



Canada Border Services Agency

2018–19

Departmental Results Report

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

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Minister's message

As Minister of Public Safety and Emergency Preparedness, it is my pleasure to present the Canada Border Services Agency's (CBSA) 2018–19 Departmental Results Report to Parliament.

The CBSA celebrated its 15th anniversary on December 12, 2018. Since its creation, the Agency has grown and carried out its mandate through a combination of readiness, partnership, investment and innovation. Above all, the CBSA has remained relentlessly dedicated to serving Canadians by facilitating the free flow of trade and travel while protecting our border from threats.

In 2018–19, the Agency continued to deliver efficient services and maintain orderly operations in the face of rising cross-border volumes. In particular, the Agency worked closely with domestic and international partners to streamline processing and improve operational coordination with respect to irregular migration.

In response to the opioid crisis and the outbreak of African swine fever, the CBSA strategically deployed resources at ports of entry and secured additional funding in Budget 2019 for its Detector Dog Program, which plays a critical role in deterring smugglers and preventing prohibited goods and illicit drugs from entering Canada. Increased vigilance at the border and close collaboration with law enforcement partners continued to be instrumental in identifying and interdicting threats. Additionally, a robust compliance management strategy was implemented to maintain border integrity following the legalization of cannabis.

The modernization of the Agency's processes and technology remained front and centre in 2018–19 with the continued installation of Primary Inspection Kiosks (PIK) and NEXUS kiosks in Canadian airports, along with transformational initiatives such as the CBSA Assessment and Revenue Management (CARM) project for simplified customs accounting, and the Trusted Trader Pilot of the Secure Corridor Concept for remote processing of low-risk commercial traffic. In addition, the Agency continued to protect the Canadian economy by curtailing unfair trade practices through its trade and anti-dumping programs.

The CBSA also continued to identify opportunities for improvement and engagement, including the implementation of tools and resources to promote wellness in the workplace, the development of a framework and strategy for partnering with Indigenous peoples, and the strategic realignment of the Agency's business functions to support its renewal efforts and policy agenda.

Throughout this past year, the CBSA continued to fulfill its mandate by processing millions of travellers and shipments at numerous points across Canada and abroad, while providing Canadians with a high standard of service and developing a sustainable vision for the border of the future to support a safe and prosperous Canada in the years to come.



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Minister of Public Safety and Emergency Preparedness

Results at a glance

Over the past year, the CBSA remained committed to facilitating legitimate trade and travel, while protecting the safety and security of Canadians. The highlights below provide an overview of the results achieved in 2018–19 as the Agency continued to fulfill its mandate, modernize its business, and improve its programs and services.

Border Management

- Strategically deployed resources to help reduce the risk of African swine fever.
- Combated the opioid crisis through the identification and interception of illicit drugs, including the training and deployment of six additional detector dog teams and equipping ports of entry for the safe examination of highly toxic substances.
- Implemented a border compliance management strategy to support cannabis legalization, including the installation of signage at all major ports of entry.
- Took action against gun and gang violence by training and deploying additional detector dog teams at key ports of entry.
- Completed the deployment of PIK in all but two of Canada's major airports and introduced automated fingerprint verification in five of Canada's major airports.
- Finalized the construction and outfitting of a new Marine Container Examination Facility located in Tsawwassen, British Columbia.
- Completed the design phase of the CARM project.
- Guarded against unfair trade practices through the administration of trade and anti-dumping programs, helping to protect 27,040 Canadian jobs and \$9.9 billion worth of domestically produced goods in the Canadian marketplace.
- Launched the Trusted Trader Pilot of the Secure Corridor Concept for remote processing of low-risk commercial traffic at the Ambassador Bridge.
- Continued work on the Land Border Crossing Project to renew the Agency's custodial ports of entry and the Gordie Howe International Bridge Project to create a new border-crossing facility at the busiest trade corridor between Canada and the United States (US).
- Established a long-term solution to formalize the authorization of CBSA officers to carry defensive equipment, including their firearms, in certain limited circumstances while working at Canadian airports.
- Advanced collaboration and reconciliation with Indigenous peoples through a Design Thinking Initiative to address complex and long-standing border-crossing issues.

Border Enforcement

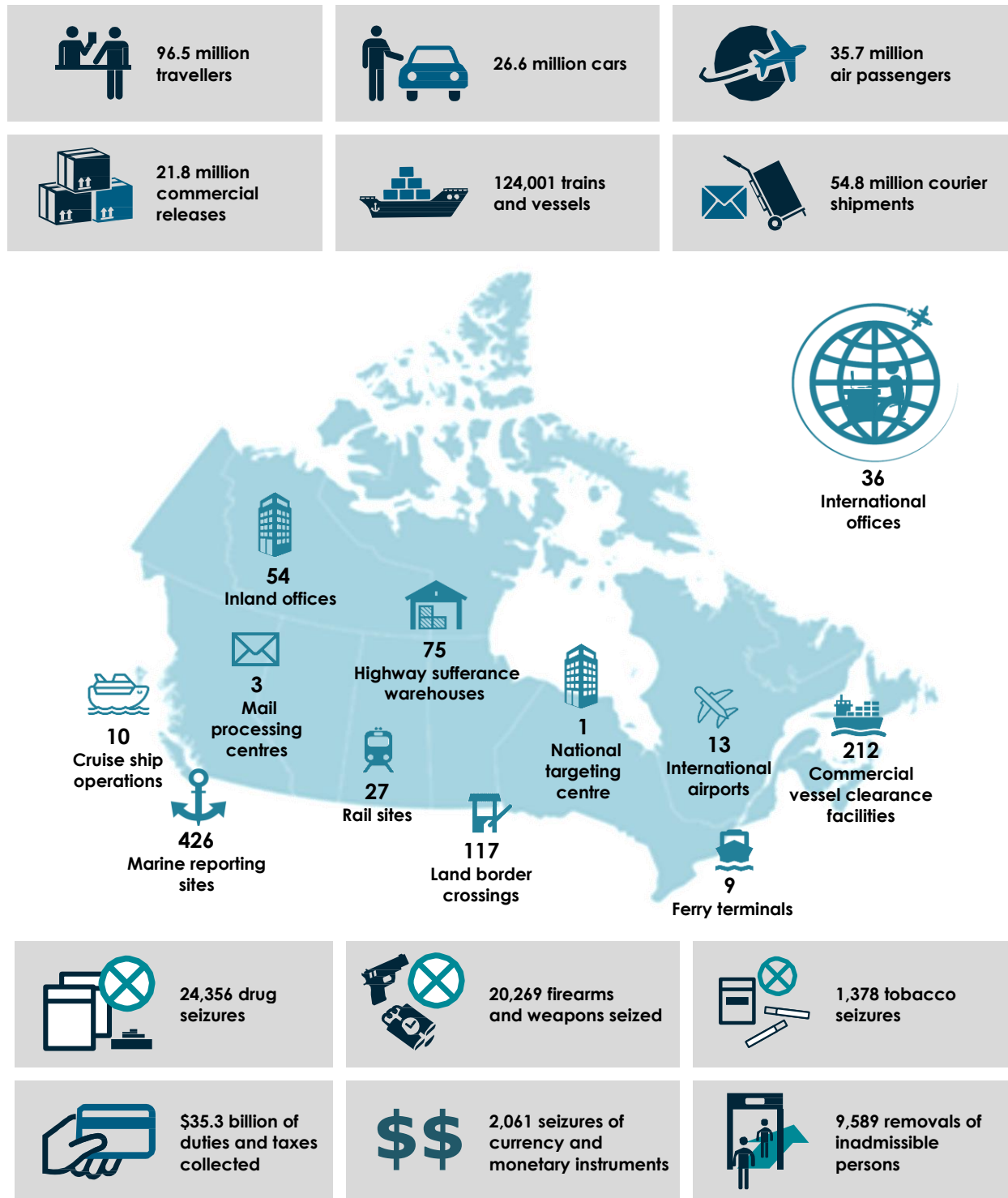
- Worked with Immigration, Refugees and Citizenship Canada (IRCC) and the Royal Canadian Mounted Police (RCMP) to advance policy development and improve operational coordination with respect to irregular migration.

