



Canada Border Services Agency

2021–22

Departmental Plan

The Honourable William Sterling Blair, P.C., C.O.M., M.P.
Minister of Public Safety and Emergency Preparedness

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From the Minister

As Minister of Public Safety and Emergency Preparedness, I am pleased to present to Parliament the Canada Border Services Agency's (CBSA) Departmental Plan for the 2021–22 fiscal year.

Throughout 2020–21 and into 2021–22, the unprecedented circumstances of the COVID-19 pandemic have highlighted the CBSA's vital role in protecting the safety and security of Canadians, as well as the stability and prosperity of our economy. Since the onset of the pandemic, the Agency has been working tirelessly at the forefront of Canada's COVID-19 response, including cross-government collaboration to rapidly implement border restrictions and enhanced screening measures, while delivering necessary services at ports of entry to sustain cross-border trade.



Over the coming fiscal year, the CBSA will maintain efficient border operations and keep working closely with federal partners to ensure a cooperative and effective response to the pandemic. The Agency will keep ensuring that safety measures are in place at the front line, while also collecting mandatory information from all travellers seeking entry into Canada such as biographical, flight and contact information.

In line with the CBSA's transformation agenda, the Agency will continue exploring ways to optimize and digitize its services in 2021–22, including the expansion of self-serve options and paperless processes, in order to move towards a more touchless border, reduce the need for physical interactions, and facilitate legitimate trade and travel. For example, by leveraging the ArriveCAN app, the Agency will continue to expedite the arrival process for travellers and minimize border wait times and points of contact. To continue supporting the consistent, fair and equal delivery of services at the border, and in keeping with the commitment in my mandate letter to ensure independent oversight of the CBSA, I will introduce legislation to create a review body for the CBSA, including measures to ensure that complaints and reports are responded to promptly.

The CBSA will also pursue the modernization of its processes and infrastructure in 2021–22, including the deployment of enhanced wireless handheld devices at ports of entry to enable low-touch/no-touch processing of travellers and conveyances. To further streamline border processing, the Agency will maintain and strengthen its Trusted Traveller and Trader programs, including the ongoing operation of the Secure Corridor lane at the Ambassador Bridge. To further improve its commercial examination capacity, the Agency will advance plans for a new Marine Container Examination Facility to be located in Burrard Inlet, British Columbia.

To enhance the integrity of Canada's asylum system, the CBSA will sustain its efforts under the Border Enforcement Strategy to increase capacity for the processing of asylum claimants and the removal of inadmissible persons. To interdict the movement of illicit drugs through the postal stream, the Agency is implementing commitments under the federal opioids initiative, including additional detection tools and enhanced safety measures for examinations. To combat the illegal importation of firearms, the Agency will advance joint efforts with law enforcement partners through strengthened intelligence sharing and risk assessment capabilities, while continuing the use of specialized detector dogs and enhanced detection technology.

The CBSA is working on developing a comprehensive strategy to manage constantly increasing volumes of e-commerce, which remains a key priority given the heightened prevalence of online shopping in the COVID-19 environment. As our country embarks on a path to recovery from the economic circumstances of the pandemic, the Agency's role in protecting Canadian industry from unfair trade practices will stand us in good stead.

The CBSA remains dedicated to safeguarding our borders and communities in this challenging time. I have every confidence that the Agency will persist in serving Canadians well in the year ahead.

The Honourable William Sterling Blair, P.C., C.O.M., M.P.
Minister of Public Safety and Emergency Preparedness

Plans at a glance

The unique challenges posed by the COVID-19 pandemic have highlighted the CBSA's crucial role in protecting national security, public safety and the well-being of Canadians, while also maintaining strong and adaptive border management to support trade and commerce.

Since the official declaration of the pandemic in Canada near the end of 2019–20 and continuing throughout 2020–21, the Agency has contributed extensively to the Government's COVID-19 response, including collaboration with federal partners and United States (US) counterparts to rapidly implement border restrictions and enhanced screening measures, facilitate repatriation flights, and collect traveller information upon entry into Canada.

Concurrently, the Agency has maintained necessary border services at ports of entry (POEs) in order to keep the border open for trade and commerce in support of Canada's economy. In doing so, the Agency has ensured the continuous operation and facilitation of critical supply chains, along with enforcement measures to ensure that substandard or counterfeit personal protective equipment and medical supplies did not enter the country.

Recognizing the financial hardships that Canadian businesses were facing early in the pandemic, the CBSA reallocated resources to prioritize the processing of refunds associated with the overpayment of duty and taxes, while administering the Government's decision to defer customs duty payments owed for imports. These actions eased cash-flow challenges across the country and helped businesses continue paying their employees and bills. The Agency also undertook enforcement measures through anti-dumping and countervailing investigations to address unfair trading practices during the pandemic, particularly in the steel and aluminum sectors. These actions defended Canadian domestic producers, protected jobs, and provided market predictability in uncertain times.

Over the coming fiscal year, the CBSA will continue taking action to reduce the potential for further introduction of the virus into Canada, while protecting critical supply chains and ensuring the continued availability of essential goods and services. In response to reduced traveller volumes and in order to support the movement of commercial goods in all modes, the Agency will continue to mobilize its regional workforce by deploying border services officers (BSOs) from traveller operations to commercial processing, thereby minimizing disruption to cross-border trade and reducing the economic impact of the pandemic. Additionally, the Agency will continue to prioritize frontline operations affected by the pandemic, with particular focus on maintaining the integrity of Canada's immigration system.

The CBSA will keep working closely with federal partners to implement frontline precautions to ensure the safety of its workforce as well as the public. In particular, the CBSA will continue joint efforts with the Public Health Agency of Canada (PHAC) to monitor and enforce compliance of mandatory quarantine requirements by collecting basic information from all

travellers arriving in Canada. The CBSA has leveraged the ArriveCAN application for travellers to quickly and securely provide mandatory information, and has implemented a desktop application to assist PHAC in tracking all travellers entering the country by land, while continuing to ensure that the privacy rights of travellers are respected in accordance with established legislation. Additionally, the Agency will ensure coordinated efforts with US counterparts on implications for our shared border, while continuing to plan for the effective management of the easing of border restrictions once permissible based on the evolving circumstances of the pandemic.

In line with the CBSA's transformation agenda, the Agency will continue working to optimize, automate and digitize services across all lines of business, including initiatives such as NEXUS e-Gate, Chain of Trust, Secure Corridor, Voice Reporting and the Canadian Export Reporting System. These efforts will help move towards the Agency's vision of a more touchless border to facilitate the cross-border flow of legitimate travel and trade, better enabling the Agency to focus its resources on cases of higher or unknown risk, while simultaneously reducing the need for physical interactions and the potential for viral spread. The Agency will also advance efforts to modernize its policies and regulations related to immigration enforcement and inadmissibility in order to streamline its operations and adopt a more risk-based, client-centric approach.

From a workforce perspective, the Agency will continue to support the wellbeing of its employees through its Caring for Employees during COVID-19 Strategy in order to promote resilience among its workforce and further strengthen its workplace culture. The Agency will also continue to conduct frequent pulse checks to assess how employees are coping, offer engagement sessions with senior leaders on topics related to the pandemic, and respond to employee feedback to ensure that the CBSA is performing at its best. It will also be important for the Agency to review internal practices to capitalize on advancements made during the pandemic and new ways of working in the future.

In addition to the COVID-19 response, the Agency will continue delivering results for Canadians on a wide array of priorities under its core responsibilities of Border Management and Border Enforcement, while continuing to refine its Internal Services. An overview of the Agency's planned results for 2021–22 is below:

Border Management

- **Combatting the opioid crisis:** Continue enhancing capacity to identify and intercept illegal substances at POEs through additional tools for risk assessment, detection and enforcement activities, while also enhancing safety measures in examination areas and regional screening facilities.
- **Addressing the threat of African swine fever:** Maintain vigilance in preventing the importation of high-risk products from overseas and proceed with the deployment of specialized detector dogs as well as a public awareness campaign.

- **Combatting gun and gang violence:** Advance joint efforts with law enforcement partners to combat the illegal importation of firearms through strengthened intelligence sharing, targeting capabilities and enforcement activities, while continuing the use of specialized detector dogs and enhanced detection technology at POEs.
- **Combatting human trafficking:** Continue to enhance intelligence collection and analysis, as well as information sharing with key partners, for the purposes of identifying vulnerable persons and leads for criminal investigations, while also ensuring that adequate safeguards are in place for victims.
- **Streamlining traveller processing:** Deploy enhanced wireless handheld devices enabling low-touch/no-touch traveller processing at POEs, while also expanding mobile technology allowing travellers to transmit their customs and immigration declarations in advance of arrival.
- **Ensuring traveller compliance:** Maintain vigilance in detecting signs of impaired driving at land border POEs through additional training and screening equipment for BSOs, while also expanding information sharing between Canada and the US through the Entry/Exit initiative.
- **Streamlining commercial processing:** Pursue cargo preclearance through proofs of concept in the air courier stream and the rail mode, while continuing to develop a comprehensive strategy for managing increasing e-commerce volumes and testing new technologies and analytics to enhance risk assessment capability.
- **Ensuring trade compliance:** Continue implementing the Agency's Trade Compliance Strategy and advancing the CBSA Assessment and Revenue Management (CARM) project through the introduction of a client portal, along with planning for a new Marine Container Examination Facility (MCEF) in Burrard Inlet, British Columbia.
- **Enhancing processing for trusted travellers and traders:** Expand touchless processing capabilities for trusted travellers in the land mode by deploying additional NEXUS eGate lanes at NEXUS-enabled POEs, while continuing to operate the Secure Corridor lane for trusted traders at the Ambassador Bridge.
- **Strengthening the CBSA's workforce and infrastructure:** Begin implementing the Agency's Human Resources Plan to support sustainability and modernization, while also advancing the Real Property Investment Strategy and Gordie Howe International Bridge Project.
- **Advancing Reconciliation efforts:** Continue partnering with the Mohawks of Akwesasne First Nation to implement recommendations co-developed through the Border Collaboration Initiative.

