

Public Safety Canada

2015–16

Departmental Performance Report

The Honourable Ralph Goodale, P.C., M.P.
Minister of Public Safety and Emergency
Preparedness

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Minister’s Message

As Minister of Public Safety and Emergency Preparedness Canada, I am pleased to present to Parliament, Public Safety Canada’s 2015-16 Departmental Performance Report.



The Government of Canada has no higher duty than to keep its citizens safe, and to do so in a manner that reflects our open, inclusive, democratic way of life. Public Safety Canada plays a vital role in ensuring the safety of Canadians. Domestic terrorist threats, international attacks, and the changing nature of crime—particularly the rise of cyber-crime which, globally, causes billions in economic losses every year – and a wildfire season that included the costliest fire disaster in Canadian history, are some of the factors that have influenced the work of the Department.

In 2015-16, the Government of Canada resettled more than 25,000 Syrian refugees into Canadian society on an urgent timeline. Public Safety Canada was an important part of this process by supporting robust, multilayered, security screening that helped on the humanitarian front, while protecting our national security in keeping both Canadians and refugees safe and secure.

Domestically, we worked to build a more cohesive and integrated approach to Canada’s security with increased cooperation across all governments and with partners and stakeholders, including Indigenous people. All of this demonstrates the importance of strengthening relationships—critical to our mandate of keeping Canadians safe and safeguarding our rights and freedoms.

Our partnerships, international and domestic, played a key role in our work. We strengthened our cross-border arrangements with the United States to enhance security in both countries facilitating the legitimate movement of people and trade across our common borders. This effort includes a new system to collect basic passport data from travelers departing Canada, better management of no-fly lists and information sharing, and the expansion of preclearance arrangements.

I invite you to read the 2015-16 Departmental Performance Report to understand more about how Public Safety Canada achieved its results and met its commitments for a safer and more secure Canada.

The Honourable Ralph Goodale, P.C., M.P.
Minister of Public Safety and
Emergency Preparedness

Results Highlights

Departmental Totals



Actual Spending

\$406,782,727



Actual FTEs

1,004



National Search and Rescue Secretariat (NSS)

The NSS was transferred from the Department of National Defence to Public Safety Canada in July 2015. This shift in responsibility will allow for greater alignment of the Search and Rescue and emergency management communities and strengthen resilience in these areas.



What funds were used?

\$ 7,564,051
Actual Spending



Who was involved?

23
Actual FTEs



Preclearance

The Joint Statement of Intent Regarding Preclearance was signed March 10, 2016. Canada and the United States agreed in principle to expand preclearance to Billy Bishop Toronto City Airport, Quebec City's Jean Lesage International Airport, to rail service in Montreal and Vancouver, and to convert existing pre-inspection sites in British Columbia to full preclearance facilities.



What funds were used?

\$519,644
Actual Spending



Who was involved?

5
Actual FTEs



Kanishka Project

The Kanishka Project Research Initiative, which supports research on pressing questions for Canada on terrorism and counter terrorism, concluded this year. Its primary focus was on research but it also supported other activities necessary to build knowledge and create a vibrant network of scholars across disciplines and universities.



What funds were used?

\$2,530,554
Actual Spending



Who was involved?

3
Actual FTEs

Section I: Organizational Overview

Organizational Profile

Appropriate Minister: The Honourable Ralph Goodale, P.C., M.P.

Institutional Head: Mr. Malcolm Brown

Ministerial Portfolio: Public Safety and Emergency Preparedness

Enabling Instrument(s):

[*Department of Public Safety and Emergency Preparedness Act \(2005\)*](#)

[*Emergency Management Act \(2007\)*](#)

Year of Incorporation / Commencement: 2003

Organizational Context

Raison d’être

The Department of Public Safety and Emergency Preparedness (PSEP) plays a key role in discharging the Government’s fundamental responsibility for the safety and security of its citizens. The Minister of PSEP is responsible for the Department. Legislation governing the Department sets out two essential roles: (i) support the Minister’s responsibility for all matters, except those assigned to another federal minister, related to public safety and emergency management, including national leadership; and (ii) coordinate the efforts of Public Safety’s Portfolio agencies, as well as provide guidance on their strategic priorities.

Mission
Build a safe and resilient Canada¹

Vision
Through outstanding leadership, achieve a safe and secure Canada and strong and resilient communities

The Department provides strategic policy advice and support to the Minister of PSEP on a range of issues, including: national security, border strategies, countering crime and emergency management. The Department also delivers a number of grant and contribution programs related to emergency management, national security and community safety.

Responsibilities

Public Safety Portfolio

- Canada Border Services Agency (CBSA)
- Canadian Security Intelligence Service (CSIS)
- Correctional Service of Canada (CSC)
- Parole Board of Canada (PBC)
- Royal Canadian Mounted Police (RCMP)
- RCMP External Review Committee (ERC)
- Civilian Review and Complaints Commission for the RCMP (CRCC)²
- Office of the Correctional Investigator (OCI)

The Public Safety Portfolio encompasses nine agencies which directly contribute to the safety and security of Canadians. While Portfolio agencies deliver public security operations according to their mandates, Public Safety Canada, in its Portfolio coordination role, brings strategic focus to the overall safety and security agenda.

Public Safety Canada is organized into five branches: Emergency Management and Programs, Community Safety and Countering Crime, Portfolio Affairs and Communications, National and Cyber Security and Corporate Management. It also has an

¹ “We exercise national leadership to ensure the safety and security of Canada and Canadians. We contribute to Canada’s resiliency through the development and implementation of innovative policies and programs and the effective engagement of domestic and international partners.” Please visit the Public Safety Canada website for more information on the Department’s mission, vision and values.

² The Commission for Public Complaints Against the RCMP’s (CPC) name changed to CRCC on November 28, 2014.

Internal Audit and Evaluation Directorate, and all branches are supported by the Legal Services Unit. The Department has a regional presence in all provinces, as well as in the North. Public Safety Canada’s regional offices are a primary contact in the regions to deliver a coordinated federal response to emergencies; facilitate the effective delivery of emergency management, Aboriginal policing and crime prevention programs; and improve partnerships with other levels of government and key regional stakeholders.

Strategic Outcome and Program Alignment Architecture (PAA)

1. Strategic Outcome: A safe and resilient Canada

1.1 Program: National Security

1.1.1 Sub-Program: National Security Leadership

1.1.2 Sub-Program: Critical Infrastructure

1.1.3 Sub-Program: Cyber Security

1.2 Program: Border Strategies

1.3 Program: Counter Crime

1.3.1 Sub-Program: Crime Prevention

1.3.2 Sub-Program: Law Enforcement Leadership

1.3.2.1 Sub-Sub-Program: Serious and Organized Crime

1.3.2.2 Sub-Sub-Program: Royal Canadian Mounted Police and Policing

1.3.2.3 Sub-Sub-Program: Aboriginal Policing

1.3.3 Sub-Program: Corrections

1.4 Program: Emergency Management

1.4.1 Sub-Program: Emergency Prevention/Mitigation

1.4.2 Sub-Program: Emergency Preparedness

1.4.3 Sub-Program: Emergency Response

1.4.4 Sub-Program: Emergency Recovery

1.5 Program: Internal Services

Operating Environment and Risk Analysis

Public Safety Canada operates in a continuously changing environment with a number of external factors that affect the Department's operations, such as evolving terrorist threats, changing nature of crime and natural hazards.

Every year, the Department undergoes a process for identifying risks and opportunities which are then captured in a Corporate Risk Profile. In 2015-16, Public Safety Canada targeted four top departmental risks which focus on: a healthy departmental culture; the Government Operations Centre (GOC); cyber security and critical infrastructure; and leading a cohesive public safety agenda.

Over the course of the year significant progress was made to mitigate these departmental risks. The mitigation strategies identified in the Corporate Risk Profile were used to develop key activities and deliverables at every level of the Department.

Departmental Culture

Public Safety Canada successfully implemented mitigation strategies associated with this risk. The Office of Transformation ensured the Department continued to have a resource dedicated to training and engagement activities aimed at encouraging greater trust, support, empathy, recognition and collective responsibility among employees. The Department also implemented 100% of the deliverables identified for 2015-16 in the Management Response and Action Plan response to the Audit of Values and Ethics. In addition, the performance management mechanisms available to employees and executives continued to be vital in ensuring problematic behaviours and performance issues were identified and addressed, as well as in supporting employees to achieve their career goals. In 2015-16, 100% of employees identified as high performing during the previous year were offered a talent management plan, of which 86% accepted, while 100% of those demonstrating unsatisfactory performance had an action plan put in place to support them.

Government Operations Centre

During the reporting period, Public Safety Canada mitigated the risk of the GOC infrastructure being unable to support a coordinated response to large-scale or multiple and concurrent events by performing maintenance tests on the current facility and conducting exercises to test relocation to an alternate site if needed. The Department also improved security measures, established backup systems, and kept the GOC's business

continuity plan current. Public Safety Canada will continue to advance work on a new facility project in fiscal year 2016-17.

Cyber Security and Critical Infrastructure

The connection between cyber security and critical infrastructure is an important one and brings together two pieces of Public Safety Canada’s responsibilities. In order to mitigate the risk of a major cyber incident impacting a critical infrastructure sector and going unreported, the Department delivered workshops to public and private sector partners, as well as expanded its domestic and international partnerships. Membership on Public Safety Canada’s Critical Infrastructure (CI) Gateway (one of the Department’s primary tools to provide threat information to CI owners) increased by approximately 20%. Additionally, as part of the Regional Resilience Assessment Program, nine Canadian Cyber Resilience Review assessments were conducted.

Cohesive Public Safety Agenda

Public Safety Canada worked with Portfolio agencies to provide consolidated policy advice to the Minister and senior officials. This included engaging with Portfolio partners on medium-term policy planning and the enhancement of research and data collaboration. To support these efforts, Public Safety Canada led committees at the Assistant Deputy Minister, Director General and Director levels. Portfolio CFOs and the Department’s CFO met throughout the year to ensure adequate costing of integration functions and to institute strong controls on processes.

Key Risks

Risk 1	Risk Response Strategy	Link to Program(s)
That the current departmental culture may inhibit employees and managers from using the people management tools and services as well as recourse mechanisms available, resulting in workplace issues, loss of trust and morale.	Continue the operations of the Departmental Office of Transformation to run activities such as training on authentic dialogue, engagement sessions, promotion of formal and informal disclosure processes, and two-way regular performance feedback, among others. Begin implementation of the Management Response Action Plan in response to the recent Audit of Values and Ethics and continue implementation of performance management mechanisms for employees.	1.5 Internal Services

Risk 2	Risk Response Strategy	Link to Program(s)
<p>That the Government Operations Centre (GOC) infrastructure may be unable to support a coordinated response to large-scale or multiple and concurrent events affecting the national interest.</p>	<p>Ensure that the present GOC facility maintains core operational capacity while also maintaining an alternate location that is prepared to take on GOC operations at any time. Implement the GOC new facility project in collaboration with partner departments.</p>	<p>1.4.3 Emergency Response</p>
Risk 3	Risk Response Strategy	Link to Program(s)
<p>That a major cyber incident impacting a critical infrastructure sector may go undetected or unreported contributing to the subsequent compromise of other critical infrastructure sector stakeholders.</p>	<p>Increase stakeholders' knowledge of cyber security and critical infrastructure threats, as well as awareness of tools available to protect vital cyber systems. Conduct additional Canadian Cyber Resilience Review assessments and a horizontal evaluation of Canada's Cyber Security Strategy. Also, expand the Canadian Cyber Incident Response Centre's domestic and international partnerships.</p>	<p>1.1.2 Critical Infrastructure 1.1.3 Cyber Security</p>
Risk 4	Risk Response Strategy	Link to Program(s)
<p>That differing priorities and interests may hinder the Department's ability to frame and lead a cohesive public safety agenda.</p>	<p>Continue to strengthen Portfolio partnerships through existing committees and fora, and through increased Branch-level collaboration. In addition, engage other departments and levels of government on issues and initiatives relating to critical infrastructure, Indigenous crime prevention and policing, and emergency management.</p>	<p>All</p>

Organizational Priorities

Priority 1

Description

Improve workplace culture through advancing the implementation of the departmental realignment, transformation activities, and Destination 2020 initiatives.

Priority Type³: Previously committed to

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Status	Link to Program(s)
Continue the Departmental realignment through establishment and implementation of new employee organizational structures for non-executive positions.	December 2013	April 2018	On track	All
Targeted training and engagement activities for executives, managers, and employees to improve workplace culture and develop leadership.	Various initiatives with start dates throughout the fiscal year	Ongoing	On track	All
Continue to implement the Destination 2020 Public Safety Canada Action Plan, and encourage employee engagement in this modernization initiative.	June 2013	Spring 2020	Ongoing	All
Progress Toward the Priority				
<p>Realignment</p> <p>The realignment is now in year three of what is planned to be a five year process. The changes have contributed to the achievement of the department's commitments, by implementing an organizational structure that supports more effective use of salary dollars and personnel talents, while facilitating career advancement, succession planning, and empowerment of managers. In March 2016, a review of realignment progress to date identified areas for continued improvement, including steps to ensure more effective communication to employees, as well as measures to ensure that executives and managers are provided with the right tools to support employees through situations of change.</p> <p>Transformation</p> <p>The Department has made significant progress in transforming its workplace culture. Implementation of the Strategic Framework for Values and Ethics provides the department with a single, unified framework to integrate the various activities and elements that contribute to positive workplace culture. Going</p>				

3. Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the Report on Plans and Priorities or the Departmental Performance Report.

forward, the Department will be focusing on an engagement strategy to promote its Simple Rules; a civility campaign; training on conflict resolution skills; performance coaching; and initiatives focused on mental health.

Priority 2

Description

Lead the federal government's efforts to advance Canada's Cyber Security Strategy and cybercrime agenda in collaboration with provincial, territorial, private sector and international partners.

Priority Type: NEW

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Status	Link to Program(s)
Continue to strengthen engagement with provinces and territories through the Federal, Provincial and Territorial (FPT) Deputy Ministers' (DM) Table on Cyber Security.	June 2015	Work on a <i>Federal, Provincial and Territorial Action Plan</i> is ongoing	On track	National Security Countering Crime
Continue to engage private sector stakeholders, with a particular focus on improving information sharing.	July 2015	Ongoing	Ongoing	National Security Countering Crime
Continue, through the Canadian Cyber Incident Response Centre, to work with Canadian critical infrastructure stakeholders to improve the exchange of cyber threat information.	The pilot project for automating the exchange of cyber threat information with critical infrastructure partners began in April 2015	Project was operationalized in March 2016	Completed	National Security Countering Crime
Support work on the review and enhancement of the Anti-Money Laundering and Terrorist Financing Regime and the Intellectual Property Enforcement Regime.	March 2011	2017	On track	National Security Countering Crime

Progress Toward the Priority

During the reporting period, significant progress was made in the areas of cyber engagement with provinces and territories and the private sector. The Canadian Cyber Threat Exchange was created and is being supported by members of the Chief Executive Officers’ Advisory Committee on Cyber Security, and Public Safety Canada is working with the Cyber Threat Exchange in an advisory capacity.

The Department undertook preparatory work for the Cyber Security Review, which will include consultations with Canadians to bring forward new ideas to shape Canada’s renewed approach to cyber security and capitalize on the advantages of new technology and the digital economy.

Federal, Provincial and Territorial (FPT) engagement on cyber security has continued through a series of bilateral meetings with provincial and territorial counterparts. The Minister met with his FPT counterparts in January 2016 and provided an update on the upcoming Cyber Review. Similarly, work has advanced through the National Chief Information Officer (CIO) Subcommittee on Information Protection (NCSIP), an operational group of provincial and territorial (PT) counterparts who meet with government officials to discuss cyber security. In addition, the automated exchange of cyber threat information with critical infrastructure (CI) partners went from being a pilot project to being operationalized which significantly improved the speed at which cyber threat intelligence is exchanged between Public Safety and its CI partners.

Work on cybercrime continues within the Department, with focus on such issues as child sexual exploitation over the internet and money laundering.

Priority 3

Description

Advance the Counter-terrorism Strategy by leading domestic efforts to prevent radicalization.

Priority Type: NEW

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Status	Link to Program(s)
Ensure on-going collaboration with Canadians at the highest level, through the Cross-Cultural Roundtable on Security.	N/A	N/A	N/A*	National Security
Continue departmental involvement in the training of law enforcement and first responders on issues related to terrorism and violent extremism.	N/A	TBD	Ongoing**	National Security

Continue to administer the Kanishka Project, through its final year, investing in research and supporting projects that aim to understand and address terrorism in the Canadian context.	2011	March 2016	Completed	National Security
Progress Toward the Priority				
During this reporting period, the Kanishka Research Project was completed. The launch of a public catalogue of summaries of Kanishka research and activities is planned in fiscal year 2016-17. In the meantime, research findings continue to be shared with relevant stakeholders through workshops, presentations, and other knowledge mobilization activities. In addition, some research is already publicly available through the researchers directly. In addition, preparatory work for the establishment of the Office of the Community Outreach and Counter-Radicalization Coordinator has been done.				

**The Cross-Cultural Roundtable on Security did not meet in 2015-16*

***The nature of this initiative has changed, an office for counter radicalization is currently being created, and the responsibility for training law enforcement will fall under that office's purview*

Priority 4

Description

Modernize the approach to emergency management in Canada to strengthen whole-of-society resilience and improve the government response.

Priority Type: NEW

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Status	Link to Program(s)
Completion of an FPT-endorsed Emergency Management Vision for Canada, articulating the national direction for the emergency management system over the next decade and beyond.	November 2015	Summer 2017	Change of scope. This evolved into the development of the Emergency Management Plan.	Emergency Management
Provincial and territorial governments are able to access funding to support disaster risk mitigation and recovery.	Specific start dates for National Disaster Mitigation Program (NDMP) projects cannot be determined	Specific end dates for NDMP projects cannot be determined until contribution agreements with P/Ts are signed.	Ongoing	Emergency Management

	until contribution agreements with P/Ts are signed.			
Canada’s emergency management system has the necessary structures in place to support a coordinated approach to response and recovery planning and operations.	Ongoing	Ongoing	Ongoing	Emergency Management
Progress Toward the Priority				
<p>The development of an Emergency Management Plan for Canada will achieve the government’s mandate commitment of strengthening the emergency management system in Canada. It will build on program achievements such as the launch of the National Disaster Mitigation Program and the mitigation provisions of the Disaster Financial Assistance Arrangements (DFAA). The completion of the Emergency Management Plan for Canada will enable significant progress on this priority. Public Safety will work with its provincial and territorial (PT) partners to ensure an effective and efficient administration of disaster mitigation program elements.</p> <p>Building on this strong PT relationship, the Government of Canada committed to working collaboratively with PTs, first responders and other key stakeholders to address post-traumatic stress injury (PTSI), with first responders. A Ministerial roundtable on PTSI was held in Regina in January 2016, to define the problem and examine potential ways to address it. Moving forward, the Department will continue to work with the Health Portfolio in stakeholder engagement activities in support of the development of a coordinated national action plan to PTSI, and other occupational stress injuries, in support of public safety officers.</p> <p>Budget 2016 committed a total of \$15.5M over five years for reinstating the funding for Heavy Urban Search and Rescue (HUSAR). Public Safety is committed to moving forward in its efforts to support this critical emergency response capacity. The Department will work closely with PTs, taskforce leaders, and municipalities to assess the current state of HUSAR capabilities across Canada.</p>				

Priority 5**Description**

Achieve greater results in community safety by increasing the efficiency and effectiveness of crime prevention, policing and corrections systems.

Priority Type: Ongoing

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Status	Link to Program(s)
Cross-program innovative policing service delivery models, i.e., Ontario pilot projects.	January 2015	March 2017	On track	Countering Crime Emergency Management
Cross-program innovative crime prevention service delivery models.	April 2018	March 2023	Deferred *	Countering Crime Emergency Management
Leveraging community safety plans.	April 2010	March 2020	On track	Countering Crime

Progress Toward the Priority

Progress is being made toward achieving this priority. Results of the innovative police service delivery model with United Chiefs and Councils of Manitoulin (UCCM) Anishabe Police Service will be available next year. In addition, work is being done to explore the concept of piloting Cross-Program Innovative Crime Prevention Service Delivery Model projects in certain First Nations Policing Program (FNPP) communities. The implementation of these concepts has been deferred to 2018-19 to coincide with the renewal of funding and a new approach for the First Nations Policing Program.

Community Safety Planning is a process through which Indigenous communities build capacity to recognize, take accountability and address issues deemed significant impediments to community safety. Although immediate quantitative results may vary, undertaking the process itself demonstrates progress toward long-term goals and achieving enhancements to community safety. The Community Safety Planning process is iterative, where lessons learned from each community are then applied to the delivery of future community safety planning process in future communities.

The Department provided policy leadership on effective and cost-effective crime prevention interventions by funding 67 projects in 2015-16. It also developed and disseminated knowledge on what works in the area of crime prevention, with a view to provide practitioners and policy makers across Canada with tools and information to facilitate the implementation of effective crime prevention practices.

* *Deferred pending decisions on FNPP renewal*

Priority 6**Description**

Continue to strengthen the fundamentals of financial and human resources management to ensure a nimble organization and a sustainable, productive and engaged workforce.