- Implemented further improvements to Canada’s immigration detention system, while ensuring that detention is used as a measure of last resort, including:
 - Expanding the Alternatives to Detention Program to support risk-based detention decisions and enable the release of low-risk individuals into the community;
 - Continuing the design, construction and refurbishment of Immigration Holding Centres (IHC); and
 - Advancing regulatory work enshrining principles around the best interests of children and establishing processes to regularly track and monitor detention cases involving minors.
- Enhanced capacity for the removal of inadmissible persons from Canada, including the recruitment and training of 65 additional border services officers (BSOs) to be assigned to priority regions.
- In the face of an increasingly complex immigration enforcement continuum, concluded 21,531 immigration investigations (with 67% of subjects identified as inadmissible to Canada) and completed 9,589 removals (representing an increase of roughly 10% compared to last fiscal year).

Internal Services

- Established the National Integrity Centre of Expertise allowing employees at all levels to safely discuss and report inappropriate behaviours in the workplace.
- Participated in an interdepartmental committee on Mental Health and Wellness and jointly hosted the first-ever Suicide Prevention and Awareness Event with US Customs and Border Protection.
- Implemented an Indigenous Framework and Strategy to promote the Agency as a workplace of choice for Indigenous peoples.
- Developed a multi-year Sustainability and Modernization Plan as well as a Financial Management Improvement Plan.
- Strategically realigned the Agency’s business functions under a Functional Management Model.
- Established a Chief Transformation Office to oversee the Agency’s modernization agenda and a Strategic Policy Branch to oversee the Agency’s policy agenda.
- Conducted a review of the Agency’s information technology (IT) infrastructure to optimize functionality and reduce duplication.
- Advanced strategies for procurement, sustainability and lifecycle management of the Agency’s fleet, including the acquisition of 185 new vehicles and two new marine vessels.

The CBSA processed millions of travellers and shipments in 2018–19 and provided services at multiple points across Canada and abroad, including the following:



For more information on the CBSA’s plans, priorities and results achieved, see the “[Results: what we achieved](#)” section of this report.

Results: what we achieved

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

Core Responsibilities

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.

Results:

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

The Agency's pre-arrival risk assessment activities continued to achieve effective results in 2018–19. The National Border Operations Centre made a significant pre-arrival threat identification and interdiction impact through joint efforts with US counterparts in preventing the entry of inadmissible persons. For example, intelligence alerts prevented the travel of approximately 900 suspected or confirmed members of South American organized crime syndicates and resulted in the cancellation of 529 electronic travel authorizations of high-risk travellers destined for Canada.

Together with security screening partners, the Agency continued to modernize security screening of asylum claimants by implementing processing efficiencies to help manage the inventory of cases, including efforts to modernize processes as well as updates to the current case management system. Additionally, significant efforts were taken with the Immigration and Refugee Board of Canada (IRB) to advance the processing of front-end security screening, including a joint triage initiative in Montréal, Quebec in collaboration with IRCC and the IRB.

Identifying and interdicting threats through effective risk assessment

In 2018–19, pre-arrival risk assessment activities conducted by the CBSA resulted in:

- 1,709 resultant immigration targets whereby an individual was denied entry to Canada at the port of entry;
- disruption of travel to Canada of 950 foreign nationals, 130 of whom were suspected members of organized crime groups;
- denial of entry to Canada of 24 child sex offenders from the US; and
- prevention of the boarding of 141 persons subject to an enforced removal order on flights destined for Canada.

In response to the outbreak of African swine fever, which has severely impacted parts of Europe and Asia, the Agency also worked with the Canadian Food Inspection Agency to secure funding in Budget 2019 for 24 additional detector dog teams to be strategically deployed at ports of entry across Canada. This initiative will greatly enhance the Agency's capacity to protect the Canadian pork industry from African swine fever.

As part of the Government's efforts to combat the opioid crisis, the Agency continued to implement tools and methods for the identification and interception of illicit drugs. In 2018–19, this included training and deploying six additional detector dog teams and equipping ports of entry for the safe examination of highly toxic substances, as well as ongoing efforts with law enforcement partners to ensure a coordinated approach.

In support of the Government's decision to legalize cannabis, the Agency fully implemented a border compliance management strategy, including:

- a monitoring and reporting framework;
- public awareness measures;
- signage at ports of entry;
- additional primary inspection questioning; and
- updated officer training.

The Agency also amended a Memorandum of Understanding with the RCMP to update interdepartmental cooperation protocols related to the illegal cross-border movement of cannabis.

In support of the Government's commitment to take action against gun and gang violence, the Agency worked with Public Safety Canada to secure funding and advanced the procurement of detection technology. The Agency also trained and deployed five new detector dog teams specializing in detecting drugs and firearms at key ports of entry.

In addition, foundational work began to establish the Agency's data strategy which will employ enterprise data analytics to:

- Consistently identify and prioritize threats to better inform risk-based targeting and admissibility decisions;
- Strengthen the Agency's ability to acquire and analyze data to assess the threat level of travellers and traders; and
- Focus resources on higher-risk interdiction functions, leading to more efficient allocation of resources.

Maintaining vigilance against African swine fever

In 2018–19, the CBSA:

- Conducted an awareness and outreach campaign aimed at travellers and stakeholders in Canada and overseas.
- Issued over 1,721 Agriculture and Agri-Food Administrative Monetary Penalties against individuals who failed to declare food, plant and animal products.

Maintaining border integrity with regard to cannabis

In 2018–19, the CBSA:

- Installed signage at 100% of major ports of entry and included a new cannabis-related question during primary inspection.
- Updated its website and distributed roughly 3 million passport leaflets to provide information on cannabis-related border rules.
- Released informational videos on social media to promote public awareness of the continued prohibition of taking cannabis across the border.

The Agency strengthened commercial targeting in the highway mode by piloting centralized targeting activities under the Targeting Program Business Model. The Agency also continued to collaborate with Public Safety Canada and Transport Canada to advance the Passenger Protect Program, including the development of information technology requirements for screening of commercial passenger flights.

Admissible travellers are processed in an efficient manner

The Agency completed PIK deployment in all major Canadian airports except Calgary and Toronto Pearson (Terminal 1), and introduced automated fingerprint verification in five of Canada's eight major airports. As shown in the graphic to the right, PIK usage has increased, demonstrating the Agency's success in expanding digital services for travellers.

In 2018–19, the Agency completed the deployment of Radio Frequency Identification technology at three sites, for a total of 11 sites as committed to in the *Beyond the Border Action Plan*, facilitating the processing of highway travellers. Additionally, the Agency completed the deployment of wireless handheld devices for BSOs at five sites, for a total of 73 sites, supporting traveller processing in environments without traditional infrastructure. Furthermore, the Agency continued to pilot Remote Traveller Processing in Moses Line, Quebec to further assess the technological, operational and infrastructural elements for possible future expansion.

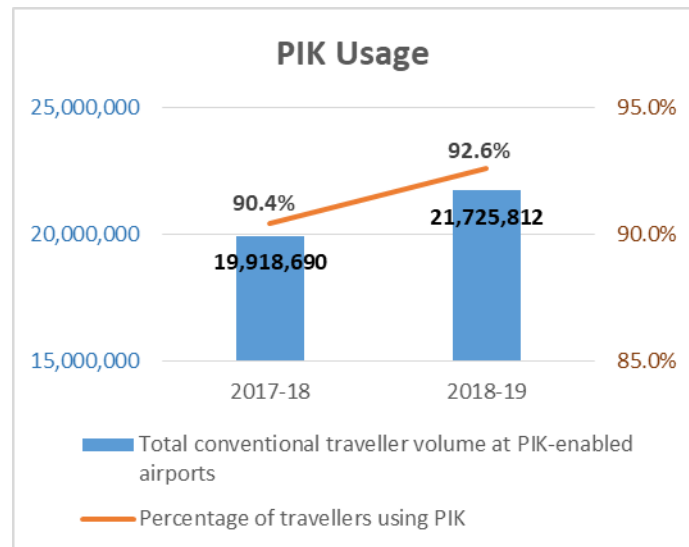
The CBSA achieved a key milestone in the Entry/Exit initiative with the passage of Bill C-21. These legislative reforms allow the Agency to collect exit information on all travellers departing Canada, and provide enhanced authorities for BSOs with regard to exiting travellers and goods similar to those upon entry.

Travellers and their goods are compliant with applicable legislation

In furtherance of the Preclearance program with the US, the Agency supported regulatory work associated with the *Preclearance Act, 2016*, with the aim of ensuring that Canadian travellers bound for the US through US preclearance operations continue to be protected by the *Canadian Charter of Rights and Freedoms*, the *Canadian Bill of Rights* and the *Canadian Human Rights Act*.

Strengthening commercial targeting capacity

- In July 2018, the CBSA commenced highway targeting at the National Targeting Centre, with a total of 6,586 high-risk shipments reviewed and 163 referred for examination.
- By the end of 2018–19, a team of ten targeting officers was in place to review shipments from all regions.



In October 2018, training was provided to all US preclearance officers on detention procedures and the *Canadian Charter of Rights and Freedoms*. Additionally, the CBSA piloted a new training course on the authorities and obligations provided to US officers under the *Preclearance Act, 2016* and Canadian laws, with training delivery slated for the spring of 2019.

With respect to the Interactive Advance Passenger Information program, interactive messaging and reporting processes are online with board/no-board messages being communicated in real time.

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

The Agency advanced the Preclearance program in the commercial stream through the Cargo Pre-Screening pilot in Lacolle, Quebec. The Agency also furthered planning for additional pilots in both the rail and courier modes, which will be utilized as proofs of concept to inform an expansion plan for future preclearance operations in the US.

The Agency continued to modernize its border management processes by introducing new technologies to enhance security and expedite the cross-border flow of legitimate goods and people. In furtherance of the Agency's strategy on e-commerce and postal modernization, the Agency launched an interim solution at the Toronto Mail Center whereby CBSA automated risk decisions can be leveraged by the Canada Post Corporation to facilitate pre-arrival decisions and expedite mail delivery services. As the Agency's e-commerce strategy continues to evolve, several pilots were initiated on predictive analytics and scalable cloud-based solutions, along with efforts to explore blockchain technology.

Trade partners are compliant with applicable legislation, requirements and measures

In 2018–19, the Agency finalized the construction and outfitting of a new Marine Container Examination Facility located in Tsawwassen, British Columbia. Following its opening in June 2019, this facility will contribute to enhancing the Agency's examination capacity for goods arriving at the Vancouver marine ports of entry by enabling CBSA officers to conduct complete offload examinations of marine containers.

The Agency also completed the design phase of CARM, a multi-year project that will modernize the way importers and trade chain partners interact with the CBSA. In 2018–19, the Agency received authority to proceed with the CARM implementation phase and continued consultations with trade chain partners as well as collaborations with other government departments to ensure the success of the project. In addition, the Agency engaged with industry experts to conduct independent reviews of the project's progress to provide ongoing health checks and ensure a consistent emphasis on value-added activities and achievement of benefits.

Working closely with the Department of Finance and Global Affairs Canada, the Agency developed and delivered key government policy responses to unfair trade practices in order to guard against injury of the Canadian steel and aluminum industry, including:

- Introducing anti-circumvention investigations and scope proceedings;
- Administering and enforcing various surtax orders to ensure a level playing field for Canadian steel and aluminum companies, resulting in over \$1.1 billion in surtax assessed between July 2018 and March 2019 (subject to adjustments and corrections); and
- Conducting normal value reviews, which are administrative proceedings performed to update normal values, export prices and amounts of subsidy, and establish values for new products or models subject to the measures in force.

Guarding against unfair trade practices

In 2018–19, the CBSA assessed over \$24.3 million in *Special Import Measures Act* (SIMA) duties with 119 SIMA measures in force on 30 products, resulting in the protection of \$9.9 billion in Canadian production and 27,040 Canadian jobs.

Additionally, the Agency advanced efforts to reform its Customs Duty Regime by developing a comprehensive strategy through extensive consultation with industry stakeholders. The strategy will encourage voluntary compliance and guide operational efforts to enforce compliance based on the relative risk presented by importers and their transactions. This will be further enabled by aspects of the CARM system in the future.

Supporting international free trade

In 2018–19, the CBSA implemented the Comprehensive and Progressive Agreement for Trans-Pacific Partnership and successfully negotiated trade facilitation and origin procedures for the Canada-US-Mexico Agreement.

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

To improve the border experience for trusted travellers, the Agency installed four NEXUS kiosks at the Ottawa International Airport, which decreased wait times for NEXUS travellers. Additionally, site optimization activities are being conducted in select regions to explore potential automation solutions for future implementation.

The Agency also advanced efforts to modernize the NEXUS program by building upon the successful PIK processing model. This initiative will replace kiosks that use eye recognition technology with new kiosks that use facial verification technology. The new kiosks are scheduled to be rolled out in all NEXUS airports, starting with the Vancouver International Airport in the fall of 2019–20. Once implemented, NEXUS travellers will benefit from facial biometric processing and a simplified declaration process in the air mode.

In the commercial stream, the Agency launched the Trusted Trader Pilot of the Secure Corridor Concept for electronic data capture and remote processing of low-risk commercial traffic at the Ambassador Bridge. The Agency also advanced Mutual Recognition Arrangement (MRA)

negotiations with the EU and China, and completed negotiations with Hong Kong and New Zealand, to strengthen partnerships with international customs organizations.

The Agency remains engaged with the US and Mexico to finalize the second phase of the Trilateral Trusted Traveller Arrangement in the near future.

Travellers and the business community have access to timely redress mechanisms

In 2018–19, the Agency continued to ensure the availability of an easily accessible and impartial redress mechanism through its Recourse Program, and continued to implement recommendations from the 2017 [Recourse Program Evaluation](#)ⁱⁱ in maintaining effective and efficient service delivery.

In particular, with the participation of internal and external stakeholders, an extensive action plan was created, including 55 recommendations to improve the efficiency and effectiveness of service delivery. All short-term deliverables were implemented in 2018–19 and long-term deliverables continue to build on process improvements. A review of processes and procedures for trade appeals was also conducted.

In addition, existing service standards were reviewed and updated, providing more predictable and meaningful expectations to clients. The new [service standards](#)ⁱⁱⁱ were published externally and came into effect on April 1, 2018.

Additional border management initiatives

In striving to meet its evolving resource needs, the Agency is developing and launching a BSO outreach and recruitment strategy utilizing best practices to ensure a diverse workforce, with particular focus on engaging women, Indigenous peoples and bilingual candidates. The Agency is also in the preliminary stages of advancing the design and delivery of training and learning solutions for BSOs, with particular focus on de-escalation strategies when helping people with mental health needs.

In 2018–19, the Agency undertook a thorough analysis of its 107 land ports of entry and assessed their physical and functional condition, resulting in the development of a Real Property Strategy to rebuild and recapitalize the Agency's land ports over the next 30 years. The Land Border Crossing Project is the delivery mechanism to rebuild and transform the first wave of land border custodial ports. The Agency re-scoped its procurement approach for the project and continued to work with an architectural firm to advance designs for the new ports. This work will continue in 2019–20 to identify innovative infrastructure, ensuring adaptability for the processes of tomorrow while meeting the standards of today.

In support of the Government's commitment to invest in Canadian infrastructure and economic growth, the Agency successfully supported the Windsor-Detroit Bridge Authority through the initial Design Review phase of the Gordie Howe International Bridge project, ensuring that CBSA requirements were met. The Agency also revised its resource planning based on a revised delivery schedule and updated forecasting of traffic volumes to ensure that the bridge is

appropriately staffed and equipped for opening day. Additionally, the Agency established a Border Modernization Working Group to explore collaborative opportunities with the US to ensure that the new port of entry will be a modern, efficient and sustainable facility.

The CBSA also worked with the Canadian Transit Corporation to confirm plans and requirements to support the Ambassador Bridge Enhancement Project, with planning efforts continuing in 2019–20.

The Agency also made significant progress on its commitment to improve relationships with Indigenous Peoples by establishing an Indigenous Affairs Secretariat to lead its Indigenous Framework and Strategy, which guides its reconciliation efforts as well as outreach with Indigenous communities across Canada. In particular, the CBSA and the Mohawks of Akwesasne First Nation collaborated on a Design Thinking Initiative to develop innovative approaches to solving complex and long-standing border-crossing issues.

Results achieved

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
The CBSA's intelligence, threat and risk assessment activities support CBSA programs in the identification and interception of high-risk people, goods and conveyances that pose a threat to the security of Canadians	Percentage of threats identified that lead to an enforcement action or inadmissibility recommendation	Minimum 18%	March 2019	4%	3%	N/A ¹
	Ratio of the value of intelligence-led seizures to the value of non-intelligence led seizures	Minimum 9:1	March 2019	110:1	35:1	20:1
Admissible travellers are processed in an efficient manner	Percentage of time the CBSA is meeting the Highway Border Wait Times (BWT) Service Standard	Minimum 95%	March 2019	97.64%	98.2%	96.1%
Travellers and their goods are compliant with applicable legislation	Percentage of traveller examinations that produced a result (enforcement or facilitation action)	Minimum 31%	March 2019	33.05%	30.7%	44.5%
	Percentage of traveller goods examinations that produced a result (enforcement or facilitation action)	Minimum 23%	March 2019	23.48%	18.2%	22.3% ²

¹ The methodology for measuring performance against this indicator combines two types of data that measure two different activities (i.e., risk assessment and examination activities). Moreover, some data elements are no longer available in CBSA systems. Consequently, this indicator is ineffective because the data collected do not reflect the true risk assessment results when compared to individual program metrics. Going forward, the Agency will be replacing this indicator with individual program metrics to more accurately reflect risk assessment activities. Please refer to page 7 for examples of results achieved by the Agency's risk assessment activities and targeting program.

² The result of 22.3% falls within the acceptable threshold for program performance and represents an increase of 4.1% compared to 2017–18, which is largely attributable to improved data quality through the Agency's Operational Reporting Application as well as an increase of 15.3% in seizure volume. The target will be adjusted to 20% in 2019–20 to better reflect performance.

Admissible commercial goods and conveyances are processed (including the collection of revenues) in an efficient manner	Percentage of eligible release decisions provided within 45 minutes	Minimum 70%	March 2019	69%	62%	61% ³
Trade partners are compliant with applicable legislation, requirements and measures	Percentage of random commercial examinations that produced a result	Maximum 1%	March 2019	0.24%	0.26%	0.33%
	Percentage of commercial examinations that produced a result	Maximum 1.5%	March 2019	1.34%	1.38%	1.27%
	Return on investment (ROI) of targeted verifications	Minimum 8:1	March 2019	14:1	17:1	20:1
	Percentage of targeted trade compliance verifications that produced a result	Minimum 60%	March 2019	51%	44%	53% ⁴
	Percentage of imports potentially subject to anti-dumping or countervailing duties verified to ensure compliance	Minimum 80% of the value for duty of potentially subject goods	March 2019	88.4%	85%	82%
Trusted Traveller and Trader programs increase processing efficiency of low-risk, pre-approved travellers and trade partners	Ratio of Trusted Travellers referred for examination compared to conventional travellers	Maximum 1:5	March 2019	1:5	1:4	1:12
	Percentage of Trusted Travellers in compliance with legislation and program regulations	Minimum 95%	March 2019	99.98%	99.89%	99.88%
	Percentage of Trusted Trader goods that are examined at the border compared to conventional trader goods	Maximum Trusted Trader goods exam rate 40% of conventional trader goods exam rate	March 2019	43.50%	12.35%	14.63%
	Percentage of Trusted Trader memberships cancelled as a result of enforcement or compliance issues (i.e., non-administrative)	Maximum 1%	March 2019	0%	0%	0%
Travellers and the business community have access to timely redress mechanisms	Percentage of enforcement and trade appeals received that are decided within established service standards ⁵	70% to 80%	March 2019	Trade Appeals:		
				52%	46%	82% ⁶
				Enforcement Appeals:		
				70%	80%	75%

³ The CBSA is making renewal investments to modernize the clearance of goods and to streamline processes with a focus on risk-based examinations. The current service standard only reflects 5% of the total release volumes. Going forward, the CBSA will continue to work with industry to promote service options that utilize advance information, which will increasingly reflect a larger portion of overall commercial releases.

⁴ Although the target of 60% was not met, results in terms of duty assessed continued to increase and reflect the Agency's emphasis on maximizing the impact of trade compliance efforts.

⁵ Going forward, the Agency intends to split this indicator into two separate indicators for trade appeals and enforcement appeals to better reflect performance as these lines of business are different in nature and are processed in a different manner.

⁶ The significant increase in performance for trade appeals in 2018–19 is largely attributable to the implementation of the new service standards.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2018–19 Difference (Actual spending minus Planned spending)
1,279,211,489	1,279,211,489*	1,866,361,405	1,552,597,517**	273,386,028

* The 2018–19 planned spending excludes funding received through Supplementary Estimates and TBS central votes such as collective agreements, severance payments, parental benefits and vacation credits.

** The 2018–19 actual spending exceeded planned spending mainly due to the economic increases for signed collective agreements and salary awards, including retroactive payments. The Agency's expenditures were also driven higher due to an influx of new funding received through the Supplementary Estimates and Budget 2018 implementation vote process.

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2018–19 Difference (Actual full-time equivalents minus Planned full-time equivalents)
10,257	10,128	(129)

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.

Results:

Immigration investigations identify persons inadmissible to Canada

The CBSA maintained the integrity of its immigration program through the use of investigations and continued to work with IRCC and the RCMP to advance policy development and improve operational coordination with respect to irregular migration.

Investigating and identifying inadmissible persons

In 2018–19, the CBSA concluded 21,531 immigration investigations, with 67% of subjects identified as inadmissible to Canada.

The Agency also advanced regulatory policy work to support its immigration enforcement programs, including immigration investigations. For example, the Agency finalized regulatory amendments related to seizure authorities and launched regulatory policy work related to deposits and guarantees. This work directly addresses gaps identified by the Standing Joint Committee for the Scrutiny of Regulations. Furthermore, the Agency finalized regulatory amendments to maintain the transborder criminal inadmissibility framework and immigration detention authorities.

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

In support of the commitment under the National Immigration Detention Framework to improve Canada's immigration detention system, the Agency has implemented several measures to further improve detention policies and increase national consistency in program administration, while ensuring that detention is used as a measure of last resort. In 2018–19, the Agency took several concrete steps toward improving the immigration detention system, including:

- Implementing an expanded Alternatives to Detention Program to support consistent, risk-based detention decisions and enable the release of low-risk individuals into the community, including a national Community Case Management and Supervision Program, a national Voice Reporting Program, and an Electronic Monitoring Pilot Program in the Greater Toronto Area;
- Advancing the design and construction of new and refurbished IHCs and developing operational policies and procedures to support the transition of some high-risk detainees from provincial facilities to IHCs;

- Implementing enhanced quality assurance reviews of detention cases and publishing the first formal detention monitoring report by the Canadian Red Cross, along with the associated management response and action plan;
- Advancing regulatory work enshrining principles around the best interests of children and establishing processes to regularly track and monitor detention cases involving minors; and
- Signing new arrangements with the provinces of Nova Scotia and New Brunswick to support the detention of high-risk individuals in provincial correctional facilities.

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

The Agency advanced its action plan to improve the management of its hearings-related activities and continued to work with the IRB to identify and adjust processes and practices to ensure efficient use of resources. In particular, the Agency worked with the IRB to implement new guidelines and approaches for conducting detention reviews that better respect the *Canadian Charter of Rights and Freedoms* and the *Immigration and Refugee Protection Act* (IRPA).

The Agency also supported faster triage and review processes to expedite IRB decisions on straightforward cases and worked with IRCC to support the development of new guidelines for the IRB's Immigration Appeals Division.

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

To ensure the departure from Canada of inadmissible persons subject to removal, the Agency continued to enhance its capacity to remove foreign national criminals, failed refugee claimants, and other

inadmissible persons. In particular, the Agency recruited and trained an additional cohort of 65 new officer recruits who will be assigned in 2019–20 to regions with higher volumes of refugee claimants and backlogs of removals. The Agency also implemented a task force approach to removals and identified irregular migrant failed claimants at the highest priority level alongside serious criminal inadmissibility cases.

Ensuring the removal of inadmissible persons

In 2018–19, the CBSA completed 9,589 removals, an increase of approximately 10% compared to last fiscal year.

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

The Agency continued to strengthen its capacity to investigate and prosecute people and business entities that violate Canada's border-related legislation, with particular focus on complex cases of fraud involving individuals and organizations posing a threat to Canada's immigration system and economy.

Results achieved

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
Immigration investigations identify persons inadmissible to Canada	Percentage of immigration investigations concluded that result in a person being identified as inadmissible to Canada	Minimum 55%	March 2019	56%	55%	67%
CBSA detention decisions are risk-based and detention is used as a measure of last resort	Percentage of persons subject to detention for immigration purposes enrolled into alternative to detention programs	Target to be established in 2020–21 Departmental Plan		N/A as this indicator was not in place in 2016–17	N/A as this indicator was not in place in 2017–18	N/A ⁷
CBSA admissibility recommendations and appeals are upheld at the Immigration and Refugee Board of Canada	Percentage of inadmissibility referrals and appeals made to the Immigration and Refugee Board that result in an inadmissibility or ineligibility determination	Minimum 75%	March 2019	N/A as this indicator was not in place in 2016–17	N/A as this indicator was not in place in 2017–18	74% ⁸
	Percentage of Ministerial interventions (at the Refugee Protection Division and the Refugee Appeals Division) and appeals that result in a negative refugee determination	Minimum 80%	March 2019	N/A as this indicator was not in place in 2016–17	N/A as this indicator was not in place in 2017–18	72% ⁹
Inadmissible persons subject to removal depart from Canada (i.e., escorted or unescorted)	Number of persons subject to removal who voluntarily comply with their departure order	Minimum 1,000	March 2019	N/A as this indicator was not in place in 2016–17	N/A as this indicator was not in place in 2017–18	2,023
	Percentage of high-priority foreign nationals removed (i.e., on grounds of serious inadmissibility such as criminality, war crimes, security)	Minimum 100%	March 2019	79%	69%	79% ¹⁰
	Median number of days to enforce a removal order from Canada	Maximum 365 Days	March 2019	N/A as this indicator was not in place in 2016–17	N/A as this indicator was not in place in 2017–18	146 days
People and businesses that are referred to Crown counsel for prosecution are convicted	Percentage of prosecutions concluded that result in a conviction	Minimum 85%	March 2019	86%	84%	92%

⁷ Results will be available in the 2019–20 Departmental Results Report as the collection of data on Alternatives to Detention commenced in June 2018 when the initiative was launched.

⁸ The result of 74% is the average of the Agency's success rates for admissibility hearings and appeal hearings. The Agency was very successful at admissibility hearings with a success rate of 86%, while the Agency was less successful at appeal hearings with a success rate of 62% due to the consideration of humanitarian and compassionate factors.

⁹ The result of 72% is below the target as this indicator involves the most difficult refugee cases with a high evidentiary threshold for determination (i.e., it must be proven that the claimant made a voluntary, knowing and significant contribution to the crime or criminal purpose). Moreover, such cases are difficult to prove if evidence is not obtained from foreign countries or partners.

¹⁰ Foreign nationals that pose a safety or security concern remain the Agency's top priority. In 2018–19, as in previous years, the performance target was not met as the removals inventory includes cases where the removal order recently became enforceable and/or cases where impediments to removal were recently resolved, thus not allowing sufficient time to enforce removal prior to fiscal year-end. Also, among the high-priority population in the inventory, there is an accumulation of complex cases carried over from previous years with impediments to removal, such as travel document challenges or health concerns that must be addressed, resulting in a downward trend in results over the past three fiscal years.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2018–19 Difference (Actual spending minus Planned spending)
195,091,534	195,091,534*	249,184,112	246,601,136**	51,509,602

* The 2018–19 planned spending excludes funding received through Supplementary Estimates and TBS central votes such as collective agreements, severance payments, parental benefits and vacation credits.

** The 2018–19 actual spending exceeded planned spending mainly due to the economic increases for signed collective agreements and salary awards, including retroactive payments. The Agency's expenditures were also driven higher due to an influx of new funding received through the Supplementary Estimates and Budget 2018 implementation vote process.

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2018–19 Difference (Actual full-time equivalents minus Planned full-time equivalents)
1,505	1,541	36

Internal Services

Description:

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

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

Results:

Supporting a healthy and respectful workplace

In 2018–19, the CBSA continued its efforts to promote a healthy workforce by providing training and resources to employees, and by implementing mechanisms to monitor employee mental health and track progress. The Agency established the National Integrity Centre of Expertise to create a safe space for employees at all levels to discuss and report inappropriate behaviours in the workplace. The Agency actively participated in an interdepartmental committee on Mental Health and Wellness to share best practices, and co-hosted the first-ever joint Suicide Prevention and Awareness Event with US Customs and Border Protection. An Agency-wide Fitness Strategy was also launched, focusing on key aspects of physical wellness.

The CBSA continued to apply the Gender-based Analysis Plus (GBA+) lens in outreach and recruitment to support the advancement of diversity and inclusion at the Agency. Efforts were also made in the recruitment of candidates into the executive feeder groups by launching a selection process aimed exclusively at the four employment equity groups.

Highlighting the success of the Agency's HR functions

In 2018–19, the CBSA:

- Conducted 176 recruitment events and saw a twofold increase in job applications.
- Hired over 1,000 students, accounting for nearly 8% of the Agency's summer workforce and making it the fourth largest federal employer of students.
- Implemented improvements to HR systems, enabling quicker and more accurate salary payments to employees, reducing manual workloads, and resulting in savings of approximately 24,000 work hours and \$1 million.

To promote the Agency as a workplace of choice for Indigenous peoples, the Agency developed an Indigenous Framework and Strategy, and initiated work on an Indigenous Recruitment Strategy for BSOs.

Modernizing the Agency's management foundation

In 2018–19, following the completion of the Agency's comprehensive program review, the Agency developed a multi-year Sustainability and Modernization Plan, along with a Financial Management Improvement Plan. The Agency also realigned its corporate and comptrollership functions to create a new Finance and Corporate Management Branch as a pillar in the advancement of these plans. Additionally, the Agency developed a five-year Culture and Change Management Framework to support implementation of the Agency's modernization agenda and delivered change management practitioner training to key internal service leads.

In addition, the CBSA established a Strategic Policy Branch to lead its policy agenda, ensure alignment with Government priorities, and enhance its capacity to conduct evidence-based policy analysis (including GBA+) and provide strategic foresight to inform decision-making. By facilitating collaboration and information-sharing within the Agency and with Government partners, the Strategic Policy Branch enables the Agency to play a larger role in horizontal policy development, reinforcing the Agency's capability as a national and international leader in border management and security.

Over the past year, the Agency implemented multi-year budget allocations to begin in 2019–20, placed greater emphasis on results-based resource allocation decisions, strengthened internal governance structures, and introduced an Integrated Project Report for improved planning and monitoring of projects and asset management. The Agency also launched a strengthened Integrated Business Planning process to ensure alignment among annual planning activities, support the Agency's transition to a Functional Management Model, and establish integrated planning as an ongoing discipline. To this end, an integrated program performance dashboard was developed and piloted in 2018–19 to better align performance reporting with integrated business planning and functional program management.

Modernizing the Agency's infrastructure

The Agency continued to modernize its IT infrastructure through sound enterprise architecture practices to improve alignment among its business structure, business data sets and IT components, as well as to address privacy and security considerations. Specifically, the Agency conducted a review of its existing technologies to optimize functionality, reduce duplication and eliminate low-usage technology, while also increasing mainframe platform capacity and upgrading network capacity for remote locations. Additionally, the Agency implemented a National Radio Strategy enabling secure and dependable emergency communication for BSOs.

The Agency also made substantial progress in the modernization of key internal service applications supporting financial management, human resources and procurement, including:

- Advancing the development of tools for budget management and reporting at the manager level, as well as enhanced financial analytics;
- Refining the Agency's external recruitment and internal staffing functions; and
- Developing plans to modernize the Agency's procurement functions utilizing cloud-based solutions.

Finally, the CBSA's Fleet Management team advanced the development of strategies for fleet procurement and lifecycle management, as well as a cross-functional approach with the Environmental Operations team to reduce the carbon footprint of the Agency's fleet.

