



Canada Border Services Agency

2020–21

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 the Canada Border Services Agency's (CBSA) Departmental Plan for 2020–21 to Parliament.

The CBSA is responsible for providing integrated border services that support national security and public safety priorities, while facilitating the free flow of legitimate trade and travel to keep our economy strong and growing. The Agency is committed to ensuring our country's security and prosperity by managing the flow of people and goods to and from Canada.

In 2020–21, I look forward to working with the CBSA as it continues to deliver on its core responsibilities of border management and border enforcement. This work will require a dedicated workforce with operational readiness and technological expertise, as well as strong infrastructure and capabilities for data analytics and information sharing. Key partnerships at home and abroad will also be essential to this work. In particular, the Agency will continue to play a vital role in upholding Canada's historic partnership with the United States.

Over the coming year, the CBSA will continue to ensure that Canadians are kept safe from a range of threats, while effectively managing our borders. To combat gun smuggling and organized crime, the Agency will enhance detection capabilities through innovative new technologies. The Agency will also maintain vigilance in preventing the importation of high-risk products from overseas and reducing the smuggling of opioids and other illicit drugs.

In response to increased asylum claims, the CBSA will continue to work in collaboration with federal partners to implement the new Border Enforcement Strategy set out in Budget 2019. It will also contribute to the security screening of asylum claimants and joint triage activities. The Agency will maintain the integrity of its immigration program through effective screening, investigatory activities and prioritization.

Facilitating legitimate trade and travel is another of the CBSA's key responsibilities. As such, the Agency will further streamline border processing for travellers by continuing the deployment of Primary Inspection Kiosks (PIK), introducing PIK-enabled automated fingerprint verification, and advancing work on cargo preclearance through pilot projects in the courier and rail modes. The Agency will also expand the NEXUS modernization initiative in airports across the country and continue the operation of the Secure Corridor lane at the Ambassador Bridge port of entry.

The CBSA will advance its modernization efforts to ensure a healthy and sustainable organization. The Agency will continue the implementation of its results-based organizational structure to support greater accountability and strategic decision-making in program management. It will also work to attract and retain its specialized workforce through integrated recruitment, training and development activities. Finally, the Agency will advance its commitment to improving relationships with Indigenous Peoples through the ongoing implementation of its Indigenous Framework and Strategy.

I am honoured to serve as the Minister responsible for the CBSA. Over the coming year, I have every confidence that the Agency will continue to deliver on the government's priorities and meet the expectations of Canadians.



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

Plans at a glance

Over the coming year, the CBSA will remain committed to facilitating legitimate trade and travel, while protecting national security, public safety and economic prosperity. The Agency has a wide array of initiatives underway to fulfill its mandate, modernize its business and improve its programs and services. The highlights below provide an overview of the CBSA’s planned results for 2020–21 as the Agency continues to advance these initiatives.

Border Management

- **Combating the opioid crisis:** Strengthen controls to reduce the supply of illicit drugs by equipping high-risk ports of entry with fume hoods and detection equipment, as well as by constructing Designated Safe Sampling Areas in three International Mail Centers.
- **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 significant public awareness campaign.
- **Combating gun and gang violence:** Enhance detection technology capabilities through innovative new technologies, as well as increased intelligence analysis and targeting capacity.
- **Streamlining traveller processing:** Continue the deployment of Primary Inspection Kiosks (PIK) in remaining airport terminals and introduce PIK-enabled automated fingerprint verification.
- **Ensuring traveller compliance:** Continue to implement measures to maintain and monitor border integrity with respect to the illegal cross-border movement of cannabis, while remaining vigilant in detecting signs of impaired driving at land ports of entry.
- **Streamlining commercial processing:** Advance cargo preclearance by pursuing proofs of concept in the air courier stream and the rail mode, as well as postal modernization efforts and e-commerce processing solutions.
- **Ensuring trade compliance:** Advance the CBSA Assessment and Revenue Management (CARM) project through initial releases of functionality for external clients, as well as plans for a new Marine Container Examination Facility (MCEF) to be located in Burrard Inlet, British Columbia.
- **Enhancing processing for trusted travellers and traders:** Expand the NEXUS modernization initiative in airports across the country, as well as continue to operate the Secure Corridor lane for low-risk highway traffic at the Ambassador Bridge port of entry.
- **Strengthening the Agency’s workforce and infrastructure:** Deliver over 300 new recruits to the frontline, continue the implementation of the National Outreach and Recruitment Strategy, advance the Gordie Howe International Bridge Project and the Ambassador Bridge Enhancement Project, and refine the Agency’s Real Property Investment Strategy.

- **Advancing Reconciliation efforts:** Continue implementing the Agency’s Indigenous Framework and Strategy, and partnering with the Mohawks of Akwesasne First Nation to implement recommendations co-developed through the Design Thinking Initiative.

Border Enforcement

- **Maintaining immigration program integrity:** Continue investigatory activities and ongoing work with federal partners to improve operational coordination with respect to the in-Canada refugee determination system and irregular migration.
- **Improving Canada’s immigration detention system:** Support the continued use of Alternatives to Detention based on consistent, risk-based detention decisions, enabling the release into the community of individuals whose risk can be appropriately mitigated.
- **Ensuring removals of inadmissible persons:** Continue prioritizing and strengthening efforts to remove foreign national criminals, failed refugee claimants and other inadmissible persons, while working with federal partners to achieve greater national coordination of removal activities.

Internal Services

- **Supporting a healthy and diverse workforce:** Continue to implement the Agency’s Mental Health Strategy, Physical Wellness Program, and Employment Equity, Diversity and Inclusion Action Plan.
- **Advancing modernization efforts:** Enhance financial stewardship and program management through the ongoing implementation of the Agency’s results-based organizational structure as well as multi-year budgets and integrated business plans. Also, continue identifying ways to optimize the Agency’s information technology and address increasing technological demands.

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

This section contains detailed information on the department's planned results and resources for each of its core responsibilities. It also contains information on key risks related to achieving those results.

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 2020–21, 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 efforts to combat opioid smuggling through the identification and interdiction of illicit drugs, with a particular focus on fentanyl and other highly toxic substances. In particular, the CBSA will strengthen controls to reduce the supply of illicit drugs by continuing to equip high-risk ports of entry with fume hoods and detection equipment, as well as by constructing Designated Safe Sampling Areas in three International Mail Centers.

