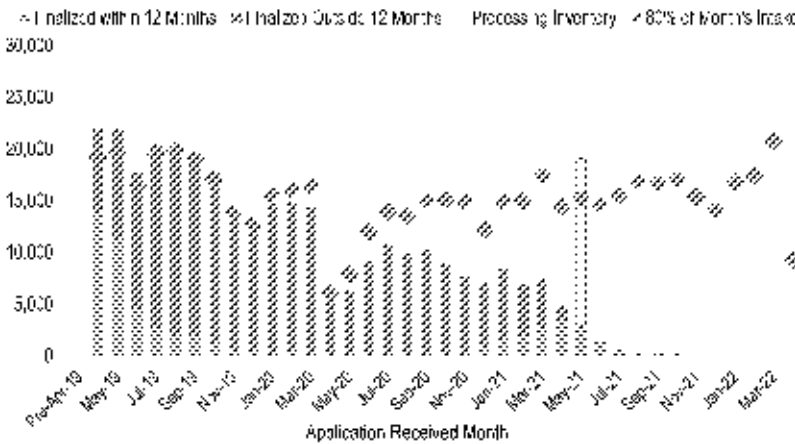
Intake for FY 2021/22 is 23% higher than FY 2020/21, and 5% lower than what was seen in FY 2019/20. Compared to the FY 2021/22 forecast, intake is 1% higher than projected. CPC-Sydney continues to make significant strides in closing the gap from received to rendered, and has further lowered the lag time in less than 1 month.

As of May 2, 2022, the Program has delivered **31,876** decisions, the majority of which (77%) were over 12 months.

April 2021 to April 2022

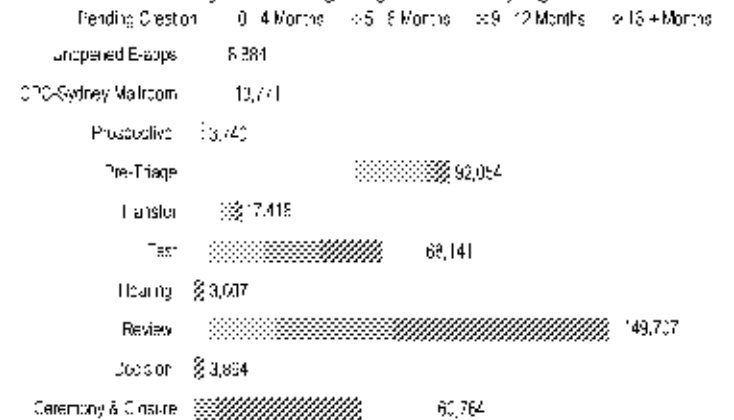


Breakdown of Monthly Intake by Processing Status



Of the applications received in May 2019 (24,677) around 10% are still in the inventory. Of those received in May 2020 (9,833), 56% have been finalized to date and of those received in **May 2021 (19,077) around 15% have been finalized.**

Citizenship Grant Application Inventory by Processing Stage & Inventory Age³



Including prospective applications, CPC-Sydney mailroom and unopened e-apps, there are **421,980** applications in the inventory, of which 40% have exceeded 12 months, which is an improvement when compared to April 2021 inventory, where 54% were over 12 months.

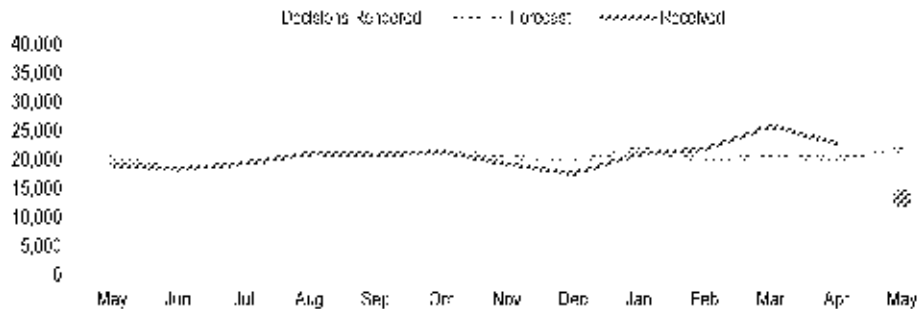
1. Received refers to the applications that were accepted as complete by CPC-Sydney.
2. The assumed lag time for received data is less than 1 month.
3. The inventory count includes only applications in GCMS; it excludes prospective applications and files pending creation or promotion.
4. Data as of April 22nd, 2021 and May 2nd 2022. Calc sources: Cig at Journey Lab, CPC-Sydney and CCGNOS (M3R).