Border Enforcement

- **Supporting the immigration enforcement continuum:** Continue the Agency’s multi-year review and modernization of policies and regulations related to immigration enforcement and inadmissibility to improve the efficiency, effectiveness and integrity of its immigration activities.
- **Conducting effective immigration investigations:** Continue focusing investigative resources on cases of highest risk, with criminality and national security being the highest priority, while also working with Immigration, Refugees and Citizenship Canada (IRCC) and the Royal Canadian Mounted Police (RCMP) to improve operational coordination with respect to irregular migration and the in-Canada refugee determination system.
- **Improving the immigration detention system:** Support the continued use of Alternatives to Detention, enabling the release into the community of individuals whose risk can be appropriately mitigated, while also working to complete and operationalize a new Immigration Holding Centre (IHC) in Laval, Quebec.
- **Ensuring removals of inadmissible persons:** Address the findings of the Auditor General’s Spring 2020 [Report on Immigration Removals](#)ⁱ through improvements to the overall number and timeliness of removals, while also strengthening data integrity and leveraging technology and partnerships in support of more effective removals. For example, the CBSA will develop a data literacy training course to improve the quality of removal data, leverage high-quality data to more quickly identify and action removal-ready cases, and implement a pilot project to encourage more voluntary compliance with removal orders.

Internal Services

- **Supporting a healthy and diverse workforce:** Continue implementing the Agency’s Mental Health Strategy, Physical Wellness Program, Employment Equity, Diversity and Inclusion Action Plan, and Organizational Culture and Change Management Framework, while also advancing the Agency’s Respectful Workplace Framework and Anti-racism Strategy to ensure a workplace where all employees feel safe and are treated fairly in a climate of understanding and mutual respect for equality, dignity and human rights.
- **Advancing the CBSA’s transformation agenda:** Continue advancing the Agency’s renewal agenda to ensure a strong management foundation and sustainable vision for the future, while also supporting continued productivity in the digital workplace through new tools and processes for increased connectivity and collaboration in a virtual environment.

For more information on the CBSA’s plans, priorities and planned results, see the “[Core responsibilities: planned results and resources, and key risks](#)” section of this report.

Core responsibilities: planned results and resources, and key risks

Border Management

Description

The CBSA assesses risk to identify threats, manages the free flow of admissible travellers and commercial goods into, through and out of Canada, and manages non-compliance.

Planning highlights

In 2021–22, the CBSA plans to achieve the following results under its core responsibility of Border Management:

The CBSA’s intelligence, threat and risk assessment activities support CBSA programs in the identification and interception of high-risk people, goods and conveyances that pose a threat to the security of Canadians

In response to the opioid crisis, the CBSA will continue to implement commitments under the federal opioids initiative, including controls to interdict the movement of illicit drugs through the postal stream, as well as enhanced measures to ensure safety during examinations. In particular, the Agency will continue enhancing capacity to identify and intercept illegal substances at POEs by equipping BSOs with additional tools for risk assessment, detection and enforcement activities, while also enhancing safety measures in examination areas and regional screening facilities. The Agency will continue to increase communications related to threat assessment information with partnering organizations such as the RCMP and the Canada Post Corporation, including sharing intelligence to identify shipments of opioids and precursors. The Agency will also continue to work with key international partners to exchange information in order to stop the flow of illicit goods before they reach Canada.

The CBSA will continue working closely with the Canadian Food Inspection Agency (CFIA) and industry to address the threat of African swine fever. In particular, the CBSA will maintain vigilance in preventing the importation of high-risk products from overseas and will proceed with the deployment of specialized detector dogs. The CBSA will also continue its public awareness campaign regarding the requirement to declare all food, plant and animal products (including pork and pork products) to BSOs upon arrival in Canada.

The CBSA will continue to implement commitments to take action against gun and gang violence. In particular, the Agency will continue the use of specialized detector dogs and enhanced detection technology, as well as increased intelligence analysis and targeting capacity.

Additionally, the Agency will advance joint efforts with domestic and international law enforcement partners, as appropriate, to combat the illegal importation of firearms through strengthened intelligence sharing, risk assessment and targeting capabilities, and enforcement activities.

Together with security screening partners including the RCMP, IRCC and the Canadian Security Intelligence Service, the CBSA will continue to implement processing efficiencies for the security screening of asylum claimants, as well as joint triaging activities with the Immigration and Refugee Board (IRB) to ensure that cases are screened in a timely fashion and to reduce the potential for postponements at the IRB. The Agency will also enhance intelligence support for security screening through the Security Screening Automation Project, which will automate the processing of low-risk cases for the national security screening program, thereby enabling CBSA screening officers to better manage increasing volumes by focusing attention on more complex immigration cases involving persons who may pose a national security risk.

To combat human trafficking, the CBSA will continue to enhance intelligence collection and analysis, as well as information sharing with key partners, for the purposes of identifying vulnerable persons and leads for criminal investigations. The Agency will also continue to assess immigration enforcement processes to ensure that adequate safeguards are in place for victims of human trafficking and gender-based violence, and to establish a dedicated group of experts to develop enhanced strategies to combat human trafficking.

Recognizing the international nature of border management challenges and solutions, the CBSA will continue to advance its priorities through engagement with key international partners such as the US and other Five Eyes countries, and through multilateral fora such as the World Customs Organization.

To strengthen targeting capacity in the air mode, the CBSA will continue working towards the conclusion of a legally and operationally acceptable Passenger Name Record (PNR) agreement between Canada and the European Union (EU) in order to ensure that commercial air carriers based in the EU continue to provide PNR data to the CBSA. Additionally, the Agency will expand the IT-enabled centralized screening solution for the Passenger Protect Program, with the goal of transforming the delivery of the national and aviation security program in partnership with Public Safety Canada and Transport Canada.

Admissible travellers are processed in an efficient manner

To maintain safe and efficient traveller processing in the COVID-19 environment, while also supporting compliance with public health requirements, the CBSA will continue to leverage the ArriveCAN app that was launched by PHAC at the start of 2020–21 in order to expedite the arrival process for travellers, collect mandatory information for entry into Canada, and minimize wait times and points of contact with border services and public health officers. The Agency will

also explore the use of data analytics to facilitate the entry of travellers who have previously been compliant upon entry. Recognizing the importance of ensuring that the privacy rights of travellers are respected, including in situations where additional information is requested through Emergency Orders issued under the *Quarantine Act*, the CBSA, PHAC and other partners will continue working with the Office of the Privacy Commissioner, refining privacy notices for travellers to clearly articulate how personal information will be used, and ensuring that privacy safeguards are in place.

The CBSA will replace its existing wireless handheld devices with Next Generation Handhelds at 86 POEs, while also expanding deployment to the Agency's international network, with deployment planned for completion by the end of 2021–22. These devices will include optical character recognition software for low-touch/no-touch traveller processing, as well as enhanced capability to capture and risk-assess traveller and conveyance information.

The CBSA will expand its digital service offerings by deploying mobile technology allowing travellers to transmit their customs and immigration declarations to the Agency in advance of arrival, thereby reducing processing times upon arrival at Canadian airports. The Agency will work with airport authorities to integrate the enhanced arrival process into existing Primary Inspections Kiosks (PIK), and to implement PIK at Toronto Pearson Terminal One. The Agency will also begin testing e-gate technology at a select site to further streamline traveller processing.

Travellers and their goods are compliant with applicable legislation

The CBSA will remain vigilant in detecting signs of impaired driving at land border POEs, including providing BSOs with comprehensive training on screening methods for detecting drug impairment, along with the procurement and dissemination of approved drug screening equipment at all land border POEs.

The CBSA will continue to expand the Air Exit Program, strengthening the Agency's ability to identify high-risk travellers and effectively administer traveller compliance regimes. The Agency will also continue efforts to operationalize Canadian preclearance in the US, including the establishment of a traveller preclearance pilot and the ongoing development of a regulatory framework to support Canadian preclearance operations in the US.