The CBSA will continue working closely with the Canadian Food Inspection Agency (CFIA) and industry to address the threat of African swine fever. The CBSA will maintain vigilance in preventing the importation of high-risk products from overseas and continue to proceed with the deployment of additional food, plant and animal detector dogs. The CBSA and CFIA will also continue to engage in a significant outreach campaign to raise public awareness of African swine fever and the requirement to declare food, plant and animal products, including pork and pork products to border services officers (BSOs).

The Agency will also continue taking action against gun and gang violence by enhancing detection technology capabilities through innovative new technologies; increasing intelligence analysis and targeting capacity; delivering automobile examination training to BSOs; and constructing an all-weather training facility at the CBSA College.

In addition, the Agency will establish a dedicated effort against the illegal importation of firearms, strengthen intelligence sharing and assessment capabilities, and enhance domestic and international partnerships to achieve a whole-of-law-enforcement approach.

Together with security screening partners including the Royal Canadian Mounted Police (RCMP), Immigration, Refugees and Citizenship Canada (IRCC), and the Canadian Security Intelligence Service, the Agency will continue to implement processing efficiencies for the security screening of asylum claimants, as well as joint triage activities with the Immigration and Refugee Board of Canada (IRB), ensuring that cases are screened in a timely fashion and reducing the potential for postponements at the IRB.

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

To combat human trafficking and labour exploitation, the CBSA will increase the production of intelligence for the purposes of identifying vulnerable persons and leads for criminal investigations.

Admissible travellers are processed in an efficient manner

To enhance the CBSA's capacity for processing of travellers in the air mode, the Agency will continue the deployment of Primary Inspection Kiosks (PIK) in remaining airport terminals (e.g., Terminal 1 at Toronto Pearson International Airport) as well as the introduction of PIK-enabled automated fingerprint verification. In cooperation with Transport Canada and the World Economic Forum, the Agency will also develop an operational concept for Known Traveller Digital Identity (KTDI) to explore paperless travel processes, leveraging biometrics and blockchain technology, as a pilot project with travellers from the Netherlands moving between Amsterdam International Airport and either Pierre Elliott Trudeau Airport or Pearson International Airport.

Travellers and their goods are compliant with applicable legislation

The CBSA will continue to implement measures to maintain and monitor border integrity with respect to the illegal cross-border movement of cannabis, including the ongoing dissemination of public awareness materials as well as traveller questioning at ports of entry.

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

The CBSA will seek to expand the information sharing system between Canada and the United States (US) through the Entry/Exit initiative, whereby the record of a land entry into one country can be used as the exit record from the other, strengthening the Agency's ability to manage traveller compliance with applicable legislation. The Agency will also develop a regulatory framework for the operationalization of Canadian preclearance in the US.

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

The CBSA will advance cargo preclearance by pursuing proofs of concept in the air courier stream and the rail mode, the results of which will inform the future development of a strategic plan for the expansion of US-based preclearance operations.

The CBSA will continue the development of technology to test and validate a new risk assessment system designed to address the increasing volumes and risks associated with express shipments in an e-commerce environment. The Agency will also advance postal modernization in partnership with the Canada Post Corporation, including the implementation of IT systems to leverage advance electronic data and address outdated infrastructure and processes to manage mail importations more efficiently. These modernization efforts will include integrating detection technology, automating the assessment of duties and/or taxes, and improving the Agency's ability to target for threats to health, safety and security.

Trade partners are compliant with applicable legislation, requirements and measures

To strengthen trade compliance, the CBSA Assessment and Revenue Management (CARM) project will automate 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 2020–21, the CARM project will proceed with initial releases of functionality for external clients, beginning with self-serve options for revenue accounting through the introduction of a portal. Once fully implemented in 2021–22, CARM will address the Agency's risk of inaccurately assessing duties and taxes owing on imported goods, while deterring wilful non-compliance with Canada's trade requirements.

Following the opening in 2019–20 of the new Marine Container Examination Facility (MCEF) in Tsawwassen, British Columbia, the CBSA will continue to improve commercial examination capacity in the marine mode by advancing plans for a second facility to be located in Burrard Inlet, British Columbia. The Agency will also increase efficiencies by proceeding with plans to

equip both MCEFs with Fixed-Site Large-Scale Imaging technology by 2022. Upon implementation, this state-of-the-art technology will enable rapid X-ray imaging of large and difficult-to-inspect containers.

The CBSA will strengthen voluntary compliance and test the effectiveness of various compliance interventions and strategies through pilot projects. These efforts will be supported by legislative and regulatory work to formalize the Agency’s Trade Culpability Framework. This framework is the policy cornerstone that will guide operational efforts to nudge, direct or enforce compliance based on the relative risk that importers and their transactions represent.

The CBSA will launch a Trade Fraud and Trade-based Money Laundering (TBML) Centre of Expertise consisting of CBSA experts in both national headquarters and regional offices across Canada in order to:

- Improve the Agency’s ability to identify, interdict and investigate the customs trade fraud offences that allow TBML to occur.
- Generate increased intelligence and investigative referrals to law enforcement partners such as Public Safety Canada and the RCMP.

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

For trusted travellers, the CBSA will continue the NEXUS modernization initiative, which replaces airport iris kiosks with devices that leverage facial biometric and Radio Frequency Identification technologies. This initiative better aligns the NEXUS program with global trends and simplifies the reporting process for air travellers. Implementation began in 2019–20 and will be extended to all Canadian NEXUS airports over the course of the next fiscal year.

For trusted traders, the Agency will continue to operate the Secure Corridor lane in the highway mode with the goal of expediting border processing for pre-approved, low-risk commercial drivers and goods. The Agency will also continue to pursue 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. In 2020–21, the Recourse Program will continue to improve the efficiency and effectiveness of service delivery, including:

- Publishing recourse statistics such as appeal results and average processing times on the Agency’s website.

- Improving information management by utilizing technologies such as GCcase to replace the Recourse Content Management System.
- Harmonizing the Agency’s litigation management process.