- Grant application categories for intake, decisions rendered and inventory include S(1) and S(2) applications only.
- Report compiled by CFP/Immigration, Refugees and Citizenship Canada/Immigration, Réfugiés et Citoyenneté Canada.
- Please contact CFP/Immigration, Refugees and Citizenship Canada for approval before releasing this data to external audiences.

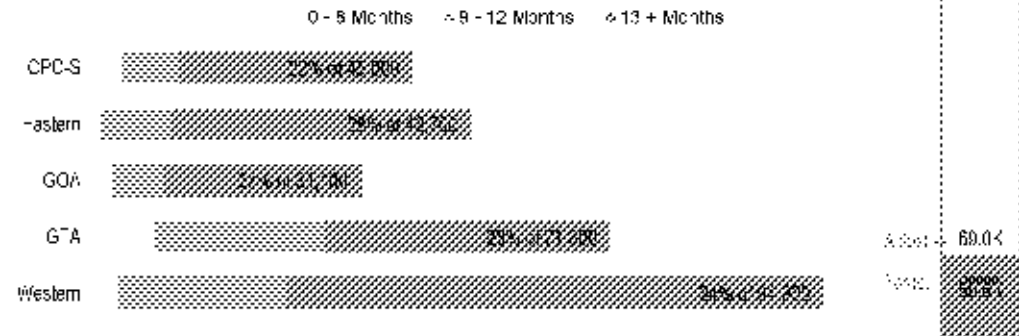
Monitoring & Analysis of Grant Indicators for Citizenship (MAGIC) – May 2022

Released on June 1, 2022

Citizenship Grant Applications Received, Decisions Rendered & Forecasted
 Complete Applications Intake from May 2021 to May 2022^{1, 2}



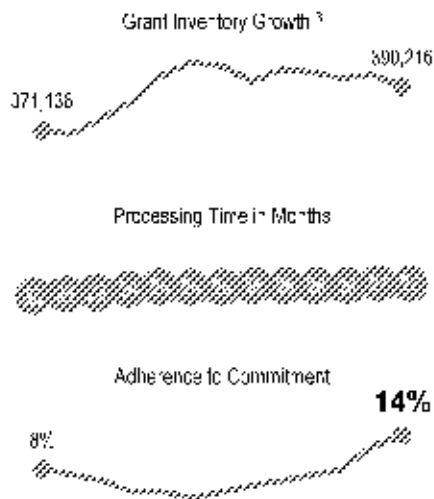
Citizenship Grant Decisions Rendered by Age of Application
 FY 2022/23 To Date



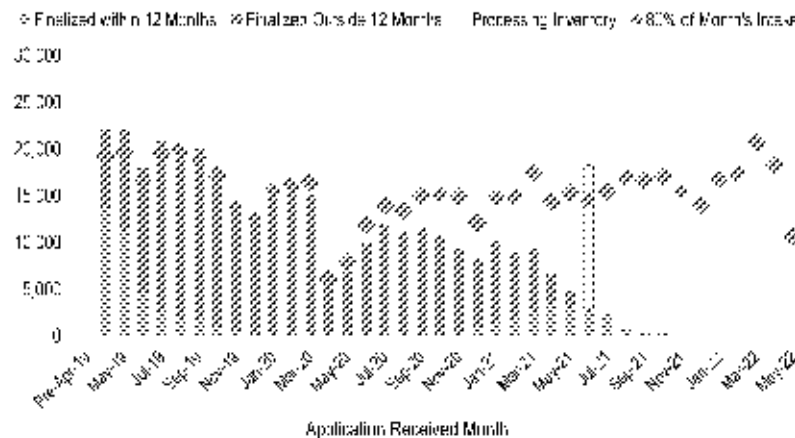
With the gap from received to created down to less than 1 month³, intake for April 2022 is 27% higher than April 2021, and almost triple what was seen in April 2020. Compared to the forecast intake for April, it is 14% higher than projected. On average, intake for February to April 2022 has been 16% higher than the forecast.