Admissible commercial goods and conveyances are processed (including the collection of revenues) in an efficient manner

The Agency will continue developing its E-Commerce Customs Strategy, including ongoing work to pursue advance electronic data in the postal and courier low-value shipment streams, while also testing new technologies and analytics to enhance the Agency's risk assessment capability.

The Agency will advance the Postal Modernization Initiative by introducing technological advances to renew IT systems that will strengthen pre-arrival risk assessment by automating the processing of international mail as well as the collection of duties and taxes. Additionally, the Agency will pursue the expansion of infrastructure and detection technology for postal operations at the Montréal and Toronto mail centres to complement those already implemented in Vancouver.

The Agency will also pursue cargo preclearance through proofs of concept in the air courier stream and the rail mode, the results of which will inform strategic planning for the potential expansion of US-based preclearance operations. Once funding is secured, implementation will proceed for these proofs of concept.

To further streamline commercial processing, the Agency will continue to implement the Electronic Longroom, an email and digital stamping service offered at some CBSA offices that provides an alternative way to submit certain documentation to the CBSA. This initiative automates and expedites the process for commercial clients to declare goods and pay applicable duties and taxes.

Trade partners are compliant with applicable legislation, requirements and measures

To strengthen trade compliance, the CBSA Assessment and Revenue Management (CARM) project is automating the processes required to assess, collect, manage and report on revenue, and will further enable importers to self-assess and comply with Canada's trade requirements.

In 2021–22, the CBSA plans to implement Release 1 of the CARM project to introduce a client portal that will serve as the primary hub for accounting and revenue management. The portal will focus on activities that occur after the release of goods into Canada and will offer greater transparency for trade chain partners, including the ability to:

- File and track ruling requests;
- Delegate access to employees and third-party service providers;
- View accounting information;
- Make payments electronically with new online payment options.

The CBSA will facilitate client onboarding to the portal through ongoing communications and engagement activities, including a CARM-specific Client Support Service, while also preparing trade chain partners for the subsequent release and full implementation of CARM functionalities, currently forecasted for 2022–23. Upon full implementation, CARM will replace current forms used for declaring goods and filing adjustments, and will introduce harmonized billing and payment provisions along with changes to the Release Prior to Payment program. Ultimately, CARM will address the Agency's risk of inaccurately assessing duties and taxes owed on

imported goods by facilitating compliance and deterring wilful non-compliance with Canada's trade requirements.

Concurrently, the Agency will proceed with business planning to ensure readiness for CARM implementation, including modifications to the Trade Compliance Management System, enabling integration with CARM functionality and enhanced compliance interventions in line with the Agency's Trade Compliance Strategy. The strategy will guide operational efforts to direct or enforce compliance based on the relative risk represented by importers and their transactions.

In collaboration with Vancouver Port Authority, the CBSA will continue to improve commercial examination capacity in the marine mode by advancing plans for a new Marine Container Examination Facility (MCEF) in Burrard Inlet, British Columbia, in addition to the existing MCEF in Tsawwassen, British Columbia that was opened in 2019–20. The Agency will also advance plans to equip both facilities with Fixed-Site Large-Scale Imaging technology that, once implemented, will enable rapid X-ray imaging of large and difficult-to-inspect containers.

The Agency will also continue collaboration with Transport Canada through its Port Modernization Initiative, which aims to secure and facilitate the movement of marine containers referred for high-risk examinations and to combat organized crime and internal conspiracies at Canadian marine ports through legislative and regulatory measures.

Additionally, the Agency will continue to strengthen its capacity to identify and investigate trade fraud and trade-based money laundering, including intelligence analysis and information sharing with domestic and international partners.

Trusted Traveller and Trader programs increase processing efficiency of low-risk, pre-approved travellers and trade partners

The CBSA will continue to deliver enhanced services for trusted travellers in the air mode through the replacement of legacy kiosks at NEXUS airports with modernized kiosks that use facial biometric verification. The NEXUS modernization initiative better aligns the NEXUS program with global trends and simplifies the reporting process for air travellers. With the deployment of modernized kiosks completed at all Canadian NEXUS airports last fiscal year, the Agency will continue strengthening its Trusted Traveller programs in 2021–22 by conducting a review to identify ways to better meet the needs of program members. The Agency will also enhance its touchless processing capabilities in the land mode by deploying additional NEXUS eGate lanes at NEXUS-enabled POEs.

For trusted traders, the Agency will continue to operate the Secure Corridor lane at the Ambassador Bridge and will advance the Secure Corridor Concept through the development of an enterprise solution proposal. The Agency will also continue implementing program

modernization initiatives and pursuing Mutual Recognition Arrangement negotiations with international partners.

Travellers and the business community have access to timely redress mechanisms

The Recourse Program provides travellers and businesses with an accessible mechanism to seek an impartial review of CBSA decisions, as well as to voice any feedback or complaints, in accordance with policies and legislation administered by the Agency. It also manages civil litigation before various courts and tribunals, and provides a harmonized national litigation management function for the CBSA. Following the Recourse Program's successful transition to a new information management system in 2020–21, it will continue to improve the efficiency and effectiveness of its service delivery in 2021–22 by exploring options for digitization of recourse processes.

Additional border management initiatives

The CBSA will continue to strengthen its workforce through its Human Resources (HR) Strategy as well as its Force Generation Program, which consolidates the recruitment, training and development of BSOs and BSO trainees. In particular, the Agency will begin the implementation of its HR Plan to support sustainability and modernization, comprising initiatives for building and maintaining a modern, sustainable and agile organization. Given the rapid evolution of the Agency's operational context, the HR Plan prioritizes a forward-looking approach that:

- Leverages data and people analytics to identify and address issues;
- Recognizes that technology is giving rise to new expectations for client service and employee experience, and that technology investments must be coupled with careful redesign of work processes and organizational models in order to fully realize benefits;
- Sets out initiatives for rethinking the next generation of the border workforce, with consideration given to increased partnership throughout the Public Safety Portfolio;
- Underscores the importance of culture and the building of inclusive workplaces to achieve superior organizational performance;
- Recognizes the need to modernize the HR service function itself, given its critical role in supporting the implementation of the Agency's HR Plan.

The CBSA will continue to refine its Real Property Investment Strategy, which renews its real property portfolio against new and ongoing program requirements, while fostering innovation through the maintenance and modernization of the Agency’s POEs and business processes. The Agency also plans to implement a new All Weather Canine Training Centre in Rigaud, Quebec, targeting the spring of 2022 to begin operations.

The CBSA will continue to collaborate with the Windsor-Detroit Bridge Authority on the Gordie Howe International Bridge Project, including ongoing support of the Design Review and Request for Construction phases for the Canadian POE facility, along with efforts to secure funding for the eventual staffing and equipping of the facility. The Agency will also continue to advance the Land Border Crossing Project, which aims to upgrade the Agency’s custodial infrastructure at POEs across the country.

The CBSA will continue to mature its vision and strategy for enterprise data analytics by developing advanced analytics tools and techniques, integrating business intelligence functions with analytics, and promoting data fluency at all levels throughout the Agency.

The CBSA will keep advancing its commitment to improving relationships with Indigenous Peoples through the ongoing implementation of its Indigenous Framework and Strategy, which guides the Agency on its Reconciliation pathway. In particular, the CBSA will continue to partner with the Mohawks of Akwesasne First Nation to implement recommendations co-developed through the Border Collaboration Initiative, an innovative approach to solving complex and long-standing border-crossing issues.

United Nations’ (UN) 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs)

In 2021–22, the CBSA will continue advancing efforts to ensure economic and environmental sustainability in line with the UN 2030 Agenda and SDGs through its [Departmental Sustainable Development Strategy for 2020 to 2023](#).ⁱⁱ These efforts will include:

Greening Government

The CBSA will continue investing in modern and resilient infrastructure, including a modernized fleet, while taking steps towards reducing its carbon footprint by improving the energy efficiency of its fleet and facilities. These efforts will promote sustainable workplace practices and support the transition to a low-carbon economy through green procurement. Specifically, the CBSA will undertake the following actions in 2021–22:

- Reduce greenhouse gas emissions by 40% below 2005 levels by 2030 and 80% by 2050 through targeted actions such as energy efficiency retrofits, energy performance

contracts, lighting upgrades and fuel conversions at CBSA-owned facilities, and the purchase of zero-emission vehicles or hybrids where operationally feasible for the Agency's fleet;

- Reduce embodied carbon in the structural materials of major construction projects;
- Track water consumption at CBSA facilities;
- Integrate climate change resilience considerations into the design, construction and operational aspects of all major real property projects, while also assessing risks to assets, services and operations;
- Integrate environmental considerations into procurement decisions;
- Reduce the generation of waste and divert non-hazardous operational waste, plastic waste, and construction and demolition waste from landfills.

The following UN SDGs are supported by these efforts:

- Goal 7: Affordable Clean Energy;
- Goal 9: Industry, Innovation and Infrastructure;
- Goal 11: Sustainable Cities and Communities;
- Goal 12: Responsible Consumption and Procurement;
- Goal 13: Climate Action.