Priority Type: New

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Status	Link to Program(s)
Provide oversight to manage priorities within allocated budgets.	April 2015	March 2016	Completed	All
Ensure financial transactions are processed accurately and in a timely fashion	April 2015	March 2016	Completed	All
Monitor staffing files on an ongoing basis to ensure that merit is demonstrated in all Public Safety staffing actions conducted under the Public Service Employment Act.	April 2015	March 2016	Completed	All
Progress Toward the Priority				
<p>During the reporting period, the Department implemented various processes to manage priorities and budgets including timely notional budget allocation, monthly financial situation reviews, a mid-year financial review and a P9 financial review. Temporary and structural pressures are addressed through reallocation and priority identification exercises.</p> <p>The review of staffing files revealed no systemic issues. Decisions complied with the proper level of sub-delegation of staffing authorities, and merit was fully demonstrated in all of the appointments audited. In light of the new staffing policy suite issued by the Public Service Commission, next steps include continuing to strengthen quality assurance mechanisms for staffing processes; establishing a procedure to monitor the appointment of priority referrals; and adjusting departmental policies and approaches in support of risk and results-based management of the staffing system.</p>				

For more information on organizational priorities, see the [Minister's mandate letter](#).ⁱ

Section II: Expenditure Overview**Actual Expenditures****Budgetary Financial Resources (dollars)**

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	Difference
1,150,436,251	1,150,436,251	1,145,491,832	406,782,727	(743,653,524)

Human Resources (Full-Time Equivalents [FTEs])

2015–16 Planned	2015–16 Actual	2015–16 Difference
1,033	1,004	(29)

Budgetary Performance Summary

Budgetary Performance Summary for Program(s) and Internal Services (dollars)

Program(s) and Internal Services	2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2014–15 Actual Spending (authorities used)	2013–14 Actual Spending (authorities used)
National Security	24,927,394	24,927,394	30,655,523	28,387,448	25,129,969	24,346,071	25,639,736	28,121,465
Border Strategies	4,211,070	4,211,070	3,730,870	2,260,599	3,936,202	3,902,107	4,342,209	4,651,452
Countering Crime	197,065,838	197,065,838	210,453,512	211,704,700	162,928,875	148,943,506	153,901,164	163,491,325
Emergency Management	874,644,725	874,644,725	801,835,100	755,427,677	897,660,836	175,134,875	440,187,278	1,085,379,860
Subtotal	1,100,849,027	1,100,849,027	1,046,675,005	997,780,424	1,089,655,882	352,326,559	624,070,387	1,281,644,102
Internal Services	49,587,224	49,587,224	50,283,403	49,753,224	55,835,950	54,456,168	51,392,399	59,606,141
Total	1,150,436,251	1,150,436,251	1,096,958,408	1,047,533,648	1,145,491,832	406,782,727	675,462,786	1,341,250,243

The decrease of 29 FTEs from 2015-16 Planned to 2015-16 Actual FTEs is mainly due to higher than anticipated turnover, delays in collective staffing processes, and unforeseen parental leave of employees. The decrease is partially offset by an increase in FTEs as a result of a transfer of the National Search and Rescue Secretariat from the Department of National Defence to Public Safety Canada.

In 2015-16, the Main Estimates and Planned Spending decreased by \$4.9 million (0.4%) to a Total Authorities Available for Use of \$1,145.5 million. The net decrease is mainly due to:

- A transfer to the Royal Canadian Mounted Police for the First Nations Community Policing Service (\$41.5 million); and
- Year-end adjustments to statutory authorities related to Employee Benefits Plans (\$1.0 million).

These decreases are mainly offset by the following increases:

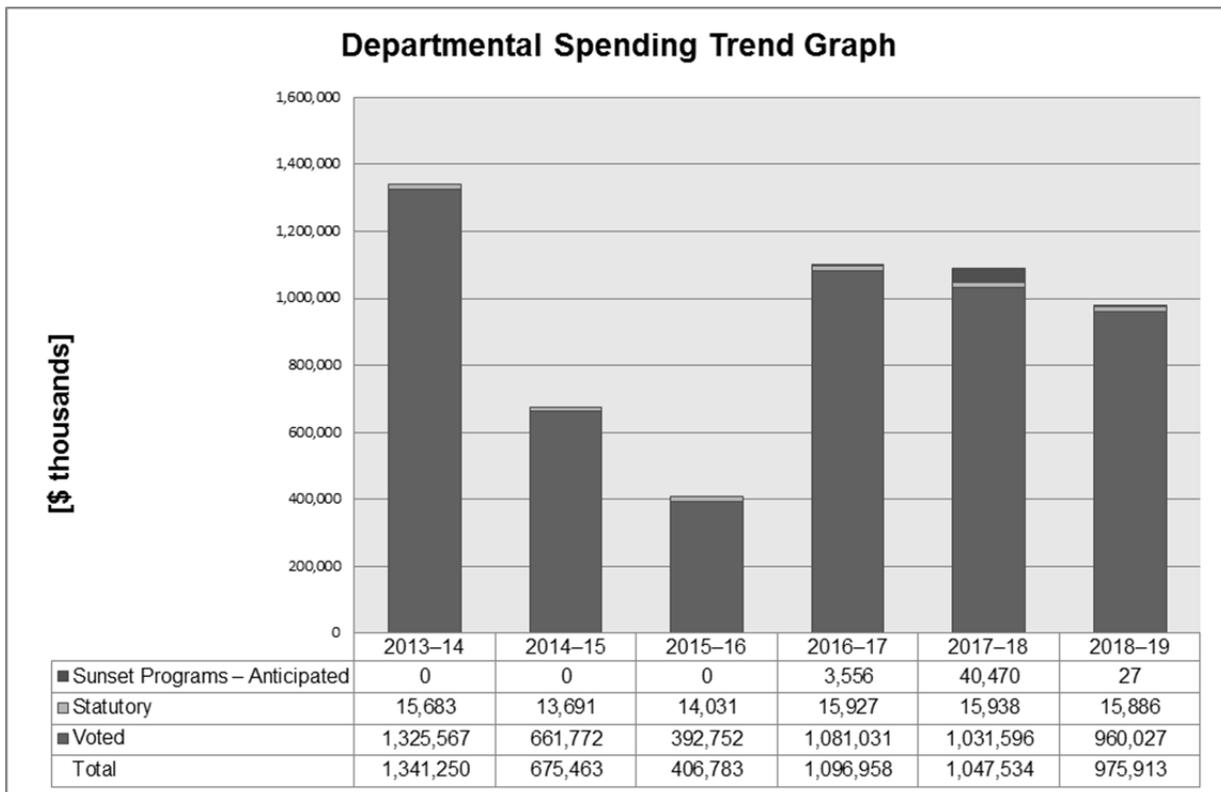
- Funding for the National Disaster Mitigation Program, aimed at reducing the impacts of natural disasters on Canadians (\$14.9 million);
- Net transfers to and from other organizations as well as deemed appropriations related to the National Search and Rescue Secretariat (\$8.3 million);

- Renewal of funding for contribution agreements with the provinces of Ontario and Quebec to support the Biology Casework Analysis (\$6.9 million);
- Funding received from Treasury Board Central Votes as part of the Operating Budget Carry Forward (\$5.7 million); and
- Funding to address family violence and violent crimes against Aboriginal women and girls (\$1.7 million).

The difference between 2015-16 Total Authorities of \$1,145.5 million and Actual Spending of \$406.8 million is \$738.7 million (64.5%), which consists of:

- Frozen allotments of \$723.3 million, mostly due to authorities that will be available to the Department in future years for Disaster Financial Assistance Arrangements Program (DFAA) (\$709.0 million) and for the National Disaster Mitigation Program (NDMP) (\$12.3 million); and
- Unused authorities related to the National Crime Prevention Strategy (\$12.6 million) and the adjusted Public Accounts operating budget lapse (\$1.9 million).

Departmental Spending Trend



Note: Planned spending totals for fiscal years 2016-17, 2017-18 and 2018-19 do not include Sunset Program funding. Sunset Programs are time-limited programs that do not have ongoing funding and policy authority. Sunset Programs – anticipated figures are shown above in the year following the expiration, for information purposes, to indicate the reduced funding available to the Department.

This graph illustrates the Department's spending over a six-year period starting in 2013-14 and ending in 2018-19. The graph is based on three years of actual spending and three years of planned spending. In fiscal year 2013-14, actual departmental spending was \$1.341 billion; in 2014-15, \$675 million; and in 2015-16, \$406 million. Planned spending for the next three fiscal years is \$1.096 billion for 2016-17; \$1.047 billion for 2017-18; and \$975 million for 2018-19. Anticipated sunseting programs are shown in planned spending years, estimated at \$3.6 million in 2016-17; \$40 million in 2017-18; and \$27 thousand in 2018-19.

The Department incurred lower expenditures in 2015-16 compared to the previous fiscal year. The decrease of \$268.7 million (39.8%) is mainly a result of decreased spending for the DFAA contribution program; financial assistance provided in 2014-15 to the Province of Quebec for response and recovery costs following the train derailment and explosion in Lac-Mégantic, Quebec; and the conclusion of funding to provide financial support to provinces and territories for the 2011 Flood Mitigation Investments.

The 2016-17 planned spending increases by \$690.2 million (169.7%) when compared to the 2015-16 expenditures, mainly as a result of planned spending for the DFAA contribution program; a transfer made through 2015-16 Supplementary Estimates (A) that is not yet reflected in the 2016-17 planned spending to the Royal Canadian Mounted Police for the First Nations Community Policing Service; financial assistance to the Province of Quebec for response and recovery costs following the train derailment and explosion in Lac-Mégantic, Quebec; and the National Disaster Mitigation Program. From 2016-17 onward, the planned spending trend stabilizes.

Additional information on spending trend variances can be found in the Actual Expenditures narrative.

A number of programs are expected to sunset and consequently the existing funding associated with these programs will end. Some of these programs are under review and may be renewed.

Expenditures by Vote

For information on the Public Safety Canada's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2016](#).ⁱⁱ

Alignment of Spending With the Whole-of-Government Framework

Alignment of 2015–16 Actual Spending With the [Whole-of-Government Framework](#)ⁱⁱⁱ (dollars)

Program	Spending Area	Government of Canada Outcome	2015–16 Actual Spending
National Security	Social Affairs	A safe and secure Canada	24,346,071
Border Strategies	Social Affairs	A safe and secure Canada	3,902,107
Countering Crime	Social Affairs	A safe and secure Canada	148,943,506
Emergency Management	Social Affairs	A safe and secure Canada	175,134,875

Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending	Total Actual Spending
Economic affairs		
Social affairs	1,100,849,027	352,326,559
International affairs		
Government affairs		

Financial Statements and Financial Statements Highlights

Financial Statements

An electronic version of the financial statements can be found on [Public Safety Canada's website](#).^{iv}

Financial Statements Highlights

The highlights presented in this section are drawn from the Public Safety Canada's financial statements and are prepared on an accrual basis. These financial statements have been prepared using Government of Canada accounting policies, which are based on Canadian public sector accounting standards.

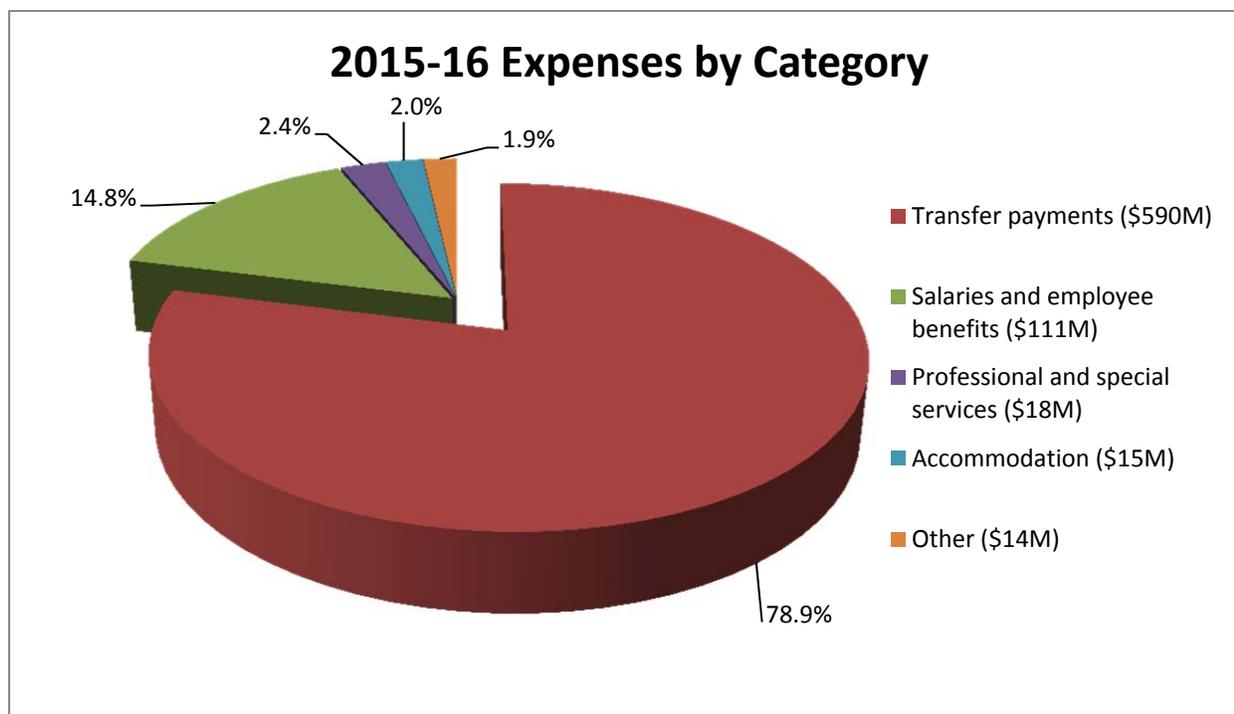
Condensed Statement of Operations (unaudited) For the Year Ended March 31, 2016 (dollars)

Financial Information	2015–16 Planned Results	2015–16 Actual	2014–15 Actual	Difference (2015–16 actual minus 2015–16 planned)	Difference (2015–16 actual minus 2014–15 actual)
Total expenses	822,067,001	748,007,134	331,377,837	(74,059,867)	416,629,297
Total revenues	2,700,000	1,781,707	2,045,380	(918,293)	(263,673)
Net cost of operations before government funding and transfers	819,367,001	746,225,427	329,332,457	(73,141,574)	416,892,970

Major variances with information previously presented on an appropriation/cash basis in this document are attributed to the factoring of accruals with respect to grants and contributions liabilities primarily related to the Disaster Financial Assistance Arrangements program (DFAA). The increase of \$417M in the total expenses is mainly due to an increase in transfer payments primarily attributed to the DFAA.

The chart below presents the Statement of Operations and Departmental Net Financial Position by showing expenses by category as a percentage of total departmental accrual accounting expenses. Transfer payments represent 79 percent of the total \$748M in Public Safety Canada expenses. Salaries and employee benefits represent 15 percent;

professional and special services 2 percent; accommodation 2 percent; and other expenses which include travel and relocation, equipment, communication, equipment rentals, amortization, repairs, bad debt expense, utilities, material and supplies 2 percent.



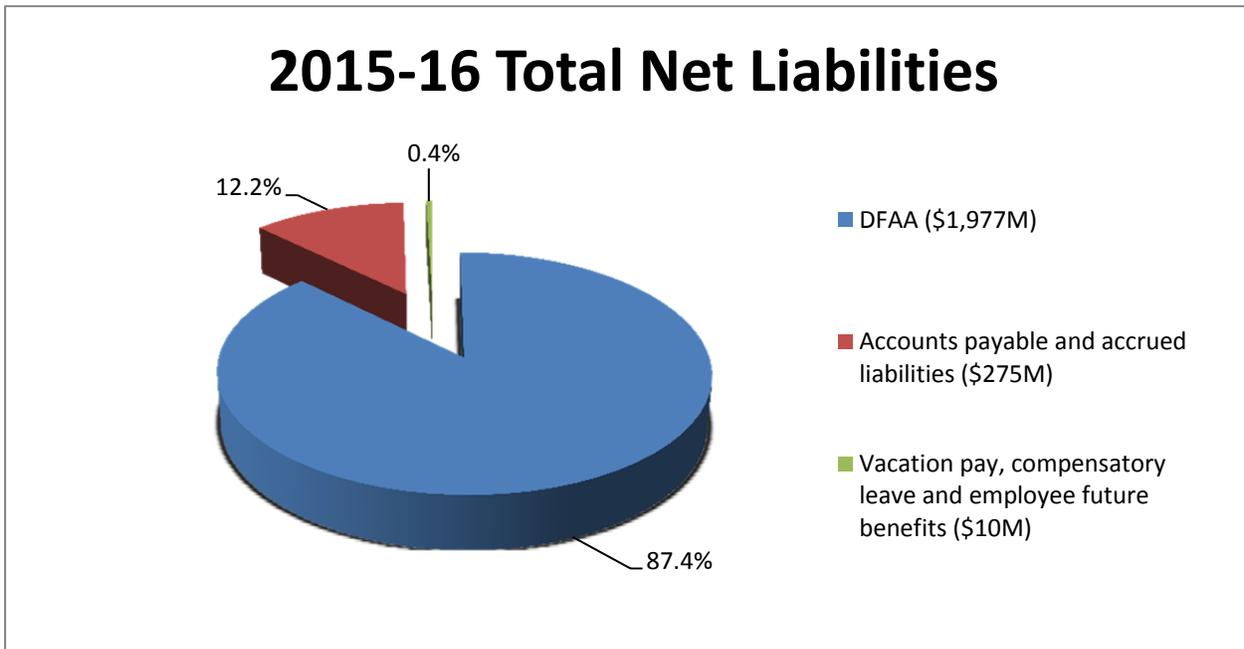
**Condensed Statement of Financial Position (unaudited)
As at March 31, 2016 (dollars)**

Financial Information	2015–16	2014–15	Difference (2015–16 minus 2014–15)
Total net liabilities	2,261,778,968	2,042,362,748	219,416,220
Total net financial assets	275,140,418	368,234,105	(93,093,687)
Departmental net debt	1,986,638,550	1,674,128,643	312,509,907
Total non-financial assets	14,817,608	15,863,542	(1,045,934)
Departmental net financial position	(1,971,820,942)	(1,658,265,101)	(313,555,841)

Public Safety Canada's net liabilities include accounts payables and accrued liabilities of \$275M, vacation pay and compensatory leave of \$4M, employee future benefits of \$6M and DFAA of \$1,977M. The increase of \$219M in total net liabilities and departmental net debt is mainly attributed to an increase in the DFAA program accrual.

The total net financial assets include \$273M due from the consolidated revenue fund and accounts receivables and advances of \$2M. The decrease in the total net financial assets is mainly due to the decrease in the due from the consolidated revenue fund.

Total net liabilities were approximately \$2,262M at the end of 2015-16, an increase of 11 percent when compared to the previous year. The chart shows the total net liabilities by type.



Section III: Analysis of Programs and Internal Services

Strategic Outcome: A Safe and Resilient Canada

Performance Measurement

Performance Indicators	Targets	Actual Results
Proportion of incidents where there was a timely response to events affecting the national interest	100%	100%
Number of hours that any border service point is closed due to a security concern	0	0
Percent of the Canadian population satisfied with their personal safety from crime	≥ 93%	88%* ^v

** 88% of respondents were either satisfied or very satisfied with their personal safety from crime. Please note that the response categories for this question were changed to include “neither satisfied nor dissatisfied”. As a result, estimates should not be directly compared to those from previous years.*

Program 1.1 National Security

Description:

The National Security Program aims to ensure that Canada is prepared for and can respond to a range of national security threats. The National Security Program plays a coordinating role in the prevention, detection, denial and response efforts of the Public Safety Portfolio and broader government departments and agencies on matters relevant to national security. In order to achieve this objective, the program works with operational and policy partners to provide the Government with strategic advice on rapidly evolving and often sensitive issues. The National Security Program also assists the Minister and Deputy Minister in fulfilling key statutory obligations, and seeks to identify and close gaps in Canada’s ability to deal with National Security threats. It coordinates, analyses and develops policies, and implements processes related to issues such as critical infrastructure, cyber security, counter terrorism, the listing and delisting of terrorist entities, the review of foreign investments that raise national security concerns, radicalization leading to violence, and the proliferation of weapons of mass destruction. Because of their complexity, importance, and potential impact on individual rights, national security legislation, programs and policies must be well founded, well governed, and well executed; this program plays a central role in supporting decision makers in achieving this goal on behalf of Canadians. To this end, the Minister, Deputy Minister, and policy-makers continue to benefit from the advice provided by the Cross-Cultural Roundtable on Security, a forum of Canadian citizens from diverse backgrounds that provides policy advice on emerging national security issues.

Program Performance Analysis and Lessons Learned:

During the reporting period, Public Safety Canada made substantial progress on implementing key pieces of national security legislation, including the *Canadian Security Intelligence Service Act* (came into force in April 2015), the *Anti-terrorism Act* (various parts came into force in June, July and August 2015), and the *Economic Action Plan 2015 Act* (came into force June 2015). To support the lawful and appropriate use of the new powers conferred by legislation, several new policies and processes were developed in conjunction with portfolio partners and other departments; many are already being put to use in addressing a range of threats to national security.

Public Safety Canada also met several objectives in counter-terrorism information-sharing this year: Canada and the U.S. committed to modernizing the 1997 agreement to strengthen the timely identification of known or suspected terrorists for border security purposes. The two countries also agreed to share their respective “no-fly” lists, and

established a joint redress working group to facilitate redress and recourse applications for travelers.

The Department continued to work on enhancing the resiliency of Canada’s critical infrastructure by managing and revitalizing partnerships, as well as organizing and participating in various engagement activities with critical infrastructure stakeholders. Public Safety also collaborated with international partners, such as the European Union, Israel, and the Five Eyes (the United States, New Zealand, Australia and the United Kingdom). The Department continued to build on the National Strategy and Action Plan for Critical Infrastructure by undertaking a broader range of assessments, promoting the use of appropriate standards, measuring progress towards resilience, and continuing to assist in coordinating exercises to test the resilience posture of our critical infrastructure.

Public Safety Canada continued to play a leadership role in providing a safe investment environment for Canadian businesses and foreign investors through the administration of the national security provisions under the *Investment Canada Act* (ICA).

In addition, the Department strengthened many of its partnerships this year through multilateral bodies like the Proliferation Security Initiative, Five Country Ministerial, and the G7 among others.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2015–16 Difference
24,927,394	24,927,394	25,129,969	24,346,071	(581,323)

Human Resources (Full-Time Equivalents [FTEs])

2015–16 Planned	2015–16 Actual	2015–16 Difference
187	166	(21)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Canada is prepared to intervene and can respond to National Security threats	Percentage of annual national security priorities on which action has been taken	100%	100%

Canada's critical infrastructure is resilient	Critical Infrastructure Resilience Score	45	36.43
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Program 1.2 Border Strategies

Description:

The Border Strategies Program provides federal policy leadership, coordination and coherence on a variety of border issues such as customs, immigration, refugees and citizenship, and cross-border law enforcement in order to ensure that security objectives are achieved in a manner that facilitates the flow of legitimate trade and travel and reduces security and fraud related risks. The intent of this program is to promote the safety and economic well-being of Canadians through supporting secure and efficient management of Canada's borders. This program also advances critical infrastructure objectives through effective coordination among federal departments and agencies and partnerships with industry sectors. In order to achieve this result, the program develops and supports a focused border management agenda, leads ongoing dialogue between Canada and the United States on strategic and operational border policy issues, including the implementation of the *Beyond the Border Action Plan*. The program implements cross-border arrangements relating to the movement of goods and people during emergencies, and provides policy advice, leadership and horizontal coordination to Public Safety Portfolio agencies and other federal departments regarding border issues. This program plays a central role in supporting the Government in making fully informed decisions concerning border policy, border management and cross-border law enforcement for the benefit of Canadians.

Program Performance Analysis and Lessons Learned:

Public Safety-led Beyond the Border (BTB) initiatives continued to advance. Shiprider, a cross-border maritime law enforcement operation, was deployed in two additional locations in August 2015 (Niagara/Buffalo, and Kingston-Cornwall/Alexandria Bay-Massena), and is now deployed in all designated locations. Work to establish a radio interoperability system was completed in Canada in order to facilitate communication between Canadian and U.S. law enforcement officers. In addition, efforts to enhance Domain Awareness included the launch of a capability and gaps analysis in order to inform joint work between Canada and the U.S. to strengthen border integrity.

Policy work is ongoing with respect to the following initiatives: Refugee Reform, Annual Immigration Levels Plan, Visa Country Reviews, and Biometrics. Work continued on the Electronic Travel Authorization initiative, Integrated Advance Passenger Information and Entry/Exit, which involve the operational efforts of Portfolio partners.

Progress has been made on bilateral law enforcement and justice cooperation issues. As follow-up to the successful March 2015 Executive Steering Committee of the Canada-

U.S. Cross Border Crime Ministerial Forum (CBCF) held in Ottawa, senior officials met in Washington, DC in September 2015 in order to further advance several cross border law enforcement issues, including joint operations and law enforcement information sharing.

In March 2016, Canada and the U.S. agreed in principle to expand preclearance operations to Billy Bishop Airport, Jean Lesage Airport International Airport, Montreal Central Station, and Rocky Mountaineer pursuant to the 2015 Agreement on Land, Rail, Marine and Air Transport Preclearance.

Domestically, Public Safety continued to work with a series of federal partners to advance a Marine Security Operations Centre reform agenda and to evaluate the “In-Canada Asylum System Reforms.” Research activities within the Department have been advancing in areas related to maritime security fusion centres and international circular migration patterns.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2015–16 Difference (actual minus planned)
4,211,070	4,211,070	3,936,202	3,902,107	(308,963)

Human Resources (Full-Time Equivalents [FTEs])

2015–16 Planned	2015–16 Actual	2015–16 Difference (actual minus planned)
34	29	(5)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Secure borders that facilitate legitimate trade and travel	Percentage of border wait times standards that are achieved	≥ 95%	97.2%*
	Percentage of people examined who are found inadmissible ⁴	Benchmark: 3.4%	3.20%
	Percentage of imported commercial goods examined that result in seizure action in the marine, highway, air and rail modes of importation ⁵	0.05% ⁶	0.08%

*The Canada Border Services Agency's (CBSA) results are calculated based on the percentage of people reaching the primary inspection booth within the service standard at select ports of entry (10 minutes on weekdays; 20 minutes on weekends and holidays).

⁴ This indicator was reported as “percentage of people examined who are refused entry” in the 2015-16 Report on Plans and Priorities. However, the CBSA tracks people found inadmissible, so the indicator has been changed to reflect this.

⁵ This indicator was reported as “percentage of imported commercial goods examined that result in an enforcement action...” in the 2015-16 Report on Plans and Priorities. However, the CBSA only tracks seizure actions, not other forms of enforcement action, so the indicator has been changed to reflect this.

⁶ The target was reported as to be determined in the 2015-16 Report on Plans and Priorities but has been updated to reflect the CBSA's target for the adjusted indicator.

Program 1.3 Countering Crime

Description:

Crime is a significant preoccupation among Canadians and they recognize the importance of the federal government's role in responding to crime issues across the country. The Countering Crime Program provides federal policy leadership, coordination, research and program support on a continuum of activities related to the prevention of crime, the enforcement of law, and the rehabilitation of those who have committed criminal offences. The intent of this program is to reduce the likelihood of criminality by working in close collaboration with federal partners, and those in the provinces, territories and communities to design and deliver national programs that are specific and appropriate to regions and communities.

Program Performance Analysis and Lessons Learned:

During the reporting period, Public Safety Canada promoted safer communities throughout Canada by providing policy leadership, program support and research in areas the of crime prevention, policing and corrections. The Department worked with key stakeholders, such as provinces and territories to advance the Federal/Provincial/Territorial (FPT) National Action Plan and the crime prevention agenda in Canada.

Under the National Crime Prevention Strategy (NCPS), the Department funded 67 active crime prevention projects across the country, addressing a wide range of issues such as youth gangs, youth violence, school-based bullying, cyber-bullying and hate crimes. At the end of 2015-16, 71% of funds were committed under the NCPS. Also in 2015-16, the Department explored opportunities to address the issue of radicalization, including building stronger linkages between the prevention of radicalization and crime prevention, looking at the similarities between risk and protective factors for youth at risk of radicalization and youth at risk of offending.

Public Safety Canada collaborated with provinces, territories, and policing stakeholders to improve the efficiency and effectiveness of policing and public safety through the Economics of Policing and Community Safety initiative.^{vi}

In 2015-16, the Public Safety Canada's First Nations Policing Program (FNPP) provided policing agreements that served a total of 453 communities, and a population of approximately 422,000. As part of the FNPP renewal, Public Safety Canada engaged the Federal/Provincial/Territorial (FPT) FNPP Working Group on the FNPP policy

framework, alternative service delivery models, and on policing and public safety needs in First Nation and Inuit communities. In addition, the Department developed a stakeholder engagement strategy to guide additional discussions with relevant program stakeholders, including Indigenous communities, provinces and territories, police services and Indigenous organizations.

Public Safety Canada supported the Department of Justice mandate commitment to conduct a review of the changes in the criminal justice system and sentencing reforms over the past decade. The review includes ensuring communities are safe, getting value for money, addressing gaps and ensuring that current provisions are aligned with the objectives of the criminal justice system.

The Department continued to strengthen the efficiency and effectiveness of the criminal justice system in 2015-16, by working with portfolio partners and the Department of Justice. The Department formed a Portfolio Working Group (with the Correctional Service of Canada and the Parole Board of Canada) to review the *Criminal Records Act* (CRA) and *Corrections and Conditional Release Act* (CCRA) in support of the Government's criminal justice agenda. As well, the pardons/record suspension system was examined and consultations with key stakeholders are planned to assess its efficiency and effectiveness. Lastly, by reviewing key legislation, Public Safety Canada continued to support the Department of Justice to fulfill its mandate to undertake modernization efforts to improve the efficiency and effectiveness of the criminal justice system.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2015–16 Difference (actual minus planned)
197,065,838	197,065,838	162,928,875	148,943,506	(48,122,332)

Human Resources (Full-Time Equivalents [FTEs])

2015–16 Planned	2015–16 Actual	2015–16 Difference (actual minus planned)
216	204	(12)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Canadian communities are safe	Percentage of Canadians that think that crime in their neighborhood remained unchanged or decreased over the previous five years	≥ previous period (68%; 2009)	83%
Safe and effective reintegration of eligible offenders into Canadian communities	Percentage of successfully completed day paroles	80%	90.9%
	Percentage of successfully completed full paroles	70%	87.2%

Program 1.4 Emergency Management

Description:

Public Safety Canada works to protect Canada and Canadians by exercising national leadership in emergency management and setting a clear direction for emergency management and critical infrastructure protection for the Government of Canada, pursuant to the *Emergency Management Act* of 2007. Using a risk-based approach, and working closely with federal institutions, provinces, territories, the emergency responder community, the private sector, non-government organizations and international counterparts to address all hazards (natural, technological and human-induced), this Program contributes to a safe and resilient Canada through policy and program development, stakeholder outreach, and coordination across the four functions of emergency management - prevention/mitigation, preparedness, response and recovery. The Program conducts and coordinates research, risk assessment, long term policy development and planning to strengthen its coherence and its contribution to national EM leadership, coordinates and monitors the federal government's capacity to manage and respond to whole-of-government emergencies, provides support to provinces and territories to enhance their capacities, and promotes improved standardization and a culture of continual improvement through the collection, analyses and utilization of lessons learned and best practices. The Program also promotes public awareness of emergency management to Canadians and businesses directly through outreach and various emergency management fora.

Program Performance Analysis and Lessons Learned:

Public Safety Canada developed an Emergency Management (EM) Vision discussion paper along with a proposed consultation approach to engage other government departments and provinces and territories in modernizing emergency management in Canada. This work is being leveraged through the development of an EM Plan for Canada. In addition, EM research priorities were identified through an environmental scan and a series of consultations with the EM community. A number of research priorities and related activities emerged from the discussion, including related to data analytics, engaging youth in disaster risk reduction (DRR), and engaging innovation and science.

The Strategic EM Plan process for federal government departments was assessed. Several discussions were held internally and a new principles-based approach to EM Planning was developed and will be delivered to Federal institutions in 2016-17. Mitigation enhancements undertaken within specific repair/rebuilding projects to reduce

vulnerability to future emergencies are being considered for cost sharing under the Disaster Financial Assistance Arrangements (DFAA). As Canada moves towards a more balanced approach to EM planning with greater emphasis on prevention and mitigation, the DFAA is seeing a greater number of applications from provinces and territories (PTs) that include this provision. For the first time final payments issued by the Department under the DFAA included the cost-sharing of mitigation enhancements. Of the eight final payments made in 2015, three included a mitigation component with a total value of \$157,397. DFAA will focus on promoting and further streamlining the mitigation process in order to improve up-take on this provision over the next few years.

Public Safety Canada is working on a National Risk Profile (NRP) that will provide decision-makers and practitioners with an understanding of the national risk environment and will allow for trends to be better monitored and understood over time. Related to this NRP project, the Department, in conjunction with other federal partners, developed national guidelines on flood mapping that would inform future mitigation activities, including the possibility of residential flood insurance. As well, Public Safety Canada has engaged its U.S. counterparts through the EM Consultative Group on shared mitigation initiatives.

To advance Canada's domestic implementation of the Sendai Framework, Public Safety Canada continued to provide leadership and support for Canada's Platform for the Disaster Risk Reduction (DRR), which included broad representation from across the EM community. Canada's platform builds a multi-stakeholder coordinated leadership to DRR and is supported by Working Groups based on specific issues or priority activities (private sector partnerships, resilient communities, voluntary sector and aboriginal resilience).

The National Disaster Mitigation Program (NDMP) was launched in April 2015. Thirty-five projects were evaluated and contribution agreement negotiations were initiated with PTs. Lessons learned include strategically aligning the timing of calls for proposals with fiscal calendars to allow PTs ample time to submit proposals and identify planned spending may increase the number and quality of proposals.

As part of the Communications Interoperability Strategy's Action Plan for Canada, Public Safety Canada has been working with PTs and federal partners, as well as the private sector to implement a National Public Alerting System (NPAS). The NPAS is an all-hazards system that provides emergency management organizations throughout Canada with a standard alerting capability to warn the public of imminent or unfolding hazards to life. In April 2015, a public awareness campaign, "Alert Ready" was launched through both television and radio advertisements. As the NPAS can be more effective through

expansion to other media such as cell phones, Public Safety Canada has been working with Innovation, Science and Economic Development (ISED) and the DRDC Centre for Security Science on a test project of wireless public alerting using cell-based technology. The pilot phase of this project ends in September 2016, with a final report due in early 2017. In addition, Public Safety Canada, through the F/P/T Public Alerting Working Group, coordinated a response to the Canadian Radio-television and Telecommunications Commission's public consultation to support the requirement of the wireless service providers participating in the NPAS.

In 2015, the Government Operations Centre coordinated a significant exercise which examined the sharing of classified information for timely event response and the notification process for the engagement of national-level decision makers. This exercise generated a number of recommendations which once actioned, will ensure better classified information sharing between the GOC and federal stakeholders in future events. A formal interdepartmental lessons learned program, the Continuous Improvement of Federal Event Response (CIFER) program was launched to ensure that lessons learned and best practices identified through significant exercises or following major events are used systematically and effectively to improve the Government of Canada's response to events of national interest.

This past year, the GOC triaged over 5,000 events. The coordination of the response to these events was deemed effective in all required cases, and the flow of situational awareness was deemed effective in 98.7%⁷ of events. Notably among these events, the GOC, working with the Immigration, Refugees and Citizenship Canada, coordinated the government-wide Operation Syrian Refugees. This event validated interdepartmental communications and processes on a large-scale operation. The initiative demonstrated the value of early engagement by the GOC to facilitate interdepartmental coordination and ensure an integrated response. Lessons learned include matters related to interdepartmental planning, logistics management and surge capacity processes.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2015–16 Difference (actual minus planned)
874,644,725	874,644,725	897,660,836	175,134,875	(699,509,850)

⁷ This number is compiled using an internal review process conducted following each event

Human Resources (Full-Time Equivalent [FTEs])

2015–16 Planned	2015–16 Actual	2015–16 Difference (actual minus planned)
207	214	7

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Canadians are prepared for and can respond to both natural and human-induced hazards and disasters	Average participation of federal departments and agencies in emergency management planned activities	To be determined	N/A*

**Note: Data for this indicator was not available for the reporting period; Public Safety Canada has replaced this indicator for the 2016-17 reporting period.*

Program 1.5 Internal Services

Description:

Internal services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Program Performance Analysis and Lessons Learned:

Public Safety Canada strengthened financial management and stewardship in 2015-16 through the implementation of a timely budget and forecasting process, monthly financial reporting analysis and discussions at senior management committees, the implementation of enhanced controls supporting the Disaster Financial Assistance Arrangements (DFAA) process as well as various processes to encourage financial flexibility in the reallocation of funds to support departmental priorities.

The Department developed and fully implemented a Management Accountability Framework (MAF) Action Plan for the Financial Management Area of Management. The MAF Action Plan outlines concerns related to payment on due date, automated payment of interest in addition to accounts receivable, identified actions that will be undertaken to remediate these issues.

Public Safety Canada also approved a new Departmental Continuity Management Policy and Critical Services Framework. Along with the new policy, the Department introduced a new planning approach to continuity management and laid out key deliverables for the next 3 years. A Business Impact Assessment was finalized which allowed Public Safety Canada to develop its first Critical Services Inventory, and draft a new Departmental Continuity Management Plan.

Public Safety Canada continued to advance the implementation of the 2014-2017 Departmental Security Plan (DSP) and documented a program assessment. The Treasury Board Secretariat's revised Policy on Government Security was postponed to the fall of 2016, resulting in delays in the implementation of departmental policy-related DSP initiatives. In an effort to maintain and enhance departmental readiness to implement the Policy on Government Security Reset, Public Safety Canada created a Departmental Task

Force to plan for and facilitate the implementation of new policy direction and requirements.

Public Safety Canada also developed a three-year Information Technology plan as well as a one-year Information Management plan. In addition, Public Safety published its Open Data Plan on TBS's website and continues to identify data and information for release.

Public Safety Canada completed its migration to the new Government of Canada your.email@canada.ca, a consolidated, secure, reliable and more cost-effective email system managed by Shared Services Canada. Email transformation contributes to the development of an information technology platform that underpins the vision of Blueprint 2020 for a modern and world-class public service equipped to serve Canada and Canadians.

To support workplace culture and performance, a Departmental Integrated Values and Ethics Strategic Framework as well as a departmental talent management strategy were developed and approved. In addition, annual long-term succession planning of all executive positions has been implemented, along with updated performance management tools to reflect requirements for the new online performance agreements. Public Safety Canada also finalized the first stream of the Administrative Services (AS) classification generic competency profiles. The first draft of the Program Management (PM) and Economics and Social Sciences Services (EC) group competency profiles were developed.

In 2015-16, Public Safety Canada completed seven Audit and Evaluation engagements listed in the approved Risk-Based Audit and Evaluation Plan (RBAEP). Six of these seven engagements were approved and management action plans for 2015-16 are posted on the Public Safety Canada Website. The Horizontal Evaluation of the *Immigration and Refugee Protection Act* Division 9/National Security Inadmissibility Initiative is expected to be approved in 2016-17.

Public Safety Canada provides the Minister and senior officials with consolidated policy advice from a portfolio perspective. In 2015-16, the Department engaged with portfolio partners on medium-term policy planning and Ministerial transition, to ensure effective and timely advice and support effective decision making. Work also advanced to enhance research and data collaboration with portfolio partners and other government departments and to develop and use tools to share information about relevant activities, including the launch of eFolio, an on-line quarterly research newsletter.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2015–16 Difference (actual minus planned)
49,587,224	49,587,224	55,835,950	54,456,168	4,868,944

Human Resources (FTEs)

2015–16 Planned	2015–16 Actual	2015–16 Difference (actual minus planned)
389	391	2

Section IV: Supplementary Information

Supporting Information on Lower-Level Programs

Supporting information on lower-level programs is available on the [Public Safety Canada^{vii}](#) website.

Supplementary Information Tables

The following supplementary information tables are available on [Public Safety Canada's^{viii}](#) website

- ▶ [Departmental Sustainable Development Strategy^{ix}](#)
- ▶ [Details on Transfer Payments Programs of \\$5 Million or More^x](#)
- ▶ [Internal Audits and Evaluations^{xi}](#)
- ▶ [Response to Parliamentary Committees and External Audits^{xii}](#)
- ▶ [User Fees, Regulatory Charges and External Fees^{xiii}](#)

Federal Tax Expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures annually in the [Report of Federal Tax Expenditures^{xiv}](#). This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational Contact Information

General enquiries: 613-944-4875 or 1-800-830-3118

E-mail: enquiries.enquetes.enquetes@ps.gc.ca

Media enquiries: 613-991-0657 or media@ps.gc.ca

Cross-Cultural Roundtable on Security (CCRS): roundtable@ps.gc.ca

National Crime Prevention Centre (NCPC): 1-800-830-3118 or prevention@ps.gc.ca

National Office for Victims: 1-866-525-0554

Teletypewriter (TTY): 1-866-865-5667

Fax: 613-954-5186

Post: 269 Laurier Avenue West
Ottawa, Ontario, Canada K1A 0P8

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.

Departmental Performance Report (*rapport ministériel sur le rendement*): Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

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.

Government of Canada outcomes (*résultats du gouvernement du Canada*): A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure (*Structure de la gestion, des ressources et des résultats*): A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

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.

planned spending (*dépenses prévues*): For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures 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 RPPs and DPRs.

plans (*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.

priorities (*priorité*): Plans or projects that an organization 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 Strategic Outcome(s).

program (*programme*): A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture (*architecture d'alignement des programmes*): A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities (*rapport sur les plans et les priorités*): Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

results (*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.

sunset program (*programme temporisé*): A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

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.

Whole-of-government framework (*cadre pangouvernemental*): Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs

to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

-
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 - ii. *Public Accounts of Canada 2016*, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
 - iii. Whole-of-Government Framework, <http://www.tbs-sct.gc.ca/hgw-cgf/finances/rgs-erdg/wgf-ipp-eng.asp>
 - iv. Public Safety Canada's Financial Statements, Financial Statements 2015-16, <http://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/dprtmntl-prfrmnc-rprt-2015-16/fnncl-stmnt-en.aspx>
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 - vii. Public Safety Canada, Lower-Level Programs, <http://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/dprtmntl-prfrmnc-rprt-2015-16/lwr-lvl-prgrms-en.aspx>
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 - xiv. Report of Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>

Beyond the Border Action Plan Horizontal Initiative Report 2015-16

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Addressing the Auditor General of Canada's recommendations for the *Beyond the Border Action Plan* (BTB)

The Auditor General of Canada's (AG's) Fall 2016 report included a chapter on the audit of the Beyond the Border Action Plan which included recommendations on the horizontal reporting process.

As a result, in this 2015-16 horizontal initiative report, we've begun addressing some of the AG's recommendations. Notable changes include:

- providing cumulative financial spending by theme and by initiative;
- reporting on variances between planned and actual spending calculated by initiative instead of by theme (as done previously) for greater clarity;
- updating narrative text at the front of the report that offers more context as well as a high-level summary of achievements to-date;
- including historical information for each initiative gleaned from previous reports to give a more complete picture of progress to-date on BTB initiatives; and
- offering new content at the beginning of each of the four themes referencing commitments made under the Action Plan.

The Government of Canada will address the remaining recommendations in the 2016-17 close-out report for the BTB Action Plan, expected to be released in 2018.

At that time, you'll see stronger, clearer, more measurable performance indicators as well as more comprehensive narrative text to communicate results. As well, the report will include a complete picture of planned and actual financial spending—for each organization—over the entire five-year duration of the Action Plan.

Going forward, those initiatives that will carry on past the Action Plan's commitment dates will be reported on by individual organizations in their own Departmental Results reports.

Introduction

On February 4, 2011, Canada and the United States (U.S.) committed to working together through *Beyond the Border: A Shared Vision for Perimeter Security and Economic Competitiveness*. The Declaration initiated a new long-term partnership between the two countries built upon a perimeter approach to security and economic competitiveness. The [Beyond the Border \(BTB\) Action Plan](#),¹ released in December 2011, set out specific initiatives to secure the Canada-U.S. border and perimeter while facilitating legitimate trade and travel. This horizontal initiative aims to enhance our collective security and accelerate the flow of legitimate goods, services, and people, both at and beyond the border.

Much has been accomplished since 2011 to achieve the overall objectives of the Action Plan and the Government of Canada has been working closely with its U.S. counterparts in ensuring its success.

The Action Plan sets out joint priorities for achieving a secure and efficient Canada-U.S. border within four areas of cooperation:

- Addressing Threats Early – Threats are stopped before they arrive either in Canada or in the U.S.;
- Trade Facilitation, Economic Growth and Jobs – Legitimate travel and cargo is stimulated and expedited;
- Cross-Border Law Enforcement – Criminals are prevented from leveraging the Canada-U.S. border to commit international crimes; and,
- Critical Infrastructure and Cyber Security – Canada and the U.S. are prepared for and can respond to threats and emergencies.

In total, 32 initiatives are grouped under these four areas; two additional initiatives cover the responsible sharing of personal information and centralized oversight of the Action Plan's implementation.

For more information and descriptions of Action Plan initiatives, please consult the [Beyond the Border Action Plan](#).

The final year of the Action Plan is 2016-17 with one more Horizontal Initiative Report remaining to be issued. This report provides a cumulative view of progress made up to and including the current reporting year (April 1, 2015-March 31, 2016). While this report focuses on *Canadian* progress to date in meeting Action Plan commitments since its inception, joint Canada-U.S. Implementation Reports have been released annually—with the [last one](#)² published in the summer of 2016.

In preparing this report, Public Safety Canada (PS) collects updated information and performance data from all federal BTB organizations that are working on the 32 themed initiatives. These departments and agencies are currently wrapping up remaining work towards implementing the BTB initiatives for which they are responsible. Additional details can be found in each organization's annual Departmental Results Report (DRR).

¹ Public Safety Canada, "Beyond the Border Action Plan," <https://www.publicsafety.gc.ca/cnt/brdr-strtg/bynd-th-brdr/ctn-pln-en.aspx>.

² Public Safety Canada, "2015 Beyond the Border Implementation Report," <https://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/2015-bynd-brdr-mplmntn/index-en.aspx>.

Since the launch of the Action Plan in 2011 and up to the current March 31, 2016 reporting period, eleven of 34 initiatives have been completed.

Under Theme 1, Canada and the U.S. now have a greater understanding of each other's legal, policy and operational frameworks governing information sharing for national security processes. Cooperation is not limited to security issues alone; for example, joint food, plant and animal assessments are now conducted on third party countries.

As of March 31, 2016, Passenger Baggage Screening (initiative 6) was nearly finished, with the U.S. Transportation Security Administration's (TSA) rescreening requirement lifted at five airports, two airports having fully deployed new Explosive Detection System equipment (and are awaiting the formal lifting of the rescreening requirement) and the last airport expected to deploy the technology by fall 2016.

Agreements regarding visa and immigration information sharing as well as the sharing of information on asylum and refugee claimants have been successful as they assist Canadian officials in verifying applicants' identities, provide new immigration information, and facilitate the travel of low-risk individuals. In addition, Canada and the U.S. have successfully launched an automated biometric-based query capability in order to counter identity fraud, strengthen identity management and provide valuable information to inform respective admissibility determinations. Canada has also completed the implementation of the Electronic Travel Authorization (eTA) program which allows the government to screen visa-exempt foreign nationals (except U.S. citizens) at the earliest opportunity—before they board a plane to Canada.

Results of Theme 2 initiatives include an increase of membership and expansion of benefits for the Nexus trusted traveller program which contributes to more effective management of the border and an enhanced traveller experience.

Benefits for Trusted Traders and Travellers (initiatives 12, 13 and 14) have expanded under the Action Plan. The application processes have been streamlined and broadened, and the infrastructure for processing Trusted Traders and Travellers has increased as well. Up to \$127 million in funding to expand and modernize facilities at key crossings has been announced and upgrades to four ports of entry are underway (initiative 20).

As well, Canada and the U.S. have aligned their low-value shipment threshold for expedited customs clearance. The corresponding increase in the volume of shipments has not adversely impacted processing times—99% are processed on the same day.

Bi-National Port Operations Committees have been established to ensure cooperation and partnering to enhance collaboration on overall port of entry management, to coordinate emergency responses and preparedness, to integrate enforcement efforts, and to improve the efficiency of mitigation strategies for border wait times. These bi-national committees will continue to meet at least four times per year.

As well, a significant milestone was achieved in March 2015 when Canada and the U.S. signed the new Land, Rail, Marine, and Air Transport Preclearance Agreement (LRMA), opening up the possibility of preclearance in all modes of travel and on both sides of the border. Work continues to advance implementation of LRMA.

Theme 3 results include progress on the Shiprider initiative with Canada-U.S. officers increasingly enforcing laws and regulations on our shared waterways with the addition of two more operational units in 2015-16; namely, in Kingston and Niagara.

Under Theme 4, activities on the critical infrastructure protection and cybersecurity (initiatives 27, 28 and 29) fronts have included approximately 150 all-hazards assessments and three cross-border assessments completed under the Regional Resilience Assessment Program (RRAP) and Virtual Risk Analysis Cell (VRAC), which address critical infrastructure physical security, resiliency, and cyber security. Canada has also demonstrated its joint leadership on international cyber security efforts through the ratification of the *Council of Europe Convention on Cybercrime* (Budapest Convention) in 2015. That *Convention* is the only international instrument to address cybercrime and the acquisition of digital evidence for criminal justice purposes. It covers not only cybercrimes, such as hacking, but also requires all States Parties to criminalize and assist in the investigation of content offences such as child pornography and other Internet crimes such as fraud.

Finally, a cross-cutting initiative, shared privacy principles, was the first completed deliverable under the Action Plan. The [Canada-U.S. Joint Statement of Privacy Principles](#)³ were published in June 2012. These principles have been applied to a number of arrangements under the Action Plan and will be applied to future collaborations under the final phase of the Entry/Exit initiative, among others.

³ Public Safety Canada, "Beyond the Border Action Plan Joint Statement of Privacy Principles," <https://www.publicsafety.gc.ca/cnt/nws/nws-rlss/2012/20120628-2-en.aspx>.

Overview

The figure below illustrates the outcomes to which the 34 Beyond the Border initiatives contribute. The four overarching outcomes support the achievement of a secure Canada-U.S. border and perimeter, and the facilitation of legitimate trade and travel. This figure presents the structure used in the report to demonstrate progress on the BTB initiatives.

Beyond the Border Action Plan Ultimate Outcomes



The following table presents the total planned and actual spending figures under the BTB Action Plan for the 2015-16 fiscal year. Breakdowns of these amounts, by participating department/agency, are presented under the different Themes in this report.

Financial Resources – 2015-16 Beyond the Border Action Plan

BTB Themes	2015-16 (in dollars)				Cumulative Actual Spending to Date (2012-2016)
	New Funding	Internal Reallocation	Total Planned Spending	Actual Spending	
Theme 1 - Addressing Threats Early (Initiatives 1-11)	\$100,352,380	\$28,423,411	\$128,775,791	\$110,350,650	\$367,267,668
Theme 2 - Trade Facilitation, Economic Growth and Jobs (Initiatives 12-24)	\$92,709,732	\$8,710,430	\$101,420,162	\$62,698,301	\$165,927,164
Theme 3 - Cross-Border Law Enforcement (Initiatives 25 and 26)	\$22,538,678	\$471,437	\$23,010,115	\$9,979,381	\$28,810,970
Theme 4 - Critical Infrastructure and Cyber Security (Initiatives 27-32)	\$2,609,006	\$33,000	\$2,642,006	\$3,101,447	\$13,516,945
Managing our New Long-Term Partnership (Initiatives 33 and 34)	\$0	\$410,380	\$410,380	\$1,392,550	\$6,103,799
TOTAL	\$218,209,796	\$38,048,658	\$256,258,454	\$187,522,329	\$581,626,546

Total expenditures in 2015-16 amounted to \$187,522,329 against \$256,258,454 in planned spending, which presents a variance of 26.8%. Comparatively, in 2014-15 planned spending amounted to \$244,722,823 against \$190,003,160 in actual spending (22% variance). *Where a variance ($\geq 25\%$) is presented by a department/agency under a specific initiative, an explanatory note has been included at the end of the report.*

THEME 1 | Initiatives 1-11

Addressing Threats Early

Addressing threats at the earliest possible point strengthens the shared security of Canada and the United States; and it enables both countries to improve the flow of legitimate goods and people across the Canada-U.S. border.

Under the Action Plan, both countries committed to developing a common approach to assessing threats and identifying those who pose a risk, under the principle that a threat to either country represents a threat to both. Underneath that umbrella, both countries sought to enhance their shared understanding of the threat environment through joint integrated threat assessments, and improvements to their intelligence and national security information sharing. The Action Plan also included work to enhance domain awareness in the air, land and marine environments, and cooperation on countering violent extremism.

Once threats are identified, steps are being taken to stop them—before they occur on either Canadian or U.S. soil. This includes better protecting our countries from offshore food-safety, animal and plant health risks by conducting joint assessments and audits of those systems in third countries. The agreement also explored implementing a harmonized approach to screening inbound cargo arriving from offshore to increase security while also expediting movement of this secured cargo across the Canada-U.S. border. Under the principle that cargo should be “cleared once, accepted twice.” Beyond cargo, mutually recognized passenger baggage screening (as new technology is deployed and implemented) facilitates movement across our shared border.

Common approaches to perimeter and traveller screening promote security and border efficiency. This involves sharing relevant information to improve immigration and border determinations, establishing and verifying the identities of travellers, and conducting screening at the earliest possible opportunity. It also involves establishing and coordinating entry and exit information systems, including a system which permits sharing information so that the record of a land entry into one country is used to establish an exit record from the other.

Outcomes⁴

Ultimate outcomes

Threats are stopped before they arrive either in Canada or in the United States (Initiatives 1-11)

Legitimate travel and cargo is stimulated and expedited (Initiatives 8, 10, 12-15 and 20-24)

Intermediate outcomes

Canada and the United States share a common approach to effectively identify threats to either country (Initiatives 1-4 and 7)

Ports of entry focus on high-risk goods and individuals by expediting low-risk cargo, passenger baggage and individuals entering either country (Initiatives 5, 6, 8-16 and 20, 22, 24)

⁴ Action Plan initiatives, other than those listed under this theme, also contribute to the outcomes enclosed within the dotted line box.

Financial Table

Theme 1 - Addressing Threats Early (Initiatives 1-11)

Department/Agency	2015-16 (in dollars)				Cumulative Spending to Date (2012-2016)
	New Funding	Internal Reallocation	Total Planned Spending	Actual Spending	
Canada Border Services Agency (CBSA)	\$45,742,025	\$0	\$45,742,025	\$41,838,268	\$135,240,023 ^{li}
Canadian Food Inspection Agency (CFIA)	\$0	\$0	\$0	\$76,800	\$504,160 ^{lii}
Immigration, Refugees and Citizenship Canada (IRCC)	\$49,439,973	\$0	\$49,439,973	\$34,939,686	\$84,867,366 ^{liii}
Immigration & Refugee Board (IRB)	\$1,612,318	\$0	\$1,612,318	\$1,080,027	\$3,369,931 ^{liv}
Public Safety Canada (PS)	\$0	\$289,087	\$289,087	\$257,983	\$1,093,567 ^{lv}
Royal Canadian Mounted Police (RCMP)	\$2,504,859	\$0	\$2,504,859	\$4,148,457	\$13,202,295 ^{lvi}
Shared Services Canada (SSC)	\$653,205	\$0	\$653,205	\$653,205	\$2,918,383
Transport Canada (TC)	\$400,000	\$28,134,324	\$28,534,324	\$27,356,224	\$126,071,943
TOTAL	\$100,352,380	\$28,423,411	\$128,775,791	\$110,350,650	\$367,267,668

Performance Metrics

	2011-12	2012-13	2013-14	2014-15	2015-16
Ultimate Outcome: Threats are stopped before they arrive either in Canada or the United States					
Indicator 1: Percentage of annual national security priorities on which action has been taken ⁵	-	- ⁶	100%	100%	100%
Intermediate Outcome 1: Canada and the United States share a common approach to effectively identify threats to either country					
Indicator 1: In consultation with U.S. law enforcement, (a) the number of priority sensor gaps identified and (b) the number of priority sensor gaps for which remedial measures have been developed (RCMP) ⁷	-	(a) Technological capabilities assessed in 3 domains (land, air and maritime). (b) There were no sensor gaps identified or remedial measures developed during this reporting period.	(a) Technological capabilities assessed in 3 domains (land, air and maritime). (b) There were no sensor gaps identified or remedial measures developed during this reporting period.	(a) Technological capabilities assessed in 3 domains (land, air and maritime). (b) There were no sensor gaps identified or remedial measures developed during this reporting period.	(a) Technological capabilities assessed in 3 domains (land, air and maritime). (b) There were no sensor gaps identified or remedial measures developed during this reporting period. ⁸
Indicator 2: Percentage of U.S. strategic-level	100%	100%	100%	100%	100%

⁵ This indicator measures whether Public Safety Canada is taking action to address its priority national security items - as defined in its annual Report on Plans and Priorities.

⁶ Performance metric implemented in 2013-14.

⁷ Technological capabilities assessed in 3 domains (land, air and maritime) in a phased approach: (a) A bi-national working group has been established to identify sensor gaps. The identification of the gaps and vulnerabilities in capabilities will be carried out as a next step; and, (b) remedial measures to address the gaps identified will follow

⁸ The RCMP conducted a pilot exercise in one region in Canada to identify gaps and vulnerabilities in the three domains. In 2016, the RCMP will meet with its U.S. counterparts for the purpose of identifying common gaps which can be addressed through a bi-national approach.

Performance Metrics	2011-12	2012-13	2013-14	2014-15	2015-16
operations centres connected with the Canadian Government Operations Centre (GOC) ⁹ to facilitate information flow and sharing					
Intermediate Outcome 2: Ports of entry focus on high-risk goods and individuals by expediting low-risk cargo, passenger baggage and individuals entering either country					
Indicator 1: Average passage processing time in NEXUS lanes vs. conventional lanes ¹⁰	NEXUS: 43 seconds ¹¹ Conventional: 64 seconds ¹²	NEXUS: 31 seconds ¹³ Conventional: 63 seconds ¹⁴	NEXUS: 38 seconds ¹⁵ Conventional: 63 seconds ¹⁶	NEXUS: 33 seconds Conventional: 52 seconds	NEXUS: 34 seconds Conventional: 69 seconds
Indicator 2: Percentage of U.S. entry records successfully reconciled against a traveller record previously acquired by the CBSA (Match rate of records of entry and exit)	-	95%	97.98%	97.1%	97.7%

⁹ The GOC provides an all-hazards integrated federal emergency response to events (potential or actual hazards, natural or human-induced, either accidental or intentional) of national interest. It provides 24/7 monitoring and reporting, national-level situational awareness, warning products and integrated risk assessments, as well as national-level planning and whole-of-government response management.

¹⁰ Time is measured from Radio Frequency Identification (RFID) capture to Border Services Officer (BSO) decision, in land mode.

¹¹ Value for 2011-12 was amended as a result of improvements in data reporting methodology; 2011-12 data originally reported 17 seconds.

¹² Value for 2011-12 was amended as a result of improvements in data reporting methodology; 2011-12 data originally reported 45 seconds.

¹³ Value for 2012-13 was amended as a result of improvements in data reporting methodology; 2012-13 data originally reported 13 seconds.

¹⁴ Value for 2012-13 was amended as a result of improvements in data reporting methodology; 2012-13 data originally reported 43 seconds.

¹⁵ Value for 2013-14 was amended as a result of improvements in data reporting methodology; 2013-14 data originally reported 18 seconds.

¹⁶ Value for 2013-14 was amended as a result of improvements in data reporting methodology; 2013-14 data originally reported 37 seconds.

Canada and the United States share a common approach to effectively identify threats to either country (*Initiatives 1-4 and 7*)

Initiatives 1 (Joint Threat Assessments) and 2 (Information/Intelligence Sharing):

The activities under these Initiatives began with Canada and the United States coordinating the creation of a joint inventory of existing intelligence work and completing a gap analysis. This gap analysis enhanced the collaborative process used to produce joint intelligence products. Canada and the United States have been working together through the Beyond the Border Action Plan and the collaborative day-to-day relationships that have been established between Canadian and U.S. agencies. This joint effort has enhanced our mutual understanding of each country's legal, policy, and operational frameworks governing information sharing for national security purposes. This understanding was tested by a tabletop exercise undertaken in March 2016 by Public Safety Canada and its Portfolio organizations, alongside their U.S. counterparts (including the Department of Homeland Security (DHS) and National Counter Terrorism Center (NCTC)). This exercise played an important role in strengthening knowledge about how Canadian and U.S. agencies manage ports of entry, which has helped to improve the day-to-day operational cooperation and the implementation of bilateral information sharing agreements. Initiatives 1 and 2 have concluded, with Canadian and U.S. partners agreeing that these initiatives served the purpose of elevating cooperation to the point that such standalone initiatives are no longer required.

The Government of Canada has met its commitments under Initiatives 1 and 2. All activities related to this initiative ended on March 31, 2016.

Initiative 3 (Domain Awareness):

In 2011-12, the Royal Canadian Mounted Police (RCMP), in collaboration with Canadian partners and U.S. counterparts, created a full inventory of Canadian and U.S. domain awareness capabilities at the border in order to identify gaps and vulnerabilities. A Canadian validation exercise was completed in 2012-13. In the following years, Canada and the United States have continued to develop and implement processes, procedures and policies to enable an effective, shared understanding of activities, threats and criminal trends or other consequences in the air, land and maritime environments. These goals will be achieved through intelligence analysis, effective and timely information sharing, a common understanding of the environment, and an inventory of current capabilities.

In 2015-16, the RCMP piloted a gap analysis exercise for the Quebec border region based on an existing United States Customs and Border Protection (CBP) process, which took into account all three domains. In 2016-17, once the gap analysis report has been finalized, the RCMP will meet with its respective CBP counterparts to discuss the report's findings in order to mutually address any common vulnerabilities/gaps.

Initiative 4 (Countering Violent Extremism):

Bilateral collaboration on countering violent extremism initiatives and engagement has strengthened Canada-U.S. relationships and established strong networks. Canadian and American departments have worked closely to implement the joint countering violent extremism work plan by coordinating and sharing research, best practices and tools for law enforcement and emphasizing community-based and community-driven efforts.

While the specific commitments under this initiative were met in 2013-14, Canadian federal departments continue to work with their U.S. counterparts to address this complex policy issue through other international fora, such as the Five Country Ministerial, the Global Counterterrorism Forum's Working Group on Countering Violent Extremism, and the G7 meetings on this topic.

In 2015-16, Canada continued to play a leadership role among international partners sharing different approaches, programming and strategies in countering radicalization to violence.

The Government of Canada has met its commitments under Initiative 4. Collaboration with the U.S will continue in the area of countering radicalization to violence.

Initiative 7 (Joint Food/Plant/Animal Assessments/Audits):

This initiative required the Canadian Food Inspection Agency (CFIA) and the U.S. Department of Agriculture (USDA) to work together to conduct joint assessments of plant, animal and food safety systems in third countries for the first time. This close collaboration has increased confidence in each regulatory agency's assessment processes.

With joint assessments of animal health in Colombia and Mexico; food safety in Japan and China; and the assessment of pre-departure vessel certification programs in Korea, Japan and China to reduce plant health threats, the commitments under this initiative were met in 2013-14. Both countries are confident that the continued joint assessments of animal health, plant health and food safety threats will improve the efficiency of verification activities conducted by both organizations in audits of third countries that are eligible to export to Canada and the United States.

As part of their continuing work on joint assessments, Canada and the U.S. published a report in 2014 that establishes the assessment processes and outlines the information-sharing mechanisms on the plant health risks of the Asian gypsy moth. Several recommendations in the report for program enhancements and coordination of responses to outstanding non-compliance issues with regulated countries and domestic stakeholders were implemented in 2015-16. Canada and the U.S. implemented an arrangement on zoning for Foreign Animal Disease to facilitate recognition of countries' zoning decisions during an outbreak of Foreign Animal Disease.

As well as expanding the Asian gypsy moth program in 2015-16 under the auspices of BTB, non-agricultural or forestry commodities, such as steel slabs, pipes and tiles as well as sea containers, have been identified as a potential starting point for expanded joint outreach. This will further mitigate plant health risks at origin in 2016-17 and beyond.

The Government of Canada has met its commitments under Initiative 7. Collaboration with the U.S. will continue in the area of food/plant/animal assessments/audits.

Ports of entry focus on high-risk goods and individuals by expediting low-risk cargo, passenger baggage and individuals entering either country (*Initiatives 5, 6, 8-16 and 20, 22, 24*)

Initiative 5 (Integrated Cargo Security):

Canada and the U.S. each formally reviewed the other's national air cargo security program and achieved mutual recognition of their respective programs which eliminated the need for re-screening of individual air cargo shipments as of March 31, 2012. This agreement was renewed in March 31, 2015 for a further three years.

Canada and the U.S. developed an Integrated Cargo Security Strategy (ICSS), a perimeter approach to inbound cargo security under the principle of "cleared once, accepted twice." To inform the implementation of the ICSS, two pilots were launched by the Canada Border Services Agency (CBSA) and their counterparts in the United States, Customs and Border Protection (CBP), one in Prince Rupert, B. C. to examine marine-to-rail cargo and one in Montreal, Quebec looking at marine-to-truck cargo. Both pilots concluded in 2014-15 and the assessments that followed concluded that while screening for national security purposes was successfully tested, a series of operational impediments prevented either pilot from fully testing the concept of "cleared once, accepted twice" for contraband. A full assessment of these pilots can be found on the [CBSA's website](#).¹⁷

In conjunction with the ICSS pilots, Tamper Evident Technology pilots were launched in Prince Rupert and Montreal to secure cargo in-transit by applying High Security Bolt Seals (HSBS) to containers examined and released by the CBSA. The pilots demonstrated that the use of Tamper Evident Technology is an effective means of securing cargo. Moreover, they validated the security of the Asia-Pacific rail corridor for containers examined after arrival in Canada. Since the launch of the pilot, no seals were identified as being broken or tampered with upon arrival into the U.S.

A secondary component of the Tamper Evident Technology pilot was to test reusable electronic seals. To fulfill this objective, the CBSA tested electronic seals within Canada at the ports of Prince Rupert and Montreal, and subsequently in Vancouver. Electronic seals were utilized to secure containers from the marine terminals to the marine container examination facilities, allowing the CBSA to test their effectiveness domestically. Although Canada and the U.S. were unable to test electronic seals bi-nationally, both Canada and the U.S. agree that the use of tamper evident technology served to identify risk mitigated containers and provided an additional layer of security.

Additionally, CBSA and Transport Canada (TC) launched a Pre-Load Air Cargo Targeting (PACT) pilot where air cargo destined for Canada is assessed offshore for aviation and national security purposes prior to departure. After the initial pilot period where seven volunteer air carriers and two freight forwarders sent data to the PACT team prior to loading cargo onto aircraft at foreign ports, CBSA and TC agreed to extend the pilot indefinitely. To date, the results of that pilot have demonstrated that the data provided are sufficient to conduct initial risk assessments for aviation security/imminent threat purposes (e. g. explosives). The CBSA and TC are exploring opportunities to move from pilot to program in the next few years.

¹⁷ Canada Border Services Agency, "Integrated Cargo Security Strategy Pilots Assessment," <http://www.cbsa-asfc.gc.ca/trade-commerce/icss-sisf/assess-eval-eng.html>

Work was undertaken in 2013-14 on a Wood Packaging Material (WPM) Inspections Feasibility Study. Coordinated risk assessments by the CBSA and CBP in this area would result in pre-arrival targeting and the identification of WPM shipments of interest. CBP and the CBSA, along with the U.S. Department of Agriculture (USDA) and the Canadian Food Inspection Agency (CFIA) are working to implement the WPM feasibility study's recommendations. Five recommendations were addressed in 2015-16: 1) enhanced wood-pest identification to support the inspection of WPM at the perimeter, 2) harmonizing U. S. and Canadian import policies to recognize wood packaging material in compliance with International Standards for Phytosanitary Measures (ISPM 15), 3) harmonizing U.S. and Canadian operational application of policies regarding the separation of non-compliant WPM from cargo at the marine ports of Prince Rupert, Vancouver, Montreal and Halifax, 4) exploring equivalent U.S. and Canadian monetary penalty structures for WPM compliance violations, and 5) Canada and the U.S. should pursue a more comprehensive mechanism for sharing information regarding WPM. The CBSA has revised its WPM operational policy to reflect this and the CFIA is working in collaboration with the CBSA to address the other recommendations by mid-2017.

Initiative 6 (Passenger Baggage Screening):

In February 2012 Canada began deployment of new Explosive Detection Systems equipment at its eight airports with preclearance facilities. This new technology is U.S. Transportation Security Administration (TSA) certified and as it is deployed, it enables the United States to progressively lift the requirements to re-screen passenger baggage originating from these Canadian airports. This is expected to facilitate passenger travel and result in cost savings for airports and airlines.

Since deployment began in February 2012, five of the preclearance airports have had the rescreening requirement lifted by the TSA. Two of the remaining airports have deployed the technology with the lifting of the re-screening requirement pending. The last preclearance airport is expected to deploy the technology by Fall 2016.

Initiative 8 (Electronic Travel Authorization):

Immigration, Refugees and Citizenship Canada (IRCC) began work on developing an Electronic Travel Authorization (eTA) program to improve screening for all visa-exempt foreign nationals in 2012-13. This initiative allows the Government of Canada to screen visa-exempt foreign nationals (excepting U.S. citizens) at the earliest opportunity, before they seek to board a plane to Canada, in order to determine whether or not they pose an admissibility or security risk. The cost of the eTA has been set at \$7 CDN and as of August 1, 2015, prescribed travellers have been able to voluntarily complete an application on the IRCC website, and since March 15, 2016, prescribed travellers are required to hold an eTA when seeking to travel to, or enter, Canada by air. However, in order to help ensure a smooth transition to enforcement, the Government established a leniency period through September 2016, which was subsequently extended to November 9, 2016. During the leniency period, Border Services Officers could allow travellers arriving without an eTA to enter Canada, provided that they were not otherwise inadmissible.

The Government of Canada has met its commitments under Initiative 8.

Initiative 9 (Interactive Advance Passenger Information):

The Interactive Advance Passenger Information (IAPI) system was implemented in October 2015 and the onboarding of commercial air carriers to the IAPI platform began shortly thereafter. Air Canada, which represents 40% of eTA volumes, was successfully onboarded to IAPI on March 15, 2016. The IAPI system electronically validates whether travellers possess the required Immigration Refugee and Citizenship Canada (IRCC) travel documentation, including visas and electronic travel authorizations (eTA). This

validation takes place prior to the boarding of international flights bound for Canada by providing commercial air carriers with a board/no-board recommendation for each traveller, and ensuring that traveller Advance Passenger Information and Passenger Name Record (API/PNR) information is received as early as 72 hours in advance to initiate the targeting and IAPI board/no-board process.

The CBSA continues to meet with the Airline Industry Working Group (AIWG) stakeholders to provide updates on the project, discuss potential impacts, and work towards resolving any issues.

Based on feedback with air industry stakeholders, the CBSA Carrier Messaging Requirements (CMR), which details the technical requirements for commercial air carriers to implement the IAPI and Entry/Exit (air mode) initiatives, was finalized and made available to air carriers as of June 2015. Of note, progress was made in the first major release, Commercial – Data Acquisition & Response (Release 1) (R121) being successfully implemented on schedule and within budget on October 22, 2015. As well, IAPI Release 1b (R290) was successfully implemented on December 17, 2015.

Initiative 10 (Immigration Information Sharing):

[The Agreement between the Government of Canada and the Government of the United States of America for the Sharing of Visa and Immigration Information](#) was signed on December 13, 2012 and came into force in 2013. That same year, Canada and the U.S. launched a system for the automated exchange of immigration information using biographic-based queries (*i. e.*, name, date of birth, passport nationality, etc.).

In 2015, Canada and the U.S. successfully launched an automated biometric-based (fingerprint) query capability. Canada now sends the U.S. biographic-based queries on all temporary and permanent resident applicants, and biometric-based queries on all immigration applications for which biometrics are required.

The benefits to Canada of these information sharing activities are clear: U.S. data assists Canadian officials in verifying applicants' identities; uncovers previously unknown immigration information; and facilitates the travel of individuals who are identified as low-risk.

The Government of Canada has met its commitments under Initiative 10. Both biographic-based and biometric-based immigration information sharing capabilities have been implemented with the U.S.

Initiative 11 (Entry/Exit Information System):

The Entry/Exit initiative establishes coordinated entry and exit information systems between Canada and the U.S. to exchange biographic information (e. g. name, citizenship) on third-country nationals and permanent residents, such that a record of entry into one country constitutes a record of exit from the other.

During the 2015-16 reporting period, virtually all (97.7%) U.S. entry records (exits from Canada) were successfully reconciled to an entry record previously collected by the CBSA. Entry/Exit continues to allow for the CBSA to close outstanding immigration warrants and reprioritize ongoing investigations for persons identified as having departed Canada.

On March 10, 2016, Canada's Prime Minister and the United States President reaffirmed the commitment to a coordinated entry and exit information system, and pledged to build upon the process already in place.

The CBSA, in partnership with the IRCC continues to work toward system readiness for the inclusion of citizens, as well as all travellers in the air mode. Enabling legislative and regulatory authorities must be in place before full implementation can be achieved.

THEME 2 | Initiatives 12-24

Trade Facilitation, Economic Growth and Jobs

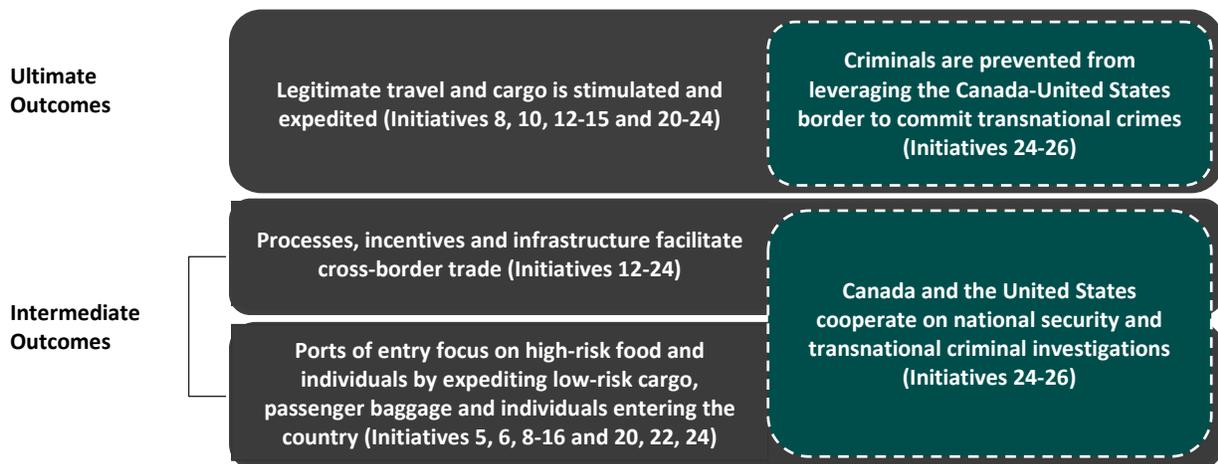
The free flow of goods and services between Canada and the United States creates significant economic benefits for both countries. As the two countries work to strengthen the security of the shared perimeter, initiatives to create more openness at the land border for legitimate travel and trade are being pursued under the BTB Action Plan.

Enhancing the benefits of programs that help trusted businesses and travellers move efficiently across the border is a key element of this approach. This is being achieved through adopting a common framework for trusted trader programs that aligns requirements, enhances member benefits and provides applicants with the opportunity to submit one application to multiple programs, and by increasing harmonized benefits to NEXUS members. Enhancing the facilities that support these trusted traveller and trader programs is also key to achieving this goal.

Expanding beyond existing programs and developing additional initiatives for expediting legitimate travellers and cargo increases the economic benefits to Canada and the United States. Expanding preclearance to all modes of travel will give more travellers and traders access to these services and will expedite cross-border travel and business. Providing a single window through which importers can electronically submit all information to comply with customs and other participating government agency regulations aims to eliminate duplicate processes at the border and provide consistent application of Canada's commercial import reporting requirements. Harmonizing the Canadian and American low-value shipment processes expedites customs administration.

Investment in improving shared border infrastructure and technology ensures that benefits last for years. Coordinating border infrastructure investment and upgrades to physical infrastructure at key border crossings and at small and remote ports of entry ensures maximum investment benefit. This includes implementing a border wait-time measurement system at mutually determined high-priority Canada-United States border crossings, facilitating secure passage and expediting processing through implementing Radio Frequency Identification technology at appropriate crossings and enhancing bi-national port operation committees.

Outcomes



Financial Table

Theme 2 – Trade Facilitation, Economic Growth and Jobs (Initiatives 12-24)

Department/Agency	2015-16 (in dollars)				Cumulative Actual Spending to Date (2012-2016)
	New Funding	Internal Reallocation	Total Planned Spending	Actual Spending	
Canada Border Services Agency (CBSA)	\$57,604,160	\$0	\$57,604,160	\$31,411,972	\$91,163,519 ^{lvii}
Canadian Food Inspection Agency (CFIA)	\$2,040,000	\$0	\$2,040,000	\$2,392,700	\$8,619,770
Canadian Nuclear Safety Commission (CNSC)	\$950,000	\$0	\$950,000	\$887,241	\$1,394,401
Global Affairs Canada (GAC)	\$300,000	\$7,444,209	\$7,744,209	\$11,664,602	\$25,842,918 ^{lviii}
Department of Fisheries & Oceans (DFO)	\$350,000	\$0	\$350,000	\$207,856	\$585,381 ^{lix}
Environment and Climate Change Canada (ECCC)	\$1,687,635	\$0	\$1,687,635	\$982,900	\$3,670,258 ^{lx}
Federal Bridge Corporation Limited (FBCL)	\$18,250,000	\$0	\$18,250,000	\$10,301,501	\$11,622,598 ^{lxi}
Health Canada (HC)	\$1,480,000	\$0	\$1,480,000	\$1,296,726	\$9,543,955
Natural Resources Canada (NRCan)	\$960,000	\$0	\$960,000	\$960,001	\$3,035,041
Public Health Agency of Canada (PHAC)	\$1,006,560	\$0	\$1,006,560	\$576,824	\$2,086,835 ^{lxii}
Public Safety Canada (PS)	\$0	\$469,058	\$469,058	\$666,145	\$3,176,447 ^{lxiii}
Transport Canada (TC)	\$8,081,377	\$797,163	\$8,878,540	\$1,349,833	\$5,186,041 ^{lxiv}
TOTAL	\$92,709,732	\$8,710,430	\$101,420,162	\$62,698,301	\$165,927,164

Performance Metrics	2011-12	2012-13	2013-14	2014-15	2015-16
Ultimate Outcome: Legitimate travel and cargo are stimulated and expedited					
Indicator 1: Percentage of border wait-time standards that are achieved ¹⁸	_19	_20	98.3% ²¹	97.4%	97.2%
Indicator 2: Value for Duty (VFD) ²² of Trusted Trader (TT) members (CSA/PIP) ²³ as a percentage of total commercial VFD ²⁴	_25	27.0%	27.4%	29.0%	31.5%

¹⁸ The estimated wait-times for reaching the primary inspection booth is 10 minutes on weekdays and 20 minutes on weekends and holidays. The performance target for border wait-times requires that these times be met 95% of the time; if these times have been reached between 90% and 94.99% of the time it is deemed to be within the tolerance zone.

¹⁹ Performance information was not available for 2011-12.

²⁰ Performance information was not available for 2012-13.

²¹ The methodology used to calculate the percentage of border wait-time standards achieved changed between 2013-14 and 2014-15. The percentage reported in 2013-14 was 94.6%.

²² Value for Duty (VFD) of imports refers to the total value of goods imported by commercial business, not the duty collected.

²³ The Customs Self-Assessment (CSA) and Partners in Protection (PIP) metrics have been combined in order to more clearly reflect the trade and economic benefits of Trusted Trader programs in its entirety.

²⁴ A new metric has been added to report the Trusted Trader VFD as a percentage of the total commercial VFD to more clearly represent the trade and economic benefits of the Trusted Trader Program

²⁵ Performance information is not available for 2011-12 due to system constraints.

Performance Metrics	2011-12	2012-13	2013-14	2014-15	2015-16
Indicator 3: Number of NEXUS Lanes at Canadian Ports of Entry	22	28	33	33	36
Intermediate Outcome : Processes, incentives and infrastructure facilitate cross-border trade					
Indicator 1: Number of new Trusted Trader (CSA/PIP) Memberships ²⁶	N/A	197	155	156	163
Indicator 2: Ratio of regular commercial (non-Trusted Trader) examination rate compared to Trusted Trader examination rate ²⁷	-	3. 6 to 1	3. 5 to 1	2. 8 to 1	2. 1 to 1
Indicator 3: Number of (a) new applications and (b) percentage change in the number of members for: <ul style="list-style-type: none"> • Commercial Driver Registration Program (CDRP) • Free and Secure Trade (FAST) 	CDRP: (a) 566 applications received (b) 22. 13% decrease in total membership FAST: (a) 6,512 applications received (b) 3. 62% decrease in total membership	CDRP: (a) 352 initial applications received (b) 21. 61% decrease in total membership FAST: (a) 7,114 initial applications received (b) 0. 64% decrease in total membership	CDRP: (a) 360 initial applications received (b) 2. 63% decrease in total membership FAST: (a) 8,980 initial applications received (b) 0. 31% increase in total membership ²⁸	CDRP: (a) 466 initial applications received (b) 9. 14% increase in total membership FAST: (a) 7,268 initial applications received (b) 1. 80% decrease in total membership	CDRP: (a) 480 initial applications received (b) 24. 50% increase in total membership FAST: (a) 7,705 initial applications received (b) 6. 64% decrease in total membership
Indicator 4: Trusted Trader (CSA/PIP) imports as a percentage of total commercial imports (i. e. commercial releases) ²⁹	N/A	13. 5%	13. 8%	13. 6%	13. 9%

²⁶ The CSA and PIP metrics have been combined in order to more clearly reflect the Trusted Trader program in its entirety. The methodology for reporting Trusted Trader Memberships has been aligned across all fiscal years. Trusted Trader memberships are calculated based on the lines of business for which participant companies have applied (Importer, Exporter, Carrier, Customs Broker, Shipping Agent, Warehouse Operator).

²⁷ New indicator that demonstrates the reduced examinations on Trusted Trader members.

²⁸ Value for 2013-14 was amended as a result of improvements in data reporting methodology; 2013-14 data originally reported .39% decrease.

²⁹ A new metric has been added to report this indicator as a percentage of the total commercial imports to more clearly represent the trade and economic benefits of the Trusted Trader Program.

Intermediate Outcome : Ports of Entry focus on high risk goods and individuals by expediting low-risk cargo, passenger baggage and individuals entering either country

Indicator 1: Average passage processing time (from RFID capture to BSO decision in land mode) in NEXUS lanes vs. conventional lanes (by conveyance)	NEXUS: 43 seconds ³⁰ Conventional: 64 seconds ³¹	NEXUS: 31 seconds ³² Conventional: 63 seconds ³³	NEXUS: 38 seconds ³⁴ Conventional: 63 seconds ³⁵	NEXUS: 33 seconds Conventional: 52 seconds	NEXUS: 34 seconds Conventional: 69 seconds
Indicator 2: Number of (a) new applications and (b) percentage change in the number of members for NEXUS	NEXUS: (a) 200,202 applications received (b) 26. 28% increase in total membership	NEXUS: (a) 215,598 ³⁶ applications received (b) 26. 14% increase in total membership	NEXUS: (a) 214,692 ³⁷ applications received (b) 19. 41% increase in total membership	NEXUS: (a) 234,116 applications received (b) 20. 53% increase in total membership	NEXUS: (a) 209,487 applications received (b) 13. 67% increase in total membership
Indicator 3: Number of total shipments processed under expedited customs clearance (i. e. Low-Value Shipments)	34,802,654	34,606,543	37,528,815 ³⁸	39,082,146	39,121,934
Indicator 4: Performance in processing low-value shipments on the same day as they arrive in Canada	--	--	98%	98%	99%

³⁰ Value for 2011-12 was amended as a result of improvements in data reporting methodology; 2011-12 data originally reported 17 seconds.

³¹ Value for 2011-12 was amended as a result of improvements in data reporting methodology; 2011-12 data originally reported 45 seconds.

³² Value for 2012-13 was amended as a result of improvements in data reporting methodology; 2012-13 data originally reported 13 seconds.

³³ Value for 2012-13 was amended as a result of improvements in data reporting methodology; 2012-13 data originally reported 43 seconds.

³⁴ Value for 2013-14 was amended as a result of improvements in data reporting methodology; 2013-14 data originally reported 18 seconds.

³⁵ Value for 2013-14 was amended as a result of improvements in data reporting methodology; 2013-14 data originally reported 37 seconds.

³⁶ Value for 2012-13 was amended as a result of improvements in data reporting methodology; 2012-13 data originally reported 215,586 applications received.

³⁷ Value for 2013-14 was amended as a result of improvements in data reporting methodology; 2013-14 data originally reported 215,624 applications received.

³⁸ Value for 2013-14 was amended as a result of improvements in data reporting methodology; 2013-14 data originally reported 37,642,481.

Ports of entry focus on high risk goods and individuals by expediting low-risk cargo, passenger baggage and individuals entering either country (*Initiatives 5, 6, 8-16 and 20, 22, 24*)

Initiative 12 (Enhancing Benefits for Trusted Trader Programs):

The BTB Action Plan committed Canada and the U.S. to aligning and enhancing the benefits of both the Tier I and Tier II Trusted Trader programs to further facilitate the cross-border movement of low-risk trade and reduce the costs of compliance with customs requirements.

The Canada Border Services Agency (CBSA) and their U.S. counterparts at Customs and Border Protection (CBP) began work on this initiative by conducting detailed comparisons of both tiers of the Canadian and American Trusted Trader programs to identify opportunities to harmonize eligibility criteria, program requirements and operational policies and procedures.

The CBSA and CBP began the Tier I harmonization of Canada's Partners in Protection (PIP) and the U.S.'s Customs-Trade Partnership Against Terrorism (C-TPAT) programs in 2013-14 by allowing applicants to apply to both programs using a single process. Implementation of this process began with highway carriers and work continues. To further simplify the PIP process in Canada, in June 2014 the CBSA launched a new online Trusted Trader Portal that allows companies to apply for PIP membership and existing members to maintain their Trusted Trader membership.

Canada's Customs Self-Assessment (CSA) program and the U.S.'s Importer Self-Assessment (ISA) program make up Tier II where the emphasis is on trade compliance and expedited border and accounting processes. A Joint Stakeholder Consultation Report was published in December 2013 in which the CSA and ISA programs were compared. Canada also expanded the CSA program to allow "non-resident" importers to participate.

A number of pilots have been launched since the beginning of the Action Plan to expedite low-risk cargo crossing to the Canada-U.S. border. The CFIA and the CBSA completed a pilot in July 2012 which assessed the feasibility of allowing non-federally registered food products such as cereals, granola bars, and chocolate chips to be eligible for the CSA program. The two agencies carried out another pilot project in 2013-14 with a major food importing company to test the feasibility of allowing the importation of selected low-risk processed, pre-packaged foods from the U.S. into Canada under the CSA program. Phase II of that pilot began in 2014-15; however, regulatory changes that impacted the CFIA's requirements on the importation of foods, delayed consultations.

The Free and Secure Trade (FAST) Expansion Pilot was completed in April 2013. It evaluated the impact of expanding FAST benefits to organizations listed under the PIP program and to CSA members. This pilot also collected baseline data through Radio Frequency Identification technology (RFID). Canada continues to work towards the expansion of Free and Secure Trade (FAST) benefits for trusted trader partners.

In 2015-16, the CBSA and the CFIA met to discuss possible options that would allow the importation of other government departmental (OGD) goods from the U.S. into Canada under the CSA program. No mutually satisfactory solution was found. During 2015, the CBSA explored many options for IT system changes that are necessary for expedited front line processing to support this initiative. Following extensive analysis and consultation, recommendations to expand FAST benefits, including infrastructure,

were finalized and are expected to be published on the CBSA website in the Winter 2016. Detailed plans were also developed for FAST lane expansion/modification at three high-volume commercial ports of entry.

Initiative 13 (Increasing Harmonized Benefits to NEXUS Members):

As part of a trusted traveller program, NEXUS members are pre-approved as low-risk travelers who enjoy the benefit of expedited travel. This initiative was designed to increase and retain membership in the NEXUS program to support strategic management of the border, by enabling resources at ports of entry to be focused more on unknown or higher-risk individuals and less on members of NEXUS.

Increasing NEXUS membership has been very successful. The program reached the one million member milestone in July 2014 and as of December 2015, there were 1.3 million NEXUS members. In 2015, of the roughly 64 million overall travelers crossing the Canada-U.S. land border, approximately 6.6 million took advantage of NEXUS lanes – accounting for about 12% of all traveler crossings and some 15% of all vehicle crossings. To respond to increased demand for NEXUS membership, since 2012 both the CBSA and U.S. Customs and Border Protection have regularly held enrolment blitzes to reduce wait times for applicants.

Benefits for NEXUS members have expanded under this initiative, and the U.S. now recognizes NEXUS membership for Trusted Traveller lines at pre-board screening checkpoints for flights from Canada to the U.S. The number of Canadian airports with designated Trusted Traveller lines, or that have dedicated entrances that allow NEXUS members to proceed directly to the front of the screening line, have increased. Additionally, Canadian NEXUS members are now eligible to participate in the U.S. TSA's Pre✓™ program. Members can use this program when booking flights on participating airlines departing from participating airports within the U.S. and to select international destinations. The Canadian Air Transport Security Authority (CATSA) has adopted some of the TSA's Pre✓™ program practices at three of Canada's busiest airports (Vancouver, Toronto-Pearson Terminals 1 and 3, and Montreal) in order to allow NEXUS members to have access to faster security screening.

At the North American Leaders Summit (NALS) in February 2014, it was announced that Canada, the U.S. and Mexico would establish a North American Trusted Traveller Program, beginning with the mutual recognition of the NEXUS, Global Entry, SENTRI and Viajero Confiable programs. In July 2015, Public Safety Canada, the U.S. Department of Homeland Security and Mexico's Secretariat of the Interior signed a Memorandum of Understanding towards a Trilateral Trusted Traveler Arrangement that expands the pool of applicants who can apply for Trusted Traveler Programs.

*Processes, incentives and infrastructure facilitate cross-border trade
(Initiatives 14-24)*

Initiative 14 (Enhancing Facilities to Support Trusted Trader and Traveller Programs):

In 2012-13, the CBSA implemented five NEXUS lanes, three in British Columbia (Pacific Highway, Douglas and Abbotsford) and two in Ontario (Sarnia and Fort Erie). In July 2015, an additional NEXUS flex lane opened at the Derby Line-Stanstead border crossing, providing more efficient border clearance for low-risk travelers. CBSA also installed a "NEXUS 9" lane in Aldergrove, British Columbia, bringing the total number of additional NEXUS lanes installed to 14, which completed the trusted traveller component of the enhanced facilities initiative.

During 2013-14, the closing report on the Free and Secure Trade (FAST) Sarnia pilot determined that there would be no negative impact on existing FAST lane users by expanding FAST benefits to Partners in Protection (PIP)-only and Customs Self Assessment (CSA)-only programs. The CBSA then developed a FAST Recommendation Report in 2014 that recommended FAST lane and booth expansion/modification in Fort Erie, Ontario; at the Pacific Highway, British Columbia; and in Emerson, Manitoba. Funding was approved in June 2015 and the project team developed a project charter and project management plan, as well as detailed business requirements for each expansion site.

Initiative 15 (Pre-Inspection and Preclearance):

On March 14, 2013, Canada and the United States signed a Memorandum of Understanding for a two-phased truck cargo pre-inspection pilot project on Canadian soil. Phase I of the project at the Pacific Highway crossing in Surrey, British Columbia concluded in November 2013. Phase II launched in February 2014 at the Peace Bridge crossing between Fort Erie, Ontario and Buffalo, New York and concluded in January 2015. The pilot resulted in valuable lessons learned for the U.S. CBP in relation to technological improvements and initiatives to facilitate crossing at the U.S. border.

Negotiations on a comprehensive preclearance approach for all modes of cross-border trade and travel were finalized in 2014-15 and the *Agreement on Land, Rail, Marine and Air Transport Preclearance* (LRMA) was signed on March 16, 2015. A year later, Canada and the U.S. signed a Joint Statement of Intent (LRMA) which included a commitment to move forward with the implementation of the Agreement and an agreement-in-principle to expand preclearance in Canada to Billy Bishop Toronto City Airport, Québec City Jean Lesage International Airport, Montréal train station and Rocky Mountaineer train service in Vancouver. Canada's legislation to implement the LRMA is expected to be introduced in Parliament in 2016. Passage of the bill and regulations will be required before the LRMA can come into effect. Canadian and U.S. officials continue to work together, and with stakeholders, to prepare for implementation of the LRMA and potential expansion to new sites/modes for travellers as well as the potential for cargo preclearance or pre-inspection.

The Government of Canada has met its commitments under Initiative 15.

Initiative 16 (Facilitating the Conduct of Cross-Border Business):

Under the Action Plan, Canada and the United States committed to specific measures to facilitate the conduct of cross-border business and to propose options for regular stakeholder engagement on cross-border business travel. The Government of Canada met its commitments in 2013-14 through the training of front-line officers to improve the consistency of border determinations, changes to the NEXUS client profile to allow for the incorporation of work permit information, and changes to existing rules authorizing temporary entry of business visitors who provide after-sale service.

Though it has met its commitments, the Government of Canada continues to explore opportunities with the United States with respect to cross-border business travel facilitation.

The Government of Canada has met its commitments under Initiative 16.

Initiative 17 (Single Window):

The Single Window Initiative (SWI) is a CBSA-led project which provides a single window through which importers can electronically submit all information to comply with customs and other Participating Government Departments and Agencies (PGAs) regulations. The SWI aims to eliminate redundant processes at the border and provide consistent application of Government of Canada's commercial

import reporting requirements. It also aligns with international standards and enhances government service delivery for the trade community through simplified border processing.

As of 2015-16, the SWI was in year five of a five-year capability development project. The SWI went live on March 29, 2015. Since that time, CBSA has incorporated 7 of the 9 PGAs encompassing 28 of the 38 programs which are in production. The remaining PGAs, Fisheries and Oceans Canada (DFO) and the Canadian Nuclear Safety Commission (CNSC), and their programs are to follow by December 2016. As of March 2016, the SWI replaced 85% of all licenses, permits and certificates and other import documentation (LPCO) of the 38 programs in paper forms with electronic references. The conversion of all LPCOs will be complete by April 2017. Additionally, the SWI project achieved 96% of data elements of Canada's Integrated Import Declaration (IID) in alignment with the U.S. , making U.S. and Canada trade more efficient.

As the use of the IID is voluntary for commercial importers and brokers, the CBSA is actively conducting stakeholder engagement sessions with Trade Chain Partners (TCP) and industry stakeholders to increase the uptake and realize the expected benefits of the SWI. The CBSA SWI will continue working on providing enhancements to functionality, further onboarding of programs, certification of Trade Chain Partners, implementation of outreach improvements and integration within the Commercial System enhancements under eManifest.

Initiative 18 (Harmonizing Low Value Shipment Thresholds):

On January 8, 2013 the CBSA and CBP concurrently increased their low-value shipment thresholds to \$2,500 from the existing level of \$1,600 in Canada and \$2,000 in the United States. Canada also increased the low-value shipment threshold to \$2,500 for exemption from NAFTA Certificate of Origin requirements, aligning it with the threshold of the U.S.

In 2015-16, the CBSA processed 99% of all low-value shipments on the same day of arrival. Due to the nature of the program, all goods which are not seized after examination or found to be ineligible for release under the program are processed on the same day. This percentage has remained consistent since the inception of the Courier Low-Value Shipment (CLVS) Program in 1993 in spite of the increased volume of shipments. In order to continue meeting commitments in the face of exponential volume growth, the CBSA is undertaking the development of an e-Commerce Strategy in support of efforts to modernize the CLVS program and will continue to collaborate with U.S. CBP and other Border Five (B5) partners.

The Government of Canada has met its commitments under Initiative 18 and is continuing to strengthen its approach.

Initiative 19 (Accountability for Border Fees/Charges):

To bring greater public transparency and accountability to the application of border fees and charges, [Canadian](#)³⁹ and [American](#)⁴⁰ border fee inventories were developed and posted online in December 2013. These inventories set out the purpose and legal basis of these fees and charges, how they are collected, how much is collected, their intended use, and the rationale for collecting them at the border. They include fees that are applied to the entry of goods into the country, mandatory to each

³⁹ Public Safety Canada, "Beyond the Border Action Plan: Border Fees Inventories," <https://www.publicsafety.gc.ca/cnt/brdr-strtrgs/bynd-th-brdr/brdr-fs-eng.aspx>

⁴⁰ U.S. Customs and Border Protection, "Beyond the Border Action Plan Border Fees Inventories," <https://www.cbp.gov/document/report/beyond-border-action-plan-border-fees-inventories>

and every shipment, established by legal authority (a law, regulation or statutory authority), and administered by a department or agency of either federal government.

In 2013-14, a third party contractor was commissioned to conduct an economic impact assessment of border fees. The assessment focused on the economic impact of border fees and charges included in the inventories on motor vehicle and motor vehicle parts manufacturing, as well as vegetable and melon farming industries in Canada and the United States. This assessment concluded in 2014-15 and the executive summary was published on the [Public Safety Canada website](#)⁴¹ on April 7, 2016, with the full study available upon request. Overall, the study's results indicate that the border fees in the inventories analyzed make up a small component of the overall cost of crossing the Canada-U.S. border for the private sector. The report also noted that structural differences in how fees are applied can lead to differences in their effects, with the results indicating that fees have a greater impact on industries in Canada.

The publication of this assessment completed the Government of Canada's commitment under this initiative.

The Government of Canada has met its commitments under Initiative 19.

Initiative 20 (Expanding and Upgrading Infrastructure at Key Crossings):

In Spring 2013, the Government of Canada announced up to \$127 million in funding to expand and modernize facilities at the ports of entry in Lacolle, Quebec; Lansdowne, Ontario; Emerson Manitoba; and North Portal, Saskatchewan. These were identified as initial priority border crossings in the first ever bi-national Border Infrastructure Investment Plan and these improvements will increase capacity for commercial traffic, reduce wait times and strengthen border security.

Upgrades and improvements to the Lansdowne, Emerson, and North Portal ports of entry are underway and the projects are expected to be completed in 2017-18. The upgrade to the Lacolle port of entry is expected to be completed in 2018-19.

Initiative 21 (Coordinating Investments at Small and Remote Ports of Entry):

In 2012-13, the Canada-U.S. Small Ports Working Group was established and identified 62 ports of entry (POE) for consideration under this initiative. Additionally, a Work Plan for the Development of the Small and Remote Ports Joint Action Plan was included as part of the inaugural Border Infrastructure Investment Plan.

In 2013-14, the CBSA announced plans to pilot remote traveler processing starting in April 2015 at two locations: Piney, Manitoba and Morses Line, Quebec. The objectives of the pilot are to test the viability and potential benefits of implementing remote traveller processing at select small and remote POEs as a way to increase efficiency, while maintaining border integrity and access to needed border services. In 2014-15, a simulation of the remote traveler processing concept of operations, including supporting infrastructure, technological, policy and program components was developed, tested and refined for implementation.

During 2015-2016, the CBSA and U.S. CBP continued to consider opportunities for alignment of hours of service and potential co-location. The CBSA finalized the development of a remote traveller processing (RTP) solution and launched the pilot at Morses Line, Quebec, on January 18, 2016. Since the launch,

⁴¹ Public Safety Canada, "Economic Impact of Border Fees in Three Target Sectors in Canada and the United States of America," <https://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/2016-cnmc-mpct-brdrfs/2016-cnmc-mpct-brdrfs-en.pdf>

traveller volumes at the Morses Line crossing have increased by 19.5% as a result of the enhanced client service.

Initiative 22 (Deploying Border Wait-Time Technology and Establishing Wait-Time Service Levels):

Both Canada and the U.S. published service level standards on their respective CBSA and CBP websites by the Action Plan mandated date of June 2012.

Canada and the U.S. committed to implementing border wait-time (BWT) measurement systems at 20 high-priority border crossings. These systems have been implemented at seven crossings (four in British Columbia and three in Ontario). Funding has been identified in Canada for the deployment of BWT measurement technology for the remaining 13 high-priority border crossings; however, no new BWT system was installed in 2015-2016.

In 2015, the U.S. Department of Transportation (DOT)-Federal Highway Administration (FHWA) launched an application process for a pilot initiative that would accelerate the adoption of innovative technology to measure delays and border wait times at the land border ports of entry identified in the Beyond the Border Action Plan. Following this application process, the U.S. DOT-FHWA planned to announce funding for successful applicants in summer 2016. Additionally, Transport Canada is awaiting the results of work being undertaken by U.S. CBP regarding its data-driven pilot project approach as a potential border wait-time measurement solution.

Initiative 23 (Installing Radio Frequency Identification (RFID) Technology):

Canada committed to the installation of RFID technology in two conventional passenger lanes at 11 ports of entry (total of 22 lanes) to align with existing American investments and to expedite traveler processing and contribute to reducing border wait times.

During 2015-16, the CBSA awarded the procurement contract for the purchase and installation of the RFID readers. With the contract in place, system changes to integrate the RFID hardware were completed and preparation began for the construction required for infrastructure upgrades to prepare lanes for the installation of RFID technology. In addition, existing Memoranda of Understanding (MOU) with provinces were amended to allow the CBSA to access the Enhanced Driver's License (EDL) database.

The CBSA will further advance this project over the coming year by completing the construction and installation of the RFID readers, and ensuring the CBSA can access RFID-enabled documents at the border.

Initiative 24 (Organizing Bi-National Port Operations Committees):

Eight Bi-National Port Operations Committees (BPOCs) were established in early 2012 at each of the Canadian airports that provide U.S. preclearance, in addition to the 20 BPOCs established in 2011 at land border ports of entry. BPOCs were put into place to ensure cooperation and partnering to enhance collaboration on overall port management, coordinate emergency response and preparedness, integrate enforcement efforts, and to improve the efficiency of the mitigation strategies for border wait times.

These individual BPOCs completed their Actions Plans by March 31, 2012 and report excellent communication and cooperation in all their joint engagements. Where partnerships are practical and permissible under current legislation, joint standard operating procedures have been written.

During 2015-16, the BPOCs continued their efforts in advancing work to support the joint initiatives and an exercise was undertaken between the CBSA and their CBP counterparts to identify inefficiencies at the border while proposing solutions and recommendations on how these could be improved.

Each of the 28 BPOCs will continue to meet as needed while moving forward with their individual deliverables.

The Government of Canada has met its commitments under Initiative 24. Each of the 28 BPOCs will continue to meet at least four times per year while also implementing their individual action plans.

THEME 3 | Initiatives 25 and 26

Cross-Border Law Enforcement

Canada and the United States have developed successful models for preventing criminals from crossing the border to escape justice; the work under this theme deepens those efforts. By cooperating on investigations and prosecutions, both countries enjoy increased security. Further cooperation on national security and transnational criminal investigations, and providing interoperable radio capability to law enforcement actors builds on existing cooperative law enforcement programs.

Ultimate Outcome

Criminals are prevented from leveraging the Canada-United States border to commit transnational crimes (Initiatives 24-26)

Intermediate Outcome

Canada and the United States cooperate on national security and transnational criminal investigations (Initiatives 24-26)

Financial Table

Theme 3 – Cross-Border Law Enforcement (Initiatives 25 and 26)

Department/Agency	2015-16 (in dollars)				Cumulative Actual Spending to Date (2012-2016)
	New Funding	Internal Reallocation	Total Planned Spending	Actual Spending	
Public Prosecution Service of Canada (PPSC)	\$1,100,000	\$0	\$1,100,000	\$115,211	\$790,831 ^{lxv}
Public Safety Canada (PS)	\$0	\$219,272	\$219,272	\$182,815	\$843,717 ^{lxvi}
Canada Border Services Agency (CBSA)	\$0	\$0	\$0	\$0	\$41,585
Royal Canadian Mounted Police (RCMP)	\$21,438,678	\$252,165	\$21,690,843	\$9,681,355	\$27,143,837 ^{lxvii}
TOTAL	\$22,538,678	\$471,437	\$23,010,115	\$9,979,381	\$28,810,970

Performance Metrics	2011-12	2012-13	2013-14	2014-15	2015-16
Ultimate Outcome: Criminals are prevented from leveraging the Canada-U. S. Border to commit transnational crimes					
Indicator 1: Percentage of border covered by radio interoperability systems	_ ⁴²	14. 3% ⁴³	28. 6% ⁴⁴	28. 6%	28. 6%
Indicator 2: Number of kilometres of the shared Canada-U. S. maritime border which are covered by Shiprider operations	_ ⁴⁵	-	718 km ⁴⁶	718 km	1,068 km ⁴⁷
Indicator 3: Number of arrests and seizures as a result of Shiprider and Next Generation operations	_ ⁴⁸	-	1 Canadian <i>Criminal Code</i> Charge	14 Canadian <i>Criminal Code</i> Charges	0 Canadian <i>Criminal Code</i> Charge ⁴⁹
Intermediate Outcome: Canada and the U. S. cooperate on national security and transnational criminal investigations					
Indicator 1: Number of Canadian officers who have completed training for Shiprider and Next Generation operations during the fiscal year	21	14	14	21	22
Indicator 2: Number of officers who are cross-designated for Shiprider and Next Generation operations	_ ⁵⁰	66	83	84	106
Indicator 3: Number of regularized Shiprider teams deployed	- ⁵¹	2	2	2	4
Indicator 4: Total hours of Shiprider Patrols	_ ⁵²	-	300	1700	1466. 75 ⁵³
Indicator 5: Number of Shiprider boardings of Canadian & U.S. vessels	_ ⁵⁴	-	105	520	501

⁴² Performance metric implemented in 2012-13.

⁴³ 1 of 7 divisional locations connected - In 2012-13, the RCMP's Border Integrity Operations Centre (BIOC) and the U.S. border law enforcement facilities in Blaine, Washington were interconnected. The number of divisional locations to be interconnected was reduced from eight to seven in 2013-14 since there is no U.S. CBP sector along the Alaska/Yukon border region. Accordingly, the seven Canadian RCMP divisions to be connected to U.S. CBP partners are: British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, Quebec and New Brunswick.

⁴⁴ 2 of 7 divisional locations connected - In 2012-13, the Windsor and Detroit dispatch locations were successfully interconnected. The number of divisional locations to be interconnected was reduced from eight to seven in 2013-14.

⁴⁵ Performance metric implemented in 2013-14.

⁴⁶ 250km in the Pacific Region and 468 km in Windsor.

⁴⁷ 250km in the Pacific Region, 468 km in Windsor, 250km in Kingston and 100km in Niagara.

⁴⁸ Regularized Shiprider operations did not begin until 2013-14.

⁴⁹ However, during FY 2015-16, 5 arrests and 4 seizures of contraband took place.

⁵⁰ Shiprider/Next Generation was not operational in 2011-12 or 2012-2013. However, training and deployment began in 2012-13.

⁵¹ Shiprider/Next Generation was not operational in 2011-12 or 2012-2013. However, training and deployment began in 2012-13.

⁵² Regularized Shiprider operations did not begin until 2013-14.

⁵³ Although the number of Shiprider teams has doubled between 2014-15 and 2015-16, the number of patrol hours slightly declined. This is attributed to the re-classification of what constitutes Shiprider "patrol hours," resulting in the exclusion of hours which would have otherwise been captured in previous reporting years.

⁵⁴ Regularized Shiprider operations did not begin until 2013-14.

Canada and the United States cooperate on national security and transnational criminal investigations (*Initiatives 25-26*)

Initiative 25 (Pursuing National Security and Transnational Criminal Investigations – Shiprider/Next Generation):

1. Shiprider

Through the Shiprider initiative, which involves vessels jointly crewed by specially-trained and designated Canadian and U.S. law enforcement officers, Shiprider officers have been actively enforcing laws and regulations on shared waterways. In June 2012, the *Integrated Cross-Border Maritime Law Enforcement Operations Act*, enacted to implement the *Shiprider Framework Agreement*, received Royal Assent. The *Framework Agreement* came into force in August 2012. Shiprider operations were regularized in B. C/Washington and Windsor/Detroit in June 2013. In 2015-16, two other Shiprider operational units were regularized in Kingston and in Niagara.

There are currently over 120 Canadian officers cross-designated for Shiprider operations and in 2015-16, over 1400 patrol hours were conducted and approximately 500 vessels were boarded during Shiprider operations. In addition to enforcing laws and regulations (including the *Customs Act*, *Criminal Code*, *Canada Shipping Act*, and *Excise Act*), there were five arrests made and four seizures of illegal contraband.

2. Next Generation

The Beyond the Border Action Plan also called for the implementation of the “Next Generation” pilot projects to create integrated teams in areas such as intelligence and criminal investigations, drawing on the Shiprider model and other successful cooperative approaches. This initiative has been suspended because the legislative framework in both Canada and the U.S. inhibits the implementation as envisioned. However, Canada and the U.S. continue to examine cross-border law enforcement cooperation through working groups, high-level fora, and regular dialogue.

Initiative 26 (Radio Interoperability):

A bi-national radio interoperability system between Canadian and U.S. border enforcement personnel was introduced to permit law enforcement agencies to coordinate effective bi-national investigations, to allow for timely responses to border incidents, and to improve both officer and public safety.

In 2012-13, Washington/Vancouver, one of the eight interconnect dispatch locations on both sides of the Canada-U.S. border, was successfully connected to increase “between the ports” communication. In 2013-14, the Detroit/Windsor location was connected and the total number of locations to be connected was reduced from eight to seven because there is no U.S. Customs and Border Protection sector along the Alaska/Yukon border. The remaining five regions in Canada are ready to be connected and one of them is expected to have full connectivity with its U.S. counterparts in 2016-17.

THEME 4 | Initiatives 27-32

Critical Infrastructure and Cyber Security

Canada and the United States are connected by critical infrastructure — from bridges and roads to energy infrastructure and cyberspace. Cyber security incidents often do not respect international borders, and thus require robust operational cooperation between countries. Therefore, enhancing the resiliency of our shared critical and cyber infrastructure is key to our mutual security.

This involves executing programs and developing joint products to enhance cross-border critical infrastructure protection and resilience, as well as expanding joint leadership on international cyber-security efforts. Domestically, protecting vital government and critical digital infrastructure of bi-national importance and making cyberspace safer for all our citizens enhances our resilience.

Beyond increasing our resiliency, the Action Plan addressed the need to be able to rapidly respond to, and recover from, disasters and emergencies on either side of the border. This includes mitigating the impacts of disruptions on communities and the economy by managing traffic at affected border crossings in the event of an emergency. Also important is our work to enhance our collective preparedness and response capacity for health security threats. As well, we are working together to establish bi-national plans and capabilities for emergency management, with a focus on chemical, biological, radiological, nuclear and explosives (CBRNE) events.

Outcomes

Ultimate Outcome

Canada and the United States are prepared for and can respond to threats and emergencies (Initiatives 27-32)

Intermediate Outcomes

Canada and the United States share a common approach to protect Critical Infrastructure and Cyberspace (Initiatives 27-29)

Canada and the United States can rapidly respond to and recover from disasters and emergencies on either side of the border (Initiatives 30-32)

Financial Table

Theme 4 – Critical Infrastructure and Cyber Security (Initiatives 27-32)

Department/Agency	2015-16 (in dollars)				Cumulative Actual Spending to Date (2012-2016)
	New Funding	Internal Reallocation	Total Planned Spending	Actual Spending	
Canada Border Services Agency (CBSA)	\$0	\$33,000	\$33,000	\$30,000	\$389,375 ^{lxviii}
Public Safety Canada (PS)	\$2,609,006	\$0	\$2,609,006	\$2,844,702	\$12,595,214 ^{lxix}
Transport Canada (TC)	\$0	\$0	\$0	\$226,745	\$532,356 ^{lxx}
TOTAL	\$2,609,006	\$33,000	\$2,642,006	\$3,101,447	\$13,516,945

Performance Metrics	2011-12	2012-13	2013-14	2014-15	2015-16
Ultimate Outcome: Canada and the United States are prepared for and can respond to threats and emergencies					
Indicator 1: Critical Infrastructure Resilience Score ⁵⁵	-. ⁵⁶	-	51.91	33.98	36.43
Intermediate Outcome: Canada and the United States share a common approach to protect Critical Infrastructure and Cyberspace					
Indicator 1: Percentage of stakeholders that have taken risk management action following site assessment	To be measured in 2016-17				
Indicator 2: Number of training sessions conducted through <i>Initiative 27 - Enhancing Cross-Border Critical Infrastructure and Resilience</i>	4	5	8	2	3
Indicator 3: Percentage of critical infrastructure sectors represented at the National Cross Sector Forum	100%	100%	100%	100%	100%
Indicator 4: Joint (Canada/U.S.) communication products developed (cyber security)	-. ⁵⁷	5	3	6	5
Indicator 5: Number of joint or coordinated engagements with the private sector and external stakeholders, including joint briefings and presentations (cyber security)	-. ⁵⁸	3	7	3	3
Intermediate Outcome: Canada and the United States can rapidly respond to and recover from disasters and emergencies on either side of the border					
Indicator 1: Development of planning guides, communications and information-sharing protocols, and delivery of a table-top exercise to validate concepts and mechanisms in the maritime context	1 region in progress	1 of 3 regions completed ⁵⁹	1 of 3 regions completed	2 of 3 regions completed ⁶⁰	3 of 3 regions completed

⁵⁵ The Critical Infrastructure Resilience Score measures the ability of critical infrastructure sectors to withstand disruptions and recover quickly in the event of a disaster. The overall score represents a weighted average across critical infrastructure sectors and allows for monitoring progress towards improving critical infrastructure resilience over time. In 2014-15, a methodology change resulted in a one-time downward adjustment of all scores by approximately 10 points (e.g. the facilities that averaged 51.91 points in 2013-14 would have received roughly 42 points had they been assessed using the new methodology in 2014-15).

⁵⁶ Performance metric implemented in 2013-14.

⁵⁷ Performance metric implemented in 2012-13.

⁵⁸ Performance metric implemented in 2012-13.

⁵⁹ Canadian-U.S. Pacific Region was completed in 2012-13.

⁶⁰ Great Lakes Region was completed in 2014-15.

Canada and the United States share a common approach to protect Critical Infrastructure and Cyberspace (*Initiatives 27-29*)

Initiative 27 (Enhancing Cross-Border Critical Infrastructure and Resilience):

In 2012-13, Public Safety Canada (PS), in partnership with the Department of Homeland Security (DHS), launched two new risk management programs: the Regional Resilience Assessment Program (RRAP) and the Virtual Risk Analysis Cell (VRAC).

The RRAP brought together regional officials and private sector stakeholders to assess infrastructure of bi-national importance, analyze interdependencies and risks, and address identified gaps. The RRAP pilot in Maine/New Brunswick, which focused on the energy sector, was launched in 2012 and completed in December 2013. The province and state both began implementing the report's recommendations in 2014. A second cross-border RRAP was launched in the Alaska-Yukon-British Columbia region in 2013-14, examining potential impacts on the transportation corridor and supply chain in the event of a megathrust earthquake. Work on this project entered its most active phase in 2015-16. Five sites were assessed in Yukon and British Columbia, and interviews were held with provincial/territorial transportation departments, as well as with seismologists and academics in other fields. A draft report was completed, and a final report is expected in 2016-17, with implementation of the report findings anticipated to begin in 2017-18.

Building on the successful regional assessment projects, the RRAP expanded domestically to conduct all-hazards assessments of individual critical infrastructure facilities, beginning in 2012-13. During this time, working with provinces, territories and critical infrastructure owners/operators, PS conducted four site assessments of vital assets and systems in Ontario, New Brunswick, and Nova Scotia. In 2013-14, the number of assessments grew to 17 with a cyber security assessment, the Canadian Cyber Resilience Review, added to bolster the all-hazards approach to the RRAP. In 2014-15, this number increased to 22 and in 2015-16, the number grew again to 38 facilities assessed across eight provinces and seven sectors, showing growing demand for the products. Collectively, the 29 site participants in the all-hazards assessments received 798 recommendations on how to improve their resilience (average of approximately 28 per site). PS began to further analyze its assessment data to identify regional, sectoral and national level trends with regards to critical infrastructure vulnerabilities, starting with the water sector.

Also in 2012-13, PS and DHS established the VRAC to conduct joint risks analyses, develop collaborative cross-border analytical products and share methodologies and best practices to enhance critical infrastructure resilience. In 2013-14, work was conducted to identify cross-border cyber dependencies. Canada and the U.S. completed a joint VRAC assessment of the Soo Locks, and examined the impacts of an unscheduled closure of this critical transportation and manufacturing node. The VRAC continued to undertake joint risk management activities with the DHS in 2015-16. Two impact assessments, Complex Mall Attacks and Alliance Pipeline Distribution, were distributed to Canadian partners for their awareness.

Cross-border partnerships were built through joint training sessions involving PS and the DHS personnel. Specifically, three joint training sessions were held on surveillance tracking and improvised explosive devices, counterterrorism indicators, and policy/program development.

Initiative 28 (Government and Digital Infrastructure):

In 2012-13, Public Safety Canada (PS) and the Department of Homeland Security (DHS) co-authored and signed the [Cybersecurity Action Plan](#), which aims to strengthen cyber security cooperation through

enhanced integration and collaboration for joint cyber security activities. Since then, PS and the DHS have delivered joint briefings and Industrial Control System workshops to the private sector and collaborated on communications products to notify public and private sector partners of potential, imminent or actual cyber threats.

Again in 2012-13, the Computer Emergency Response Teams (CERT) of both countries, U.S. -CERT, Industrial Control Systems (I. C. S.)-CERT and the Canadian Cyber Incidence Response Centre (CCIRC), began to regularly communicate to share threat information and strategies aimed at improving cyber resilience of critical infrastructure. Protocols have been aligned to be effective when responding to a reported cyber-attack and joint products have been disseminated to stakeholders in both countries to identify best practices and increase awareness of cyber security issues. The CCIRC is finalizing a connection to the DHS's automated information systems that would enable the CCIRC, U.S. -CERT and I. C. S. -CERT to share indicators of compromise in near real-time.

In 2013-14, the Regional Resilience Assessment Program (RRAP) was expanded to include a cyber-component, which provides gap analysis capability to stakeholders. And in 2014-15, Canada and the U.S. took part in technical discussions along with Australia, New Zealand and the United Kingdom to implement STIX/TAXII (the Structured Threat Information eXpression and the Trusted Automated eXchange of Indicator Information), which will facilitate real-time cyber security information sharing between governments and critical infrastructure stakeholders.

During 2015-16, the CCIRC participated with its international counterparts in Exercise CyberStorm V, a DHS-led exercise designed to strengthen cybersecurity preparedness and response capabilities by exercising policies, processes, and procedures for identifying and responding to a multi-sector cyber-attack targeting critical infrastructure. The CCIRC continues to seek opportunities for additional collaboration with its counterparts in the United States, including co-authoring an alert with U.S. -CERT on Ransomware.

Initiative 29 (Expanding Joint Leadership on International Cybersecurity Efforts):

An open, safe and trusted cyberspace is essential to Canada's competitive advantage in the global marketplace, and our international outreach reflects these objectives. Canada has participated in several international activities to advance joint leadership on international cyber security efforts. This includes Canada's participation in a 2012-13 study committee comprised of 15 nations that drafted recommendations to the Secretary General of the United Nations (UN) regarding threats to international cyberspace. While this is the third study on cyber security that has been convened by the UN over the past decade, the 2013 study is noteworthy because it was the first time a consensus was reached with respect to international law as it applies to cyberspace.

In addition, Canada has bolstered its contribution within the Organization of American States, the Organization for Economic Cooperation and Development (OECD) Working Group on Information Security, as well as the Association of Southeast Nations Regional Forum Cyber Confidence Building Measures Workshop.

In 2015-16, the Government of Canada met its commitments under this initiative by completing all the legislative changes necessary for Canada to ratify the *Council of Europe Convention on Cybercrime* (Budapest Convention) in 2015. The *Convention* has been ratified by 55 countries, including all G-7 member states. It covers not only cybercrimes, such as hacking, but also requires all States Parties to criminalize and assist in the investigation of content offences such as child pornography and other

Internet crimes such as fraud. The *Convention* facilitates the sharing of electronic evidence not only in relation to treaty offences but also in relation to all crimes, including terrorism related offences and organized crime.

The Government of Canada has met its commitments under Initiative 29.

Canada and the United States can rapidly respond to and recover from disasters and emergencies on either side of the border (Initiatives 30-32)

Initiative 30 (Mitigating the Impacts of Disruptions on Communities and the Economy):

Marine

Transport Canada (TC) leads the marine component of this initiative and has been working with its American counterpart to develop, on a regional basis, a joint cross-border approach to expedite maritime commerce recovery after a major disruption. In 2013-14, TC identified lead bi-national organizations in the Atlantic and Great Lakes regions to facilitate the development and implementation of regional maritime commerce resilience planning guides, as well as communications and information-sharing protocols. Consultations in the Great Lakes Region in 2014-15 led to the completion of the Great Lakes Region Maritime Commerce Resilience guidelines.

In 2015-16, to support work in the Atlantic Region, TC and the U.S. Coast Guard (USCG) facilitated private/public sector stakeholder consultation sessions in Halifax and Boston and a table-top validation exercise in Portland, Maine. As a result of this work, Atlantic Maritime Commerce Resilience Guidelines were developed.

Land

Public Safety Canada (PS) leads the land component of this initiative and has been working with provincial governments and other partners on creating border traffic management plans for traffic moving to and away from the border. On May 14, 2012, PS and the Department of Homeland Security (DHS) published the [*Considerations for United States-Canada Border Traffic Disruption Management guide*](#),⁶¹ which provides guidance and outlines important issues to consider when developing or updating existing regional and local border traffic management plans. Throughout 2012-13, regional workshops were held across Canada to initiate dialogue on the development of regional border traffic management plans. In 2013, PS and the CBSA – in collaboration with the Province of Ontario, U.S. counterparts, and other partners – conducted two table-top exercises to test the effectiveness of Ontario’s plans in the Buffalo/Niagara cross-border region.

An overarching corporate border traffic management plan was finalized in Ontario in December 2013. A draft Road Border Traffic management Plan for Saskatchewan and a draft North Portal Point of Entry Emergency Traffic Management Plan were finalized in March 2014. Throughout 2014-15, PS worked with the government of New Brunswick to develop a strategic border traffic management plan to guide regional activities to enhance active monitoring, planning and operations.

In 2015-16, the Province of Saskatchewan – together with PS, the CBSA, U.S. counterparts and other local, municipal and private sector partners– finalized strategic and operational emergency traffic

⁶¹ Public Safety Canada, “Considerations for United States-Canada Border Traffic Disruption Management,” <https://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/cnsdrtns-ntdstts-cnd/cnsdrtns-ntdstts-cnd-eng.pdf>

management plans for the North Portal border region. These plans were tested through multi-stakeholder exercises (Table-top/Discussion-based format). The post-exercise reports were produced to demonstrate strengths/weaknesses and/or gaps within these plans.

Also in 2015-16, PS partnered with the Government of Ontario to support the development of cross-border transportation management plans and exercises for Ontario's Sarnia/Port Huron and Ambassador Bridge border crossings, as well as surrounding roadway/highway systems. This project is underway and will culminate in border traffic management exercises, expected to be conducted in early 2017.

Initiative 31 (Enhancing Preparedness for Health Security Threats):

The Health Security Working Group (HSWG) was established in 2012-13 to enhance collective preparedness for health-security threats and developed a two-year work plan that outlined specific deliverables in areas such as risk assessment, information exchange, cross-border health-security partnerships and health emergency interoperability.

The initial work plan, led by Public Safety, entered its final phase in 2013-14 as deliverables on issues such as building a shared understanding of the Canada-United States health security environment; gaining a greater understanding of the information sharing processes required to facilitate the management of health emergencies; and identifying challenges in deploying public health and medical personnel and medical countermeasures were wrapped up.

In 2014-15, oversight of health security under Beyond the Border transitioned from Public Safety Canada to the Public Health Agency of Canada (PHAC) to enhance strong linkages between health and security portfolios. Throughout 2014-15, Canada and the U.S. continued to collaborate on health security by entering into negotiations on a Forward Plan to introduce new or enhanced measures to build upon initial Beyond the Border Action Plan successes and lessons learned.

In December 2015, the Health Security Working Group Forward Plan (2015-18) was negotiated and finalized. The Forward Plan is focused on four themes: Information Sharing, Interoperability, Lessons Learned, and Collaboration. Other accomplishments in 2015-16 include a tabletop exercise in September 2015 between PHAC and the U.S. Department of Health and Human Services to discuss the issues and challenges associated with the deployment of public health and medical resources between the two countries during health emergencies. In addition, processes were developed to support cross-border requests for assistance for the movement of patients and the exchange of health professionals during an emergency.

Initiative 32 (Emergency Management - Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE), and Interoperability):

Two working groups were created under Initiative 32 to jointly improve the ability of Canada and the U.S. to prepare for and respond to bi-national disasters: the Canada-U.S. Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE) Working Group and the Canada-U.S. Communications Interoperability Working Group (CANUS CIWG). The CBRNE Working Group is focused on preventing, mitigating, preparing for, responding to, and recovering from CBRNE events. The focus of the CANUS CIWG is to facilitate cross-border collaboration to improve public safety communications interoperability.

CBRNE

In 2014, Canada and the United States collaborated on advancing joint CBRNE-related training opportunities. As a result, Canadian emergency management officials can participate in training offered at the Federal Emergency Management Agency's (FEMA) Emergency Management Institute and the Center for Domestic Preparedness in the United States. Additionally, Canadian and American officials held discussions to exchange information on standard information sharing and modeling protocols to facilitate a joint response to a cross-border CBRNE incident.

In 2015-16, the working group focused primarily on developing the CBRNE mutual assistance concept of operations. Public Safety Canada's Government Operations Centre (GOC) and FEMA worked together to develop the first drafts of the document. In addition to the work on the concept of operations, plans have been made for a bilateral meeting with the U.S. to share and discuss FEMA's tool used for modeling the dispersing of contaminants during CBRNE events.

Although progress has been made, a significant challenge has been the occurrence of urgent and unpredictable events that Canada had to face, which diverted some of the same resources targeted to advance this file. Moving forward, the CBRNE Working Group will focus on completing the CBRNE mutual assistance concept of operations by its expected deadline of December 2016. A tabletop exercise is being considered to test the new concept of operations. Furthermore, the group will continue to capitalize on opportunities to exchange information bilaterally including through lessons learned.

CANUS CIWG

In 2012-13, CANUS CIWG conducted the Canada-U.S. Enhanced Resiliency Experiment (CAUSE) which successfully tested the interoperability of the Canadian Multi-Agency Situational Awareness System (MASAS), the American Integrated Public Alert and Warning System (IPAWS) and the Virtual USA Platform. Specifically, this exercise tested the state of emergency communications interoperability between Maine and New Brunswick.

In 2013-14, Defence Research and Development Canada's Centre for Security Science and FEMA signed a Memorandum of Understanding which now allows each country to automatically receive alerts from each other's systems.

In 2014-15, CANUS CIWG, with partners, developed a Statement of Intent to allow the use of portable radio units across the borders by public safety licensees of either country; developed a Memorandum of Understanding to permit automated exchange of information between Canadian and American situational awareness and reporting systems; and convened the third CAUSE.

In 2015-16, the CANUS CIWG conducted a number of activities including:

- Continued engagement of Federal, State, Provincial/Territorial and local public safety first responders along the border to provide updates, share information, and discuss gaps and opportunities to address cross border interoperability challenges (such as portable radio usage cross-border);
- Continued work following participation in the Canada-United States Enhanced Resilience Experiment (CAUSE) III experiment, the third in a series of cross border technology demonstrations focused on enhancing cross border resiliency. CAUSE III addressed improving interoperable communications, resource management/sharing protocols, and a cross-border Concept of Operations; and,

- Launched a webinar series in June 2015 to bolster cross border partnerships and information sharing.

Moving forward, the CANUS CIWG will continue to advance activities outlined in its work plan (e. g. advance the work of a Public Safety Broadband Network, continue the CAUSE technology experiments and share best practices and lessons learned).

Initiatives 33 and 34

Managing our New Long-Term Partnership

The Action Plan provided for oversight and governance mechanisms, to support and guide successful implementation of the Action Plan and to enhance the long-term partnership on issues between Canada and the U.S. Recognizing that the sharing of personal information underpins a number of key BTB initiatives, and acknowledging the importance of treating this information appropriately, the Action Plan also called for the creation of principles to inform the treatment of such information.

Financial Table

Managing our New Long-Term Partnership (Initiatives 33 and 34)

Department/Agency	2015-16 (in dollars)				Cumulative Actual Spending to Date (2012-2016)
	New Funding	Internal Reallocation	Total Planned Spending	Actual Spending	
Privy Council Office (PCO)	\$0	\$0	\$0	\$1,012,978	\$4,281,222
Public Safety Canada (PS)	\$0	\$410,380	\$410,380	\$379,572	\$1,822,577 ^{lxix}
TOTAL	\$0	\$410,380	\$410,380	\$1,392,550	\$6,103,799

Governance to oversee the successful implementation and to maintain transparency and accountability

Initiative 33 (BTB Governance and Oversight):

A joint Canada-U.S. Executive Steering Committee was created in 2012-13 to oversee and monitor progress on the implementation of the Action Plan initiatives and to identify areas of further work. That year the Government of Canada established the Border Implementation Team within the Privy Council Office (PCO) to support the promotion of enhanced trade and security cooperation between Canada and the United States, including by coordinating and overseeing the implementation of existing border-related commitments within the Government of Canada and with U.S. counterparts; maintaining regular engagement with key stakeholders; and providing advice to the Prime Minister and support to Cabinet on border-related initiatives.

Since 2012-13, the Canada-U.S. Executive Steering Committee has continued to meet annually. Additionally, PCO, in conjunction with their American colleagues, has produced an annual [Beyond the Border Implementation Report](#)⁶² available publicly.

The Beyond the Border (BTB) Action Plan is a major horizontal initiative involving numerous federal organizations. Public Safety Canada (PS) plays a coordination role with these BTB organizations to provide a Government of Canada perspective on progress made on the 34 initiatives under the Action Plan. This information is captured annually within the pages of this horizontal report. To do this, PS works collaboratively with lead BTB organizations through a Memorandum of Understanding that sets out terms of collaboration on performance measurement as well as joint funding for reporting on

⁶²Public Safety Canada, "2015 Beyond the Border Implementation Report," <https://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/2015-bynd-brdr-mplmntn/index-en.aspx>.

activities. As well, PS collects important financial information from all federal BTB organizations, including the data contained in this report.

Privacy principles to inform and guide information and intelligence-sharing under the BTB Action Plan

Initiative 34 (Developing a Statement of Privacy Principles and Practices):

Responsible sharing of personal information between Canada and the U.S. , in accordance with the domestic laws of both countries, is a cornerstone of the Beyond the Border Action Plan. In this spirit, the [Canada-U.S. Joint Statement of Privacy Principles](#)⁶³ was released in June 2012. The 12 principles cover the provision, receipt, and use of personal information exchanged by Canada and the U.S. pursuant to any information-sharing arrangements and initiatives under the Action Plan, are consistent with domestic privacy laws in both countries, and were inspired in part by international standards and guidelines on privacy (Organization for Economic Cooperation and Development, European Union-U.S.).

To date, the principles have been applied to a number of arrangements, including Phase I and Phase II of Entry/Exit, the *Agreement between the Government of Canada and the Government of the United States of America for the Sharing of Visa and Immigration Information* and the Implementing Arrangements negotiated thereunder, and the Integrated Cross-Border Maritime Law Enforcement Operations Framework (Shiprider). In addition, tools were created to assist lead departments in determining whether and how to apply the Principles in cross-border information sharing arrangements under the Action Plan.

The Privacy Principles will continue to be applied to remaining initiatives that include the cross-border sharing of personal information (e. g. the final phase of Entry/Exit).

The Government of Canada has met its commitments under Initiative 34.

⁶³ Public Safety Canada, "Beyond the Border Action Plan Joint Statement of Privacy Principles," <https://www.publicsafety.gc.ca/cnt/nws/nws-rlss/2012/20120628-2-en.aspx>.

Appendix A

List of Beyond the Border Action Plan Initiatives

	Initiative	Lead and Contributing Department(s) / Agency(ies)
1	Joint Threat Assessments	Public Safety Canada
2	Information/Intelligence Sharing	Public Safety Canada • Department of Justice
3	Domain Awareness	Royal Canadian Mounted Police • Transport Canada • Public Safety Canada
4	Countering Violent Extremism	Public Safety Canada
5	Integrated Cargo Security	Canada Border Services Agency • Transport Canada • Canadian Food Inspection Agency
6	Passenger Baggage Screening	Transport Canada
7	Joint Food/Plant/Animal Assessments/Audits	Canadian Food Inspection Agency
8	Electronic Travel Authorization (eTA)	Immigration, Refugees and Citizenship Canada
9	Interactive Advance Passenger Information (IAP) - Board/No Board	Canada Border Services Agency
10	Immigration Information Sharing	Immigration, Refugees and Citizenship Canada • Immigration and Refugee Board of Canada • Royal Canadian Mounted Police • Shared Services Canada
11	Entry/Exit Information Systems	Canada Border Services Agency • Immigration, Refugees and Citizenship Canada
12	Enhancing Benefits for Trusted Trader Programs	Canada Border Services Agency
13	Increasing Harmonized Benefits to NEXUS Members	Canada Border Services Agency • Transport Canada
14	Enhancing Facilities to Support Trusted Trader and Traveller Programs	Canada Border Services Agency
15	Pre-Inspection and Pre-Clearance Initiatives	Public Safety Canada • Transport Canada • Canada Border Services Agency • Global Affairs Canada • Canadian Food Inspection Agency
16	Facilitating the Conduct of Cross-Border Business	Immigration, Refugees and Citizenship Canada • Canada Border Services Agency
17	Single Window	Canada Border Services Agency • Canadian Food Inspection Agency • Canadian Nuclear Safety Commission • Global Affairs Canada • Environment Canada • Fisheries and Oceans Canada • Health Canada • Natural Resources Canada • Public Health Agency of Canada • Transport Canada
18	Harmonizing Low Value Shipment Thresholds	Canada Border Services Agency • Finance
19	Accountability for Border Fees/Charges	Public Safety Canada
20	Upgrading and Expanding Infrastructure at Key Crossings	Transport Canada • Canada Border Services Agency

	Initiative	Lead and Contributing Department(s) / Agency(ies)
		<ul style="list-style-type: none"> Federal Bridge Corporation Limited
21	Coordinating Investments at Small and Remote Ports of Entry	Canada Border Services Agency
22	Deploying Border Wait-Time Technology and Establishing Wait-Time Service Levels	Transport Canada <ul style="list-style-type: none"> Canada Border Services Agency
23	Installing Radio Frequency Identification (RFID) Technology	Canada Border Services Agency
24	Organizing Bi-National Port Operations Committees	Canada Border Services Agency
25	Shiprider / Next Generation - Pursuing National Security and Transnational Criminal Investigations	Royal Canadian Mounted Police <ul style="list-style-type: none"> Public Prosecution Service of Canada Public Safety Canada
26	Providing Radio Interoperability for Law Enforcement	Royal Canadian Mounted Police <ul style="list-style-type: none"> Public Safety Canada
27	Enhancing Cross-Border Critical Infrastructure and Resilience	Public Safety Canada
28	Government and Digital Infrastructure - Strengthening Cyber Security	Public Safety Canada
29	Expanding Joint Leadership on International Cyber Security Efforts	Public Safety Canada <ul style="list-style-type: none"> Department of Justice Global Affairs Canada
30	Mitigating the Impacts of Disruptions on Communities and the Economy	Transport Canada (Marine) Public Safety Canada (Land)
31	Enhancing Preparedness for Health Security Threats	Public Health Agency of Canada <ul style="list-style-type: none"> Public Safety Canada
32	Emergency Management Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) and Interoperability	Public Safety Canada
33	BTB Governance and Oversight - Executive Steering Committee	Privy Council Office
34	Developing a Statement of Privacy Principles and Practices	Public Safety Canada <ul style="list-style-type: none"> Department of Justice

Note: Shared Services Canada is a key partner to both lead and contributing departments/agencies in supporting Beyond the Border Information Technology infrastructure requirements.

Appendix B

Cumulative Spending to March 31, 2016, by Initiative

	Initiative	Cumulative Actual Spending to Date
1	Joint Threat Assessments	\$315,474
2	Information/Intelligence Sharing	\$75,732
3	Domain Awareness	\$442,976
4	Countering Violent Extremism	\$76,978
5	Integrated Cargo Security	\$29,743,608
6	Passenger Baggage Screening	\$120,146,178
7	Joint FPA Assessments/Audits	\$418,360
8	Electronic Travel Authorization (eTA)	\$39,732,991
9	Interactive Advance Passenger Information (IAPI) - Board/No Board	\$43,708,691
10	Immigration Information Sharing	\$82,437,622
11	Entry/Exit Information Systems	\$50,169,058
12	Enhancing Benefits for Trusted Trader Programs	\$35,206,108
13	Increasing Harmonized Benefits to NEXUS Members	\$2,258,658
14	Enhancing Facilities to Support Trusted Trader and Traveller Programs	\$1,973,510
15	Pre-Inspection and Pre-Clearance Initiatives	\$4,959,417
16	Facilitating the Conduct of Cross-Border Business	\$130,351
17	Single Window	\$78,984,479
18	Harmonizing Low Value Shipment Thresholds	\$134,835
19	Accountability for Border Fees/Charges	\$419,487
20	Upgrading and Expanding Infrastructure at Key Crossings	\$17,552,732
21	Coordinating Investments at Small and Remote Ports of Entry	\$13,789,149
22	Deploying Border Wait-Time Technology and Establishing Wait-Time Service Levels	\$2,295,425
23	Installing RFID Technology	\$8,137,612
24	Organizing Bi-National Port Operations Committees	\$85,401
25	Shiprider / Next Generation - Pursuing National Security and Transnational Criminal Investigations	\$21,500,524
26	Providing Radio Interoperability for Law Enforcement	\$7,310,446
27	Enhancing Cross-Border Critical Infrastructure and Resilience	\$7,236,237
28	Government and Digital Infrastructure - Strengthening Cyber Security	\$255,317
29	Expanding Joint Leadership on International Cyber Security Efforts	\$105,841
30	Mitigating the Impacts of Disruptions on Communities and the Economy	\$2,608,788
31	Enhancing Preparedness for Health Security Threats	\$1,321,148
32	Emergency Management CBRNE and Interoperability	\$1,989,614

33	BTB Governance and Oversight - Executive Steering Committee	\$5,955,029
34	Developing a Statement of Privacy Principles and Practices	\$148,770
	Total	\$581,626,546

Endnotes

Explanations for variances between actual and planned spending are provided by BTB organizations for initiatives with a $\geq 25\%$ difference between their 2015-16 planned spending and 2015-16 actual spending.

ⁱⁱ The Canada Border Services Agency's Theme 1 initiatives with variances of $\geq 25\%$ are:

Initiative 5 – Integrated Cargo Security

The Planned Spending of \$9.4 million reflects the Treasury Board approved funding. Of this amount, a net incremental amount of \$2.2 million of funding has been reprofiled to future years due to the revision of the implementation timelines of the project. The revised Planned Spending for this initiative is \$7.2 million, therefore reducing the variance to \$1.0 or 14% of the total Planned Spending in 2015–16.

Initiative 9 – Interactive Advanced Passenger Information (IAPI) – Board/No Board

The Planned Spending of \$11.9 million reflects the Treasury Board approved funding. A net incremental amount of \$3.8 million of funding became available in fiscal year 2015-16 through the carryforward and reprofile process from the previous year. The revised Planned Spending for this initiative is \$15.7 million, which was entirely spent in 2015–16.

ⁱⁱⁱ The Canadian Food Inspection Agency's Theme 1 initiatives with variances of $\geq 25\%$ are:

Initiative 5 – Integrated Cargo Security

Due to the unpredictability of program needs, CFIA did not identify its planned internal funding expenditure for 2015-16. Accordingly, in the Financial Table for initiative #5 and initiative #7 under Theme 1, planned spending for 2015-16 is presented as \$0.

Initiative 7 – Joint FPA Assessments/Audits

Due to the unpredictability of program needs, CFIA did not identify its planned internal funding expenditure for 2015-16. Accordingly, in the Financial Table for initiative #5 and initiative #7 under Theme 1, planned spending for 2015-16 is presented as \$0.

ⁱⁱⁱⁱ Immigration, Refugees and Citizenship Canada's Theme 1 initiatives with variances of $\geq 25\%$ are:

Initiative 8 – Electronic Travel Authorization (eTA)

\$4,964,454 – Reprofile to future years of unused funding as a result of an amendment to eTA enforcement timelines that was required to harmonize eTA and IAPI program implementation, and a change to the manner in which eTA applications are processed, which resulted in a higher number of applications undergoing manual intervention. \$4,087,626 – Surplus in salary, O&M and property growth due to amended enforcement dates.

Initiative 11 – Entry/Exit

\$2,700,000 – Reprofile to 2016-17 of unused funding due to project delays will support the requirement to build a system enhancement to IRCC's Global Case Management System (GCMS) to allow IRCC access to CBSA's Entry Exit Information System. Included in the reprofile is \$1.5M in contingency for program delays and IT cost overruns. \$361,735 – salary and O&M surplus due to project delays.

^{liv} Immigration and Refugee Board's Theme 1 initiative with a variance of $\geq 25\%$ is:

Initiative 10 – Immigration Information Sharing

The surplus of \$0.5M for 2015-16 is due to lower processing volumes than initially projected. IRB's resource requirements were initially based on the need to examine fingerprint information for 22,500 refugee claimants during 2015-16 but the number of refugee claims finalized was around 14,000. The lower volume is attributable to fewer refugee claims due to the impact of the new refugee determination measures introduced as part of refugee reform in December 2012. Furthermore, the volume of fingerprint information records shared with the US was lower than anticipated as the US limited the number of records it could receive due to some systemic issues.

^{iv} Public Safety Canada's Theme 1 initiatives with variances of $\geq 25\%$ are:

Initiative 1 – Joint Threat Assessment

This initiative involved a joint Canada-US exercise that required the use of a full-time employee and travel expenses to Washington DC. This initiative is complete.

Initiative 4 – Countering Violent Extremism

This initiative was deemed complete, therefore no actual spending was attributed.

Initiative 8 – Electronic Travel Authorization

Public Safety Canada's variance between planned spending and actual spending for Initiative 8 was due to a delay in the enforcement of this program. More time than was originally forecast was needed to put solid plans in place to ensure objectives were achieved in a manner that facilitated the flow of legitimate travel and reduced security and fraud related risks by having a more integrated and tested system. The new requirement to have an eTA prior to boarding a flight to Canada had to be implemented in an orderly fashion to make it easier and faster for low-risk travellers to come to Canada, while allowing better risk management. Additional efforts were made to track, monitor and brief on this important pre-travel screening system to address threats early – while the program was being developed and implemented.

Initiative 9 – Interactive Advance Passenger Information

Due to operational delays, additional efforts were required to track, monitor and brief on this important system to address threats early, part of pre-travel screening used to manage risk away from Canada's borders. Public Safety Canada's variance between planned spending and actual spending for Initiative 9 was due to delays associated with the file in general and operations to put in place a system that facilitated the flow of legitimate travel and reduced security and fraud related risks by having a more integrated and tested system. More time than was originally forecast was required to advance this project. Airlines and government required more time than originally forecast to ensure better integration of systems and to have the time to address system issues and work towards high rates of compliance.

Initiative 11 – Entry/Exit Information System

Under-spending on this initiative was due to temporary delays beyond the control of PS, in particular, the dissolution of Parliament during the federal election in 2015.

^{lv} The Royal Canadian Mounted Police's Theme 1 initiative with a variance of $\geq 25\%$ is:

Initiative 10 – Immigration Information Sharing

The source of funds to cover the variance in 2015-16 is the funding received through carry forward.

^{lvii} The Canada Border Services Agency's Theme 2 initiatives with variances of $\geq 25\%$ are:

Initiatives 12, 13 and 14

The Actual Spending is lower than the Planned Spending by \$1.0 million. The majority of the variance is related to IT system development and implementation delays caused by the Trusted Trader portal, Harmonization and FAST Expansion projects. The surplus will be made available for use by the initiatives in 2016–17.

Initiative 15 – Pre-Inspection and Pre-Clearance Initiatives

The Planned Spending was finalized following the preparation of 2015-16 RPP and as such no initial figures could be identified.

Initiative 17 – Single Window

The Planned Spending of \$6.4 million reflects the Treasury Board approved funding. A net incremental amount of \$2.8 million of funding became available in fiscal year 2015-16 through the carryforward and reprofile process from the previous year. The revised Planned Spending for this initiative is \$9.2 million, therefore reducing the variance to \$0.9 million or 10% of the total Planned Spending in 2015–16.

Initiative 20 – Upgrading and Expanding Infrastructure at Key Crossings

The Planned Spending of \$35.3 million reflects the Treasury Board approved funding. Of this amount, \$16.6 million of funding has been reprofiled to future years due to the revision of the implementation timelines of the project. The balance was mainly due to delays in the construction design phase of the initiative and will be made available for use in 2016–17 for Infrastructure enhancement/modifications at four ports of entry.

Initiative 21 – Coordinating Investments at Small and Remote Ports of Entry

The Planned Spending of \$3.9 million reflects the Treasury Board approved funding. A net incremental amount of \$1.4 million of funding became available in fiscal year 2015-16 through the carryforward and reprofile process from the previous year. The revised Planned Spending for this initiative is \$5.3 million, therefore reducing the variance to \$0.2 million or 3% of the total Planned Spending in 2015–16.

Initiative 23 – Installing RFID Technology

The Planned Spending of \$1.3 million reflects the Treasury Board approved funding. A net incremental amount of \$3.0 million of funding became available in fiscal year 2015-16 through the carryforward and reprofile process from the previous year. The revised Planned Spending for this initiative is \$4.3 million, therefore reducing the variance to \$1.1 million. The majority of the variance pertains to the fact that RFID deployments did not occur in 2015-16 as originally planned. In addition, the third IT release allowing the RFID-readers to read provincial Enhanced Drivers Licences was delayed as only one province signed their MOU with the CBSA before the end of fiscal. The surplus will be made available for use by the initiatives in 2016–17.

^{lviii} Global Affairs Canada’s Theme 2 initiatives with variances of $\geq 25\%$ are:

Initiative 15 – Pre-Inspection and Pre-Clearance Initiatives

The variance can be explained by a decrease in the work needed to support the preclearance/pre-inspection agenda following the conclusion of substantial negotiation of the new preclearance treaty for which implementation rests with Public Safety.

Initiative 17 – Single Window

Additional requirements to the scope of the project were identified in 2015-16, and therefore, additional resources have been allocated internally in order to support the implementation of this project.

^{lix} Fisheries and Oceans Canada’s Theme 2 initiative with a variance of $\geq 25\%$ is:

Initiative 17 – Single Window

The majority of the 2015-16 variance between planned and actual spending is due to DFO not needing to undertake consultations, which were done by Canada Border Services Agency.

^{lx} Environment and Climate Change Canada’s Theme 2 initiative with a variance of $\geq 25\%$ is:

Initiative 17 – Single Window

The variance between planned spending and expenditures is attributable to additional business and systems priorities resulting in partial delays of previously planned activities for SWI. The programs related to waste management, and documenting business requirements for enforcement, was implemented in June 2015. However, implementation of remaining programs, including New Substances, Wild Life Enforcement, Transportation of Small Engine, Enforcement Pathfinder and Ozone Depleting Substances have been moved to fiscal year 2016-17 with CBSA concurrence.

The impact of this delay is minimal as some Trade Chain Partners were not ready to adopt the Single Window Initiative, however, programs continued to provide service under their existing processes. There is a project plan in place to complete the integration of data for all remaining programs and a proposed ECCC DG governance to ensure work stays on track toward completion by March 31, 2017.

^{lxi} Federal Bridge Corporation’s Theme 2 initiative with a variance of $\geq 25\%$ is:

Initiative 20 – Upgrading and Expanding Infrastructure at Key Crossings

The \$18.2M RPP Planned Spending was forecasted at the end of 2014 and was based on required acquisition of land (funded by Federal Bridge Corporation Limited) and subsequent work on this site (funded by Transport Canada). However, the acquisition of the land required and subsequent rock blasting work for the project took longer than expected. Thus, the related subsequent work was delayed until the ownership transfer process was completed. A new estimate (\$11M) was provided at the 2015 ARLU submission considering the land transfer issue.

^{lxii} Public Health Agency of Canada’s Theme 2 initiative with a variance of $\geq 25\%$ is:

Initiative 17 – Single Window

Savings were realized in the area of core solution development through cost sharing between Health Canada and the Public Health Agency Canada. The collaboration between the two departments was not anticipated at the time that new funding was requested.

^{lxiii} Public Safety Canada’s Theme 2 initiatives with variances of $\geq 25\%$ are:

Initiative 15 – Pre-Inspection and Preclearance Initiatives

Public Safety Canada’s variance between planned spending and actual spending for Initiative 15 is due to additional expenditures associated with the establishment of a dedicated team to lead the implementation of the *Land, Rail, Marine and Air Preclearance Agreement*, including work to support the introduction of legislation in June.

Initiative 16 – Facilitating the Conduct of Cross-Border Business

Due to a multitude of complex files associated with Beyond the Border initiatives, more time was required to track these items related to trusted trader and traveler programs, including related customs and immigration considerations.

Initiative 19 – Accountability for Border Fees/Charges

Public Safety Canada’s variance between planned spending and actual spending for Initiative 19 is due to delays associated with the completion of a third party report on border fees. As the report was not finalized until the end of 2014-15, some expenditures associated with the preparation of an executive summary and translation of documents planned for 2014-15 took place in 2015-16.

^{lxiv} Transport Canada’s Theme 2 initiatives with variances of $\geq 25\%$ are:

Initiative 20 – Upgrading and Expanding Infrastructure at Key Crossings

Increase in salary expenditures as an additional employee was brought in on assignment to provide support on BTB initiatives.

Initiative 22 – Deploying Border Wait-Time Technology and Establishing Wait-Time Service Levels

The variance is attributed to lower salary costs and to delays in G&C spending on the Beyond the Border suite of projects, which occurred because of differing approaches on the part of the US. Canada wants to ensure that the solution used to measure Border Wait Times while entering Canada is equivalent to or on par with, what will be deployed for the US, and will not proceed until the US is ready to move forward in parallel. As a result, \$13.9M in G&C funding has been re-profiled to future years (\$1M to 2016-17 and \$12.9M to 2017-18).

^{lxv} Public Prosecution Service of Canada’s Theme 3 initiative with a variance of $\geq 25\%$ is:

Initiative 25 – Shiprider/Next Generation

The amounts presented as actuals are based on work completed on the BTB initiative in fiscal year 2015-16. Planned amounts were determined based on anticipated workload which was lower than expected. The PPSC does not control the volume of work that it receives. It simply responds to referrals and/or requests from investigative agencies.

^{lxvi} Public Safety Canada’s Theme 3 initiatives with variances of $\geq 25\%$ are:

Initiative 32 – Emergency Management CBRNE and Interoperability

There were unexpected delays with respect to supporting documentation (e.g. MOUs enabling funding transfers) relating to the most recent Canada-United States Enhanced Resiliency Experiment (CAUSE), which led to planned activities not being completed during the reporting year. As a result, there was a significant variance between actual and planned spending on this initiative.

^{lxvii} The Royal Canadian Mounted Police's Theme 3 initiatives with variances of $\geq 25\%$ are:

Initiative 25 – Shiprider/Next Generation

The forecasted expenditures to complete this initiative are appropriate. Two Shiprider teams were rolled out in 2012-13 and two more in 2015-16. Additionally a team was established in Victoria, BC. Identify, selecting, training, and transferring the resources is the primary reason that staffing levels are not at capacity. All teams are established and efforts to secure resources remains ongoing. The current vacancy rate is 20% (as opposed to 42% in February 2016). Plans are moving forward to establish the BIOC (Border Integrity Operation Center) in the Great Lakes St. Lawrence Seaway Marine Security Operations Centre.

Initiative 26 – Providing Radio Interoperability for Law Enforcement

The variance between the planned and actual spending is due to staffing delays and organizational restructure.

^{lxviii} The Canada Border Services Agency's Theme 4 initiatives with variances of $\geq 25\%$ are:

Initiative 30 – Mitigating the Impacts of Disruptions on Communities and the Economy

This is an internally funded initiative for the CBSA. While the Agency has supported the Mitigating the Impacts of Disruptions on Communities and the Economy initiative since 2012-13, at the time of the preparation of this Horizontal Report, no further expenditure for 2015-16 were recorded.

Initiative 31 – Enhancing Preparedness for Health and Security Threats

The Planned Spending was finalized following the preparation of 2015-16 RPP and as such no initial figures could be identified.

^{lxix} Public Safety Canada's Theme 4 initiatives with variances of $\geq 25\%$ are:

Initiative 27 – Enhancing Cross-Border Critical Infrastructure and Resilience

In 2015-16, PS internally reallocated \$795,250 of A-base funding to support cross-border critical infrastructure resilience initiatives, building on the \$1,392,542 allocated for Beyond the Border Planned spending. This internal reallocation was necessary to support both cross-border and domestic objectives, especially site assessments under the Regional Resilience Assessment Program (RRAP). Additional investments in this area supported the domestic roll-out of the RRAP, including site assessments of critical infrastructure facilities across Canada. It also allowed PS to leverage the U.S. Department of Homeland Security's site assessment methodology for both cross-border and domestic purposes, and to access aggregate scores from their assessments to ensure that owners/operators who undergo assessments in Canada have access to meaningful industry comparisons. Additional investments also enabled the Department to conduct interdependency analysis under the Virtual Risk Analysis Cell (VRAC) to better understand the cascading impacts of emergencies/events affecting critical infrastructure, which is highly interconnected across sectors and borders.

Initiative 28 – Government and Digital Infrastructure

This initiative was deemed completed, therefore no actual spending was attributed.

Initiative 29 – Expanding Joint Leadership on International Cybersecurity Efforts

This initiative was deemed complete, therefore no actual spending was attributed. The resource implications relating to the *Council of Europe Convention on Cybercrime* (work is ongoing) are not included.

Initiative 30 – Mitigating the Impacts of Disruptions on Communities and the Economy

The variance between actual and planned spending was primarily due to uneven levels of readiness among provinces/territories to support cross-border efforts relating to planning/exercises to manage the movement of goods and people across the border during and following emergencies. In particular, a number of provinces/territories needed to develop their own border incident traffic management plans prior to participating in the cross border initiative. In

addition, some of the delays can be attributed to challenges encountered by the U.S. Customs Border Protection (CBP), including budget sequestration issues and delays at the state-level. As such, there was a lower-than-anticipated expenditure in 2015/16.

^{lxx} Transport Canada's Theme 4 initiative with a variance of $\geq 25\%$ is:

Initiative 30 – Mitigating the Impacts of Disruptions on Communities and the Economy

The variance is attributed to unplanned salary expenditures, EBP and PSPC accommodation costs during the 2015-16 reporting period as these FTEs had to collaborate with the US Coast Guard and private/public stakeholders on both sides of the border to develop bi-national maritime commerce resilience guidelines for Great Lakes and Atlantic Regions.

^{lxxi} Public Safety Canada's Management initiative with a variance of $\geq 25\%$ is:

Initiative 34 – Developing a Statement of Privacy Principles and Practices

Given that no new agreements requiring a privacy impact assessment were concluded in 2015-16, Public Safety Canada had a lower than expected workload in support of this BTB initiative.