Ensuring a modern and sustainable fleet

In 2018–19, the CBSA:

- Acquired 185 new vehicles within a budget allocation of \$6.9 million.
- Added 22 hybrid electric vehicles to the fleet, which will result in savings of approximately 15,000 litres of fuel and \$20,000 in fuel costs, along with a reduction in greenhouse gas emissions of approximately 35,000 kg.
- Acquired two new marine vessels within a budget allocation of \$1.4 million, which will support CBSA operations in the Pacific and Atlantic regions.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2018–19 Difference (Actual spending minus Planned spending)
336,016,996	336,016,996	408,551,260	355,739,030	19,722,034

* The 2018–19 planned spending excludes funding received through Supplementary Estimates and TBS central votes such as collective agreements, severance payments, parental benefits and vacation credits.

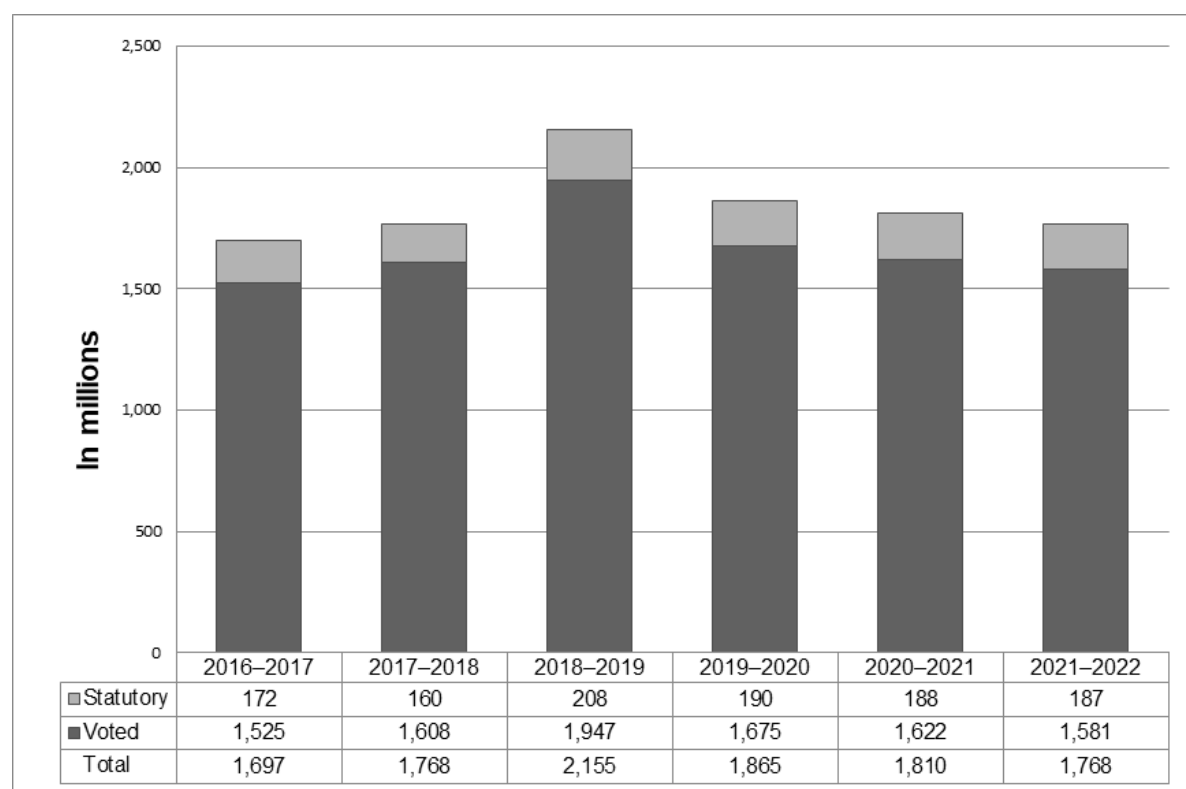
Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2018–19 Difference (Actual full-time equivalents minus Planned full-time equivalents)
2,201	2,287	86

Analysis of trends in spending and human resources

Actual expenditures

Departmental spending trend graph



Budgetary performance summary for Core Responsibilities and Internal Services (dollars)

Core Responsibilities and Internal Services	2018–19 Main Estimates	2018–19 Planned spending*	2019–20 Planned spending	2020–21 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2017–18 Actual spending (authorities used)	2016–17 Actual spending (authorities used)
Border Management	1,279,211,489	1,279,211,489	1,282,523,110	1,258,434,938	1,866,361,405	1,552,597,517	1,378,251,074	1,333,108,034
Border Enforcement	195,091,534	195,091,534	206,693,897	189,551,490	249,184,112	246,601,136		
Subtotal	1,474,303,023	1,474,303,023	1,489,217,007	1,447,986,428	2,115,545,517	1,799,198,653	1,378,251,074	1,333,108,034
Internal Services	336,016,996	336,016,996	376,180,128	362,064,321	408,551,260	355,739,030	390,184,268	365,842,854
Total	1,810,320,019	1,810,320,019	1,865,397,135	1,810,050,749	2,524,096,777	2,154,937,683	1,768,435,342	1,698,950,888

* The 2018–19 planned spending excludes funding received through Supplementary Estimates and TBS central votes such as collective agreements, severance payments, parental benefits and vacation credits.

In 2018–19, the Agency's appropriation throughout the fiscal year increased by \$713.8 million. Of this amount, \$243.8 million increased by way of the Supplementary Estimates and Budget 2018, which is mainly attributable to the following initiatives:

- Maintaining the integrity of Canada's border operations;
- Managing irregular migration at the Canada-US border, supporting decision-making capacity at the IRB, and supporting the strategy to deter irregular migration;
- Enhancing the Passenger Protect Program;
- Implementing additional measures to help reduce opioid-related harms and deaths across Canada;
- Addressing the workload associated with the 2018 Immigration Levels Plan;
- Implementing the Initiative to Take Action Against Gun and Gang Violence;
- Supporting activities related to Division 9 of the IRPA; and
- Implementing improvements to the Steel Import Monitoring Program, as well as investigative and compliance activities.

In addition to this increase, the Agency received transfers of \$250.5 million from TBS central votes for the reimbursement of costs related to severance payments, parental benefits, vacation credits and collective agreements. Lastly, the Agency received \$219.5 million of the previous year's unused authorities for projects, integrity funding and increases to collective agreements, as per the Agency's two-year appropriation. Over the next three years, the Agency's spending will fluctuate due to the realignment of funding to meet revised project timelines, as well as changes in funding for government-wide initiatives.

In 2018–19, the actual spending was \$369.1 million less than the total authorities available, of which \$157.9 million relates to specific lapses and out-year re-profiles, while the remaining balance of \$211.2 million will be made available for use in 2019–20.

Of the \$157.9 million lapsed amount:

- \$60.8 million has been re-profiled into future fiscal years; and
- \$97.1 million has been permanently frozen to account for conversion costs, government-wide reduction initiatives, special purpose initiatives, and funding for which conditions to release have passed.

Of the \$211.2 million carry-forward amount:

- \$8.7 million is not accessible by the Agency until conditions applied by Treasury Board at the time of approval are met;
- \$78.6 million is encumbered for several projects as a result of revisions to implementation timelines; and
- \$123.9 million is available for Agency in-year priorities.

Actual human resources

Human resources summary for Core Responsibilities and Internal Services
(full-time equivalents)

Core Responsibilities and Internal Services	2016–17 Actual full-time equivalents	2017–18 Actual full-time equivalents	2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
Border Management	11,129	11,029	10,257	10,128	10,551	10,525
Border Enforcement			1,505	1,541	1,378	1,335
Subtotal	11,129	11,029	11,762	11,669	11,929	11,860
Internal Services	2,411	2,499	2,201	2,287	2,316	2,286
Total	13,540	13,528	13,963	13,956	14,245	14,146

Prior to 2018–19, the Agency reported a decline in FTEs while facing increasing operational pressures. The Agency had taken cost containment measures to reduce the long-term liability associated with staffing while it underwent a comprehensive program review. In the short term, human resource constraints were put in place with regard to backfilling non-frontline staff and a revised staffing approval process was implemented.

In 2018–19, through the Supplementary Estimates and Budget 2018 process, the Agency was directed to take on new initiatives. As a result, the Agency's 2018–19 actual and planned FTEs increased due to staffing requirements to support the following initiatives:

- Managing irregular migration at the Canada-US border, supporting decision-making capacity at the IRB, and supporting the strategy to deter irregular migration;
- Supporting activities related to Division 9 of the IRPA;
- Addressing the workload associated with the 2018 Immigration Levels Plan;
- Enhancing the Passenger Protect Program;
- Implementing improvements to the Steel Import Monitoring Program, as well as investigative and compliance activities;
- Implementing additional measures to help reduce opioid-related harms and deaths across Canada; and
- Implementing the Initiative to Take Action Against Gun and Gang Violence.

Expenditures by vote

For information on the CBSA's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2018–2019](#).^{iv}

Government of Canada spending and activities

Information on the alignment of the CBSA's spending with the Government of Canada's spending and activities is available in the [GC InfoBase](#).ⁱ

Financial statements and financial statements highlights

Financial statements

The CBSA's financial statements (unaudited) for the year ended March 31, 2019 are available on the Agency's [website](#).^v For financial reporting purposes, the activities of the CBSA have been divided into two sets of financial statements:

- **Agency Activities**, comprising the operational revenues and expenses that are managed by the CBSA and utilized in operating the organization; and
- **Administered Activities**, comprising tax and non-tax revenues, assets and liabilities administered on behalf of the federal, provincial and territorial governments.

One reason for the distinction between Agency Activities and Administered Activities is to facilitate the assessment of the administrative efficiency of the CBSA in achieving its mandate.

Financial statements highlights

The Departmental Financial Statements are prepared on an accrual accounting basis in accordance with the Treasury Board Directive on Accounting Standards: GC 4500 Departmental Financial Statements, and include non-cash transactions. Financial information provided in other sections of this report is cash-based (planned and actual spending) and is tied to annual Parliamentary Appropriations (authorities).

Agency Activities: Condensed Statement of Operations (unaudited) for the year ended March 31, 2019 (dollars)

Financial information	2018–19 Planned results	2018–19 Actual results	2017–18 Actual results	Difference (2018–19 Actual results minus 2018–19 Planned results)	Difference (2018–19 Actual results minus 2017–18 Actual results)
Total expenses	2,014,241,000	2,348,920,000	1,917,383,000	334,679,000	431,537,000
Total revenues	18,430,000	24,120,000	21,143,000	5,690,000	2,977,000
Net cost of operations before government funding and transfers	1,995,811,000	2,324,800,000	1,896,240,000	328,989,000	428,560,000

Total expenses were \$334.7 million (16.6%) more than planned results, mainly due to the following:

- BSOs signing their collective agreement during the 2018–19 fiscal year, which resulted in \$216.9 million of retro pay relating to previous years being expensed in the 2018–19 fiscal year; and
- An increase of \$112.3 million in actual substantive indeterminate annual salary, which was not included in the planned amount.

Total revenues were \$5.7 million (30.8%) higher than planned results, mainly because vote-netted revenues collected were \$5.6 million higher than the \$18.4 million approved by Treasury Board.

The \$3.0 million (14.1%) increase in total revenues from the previous fiscal year is mainly attributable to a \$2.8 million increase in NEXUS program revenues.

The increase of \$431.5 million (22.5%) in total expenses from the previous fiscal year can be attributed to a \$380.8 million increase in salaries, mainly due to BSOs signing their collective agreement as well as a \$41.1 million increase in amortization.

Agency Activities: Condensed Statement of Financial Position (unaudited) as of March 31, 2019 (dollars)

Financial Information	2018–19	2017–18	Difference (2018–19 minus 2017–18)
Total net liabilities	410,374,000	349,331,000	61,043,000
Total net financial assets	248,066,000	193,029,000	55,037,000
Departmental net debt	162,308,000	156,302,000	6,006,000
Total non-financial assets	1,012,092,000	994,134,000	17,958,000
Departmental net financial position	849,784,000	837,832,000	11,952,000

The increase of \$61.0 million (17.5%) in total net liabilities is mainly attributable to an increase of \$49.8 million in accounts payable and accrued liabilities, as well as an increase of \$10.4 million in vacation pay and compensatory leave.

The increase of \$55.0 million (28.5%) in total net financial assets is attributable to an increase of \$64.8 million due from the Consolidated Revenue Fund (CRF) as a result of timing differences between the charging of authorities and the actual payment of cash for employee salaries and other payables, as well as a decrease of \$12.6 million in accounts receivable and advances.

The increase of \$18.0 million (1.8%) in total non-financial assets can be attributed to an increase in tangible capital assets.

Administered Activities: Condensed Statement of Administered Revenues
(unaudited) for the year ended March 31, 2019 (dollars)

Financial Information	2018–19	2017–18	Difference (2018–19 minus 2017–18)
Tax revenues	35,347,801,000	32,021,416,000	3,326,385,000
Non-tax revenues	91,617,000	45,310,000	46,307,000
Bad debt expense	122,527,000	108,184,000	14,343,000
Net results	35,316,891,000	31,958,542,000	3,358,349,000

Note that, unlike the Condensed Statement of Operations for Agency Activities, the Condensed Statement of Administered Revenues for Administered Activities does not include planned results for 2018–19 as it is not subject to the Treasury Board Directive on Accounting Standards: GC 4500 Departmental Financial Statements.

Total revenues reported within the financial statements for Administered Activities were \$35 billion for 2018–19, representing an increase of \$3.3 billion (10.38 %) over the total revenues of \$32 billion for 2017–18. These results are partly supported by an increase in excise taxes of approximately \$1.78 billion (6.79%) which is consistent with trade data from Statistics Canada showing a 5.78% year-over-year increase in the value of Canadian imports. An increase of \$1.6 billion in Customs Import Duties, mainly due to the implementation of countermeasures (surtaxes) on certain goods of US origin in response to US tariffs on certain Canadian steel and aluminum products, also contributed to the increase in total revenues.

Administered Activities: Condensed Statement of Administered Assets and Liabilities
(unaudited) as at March 31, 2019 (dollars)

Financial Information	2018–19	2017–18	Difference (2018–19 minus 2017–18)
Total administered assets	4,138,765,000	3,714,541,000	424,224,000
Total administered liabilities	323,159,000	292,533,000	30,626,000
Net amount due to the CRF	3,815,606,000	3,422,008,000	393,598,000
Total administered liabilities and net amount due to the CRF	4,138,765,000	3,714,541,000	424,224,000

Total administered assets have increased by 11.42% which is attributable to a combination of increased economic activities and the timing of the collection of accounts receivable from external parties and related deposits to the CRF. Total administered liabilities have increased by 10.46% compared to fiscal year 2017–18, mainly due to an increase in accounts payable to other government departments and agencies.

Supplementary information

Corporate information

Organizational profile

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

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

“Raison d'être, mandate and role: who we are and what we do” is available on the CBSA's [website](#).^{viii} For more information on the Agency's organizational mandate letter commitments, see the [Minister's mandate letter](#).^{ix}

Operating context and key risks

Operating context

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

Last fiscal year, the CBSA celebrated 15 years of service and faced rising volumes across all lines of business. Specifically, there have been significant increases in commercial primary volumes across land, marine and air modes since 2016—primarily driven by e-commerce—which continued in 2018–19, while air travel volumes continued to increase in most major airports across Canada. Additionally, the total number of in-Canada asylum claims continued to increase, enlarging the Agency's inventory of actionable removals. Meanwhile, illicit substances, firearms and counterfeit or contaminated goods continued to pose risks for border integrity and public safety, particularly in the contexts of the opioid crisis, upward trends in gun and gang violence, and the threat of African swine fever.