As of June 1, 2022, the Program has delivered 68,992 decisions, the majority of which (71%) were over 12 months. In May, the Program not only managed to continue its strong start to the FY but exceeded its monthly decision target of 24.9K by 49%, rendering decision on over 12K more applications than the monthly target required.

May 2021 to May 2022



Breakdown of Monthly Intake by Processing Status



Of the applications received in June 2019 (20,572) around 12% are still in the inventory. Of those received in June 2020 (14,960), 67% have been finalized to date and of those received in June 2021 (18,322) around 16% have been finalized.

Citizenship Grant Application Inventory
 by Processing Stage & Inventory Age⁴

Processing Stage	0-6 Months	7-12 Months	13+ Months
Pending Creation			
Unopened E-apps	4,657		
CPC-Sydney Mailroom	13,500		
Procedural	14,448		
Pre-Phone			63,818
Transfer	11,155		
Test			62,800
Hearing	7,171		
Review			176,610
Job/Cor	7,137		
Category & Costing			67,156

Including prospective applications, CPC-Sydney mailroom and unopened e-apps, there are 413,111 applications in the inventory, of which 59% have exceeded 12 months, which is an improvement when compared to May 2021 inventory, where 55% were over 12 months.

1. Received refers to the applications that were accepted as complete by CPC-Sydney.
 2. The assumed lag time for received data is less than 1 month.
 3. The inventory count includes only applications in GCMS; it excludes procedural applications and files pending creation or promotion.
 4. Data as of May 27, 2021, and June 14, 2022. Data sources: Digital Journey Lab, CPC-Sydney and CUGENC (R3K).

• Grant application categories for intake, decisions rendered and inventory include S(1) and S(2) applications only.
 • Report compiled by OPR (R3K) for Citizenship, Data Development and the R3K Strategy Unit.
 • Please contact R3K at 1-877-832-7373 for approval before releasing this data to external audiences.

Davidson.Ray

From: Cook.Kristy
Sent: March 2, 2022 4:44 PM
To: McIntyre.Ryan; Burnett.Kim; Stenzler.Jordan; Gamblin.Marni; Zeggane.Lydia; Rustandjaja.Nadya; Belanger.Tina; Pietrykowski.Erin
Cc: Fang.Crystal; Fong.Steve; Singh.Bhupinder
Subject: RE: FOR INPUT: Adult Group Epic Release Options - noon March 7

Follow Up Flag: Follow up
Flag Status: Flagged

Hi Ryan,

I'm going to caveat this with " " but here is some information that I hope is helpful. I can also confirm the below with our metrics team on Thursday ☺

We are estimating that opening up the e-apps to adult groups will mean an additional 13% of clients will be eligible to use the e-app.

Using the applications received in January and February of 2022, I estimate ~\$200 more applications/month once groups are live (OPP's projections are a bit lower -- in the 2800-3000 range I believe).

It's also a bit tricky to predict, as we haven't typically seen an immediate jump in volumes when increasing to 55+ cohort, or when increasing to 100% web traffic.

Also, another related metric is the time between a client registering for an account and submitting their application. Latest value for this is 40 days (80th percentile).

Of note, only the group applications would be temporarily unavailable/in limbo in Horizon for the staggered release -- solo applications would continue to be visible and able to be processed -- let me know if that wasn't clear and I can add a reference note to this effect.

Let me know if this helps, or generates confusion ☺

K.

From: McIntyre.Ryan <Ryan.McIntyre@cic.gc.ca>
Sent: March 2, 2022 10:50 AM
To: Burnett.Kim <Kim.Burnett@cic.gc.ca>; Cook.Kristy <Kristy.Cook@cic.gc.ca>; Stenzler.Jordan <Jordan.Stenzler@cic.gc.ca>; Gamblin.Marni <Marni.Gamblin@cic.gc.ca>; Zeggane.Lydia <Lydia.Zeggane@cic.gc.ca>; Rustandjaja.Nadya <Nadya.Rustandjaja@cic.gc.ca>; Belanger.Tina <Tina.Belanger@cic.gc.ca>; Pietrykowski.Erin <Erin.Pietrykowski@cic.gc.ca>
Cc: Fang.Crystal <Crystal.Fang@cic.gc.ca>; Fong.Steve <Steve.Fong@cic.gc.ca>; Singh.Bhupinder <Bhupinder.Singh@cic.gc.ca>
Subject: RE: FOR INPUT: Adult Group Epic Release Options - noon March 7

Thanks Kristy,

CM's still reviewing, but one thing we'd need to know is the estimated number of files this will be expected to impact (ie: that will be in cloud limbo between the eApp and following Horizon updates). This will help us assess impacts on our AGR commitments to the ADM, and our preferred option.