The CBSA continues to invest in its people and infrastructure

The CBSA will continue to strengthen its workforce through its Human Resources Strategy and its Force Generation Program which consolidates the recruitment, training and development of BSOs and BSO trainees. In particular, the CBSA will:

- Revamp workforce planning to proactively anticipate emerging work and functions, and to ensure that critical gaps are filled with the right capabilities.
- Review the Force Generation Program by re-evaluating the skillsets needed to align with broader modernization objectives and produce a workforce that is agile and properly equipped with the required skills.
- Seek efficiencies in the recruitment/training process through targeted recruitment strategies to attract people from across the country to join the Agency’s frontline and retain a skilled workforce.
- Focus on high-value work by investing in targeted training for the skillsets of the future and by leveraging technological innovations, data analytics and automation.
- Continue leadership development to build and reinforce positive culture.
- Expand the National Training Standards beyond the frontline for employees within enabling functional communities (e.g., hearings officers, inland enforcement officers, etc.).

The CBSA will continue to collaborate with the Windsor-Detroit Bridge Authority on the Gordie Howe International Bridge Project and with the Canadian Transit Corporation on the Ambassador Bridge Enhancement Project, including:

- Continue to support the Design Review and Request for Construction phases for the Canadian port of entry (POE) at the Gordie Howe International Bridge crossing, as well as to seek project expenditure authority to staff, fit up and equip the POE.
- Continue to support the Design Review and Request for Construction phases for the expansion of the Canadian POE at the Ambassador Bridge crossing, as well as to seek funding to fit up and equip the POE.

The CBSA is also exploring the possibility of including Defensive Tactics training facilities within the footprint of the Gordie Howe International Bridge to enable local training delivery for

staff in the Windsor corridor. This would facilitate the delivery of training to a significant number of CBSA employees located in surrounding areas.

The CBSA will also continue to refine its Real Property Investment Strategy which renews its real property portfolio against ongoing and new program requirements, while fostering innovation through the maintenance and modernization of the Agency's POEs and business processes. In particular, the Agency will focus on the work required to initiate the Land Border Crossing Project, which will address operational health and safety issues within the Agency's custodial infrastructure by replacing a number of POEs across Canada as part of the initial phase of its 30-year Real Property Strategy.

Additional efforts to upgrade aging infrastructure include the replacement of the legacy Canadian Automated Export Declaration system with the new Canadian Export Reporting System, scheduled for completion in 2020–21. The Agency will also implement system changes to optimize the use of the Single Window Initiative and Integrated Import Declarations for trade chain partners, participating government agencies and departments, and border services officers.

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 advance its commitment to improving relationships with Indigenous Peoples through the ongoing implementation of its Indigenous Framework and Strategy, which guides the CBSA 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 Design Thinking Initiative, an innovative approach to solving complex and long-standing border-crossing issues.

Gender-based analysis plus

The Agency 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 will also continue to implement the Government of Canada's 2019 *Policy Direction to Modernize the Government of Canada's Sex and Gender Information Practices*ⁱ to ensure that its services are designed and delivered to be inclusive of all genders.

Additionally, the Agency will continue with the GBA+ review of its Officer Induction Training Program to identify and address barriers to recruitment, and will explore additional training opportunities for operational staff, developed in cooperation with federal partners.

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

In 2020–21, the CBSA will advance efforts to ensure economic and environmental sustainability in line with UN SDGs through its Sustainable Development Strategy. These efforts will include:

Greening Government

The CBSA will continue investing in modern and resilient infrastructure, and in modernizing its fleet, while taking steps toward reducing its carbon footprint through improving the energy efficiency of its fleet and facilities, supporting the transition to a low-carbon economy through green procurement, and promoting sustainable workplace practices.

Specifically, the CBSA will undertake the following actions in 2020–21:

- Continue to invest in energy performance contracts, lighting upgrades and fuel conversions at custodial ports of entry.
- Continue to optimize, modernize and electrify the Agency’s vehicle fleet.
- Complete the Agency’s first wave of waste audits which will serve as a baseline for waste reduction initiatives.
- Continue to lead in and apply net-zero carbon ready environmental standards in infrastructure renewal opportunities through the Land Border Crossing Project.

The following UN SDGs are supported:

- 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 preventing the introduction of invasive species into Canada and by intercepting endangered species at the border.

The following UN SDGs are supported:

- 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 2020–21:

- Continue to assess lead exceedances in potable water.
- Continue remediation and monitoring work on CBSA contaminated sites.
- Continue to assess custodial POEs for radon gas.
- Continue to assess and implement corrective measures on petroleum storage tanks.

The following UN SDGs are supported:

- Goal 3: Good Health and Well Being
- Goal 12: Responsible Consumption and Production

Experimentation

In 2020–21, the CBSA will pursue solutions involving innovation and experimentation in the following areas:

Secure Corridor

The CBSA will continue to operate the Secure Corridor lane at the Ambassador Bridge to modernize its border management processes at the land border through remote processing of commercial traffic. Based on the results of the pilot that was completed in 2019–20, the Agency will continue to develop innovative solutions to expedite the passage of low-risk, trusted shipments.

Chain of Trust

Building on work already completed to develop a Chain of Trust prototype for tracking and processing air travellers using biometrics, the CBSA will advance this concept in 2020–21 by transitioning from a prototype to a pilot to assess the potential benefits of various technologies in an operational environment. The objective is to streamline traveller identification through the use of digital travel credentials and biometrics, enabling low-touch/right-touch border crossing.

Mobile Applications

As part of the Agency's mobile strategy, an application called Mobile Border is being developed as a proof of concept to facilitate crossing at small remote POEs through innovative features such as transmission of ID documentation, geolocation, and video conference with a BSO.

Additionally, an application called Advance Conveyance Examination is being developed as a proof of concept to enable BSOs to access a national repository of known concealment locations in vehicles.

Innovative Training Practices

By reviewing and innovating practices in key areas, the CBSA College is increasing training efficiency and helping to alleviate pressures on border operations during key periods, including:

- Review and optimization of training schedule and facilities.
- Development of a national tool designed to enhance scheduling of Use of Force certification and maintenance for armed officers.
- Expansion of the Official Languages School services to increase bilingual service capabilities at POEs and beyond.
- Modularization of the training program to allow for a more targeted approach supported by software that allows end-to-end management, control and operation at the CBSA College.

Specialized Border Interdiction Unit

The Agency will continue to pilot the Specialized Border Interdiction Unit, a team dedicated to combating internal conspiracies, to identify good practices and gaps in policies and procedures, enhance internal and external partnerships, and determine if this model should be expanded to other POEs.

