



Immigration, Refugees  
and Citizenship Canada

Immigration, Réfugiés  
et Citoyenneté Canada

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**MEMORANDUM TO THE DEPUTY MINISTER AND THE ASSOCIATE DEPUTY MINISTERS**

**CITIZENSHIP TO PASSPORT PILOT**

**FOR INFORMATION**

**SUMMARY**

- This memorandum seeks to provide information on the current status of the Citizenship to Passport pilot scheduled to launch at the end of fiscal year 2022-23.
- The objective of this pilot is to assess the feasibility of linking the Citizenship and Passport programs by cross-training Immigration, Refugees, and Citizenship Canada (IRCC) citizenship staff on the passport line of business to support the Passport Program and help alleviate pressures expected to increase due to the 10 year passport renewal surge and greater citizenship and immigration volumes.
- IRCC will invite 100 citizenship grant applicants to apply for a passport during the citizenship processing continuum. Citizenship officers would then leverage and build upon client information collected in the citizenship application to process the passport application, thus reducing the burden on the client and enabling streamlined access to a Canadian passport for new Canadians.
- A pilot implementation plan will be completed before January 2023, including the development of a target operating model.

**BACKGROUND:**

- Over the course of 2022, both the Citizenship and Passport programs experienced lengthy processing times, preventing both programs from meeting established service standards. Significant progress has been made to reduce application inventories; however, new citizens experience delays in both programs.
- To test ways to streamline the overall client experience for new Canadians to receive their first Canadian passport, a pilot will be implemented whereby 100 new citizens will be invited

**Canada**

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to apply for their passports during the citizenship processing continuum, using a new, streamlined passport application form that leverages information already collected by the Citizenship Program. The pilot will be launched in March 2023 and is expected to take six months to complete.

- The applications will be processed and the passports will be printed by IRCC to redirect traffic from Employment and Social Development Canada (ESDC) offices.
- The pilot is not expected to result in reduced overall processing times in the Passport or Citizenship programs; however, it will improve client service by simplifying the passport application process, paving the way for an integrated model in the future.
- The Citizenship to Passport pilot is a departmental priority. Information on this pilot and associated objectives were presented at the Task Force on Service to Canadians in the Fall of 2022.

N/R

- The Citizenship to Passport project long-term objectives are aligned with the Digital Oath initiative, which is expected to be implemented by Fall 2023.

#### **CURRENT STATUS:**

- In September 2022, an integrated Project Team was formed with representation from across the Department and is currently mapping out the new streamlined passport issuance process for new citizens.
- In October 2022, the scope of the pilot was defined as 100 passports from one IRCC Domestic Network (DN) office (IRCC Calgary) and printed by the IRCC Centralized Network (CN).
- Though details are still being confirmed as part of the pilot project implementation plan, pilot participants will be invited to apply for a passport during the citizenship acquisition process via a streamlined passport application form. However, the passport itself would only be issued once the applicant is officially a citizen (as per the *Canadian Passport Order*) and has met all of the requirements as per the *Citizenship Act*.
- There are no costs associated with this pilot, all costs will be absorbed within existing funding levels.

#### **COMMUNICATIONS IMPLICATION(S):**

- There has been significant media attention to the delays clients are experiencing in receiving their passports. As well in the past 6 months, there have been more than 20,000 mentions of passport delays in general on Twitter, with 656 mentioning IRCC. Passport delays for new Canadians were mentioned 78 times in the past 6 months. Providing passports as part of the

process for becoming a new citizens is likely to be well received, provided there are no processing delays at the time of launch.

- For the pilot phase, due to the small number of clients affected, Communications recommends a responsive approach and will prepare some responsive media lines.
- For any future scale-up, a proactive communications approach is recommended. Products can include a news release, key messages and social media and web content.

#### **CONSULTATIONS:**

- Citizenship and Passport Programs Branch, Citizenship Branch, Admissibility Branch, Domestic Network, Centralized Network, and Communications Branch.

#### **NEXT STEPS:**

- A pilot implementation plan will be completed before January 2023, including the development of a target operating model.
- Other deliverables include finalizing the streamlined application form, developing a communications plan, establishing an intake channel and a support model, developing a quality assurance framework, and the procurement of equipment.
- The results of the pilot will be assessed to develop a roadmap to a potential future integrated operating model between the Citizenship and Passport programs, recommendations for broader roll-out will made by the end of December 2023.

Daniel Mills  
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