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Canada Border Services Agency

2006-2007 Estimates

Part III – Report on Plans and Priorities

A handwritten signature in black ink, reading "Stockwell Day", written over a horizontal line.

The Honourable Stockwell Day, P.C., M.P.
Minister of Public Safety
(Public Safety and Emergency Preparedness)

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SECTION I – OVERVIEW

Minister's Message

I am pleased to provide Parliament with my first Report on Plans and Priorities as Minister of Public Safety.

The Canada Border Services Agency (CBSA) is part of the Public Safety portfolio, which includes the Royal Canadian Mounted Police, the Canadian Security Intelligence Service, the Correctional Service of Canada and the National Parole Board. Working collectively in an integrated fashion, the Department and portfolio agencies are dedicated to protecting Canadian families and their communities, to securing our borders and to increasing our preparedness to address public health threats.

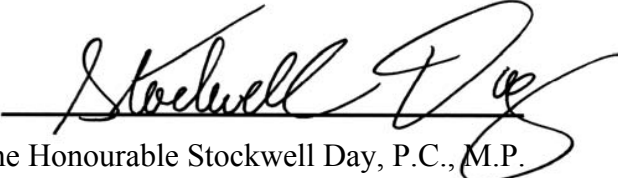
To help meet these safety and security needs, the recent Budget 2006 provides \$1.4 billion over two years to protect Canadian families and communities. Funding is being provided to the portfolio for such initiatives as increasing the number of police officers on the street; preventing youth crime with a focus on guns, gangs and drugs; arming border officers and eliminating work-alone situations; and enhancing our capacity to deal with catastrophes and other emergencies.

Our government is committed to ensuring that the CBSA and its employees have the resources, the training and the tools they need to meet the Agency's dual mandate of securing the border and facilitating the flow of lawful trade and travel. We will accomplish this by moving forward on the next generation of innovative border management solutions supported by the latest science and technology.

Key to our success will be developing strong partnerships. Our collaborative work with our North American neighbours — the United States and Mexico — in the context of the Security and Prosperity Partnership will ensure that our borders are safe, reliable and secure. In addition, our work with stakeholders in many sectors to facilitate trade and promote transparency will contribute to a more prosperous and competitive Canada.

I would like to thank the men and women of the CBSA for their professionalism, enthusiasm and commitment to excellence.




The Honourable Stockwell Day, P.C., M.P.
Minister of Public Safety

President's Message

I want to begin by underlining the hard work and dedication of our employees. They are at work at ports of entry, in our communities and overseas protecting Canadians and contributing to our quality of life. I see their successes each day — from seizures of contraband and illicit firearms and the detention and removal of people who are a threat to Canada to the evacuation of fellow Canadians from Lebanon, even at the risk of their own safety. It is with great pride that I look upon their achievements. My challenge is to provide them with the support, resources and tools needed to continue to do their job well.



The Canada Border Services Agency (CBSA) plays a central role in ensuring safe communities and protecting our national and economic security. Since 2003, we have built a new organization and transformed how Canada's borders are managed and the tools with which we do this work.

Much of what has changed would not be immediately visible to the traveller arriving at the border. Working with our domestic and international partners, this Agency has fundamentally changed how we manage risk. We are transforming into a flexible, connected, intelligence-based organization.

We are leveraging advance information, we are enhancing our analytical capacity, we are developing and deploying new technologies, and we are establishing new partnerships both at home and around the world. All of this effort helps our officers to identify and target their efforts at high-risk people and goods while facilitating the flow of legitimate trade and travel.

By building on this progress, there is much more the Agency can do to contribute to Canada's security and economic prosperity.

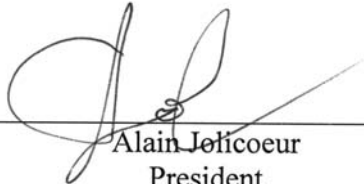
The border serves as both the symbolic and physical manifestation of Canadian sovereignty. It will also remain a critical line of defence to interdict threats to our communities and to our national security. In an increasingly global economy, the border is also seen as a potential liability to Canada's productivity and competitiveness if not managed well.

Our geography, our level of economic integration and the nature of the threats presented mean how we achieve our security and facilitate commerce may be quite different at the border and ports of entry to the United States than at the North American perimeter. Canada and the United States have a common interest to protect and facilitate the movement of people and commerce to and within North America. Our shared commitment is reflected in the Security and Prosperity Partnership of North America (SPP). Much of what the Agency does in the near to medium term will be shaped by the SPP.

Budget 2006 provided significant new funding to address the priority SPP initiatives and to enhance the CBSA's law enforcement posture. This new funding will help the Agency to eliminate work-alone situations, which we expect to complete over the next three years.

Importantly, we are also beginning the process of arming our officers, with the first fully trained officers expected to be deployed by the fall of 2007. I cannot overstate the significance of the change this will bring to the face of the Agency. I am committed to implementing the arming of our officers in a way that protects both their safety and that of Canadians.

This Agency has achieved much in its first three years, and we will continue to evolve. We will continue to transform how Canada's borders are managed. Our vision is a smart border and a smart organization.



Alain Jolicoeur
President
Canada Border Services Agency

Management Representation Statement

I submit, for tabling in Parliament, the 2006-2007 Report on Plans and Priorities (RPP) for the Canada Border Services Agency.

This document has been prepared based on the reporting principles contained in *Guide for the Preparation of Part III of the 2006-2007 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*.

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidelines;
- It is based on the Agency's approved Program Activity Architecture structure as reflected in its Management Resources and Results Structure;
- It presents consistent, comprehensive, balanced and accurate information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved planned spending numbers from the Treasury Board Secretariat in the RPP.



Alain Jolicœur
President

Canada Border Services Agency

Summary Information

CBSA Vision: A smart border, a smart organization.

CBSA Mandate: The Agency is responsible for providing integrated border services that support national security and public safety priorities and facilitate the free flow of persons and goods, including animals and plants, that meet all requirements under the program legislation.

CBSA Mission: To ensure the security and prosperity of Canada by managing the access of people and goods to and from Canada.

We will be successful if we achieve our:

CBSA Strategic Priorities 2006-2007 to 2008-2009

Effective delivery of programs and services
Innovating for the border of the future
Strong internal and external relationships
A modern management regime

We will gauge our success through the achievement of our:

Strategic Outcome

Efficient and effective border management that contributes to the security and prosperity of Canada

We will manage our business through our:

Integrated Border Services

Security

Access

Science- and Technology-based Innovation

Corporate Management and Direction

We will be guided by our:

Core Values

Integrity, Respect and Professionalism

Priorities 1 and 4 are considered to be “ongoing” as they were explicitly identified in previous CBSA planning documents tabled in Parliament. Although Priorities 2 and 3 are considered “new,” they consolidate existing priorities and support the CBSA’s future strategic direction.

Financial resources (thousands of dollars):

2006-2007	2007-2008	2008-2009
1,467,030	1,461,035	1,513,351

Human resources (Full Time Equivalents (FTE)):

2006-2007	2007-2008	2008-2009
12,763	12,900	13,312

Overview — who we are

Since December 2003, the Canada Border Services Agency (CBSA) has been an integral part of the Public Safety and Emergency Preparedness portfolio, which was created to protect Canadians and maintain a peaceful and safe society. The CBSA brought together related functions and staff that were formerly part of the Canada Customs and Revenue Agency, Citizenship and Immigration Canada and the Canadian Food Inspection Agency.

The CBSA’s benefit to Canadians

The *Canada Border Services Agency Act* gives the CBSA the mandate to provide integrated border services that support national security and public safety priorities and facilitate the free flow of persons and goods, including animals and plants, that meet all requirements under the program legislation.

The Agency employs intelligence-gathering and information-sharing techniques with our domestic partners and international counterparts in order to protect Canadians from threats to public safety and health.

Even as the CBSA enhances border security, it is developing measures and programs to expedite legitimate transborder movement. The fluid movement of people and goods travelling into and out of Canada is essential to our national economic vitality.

The CBSA employs a program of responsible enforcement, and an effective sanctions regime that may be applied to persons and groups that contravene Canadian border laws. These deterrents promote compliance and provide a level playing field for all travellers and traders.

The CBSA is a cost-effective, transparent and accountable agency. We demonstrate fiscal prudence to Canadians by sound comptrollership, internal audits and program evaluations.

Our operating environment — what we do

The CBSA provides integrated border services that balance the needs to support national security and public safety priorities with the facilitation of cross-border movement of legitimate trade and travellers. In order to do so, we constantly identify, analyse and mitigate risk. Every day, our employees make thousands of real-time decisions that affect the security and prosperity of Canadians.

We have a workforce of approximately 13,000 employees, including over 7,200 uniformed officers, providing services at some 1,200 points across Canada and 39 international locations.

We manage 119 land border crossings and operate on a 24/7 basis at 61 land border crossings and nine international airports. Our officers perform marine operations at three major ports in Halifax, Montreal and Vancouver. We also process and examine international mail at three mail centres located in Vancouver, Toronto and Montreal.

We process an average of 266,000 travellers entering Canada each day.

In 2003-2004, we processed more than 92 million travellers. The number increased to 95 million in 2004-2005 and the upward trend continued in 2005-2006, when we processed 97.1 million travellers (highway, air, marine and rail.)

We collect an average of \$9.1 million in import duties and \$63.7 million in GST/HST each day. The value of cross-border trade with the U.S. alone averages \$1.9 billion a day. An average of 18,200 trucks arrive from the U.S. every day, with 10,600 of them processed through southern Ontario border crossings. We also process an average of 77,900 courier shipments daily.