Ryan McIntyre

Senior Program/Policy Advisor, Centralized Network
 Immigration, Refugees and Citizenship Canada / Government of Canada
Ryan.McIntyre@ci.gc.ca

(I telework every day until further notice, available 7:30-3:30 by Blackberry (

, Réseau centralisé
 Immigration, Réfugiés et Citoyenneté Canada / Gouvernement du Canada
Ryan.McIntyre@ci.gc.ca

From: Burnett.Kim <Kim.Burnett@ci.gc.ca>

Sent: March 2, 2022 8:29 AM

To: Cook.Kristy <Kristy.Cook@ci.gc.ca>; Stenzler.Jordan <jordan.stenzler@ci.gc.ca>; McIntyre.Ryan <Ryan.McIntyre@ci.gc.ca>; Gamblin.Marni <Marni.Gamblin@ci.gc.ca>; Zeggane.Lydia <Lydia.Zeggane@ci.gc.ca>; Rustandjaja.Nadya <Nadya.Rustandjaja@ci.gc.ca>; Belanger.Tina <Tina.Belanger@ci.gc.ca>; Pietrykowski.Erin <Erin.Pietrykowski@ci.gc.ca>

Cc: Fang.Crystal <Crystal.fang@ci.gc.ca>; Singh.Bhupinder <Bhupinder.Singh@ci.gc.ca>

Subject: RE: FOR INPUT: Adult Group Epic Release Options - noon March 7

*Tina & Erin

Kim Burnett

Senior Policy Advisor, Citizenship
 Immigration, Refugees and Citizenship Canada / Government of Canada
Kim.Burnett@ci.gc.ca / Tel: 343-953-8990

Conseillère principale en politiques, Citoyenneté
 Immigration, Réfugiés et Citoyenneté Canada / Gouvernement du Canada
Kim.Burnett@ci.gc.ca / Tél.: 343-953-8990

From: Cook.Kristy <Kristy.Cook@ci.gc.ca>

Sent: 2 mars 2022 08:28

To: Stenzler.Jordan <jordan.stenzler@ci.gc.ca>; McIntyre.Ryan <Ryan.McIntyre@ci.gc.ca>; Burnett.Kim <Kim.Burnett@ci.gc.ca>; Gamblin.Marni <Marni.Gamblin@ci.gc.ca>; Zeggane.Lydia <Lydia.Zeggane@ci.gc.ca>; Rustandjaja.Nadya <Nadya.Rustandjaja@ci.gc.ca>

Cc: Fang.Crystal <Crystal.fang@ci.gc.ca>; Singh.Bhupinder <Bhupinder.Singh@ci.gc.ca>

Subject: FOR INPUT: Adult Group Epic Release Options - noon March 7

Good morning,

This email is to seek your input/comments on three options for releasing the content for the adult group epic.

The *adult group epic release options* outlined on the first slide are:

1. Release critical client-facing functionality first, followed by critical Horizon functionality for complete applications. Non-critical items would be a third fast-follow release. (Recommended)
2. Release critical client-facing functionality first, followed by Horizon functionality for complete and incomplete applications. Fast-follow release for non-critical items.
3. Release most adult group functionality (client + Horizon) at the same time followed by a fast-follow second release.

Slide 2 outlines some considerations for each option, as well as decision points that will be brought to Directors and DGs next week.

Grateful for your feedback by **noon Monday March 7th**.

Thanks,
K.

Kristy Cook
(she/her/elle)

Citizenship Journey Owner, Transformation
Immigration, Refugees and Citizenship Canada / Government of Canada
Kristy.Cook@icc.gc.ca / Tel: 613-437-9442/ Cell:

Citoyenneté Propriétaire du Voyage, Transformation
Immigration, Réfugiés et Citoyenneté Canada / Gouvernement du Canada
Kristy.Cook@icc.gc.ca / Tél.: 613-437-9442/ Cell: