



Canada Border Services Agency

2023–24

Departmental Plan

The Honourable Marco E. L. Mendicino, P.C., M.P.
Minister of Public Safety

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From the Minister

As Minister of Public Safety, I am pleased to present to Parliament the Canada Border Services Agency's (CBSA) Departmental Plan for the 2023–24 fiscal year.

As we continue taking steps towards recovery from the COVID-19 pandemic, the CBSA remains steadfast in protecting the health, safety and security of our communities and economy, while maintaining strong and adaptive border management. With the lifting of COVID-19 border measures as of October 2022, the Agency will continue supporting pandemic recovery efforts in the year ahead. The Agency is realigning its operations to handle post-pandemic patterns of travel and trade, while maintaining operational readiness to address potential COVID-19 variants of concern going forward.

In line with its transformation agenda, the CBSA will advance its vision for the border of the future, while integrating lessons learned from the pandemic and addressing global trends in travel and trade. The Agency is exploring ways to optimize and digitize its services, including the expansion of contactless technology and self-service tools, with a view to streamlining the border clearance process, reducing the need for physical interactions, and facilitating the cross-border flow of legitimate travel and trade. The Agency is also advancing the CBSA Assessment and Revenue Management (CARM) project to transform the collection of duties and taxes for imported goods. Additionally, to strengthen law enforcement accountability, transparency and public trust, the Government is advancing its pledge to establish an independent review body for the CBSA.

The CBSA will continue taking action to combat the cross-border movement of firearms and illicit drugs. The Agency is advancing efforts with key partners through its Cross-Border Firearms Task Force aimed at the prevention of illicit firearms smuggling and the disruption of organized crime, while its National Firearms Intelligence Desk and National Targeting Centre support firearm interdictions at ports of entry across the country. Concurrently, the Agency is strengthening capacity to intercept illegal substances at ports of entry and take appropriate enforcement action by equipping officers with risk assessment, detection and enforcement tools.

To enhance the integrity of Canada's immigration system, the CBSA will continue efforts to increase processing efficiencies in the national security screening program and in removal operations for inadmissible persons, while working closely with federal partners to ensure a coordinated approach to irregular migration. The CBSA is actively assessing its immigration detention framework. They commit to enhancing alternatives to detention and limiting the grounds on which individuals are detained. They are working with the Government of Canada to find alternatives to provincial jails and adequately address mental health concerns. Additionally,



in furtherance of Canada’s humanitarian obligations, the Agency will continue to support resettlement commitments for refugees from Afghanistan, as well as immigration measures for those affected by the conflict in Ukraine.

From an economic perspective, the CBSA will continue efforts to support the Canadian economy through streamlined border processes to more efficiently process large volumes of commercial traffic, thereby enhancing predictability and compliance at the border. Additionally, the Agency will continue to conduct anti-dumping and countervailing investigations to guard against unfair trade practices, while remaining engaged with Employment and Social Development Canada (ESDC) to conduct risking and intercept shipments of goods believed to be made with forced labour.

As the CBSA continues to refine its internal practices and workplace culture, it will move forward with an array of initiatives to foster a healthy and respectful workplace free of harassment and discrimination, and to build a diverse workforce reflective of Canada’s population. The Agency will also keep taking steps towards Reconciliation with Indigenous Peoples through an array of efforts to ensure that Indigenous culture, interests and issues are reflected in CBSA operations.

I am honoured to serve as the Minister responsible for the CBSA and I am confident that the Agency will continue to serve Canadians well in the year ahead.

The Honourable Marco E. L. Mendicino, P.C., M.P.
Minister of Public Safety

Plans at a glance

The CBSA operates in a complex and dynamic 24/7 environment where it must respond to emerging threats and global trends, while remaining steadfast and vigilant in its commitment to protect the security of Canada’s people, economy and infrastructure. To deliver on its mandate, the CBSA strives to be proactive, adaptive and innovative in responding to a constantly evolving operational environment, modernizing its technological capabilities, and mobilizing its resources to enhance the integrity of our borders and communities.

Throughout the evolving circumstances of the COVID-19 pandemic, the CBSA has maintained strong and effective border management to support trade and commerce, encourage traveller compliance with border measures, and provide up-to-date information to the public. The Agency’s response has protected critical supply chains, mitigated the risk of importation and transmission of the virus, and strengthened Canada’s ability to tackle the challenges of the pandemic. With the lifting of COVID-19 border measures effective October 1, 2022, the Agency will keep working with key partners in the year ahead to support pandemic recovery efforts, including a focus on operational agility to handle post-pandemic travel and trade patterns.

The CBSA’s vision for the border of the future is to use technologies for border processing, reduce the need for physical interactions, and facilitate the cross-border flow of legitimate travel and trade. The Agency is leveraging its partnerships through the Border Five and Migration Five forums, including continual engagement with United States (U.S.) counterparts, to ensure a coordinated international approach that integrates lessons learned from the pandemic and addresses global trends in travel and migration. In particular, the CBSA’s Traveller Modernization initiative is aiming to improve and expand border processing solutions, allowing the Agency to keep pace and work effectively with other countries that are taking similar approaches to manage their borders, while meeting the expectations of travellers and stakeholders for an efficient border experience.

For example, while the mandatory requirement to submit health information through ArriveCAN has been removed, travellers can save time at select airports by using the optional Advance CBSA Declaration feature in ArriveCAN to submit their customs and immigration information before arrival. Dedicated express lanes for travellers who use this feature are currently available at the Toronto Pearson, Vancouver, Montréal-Trudeau, Halifax, Québec City, and Winnipeg international airports, and plans are underway to expand to the Calgary, Edmonton, Ottawa, and Toronto (Billy Bishop) international airports. Furthermore, the CBSA is planning to undertake an Advance Declaration proof of concept in the highway mode, which would be available to Canadian and U.S. travellers who use this feature before arrival at select land ports of entry.

To further safeguard the integrity of Canada’s borders, the CBSA will keep working to prevent the use of fraudulent travel documents for entry into Canada, including collaboration with key

partners through its National Document Centre to uncover current trends in the production and use of such documents. Additionally, from an economic perspective, the CBSA will continue efforts to support the Canadian economy through streamlined border processes to more efficiently process large volumes of commercial traffic, thereby enhancing predictability and compliance at the border. The Agency will also focus efforts to conduct anti-dumping and countervailing investigations through its administration of the *Special Import Measures Act* (SIMA) to guard against unfair trade practices, defend domestic producers, and protect Canadian jobs.

From a workforce perspective, the physical and mental wellbeing of CBSA employees is paramount. The Agency is committed to caring for employees impacted by the pandemic and ensuring a safe return to the workplace, while further strengthening workplace culture. This will include organizing engagement sessions with senior leaders, conducting frequent pulse checks, and responding to employee feedback so that the Agency can continue performing at its best. The Agency is also reviewing its internal practices, including the implementation of a hybrid work model, in order to capitalize on improved ways of working during the pandemic and into the future.

The following pages provide details on the Agency's planned results for 2023–24, encompassing its core responsibilities of border management and border enforcement, as well as ongoing efforts to refine its internal services.

Border Management

- Combat the cross-border movement of firearms and illicit drugs through joint efforts with law enforcement partners, enhanced tools for detection and examination, and training programs for officers and detector dogs.
- Enhance immigration security screening processes to identify inadmissible persons seeking entry into Canada, including efforts under the Security Screening Automation Project.
- Enhance intelligence and enforcement capabilities, with a focus on human trafficking and fraudulent immigration consultants, for the purposes of identifying vulnerable persons and leads for criminal investigations.
- Advance the Agency's vision for the border of the future, including a multi-year suite of Traveller Modernization initiatives to improve infrastructure and processes at Canada's ports of entry.
- Pursue opportunities for preclearance operations in both the traveller and commercial streams to facilitate the cross-border flow of legitimate people and goods as early as possible in the travel and trade continuum.

- Address the continual rise in e-commerce volumes through the Agency’s E-Commerce Customs Strategy, including automated processing in the courier low-value shipment stream.
- Under existing authorities, conduct risking and intercept shipments of goods believed to be made with forced labour, based on ESDC reports assessing tips and allegations received from the public.
- Continue efforts to transform the collection of duties and taxes for imported goods by implementing Release 2 of the CBSA Assessment and Revenue Management (CARM) project.
- Focus on expanding capacity at NEXUS enrollment centres, while also advancing the necessary program requirements to deploy additional NEXUS eGates across the country, in order to facilitate the border experience for trusted travellers.
- Continue the Secure Corridor and Commercial Lane Enhancement project to facilitate the border experience for trusted traders.
- Enhance officer recruitment, training and development as part of ongoing efforts to strengthen the Agency’s frontline workforce, with a focus on employment equity and equity-deserving groups.
- Continue the Gordie Howe International Bridge Project and the Land Border Crossing Project with the goal of modernizing the Agency’s border infrastructure.
- Continue efforts under the Agency’s Indigenous Framework and Strategy to move forward on the pathway to Reconciliation.
- Support efforts led by Public Safety Canada to establish the Public Complaints and Review Commission as an independent review body for the CBSA.

Border Enforcement

- Advance the Agency’s policy agenda through ongoing work on a multi-year suite of initiatives geared towards immigration facilitation and balanced enforcement.
- Uphold commitments under the National Strategy to Combat Human Trafficking through efforts to assess existing legislative and regulatory frameworks, with a view to ensuring that sufficient protections are in place for victims.
- Continue supporting the resettlement of refugees from Afghanistan, as well as immigration measures for those affected by the conflict in Ukraine, in line with the Government’s commitments and Canada’s humanitarian obligations.

- Focus investigative resources on high-risk immigration cases, with criminality and national security being the highest priorities, while advancing joint efforts with federal partners to improve operational coordination on irregular migration and the in-Canada refugee determination system.
- Continue efforts to improve Canada’s immigration detention system in line with the National Immigration Detention Framework, with a focus on ensuring that detention is used as a measure of last resort and that alternatives to detention are always considered.
- Continue efforts to enhance removal operations for inadmissible persons, which include using a national triage model, prioritizing high-priority removals, and operating the Removals Help Line to encourage more voluntary removals.
- Continue to enforce the Designation of the Iranian Regime pursuant to subparagraph 35(1)(b) of the *Immigration and Refugee Protection Act* (IRPA) in order to identify and interdict senior officials who are inadmissible to Canada.

Internal Services

- Continue efforts to promote employee wellbeing through the Agency’s Respectful Workplace Framework and Wellness Strategy.
- Continue efforts under the Agency’s Equity, Diversity and Inclusion Action Plan, Official Languages Action Plan, Indigenous Workforce Strategy, Anti-Racism Strategy, and Accessibility Plan to promote the representation of equity-deserving groups at all levels.
- Continue implementing a hybrid work model to achieve an effective balance of in-person and off-site work in accordance with guidelines from the Treasury Board of Canada Secretariat.
- Advance the Agency’s transformation agenda to ensure a strong and sustainable foundation, along with the Agency’s transition to a digital workplace.
- Continue the Agency’s Enterprise Data and Analytics Strategy to promote data fluency and evidence-based decision-making throughout the organization.
- Continue providing effective communications to support the Agency’s activities and keep the public well-informed.

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

Core responsibilities: planned results and resources, and key risks

This section contains information on the CBSA’s planned results and resources for each of its core responsibilities, along with information on key risks related to achieving those results.

Border Management

Description

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

Planning highlights

In 2023–24, the CBSA plans to achieve the following results under its core responsibility of border management:

The CBSA’s intelligence, threat and risk assessment activities contribute to the identification, mitigation and neutralization of risks and threats to the safety, security and prosperity of Canadians and Canada

The CBSA will remain vigilant in interdicting the cross-border movement of illicit drugs, including precursor chemicals, through enhanced controls in the postal stream and safety measures in examination areas and regional screening facilities. The Agency will continue to equip officers with risk assessment, detection and enforcement tools in order to strengthen capacity to intercept illegal substances at ports of entry and take appropriate enforcement action. Additionally, the Agency will continue to collaborate with partnering organizations such as the Royal Canadian Mounted Police (RCMP) and the Canada Post Corporation by sharing intelligence and information to identify illicit shipments, while also engaging with international partners to prevent illicit shipments from reaching Canada.

The CBSA will continue taking action against gun and gang violence by enhancing its detection capabilities, including the expanded use of x-ray technology for risk assessment of mail items in the postal stream, and the continued use of detector dog teams at ports of entry. Training efforts for detector dogs will be supported by the Canine Centre of Expertise at the CBSA College, Main Campus, which opened in 2022–23. The Agency will also continue the deployment of handheld x-ray devices and specialized examination vehicles at select ports of entry, along with additional procurement efforts for large-scale imaging equipment. Furthermore, the Agency will continue the delivery of training on advanced automobile examination techniques at the land border to hone officer skills at detecting concealment compartments.

To combat the illegal importation of firearms, the CBSA will continue to follow its Firearms Strategy and work together with partners through its Cross-Border Firearms Task Force. The findings of the Joint Border Threat Assessment that was conducted in 2022–23 will be used to guide efforts aimed at the prevention of illicit firearms smuggling and the disruption and prosecution of organized crime. The CBSA’s National Firearms Intelligence Desk, along with its National Targeting Centre, will continue to support information sharing across all regions and firearm interdictions at ports of entry. Additionally, in conjunction with the RCMP, the Agency will continue to examine the potential for increased collaboration with Interpol to further support efforts to prevent the illegal importation of firearms.

The CBSA will continue to address the threat of African swine fever by working with the Canadian Food Inspection Agency (CFIA) to prevent the importation of high-risk food, plant and animal products from overseas. These efforts include an ongoing public awareness campaign aimed at travellers and stakeholders in Canada and abroad, along with the deployment of detector dog teams specializing in food, plant and animal products.

In the context of its Air Passenger Targeting Program, the CBSA will continue co-leading the Canada-U.S. Passenger Name Record (PNR) Working Group in support of the responsible use of PNR data, with a view to building an international consensus on the adoption and implementation of international standards founded on the International Civil Aviation Organization’s Standards and Recommended Practices. Additionally, to strengthen the national aviation security program, the Agency is working with Public Safety Canada and Transport Canada on the implementation of an IT-enabled centralized screening, monitoring and reporting solution for the Passenger Protect Program.

In the immigration context, the CBSA will continue to implement processing efficiencies in the national security screening program to identify inadmissible persons seeking entry into Canada, together with federal partners including the RCMP, Immigration, Refugees and Citizenship Canada (IRCC), and the Canadian Security Intelligence Service (CSIS). In particular, the CBSA will continue efforts under the Security Screening Automation Project to automate security screening processes in order to expedite low-risk cases and better enable screening officers to focus attention on more complex cases involving persons who may pose a national security risk.

The CBSA will continue to enhance intelligence and enforcement capabilities, with a focus on human trafficking and fraudulent immigration consultants, for the purposes of identifying vulnerable persons and leads for criminal investigations. The Agency will also continue to implement intelligence-led operational initiatives, in collaboration with partners in the intelligence community, to identify and interdict national security threat actors, such as those suspected of engaging in espionage, who may be inadmissible to Canada pursuant to section 34 of the *Immigration and Refugee Protection Act* (IRPA).

The CBSA will continue protecting Canada’s financial sector through ongoing efforts to prevent trade-based money laundering. The Agency works closely with domestic and international partners to identify instances of trade-based money laundering and refer them to the appropriate law enforcement entities.

Admissible travellers are processed in an efficient manner

The CBSA is advancing a wide-ranging, multi-year suite of Traveller Modernization initiatives as part of its vision for the border of the future. Through Traveller Modernization, the Agency will invest in infrastructure and processes at Canada’s ports of entry, and will introduce digital technology and self-service tools that use biometric verification to expedite the movement of travellers through the border clearance process. The Agency will also ensure that privacy safeguards are in place to protect traveller information. Travellers will be provided with voluntary processing options to streamline their border experience, while the Agency will be better able to identify and address traveller non-compliance by focusing resources on higher risks.

The CBSA is also pursuing a predictive analytics approach through efforts to generate a Traveller Compliance Indicator for travellers entering Canada. The objective is to introduce a risk-based compliance model to support decision-making by frontline officers when determining whether a traveller should be referred for secondary examination, thereby reducing the likelihood of referrals for compliant travellers based on their history of compliance with border requirements.

To further expand its digital service offerings, the CBSA will continue efforts to deploy mobile technology allowing air travellers to transmit their customs and immigration declarations in advance of arrival, thereby reducing processing times upon arrival at Canadian airports. This will involve ongoing work with airport authorities to integrate the enhanced arrival process into Primary Inspection Devices. Furthermore, the Agency will continue the deployment of wireless handheld devices at ports of entry to support streamlined traveller processing, as well as enhanced capabilities for the collection and risk assessment of traveller and conveyance information.

To further support efficient processing at ports of entry, the CBSA is working with IRCC to explore the scope of available immigration services at ports of entry, with a particular focus on ‘flagpoling’ and the accessibility of in-Canada service channels. Flagpoling is the practice whereby a foreign national in Canada chooses to leave and then re-enter the country for the sole purpose of obtaining immigration services at a port of entry.

Travellers and their goods are compliant with applicable legislation

The CBSA will continue to use its Entry/Exit Program to ensure the systematic collection of exit data on outbound travellers, allowing the Agency to identify persons overstaying their lawful period of stay in Canada, and to focus attention on individuals of higher or unknown risk. The collection of exit data is limited by law to basic biographic information that is already routinely collected from all travellers entering Canada, and privacy protections are in place for information sharing with federal partners and U.S. counterparts.

The CBSA will remain vigilant in detecting signs of drug-impaired driving at land ports of entry through the ongoing use of the Standardized Field Sobriety Test when driver impairment is suspected. The Agency will also proceed with related training plans and the acquisition of additional drug screening equipment.

The CBSA will continue efforts to automate cross-border currency reporting, with the goal of eventually providing travellers with the ability to electronically declare the import or export of currency to the CBSA. This is envisioned to increase the overall efficiency of currency reporting, processing, and data transfer to the Financial Transactions and Reports Analysis Centre of Canada (FINTRAC), while promoting compliance with cross-border requirements related to currency and monetary instruments.

The CBSA will continue to develop a proof-of-concept for the establishment of Canadian land border operations in a co-located facility in the U.S. This will provide an opportunity to assess the feasibility of traveller preclearance in the U.S., with a view to supporting facilitative border processes for legitimate travellers and preventing the entry of inadmissible persons into Canada as early as possible in the travel continuum.

Admissible commercial goods and conveyances are processed in an efficient manner

To address the exponential rise in e-commerce volumes, the CBSA will continue its E-Commerce Customs Strategy, including automated processing solutions in the courier low-value shipment stream. The Agency will also keep working to strengthen operations at international mail centres by managing postal volumes on a daily basis and during peak periods, while remaining engaged with the Canada Post Corporation on postal modernization efforts.

The CBSA will continue the development of proofs-of-concept in the air and rail modes to inform the potential future expansion of cargo preclearance operations in the U.S. Cargo preclearance remains a priority for the Agency to facilitate the cross-border flow of legitimate cargo as early as possible in the trade chain.

To further streamline commercial processing, the CBSA will continue the e-Longroom initiative, which allows clients to submit certain commercial documentation via email and thereby minimizes in-person interactions.

Traders are compliant with applicable legislation and requirements

Under existing authorities, the CBSA will conduct risking and intercept shipments of goods believed to be made with forced labour, based on ESDC reports assessing tips and allegations received from the public.

To further improve commercial examination capacity, the CBSA will continue to advance initiatives to equip Marine Container Examination Facilities in Vancouver with enhanced imaging technology to inspect marine containers and large conveyances targeted for examination.

The CBSA is working with Transport Canada on the Marine Port Modernization Review in an effort to address security threats associated with organized crime, smuggling and internal conspiracies, while supporting efficiency and facilitation priorities at Canada's marine ports through amendments to the *Customs Act* and the creation of new regulations.

Importers comply with revenue requirements

Under the CBSA Assessment and Revenue Management (CARM) project, the Agency is planning to implement Release 2 in 2023–24 to further expand the functionalities of the CARM Client Portal. Once fully implemented, CARM will strengthen the Agency's ability to accurately assess duties and taxes owed on imported goods by automating the processes required to assess, collect, manage and report on revenue, while further enabling importers to self-assess and comply with Canada's trade requirements.

In response to a recent decision by the Canadian International Trade Tribunal and in light of significant increases in the importation of e-commerce goods, Budget 2022 amended section 17 of the *Customs Act* to clarify liability for duties and taxes owing on such goods. This amendment clarified that when commercial entities are identified as the importer of record through accounting documents, they share liability for duties and taxes owing with the importer or owner of those goods. The CBSA will continue consultations with stakeholders and finalize implementation planning in preparation for the amendment to come into force.

Canadian producers are protected from unfairly dumped and subsidized imports

The CBSA will continue to conduct anti-dumping and countervailing investigations through its administration of the *Special Import Measures Act* (SIMA) to guard against unfair trade practices, defend domestic producers, and protect Canadian jobs. These investigations are

conducted in parallel with the Canadian International Trade Tribunal’s investigations into injury to Canadian industry caused by dumping and subsidizing.

To that end, a new CBSA anti-circumvention policy framework is under development to bring greater predictability and efficiency to CBSA investigations of industry complaints that SIMA duties are being unfairly circumvented. In addition, the CBSA will implement an online (web-based) access point in accordance with a legislated requirement under the Canada-United States-Mexico Agreement (CUSMA). In 2023–24, authorities will be sought to enable the design of an online solution in accordance with the CUSMA obligation that will enable industry to submit anti-dumping investigation documents electronically.

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

From a trusted traveller perspective, the CBSA will focus on expanding capacity at existing NEXUS enrollment centres, thereby providing new interview opportunities for current and prospective members. The Agency will also continue to advance the necessary program requirements in order to deploy additional NEXUS eGates across the country. Already in place at several land-based locations, NEXUS eGates allow the CBSA to process NEXUS travellers remotely from a command centre located within the port of entry. This will enhance operational flexibility to process increased traveller volumes, while streamlining passage for low-risk travellers.

Under the Secure Corridor and Commercial Lane Enhancement project, the CBSA will continue to expand technology to expedite commercial passage for trusted traders. This will enhance processing efficiency and integrity, while reducing physical interactions at high-volume commercial ports of entry.

Travellers and the business community have access to timely redress mechanisms

The Recourse Program provides travellers and businesses with an accessible mechanism to seek an impartial review of CBSA decisions and to voice any feedback or complaints, in accordance with legislation and policies administered by the Agency. The Agency continues to enhance its Recourse Program through ongoing improvements to business processes and communication with clients through a secure portal, while also pursuing business readiness activities to support the Agency’s implementation of the CARM project as well as the Government’s pledge to establish an independent review body for the CBSA.

Additional border management initiatives

The CBSA will continue to enhance officer recruitment, training and development as part of ongoing efforts to strengthen its workforce. In particular, the Agency will continue the

implementation of its 2022 to 2025 National Officer Recruitment and Outreach Strategy and Action Plan to enhance recruitment and retention efforts through an inclusive and diverse environment. Focus is placed on employment equity and equity-deserving groups, along with efforts to better align the placement of recruits with the Agency's operational needs and official languages requirements in order to enhance job satisfaction and productivity. Additionally, the Agency will proceed with a three-year roadmap for the review and modernization of its Force Generation Program, including pathways for career mapping and talent development as part of the broader strategy to ensure program sustainability in meeting operational needs going forward.

As part of ongoing efforts to strengthen its infrastructure, the CBSA will continue working with the Windsor-Detroit Bridge Authority on the Gordie Howe International Bridge Project to advance the procurement, fit-up and staffing of the Canadian port of entry, with a view to ensuring a modern, state-of-the-art facility. The Agency will also continue the Land Border Crossing Project, which aims to rebuild 24 land ports of entry over the next several years, with multiple design processes and stakeholder engagement activities underway.

In support of the Government's commitments to Reconciliation with Indigenous Peoples, the CBSA will continue to be guided by its Indigenous Framework and Strategy to ensure that Indigenous culture, interests and issues are reflected in CBSA operations. In particular, the Agency will:

- Continue supporting the Government's implementation of the *United Nations Declaration on the Rights of Indigenous Peoples Act*.
- Continue implementing the *Many Voices, One Mind: A Pathway to Reconciliation Action Plan* and the *Policy on the Agency's Relationship with Indigenous Peoples*.
- Continue working collaboratively with Indigenous partners, other government departments and international counterparts to address Indigenous border-crossing issues and mobility concerns with Indigenous rights holders.
- Continue developing processes, tools and guidance to support respectful and purposeful Nation-to-Nation, Inuit-Crown and Government-to-Government engagement with First Nations, Métis and Inuit Peoples, while also conducting Indigenous-focused policy reviews and treaty analysis in furtherance of consultation and engagement obligations.
- Continue equipping frontline staff with tools and guidance to serve Indigenous clients in an informed and unbiased manner, while providing additional support around exceptional events such as the North American Indigenous Games and cross-border repatriation of Indigenous sacred items and goods.

- Continue building Indigenous cultural awareness and sensitivity across the Agency, including the co-development of cultural training with Indigenous communities, the implementation of an Indigenous Learning Portal, and the establishment of an Elder’s Room and Indigenous Reflection Spaces to enhance learning practices at the CBSA College, Main Campus.
- Continue using the Agency’s Indigenous Training Program to integrate training support for Indigenous initiatives in order to promote Indigenous foundational knowledge across the Agency and provide cultural support for specialized areas.
- Continue leading the government-wide Indigenous Training and Development Community of Practice to cultivate partnerships and best practices.

Gender-based analysis plus (GBA Plus) in Border Management

The CBSA will continue improving its GBA Plus governance and data collection practices; applying the GBA Plus lens to inform policy and program decisions impacting service delivery; and maturing organizational data literacy to facilitate improved GBA Plus data going forward. The Agency will also continue to implement the *Policy Direction to Modernize the Government of Canada’s Sex and Gender Information Practices* to ensure that its services are designed and delivered to be inclusive of all genders.

For more information, please consult the GBA Plus supplementary information table on the Agency’s [website](#).ⁱ

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

The CBSA will continue working towards its ambitious targets for reducing greenhouse gas emissions, ensuring climate resiliency, and providing a safe and healthy work environment. In line with the 2022-2026 Federal Sustainable Development Strategy and in support of the United Nations 2030 Agenda for Sustainable Development, the CBSA’s 2023-2027 Departmental Sustainable Development Strategy will focus on key economic, social and environmental sustainability indicators. The 2023-2027 strategy will be available on the Agency’s [website](#) by November 2023.

Innovation in Border Management

The CBSA is pursuing an array of initiatives under its core responsibility of border management. Some examples include:

- **Advance CBSA Declaration** – The CBSA is using web and mobile apps to allow air travellers at select airports and land ports of entry to submit advance declarations that can be confirmed upon arrival in Canada, thereby streamlining processing and reducing touch-points.
- **Traveller Compliance Indicator** – The CBSA is pursuing a predictive analytics approach through efforts to generate a compliance indicator for travellers entering Canada. The objective is to introduce a risk-based compliance model to support decision-making by frontline officers when determining whether a traveller should be referred for secondary examination, thereby reducing the likelihood of referrals for compliant travellers based on their history of compliance with border requirements.
- **Training Simulations** – As part of the Officer Induction Training Program, the CBSA is experimenting with virtual reality technology to conduct border-related simulations for officer recruits at the CBSA College, Main Campus, which could inform scenario-based training in a variety of operational contexts.
- **Border Technology Networking** – The CBSA is working to enhance connectivity and networking among its detection technology devices in order to improve information flow and centralized access.
- **Pre-Departure Risk Assessment** – The CBSA’s National Targeting Centre is working with liaison officers overseas to push out the border by using data for traveller risk assessment as early as possible.
- **Digital Platform Modernization** – The CBSA is contributing to the IRCC-led multi-year Digital Platform Modernization initiative, which aims to gradually replace the legacy Global Case Management System with a new platform that will transform business capabilities and service delivery throughout the immigration continuum.

Key risks in Border Management

Under its core responsibility of border management, the CBSA continues to face a rapidly evolving risk environment. In the wake of the easing and eventual lifting of COVID-19 border measures, travel volumes will continue their resurgence towards pre-pandemic levels, and the Agency will continue to focus on its border modernization initiatives to enhance processing efficiency and operational agility.

Additionally, the COVID-19 pandemic has shifted the economic landscape for the foreseeable future. For example, trade patterns are shifting significantly due to increased protectionism, which may impact the allocation of resources at ports of entry, while recruitment efforts may be

impacted by increased competitiveness in the labour market. The Agency is adapting to this shifting landscape by identifying skillset gaps and adopting new staffing processes, while implementing and improving developmental programs. This is expected to have a positive impact on the Agency’s ability to manage increasing volumes and lasting changes across the travel and trade continuum.

Planned results for Border Management

For the CBSA’s core responsibility of border management, this table shows planned results, result indicators, targets and target dates for 2023–24, along with actual results for the three most recent fiscal years for which actual results are available.

Departmental result	Departmental result indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
The CBSA’s intelligence, threat and risk assessment activities contribute to the identification, mitigation and neutralization of risks and threats to the safety, security and prosperity of Canadians and Canada	Percentage of air travellers targeted for examination that led to an intended result	At least 16%	March 2024	N/A (introduced in 2020–21)	10.33%	21.8%
	Percentage of marine and air cargo targeted for examination that led to an intended result	At least 0.5%	March 2024	N/A (introduced in 2020–21)	0.5%	0.58%
	Percentage of recommendations for admissibility provided/ completed within relevant service standards	At least 80%	March 2024	N/A (introduced in 2022–23)	N/A (introduced in 2022–23)	N/A (introduced in 2022–23)
Admissible travellers are processed in an efficient manner	Percentage of time the CBSA is meeting the Highway Border Wait Time (BWT) Service Standard	At least 95%	March 2024	96.0%	99.4%	97%
	Percentage of travellers using Primary Inspection Devices (PID) at PID-enabled airports	At least 95%	March 2024	93.2%	89.4%	95.2%
	Actual availability of Primary Inspection Devices as a percentage of planned availability	At least 99%	March 2024	98.0%	99.1%	99.7%
Travellers and their goods are compliant with applicable legislation	Percentage of traveller immigration examinations that produced a result (enforcement or facilitation action)	At least 40%	March 2024	54.2%	71.2%	68.4%
	Traveller goods selective examination resultant rate is ‘X’ times higher than the traveller goods random examination resultant rate	At least 10	March 2024	N/A (introduced in 2020–21)	6.2	12.2
Admissible commercial goods and conveyances are processed in an efficient manner	Percentage of time the CBSA met the commercial Highway Border Wait Time Service Standard	At least 90%	March 2024	99.7%	99.4%	97.4%

	Percentage of eligible release decisions provided within established timeframes	At least 95% ¹	March 2024	63%	69%	69%
	Actual availability of Single Windows as a percentage of planned availability	At least 99%	March 2024	99.9%	99.8%	99.7%
Traders are compliant with applicable legislation and requirements	Percentage of high-risk commercial goods targeted by the National Targeting Centre (NTC) that are examined at the border	At least 95%	March 2024	95.2%	92.4%	91.7%
	Percentage of random commercial examinations that produced a result	At most 1%	March 2024	0.23%	0.18%	0.19%
	Percentage of commercial examinations that produce a result related to non-compliance against a trader	At most 1.5%	March 2024	1.43%	1.67%	1.76%
	Percentage of penalties applied against traders representing continued non-compliance	At most 5%	March 2024	35%	16.1%	34.4%
Importers comply with revenue requirements	Percentage of importers not compliant with revenue requirements	At most 5%	March 2024	N/A (introduced in 2022–23)	N/A (introduced in 2022–23)	N/A (introduced in 2022–23)
	Return on investment (ROI) for compliance activities related to revenue requirements	At least 15:1 ²	March 2024	11:1	5:1	18:1
Canadian producers are protected from unfairly dumped and subsidized imports	Percentage of imports potentially subject to anti-dumping or countervailing duties verified to ensure compliance	At least 80%	March 2024	N/A (introduced in 2022–23)	N/A (introduced in 2022–23)	N/A (introduced in 2022–23)
Trusted Traveller and Trader programs increase processing efficiency of low-risk, pre-approved travellers and traders	Percentage of time the CBSA is meeting the NEXUS Highway BWT Service Standard	At least 95%	March 2024	98.3%	99.98%	95.6%
	Percentage of kiosk processing time saving per trusted traveller passage at NEXUS air ports of entry	At least 40%	March 2024	N/A (introduced in 2020–21)	37%	47%
	Percentage of active members who are compliant with program requirements and border legislation	At least 99.9%	March 2024	N/A (introduced in 2022–23)	N/A (introduced in 2022–23)	N/A (introduced in 2022–23)
	Ratio of conventional traders and their goods that are examined at the border compared to Trusted Traders and their goods	At least 3.5:1	March 2024	5.9:1	6.0:1	6.1:1

¹ It should be noted that the target has been increased to 95% (from 70% in prior years) due to an updated methodology for this indicator that is expected to enable an increase in performance going forward.

² It should be noted that the target has been increased to 15:1 (from 8:1 in prior years) in order to reflect the broader scope of compliance activities and revenue types assessed under this indicator. The old target of 8:1 was established for a previous indicator that was based solely on targeted verifications and customs duties assessed.

	Percentage of trade by value of goods imported into Canada by participants in the CBSA's Trusted Trader programs	At least 25%	March 2024	28%	26%	24%
Travellers and the business community have access to timely redress mechanisms	Percentage of trade appeals received that are decided within established service standards	At least 70%	March 2024	85%	82%	76%
	Percentage of enforcement appeals received that are decided within established service standards	At least 70%	March 2024	71%	62%	74%

Planned budgetary spending for Border Management

For the CBSA's core responsibility of border management, this table shows budgetary spending for 2023–24, as well as planned spending for that fiscal year and the next two fiscal years.

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
1,765,249,471	1,765,249,471	1,806,844,795	1,622,896,427

Planned human resources for Border Management

For the CBSA's core responsibility of border management, this table shows the human resources (in full-time equivalents) needed for 2023–24 and the next two fiscal years.

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
11,502	11,594	11,322

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

Border Enforcement

Description

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

Planning highlights

Under its policy agenda, the CBSA will continue to advance initiatives geared towards immigration facilitation and balanced enforcement through legislative and regulatory work in support of public safety, immigration facilitation, and program integrity objectives. These include:

- Expanding officer authorities to issue removal orders for straightforward inadmissibility cases.
- Streamlining the cancellation of certain immigration documents in cases where a removal order has been issued.
- Strengthening the framework governing applications for Ministerial Relief.
- Updating the transborder criminal inadmissibility framework.
- Updating the recovery of removal costs framework.
- Reviewing the senior official regulations associated with the designation of regimes.
- Reviewing serious inadmissibility grounds, including security and organized criminality membership provisions.

Concurrently, the CBSA will advance efforts on other aspects of border enforcement, including joint work with IRCC to ensure the long-term sustainability of the in-Canada asylum system. The Agency will also continue to uphold commitments under the National Strategy to Combat Human Trafficking through efforts to review existing legislative and regulatory frameworks, with a view to ensuring that sufficient protections are in place for victims and minimizing the risk of further inadvertent victimization of people who have experienced gender-based violence.

The CBSA will continue supporting the Government's resettlement commitments for refugees from Afghanistan, as well as immigration measures to support those affected by the conflict in

Ukraine. The Agency will also continue to partner with the RCMP and Global Affairs Canada to enforce sanctions in response to Russia's invasion of Ukraine and commission of human rights violations.

In support of Canada's No Safe Haven policy, and to project Canadian values on the world stage, the CBSA will continue working to develop a multi-year plan for country reviews, with the aim of renewing and maintaining the designation of regimes framework. This work supports the Minister of Public Safety in exercising the authority to designate a regime as having engaged in international human rights violations, terrorism or war crimes, thereby rendering prescribed senior officials of the regime inadmissible to Canada. For example, the Agency will continue to enforce the Designation of the Iranian Regime pursuant to subparagraph 35(1)(b) of the IRPA in order to identify and interdict senior officials who are inadmissible to Canada.

In addition, the CBSA plans to achieve the following results in 2023–24 under its core responsibility of border enforcement:

Immigration investigations identify persons inadmissible to Canada

The CBSA will continue to focus inland investigative resources on high-risk cases, with criminality and national security being the highest priorities, while conducting investigatory activities and ongoing work with IRCC and the RCMP to improve operational coordination with regard to irregular migration and the in-Canada refugee determination system. The Agency will also keep taking steps to improve the management of immigration warrants in line with the Auditor General's Spring 2020 Report on Immigration Removals, with a focus on supporting administrative removals, while maintaining its warrant management strategy to support immigration enforcement operations.

Persons are placed on alternatives to detention whenever possible, or placed in the most appropriate detention facility according to their risk profile

The CBSA will continue ongoing efforts to improve Canada's immigration detention system in line with the National Immigration Detention Framework, with a focus on ensuring that detention is used as a measure of last resort and that alternatives to detention are always considered. In particular, the Agency will continue using alternatives to detention, founded on consistent, risk-based decisions, enabling individuals whose risk can be appropriately mitigated to be released into the community.

Concurrently, the CBSA will continue enhancing the National Detention Standards for its three Immigration Holding Centres, as well as for the limited use of provincial facilities, while maintaining its contract with the Canadian Red Cross to provide detention monitoring services in order to ensure that detainees are treated in accordance with applicable domestic standards and international obligations. The Agency will also continue reviewing risk assessments under the

National Risk Assessment for Detention framework to ensure that risks are being accurately assessed and that persons are being appropriately managed using the most suitable approach, including alternatives to detention.

The Minister’s positions are appropriately represented in immigration and refugee decision-making processes

The CBSA will continue improving the management of its hearings-related activities in collaboration with the Immigration and Refugee Board of Canada (IRB), including the use of digital hearings prompted by the COVID-19 pandemic, along with the implementation of updated guidelines for detention reviews in respect of the IRPA and the *Canadian Charter of Rights and Freedoms*. Additionally, the Agency will continue to pilot the Integrated Claims Analysis Centre in the Greater Toronto Area to support efficient processing of asylum cases and improved communication channels with IRCC and the IRB.

Inadmissible foreign nationals are prioritized and removed expeditiously from Canada

To ensure the timely departure from Canada of inadmissible persons subject to removal, such as foreign national criminals, failed refugee claimants, and other inadmissible persons, the CBSA will keep taking steps to enhance its removal operations in line with the recommendations of the Auditor General’s Spring 2020 Report on Immigration Removals. These efforts include using a national triage model, prioritizing high-priority removals, increasing travel document applications, and operating the Removals Help Line to encourage more voluntary removals. The Agency will also continue working with federal partners to address challenges in obtaining required travel documents from countries that may be uncooperative with removal operations.

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

The CBSA will continue building capacity to investigate and prosecute people and businesses that violate Canada’s border-related legislation, with a focus on complex cases of fraud involving individuals and organizations posing a threat to Canada’s immigration system, economy, and the safety and security of Canadians. Operational priorities are primarily focused on cases of fraud by organizers and facilitators of serious immigration offences, including human smuggling, employment fraud, and offences involving immigration consultants, as well as serious customs offences, including firearms and weapons smuggling, trade fraud, and trade-based money laundering.

In collaboration with IRCC and the College of Immigration and Citizenship Consultants, the CBSA will continue to strengthen the governance and enforcement framework applicable to those who offer consultant services to persons seeking to enter or remain in Canada. To better protect applicants and newcomers from fraudulent consultants, the Agency is working to

augment its criminal investigative capacity, while supporting the implementation of enhanced compliance, enforcement and disciplinary measures within the revised framework.

Gender-based analysis plus (GBA Plus) in Border Enforcement

The CBSA will continue improving its GBA Plus governance and data collection practices; applying the GBA Plus lens to inform policy and program decisions impacting service delivery; and maturing organizational data literacy to facilitate improved GBA Plus data going forward. The Agency will also continue to implement the *Policy Direction to Modernize the Government of Canada's Sex and Gender Information Practices* to ensure that its services are designed and delivered to be inclusive of all genders.

For more information, please consult the GBA Plus supplementary information table on the Agency's [website](#).

Innovation in Border Enforcement

The CBSA is pursuing several initiatives under its core responsibility of border enforcement. Some examples include:

- **Alternatives to Detention** – The CBSA continues to implement solutions for remote monitoring and reporting to support the release of individuals in cases where detention may be mitigated within the community.
- **Asylum Modernization** – The CBSA continues to pilot the Integrated Claims Analysis Centre in the Greater Toronto Area, as well as the Integrated Case Tracking and Prioritization Unit, in order to support efficient processing of asylum cases and improved communication channels with IRCC and the IRB.
- **Client Reporting Mobile Application** – The CBSA continues to develop an application that will allow immigration clients with reporting obligations to communicate with the Agency using a mobile device, thereby reducing in-person touch-points and supporting compliance and monitoring efforts.

Key risks in Border Enforcement

Under its core responsibility of border enforcement, the CBSA will continue to focus on geopolitical events posing challenges to its operations, such as the Russian invasion of Ukraine and the collapse of the former Government of the Islamic Republic of Afghanistan. These events are expected to continue exerting pressure on border operations through increased volumes of refugees, in addition to persisting pressures on the asylum system through increased irregular

migration between ports of entry. The CBSA will also continue to enforce the Designation of the Iranian Regime pursuant to subparagraph 35(1)(b) of the IRPA in order to identify and interdict senior officials who are inadmissible to Canada. Concurrently, removal processes for inadmissible persons are increasingly complex due to the lack of cooperation from some foreign governments in the issuance of travel documents to repatriate their foreign nationals in a timely manner.

Planned results for Border Enforcement

For the CBSA's core responsibility of border enforcement, this table shows planned results, result indicators, targets and target dates for 2023–24, along with actual results for the three most recent fiscal years for which actual results are available.

Departmental result	Departmental result indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
Immigration investigations identify persons inadmissible to Canada	Percentage of immigration investigations concluded that result in a person being identified as inadmissible to Canada	At least 55%	March 2024	69%	89%	84%
Persons are placed on alternatives to detention whenever possible, or placed in the most appropriate detention facility according to their risk profile	Persons released from detention on alternatives to detention as a percentage of all persons detained	At least 25%	March 2024	29.6%	65%	31%
	Percentage of individuals detained in appropriate facilities based on their assessed risk profile	At least 85%	March 2024	N/A (introduced in 2020–21)	75%	89%
The Minister's positions are appropriately represented in immigration and refugee decision-making processes	Percentage of admissibility hearings, detention reviews and appeals where the Minister's position is upheld by the Immigration Division and the Immigration Appeal Division	At least 70%	March 2024	74%	76%	84%
	Percentage of refugee hearings where the Minister's position is upheld by the Refugee Protection Division and the Refugee Appeal Division	At least 70%	March 2024	75%	69%	77%
Inadmissible foreign nationals are prioritized and removed expeditiously from Canada	Percentage of high-priority foreign nationals removed (i.e., on grounds of serious inadmissibility such as criminality, war crimes, security)	At least 80%	March 2024	93%	100%	83%
	Percentage of removals with no known impediments	At least 80%	March 2024	N/A (introduced in 2020–21)	96%	54%
People and businesses that are referred to Crown counsel for prosecution are convicted	Referrals for prosecution accepted by the Public Prosecution Service of Canada (PPSC) as a percentage of all referrals made to PPSC	At least 85%	March 2024	N/A (introduced in 2022–23)	N/A (introduced in 2022–23)	N/A (introduced in 2022–23)

	Percentage of prosecutions concluded that result in a conviction	At least 80%	March 2024	90%	85%	84%
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Planned budgetary spending for Border Enforcement

For the CBSA’s core responsibility of border enforcement, this table shows budgetary spending for 2023–24, as well as planned spending for that fiscal year and the next two fiscal years.

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
445,531,244	445,531,244	342,337,543	336,210,665

Planned human resources for Border Enforcement

For the CBSA’s core responsibility of border enforcement, this table shows the human resources (in full-time equivalents) needed for 2023–24 and the next two fiscal years.

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
1,892	1,902	1,888

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

Internal Services: planned results

Description

Internal services are the services provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- ▶ Management and Oversight Services
- ▶ Communications Services
- ▶ Legal Services
- ▶ Human Resources (HR) Management Services
- ▶ Financial Management Services
- ▶ Information Management Services
- ▶ Information Technology (IT) Services
- ▶ Real Property Management Services
- ▶ Materiel Management Services
- ▶ Acquisition Management Services

Planning highlights

Supporting a healthy, diverse and inclusive workforce

To steer its transition to new ways of working that will outlast the COVID-19 pandemic, the CBSA will continue the implementation of its hybrid work model to achieve an effective balance of in-person and off-site work. The Agency will also continue to ensure appropriate safety measures in the workplace in accordance with the latest public health guidelines.

The CBSA will maintain focus on strengthening organizational resilience through various programs and services aimed at building the capability and accountability needed to foster and sustain a healthy culture. This will be done through focused culture efforts with senior leaders and managers, along with enhanced employee engagement efforts to create and embed trusted feedback loops within the organization. The Agency's overall objective is to ensure a well-supported, high-performing workforce that is founded on trust.

The CBSA will keep striving to ensure a diverse and inclusive workforce that reflects Canada's population. To that end, the Agency will continue a wide array of initiatives under its Equity, Diversity and Inclusion Action Plan, Official Languages Action Plan, Indigenous Workforce Strategy, Anti-Racism Strategy, and Accessibility Plan to promote the representation of equity-deserving groups at all levels. The results of these efforts will foster a climate of equity and inclusion in which all employees can reach their full potential, alongside ongoing efforts to

promote employee wellbeing through the Agency’s Wellness Strategy and Respectful Workplace Framework.

To further support a safe and respectful workplace, the Agency will ensure the continued implementation of measures for the prevention and resolution of harassment and discrimination, including measures to address the behaviour of CBSA employees as well as members of the public who interact with CBSA employees in the course of their duties. Moreover, the CBSA will continue its Leadership and Management Induction Program combining both virtual and in-class learning for people managers. This program strives for a national approach in leadership and management, ensuring that managers have clear expectations of leadership behaviours and management accountabilities, while developing leader character across the Agency to reinforce a healthy culture and respectful workplace.

Advancing the CBSA’s transformation agenda

The CBSA will continue to advance its transformation agenda to ensure a strong and sustainable foundation, build its vision for the border of the future, and ensure continued operational agility and effectiveness. The forward momentum of the Agency’s transformation activities continues to be essential in keeping pace with a rapidly changing operating environment, global trends in travel and trade, and public health requirements coming out of the COVID-19 pandemic.

From an information, science and technology perspective, the CBSA will continue its transition to a digital workplace, including increased bandwidth, robust security, and greater connectivity with partners and stakeholders, along with a variety of tools to enhance collaboration and remote working. The Agency will position itself as a leader in digital transformation, while supporting a modern one-team culture, enhancing business continuity, and attracting and retaining the best and brightest through a strong hybrid work environment. Additionally, the Agency will continue to enhance its information technology through ongoing efforts to optimize systems and applications, strengthen cyber security defence mechanisms, and advance its Cloud Strategy to modernize the handling of information assets and services to Canadians.

The CBSA will continue its Enterprise Data and Analytics Strategy by further integrating analytics within business intelligence functions to promote data fluency and evidence-based decision-making throughout the organization. This will involve the ongoing implementation of the Data Frame to guide the use of data and analytics across the Agency. Additional activities will address the Agency’s data debt through the horizontal integration of data and data quality issues, while improving availability and accessibility in the Enterprise Data Warehouse. Standardizing enterprise-wide analytics tools, advancing the use of cloud technology, and developing a modern and adaptive policy suite will collectively enable the Agency to meet its transformation objectives.

Ensuring effective communications to support the CBSA’s activities

The CBSA will continue to provide clear, proactive and accessible communications to the public to support Canada’s national security and public safety priorities, and to facilitate trade and economic development.

To reach audiences in Canada and abroad, the CBSA will employ a variety of communications tactics, including traditional media relations activities and social media outreach, in order to promote border compliance, counter misinformation, and highlight the exceptional work of CBSA officers.

Innovative and proactive approaches to internal communications will be used to support ongoing information sharing and engagement with the Agency’s workforce, comprising around 16,000 employees and representing diverse backgrounds and locations across Canada and around the world.

Planning for contracts awarded to Indigenous businesses

The CBSA continues to strengthen its relationship with Indigenous entrepreneurs and communities through the federal procurement process, and is committed to the government-wide requirement to ensure that a minimum of 5% of the total value of contracts is awarded to Indigenous businesses annually. The Agency currently exceeds the 5% target. Moreover, the Agency is developing an Indigenous Procurement Policy and is planning to conduct regional outreach activities to further encourage procurement opportunities with Indigenous suppliers going forward.

Planned budgetary spending for Internal Services

For the CBSA’s internal services, this table shows budgetary spending for 2023–24, as well as planned spending for that fiscal year and the next two fiscal years.

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
507,087,682	507,087,682	472,675,940	424,903,107

Planned human resources for Internal Services

For the CBSA’s internal services, this table shows the human resources (in full-time equivalents) needed for 2023–24 and the next two fiscal years.

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
2,418	2,441	2,355

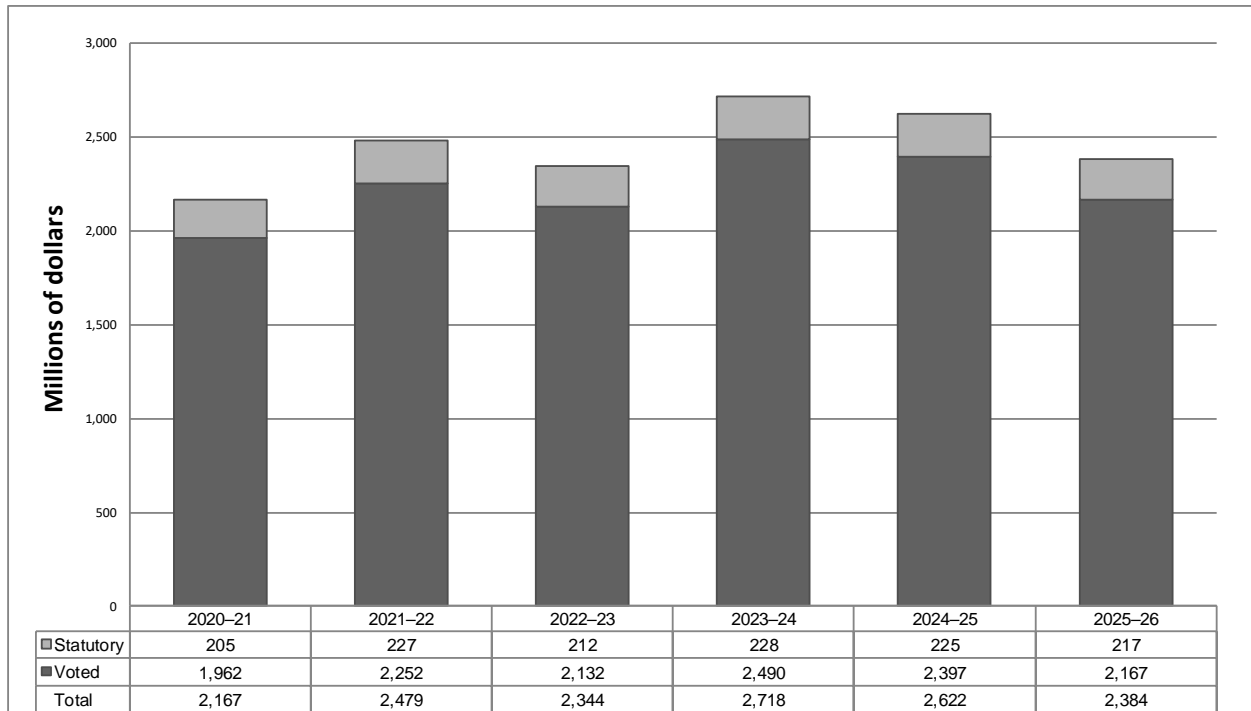
Planned spending and human resources

This section provides an overview of the CBSA’s planned spending and human resources for the next three fiscal years, and compares planned spending for 2023–24 with spending for the last three fiscal years.

Planned spending

Departmental spending from 2020–21 to 2025–26

The following graph shows trends in the CBSA’s spending over time. Note that amounts may not exactly add up due to rounding.



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

The following table shows information on spending for each of the CBSA's core responsibilities, as well as its internal services, for 2023–24 and other relevant fiscal years.

Core responsibilities and internal services	2020–21 actual expenditures	2021–22 actual expenditures	2022–23 forecast spending	2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
Border Management	1,452,822,132	1,665,443,159	1,619,861,283	1,765,249,471	1,765,249,471	1,806,844,795	1,622,896,427
Border Enforcement	251,133,356	303,098,988	318,963,184	445,531,244	445,531,244	342,337,543	336,210,665
Subtotal	1,703,955,488	1,968,542,147	1,938,824,467	2,210,780,715	2,210,780,716	2,149,182,338	1,959,107,092
Internal Services	463,482,360	510,175,844	405,261,439	507,087,682	507,087,682	472,675,940	424,903,107
Total	2,167,437,848	2,478,717,991	2,344,085,906	2,717,868,397	2,717,868,397	2,621,858,278	2,384,010,199

Forecast spending for 2022–23 is slightly lower than actual expenditures in 2021–22. This difference is mainly attributed to re-profiled funding from 2022–23 into future years, such as:

- Re-profiled funding for Asylum Irregular Migration as well as the Asylum Interoperability Project
- Re-profiled funding for the Drug-Impaired Driving Initiative
- Re-profiled funding for the Gordie Howe International Bridge Project
- Re-profiled funding for the Integrated Cargo Security Initiative – Marine Container Examination Facilities Project
- Re-profiled funding for the Buildings and Equipment Program

In 2023–24, the Agency has an increase of \$373.8 million in funding over the forecast spending in 2022–23 due to new and sunsetting funding. New funding includes:

- Funding for Canada's Asylum Irregular Migration System
- Funding for the Gordie Howe International Bridge Project
- Funding for the resettlement of Afghan refugees
- Funding for national guard contracts
- Funding for irregular migration in the Americas
- Funding for the Land Border Crossing Project

2023–24 budgetary gross and net planned spending summary (dollars)

The following table reconciles gross planned spending with net planned spending for 2023–24.

Core responsibilities and internal services	2023–24 gross planned spending	2023–24 planned revenues netted against spending	2023–24 planned net spending
Border Management	1,789,279,471	(24,030,000)	1,765,249,471
Border Enforcement	445,531,244	0	445,531,244
Subtotal	2,234,810,715	(24,030,000)	2,210,780,715
Internal Services	507,087,682	0	507,087,682
Total	2,741,898,397	(24,030,000)	2,717,868,397

The purpose of this table is to help present the full scope of the Agency's operations that are materially funded through revenues or special purpose accounts.

Planned human resources

The following table shows information on human resources, in full-time equivalents (FTEs), for each of the CBSA's core responsibilities, as well as its internal services, for 2023–24 and other relevant fiscal years.

Human resources planning summary for core responsibilities and internal services

Core responsibilities and internal services	2020–21 actual full-time equivalents	2021–22 actual full-time equivalents	2022–23 forecast full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
Border Management	10,023	10,210	11,476	11,502	11,594	11,322
Border Enforcement	1,647	1,735	1,953	1,892	1,902	1,888
Subtotal	11,670	11,945	13,429	13,394	13,496	13,210
Internal Services	2,726	3,112	2,367	2,418	2,441	2,355
Total	14,396	15,057	15,796	15,812	15,937	15,565

In 2023–24, the Agency's planned FTEs are expected to increase due to new funding related to Canada's Asylum Irregular Migration System; the Gordie Howe International Bridge Project; the resettlement of Afghan refugees; national guard contracts; and irregular migration in the Americas.

Estimates by vote

Information on the CBSA’s organizational appropriations is available in the [2023–24 Main Estimates](#).ⁱⁱⁱ

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the CBSA’s operations for 2022–23 to 2023–24.

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

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

Future-oriented condensed statement of operations for the year ending March 31, 2024 (dollars)

Financial information	2022–23 forecast results	2023–24 planned results	Difference (2023–24 planned results minus 2022–23 forecast results)
Total expenses	2,644,861,000	2,808,719,000	163,858,000
Total revenues	24,030,000	24,030,000	0
Net cost of operations before government funding and transfers	2,620,831,000	2,784,689,000	163,858,000

The total expenses in 2023–24 are projected to be \$2,809 million, representing an increase of \$164 million compared to the \$2,645 million forecast in 2022–23.

Corporate information

Organizational profile

Appropriate minister:	The Honourable Marco E. L. Mendicino, P.C., M.P.
Institutional head:	Erin O’Gorman
Ministerial portfolio:	Public Safety
Enabling instruments:	<i>Canada Border Services Agency Act</i> ^{iv} <i>Department of Public Safety and Emergency Preparedness Act</i> ^v
Year of incorporation/commencement:	2003

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

Information on the CBSA’s raison d’être, mandate and role is available on its [website](#).^{vi}

Information on the CBSA’s mandate letter commitments is available in the [Minister’s mandate letter](#).^{vii}

Operating context

For information on the CBSA’s operating context, please refer to the “[Plans at glance](#)” section of this document.

Reporting framework

The CBSA’s approved Departmental Results Framework and Program Inventory for 2023–24 are shown below:

	Core Responsibility: Border Management		Core Responsibility: Border Enforcement	
	Departmental Results	Departmental Result Indicators	Departmental Results	Departmental Result Indicators
DEPARTMENTAL RESULTS FRAMEWORK	The CBSA’s intelligence, threat and risk assessment activities contribute to the identification, mitigation and neutralization of risks and threats to the safety, security, and prosperity of Canadians and Canada	Percentage of air travellers targeted for examination that led to an intended result	Immigration investigations identify persons inadmissible to Canada	Percentage of immigration investigations concluded that result in a person being identified as inadmissible to Canada
		Percentage of marine and air cargo targeted for examination that led to an intended result	Persons are placed on alternatives to detention whenever possible, or placed in the most appropriate detention facility according to their risk profile	Persons released from detention on alternatives to detention as a percentage of all persons detained
		Percentage of recommendations for admissibility provided/completed within relevant service standards		Percentage of individuals detained in appropriate facilities based on their assessed risk profile
	Admissible travellers are processed in an efficient manner	Percentage of time the CBSA is meeting the Highway Border Wait Time (BWT) Service Standard	The Minister’s positions are appropriately represented in immigration and refugee decision-making processes	Percentage of admissibility hearings, detention reviews and appeals where the Minister’s position is upheld by the Immigration Division and the Immigration Appeal Division
		Percentage of travellers using Primary Inspection Devices (PID) at PID-enabled airports		Percentage of refugee hearings where the Minister’s position is upheld by the Refugee Protection Division and the Refugee Appeal Division
		Actual availability of Primary Inspection Devices as a percentage of planned availability	Inadmissible foreign nationals are prioritized and removed expeditiously from Canada	Percentage of high-priority foreign nationals removed (i.e., on grounds of serious inadmissibility such as criminality, war crimes, security)
		Percentage of removals with no known impediments		

Travellers and their goods are compliant with applicable legislation	Percentage of traveller immigration examinations that produced a result (enforcement or facilitation action)	People and businesses that are referred to Crown counsel for prosecution are convicted	Referrals for prosecution accepted by the Public Prosecution Service of Canada (PPSC) as a percentage of all referrals made to PPSC
	Traveller goods selective examination resultant rate is 'X' times higher than the traveller goods random examination resultant rate		Percentage of prosecutions concluded that result in a conviction
Admissible commercial goods and conveyances are processed in an efficient manner	Percentage of time the CBSA met the commercial Highway Border Wait Time Service Standard		
	Percentage of eligible release decisions provided within established timeframes		
	Actual availability of Single Windows as a percentage of planned availability		
Traders are compliant with applicable legislation and requirements	Percentage of high-risk commercial goods targeted by the National Targeting Centre (NTC) that are examined at the border		
	Percentage of random commercial examinations that produced a result		
	Percentage of commercial examinations that produce a result related to non-compliance against a trader		
	Percentage of penalties applied against traders representing continued non-compliance		
Importers comply with revenue requirements	Percentage of importers not compliant with revenue requirements		
	Return on investment (ROI) for compliance activities related to revenue requirements		
Canadian producers are protected from unfairly dumped and subsidized imports	Percentage of imports potentially subject to anti-dumping or countervailing duties verified to ensure compliance		
Trusted Traveller and Trader programs increase processing efficiency of low-risk, pre-approved travellers and traders	Percentage of time the CBSA is meeting the NEXUS Highway Border Wait Time (BWT) Service Standard		
	Percentage of kiosk processing time saving per trusted traveller passage at NEXUS air ports of entry		
	Percentage of active members who are compliant with program requirements and border legislation		
	Ratio of conventional traders and their goods that are examined at the border compared to Trusted Traders and their goods		
Travellers and the business community have access to timely redress mechanisms	Percentage of trade by value of goods imported into Canada by participants in the CBSA's Trusted Trader programs		
	Percentage of trade appeals received that are decided within established service standards		
	Percentage of enforcement appeals received that are decided within established service standards		

PROGRAM INVENTORY	Targeting	Immigration Investigations
	Intelligence Collection and Analysis	Detentions
	Security Screening	Hearings
	Traveller Facilitation and Compliance	Removals
	Commercial Facilitation and Compliance	Criminal Investigations
	Trade Facilitation and Compliance	
	Anti-dumping and Countervailing	
	Trusted Traveller	
	Trusted Trader	
	Recourse	
	Force Generation	
	Buildings and Equipment	
	Field Technology Support	

Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to the CBSA's program inventory is available on [GC InfoBase](#).

Supplementary information tables

The following supplementary information table is available on the CBSA's [website](#):

- ▶ Gender-based analysis plus

Federal tax expenditures

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

Organizational contact information

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

Appendix: definitions

appropriation (crédit)

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

budgetary expenditures (dépenses budgétaires)

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

core responsibility (responsabilité essentielle)

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

Departmental Plan (plan ministériel)

A document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

departmental result (résultat ministériel)

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

departmental result indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on a department's actual performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each 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.

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

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography, language, race, religion, and sexual orientation.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2023–24 Departmental Plan, government-wide priorities are the high-level themes outlining the Government’s agenda in the 2021 Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighting harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation; and fighting for a secure, just and equitable world.

high impact innovation (innovation à impact élevé)

High impact innovation varies per organizational context. In some cases, it could mean trying something significantly new or different from the status quo. In other cases, it might mean making incremental improvements that relate to a high-spending area or addressing problems faced by a significant number of Canadians or public servants.

horizontal initiative (initiative horizontale)

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

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

plan (plan)

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

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

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

program (programme)

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

program inventory (répertoire des programmes)

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned results.

result (résultat)

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

statutory expenditures (dépenses législatives)

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

target (cible)

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

voted expenditures (dépenses votées)

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

Endnotes

- i. Corporate Documents, <https://www.cbsa-asfc.gc.ca/agency-agence/reports-rapports/menu-eng.html>
- ii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iii. Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- iv. *Canada Border Services Agency Act*, <https://laws-lois.justice.gc.ca/eng/acts/C-1.4/index.html>
- v. *Department of Public Safety and Emergency Preparedness Act*, <https://laws-lois.justice.gc.ca/eng/acts/P-31.55/index.html>
- vi. Raison d'être, Mandate and Role, <https://www.cbsa-asfc.gc.ca/agency-agence/menu-eng.html>
- vii. Minister's Mandate Letter, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-public-safety-mandate-letter>
- viii. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>
- ix. Contact Information, <https://www.cbsa-asfc.gc.ca/contact/menu-eng.html>