We administer more than 90 acts, regulations and international agreements, many on behalf of other federal departments and agencies, the provinces and the territories.

Among them are the:

- *Citizenship Act*
- *Criminal Code*
- *Customs Act*
- *Customs Tariff*
- *Excise Act*
- *Excise Tax Act*
- *Export and Import Permits Act*
- *Food and Drugs Act*
- *Health of Animals Act*
- *Immigration and Refugee Protection Act*
- *Plant Protection Act*
- *Proceeds of Crime (Money Laundering) and Terrorist Financing Act*
- *Special Import Measures Act*

CBSA responsibilities:

- We administer legislation that governs the admissibility of people and goods into and out of Canada.
- We establish how people and goods move through our borders.
- We detain those people who may pose a threat to Canada.
- We remove people who are inadmissible to our country, including those involved in terrorism, organized crime and war crimes or crimes against humanity.
- We interdict illegal goods entering or leaving the country.
- We protect food safety and the environment by stopping prohibited or hazardous products arriving at our air, land and sea ports.
- We promote Canadian business and economic benefits by administering trade legislation and trade agreements to meet Canada's international obligations.
- We enforce trade remedies that help protect Canadian industry from the injurious effects of dumped and subsidized imported goods.
- We administer a fair and impartial redress mechanism.
- We promote Canadian interests in various international forums and with international organizations.
- We collect applicable duties and taxes on imported goods.

Our partners and stakeholders

In collaboration with our partners, we contribute to the health, security and economic prosperity of Canadians. In line with the nature of our work, the CBSA enjoys strategic partnerships with many government departments and agencies at home and abroad. Dependable and timely communications with partners and stakeholders are critical to minimizing risk and maximizing economic advantage for Canadians. Our key strategic partners include Transport Canada, Citizenship and Immigration Canada, the Department of Foreign Affairs and International Trade, the Immigration and Refugee Board of Canada, Health Canada and the Canadian Food Inspection Agency, in addition to our Public Safety and Emergency Preparedness portfolio partners such as the Royal Canadian Mounted Police, the Canadian Security Intelligence Service, Public Safety and Emergency Preparedness Canada and Correctional Service of Canada.

Consultation with our stakeholders is a vital component of our approach to border management. To this end, the Canada Border Services Advisory Committee (CBSAC) was created in the fall of 2005 to provide independent advice and to serve as a sounding board on major trends and developments that may affect the management of Canada's border, as well as the priorities, business and operations of the CBSA. Committee members were recruited at the senior level from sectors and groups reflecting CBSA business lines and activities. The CBSAC comprises some 26 stakeholders representing the private sector, the immigration community, travellers, academia and the general public.

The CBSA is also committed to consulting Canadian commercial stakeholders on strategies, policies, operational programs and administrative procedures that govern and affect Canada's commercial trade. These consultations promote mutually beneficial collaboration between the CBSA and the Canadian commercial trade community on border matters to the benefit of Canada, the Canadian economy and Canada's trade sector.

In support of this commitment, the Border Commercial Consultative Committee (BCCC) was formed to provide CBSA officials and commercial stakeholders with a forum for dialogue on Canada's border operations. The BCCC is composed of 27 of the CBSA's major private sector stakeholder organizations, and is expected to meet at least twice a year.

Our key partners and stakeholders include:

Government

- Department of Public Safety and Emergency Preparedness Canada and the other portfolio partners (e.g., Canadian Security Intelligence Service, Royal Canadian Mounted Police, Canada Firearms Centre, Correctional Service of Canada, and National Parole Board)
- Other federal departments and agencies (e.g., Citizenship and Immigration Canada; Canada Revenue Agency; Canadian Food Inspection Agency; Immigration and Refugee Board of Canada; Passport Office; Department of Foreign Affairs and International Trade; Health Canada; Public Health Agency of Canada; Justice Canada; Canadian International Development Agency; Department of Finance; Privy Council Office; Treasury Board Secretariat; Canadian International Trade Tribunal; Transport Canada; regional development agencies; etc.)
- Provinces and territories and municipalities (including police forces)
- U.S. government agencies, including the U.S. Department of Homeland Security, U.S. Customs and Border Protection, and U.S. Immigration and Customs Enforcement
- The governments of Australia, Brazil, China, the European Union, India, Japan, Mexico, South Africa and the United Kingdom.

Stakeholders and advisors

- Canada Border Services Advisory Committee
- Border Commercial Consultative Committee
- Bridge, port and airport authorities
- International organizations (e.g., World Customs Organization; World Trade Organization; Asia-Pacific Economic Cooperation; Group of Eight; Four Country Conference; Intergovernmental Consultations on Asylum, Refugee and Migration Policies; United Nations High Commissioner for Refugees; International Air Transport Association; International Civil Aviation Organization; International Maritime Organization, etc.)
- Industry, transportation, trade and tourism associations, chambers of commerce
- Non-governmental organizations (e.g., Canadian Red Cross, Canadian Council of Refugees, Cross-Cultural Roundtable on Security, ethno-cultural groups, etc.)
- Academic and research communities

Departmental plans and priorities

For 2006-2007 to 2008-2009, the CBSA developed a Three-year Strategic Plan which sets out four strategic priorities that support our strategic outcome, which, in turn, supports broader Government of Canada priorities. Our priorities reflect the federal government's commitments to safe and secure communities, a fair and secure marketplace, and a strong and mutually beneficial North American partnership.

We employ approaches that allow us to focus on unknown or high risks to Canada, while expediting travel and trade for known and low-risk people and goods. Through the application of science, technology and innovative practices, the CBSA is able to strengthen its capacity to protect the security and prosperity of Canadians.

We also apply a multiple borders approach that "pushes the borders out" by screening, targeting and interdicting inadmissible people and goods as early as possible in their travel to Canada, beginning overseas; developing intelligence through the use of automated risk analysis; analytical tools and risk management; and administering alternative inspection programs to facilitate the movement of low-risk people and goods.

Strategic Priority 1: Effective delivery of programs and services

Since our creation, we have clearly recognized the importance of continuing to deliver programs and services to our clients, partners and stakeholders, and this will continue to be one of our strategic priorities for the next three years. In so doing, we will go forward in contributing to the Government of Canada's commitment to provide a fair and reliable marketplace, while tackling crime to ensure safe and secure communities for all Canadians.

As announced in Budget 2006, this year, the CBSA will begin the process of providing front-line border services officers with side arms and the required training for their use. This will involve the development of operational and human resources policies, training requirements, the identification of tools and equipment, and options for training facilities. The CBSA is also committed to ensuring that our front-line officers are not required to work alone, and we will ensure adequate staffing levels and the provision of proper tools, training and support. First steps will include a review of current work-alone sites to determine operational impacts and human resource requirements. Budget 2006 announced \$101 million over two years to begin the work of arming officers and eliminating work-alone situations.

The CBSA will continue to work towards ensuring quality, consistency and fairness in the delivery of our programs and services. For example, in 2006-2007, we will seek financially prudent approaches to improve our programs, processes and systems in the interest of protecting Canadians. We are continually improving our operational processes to maximize fiscal responsibility and our contribution to national security. The CBSA will continue to strengthen its intelligence and enforcement capacity and enhance its resources, tools and technology to reduce the threats inherent to terrorism, smuggling, organized crime and communicable disease.

In terms of emergency preparedness planning, the CBSA is working with its partners in the U.S. to develop coordinated protocols at the border in the event of an unexpected disaster and/or increased alert levels. We will engage key stakeholders and conduct joint training and exercises with our American counterparts, with the goal of providing travellers and traders with a sense of

predictability in how border agencies will react in an emergency situation. We will also coordinate with key partners and stakeholders to ensure the appropriate steps are taken to reduce the possibility of avian influenza or pandemic influenza from reaching Canada. This will include developing and implementing plans, training and readiness exercises to allow the CBSA to continue delivering its mandate of border protection in the face of such threats.

Results statement for this priority: *The CBSA will increase its ability to identify and interdict high- and unknown-risk people and goods, while expediting the flow of low-risk travellers and trade.*

Strategic Priority 2: Innovating for the border of the future

The operating environment of the CBSA is one of ever-shifting challenges and opportunities. To prepare for the road ahead, we will employ more evidence-based decision-making, modern technology and innovative approaches. We will improve our ability to provide strategic policy analysis and advice on domestic and international issues. We are seeking new and creative solutions to the challenges we face by employing approaches that increase our presence abroad and “push the borders out”.

To further advance our innovation agenda, the Government of Canada is committed to a strong and mutually beneficial partnership with the U.S. and Mexico through the Security and Prosperity Partnership of North America. As a result of the new funding included in Budget 2006 announcements, the CBSA will receive \$240 million over the next two years to help fund some of the highest profile innovative initiatives under the Security and Prosperity Partnership of North America, such as:

- *E-Manifest* builds upon the Advance Commercial Information (ACI) initiative, and will allow transporters, importers and agents to transmit to the CBSA real-time advance data about cargo shipments to identify high-risk shipments before their arrival by rail or at the land border.
- *Passenger Name Record (PNR) “Push”* will allow more effective advance information gathering from airlines, about people destined for Canada. The “push” or direct transfer of data is new – currently, the CBSA “pulls” the PNR data from the air carriers’ systems, which is less than optimal from a privacy perspective. This initiative is about getting the right information at the right time. It is critical for the CBSA, because it improves the ability of the Agency to detect high-risk travellers before they reach Canadian borders.
- *NEXUS Air* facilitates the passage of low-risk trusted travellers into Canada and the U.S. It was piloted at Vancouver International Airport from November 30, 2004, to April 2006, using iris biometric technology. The initial membership goal of 3,000 clients was exceeded within seven months of operations by 22 percent, which indicates the program’s success. The expansion seeks to roll out the bi-national pilot project to seven additional major airports across Canada.
- *Partners in Protection (PIP)*: Canada is committed to working with the U.S. and its counterpart program, Customs-Trade Partnership Against Terrorism (C-TPAT), to ensure that both countries’ requirements remain compatible, to support joint efforts for a more

secure supply chain, and to provide the appropriate benefits to facilitate cross border trade. Harmonized program requirements will result in a more streamlined process for participants from private industry.

- *Business Resumption Protocols* involves the CBSA and the U.S. Customs and Border Protection developing coordinated business resumption protocols at the border in the event of a terrorist act, natural disaster or increased border alert levels. It consists of an operational component and a supporting information technology security and continuity component.

In December 2004, the U.S. announced the Western Hemisphere Travel Initiative (WHTI) that will require all persons entering the U.S. to carry passports or alternative secure documentation proving their citizenship and identity. The WHTI requirement will be applied to all air and marine travel after January 8, 2007, and will be expanded to all land border crossings after December 31, 2007.

The CBSA is coordinating the Canadian response to the WHTI. The intent is to harmonize an interdepartmental effort to finalize the Government of Canada policy with respect to document standards for entry into Canada and then work in collaboration with the U.S. on an integrated approach.

The Canadian response will focus mainly on processing people at land borders, which is the activity most affected by the initiative. We will outline a vision for the future direction of the land border, including various options for documentation and implementation. Over the next year, we will continue to advance Canadian concerns and study policy considerations as we work with the U.S.

Results statement for this priority: *An increased use of evidence- and science-based solutions will contribute to improved security at our borders and greater economic prosperity.*

Strategic Priority 3: Strong internal and external relationships

An approach that builds and leverages strong partnerships and alliances is critical to how the CBSA is working toward a secure border of the future. The CBSA oversees many international agreements and administers more than 90 acts and regulations, many on behalf of the provinces, territories and other federal departments and agencies.

The CBSA relies on partnerships to achieve its mandate and deliver programs and services. We will strengthen relationships with stakeholders, partners, clients, employees and their representatives. We will open dialogue and enhance communications internally and externally, with an emphasis on transparency and effective outreach strategies. We will also strive to build new relationships and more durable linkages with federal partners to bolster our already excellent rapport with the U.S., and support the Government of Canada commitment to a strong and mutually beneficial North American partnership.

Results statement for this priority: *The CBSA will have stronger partnerships and agreements, internationally, with our stakeholders, our clients and employees.*

Strategic Priority 4: A modern management regime

The CBSA is firmly committed to accountability and sound stewardship of resources, and putting strategies and frameworks in place to deliver on this priority. A modern management regime underpins our strategic priorities to deliver programs and services effectively, plan for the border of the future, and develop strong internal and external relationships.

The Government of Canada has placed a significant emphasis on the need for strong controls and accountability. We are developing strategies and frameworks to solidify our governance and accountability frameworks, and manage corporate systems, information and technology effectively. This includes implementing a management control framework as a means of linking various Treasury Board portfolio frameworks such as the Management Accountability Framework, Integrated Risk Management Framework, and Modern Comptrollership. Strong and comprehensive corporate planning, performance measurement, program evaluation and internal audit functions are cornerstones of a robust accountability regime.

Our skilled and knowledgeable workforce is our strength — we will continue to furnish our employees with the tools, training and support they need to pursue excellence on the job. We will implement human resources strategies to ensure that appropriate recruitment, development and training programs are in place to support the business of the CBSA and its employees and to foster a culture of learning and linguistic duality. We will also establish a robust regime of values and ethics to reinforce the *Values and Ethics Code for the Public Service* and our organizational values of integrity, respect and professionalism.

Results statement for this priority: *The delivery of the CBSA's mandate will be supported by a strong governance and integrated planning structure, underpinned by a robust values and ethics regime.*

SECTION II – ANALYSIS OF PROGRAM ACTIVITIES

Preface

In accordance with Treasury Board requirements, the CBSA has adopted a Program Activity Architecture (PAA) that includes all activities undertaken by the Agency and provides a structure to ensure that they are aligned with our mandate and priorities. The CBSA PAA reflects our operations and includes our strategic outcome and four program activities.

CBSA Program Activity Architecture

Strategic outcome:

Efficient and effective border management that contributes to the security and prosperity of Canada

Program activities:

Security
Access
Science- and Technology-based Innovation
Corporate Management and Direction

Each of these program activities has related sub-activities and sub-sub-activities. The descriptions in the following pages provide context for understanding our work and the breadth of all our activities over the planning period. Under the “Key Programs and Services” headings within each program activity, we highlight specific programs or services selected to illustrate the planned activities we will undertake in this fiscal year.

In keeping with Treasury Board Secretariat direction, we have not reported on the Corporate Management and Direction program activity in this section. For further information on this program activity and its links to departmental priorities, please see Section IV, Other Items of Interest.

Program activity: Security

The goal of the Security program activity is to ensure the safety and security of Canadians, within the context of the government's security agenda, through effective and efficient border management.

Departmental priorities supported by the Security program activity

The Security program activity supports three of the CBSA's strategic priorities: effective delivery of programs and services, innovating for the border of the future and strong internal and external relationships.

Financial resources (thousands of dollars):

2006-2007	2007-2008	2008-2009
557,500	545,567	599,793

Human resources (Full Time Equivalents (FTE)):

2006-2007	2007-2008	2008-2009
4,236	4,274	4,667

Description

The Government of Canada is committed to the safety and protection of Canadians and their communities. As Canada's first line of defence, ensuring the safety and security of Canadians is a vital component of the CBSA's work. Whether posted abroad, working at the front-line, or interacting with other law enforcement agencies, CBSA officers exercise constant vigilance in protecting our borders from all manner of threats. The Security program activity encompasses CBSA programs and initiatives that ensure the safety and security of Canadians through effective and efficient border management, all within the context of the government's security agenda. This program activity is divided into two sub-activities: Intelligence and Enforcement.

Sub-activity: Intelligence

The CBSA relies on intelligence-based decision making to identify high-risk travellers and contraband goods bound for Canada. In accordance with our multiple borders approach, the CBSA screens people and goods at several points along the travel continuum, at the earliest opportunity overseas, through transit, and on arriving at the Canadian border. Receiving and reviewing documentation in advance improves our ability to target and interdict inadmissible people and goods, and acts as a deterrent to those contemplating illegal immigration activities or the importation of goods that pose a threat to public health and safety. The Intelligence sub-activity includes initiatives related to the collection, analysis, distribution and sharing of intelligence regarding threats to national security, including terrorism, counter proliferation, war crimes, organized crime, smuggling, fraud and irregular migration. It also includes guiding and

coordinating our intelligence operations across Canada and abroad, and providing direct support to our front-line officers.

Sub-activity: Enforcement

One of the primary functions of CBSA front-line officers is to identify and take appropriate enforcement action to minimize the risks of dangerous people and goods entering and remaining in Canada. Through the Enforcement sub-activity, we provide guidance in the enforcement of all border legislation, ensuring enhanced national security by developing appropriate policies and procedures and by equipping border officers with the tools they need to do their jobs, such as modern contraband detection equipment and x-ray and gamma-ray equipment. This work also includes building key partnerships with domestic and international law-enforcement agencies, promoting partnerships and sharing information. Additional responsibilities related to this sub-activity include: the investigation of individuals who commit offences counter to Canadian border legislation; the making of recommendations for prosecution; and the detention and removal of people who have no legal right to remain in Canada, especially those who pose a threat to Canadian society.

Security: key programs and services

CBSA's focus within this program activity is the delivery of Security programs at the border. Of the \$557.5 million in planned spending in 2006-2007 for Security, \$299.1 million is allocated to our Operations Branch to support our regional activities directly. In addition to this, examples of specific activities under the Security program activity that we will pursue in 2006-2007 are included below:

Migration Integrity Officer Network

The CBSA has 45 Migration Integrity Officers (MIOs) located in 39 key locations abroad. The Migration Integrity program encompasses intelligence gathering, analysis and reporting related to visa or immigration application fraud, organized crime, irregular migration, public security and terrorism, and war crimes and crimes against humanity. Migration Integrity program policy is aimed at protecting the integrity of the Canadian immigration selection system, the refugee determination process, and the safety, security and good order of Canadian society, including the interdiction of persons inadmissible to Canada. Information is gathered through a network of contacts with host-country officials, officials from other governments in the designated region, airline personnel and law enforcement agents and is used by CBSA senior management, operational staff and other government departments such as Citizenship and Immigration Canada.

The MIOs also support the integrity of the overseas immigration program through anti-fraud activities, which include identifying fraud indicators for Visa Officers and conducting site visits in connection with suspicious applications. MIOs also provide training to local airlines and authorities to identify false and altered travel documents. These officers maintain a steady flow of information and are key to CBSA's building sound intelligence concerning illegal migration patterns and trends, while ensuring the integrity of Canada's immigration program.

In 2006-2007, we will continue to work with our partners at Citizenship and Immigration Canada and the Department of Foreign Affairs and International Trade to support our employees abroad. We will also enhance the information-sharing protocols used by our officers abroad, the CBSA's National Risk Assessment Centre, CBSA headquarters, and other government departments. Our success will continue to be measured through a range of performance indicators, such as: the percentage of improperly documented travellers intercepted before departure, reporting from MIOs, feedback from partners and statistical information in monthly activity reports.

Canada's Modern War Crimes Program

Canada has affirmed that it is not and will never become a safe haven for persons involved in war crimes, crimes against humanity or other reprehensible acts, regardless of when or where they occurred. This is consistent with domestic legislation as well as with Canada's commitment to international justice. Canada's War Crimes program is an initiative coordinated with the CBSA, the RCMP, the Department of Justice, and Citizenship and Immigration Canada. The CBSA program deals solely with modern-day war criminals (i.e., post-World War II).

Within the provisions of the *Immigration and Refugee Protection Act*, the CBSA takes a three-pronged approach in dealing with modern-day war criminals:

1. preventing suspected war criminals from reaching Canada by refusing their immigrant, refugee or visitor visa applications from abroad;
2. excluding them from the refugee determination process in Canada; and
3. removing, through the immigration admissibility hearing process, war criminals who have already entered Canada.

In 2006-2007, the CBSA and its program partners will continue to implement their realigned priorities to provide a highly effective service to protect Canadian values. The program partners have developed a Results-Based Management and Accountability Framework (RMAF) to guide them over five years in the two pillars of the program: operational coordination and allegation management. Within CBSA, we will measure our success in terms of the number of persons complicit in war crimes or crimes against humanity who are refused visas to enter Canada, removed from Canada, or excluded from the refugee determination process as a result of their prior actions. In 2006-2007, we will also focus increasingly on international liaison activities, forming partnerships with other like-minded countries to share information and best practices to maximize program effectiveness.

Removals

The protection and the safety of Canadians is a top priority for the CBSA. The CBSA's removal priorities continue to be security threats to Canada, such as allegations of terrorism, organized crime and crimes against humanity, serious criminality, followed by criminality, failed refugee claimants, and other people who did not comply with the *Immigration and Refugee Protection Act*.

The CBSA may remove from Canada any person who is found to be inadmissible to Canada. There are three types of removal orders and each has different consequences. Departure and exclusion orders are usually issued in less serious situations, whereas persons removed by a deportation order are permanently barred from returning to Canada unless they receive written permission from an officer designated by the Minister of Citizenship and Immigration. Once a removal order has been issued, the CBSA removes the person from Canada as soon as possible, taking into account the rights of individuals for redress under the Act, and taking the appropriate security measures where necessary.

As part of the Four Country Conference, Canada, the U.S., Australia and the United Kingdom are coordinating their efforts to encourage countries to honour their international obligation to accept the return of their nationals. Increased cooperation has been established with the U.S. in particular, including joint charter flights for high-risk removals. In 2006-2007, we will continue to explore collaborative means for removals, in addition to tracking the number of removals of persons who have no legal right to remain in Canada.

The CBSA will make the most effective and efficient use of its resources by focusing on the removal of high-risk individuals. We will assess our success through the number of inadmissibility reports written, the number of arrests made, and the number of removals concluded.

Criminal investigations

The safety of Canadians is enhanced by the investigation and prosecution of border security offences, such as the use of fraudulent documents to gain access to Canada, and the smuggling or unlawful import or export of controlled, regulated or prohibited goods. Pursuing crimes related to the movement of goods promotes economic security, ensures the business community maintains confidence in Canada's trade and border legislation, and promotes a level playing field for Canadian businesses.

With the integration of border services at the front lines, the CBSA has reviewed its criminal investigation activities. For greater security and efficiency, we will take on responsibility for the majority of immigration criminal investigations, as well as for certain criminal investigations related to importing food, plant and animal commodities at airports and land borders. These activities will be added to the variety of criminal investigations already undertaken in relation to the import and export of goods. We will put these changes into effect in 2006-2007.

This integrated approach will allow us to concentrate on CBSA law enforcement priorities. We will gauge the success of integrating our investigation programs by the numbers of investigative referrals received, cases investigated and prosecutions conducted by the Department of Justice.

Partners in Protection

Through the Partners in Protection (PIP) program, the CBSA and private industry have combined efforts to enhance border security, combat organized crime and terrorism, increase awareness of customs compliance issues, and help detect and prevent contraband smuggling.

Under this program, the CBSA has developed strategic partnerships with private industry to secure the flow of low-risk, legitimate goods and travellers across our border. By signing a goodwill arrangement with the CBSA, a business or organization commits to developing a joint plan of action, conducting security assessments, participating in awareness sessions and consulting with the CBSA. The arrangement aims to enhance the security of the partner business or organization, facilitate the exchange of information between partners, and develop joint awareness and information initiatives.

The PIP program is currently undergoing a review and evaluation to assess its effectiveness, to ensure compliance with the World Customs Organization (WCO) Framework of Standards to Secure and Facilitate Global Trade and to identify possible avenues to make PIP and the U.S. counterpart program, Customs-Trade Partnership Against Terrorism (C-TPAT), more compatible. The CBSA has confirmed its commitment to implement the Framework of Standards adopted by the WCO in June 2005. The WCO Framework of Standards requires the establishment of minimum security criteria for customs-to-business partnership programs to qualify member companies for designation as authorized economic operators. These standards were developed to address potential terrorist threats and transnational organized crime. Mandatory minimum security requirements are a main feature of both the WCO Framework of Standards and the U.S. C-TPAT program.

In order to meet the requirements of greater compatibility with C-TPAT and comply with WCO requirements, the PIP program will require a major transformation. Additional funding for this program was announced in Budget 2006. Once funding is provided to the CBSA, PIP membership requirements, regional delivery capacity, officer training, operational and administrative support, and enforcement measures will be re-examined and upgraded to provide a much stronger and more effective security program.

Financial resources (\$ thousands):

	2006-2007	2007-2008	2008-2009
Operations	299,146	292,751	321,849
MIO Network	5,561	5,561	5,561
Modern War Crimes	6,748	6,748	6,748
Removals	19,280	19,280	19,280
Criminal Investigations	18,838	18,838	18,838
Radiation Detection (Marine Security)	4,942	4,936	4,935
Partners in Protection	3,737	3,227	3,237

Human resources impact

Supporting the CBSA innovation agenda and associated action plans such as the Security and Prosperity Partnership of North America (SPP) means that there is an ongoing demand on our organization for specific skills related to border management. Development of new national and international programs and systems requires input from employees with recent relevant field

experience. At the same time, these skill sets are required to maintain our operations in the regions at the ports of entry and abroad. Our challenge is to balance the need for skilled employees to develop new programs and systems and to ensure a skilled and knowledgeable workforce in the field through adequate internal and external recruitment strategies.

Other programs and services

For a list of other programs and services that contribute to this program activity, please see Appendix A.

Program activity: Access

The goal of the Access program activity is to ensure the lawful flow of people and goods, promote compliance with border legislation, and ensure a level playing field for legitimate trade and travel.

Departmental priorities supported by the Access program activity

The Access program activity supports the CBSA departmental priorities of effective delivery of programs and services, innovating for the border of the future and strong internal and external relationships.

Financial resources (thousands of dollars):

2006-2007	2007-2008	2008-2009
768,271	784,680	784,217

Human resources (Full Time Equivalents (FTE)):

2006-2007	2007-2008	2008-2009
7,996	8,070	8,086

Description

The mandate of the CBSA is to ensure the lawful flow of trade and travel, while protecting the safety and security of Canadians and supporting Canada's prosperity. Access to Canada and the Canadian market is a vital component of that role, and the CBSA is committed to maintaining the programs and services that facilitate the entry of low- or known-risk people and goods. The Access program activity includes those CBSA functions that ensure the lawful flow of people and goods, promote compliance with border legislation, and ensure a level playing field for legitimate trade and travel. This program activity consists of four sub-activities, Trade, Goods, People/Travellers, and Recourse. This program activity includes the delivery of front-line operations, as well as policy direction and guidance related to the processing of people and goods at our borders.

Sub-activity: Trade

One of the key elements of the CBSA's border management responsibilities is the administration of a facilitative and transparent trade program that supports the competitiveness of Canadian business. This includes the development and delivery of national programs and policies relating to the administration of international trade agreements and domestic legislation with respect to trade in commercial goods. The national trade program also provides functional guidance and interpretation for CBSA officers in the field, and for the importing community. Some of the specific activities include tariff classification; valuation and origin; administering trade incentives; refusing entry of prohibited importations; collecting duties and taxes; taking anti-

dumping and countervailing actions; conducting origin audits; and conducting compliance verification activities to ensure compliance with the law.

Sub-activity: Goods

By managing the entry of thousands of trucks, ships and aircraft carrying millions of dollars in goods arriving at Canada's borders each day, the CBSA serves a vital role in ensuring access to the Canadian economy. In support of the ever-increasing volumes of trade, within this sub-activity, we develop and deliver national programs and policies related to the admissibility and processing of goods. This includes providing outreach services to importers and working with multiple federal partners to administer an extensive variety of legislation. Our officers working in the highway, air, marine, postal and courier modes conduct inspections to ensure compliance with all border laws.

Sub-activity: People/Travellers

Developing and delivering national programs and policies related to the admissibility and processing of people/travellers and their goods includes customs processing as well as the processing of plant, animal and food products accompanying individuals at the border. We also develop the policies, procedures, alliances and working partnerships needed to maintain immigration border control, while facilitating the entry of lawful people. CBSA officers are responsible for examining foreign nationals seeking entry into Canada, and for making appropriate decisions regarding their status. Within this sub-activity, we are working to explore all options to simplify and accelerate the entry process for eligible individuals, including alternative inspection programs and low-risk traveller programs such as NEXUS Highway, Air and Marine, and CANPASS Air.

Sub-activity: Recourse

Fair treatment and a commitment to the rights of the individuals and groups with whom we interact are fundamental pillars of our relationships. Within this sub-activity, the CBSA develops recourse-related programs and policies and delivers the administrative review of CBSA decisions related to trade programs and enforcement sanctions. Our goal is to provide clients with fair, impartial and timely resolution of disputes. Our recourse programs provide policy and procedural clarification not only to the importing/exporting community, but also to federal and international partners on border management matters. Through this sub-activity, we also manage the appeals process for disputes before the Canadian International Trade Tribunal, the Canadian Human Rights Commission and the courts. Our recourse programs ensure a level playing field for travellers and traders.

Access: key programs and services

This program activity is substantial, encompassing regional border operations, headquarters and support services involved in managing access to Canada. Of the \$768.3 million in planned spending for Access in 2006-2007, \$577.9 million has been allocated to our Operations Branch for activities in the regions. Given the scope of these activities, it is vital that we work to understand our current operating environment and processes fully, and look for new and innovative ways to improve the processing of people and goods. To this end, we are reviewing

and modernizing our frameworks for the movement of people and goods, and for our core services.

Financial resources (\$ thousands):

	2006-2007	2007-2008	2008-2009
Operations	577,893	590,236	589,888

The following examples represent some of the activities under the Access program activity that we will pursue in 2006-2007:

Movement of People Framework (\$506,000 in 2006-2007)

The objective of the Movement of People Framework is to develop a long-term strategy for the movement of people across Canada's borders. The Framework is a combination of program review and strategic visioning that will examine CBSA business processes to integrate customs, immigration and food inspection functions. This will allow us to determine the best way to use our innovative inspection programs to improve the processing and streaming of persons arriving at our borders, expediting the flow of low-risk travellers and concentrating on high-risk travellers. In 2006-2007, we will conduct a study of the primary inspection line and secondary inspection functions to develop more efficient and effective processes. This will allow us to identify strengths and weaknesses of current business flows and develop statistical performance and compliance measures that take into account business needs and the requirements of other government departments.

Movement of Goods Framework (\$500,000 in 2006-2007, including AMPS)

The objective of the Movement of Goods Framework is to confirm a defined commercial direction with respect to the movements of goods across Canada's borders. The Framework is a combination of program review and strategic visioning that will ensure that we have the policy and regulatory framework to support initiatives such as Free and Security Trade (FAST) and Advanced Commercial Information most effectively. For these innovative programs to be successful, we must have confidence in the integrity of our programs and processes and know that they will meet our future needs. Therefore, in 2006-2007, we will begin the review of all our policies and programs related to commercial goods, including the licensing of customs brokers, cash management, warehouse and carrier, cargo and release policies, and other government department requirements. Reviewing policies and programs related to commercial goods in a modern border management context will allow us to ensure that they are consistently developed, harmonized and applied. We will also initiate reviews of the postal and courier programs and our special service regulations.

Administrative Monetary Penalty System (AMPS)

The Administrative Monetary Penalty System (AMPS) provides a means for the CBSA to ensure that goods are properly reported, duties and taxes paid, and accurate trade statistics are collected. We accomplish this by issuing civil monetary penalties for infractions of customs legislation and regulations.

In 2006-2007, we will conduct consultations within the CBSA and with representatives of the trade community. This will allow us to begin simplifying the penalty system for our clients and make it easier for our officers to administer. We will work towards a fair, transparent and consistent penalty system that is adaptable to new and emerging programs. Our planned improvements will result in fewer cancelled penalties and client complaints as the process for Canadian importers will be simpler. This review will be funded through the Movement of Goods Framework.

Core Services Policy Review (\$351,000 in 2006-2007)

The constant increase in international trade and travel has meant an increase in requests for new and enhanced publicly funded services. To meet these demands and ensure a fair and equitable approach, the CBSA will review its approach to publicly funded core services and services provided on a cost-recovery basis. In 2006-2007, we will determine options for a policy framework for defining publicly funded and privately funded services. We will also develop economic models to assess the potential economic benefits of new services. This will allow for the best distribution of CBSA resources to provide services where they are most needed.

Human resources impact

Managing the flow of people and goods at the border places constant demands on the CBSA's human resources capacity. Operating in a 24/7 environment means that we must maintain our staffing levels with a knowledgeable, representative workforce. We will work to strengthen the CBSA's ability to provide services in both official languages in all regions.

Other programs and services

For a list of other programs and services that contribute to this program activity, please see Appendix A.

Program activity: Science- and Technology-based Innovation

The goal of the Science- and Technology-based Innovation program activity is to support efficient and effective border management, and to protect Canadians from existing risk and emerging threats through the design, development, implementation, delivery and maintenance of cost-effective technology and scientific solutions in partnership with the other program activities.

Departmental priorities supported by the Science- and Technology-based Innovation program activity

The Science- and Technology-based Innovation program activity supports the CBSA departmental priorities of effective delivery of programs and services, innovating for the border of the future, strong internal and external relationships and a modern management regime.

Financial resources (thousands of dollars):

2006-2007	2007-2008	2008-2009
141,259	130,788	129,341

Human resources (Full Time Equivalents (FTE)):

2006-2007	2007-2008	2008-2009
531	556	559

Description

The Science- and Technology-based Innovation program activity implements new methods and ideas to improve the quality of service provided to gather and analyse advance information, deliver innovative solutions in a timely manner, lessen the compliance burden, and facilitate legitimate trade and travel. It includes a diverse range of scientific, analytical and technology services and solutions for the CBSA to help identify and interdict high-risk people and goods, collaborate and share information with program partners, and provide systems and scientific solutions to process people and goods effectively in a risk-based environment. This program activity also provides laboratory and scientific services that include forensic and scientific research and analytical and technical advice to support the CBSA in achieving its mandate.

Sub-activity: Business Solutions/Projects

Included in this sub-activity are the design, development and implementation of science and technology solutions to support delivery of border services. We use our expertise and an innovative approach to interpret business requirements and translate them into technological and science-based solutions for effective border management. This includes new systems for facilitating the entry of travellers and goods, such as NEXUS and FAST, and risk-assessment systems supporting border security. We also place a strong emphasis on planning and

architecture to maximize efficiency and ensure interoperability with other systems within CBSA and with external partners.

Sub-activity: Information Technology Infrastructure and Operations

Innovative, reliable systems are essential for effective border management. Within this sub-activity, we provide secure information technology (IT) infrastructure, maintain quality performance of operational systems, and operate and maintain national systems supporting the movement of people and goods arriving at our borders. This includes researching security-based technological solutions and best practices to increase the effectiveness and efficiency of border operations, security and enforcement. We also provide support to users in the field and partners in other organizations.

Sub-Activity: Laboratory and Scientific Services

The CBSA is proud of its world-class laboratory, which offers a diverse range of scientific, analytical and research advisory services. Within this sub-activity, we provide laboratory and scientific services to the CBSA and other external partners, departments and agencies. Our research into scientific products and solutions aids to modernize border management further, and increase the effectiveness and efficiency of border operations, particularly in relation to security and enforcement. We also have the capacity to perform in-house physical and chemical analysis of industrial commodities and forensic examination of documents.

Science- and Technology-based Innovation: key programs and services

The following are examples of activities under the Science- and Technology-based Innovation program activity that we will pursue in 2006-2007:

Information Technology Infrastructure and Operations/Enhancements and Maintenance

The CBSA maintains and enhances over 50 national systems that operate on a 24/7 basis to support commercial and traveller programs, ensuring high availability of critical systems to the CBSA staff and stakeholders. Within this program activity, we are working to standardize and share IT infrastructure across client groups, applications and business lines. This program activity provides a partnership with Canada Revenue Agency and Citizenship and Immigration Canada to leverage capabilities, facilities and existing technologies and to share costs of implementing new technologies.

The CBSA will establish a number of key components of its IT infrastructure strategy to provide a framework for future investments and management of information technology and systems, including the development of policies and sourcing options.

Financial resources (\$ thousands):

	2006-2007	2007-2008	2008-2009
Information Technology Infrastructure and Operations	117,697	106,943	105,496
Enhancements and Maintenance	23,562	23,845	23,845

The majority of expenditures under the Science- and Technology-based Innovation program activity will ensure the ongoing operation, maintenance and enhancement of 51 critical and 47 non-critical applications and provide analytical, research, forensic and scientific advisory services to CBSA and its partners.

The financial resources for many of the initiatives developed under this program activity are reported under the Security and Access program activities. Examples of initiatives that span Science- and Technology-based Innovation and Security or Access program activities are:

Radiation Detection Equipment (\$4.9 million in each of 2006-2007, 2007-2008 and 2008-2009)

The CBSA uses a variety of technology to help prevent contraband and dangerous goods from entering Canada. The use of contraband-detection technology enables CBSA officers to conduct effective, non-intrusive inspections, and allows us to focus on high-risk individuals and goods. Over the past several years, the CBSA has made significant investments in technology, which assists border officers in detecting drugs, weapons, explosives and other dangerous goods. These investments have included innovative ion scanners that can identify trace amounts of narcotics; remote-operated vehicles for underwater inspection of marine vessels; and gamma-ray systems for scanning the contents of baggage, marine containers, rail cars or trucks.

Within this context, the CBSA has also developed the capacity to screen for radioactive materials at critical border points in its highest-risk modes. The Radiation Detection Project is an initiative intended to safeguard Canada's trade and to combat terrorism. It enhances the safety of workers, who might be exposed to radiation from dangerous goods, and protects critical infrastructure at border points, which might be the targets of terrorism. To this end, CBSA has introduced both hand-held and mobile systems for detecting radiation in cargo entering Canada. It has also purchased fixed or "portal" radiation detectors and has begun installing them at various sites across Canada. These portals enable radiation detection in an automated, comprehensive and non-intrusive manner.

In 2006-2007, the CBSA will undertake a significant expansion of this radiation portal network at four ports of entry. The success of this project will depend on working closely with other law-enforcement agencies and industry stakeholders to ensure effective implementation of the new portals.

Planned spending for Radiation Detection Equipment is included in the Security program activity.

Enhancements to the Commercial Risk Assessment System (\$3.6 million in 2006-2007)

Historically, the targeting process has been labour intensive and burdened by a paper-based environment. In order to achieve faster, more efficient processing with better risk-management capability, the CBSA has developed an enhanced risk-assessment system that is capable of automated screening of advance commercial information. This enhanced risk-assessment system has already been implemented in the marine mode and will be expanded to cover all shipments arriving by air in 2006-2007.

System enhancements will continue to build on the CBSA's electronic manifest-processing capability to support a fully electronic system for goods processing. These enhancements will result in the capability of assessing every electronic cargo transaction in air mode, and will provide CBSA officers with greater flexibility to address new and emerging risks, and contribute to the safety of Canadians. When fully implemented, our officers will use this enhanced risk-assessment tool to provide the CBSA with additional strategic risk analysis.

Enhancements to the Travellers Risk-assessment System (\$31.3 million in 2006-2007)

We are improving our risk-assessment system to allow CBSA officers to perform risk assessments on both vehicles and travellers at land-border crossings across Canada. This enhanced risk-management assessment process at land borders will improve the accuracy of information captured when people arrive in Canada, and allow officers to access both CBSA and Citizenship and Immigration Canada enforcement databases quickly to ensure that they have the information required to process travellers efficiently and effectively.

Advance Interdepartmental Reporting Initiative (\$2.0 million in 2006-2007; \$4.2 million in 2007-2008; \$3.8 million in 2008-2009)

The Advance Interdepartmental Reporting Initiative enables the CBSA to work with federal and industry partners to expand advance electronic reporting to administer the programs of other government departments and agencies at the border.

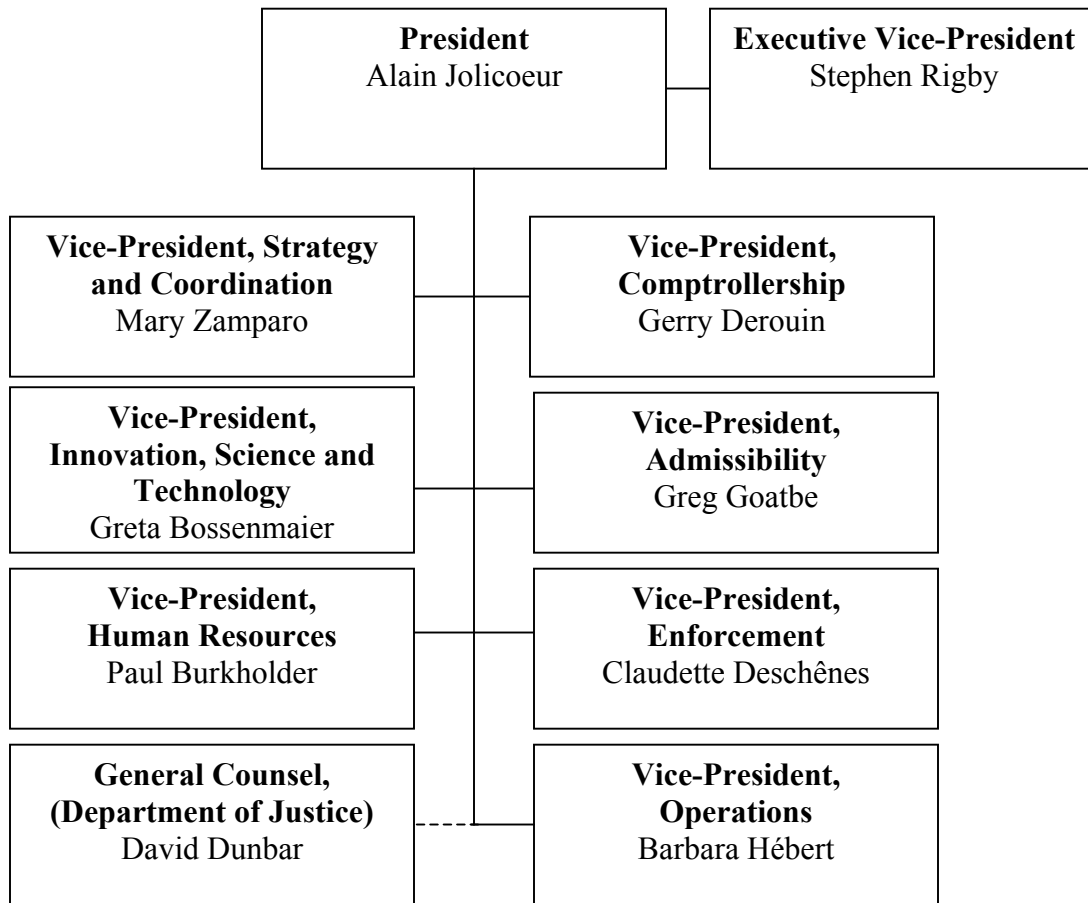
CBSA will consult federal and industry partners to identify candidate programs for single-window processing. We will identify data requirements for agriculture and health-related federal programs and work to harmonize these requirements with the CBSA, using the World Customs Organization's Customs Data Model.

Human resources impact

The cutting-edge programs and initiatives we are developing require specialized technological and scientific capabilities. To support our evidence-based, decision-making capacity, we employ experts in fields such as technology, chemistry, physics, engineering and mathematics. The information technology field is extremely competitive, and the CBSA must maintain a top-notch workforce composed of experienced and knowledgeable departmental employees to deliver its mandated projects.

SECTION III – SUPPLEMENTARY INFORMATION

Organizational information



The CBSA is organized into seven branches, each headed by a Vice-President, who reports directly to the President. The Executive Vice-President provides support to the President, concentrating on the leadership of the Agency’s program and operational management, as well as the management of financial resources and comptrollership.

Operations are delivered in eight regions: Atlantic, Quebec, Northern Ontario, Greater Toronto Area, Windsor/St. Clair, Niagara Falls/Fort Erie, Prairies and Pacific. CBSA officers are also located in 39 points abroad. The Admissibility and Enforcement Branches develop the programs and policies that the Operations Branch delivers. The Innovation, Science and Technology Branch works with these branches to ensure that we maximize our capacity to support effective and efficient operations. Underpinning all our policy, program and operational work are the critical strategic and enabling functions that span Strategy and Coordination, Human Resources, and Comptrollership Branches. The CBSA works closely with its Department of Justice Legal Services Unit to ensure that CBSA operations, service delivery, policy development, corporate direction and management are legally supportable.

This structure was chosen to encourage strong internal synergies among all program areas and to support clear accountability for all functions. Everything we do is focused on maximizing and supporting the performance of our front line.

Table 1: Departmental Planned Spending and Full-time Equivalents

(thousands of dollars)	Forecast Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009
Security	321,482	447,250	418,286	421,319
Access	641,924	764,356	772,150	772,120
Science - and Technology-based Innovation	70,448	94,037	90,405	90,391
Less: Respendable Revenue	(12,110)	(12,110)	(12,110)	(12,110)
Total Main Estimates	1,021,744	1,293,533	1,268,731	1,271,720
Adjustments:				
Expenditure Review Committee Savings	(2,480)	(4,100)		
Governor General Warrant	182,480			
Budget Announcement:				
Securing Canada's Air Cargo Transportation System		4,200	3,700	4,200
Arming Border Officers and eliminating work-alone situations		32,800	62,100	119,400
Enhancing road and rail cargo security – E-Manifest		91,927	79,821	77,419
Passenger Name Record Push		12,109	13,835	12,097
Expansion of Nexus Air		11,190	13,095	11,363
Harmonization of the Custom-Trade Partnership Against Terrorism (C-TPAT) / Partners in Protection (PIP)		2,722	2,216	2,227
Business Resumption Planning at the border		5,089	7,075	3,873
National Initiatives to Combat Money Laundering		3,500	3,500	3,500
Other:				
Container Security – Harmonized Scoring		11,180	5,762	5,752
Winter Olympics including Paralympic Games		1,200	1,200	1,800
Security Certificates		1,680		
Year-end Lapse	(43,623)			
Employee Benefit Plan	10,566			
Spending of proceeds from the disposal of surplus Crown Assets	149			
Refunds of amounts credited to revenues in previous years	15			
Total Adjustments	147,107	173,497	192,304	241,631
Total Planned Spending	1,168,851	1,467,030	1,461,035	1,513,351
Total Planned Spending				
Total Planned Spending	1,168,851	1,467,030	1,461,035	1,513,351
Less: Non-respendable revenue	44,382	38,563	39,334	40,121
Plus: Cost of services received without charge	103,814	109,527	109,127	107,357
Net Cost of Program	1,228,283	1,537,994	1,530,828	1,580,587
Full-time Equivalents				
	10,978	12,763	12,900	13,312

Table 2: Program Activities

2006-2007 (thousands of dollars)							
Program Activity	Budgetary						
	Operating	Capital	Gross	Responsible Revenue	Total Main Estimates	Adjustments (planned spending not in Main Estimates)	Total Planned Spending
Security	436,843	10,407	447,250		447,250	110,250	557,500
Access	745,910	18,446	764,356	(12,110)	752,246	16,025	768,271
Science- and Technology-based Innovation	94,037		94,037		94,037	47,222	141,259
Total	1,276,790	28,853	1,305,643	(12,110)	1,293,533	173,497	1,467,030

Table 3: Voted and Statutory Items listed in Main Estimates

2006-2007			
Vote or Statutory Item	Truncated Vote or Statutory Wording (thousands of dollars)	Current Main Estimates	Previous Main Estimates
10	<p>Canada Border Services Agency</p> <p>Operating expenditures and, pursuant to paragraph 29.1(2)(a) of the Financial Administration Act, authority to expend in the current fiscal year revenues received during the fiscal year related to border operations of the Canada Border Services Agency; fees for the provision of a service or the use of a facility or for a product, right or privilege; and payments received under contracts entered into by the Agency.</p>	1,119,660	863,931
15	Capital expenditures	28,853	32,297
(S)	Contributions to employee benefit plans	145,020	125,516
	Total Agency	1,293,533	1,021,744

Table 4: Services Received Without Charge

(thousands of dollars)	2006-2007
Accommodation provided by Public Works and Government Services Canada (PWGSC)	43,200
Contributions covering employers' share of employees' insurance premiums and expenditures paid by Treasury Board of Canada Secretariat (excluding revolving funds) Employer's contribution to employees' insured benefits plans and expenditures paid by TBS	57,315
Workers' compensation coverage provided by Social Development Canada	1,853
Salary and associated expenditures of legal services provided by the Department of Justice Canada	7,159
2006-2007 Services Received Without Charge	109,527

Table 5: Summary of Capital Spending by Program Activity

(thousands of dollars)	Forecast Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009
Security	4,354	13,167	21,703	23,743
Access	12,801	18,446	18,446	18,446
Science- and Technology-based Innovation	962			
<i>Total Agency</i>	18,117	31,613	40,149	42,189

Table 6: Sources of Respendable and Non-respendable Revenue
Respendable Revenue

(thousands of dollars)	Forecast Revenue 2005-2006	Planned Revenue 2006-2007	Planned Revenue 2007-2008	Planned Revenue 2008-2009
<i>Canada Border Services Agency</i>				
Access				
Sales of goods and services	1,440	1,754	1,754	1,754
Services of a regulatory nature	2,604	1,931	1,931	1,931
Services of non-regulatory nature	10,894	8,425	8,425	8,425
Total Respendable Revenue	14,938	12,110	12,110	12,110

Table 6: Sources of Respendable and Non-respendable Revenue
Non-respendable Revenue

(thousands of dollars)	Forecast Revenue 2005-2006	Planned Revenue 2006-2007	Planned Revenue 2007-2008	Planned Revenue 2008-2009
Security				
Adjustments to prior years' payables	4,689	3,137	3,199	3,263
Sale of Goods and Services				
Services of a Regulatory Nature	2,783	2,727	2,782	2,838
Services of a Non-regulatory Nature	898	674	688	701
Sale of Goods and Services Total	3,681	3,402	3,470	3,539
Miscellaneous				
GST/HST, Customs Import duties, Excise and Air Travellers Security Charge	3,251	3,007	3,068	3,129
Sundries				
Court Fines	1,717	1,634	1,666	1,700
Customs Seizures	10	5	5	5
Investigations Seizures	716	1,840	1,877	1,914
Port Seizures	8,054	7,732	7,887	8,044
Other	21,512	16,969	17,308	17,654
Miscellaneous Total	35,260	31,187	31,811	32,447
Total Security	43,630	37,725	38,480	39,249
Access				
Sale of Goods and Services				
Public Building and Property Rental	363	379	387	394
Total Access	363	379	387	394
Science- and Technology-based Innovation				
Sale of Goods and Services - Rights and Privileges				
IonScan Royalties	389	458	468	477
Total Science- and Technology-based Innovation	389	458	468	477
Total Non-respendable Revenue	44,382	38,563	39,334	40,121

Total Respendable and Non-respendable Revenue

(thousands of dollars)				
Total Respendable and Non-respendable Revenue	59,320	50,673	51,444	52,231

Table 7: Resource Requirement by Branch

2006-2007				
(thousands of dollars)	Security	Access	Science- and Technology- based Innovation	Total Planned Spending
Admissibility	2,189	52,780	187	55,156
Enforcement	101,683	4,556	4,987	111,226
Innovation, Science and Technology	119,403	60,995	121,781	302,179
Operations	299,146	577,893	6,464	883,503
Corporate Management	35,079	72,047	7,840	114,966
Total	557,500	768,271	141,259	1,467,030

Table 8: Details on Project Spending

Over the next three years the following projects have or are expected to exceed the Canada Border Services Agency delegated project approval level:

2006-2007

1. Andover NB
2. Cascade BC
3. Douglas BC
4. Emerson-West MB
5. Stanstead QC
6. St-Stephen NB
7. Aldergrove BC
8. Lacolle QC
9. Rigaud QC (Arming Border Officers)
10. Enhancing road and rail cargo security – E-Manifest

2007-2008

1. Andover NB
2. Douglas BC
3. Emerson-West MB
4. St-Stephen NB
5. Aldergrove BC
6. Rigaud QC (Arming Border Officers)
7. Enhancing road and rail cargo security – E-Manifest

2008-2009

1. Emerson-West MB
2. Aldergrove BC
3. Kingsgate BC
4. Rigaud QC (Arming Border Officers)
5. Enhancing road and rail cargo security – E-Manifest

Table 9: Internal Audits and Evaluations planned for 2006-2007

Internal Audits
<p>Security: Risk Management, Enforcement Records, this component will focus on warehouse in 2006-2007 (Security aspect only).</p> <p>Commercial: Program Integrity of Commercial Operations</p> <p>People and Travellers: Forms</p> <p>Business Solutions and Projects: Systems Development Audits, NEXUS Processing Centres</p> <p>IT Infrastructure and Operations: Service Level Agreements and Memoranda of Understanding, Infrastructure and General Controls</p> <p>Learning Innovation and Change Management: arming</p> <p>Policies and Programs: CBSA Emergency Preparedness</p> <p>People Management: HR Planning</p> <p>Stewardship—Financial Management: Administered Revenues, Year-end Procedures for the Office of the Auditor General</p> <p>Stewardship—Compliance with Authorities: Cyclical Examinations of Compliance with Authorities, Travel and Hospitality, Cash Management</p> <p>Stewardship—Facilities, Real Property and Assets: Asset Management, Fleet Management, Control and Disposal of Detained and Seized Goods</p>
Evaluations
<p>Targeting Function</p> <p>Detector Dog Services</p> <p>Partners in Protection</p> <p>Customs Self-Assessment</p> <p>Rail Export Verification Unit</p> <p>Free and Secure Trade (FAST)</p> <p>NEXUS Highway</p> <p>Exports Programs</p>

SECTION IV – OTHER ITEMS OF INTEREST

Preface

The CBSA continues to make gains in its efforts to realize its third and fourth priorities: strong internal and external relationships, and a modern management regime. These priorities fall under the CBSA's Corporate Management and Direction program activity. Some of the related initiatives are highlighted below.

Strong internal and external relationships

International relations

The CBSA recently adopted an International Strategic Framework (ISF) to ensure consistency and coherence in our international activities. The ISF outlines other international partnerships beyond North America to advance Canadian security and prosperity objectives. The CBSA is reaching out to key foreign governments, emerging markets and regional players to advance modern border management techniques with Canadian representation located in foreign countries.

Relations with employees

The CBSA places a very high value on its collaborative relationships with employees and their representatives. We recognize the need to provide consistent messaging, develop two-way communication mechanisms, and build a sense of community among CBSA employees. To this end in 2005-2006, the CBSA developed a separate addendum to the Public Service Employee Survey with questions specifically designed to capture the thoughts and opinions of all CBSA employees. Once the results have been analyzed, we will develop a communications strategy and an action plan to address the issues and concerns that were identified.

A modern management regime

Human Resources

The CBSA's strength is contingent upon the skills, tools, training and support for continuous learning that is extended to our employees. Over the fiscal year, we plan to focus on establishing effective delivery of the human resources (HR) program across the regions and at headquarters; to provide support for the implementation of the port-of-entry vision of one face at the border; to articulate an integrated HR management framework; to improve our bilingual capacity by strengthening the official languages program; to nurture collaborative and strategic partnerships; to improve communication; to begin building the HR community; and to enhance HR service delivery in the CBSA. Our primary objective in this area is developing and implementing HR plans and strategies to ensure that the CBSA attracts and maintains a skilled and representative workforce.

Values and ethics

The “face of the border” that the CBSA presents must be one that reflects and embodies only the highest standards and ethical behaviour in all interactions with the public, our partners and stakeholders, and our colleagues. We will implement a Code of Conduct and develop a values and ethics action plan in line with the *Values and Ethics Code for the Public Service* to promote our core values and ethical behaviour.

Controls and accountability

In keeping with the Government of Canada’s interest in controls and accountability, the CBSA is developing a Management Control Framework to link various Treasury Board frameworks (e.g., Management Accountability Framework, Integrated Risk Management Framework, and Modern Comptrollership) into our day-to-day business and management processes. We will focus on integrating strategic planning with human resources planning, financial planning and performance measurement. Additionally, our Internal Audit function provides independent and objective information, advice and assurance on the soundness of the Agency’s management control framework.

Review of the CBSA’s resource base

As originally referenced in the Agency’s 2005-2006 Report on Plans and Priorities, Treasury Board has directed the CBSA to undertake a comprehensive review of its resource base. The review is under way. The CBSA has committed to inform Treasury Board and the central agencies (Treasury Board Secretariat, Department of Finance and the Privy Council Office) by the fall of 2007 of the Agency’s capacity to discharge its mandate.

Support for decision making

The CBSA continues to work towards and support the use of evidence-based, innovative decision making that reflects Government of Canada objectives. We are committed to assessing priority programs through independent observations and recommendations on relevance, success and alternatives. Our research and corporate statistics function will examine evidence on border-related issues through sound empirical research in economics, mathematics and social science. We will produce regular reports of key statistics to provide senior management with a snapshot of the organization to aid their decision making. Environmental scanning enables us to identify external trends and drivers relevant to border management. In addition, we are developing a research plan to focus on key research questions of strategic importance to the CBSA.

Privacy Management Framework

Developing a Privacy Management Framework will augment the CBSA governance structure, roles and responsibilities. It will be a monitoring vehicle for privacy-protected information and promote a corporate culture of respect for privacy. The CBSA will refine the best privacy management practices used at other government agencies.

Information Management Strategy

The CBSA is developing an Information Management Strategy that will integrate private- and public-sector best practices with those of the information systems currently used by the CBSA, the Canada Revenue Agency, Citizenship and Immigration Canada and the Canadian Food Inspection Agency. An important element of this will be to assess the CBSA's information management capacity against Treasury Board Secretariat policy and guidelines, and to develop the policy and framework to manage the information program.

Strategic Legislative Plan

The CBSA will work with central agencies to create a strategic legislative plan to mobilize all Agency and federal government legislative changes according to the parliamentary timetable. The plan will establish an agency-wide understanding of our legislative priorities and support pro-active, strategic plans for new initiatives that require legislation.

Business Continuity Planning Program

The CBSA will undertake an Agency business-impact analysis to identify and prioritize critical services and associated assets. We will then update our business continuity plans to protect the resources and assets that deliver services to Canadians.

Sustainable Development Strategy

Sustainable development is choosing to do things in ways that make desired results last, recognizing that the decisions of today are legacies to the generations of tomorrow. The CBSA is developing its first sustainable development strategy. It will table its strategy in December 2006 and harmonize it with the federal government's coordinated approach. Our strategy will contribute to the federal government's horizontal sustainable development priorities and integrate sustainable development principles into the CBSA's policies, programs and operations.

Long-term Fixed Infrastructure Plan

The CBSA has developed a fixed infrastructure management framework that is consistent with the Treasury Board policy and recognizes that its portfolio of ports of entry is integral to the Agency's mandate and mission. We are also completing the Agency's first long-term plan for the recapitalization of its portfolio of ports of entry.

Table 10: Allocation of 2006-2007 Corporate Management and Direction Resources to other Program Activities

(thousands of dollars)	Security	Access	Science- and Technology-based Innovation	Total
2006-2007 ARLU ⁽¹⁾	32,994	64,522	7,227	104,743
Human Resources (FTEs)	290	566	63	919
Percentages	31.5%	61.6%	6.9%	100.0%

(1) Annual Reference Level Update (ARLU)

Appendix A: Other programs and services

Program Activity: Security

Partners in Protection:

<http://www.cbsa-asfc.gc.ca/general/enforcement/partners/menu-e.html>

Irregular Migration:

<http://www.cbsa-asfc.gc.ca/newsroom/factsheets/2004/0128migration-e.html>

National Risk Assessment Centre:

<http://www.cbsa-asfc.gc.ca/newsroom/factsheets/2005/0125risk-e.html>

Canada's War Crimes Program:

<http://www.cbsa-asfc.gc.ca/general/enforcement/annual/menu-e.html>

Missing Children Program:

<http://www.cbsa-asfc.gc.ca/general/enforcement/missing-e.html>

Container Security Initiative:

http://www.cbsa-asfc.gc.ca/general/enforcement/csi_irsc-e.html

Cross Border Currency Reporting Program:

<http://www.cbsa-asfc.gc.ca/general/cmr/menu-e.html>

Customs Controlled Areas:

<http://www.cbsa-asfc.gc.ca/newsroom/factsheets/2004/0124controlled-e.html>

Contraband Detection Equipment:

<http://www.cbsa-asfc.gc.ca/newsroom/factsheets/2005/0125detection-equipment-e.html>

Radiation Detection Equipment:

<http://www.cbsa-asfc.gc.ca/newsroom/factsheets/2005/0421radiation-e.html>

Mobile Vehicle and Cargo Inspection System:

<http://www.cbsa-asfc.gc.ca/newsroom/factsheets/2005/0125vacis-e.html>

Detector Dog Service:

<http://www.cbsa-asfc.gc.ca/newsroom/factsheets/2005/0125ddog-e.html>

In-transit Container Targeting at Seaports:

<http://www.cbsa-asfc.gc.ca/newsroom/factsheets/2002/sep/seaports-e.html>

Arrests and Detentions:

<http://www.cbsa-asfc.gc.ca/newsroom/factsheets/2004/0311ArrestsDetentions-e.html>

Removals:

<http://www.cbsa-asfc.gc.ca/newsroom/factsheets/2004/0311Removals-e.html>

Investigations:

<http://www.cbsa-asfc.gc.ca/general/investigations/menu-e.html>

Harmonized Commercial Targeting:

<http://www.cbsa-asfc.gc.ca/newsroom/factsheets/2002/sep/harmonized-e.html>

Advance Commercial Information:

<http://www.cbsa-asfc.gc.ca/import/advance/menu-e.html>

Advance Passenger Information/Passenger Name Record (API/PNR):

<http://www.cbsa-asfc.gc.ca/eservices/bis/bis104-e.html>

Integrated Primary Inspection Line System:

<http://www.cbsa-asfc.gc.ca/newsroom/factsheets/2002/jan/ipil-e.html>

Program Activity: Access**Anti-Dumping and Countervailing:**

<http://www.cbsa-asfc.gc.ca/sima/menu-e.html>

Compliance Verification:

http://www.cbsa-asfc.gc.ca/general/blue_print/compliance/menu-e.html

Partnerships (other government departments):

http://www.cbsa-asfc.gc.ca/export/ogd_links-e.html

Administrative Monetary Penalty System (AMPS):

<http://www.cbsa-asfc.gc.ca/general/amps/contraventions-e.html>

Duty-free Shops:

<http://www.cbsa-asfc.gc.ca/import/duty-e.html>

Tariff Classification:

http://www.cbsa-asfc.gc.ca/general/publications/customs_tarriff-e.html

Trade Incentives Programs:

<http://www.cbsa-asfc.gc.ca/general/fairness/dut-relief-e.html>

Canadian Goods Abroad:

<http://www.cbsa-asfc.gc.ca/E/pub/cm/d8-2-1/d8-2-1-e.html>

Duty Deferral Program:

<http://www.cbsa-asfc.gc.ca/eservices/bis/bis67-e.html>

Valuation:

<http://www.cbsa-asfc.gc.ca/import/valuation/menu-e.html>

Visitor Rebate Program:

<http://www.cbsa-asfc.gc.ca/eservices/bis/bis111-e.html>

Commercial Processing:

<http://www.cbsa-asfc.gc.ca/newsroom/factsheets/2002/sep/harmonized-e.html>

CANPASS:

<http://www.cbsa-asfc.gc.ca/travel/canpass/menu-e.html>

Origin:

http://www.cbsa-asfc.gc.ca/import/accountingintro-e.html#P305_26310

Postal Program:

<http://www.cbsa-asfc.gc.ca/import/courier/postal/menu-e.html>

Courier/LVS (low-value shipment) Program:

<http://www.cbsa-asfc.gc.ca/import/courier/courier/menu-e.html>

Telephone Reporting Centre/Service:

<http://www.cbsa-asfc.gc.ca/travel/canpass/telephone-e.html>

Recourse/appeals:

http://www.cbsa-asfc.gc.ca/general/disagree/your_right-e.html

Mandatory Harmonized System:

<http://www.cbsa-asfc.gc.ca/import/advance/menu-e.html#hs>

Free and Secure Trade Program (FAST):

<http://www.cbsa-asfc.gc.ca/import/fast/menu-e.html>

Customs Self-assessment Program:

<http://www.cbsa-asfc.gc.ca/import/csa/menu-e.html>

Commercial Driver Registration Program:

<http://www.cbsa-asfc.gc.ca/import/cdrp/menu-e.html>

NEXUS:

<http://www.cbsa-asfc.gc.ca/travel/nexus/menu-e.html>

Commercial Release Operations Support System (ACROSS):

http://www.cbsa-asfc.gc.ca/eservices/ogd/about_edi-e.html

Other Links

2006 Government On-Line Overview Report

http://www.gol-ged.gc.ca/rpt2006/rpt/rpt00_e.asp