Key risks

In delivering on its core responsibility of Border Management, the CBSA faces key risks related to IT system resilience and to the recruitment and retention of a specialized workforce.

The CBSA's IT ecosystem consists of both old and new technology, some of which was originally developed in a siloed environment. Over the years, this has resulted in a lack of interoperability between various systems used by the Agency in its border management activities, limiting efficiencies and creating maintenance challenges. To mitigate this risk, the

Agency is undertaking a comprehensive review of its existing technologies, along with ongoing efforts to streamline and update applications to strengthen IT system resilience.

Attracting and retaining a specialized workforce is critical to many of the Agency's border management activities. There is a limited pool of qualified candidates for emerging functions, compounded by fierce competition from other government departments and private sector firms to attract and retain these candidates. To mitigate this risk, the Agency is pursuing strategic partnerships with various academic institutions, undertaking talent management activities, and developing program-specific recruitment strategies and in-house development programs.

Planned results for Border Management

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result	2017–18 actual result	2018–19 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 2021	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% ¹	March 2021	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 2021	97.64%	98.2%	96.1%
	Percentage of travellers using Primary Inspection Kiosks (PIK) at PIK-enabled airports	At least 95%	March 2021	N/A (introduced in 2019–20)	N/A (introduced in 2019–20)	N/A (introduced in 2019–20)
	Actual availability of Primary Inspection Kiosks as a percentage of planned availability	At least 99%	March 2021	N/A (introduced in 2019–20)	N/A (introduced in 2019–20)	N/A (introduced in 2019–20)
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 2021	33.05%	30.7%	44.5%
	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 2021	N/A (introduced in 2020–21)	N/A (introduced in 2020–21)	N/A (introduced in 2020–21)

¹ It should be noted that this target is not intended to capture all results (direct or indirect) obtained through targeted shipments, but only the ones 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). As such, the target result of 0.5% has been set to account for these specific parameters, with the understanding that the overall frequency of all resultant targets is higher.

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 2021	N/A (introduced in 2019–20)	N/A (introduced in 2019–20)	N/A (introduced in 2019–20)
	Percentage of eligible release decisions provided within established timeframes	At least 70%	March 2021	N/A (introduced in 2019–20)	N/A (introduced in 2019–20)	N/A (introduced in 2019–20)
	Actual availability of Single Windows as a percentage of planned availability	At least 99%	March 2021	N/A (introduced in 2019–20)	N/A (introduced in 2019–20)	N/A (introduced in 2019–20)
Trade partners are compliant with applicable legislation, requirements and measures	Percentage of random commercial examinations that produced a result	At most 1%	March 2021	0.24%	0.26%	0.33%
	Percentage of high-risk commercial goods targeted by the National Targeting Center (NTC) that are examined at the border	At least 95%	March 2021	94.6%	96.2%	96.7%
	Percentage of commercial examinations that produced a result against a trader	At most 1.5%	March 2021	1.34%	1.38%	1.27%
	Percentage of penalties applied against traders representing continued non-compliance	At most 70%	March 2021	21%	59%	59%
	Return on investment (ROI) for targeted verifications	At least 8:1	March 2021	14:1	17:1	20:1
	Percentage of Advance Rulings and National Customs Rulings issued within 120 days of receipt of full information	At least 90%	March 2021	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 2021	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 2021	N/A (introduced in 2019–20)	N/A (introduced in 2019–20)	N/A (introduced in 2019–20)
	Percentage of kiosk processing time saving per trusted traveller passage at NEXUS air ports of entry	At least 40%	March 2021	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 2021	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 2.5:1	March 2021	4:1	4.6:1	6.9:1
	Percentage of trade by value of goods imported into Canada by participants in CBSA's Trusted Trader programs	At least 25%	March 2021	31%	27%	26%
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 2021	52%	46%	80%
	Percentage of enforcement appeals received that are decided within established service standards	At least 70%	March 2021	70%	80%	75%

Planned budgetary financial resources for Border Management

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
1,563,726,537	1,563,726,537	1,325,884,872	1,271,084,183

Planned human resources for Border Management

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
10,959	10,625	10,524

Financial, human resources and performance information for the CBSA's program inventory is available in the [GC InfoBase](#)ⁱⁱ.

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 2020–21, the CBSA will continue to improve the efficiency, effectiveness and integrity of its activities throughout the immigration enforcement continuum. This will involve a multi-year review and modernization of policies and regulations related to immigration enforcement and inadmissibility, including:

- Modernizing the recovery of removal costs framework.
- Streamlining inadmissibility decision-making with respect to organized criminality, transborder criminal inadmissibility and other grounds.
- Addressing recommendations of the Standing Joint Committee on the Scrutiny of Regulations with respect to deposits and guarantees.

The CBSA will continue to develop policy approaches to address the government response to the sixteenth report of the Senate Standing Committee on National Security and Defence, entitled *Vigilance, Accountability and Security at Canada’s Borders*ⁱⁱⁱ, with respect to increasing the efficiency of the inadmissibility determination process. The Agency will also continue to work on policy approaches to strengthen the sanctions inadmissibility framework as identified in the government response to the seventh report of the Standing Committee on Foreign Affairs and International Development, entitled *A Coherent and Effective Approach to Canada’s Sanctions Regime: Sergei Magnitsky and Beyond*^{iv}.

The CBSA will also advance its policy commitments pursuant to the National Strategy to Combat Human Trafficking. Under the Protection pillar of the strategy, the Agency will review the legislative and regulatory framework applicable to the immigration enforcement continuum to ensure that sufficient protection is in place for victims.

In addition, the CBSA plans to achieve the following results under its core responsibility of Border Enforcement:

Immigration investigations identify persons inadmissible to Canada

The CBSA will maintain the integrity of its immigration program through investigatory activities and ongoing work with IRCC and the RCMP improve operational coordination with respect to the in-Canada refugee determination system and irregular migration.

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, and will continue to ensure that detention is used as a measure of last resort and that alternatives to detention are always considered. In particular, the CBSA will continue to:

- Support the continued use of Alternatives to Detention based on consistent, risk-based detention decisions, enabling the release of individuals whose risk can be appropriately mitigated into the community.
- Continue the construction of a new Immigration Holding centre (IHC) in Laval, Quebec, in line with IHC investments made in the Greater Toronto Area region and Pacific region.
- Support efforts to continue ensuring 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 will continued to work with the IRB to identify and adjust processes and practices 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*.

The Agency will also continue to support faster triage and review processes to expedite IRB decisions on straightforward cases and will continue to support the development of new guidelines for the IRB’s Immigration Appeals Division.

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, and thanks to recent investments in the Canada’s asylum system, the Agency will continue working to enhance

its capacity to remove foreign national criminals, failed refugee claimants, and other inadmissible persons. In support of this work, the Agency will continue implementing its task force approach to removals, negotiating readmission arrangements, and leveraging technology and partnerships in support of more effective removals.

Together with IRCC, Global Affairs Canada and Public Safety Canada, the CBSA is working to achieve greater national coordination of removal activities and to develop engagement strategies with countries where the Agency has identified challenges in obtaining the required travel documents to remove persons from Canada.

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 with particular focus on complex cases of fraud, aimed primarily at individuals and organizations posing a threat to Canada's immigration system and the Canadian economy. Operational priorities will focus primarily on immigration fraud regarding consultants, organizers or representatives, as well as on temporary foreign workers.

The Agency will also continue to work with IRCC on policy measures to strengthen the governance and enforcement framework that is applicable to those offering consultant services to individuals seeking to enter or remain in Canada.

Gender-based analysis plus

The Agency 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 will also continue to implement the Government of Canada's 2019 *Policy Direction to Modernize the Government of Canada's Sex and Gender Information Practices*ⁱ to ensure that its services are designed and delivered to be inclusive of all genders.

Experimentation

To support the ongoing implementation of the expanded Alternatives to Detention program, which supports consistent, risk-based detention decisions and enables the release of certain individuals into the community, the CBSA will review the results of the evaluation of the Electronic Monitoring pilot project that was conducted in 2019–20. Based on the results of the pilot, the Agency will assess options to continue the program and consider further expansion of Electronic Monitoring across Canada. In addition, the CBSA will leverage existing technologies

to explore an expansion of biometric options for reporting to the CBSA, in line with objectives of the voice reporting program.

Based on commitments in Budget 2019, the CBSA will also pilot an initiative to encourage voluntary compliance with removal orders earlier in the removals continuum. The initiative will focus on encouraging individuals to leave in an efficient manner, but also providing support upon return to their home country to establish conditions for successful reintegration. The goal of this initiative will be to see more people leave voluntarily and to help establish the conditions for success in their home country so they are not motivated to seek asylum in the future.

Key risks

In delivering on its core responsibility of Border Enforcement, the CBSA continues to face key risks related to information technology, the recruitment and retention of a specialized workforce, and the continued use of provincial correctional facilities for immigration detention purposes.

The CBSA's IT ecosystem consists of both old and new technology, some of which was originally developed in a siloed environment. Over the years, this has resulted in a lack of interoperability between various systems used by the Agency in its border enforcement activities, limiting efficiencies and creating maintenance challenges. To mitigate this risk, the Agency is undertaking a comprehensive review of its existing technologies, along with ongoing efforts to streamline and update applications to strengthen IT system resilience.

The challenges of attracting and retaining a specialized workforce impact many of the Agency's enforcement-related activities. Much of the investigatory work done by the Agency is complex, while competition for skilled resources among other law enforcement organizations is strong. Furthermore, many areas of the Agency engaged in downstream activities draw internally from the same limited pool of frontline officers. In addressing these challenges, the Agency employs many of the same strategies used to mitigate its border management workforce risk, including talent management activities, partnerships with academia, and the development of program-specific recruitment strategies.

With regard to the CBSA's detention activities, the Agency faces the potential for nationally inconsistent detention conditions due to its reliance on provincial correctional facilities in regions that do not have a CBSA IHC, or for higher-risk detainees whose risk is not manageable within a CBSA IHC. When foreign nationals or permanent residents are detained by the CBSA (in cases where no reasonable alternatives exist), they are sent to one of the Agency's three IHCs or, in situations where this is not possible, to a provincial correctional facility. The Agency has limited control over detention conditions in non-CBSA facilities, which poses challenges in ensuring a common standard of care.

To mitigate this risk, the CBSA continues to invest in infrastructure to expand its IHCs to enable the housing of higher-risk detainees, in line with the overall objective to reduce reliance on provincial correctional facilities. To further ensure detention operations are delivered in a consistent manner across the country, the CBSA has also introduced policies that will enable the transfer of individuals detained in a non-IHC region to an IHC, where their risk can be appropriately managed, in cases where the detention is expected to be lengthy. Detention monitoring activities conducted by a contracted third party will continue to identify inconsistencies and gaps in detention conditions and access to programs and services for detainees held in provincial facilities.

Planned results for Border Enforcement

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
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 2021	56%	55%	67%
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 2021	N/A (introduced in 2020–21)	N/A (introduced in 2020–21)	N/A (introduced in 2020–21)
	Persons released from detention on Alternative to Detentions as a percentage of all persons detained	At least 10%	March 2021	N/A (introduced in 2019–20; reworded in 2020–21)	N/A (introduced in 2019–20; reworded in 2020–21)	N/A (introduced in 2019–20; reworded in 2020–21)
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 2021	N/A (introduced in 2019–20; reworded in 2020–21)	N/A (introduced in 2019–20; reworded in 2020–21)	N/A (introduced in 2019–20; reworded 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 2021	N/A (introduced in 2019–20; reworded in 2020–21)	N/A (introduced in 2019–20; reworded in 2020–21)	N/A (introduced in 2019–20; reworded in 2020–21)
Inadmissible persons subject to removal depart from Canada (i.e., escorted or unescorted)	Percentage of removals with no known impediments	At least 80%	March 2021	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 2021	79%	69%	79%
People and businesses that are referred to Crown counsel for prosecution are convicted	Percentage of prosecutions concluded that result in a conviction	At least 80%	March 2021	86%	84%	92%

Planned budgetary financial resources for Border Enforcement

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
308,579,911	308,579,911	290,400,598	229,163,479

Planned human resources for Border Enforcement

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
1,980	1,887	1,733

Financial, human resources and performance information for the CBSA’s program inventory is available in the [GC InfoBase](#)ⁱⁱ.

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 Internal Services 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

Support a high-performing and innovative workforce

In 2020–21, the Agency will continue its work 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 implement its Mental Health Strategy and Physical Wellness Program to support the wellbeing of its workforce. The Agency will also continue its Employment Equity, Diversity and Inclusion (EEDI) Action Plan to ensure that its workforce is reflective of Canada's diverse population. In particular, the CBSA will:

- Review the Public Service Employee Survey results as a measurement of the number of discrimination complaints.
- Conduct activities and information sessions to create a culture where employees are comfortable discussing EEDI issues.
- Educate employees on the use of discriminatory and offensive language.
- Analyze the employment levels and rates of recruitment, departure and promotion of designated group members.

- Continue providing appropriate programs, tools and training to support mental health and well-being under the Agency’s Mental Health Strategy and leveraging the Workplace Wellness Advisory Group.
- Improve workplace psychological health and safety through the scorecard initiative, which requires executives to identify areas for improvement, create action plans, and track results.
- Increase employees’ knowledge of the Agency’s mental health resources through innovative communication approaches developed for shift briefings and team meetings.

In addition, the Agency will continue to implement 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 people and its leaders through continued training in project and change management, as well as sustained adoption of character-based leadership practices.

Advance modernization efforts

The Agency continues to examine all aspects of its business to identify options for improving organizational health and sustainability. In 2020–21, the Agency will be working in a results-based organizational structure aligned with its Departmental Results Framework to support greater accountability and strategic decision-making in program management and resource allocation. From the perspectives of business, information and IT, sound Enterprise Architecture practices will support these modernization efforts and provide a better understanding of related impacts.

In line with the Government’s Beyond 2020 initiative, the CBSA will continue to advance the implementation of its vision to offer world-class services, while meeting the ever-changing expectations of Canadians, by ensuring that the Agency is agile in delivering results and inclusive in developing ideas and making decisions.

In 2020–21, the Agency will establish capacity to execute ongoing rapid innovation in border technology in line with the B5 vision for the Border of the Future. Specifically, the Agency will establish a methodology to test and develop innovative ideas and implement a process to turn successful ideas into scalable solutions, while learning from unsuccessful ideas.

The Agency will apply Business Process Mapping and LEAN methodology to its Intelligence and Enforcement business lines in support of the Agency’s modernization agenda. 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.

The Agency’s ongoing review of its technology ecosystem will continue in 2020–21, including the 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. The Agency will also launch its five-year information management plan and digital strategy to support integrated business planning.

In support of the CBSA Cloud Strategy, the Agency will implement and certify its Cloud platform as a secure source for handling documents and information. By modernizing the CBSA’s applications and migrating to the Cloud, the Agency will align with the Government of Canada’s Cloud Adoption Strategy, producing long-term benefits such as:

- Modernizing legacy applications, allowing the Agency to reduce its risk exposure to unsupported technology.
- Reducing costs associated with migrating CBSA applications to Enterprise Data Centres as part of Shared Services Canada’s Workload Migration project.
- Optimizing the Agency’s IT processes and tools and attracting new talent to the Agency’s workforce.

The Agency will also pursue unification of current and new mobile applications to provide a consistent and simplified user experience when dealing with CBSA.

Finally, the Agency will launch a new Innovation Directorate in 2020–21 with a view to lead the development of a modern, integrated, architected and governed IT landscape. The Innovation Directorate will be empowered to bring solutions from concept to production, while adopting a design thinking and agile approach to meet the Agency’s IT objectives.

Planned budgetary financial resources for Internal Services

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
334,961,387	334,961,387	326,059,402	316,925,457

Planned human resources for Internal Services

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
2,096	2,116	2,091

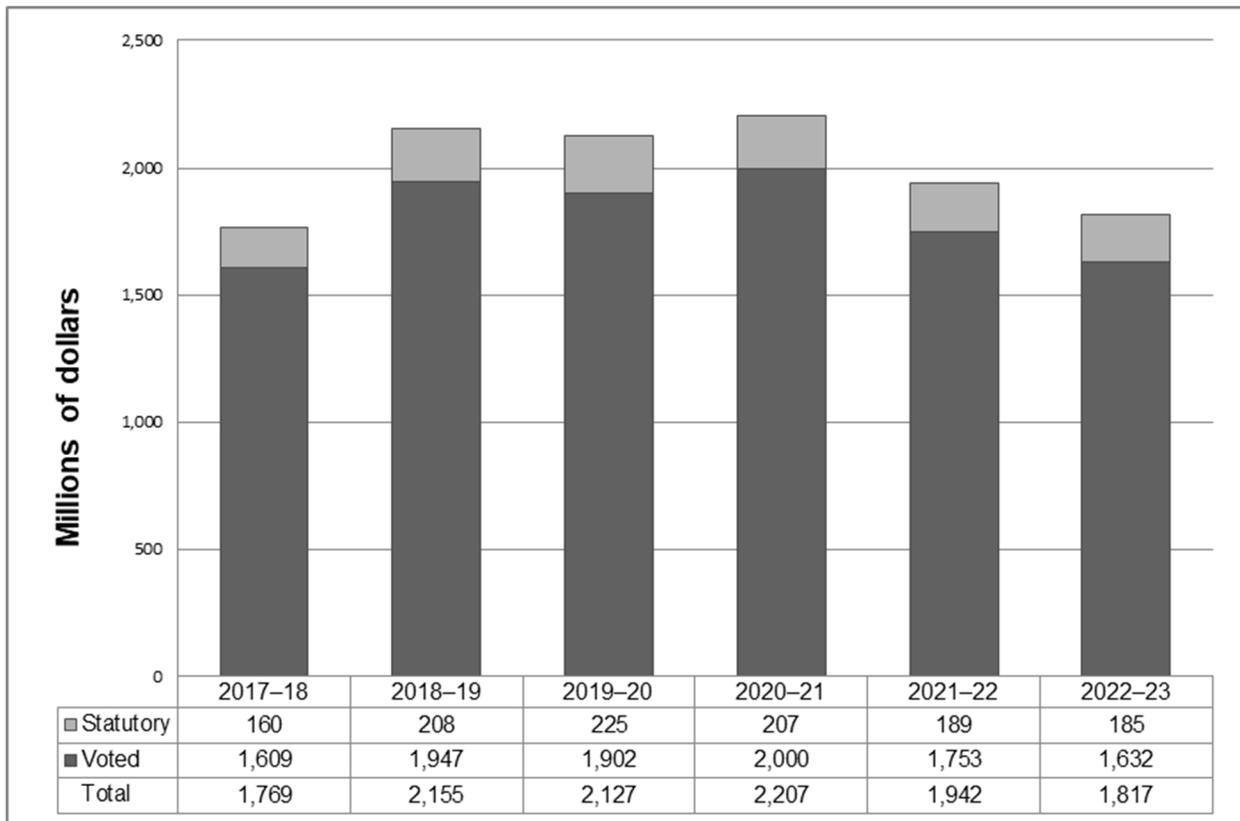
Spending and human resources

This section provides an overview of the department’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 2017–18 to 2022–23

The following graph presents planned (voted and statutory) spending over time.



Budgetary planning summary for core responsibilities and Internal Services (dollars)

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.

Core responsibilities and Internal Services	2017–18 expenditures*	2018–19 expenditures	2019–20 forecast spending	2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
Border Management	N/A	1,552,597,517	1,492,310,603	1,563,726,537	1,563,726,537	1,325,884,872	1,271,084,183
Border Enforcement	N/A	246,601,136	250,562,029	308,579,911	308,579,911	290,400,598	229,163,479
Subtotal	N/A	1,799,198,653	1,742,872,633	1,872,306,448	1,872,306,448	1,616,285,470	1,500,247,662
Internal Services	390,184,268	355,739,030	383,301,758	334,961,387	334,961,387	326,059,402	316,925,457
Total	1,768,435,342	2,154,937,683	2,126,174,391	2,207,267,835	2,207,267,835	1,942,344,872	1,817,173,119

*Expenditures by core responsibility for 2017–18 are not included as the CBSA's Departmental Results Framework was not in use until 2018–19. In 2017–18, expenditures were reported by program under the Agency's old Program Alignment Architecture and are available in the Departmental Results Reports for 2017–18.

The forecast spending for 2019–20 is lower than the expenditures in 2018–19. The difference in spending is attributed to a decrease in personnel expenditures due to the ratification of the collective agreement for the Border Services (FB) Group and associated back pay which occurred in 2018–19.

The Agency's 2020–21 budgetary spending is approximately \$80 million more than in 2019–20, mainly due to the increase in funding that is primarily attributed to the following initiatives:

- Funding to implement and maintain the CARM project.
- Funding for enhancement of the Agency's operational response to gun and gang violence.
- Funding related to updated timelines for the National Immigration Detention Framework.
- Funding to implement amendments to the *Secure Air Travel Act* and introduce a framework for the Passenger Protect Program.
- Funding to protect the integrity of Canada's borders and asylum system.
- Funding for collective bargaining.
- Funding to improve immigration client service and to help travellers visit Canada through the Temporary Resident Program.
- Funding to implement and administer an amendment to the federal framework to strengthen the Duty Relief Program and Duty Drawback Program.

- Funding to address the global threat of African swine fever.
- Funding to strengthen Canada’s Anti-Money Laundering and Anti-Terrorist Financing Regime.
- Funding to prevent human trafficking, support victims and support the prosecution of perpetrators.

2020–21 Budgetary planned gross spending summary (dollars)

The following table reconciles gross planned spending with net planned spending for 2020–21.

Core responsibilities and Internal Services	2020–21 planned gross spending	2020–21 planned revenues netted against expenditures	2020–21 planned net spending
Border Management	1,584,756,537	21,030,000	1,563,726,537
Border Enforcement	308,579,911	0	308,579,911
Subtotal	1,893,336,448	21,030,000	1,872,306,448
Internal Services	334,961,387	0	334,961,387
Total	2,228,297,835	21,030,000	2,207,267,835

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

Core responsibilities and Internal Services	2017–18 actual full-time equivalents*	2018–19 actual full-time equivalents	2019–20 forecast full-time equivalents	2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
Border Management	N/A	10,128	10,597	10,959	10,625	10,524
Border Enforcement	N/A	1,541	1,551	1,980	1,887	1,733
Subtotal	N/A	11,669	12,148	12,939	12,512	12,257
Internal Services	2,499	2,287	2,315	2,096	2,116	2,091
Total	13,528	13,956	14,463	15,035	14,628	14,348

* Actual FTEs by core responsibility for 2017–18 are not included as the CBSA's Departmental Results Framework was not in use until 2018–19. In 2017–18, actual FTEs were reported by program under the Agency's old Program Alignment Architecture and are available in the Departmental Results Reports for 2017–18.

For 2019–20, the Agency forecasts a total of 14,463 FTEs, representing 507 more FTEs than in 2018–19. This increase in FTEs is attributable to the Agency's role in supporting several high-priority initiatives, including:

- Supporting the 2017 to 2020 Immigration Levels Plan.
- Advancing the CARM project.
- Administering the Temporary Foreign Worker Program and the International Mobility Program.
- Strengthening capacity for investigations and compliance management under the *Special Import Measures Act*.
- Enhancing the Passenger Protect Program.
- Managing irregular migration at the Canada-US border.
- Taking action against guns and gangs.
- Addressing the opioid crisis.
- Supporting the legalization of cannabis.
- Detecting signs of impaired driving at ports of entry.

Starting in 2020–21, the Agency’s planned FTEs are expected to increase year-over-year as a result of new funding for the CARM project, the Immigration Levels Plan, and managing irregular migration at the Canada-US border. In 2022–23, the FTEs will stabilize at 14,348 due to a decrease in approved funding for the Agency’s core operations.

Estimates by vote

Information on the CBSA’s organizational appropriations is available in the [2020–21 Main Estimates](#)^v.

Condensed future-oriented statement of operations

The condensed future-oriented statement of operations provides an overview of the CBSA’s operations for 2019–20 to 2020–21.

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 Agency’s [website](#)^{vi}.

Condensed future-oriented statement of operations for the year ending March 31, 2021 (dollars)

Financial information	2019–20 forecast results	2020–21 planned results	Difference (2020–21 planned results minus 2019–20 forecast results)
Total expenses	2,271,146,000	2,382,166,000	111,020,000
Total revenues	25,100,000	21,030,000	(4,070,000)
Net cost of operations before government funding and transfers	2,246,046,000	2,361,136,000	115,090,000

The Net Cost of Operations in 2020–21 is projected to be \$2,361.1 million, an increase of \$115.1 million compared to \$2,246 million in 2019–20. This estimate is based on an overall increase in authorities available for spending of \$80 million (\$2,207 million in 2020–21 compared to \$2,127 million in 2019–20) and a net increase of approximately \$35 million in the total estimates for items not affecting authorities, mainly attributed to amortization on tangible capital assets and services provided without charge by other government departments. Authorities available for spending in 2020–21 do not include items such as carry-forwards.

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> ^{vii} <i>Department of Public Safety and Emergency Preparedness Act</i> ^{viii}
Year of incorporation/commencement:	2003

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

“Raison d'être, mandate and role: who we are and what we do” is available on the Agency’s [website](#)^{ix}.

For more information on the department’s organizational mandate letter commitments, see the [Minister’s mandate letter](#)^x.

Operating context

The CBSA operates in a complex and dynamic environment where it must respond to emerging threats and global economic trends, while remaining steadfast and vigilant in its commitment to protect the security of Canada’s people, economy and infrastructure.

The CBSA continues to face rising volumes across all lines of business. Specifically, there have been significant increases in commercial primary volumes across land, marine and air modes since 2016, primarily driven by e-commerce, while air travel volumes continue to increase in most major airports across Canada. Additionally, upward trends in global migration have placed additional demands on the Agency’s resources throughout the immigration continuum. Meanwhile, illicit substances, firearms and counterfeit or contaminated goods continue to pose risks for border integrity and public safety, particularly in the contexts of the opioid crisis, upward trends in gun and gang violence, and the threat of African swine fever.

The CBSA’s programs and operations also directly affect the health and competitiveness of the Canadian economy. Specifically, the Agency protects industry from economic injury caused by unfairly traded imports, while facilitating the flow of legitimate trade into and out of Canada. The Agency continues to ensure effective delivery of its commercial and trade programs to better address increasing trade volumes and an increasingly complex operating environment.

Going forward, the Agency will continue taking steps to ensure the sustainability of its operations and infrastructure, and to develop strategies to meet the demands of the future. The Agency will also continue to refine its management structures and processes to better align its business activities with its Departmental Results Framework, shown below.

Reporting framework

The CBSA’s approved Departmental Results Framework and Program Inventory for 2020–21 are as follows.

Core Responsibility: Border Management		Core Responsibility: Border Enforcement	
Departmental Results	Departmental Results Indicators	Departmental Results	Departmental Results Indicators
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	Immigration investigations identify persons inadmissible to Canada	Percentage of immigration investigations concluded that result in a person being identified as inadmissible to Canada
	Percentage of marine and air cargo targeted for examination that led to an intended result		
Admissible travellers are processed in an efficient manner	Percentage of time the CBSA is meeting the Highway Border Wait Times (BWT) Service Standard	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
	Percentage of travellers using Primary Inspection Kiosks (PIK) at PIK-enabled airports		Persons released from detention on Alternative to Detentions as a percentage of all persons detained
	Actual availability of Primary Inspection Kiosks as a percentage of planned availability	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
Travellers and their goods are compliant with applicable legislation	Percentage of traveller examinations that produced a result (enforcement or facilitation action)	Inadmissible persons subject to removal depart from Canada (i.e., escorted or unescorted)	Percentage of refugee hearings where the Minister’s position is upheld by the Refugee Protection Division and the Refugee Appeal Division
	Traveller goods selective examination resultant rate is X times higher than random examination resultant rate in the air mode		Percentage of removals with no known impediments
			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		

DEPARTMENTAL RESULTS FRAMEWORK

INTERNAL SERVICES

		Return on investment (ROI) for targeted verifications		
		Percentage of Advance Rulings and National Customs Rulings issued within 120 days of receipt of full information		
		Percentage of mandated service commitments met on time for Anti-dumping and Countervailing Investigative activities		
	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	
			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](#)ⁱⁱ.

Supplementary information tables

The following supplementary information tables are available on the Agency’s [website](#)^{xi}:

- ▶ Gender-based analysis plus
- ▶ Status report on transformational and major Crown projects

Federal tax expenditures

The CBSA’s Departmental Plan does not include information on tax expenditures that relate to its planned results for 2020–21.

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](#)^{xii}. 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 the Agency’s [website](#)^{xiii}.

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 a department over a 3-year period. Departmental Plans are tabled in Parliament each spring.

departmental priority (priorité ministérielle)

A plan or project that a department has chosen to focus and report on during the planning period. Departmental 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 factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that consists of the department's core responsibilities, 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 and what doesn't. 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. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

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 2020–21 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

horizontal initiative (initiative horizontale)

An initiative in which 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 up to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the 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 of the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (résultat)

An external 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. *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>
- ii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- iii. *Vigilance, Accountability and Security at Canada's Borders*, <https://sencanada.ca/Content/SEN/Committee/412/secd/rep/rep16jun15-e.htm>
- iv. *A Coherent and Effective Approach to Canada's Sanctions Regime: Sergei Magnitsky and Beyond*, <https://www.ourcommons.ca/DocumentViewer/en/42-1/FAAE/report-7>
- v. 2020–21 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- vi. Future-Oriented Statement of Operations, <https://www.cbsa-asfc.gc.ca/agency-agence/reports-rapports/fs-ef/2020/fofs-cfp-eng.html>
- vii. *Canada Border Services Agency Act*, <https://laws-lois.justice.gc.ca/eng/acts/C-1.4/index.html>
- viii. *Department of Public Safety and Emergency Preparedness Act*, <https://laws-lois.justice.gc.ca/eng/acts/P-31.55/index.html>
- ix. CBSA Raison d'être, Mandate and Role, <https://www.cbsa-asfc.gc.ca/agency-agence/menu-eng.html>
- x. Minister's Mandate Letter, <https://pm.gc.ca/en/mandate-letters/minister-public-safety-and-emergency-preparedness-mandate-letter>
- xi. Supplementary Information Tables, <https://www.cbsa-asfc.gc.ca/agency-agence/reports-rapports/rpp/2020-2021/index-eng.html>
- xii. Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>
- xiii. CBSA Contact Information, <https://www.cbsa-asfc.gc.ca/contact/menu-eng.html>