Healthy Wildlife Populations and Sustainable Food

The CBSA will continue to play an integral role in the protection of Canadian agriculture, biodiversity and wildlife populations by intercepting the introduction of prohibited and invasive species at the Canadian border. This includes the development and delivery of a training module for BSOs regarding aquatic watercraft inspections to intercept invasive aquatic species at the border.

The following UN SDGs are supported by these efforts:

- Goal 2: Zero Hunger;
- Goal 14: Life Below Water;
- Goal 15: Life on Land.

Safe and Healthy Communities

The CBSA is committed to maintaining a safe and healthy work environment in accordance with legislative requirements and will undertake the following actions in 2021–22:

- Continue to identify and monitor the presence of asbestos, radon and halocarbons in CBSA facilities, and implement corrective actions and remediation where deemed necessary to mitigate risks to employees and the environment;
- Continue to ensure drinking water quality by means of regular sampling and corrective actions as required;
- Continue to identify, remediate and monitor contaminated sites within the Agency's portfolio;
- Continue to assess storage tank compliance through audits and correct any deficiencies.

The following UN SDGs are supported by these efforts:

- Goal 3: Good Health and Well Being;
- Goal 9: Industry, Innovation and Infrastructure;
- Goal 11: Sustainable Cities and Communities;
- Goal 12: Responsible Consumption and Production;
- Goal 15: Life on Land.

Gender-based analysis plus (GBA+) for Border Management

The CBSA will continue refining its internal GBA+ governance and data collection practices, applying the GBA+ lens where feasible to inform policy and program decisions impacting service delivery. The Agency is working to improve its capacity for data collection, processing and analysis, while also maturing its organizational data literacy, in order to facilitate improved GBA+ going forward.

The Agency will also continue to implement the Government of Canada's [Policy Direction to Modernize the Government of Canada's Sex and Gender Information Practices](#)ⁱⁱⁱ to ensure that its services are designed and delivered to be inclusive of all genders. For more information on the Agency's planned activities related to GBA+, please consult the supplementary information table on the Agency's [website](#).^{iv}

Experimentation for Border Management

Under its core responsibility of Border Management, the CBSA will pursue an array of solutions involving innovation and experimentation following a right-touch operating model, including:

- **Chain of Trust** - Building on work already completed to develop a Chain of Trust lab prototype for future processing of air travellers, the Agency will continue deploying small-scale minimum viable products to assess feasibility in a live environment and obtain user experience feedback. Outcomes will inform future modernization planning. The objective is to streamline traveller identification through the use of digital travel credentials and biometrics, enabling low-touch/right-touch border crossing.
- **Digital Identity** - The Agency will continue to work with federal partners, international counterparts and the air industry to explore digital identity concepts and opportunities to pilot digital identity in the travel continuum from a border management perspective.
- **Mobile Border** - As part of its mobile strategy, the Agency will continue the development of the Mobile Border application as a proof of concept to facilitate border crossing at small and remote POEs through innovative features such as digital transmission of travel documentation and video conferencing with a BSO. The results of the soft launch will be evaluated to determine the scalability of Mobile Border as a low-touch solution for traveller processing in other modes of travel and/or additional locations.
- **Dynamic Risking** - Leveraging data analytics, machine learning and decision tree analysis, the Agency will continue developing a compliance indicator to augment BSO decision-making for travellers seeking entry into Canada with a previous history of compliance.
- **Immigration Client Reporting Mobile Application** - The Agency will develop a mobile application that allows clients under immigration enforcement proceedings to report to the CBSA via their mobile device. The application will also allow clients to engage with the CBSA by sending and receiving messages.
- **Compliance Verification** - Building on existing authorities for the collection of evidence for immigration enforcement and the conduct of examinations, the CBSA will explore measures to standardize the collection of biometric information on potentially inadmissible travellers to strengthen compliance verification at the border.

Key risks for Border Management

Under its core responsibility of Border Management, the CBSA is faced with additional risks brought about by the COVID-19 pandemic. In 2020, the pandemic significantly decreased traveller volumes and impacted cross-border trade, immigration and public health. The reduction in traveller volumes has lowered some of the Agency's previously identified risks, while heightening others and causing new ones.

The Agency is mitigating several key risks such as the availability of human resources and infrastructure modernization as it moves to ensure workplace safety and address new operational requirements. Resources have been reallocated across the Agency to engage in the pandemic response. The Agency has also established pandemic-related task forces to guide planning and response efforts:

- The Border Task Force is focused on facilitating a coordinated and sustained response to the pandemic as well as the recovery of Agency operations in order to provide national guidance, share best practices and enable regional planning.
- The Internal Task Force is focused on planning efforts for the continued delivery of enabling functions and has initiated business recovery planning for the Agency's internal services. The objective is to ensure that the Agency's internal services are adjusted in response to changes in the operating environment and emergent operational demands.

From an economic perspective, rapid changes in the landscape have been caused by the implementation of new free trade agreements, increase in the global use of trade remedies, and changes to cross-border trade patterns. Moreover, the substantial rise in e-commerce and low-value imports in the COVID-19 environment has resulted in growing volumes of shipments and data. In collaboration with key partners, the Agency is adapting to this shifting landscape by strengthening data quality, screening techniques and information sharing, while also developing a National Postal Strategy that includes key elements to introduce efficiencies on a national basis to support operations and better manage increasing postal volumes.

Planned results for Border Management¹

Departmental result	Departmental result indicator	Target	Date to achieve target	2017–18 actual result	2018–19 actual result	2019–20 actual result
The CBSA's intelligence, threat and risk assessment activities support CBSA programs in the identification and interception of high-risk people, goods, and conveyances that pose a threat to the security of Canadians	Percentage of air travellers targeted for examination that led to an intended result	At least 16%	March 2022	N/A (introduced in 2020–21)	N/A (introduced in 2020–21)	N/A (introduced in 2020–21)
	Percentage of marine and air cargo targeted for examination that led to an intended result	At least 0.5% ²	March 2022	N/A (introduced in 2020–21)	N/A (introduced in 2020–21)	N/A (introduced in 2020–21)
Admissible travellers are processed in an efficient manner	Percentage of time the CBSA is meeting the Highway Border Wait Times (BWT) Service Standard	At least 95%	March 2022	98.2%	96.1%	96.0%
	Percentage of travellers using Primary Inspection Kiosks (PIK) at PIK-enabled airports	At least 95%	March 2022	N/A (introduced in 2019–20)	N/A (introduced in 2019–20)	93.2%
	Actual availability of Primary Inspection Kiosks as a percentage of planned availability	At least 99%	March 2022	N/A (introduced in 2019–20)	N/A (introduced in 2019–20)	98.0%
Travellers and their goods are compliant with applicable legislation	Percentage of traveller examinations that produced a result (enforcement or facilitation action)	At least 35%	March 2022	30.7%	44.5%	54.2%
	Traveller goods selective examination resultant rate is X times higher than random examination resultant rate in the air mode	At least 10 times higher	March 2022	N/A (introduced in 2020–21)	N/A (introduced in 2020–21)	N/A (introduced in 2020–21)
Admissible commercial goods and conveyances are processed (including the collection of revenues) in an efficient manner	Percentage of time the CBSA met the commercial Highway Border Wait Time Service Standard	At least 90%	March 2022	N/A (introduced in 2019–20)	N/A (introduced in 2019–20)	99.7%
	Percentage of eligible release decisions provided within established timeframes	At least 70%	March 2022	N/A (introduced in 2019–20)	N/A (introduced in 2019–20)	63%
	Actual availability of Single Windows as a percentage of planned availability	At least 99%	March 2022	N/A (introduced in 2019–20)	N/A (introduced in 2019–20)	99.9%
Trade partners are compliant with applicable legislation, requirements and measures	Percentage of random commercial examinations that produced a result	At most 1%	March 2022	0.26%	0.33%	0.23%

¹ The unpredictability of the ongoing COVID-19 pandemic response imposes challenges in determining achievable targets for some performance indicators, given that many targets were established based on pre-pandemic expectations. Any variances between targets and results achieved will be explained and contextualized in the Agency's Departmental Results Report.

² It should be noted that this target is not intended to capture all results (direct or indirect) obtained through targeted shipments, but only those that are directly aligned with the purpose of the target. An example of a result not captured would be a shipment targeted for national security concerns that is resultant for narcotics (i.e., narcotics are not the intended result of the referral and are therefore not included in the result). The target of 0.5% accounts for these parameters, with the understanding that the overall frequency of all resultant targets is higher.

	Percentage of high-risk commercial goods targeted by the National Targeting Center (NTC) that are examined at the border	At least 95%	March 2022	96.2%	96.7%	95.2%
	Percentage of commercial examinations that produced a result against a trader	At most 1.5%	March 2022	1.38%	1.27%	1.43%
	Percentage of penalties applied against traders representing continued non-compliance ³	At most 70% ⁴	March 2022	59%	59%	35%
	Return on investment (ROI) for targeted verifications	At least 8:1	March 2022	17:1	20:1	11:1
	Percentage of Advance Rulings and National Customs Rulings issued within 120 days of receipt of full information	At least 90%	March 2022	N/A (introduced in 2020–21)	N/A (introduced in 2020–21)	N/A (introduced in 2020–21)
	Percentage of mandated service commitments met on time for Anti-dumping and Countervailing Investigative activities	At least 90%	March 2022	N/A (introduced in 2020–21)	N/A (introduced in 2020–21)	N/A (introduced in 2020–21)
Trusted Traveller and Trader programs increase processing efficiency of low-risk, pre-approved travellers and trade partners	Percentage of time the CBSA is meeting the NEXUS Highway BWT Service Standard	At least 95%	March 2022	N/A (introduced in 2019–20)	N/A (introduced in 2019–20)	98.3%
	Percentage of kiosk processing time saving per trusted traveller passage at NEXUS air ports of entry	At least 40%	March 2022	N/A (introduced in 2020–21)	N/A (introduced in 2020–21)	N/A (introduced in 2020–21)
	Percentage of increase in NEXUS passages	At least 2.5%	March 2022	N/A (introduced in 2020–21)	N/A (introduced in 2020–21)	N/A (introduced in 2020–21)
	Ratio of conventional traders and their goods that are examined at the border compared to Trusted Traders and their goods	At least 3.5:1	March 2022	4.6:1	6.9:1	5.9:1
	Percentage of trade by value of goods imported into Canada by participants in CBSA's Trusted Trader programs	At least 25%	March 2022	27%	26%	28%
Travellers and the business community have access to timely redress mechanisms	Percentage of trade appeals received that are decided within established service standards	At least 70%	March 2022	46%	80%	85%
	Percentage of enforcement appeals received that are decided within established service standards	At least 70%	March 2022	80%	75%	71%

³ As this indicator is a measure of continued non-compliance among traders, a lower percentage reflects better performance in that traders are actually being compliant; therefore, the Agency strives to achieve results below the target (which is a maximum).

⁴ It should be noted that 2021–22 will be the last fiscal year using the current methodology and target for this indicator. Currently, only administrative monetary penalties (AMPs) related to the provision of advance commercial information (ACI) are used to measure this indicator, which can potentially lead to variances in the results depending on the reporting period. Going forward, the methodology will be adjusted to include non-ACI AMPs as well, leading to more consistent results and providing a more holistic measurement of non-compliance among traders. Accordingly, the target will be adjusted to "At most 5%" starting in 2022–23.

Planned budgetary financial resources for Border Management (dollars)

2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
1,381,004,637	1,381,004,637	1,332,410,825	1,301,205,156

Planned human resources for Border Management (full-time equivalents)

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
10,753	10,663	10,542

Border Enforcement

Description

The CBSA contributes to Canada's security by supporting the immigration and refugee system when determining a person's admissibility to Canada, taking the appropriate immigration enforcement actions when necessary, and supporting the prosecution of persons who violate our laws.

Planning highlights

In 2021–22, the CBSA will continue its multi-year review and modernization of policies and regulations related to immigration enforcement and inadmissibility to improve the efficiency, effectiveness and integrity of its activities throughout the immigration enforcement continuum. In particular, the Agency will continue to:

- Streamline and strengthen decision-making with respect to organized criminality, transborder criminal inadmissibility and other grounds;
- Strengthen the regulatory framework governing applications for Ministerial relief from serious inadmissibility grounds;
- Strengthen its ability to deny entry to Canada in support of COVID-19 restrictions or other emergency situations.

The CBSA will continue to deliver on its commitments to develop and implement policy approaches, including options for legislative and regulatory refinements, to address the Government's response to the sixteenth report of the Senate Standing Committee on National Security and Defence, entitled [Vigilance, Accountability and Security at Canada's Borders](#).^v This includes working to increase the efficiency of the inadmissibility determination process and minimize the requirement for persons to be admitted into Canada to have removal orders issued in cases where the grounds for inadmissibility are relatively straightforward. In the context of the COVID-19 pandemic, this approach is especially important to maintain border integrity while minimizing risks to Canadians.

The Agency will also work collaboratively with IRCC to implement policy commitments under the Border Enforcement Strategy that was set out in Budget 2019. This includes ongoing work to strengthen the asylum determination system, along with important regulatory initiatives that will:

- Automate the cancellation of immigration documents when a removal order is issued;
- Modernize the recovery of removal costs framework;

- Repeal the stay of removal provisions that prevent failed asylum claimants from designated countries of origin from accessing a stay of removal.

The CBSA will also advance policy commitments under the National Strategy to Combat Human Trafficking, with particular focus on the Protection pillar of the strategy, by reviewing and identifying opportunities to refine the legislative and regulatory framework for the immigration enforcement continuum to ensure that sufficient protection is in place for victims.

In addition to this ambitious suite of policy reforms throughout the immigration enforcement continuum, the CBSA plans to achieve the following results under its core responsibility of Border Enforcement in 2021–22:

Immigration investigations identify persons inadmissible to Canada

The CBSA will continue focusing investigative resources on cases of highest risk, with criminality and national security being the highest priority. The Agency will conduct investigations that support the integrity of Canada’s refugee programs through investigatory activities and ongoing work with IRCC and the RCMP to improve operational coordination with respect to irregular migration and the in-Canada refugee determination system. Additionally, the Agency will continue to support the integrity of Canada’s immigration and refugee determination programs through ongoing improvements to the management of immigration warrants in line with the Auditor General’s Spring 2020 [Report on Immigration Removals](#).ⁱ

CBSA detention decisions are risk-based and detention is used as a measure of last resort

The CBSA will continue to implement measures to improve Canada’s immigration detention system under the National Immigration Detention Framework, while ensuring that detention is used as a measure of last resort and that Alternatives to Detention (ATD) are always considered. In particular, the CBSA will:

- Support the continued use of ATD based on consistent, risk-based detention decisions, enabling the release of individuals whose risk can be appropriately mitigated into the community;
- Complete a new IHC in Laval, Quebec, targeting the fall of 2021 to begin operations, in line with similar IHC investments already made in the Greater Toronto Area and Pacific Region;
- Support efforts to ensure the consistent treatment of immigration detainees by providing equal access to programs and services within IHCs across Canada.

CBSA admissibility recommendations and appeals are upheld at the Immigration and Refugee Board of Canada

The Agency will continue to improve the management of its hearings-related activities and work with the IRB to identify and adjust processes and practices, such as the use of digital hearings, to ensure efficient use of resources, including the ongoing implementation of new guidelines for conducting detention reviews that continue to respect the *Canadian Charter of Rights and Freedoms* and the *Immigration and Refugee Protection Act (IRPA)*.

The Agency will continue to support faster triage and review processes to expedite IRB decisions on straightforward cases, as well as the development of new guidelines for the IRB's Immigration Appeals Division. The Agency will also continue to pilot the Integrated Claims Analysis Centre in Toronto to support modernized and efficient processing of asylum cases.

Inadmissible persons subject to removal depart from Canada (i.e., escorted or unescorted)

To ensure the departure from Canada of inadmissible persons subject to removal, the CBSA will continue working to enhance its capacity to remove foreign national criminals, failed refugee claimants, and other inadmissible persons. The CBSA is working to achieve greater national coordination of removal activities and to develop a whole-of-government strategy regarding countries where the Agency has identified challenges in obtaining the required travel documents to remove persons from Canada.

To address the Auditor General's Spring 2020 [Report on Immigration Removals](#),ⁱ the Agency will focus on improving the overall number and timeliness of removals by encouraging more voluntary removals, while also improving data integrity and leveraging technology and partnerships in support of more effective removals. Specifically, the Agency is taking a number of concrete steps, including:

- Implementation of an improved strategy that places greater emphasis on high-quality data and voluntary removals to increase compliance with the IRPA;
- Ongoing engagement with international partners as well as foreign missions in Canada to strengthen capability to secure travel documents earlier for persons subject to an enforceable removal order;
- Ongoing development of data analytical tools to better support the identification of removal-ready cases as early as possible in the enforcement process;
- Advancement of initiatives to assist and encourage people to voluntarily leave Canada as early as possible upon receipt of an effective removal order, including the Removals Help Line that was operationalized in 2020–21 as well as the Assisted Voluntary Returns Pilot Project that is planned for implementation in 2021–22.

Additionally, in 2020–21, the CBSA completed a review of all immigration warrants in the inventory to support enforcement activities going forward.

People and businesses that are referred to Crown counsel for prosecution are convicted

The CBSA will continue to build its capacity to investigate and prosecute people and business entities that violate Canada’s border-related legislation. Particular focus will be placed on complex cases of fraud involving individuals and organizations posing a threat to Canada’s immigration system, the Canadian economy, and the safety and security of Canadians. Operational priorities will focus primarily on cases of fraudulent activity by organizers and facilitators, including immigration consultants.

The Agency will also continue to work with IRCC on implementing policy measures to strengthen the governance and enforcement framework applicable to those offering consultant services to individuals seeking to enter or remain in Canada. To better protect applicants and newcomers from fraudulent consultants, the Agency will augment its criminal investigative capacity through collaborative work with IRCC and the College of Immigration and Citizenship Consultants, as well as through the implementation of enhanced compliance, enforcement and disciplinary measures within the revised framework.

Gender-based analysis plus (GBA+) for Border Enforcement

The CBSA will continue refining its internal GBA+ governance and data collection practices, applying the GBA+ lens where feasible to inform policy and program decisions impacting service delivery. The Agency is working to improve its capacity for data collection, processing and analysis, while also maturing its organizational data literacy, in order to facilitate improved GBA+ going forward.

The Agency will also continue to implement the Government of Canada’s [Policy Direction to Modernize the Government of Canada’s Sex and Gender Information Practices](#)ⁱⁱⁱ to ensure that its services are designed and delivered to be inclusive of all genders. For more information on the Agency’s planned activities related to GBA+, please consult the supplementary information table on the Agency’s [website](#).^{iv}

Experimentation for Border Enforcement

Under its core responsibility of Border Enforcement, the CBSA will pursue solutions involving innovation and experimentation in the following areas:

- Over the last two years, in support of its ATD program, the Agency has conducted an Electronic Monitoring pilot in the Greater Toronto Area. The pilot supports the release of

individuals where detention may be mitigated through effective community support and electronic monitoring. In 2021–22, the Agency will review the results of the pilot to determine the future direction.

- The Agency will also assess options for the potential expansion of Voice Reporting by leveraging enhanced biometric technology. The Voice Reporting system has been piloted to allow clients to report to the CBSA by telephone using voice recognition and geolocation to confirm their identity and location.
- In support of digitizing its business processes, the Agency will seek to expand the use of virtual immigration hearings to enhance the efficiency of program delivery and resource utilization across the country. For example, leveraging technologies such as videoconferencing, hearings officers can conduct hearings from different parts of the country as needed.
- To encourage more voluntary compliance with removal orders, the Agency will continue to administer the CBSA Removals Help Line that was initiated last fiscal year for persons subject to a removal order. This will include partnership with the IRB and direct communication with clients to promote awareness of the Help Line and related information. The Agency will also continue to explore the establishment of a renewed Assisted Voluntary Returns initiative.
- The Agency will utilize business process modelling and lean thinking to review systems of record for its intelligence and enforcement programs, with a view to modernize and consolidate these systems using a centralized case management solution. This would provide a modern, agile platform that would reduce maintenance costs and facilitate access to information on a national level.
- Together with IRCC, the Agency will continue to pilot the Integrated Claims Analysis Centre in Toronto to support modernized and efficient processing of asylum cases.

Key risks for Border Enforcement

Under its core responsibility of Border Enforcement, the CBSA is facing new risks brought about by the COVID-19 pandemic. Air travel volumes are expected to recover at a slower pace than other sectors of the economy, which will have implications for how the Agency conducts its targeting and enforcement activities. For example, in the COVID-19 environment, airlines have decreased the number of seats available to deportees, which represents a capacity constraint for the Agency. Moreover, an ongoing challenge for the Agency's Removals Program stems from the potential for delays in obtaining travel documents, which is exacerbated by the current environment. The Agency will remain vigilant in identifying and interdicting inadmissible persons as border restrictions gradually ease.

Planned results for Border Enforcement⁵

Departmental result	Departmental result indicator	Target	Date to achieve target	2017–18 actual result	2018–19 actual result	2019–20 actual result
Immigration investigations identify persons inadmissible to Canada	Percentage of immigration investigations concluded that result in a person being identified as inadmissible to Canada	At least 55%	March 2022	55%	67%	69%
CBSA detention decisions are risk-based and detention is used as a measure of last resort	Percentage of individuals detained in appropriate facilities based on their assessed risk profile	At least 85%	March 2022	N/A (introduced in 2020–21)	N/A (introduced in 2020–21)	N/A (introduced in 2020–21)
	Persons released from detention on Alternatives to Detention as a percentage of all persons detained	At least 10%	March 2022	N/A (introduced in 2019–20)	N/A (introduced in 2019–20)	29.6%
CBSA admissibility recommendations and appeals are upheld at the Immigration and Refugee Board of Canada	Percentage of admissibility hearings, detention reviews and appeals where the Minister's position is upheld by the Immigration Division and Immigration Appeal Division	At least 70%	March 2022	N/A (introduced in 2020–21)	N/A (introduced in 2020–21)	N/A (introduced in 2020–21)
	Percentage of refugee hearings where the Minister's position is upheld by the Refugee Protection Division and the Refugee Appeal Division	At least 70%	March 2022	N/A (introduced in 2020–21)	N/A (introduced in 2020–21)	N/A (introduced in 2020–21)
Inadmissible persons subject to removal depart from Canada (i.e., escorted or unescorted)	Percentage of removals with no known impediments (e.g., awaiting a travel document from a country of origin or appeal procedures not having been exhausted)	At least 80%	March 2022	N/A (introduced in 2020–21)	N/A (introduced in 2020–21)	N/A (introduced in 2020–21)
	Percentage of high priority foreign nationals removed (i.e., on grounds of serious inadmissibility such as criminality, war crimes, security)	At least 80%	March 2022	69%	79%	93%
People and businesses that are referred to Crown counsel for prosecution are convicted	Percentage of prosecutions concluded that result in a conviction as a percentage of all prosecutions concluded	At least 80%	March 2022	84%	92%	90%

⁵ The unpredictability of the ongoing COVID-19 pandemic response imposes challenges in determining achievable targets for some performance indicators, given that many targets were established based on pre-pandemic expectations. Any variances between targets and results achieved will be explained and contextualized in the Agency's Departmental Results Report.

Planned budgetary financial resources for Border Enforcement (dollars)

2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
290,882,166	290,882,166	284,895,839	272,488,346

Planned human resources for Border Enforcement (full-time equivalents)

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
1,841	1,869	1,742

Financial, human resources and performance information for the CBSA's Program Inventory is available in the [GC InfoBase](#).^{vi}

Internal Services: planned results

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of Programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct services that support Program delivery in the organization, regardless of the delivery model in a department. These services are:

- ▶ Management and Oversight Services;
- ▶ Communications Services;
- ▶ Legal Services;
- ▶ Human Resources Management Services;
- ▶ Financial Management Services;
- ▶ Information Management Services;
- ▶ Information Technology Services;
- ▶ Real Property Management Services;
- ▶ Materiel Management Services;
- ▶ Acquisition Management Services.

Planning highlights

Supporting a healthy and diverse workforce

In 2021–22, the Agency will continue working to build a healthy, respectful and inclusive organizational culture by supporting leadership development, eliminating harassment and discrimination, and leveraging technology to enable flexibility in the workplace. The Agency will continue implementing its Mental Health Strategy and Physical Wellness Program to support the wellbeing of its workforce, while also advancing its Employment Equity, Diversity and Inclusion Action Plan to ensure that its workforce is reflective of Canada's diverse population.

The Agency will continue implementing its Respectful Workplace Framework and Anti-racism Strategy, which will involve leveraging opportunities to reinforce positive workplace behaviours, while equipping and empowering employees with the skills they need to feel safe and productive. To this end, the Agency will continue fostering a harmonious environment of trust and cooperation in which employees are encouraged to speak and listen with empathy, reinforcing the duty of everyone to treat each other in a manner becoming of a culture built on respect.

Additionally, the Agency will continue implementing its Organizational Culture and Change Management Framework to support the shift in mindsets and behaviours necessary to promote transformative change. The Agency will also continue to invest in its leadership community through ongoing training in project and change management, as well as sustained adoption of character-based leadership practices.

Advancing the CBSA’s transformation agenda

In line with the Government’s Beyond 2020 initiative, the CBSA will advance its vision of the Border of the Future to offer world-class services by remaining agile in delivering results and inclusive in developing ideas and making decisions. The Agency will continue to foster innovation in close collaboration with other government departments and industry, in order to discover and test innovative tools and technology so that our workforce is better equipped. The Agency will also continue to improve workplace communication and connectedness through the use of tools such as MS Teams, helping employees to remain productive and feel less isolated in the teleworking environment.

The Agency will continue advancing its renewal agenda, ensuring that it has a strong and sustainable foundation in place while driving towards the future. More than ever, the Agency’s ability to maintain continuous momentum of its renewal activities will be essential in keeping up with the rapid evolution of its operating environment, global trends in travel and trade, and the changing world of commerce. To this end, the Agency will continue ensuring that it has:

- Engaged employees, equipped with modern tools, skills and behaviours;
- Improved levels of compliance to uphold safety and security;
- Optimized operational support programs to monitor, control and analyze the border;
- Strong economic partnerships through facilitated travel and trade;
- Positive stakeholder relationships that enable collaborative border management.

On a daily basis, the Agency’s workforce rises to the challenge of this massive transformational undertaking with dedication and determination. Together, we will continue to move forward and write the next chapter in border management.

In line with its renewal agenda, the Agency will continue to refine governance practices to support its functional management model, as well as business processes to support the nationalization of its internal services. The Agency will also continue to enhance financial stewardship and results-based program management through the ongoing implementation of multi-year budgets and integrated business plans.

From an information technology (IT) perspective, the digital workplace will be further enabled by introducing new tools and processes for increased connectivity, productivity, collaboration, and access to information assets in a virtual environment. Employees will receive guidance and

training to effectively leverage the digital workplace as they support CBSA activities and services to Canadians.

With a view to maximize architectural integration within the Agency’s technology ecosystem and to further advance its transformation agenda, the Agency has fully integrated the CBSA Architecture Program in both the investment planning and project management frameworks, enabling future transformation initiatives to benefit from enterprise architecture services as early as possible and throughout their lifecycle.

The Agency will continue reviewing its technology ecosystem, including its national computing platform and operational technology at POEs, to optimize functionality and performance, reduce duplication, eliminate low-usage technology, and upgrade aging systems and equipment. Additionally, the Agency will continue exploring ways to address increasing technological demands through enhanced capacity, collaboration and knowledge sharing. These improvements will support efficient processing of travellers and goods, reduce critical system outages and related operational impacts, and strengthen cyber security defence mechanisms.

In support of its Cloud Strategy and Action Plan, the Agency will continue the implementation of a secure platform for handling documents and information in support of its initiatives. By modernizing the Agency’s applications and migrating to the Cloud, the Agency will align with the Government’s Cloud Adoption Strategy. The Agency will also continue the unification of current and new mobile applications to provide a consistent and simplified user experience.

Planned budgetary financial resources for Internal Services (dollars)

2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
377,589,738	377,589,738	360,881,747	347,722,395

Planned human resources for Internal Services (full-time equivalents)

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
2,338	2,334	2,296

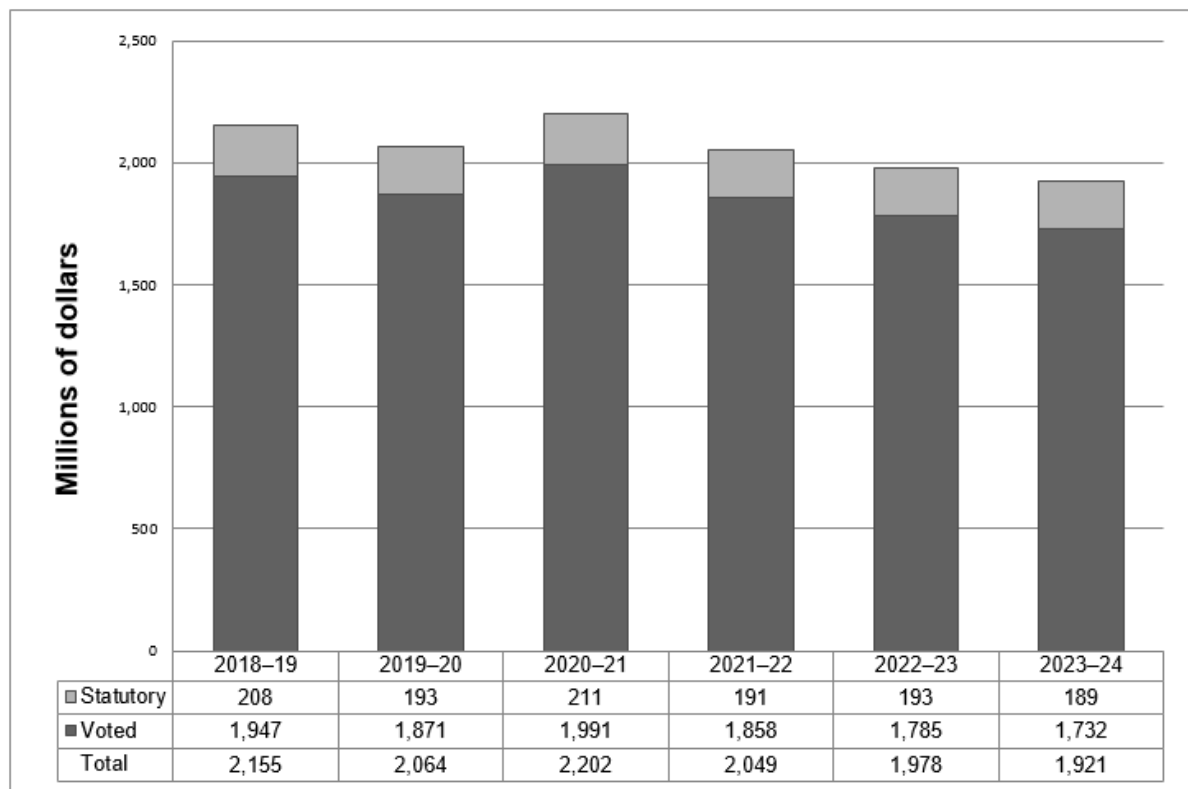
Spending and human resources

This section provides an overview of the CBSA’s planned spending and human resources for the next three consecutive fiscal years, and compares planned spending for the upcoming year with the current and previous years’ actual spending.

Planned spending

Departmental spending from 2018–19 through 2023–24

The following graph shows trends in the CBSA’s actual and planned spending over time.



The following table shows actual, forecast and planned spending for the CBSA's core responsibilities and internal services for the years relevant to the current planning year.

Budgetary planning summary for core responsibilities and internal services (dollars)

Core responsibilities and internal services	2018–19 expenditures	2019–20 expenditures	2020–21 forecast spending	2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
Border Management	1,552,597,517	1,436,288,374	1,474,526,916	1,381,004,637	1,381,004,637	1,332,410,825	1,301,205,156
Border Enforcement	246,601,136	244,335,415	263,011,388	290,882,166	290,882,166	284,895,839	272,488,346
Subtotal	1,799,198,653	1,680,623,789	1,737,538,304	1,671,886,803	1,671,886,803	1,617,306,664	1,573,693,502
Internal Services	355,739,030	383,716,218	464,034,868	377,589,738	377,589,738	360,881,747	347,722,395
Total	2,154,937,683	2,064,340,007	2,201,573,172	2,049,476,541	2,049,476,541	1,978,188,411	1,921,415,897

The Agency's forecast spending for 2020–21 is higher than its expenditures in 2019–20. The difference in spending is attributable to an increase in personnel expenditures due to the ratification of several collective agreements, including the Education and Library Science Group, Operation Services Group, Technical Services Group, and Program and Administrative Services Group, as well as payments attributable to the settling of these collective agreements which occurred in 2020–21.

The Agency's 2021–22 budgetary spending is approximately \$152 million less than its 2020–21 forecast spending as a result of the following Agency initiatives that had implementation plans featuring higher planned spending up front, or adjustments to planned spending that required reprofiling of funds to future years:

- Funding related to modernizing Canada's border operations;
- Funding for the CARM project;
- Funding for the National Immigration Detention Framework;
- Funding for the Temporary Residents Program;
- Reprofiled funding for enhancing the operational response to gun and gang violence;
- Reprofiled funding for border infrastructure.

The following table reconciles gross planned spending with net planned spending for 2021–22.

2021–22 Budgetary planned gross spending summary (dollars)

Core responsibilities and internal services	2021–22 planned gross spending	2021–22 planned revenues netted against expenditures	2021–22 planned net spending
Border Management	1,405,034,637	24,030,000	1,381,004,637
Border Enforcement	290,882,166	0	290,882,166
Subtotal	1,695,916,803	24,030,000	1,671,886,803
Internal Services	377,589,738	0	377,589,738
Total	2,073,506,541	24,030,000	2,049,476,541

Revenues reported include those referred to in paragraph 29.1(2)(a) of the *Financial Administration Act* (i.e., revenues received by the Agency in a fiscal year through the conduct of its operations, which the Agency is authorized to expend in order to offset expenditures incurred in that fiscal year) from the following sources:

- Fees related to border operations for the provision of a service, the use of a facility, or a product, right or privilege;
- Payments received under contracts entered into by the Agency.

Planned human resources

The following table shows actual, forecast and planned full-time equivalents (FTEs) for the CBSA's core responsibilities and internal services for the years relevant to the current planning year.

Human resources planning summary for core responsibilities and internal services (full-time equivalents)

Core responsibilities and internal services	2018–19 actual full-time equivalents	2019–20 actual full-time equivalents	2020–21 forecast full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
Border Management	10,128	10,455	10,390	10,753	10,663	10,542
Border Enforcement	1,541	1,665	1,679	1,841	1,869	1,742
Subtotal	11,669	12,120	12,069	12,594	12,532	12,284
Internal Services	2,287	2,355	2,676	2,338	2,334	2,296
Total	13,956	14,475	14,745	14,932	14,866	14,580

For 2020–21, the Agency forecasts a total of 14,745 FTEs, representing 270 more FTEs than in 2019–20. This increase is attributable to the Agency’s role in supporting several high-priority initiatives, including:

- Modernizing Canada’s border operations;
- CARM project;
- Passenger Protect Program;
- Temporary Residents Program.

In 2021–22, the Agency’s planned FTEs are expected to increase due to new funding for initiatives related to Canada’s asylum system and protecting people from unscrupulous and fraudulent immigration and citizenship consultants. In 2023–24, the FTEs are expected to stabilize at 14,580 due to a decrease in approved funding.

Estimates by vote

Information on the CBSA’s organizational appropriations is available in the [2021–22 Main Estimates](#).^{vii}

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the CBSA’s operations for 2020–21 to 2021–22.

The amounts for forecast and planned results in this statement of operations were prepared on an accrual basis. The amounts for forecast and planned spending presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on the CBSA’s [website](#).^{viii}

Future-oriented condensed statement of operations for the year ending
March 31, 2022 (dollars)

Financial information	2020–21 forecast results	2021–22 planned results	Difference (2021–22 planned results minus 2020–21 forecast results)
Total expenses	2,403,780,000	2,381,052,000	22,728,000
Total revenues	24,030,000	24,030,000	0
Net cost of operations before government funding and transfers	2,379,750,000	2,357,022,000	22,728,000

The total expenses in 2021–22 are projected to be \$2,381 million, representing a decrease of \$23 million compared to \$2,404 million forecasted in 2020–21.

Corporate information

Organizational profile

Appropriate minister:	The Honourable William Sterling Blair, P.C., C.O.M., M.P.
Institutional head:	John Ossowski
Ministerial portfolio:	Public Safety and Emergency Preparedness
Enabling instruments:	<i>Canada Border Services Agency Act</i> ^{ix} <i>Department of Public Safety and Emergency Preparedness Act</i> ^x
Year of incorporation/commencement:	2003

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

The CBSA’s raison d’être, mandate and role are available on its [website](#).^{xi} For more information on the Agency’s organizational mandate letter commitments, see the [Minister’s mandate letter](#).^{xii}

Operating context

The CBSA’s operating context is available on its [website](#).^{xiii}

Reporting framework

The CBSA’s approved Departmental Results Framework and Program Inventory for 2021–22 are shown below.

	Core Responsibility: Border Management		Core Responsibility: Border Enforcement	
	Departmental Results	Departmental Results Indicators	Departmental Results	Departmental Results Indicators
DEPARTMENTAL RESULTS FRAMEWORK	The CBSA’s intelligence, threat and risk assessment activities support CBSA programs in the identification and interception of high-risk people, goods, and conveyances that pose a threat to the security of Canadians	Percentage of air travellers targeted for examination that led to an intended result Percentage of marine and air cargo targeted for examination that led to an intended result	Immigration investigations identify persons inadmissible to Canada	Percentage of immigration investigations concluded that result in a person being identified as inadmissible to Canada
	Admissible travellers are processed in an efficient manner	Percentage of time the CBSA is meeting the Highway Border Wait Times (BWT) Service Standard Percentage of travellers using Primary Inspection Kiosks (PIK) at PIK-enabled airports Actual availability of Primary Inspection Kiosks as a percentage of planned availability	CBSA detention decisions are risk-based and detention is used as a measure of last resort	Percentage of individuals detained in appropriate facilities based on their assessed risk profile Persons released from detention on Alternative to Detentions as a percentage of all persons detained
	Travellers and their goods are compliant with applicable legislation	Percentage of traveller examinations that produced a result (enforcement or facilitation action) Traveller goods selective examination resultant rate is X times higher than random examination resultant rate in the air mode	Inadmissible persons subject to removal depart from Canada (i.e., escorted or unescorted)	Percentage of removals with no known impediments (e.g., awaiting a travel document from a country of origin or appeal procedures not having been exhausted) Percentage of high priority foreign nationals removed (i.e., on grounds of serious inadmissibility such as criminality, war crimes, security)

	Admissible commercial goods and conveyances are processed (including the collection of revenues) in an efficient manner	Percentage of time the CBSA met the commercial Highway Border Wait Time Service Standard	People and businesses that are referred to Crown counsel for prosecution are convicted	Percentage of prosecutions concluded that result in a conviction
		Percentage of eligible release decisions provided within established timeframes		
		Actual availability of Single Windows as a percentage of planned availability		
	Trade partners are compliant with applicable legislation, requirements and measures	Percentage of random commercial examinations that produced a result		
		Percentage of high-risk commercial goods targeted by the National Targeting Center (NTC) that are examined at the border		
		Percentage of commercial examinations that produced a result against a trader		
		Percentage of penalties applied against traders representing continued non-compliance		
		Return on investment (ROI) for targeted verifications		
		Percentage of Advance Rulings and National Customs Rulings issued within 120 days of receipt of full information		
	Trusted Traveller and Trader programs increase processing efficiency of low-risk, pre-approved travellers and trade partners	Percentage of mandated service commitments met on time for Anti-dumping and Countervailing Investigative activities		
		Percentage of time the CBSA is meeting the NEXUS Highway BWT Service Standard		
		Percentage of kiosk processing time saving per trusted traveller passage at NEXUS air ports of entry		
		Percentage of increase in NEXUS passages		
		Ratio of conventional traders and their goods that are examined at the border compared to Trusted Traders and their goods		
	Travellers and the business community have access to timely redress mechanisms	Percentage of trade appeals received that are decided within established service standards		
Percentage of enforcement appeals received that are decided within established service standards				
PROGRAM INVENTORY	Targeting	Immigration Investigations		
	Intelligence Collection and Analysis	Detentions		
	Security Screening	Hearings		
	Traveller Facilitation and Compliance	Removals		
	Commercial-Trade Facilitation and Compliance	Criminal Investigations		
	Trusted Traveller			
	Trusted Trader			
	Anti-dumping and Countervailing			
	Recourse			
	Force Generation			
	Buildings and Equipment			
	Field Technology Support			

Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to the CBSA’s program inventory is available in the [GC InfoBase](#).^{vi}

Supplementary information tables

The following supplementary information tables are available on the CBSA’s [website](#).^{iv}

- ▶ Gender-based analysis plus

Federal tax expenditures

The CBSA’s Departmental Plan does not include information on tax expenditures that relate to its planned results for 2021–22. Tax expenditures are the responsibility of the Minister of Finance, and the Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).^{xiv} This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. The tax measures presented in this report are solely the responsibility of the Minister of Finance.

Organizational contact information

The CBSA’s contact information is available on its [website](#).^{xv}

Appendix: definitions

appropriation (crédit)

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

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

core responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

departmental plan (plan ministériel)

A report on the plans and expected performance of an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

departmental priority (priorité)

A plan or project that a department has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

departmental result (résultat ministériel)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (indicateur de résultat ministériel)

A quantitative measure of progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

departmental results report (rapport sur les résultats ministériels)

A report on a department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

experimentation (expérimentation)

The conducting of activities that seek to first explore, then test and compare the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works, for whom and in what circumstances.

Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2019–20 Departmental Results Report, those high-level themes outlining the government's agenda in the 2019 Speech from the Throne, namely: Fighting climate change; Strengthening the Middle Class; Walking the road of reconciliation; Keeping Canadians safe and healthy; and Positioning Canada for success in an uncertain world.

horizontal initiative (initiative horizontale)

An initiative where two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (production de rapports sur le rendement)

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

plan (plan)

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

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in Main Estimates. A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

Identifies all the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (résultat)

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

statutory expenditures (dépenses législatives)

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

strategic outcome (résultat stratégique)

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

target (cible)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an appropriation act. The vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

- i. Auditor General’s Spring 2020 Report on Immigration Removals, https://www.oag-bvg.gc.ca/internet/English/parl_oag_202007_01_e_43572.html
- ii. Departmental Sustainable Development Strategy, <https://www.cbsa-asfc.gc.ca/agency-agence/reports-rapports/sds-sdd/sds-sdd-20-23-eng.html>
- iii. Policy Direction to Modernize the Government of Canada’s Sex and Gender Information Practices, <https://www.canada.ca/en/treasury-board-secretariat/corporate/reports/summary-modernizing-info-sex-gender.html#h-6>
- iv. Supplementary Information Tables, <https://www.cbsa-asfc.gc.ca/agency-agence/reports-rapports/rpp/2021-2022/index-eng.html>
- v. Vigilance, Accountability and Security at Canada’s Borders, <https://sencanada.ca/Content/SEN/Committee/412/secd/rep/rep16jun15-e.htm>
- vi. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vii. Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- viii. Corporate Documents, <https://www.cbsa-asfc.gc.ca/agency-agence/reports-rapports/menu-eng.html>
- ix. *Canada Border Services Agency Act*, <https://laws-lois.justice.gc.ca/eng/acts/C-1.4/index.html>
- x. *Department of Public Safety and Emergency Preparedness Act*, <https://laws-lois.justice.gc.ca/eng/acts/P-31.55/index.html>
- xi. Raison d’être, Mandate and Role, <https://www.cbsa-asfc.gc.ca/agency-agence/menu-eng.html>
- xii. Minister’s Mandate Letter, <https://pm.gc.ca/en/mandate-letters/2021/01/15/minister-public-safety-and-emergency-preparedness-supplementary-mandate>
- xiii. Operating Context, <https://www.cbsa-asfc.gc.ca/agency-agence/reports-rapports/dpr-rmr/2019-2020/report-rapport-eng.html#a2a>
- xiv. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>
- xv. Contact Information, <https://www.cbsa-asfc.gc.ca/contact/menu-eng.html>