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

Looking ahead, the Agency will continue taking steps to ensure the sustainability of its operations and infrastructure, and to develop strategies to meet the demands of the future. The Agency will also continue to advance the implementation of new management structures and processes to better align its business activities with its [Departmental Results Framework](#).^x

Key risks

Risks	Risk response strategy and effectiveness	Link to CBSA core responsibilities	Link to government-wide priorities
Security: The risk of not keeping pace with cross-border criminal activity, national security threats (including terrorism and radicalization etc.), changes to migration flows and public safety priorities.	<ul style="list-style-type: none"> Continuing to work jointly with the US on the Entry/Exit initiative Advancing improvements to immigration enforcement 	<ul style="list-style-type: none"> Border Management Border Enforcement 	<ul style="list-style-type: none"> Security and Opportunity
Intelligence and Analysis: The risk of not adequately analyzing existing and emerging global information, trends and challenges related to security and supply (e.g. goods, food, drugs, weapons, etc.).	<ul style="list-style-type: none"> Finalizing implementation of Interactive Advance Passenger Information program Enhancing the Advance Passenger Information/ Passenger Name Record program to streamline traveller processing 	<ul style="list-style-type: none"> Border Management Border Enforcement 	<ul style="list-style-type: none"> Security and Opportunity
Facilitation: The risk of not maintaining and enhancing existing business models, or investing in new business models to facilitate the cross-border movement of low-risk travellers and goods.	<ul style="list-style-type: none"> Continuing the expansion of PIK technology at Canadian airports Continuing the development of CARM enhancements to help generate commercial trade facilitation efficiencies Completing the Trusted Trader Pilot for the Secure Corridor Concept 	<ul style="list-style-type: none"> Border Management 	<ul style="list-style-type: none"> A Clean Environment and a Strong Economy
Trade Revenue: The risk of not enforcing trade compliance and collecting appropriate revenue.	<ul style="list-style-type: none"> Advancing the CARM initiative, which will strengthen the Agency's ability to ensure the fair and consistent application of trade rules Continuing MRA negotiations with international customs organizations to establish standards for the fair collection of trade revenue 	<ul style="list-style-type: none"> Border Management 	<ul style="list-style-type: none"> A Clean Environment and a Strong Economy

Security

The CBSA plays an important role in ensuring national security, protecting public safety, and promoting Canada's economic prosperity through its core targeting, examination, detection and enforcement activities. The Agency continues to face challenges in keeping pace with increasing traveller and cargo volumes, rapid technological advances, and the constant evolution of cross-border criminal activity, national security threats, and migration flows. In response to these challenges, the Agency continues to collaborate with domestic and international partners to address emerging border management issues, as well as to improve its situational awareness and threat response capabilities.

Intelligence and Analysis

In an increasingly volatile global environment combined with complex national security concerns, the Agency must constantly refine its data analytics capability to proactively detect, analyze and respond to real-time border threats. As such, the availability and reliability of timely intelligence is critical; however, the Agency is limited in its information sharing agreements with domestic and international partners due to legislative differences across many jurisdictions. The Agency will continue to enhance existing agreements and will strive to establish new agreements to improve information sharing with partners.

Facilitation

The proliferation of automated systems and processes has raised public expectations for simplified and quicker services at the border. In order to meet these expectations, the Agency will continue to invest in technologies to automate, modernize and enhance its border clearance processes.

Trade Revenue

The Agency supports the prosperity of the Canadian marketplace and ensures an economic level playing field by administering the collection of trade revenues and the enforcement of trade compliance, including trade remedies. The Agency has limited capacity to conduct trade compliance verifications on imported goods, with the risk that inaccurately assessed goods may enter the country undetected. As such, the Agency continues to modernize systems and processes to strengthen the integrity of its revenue collection activities.

Reporting Framework

The CBSA's Departmental Results Framework and Program Inventory of record for 2018–19 are shown below.

Graphical presentation of Departmental Results Framework and Program Inventory

	Core Responsibility: Border Management		Core Responsibility: Border Enforcement		
	Departmental Results	Departmental Results Indicators	Departmental Results	Departmental Results Indicators	
DEPARTMENTAL RESULTS FRAMEWORK	The CBSA's intelligence, threat and risk assessment activities support CBSA programs in the identification and interception of high-risk people, goods and conveyances that pose a threat to the security of Canadians	Percentage of threats identified that lead to an enforcement action or inadmissibility recommendation Ratio of the value of intelligence-led seizures to the value of non-intelligence led seizures	Immigration investigations identify persons inadmissible to Canada	Percentage of immigration investigations concluded that result in a person being identified as inadmissible to Canada	INTERNAL SERVICES
	Admissible travellers are processed in an efficient manner	Percentage of time the CBSA is meeting the Highway Border Wait Times (BWT) Service Standard	CBSA detention decisions are risk-based and detention is used as a measure of last resort	Percentage of persons subject to detention for immigration purposes enrolled into alternative to detention programs	
	Travellers and their goods are compliant with applicable legislation	Percentage of traveller examinations that produced a result (enforcement or facilitation action) Percentage of traveller goods examinations that produced a result (enforcement or facilitation action)	CBSA admissibility recommendations and appeals are upheld at the Immigration and Refugee Board of Canada	Percentage of inadmissibility referrals and appeals made to the Immigration and Refugee Board that result in an inadmissibility or ineligibility determination Percentage of Ministerial interventions (at the Refugee Protection Division and the Refugee Appeals Division) and appeals that result in a negative refugee determination	
	Admissible commercial goods and conveyances are processed (including the collection of revenues) in an efficient manner	Percentage of eligible release decisions provided within 45 minutes	Inadmissible persons subject to removal depart from Canada (i.e., escorted or unescorted)	Number of persons subject to removal who voluntarily comply with their departure order Percentage of high-priority foreign nationals removed (i.e., on grounds of serious inadmissibility such as criminality, war crimes, security)	
	Trade partners are compliant with applicable legislation, requirements and measures	Percentage of random commercial examinations that produced a result Percentage of commercial examinations that produced a result Return on investment (ROI) of targeted verifications Percentage of targeted trade compliance verifications that produced a result Percentage of imports potentially subject to anti-dumping or countervailing duties verified to ensure compliance	People and businesses that are referred to Crown counsel for prosecution are convicted	Median number of days to enforce a removal order from Canada Percentage of prosecutions concluded that result in a conviction	
	Trusted Traveller and Trader programs increase processing efficiency of low-risk, pre-approved travellers and trade partners	Ratio of Trusted Travellers referred for examination compared to conventional travellers Percentage of Trusted Travellers in compliance with legislation and program regulations Percentage of Trusted Trader goods that are examined at the border compared to conventional trader goods Percentage of Trusted Trader memberships cancelled as a result of enforcement or compliance issues (i.e., non-administrative)			
	Travellers and the business community have access to timely redress mechanisms	Percentage of enforcement and trade appeals received that are decided within established service standards			

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

Supporting information on the Program Inventory

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

Supplementary information tables

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

- ▶ Departmental Sustainable Development Strategy
- ▶ Gender-based analysis plus
- ▶ Response to parliamentary committees and external audits
- ▶ Status report on transformational and major Crown projects

Federal tax expenditures

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

Organizational contact information

The CBSA's contact information is available on the Agency's [website](#).^{xiii}

Appendix: definitions

appropriation (crédit)

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

budgetary expenditures (dépenses budgétaires)

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

Core Responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

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

Departmental Result (résultat ministériel)

A Departmental Result represents the change or changes that the 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)

Consists of the department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (rapport sur les résultats ministériels)

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

experimentation (expérimentation)

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

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

An analytical process used to help identify the potential impacts of policies, Programs and services on diverse groups of women, men and gender differences. We all have multiple identity factors that intersect to make us who we are; GBA+ considers many other identity factors, such as race, ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2018–19 Departmental Results Report, those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada’s Strength; and Security and Opportunity.

horizontal initiative (initiative horizontale)

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

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

performance indicator (indicateur de rendement)

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

performance reporting (production de rapports sur le rendement)

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

plan (plan)

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

planned spending (dépenses prévues)

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

priority (priorité)

A plan or project that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s) or Departmental Results.

program (programme)

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

result (résultat)

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

statutory expenditures (dépenses législatives)

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

Strategic Outcome (résultat stratégique)

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

target (cible)

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

voted expenditures (dépenses votées)

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

Endnotes

- i. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ii. Recourse Program Evaluation, <https://www.cbsa-asfc.gc.ca/agency-agence/reports-rapports/ae-ve/2017/erp-epr-eng.html>
- iii. CBSA Service Standards, <https://www.cbsa-asfc.gc.ca/services/serving-servir/standards-normes-2018-2019-eng.html>
- iv. Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- v. CBSA Financial Statements, <https://www.cbsa-asfc.gc.ca/agency-agence/reports-rapports/fs-ef/2019/dpr-rpp-eng.html>
- vi. *Canada Border Services Agency Act*, <https://laws-lois.justice.gc.ca/eng/acts/C-1.4/index.html>
- vii. *Department of Public Safety and Emergency Preparedness Act*, <https://laws-lois.justice.gc.ca/eng/acts/P-31.55/index.html>
- viii. CBSA Raison d'être, Mandate and Role, <https://www.cbsa-asfc.gc.ca/agency-agence/menu-eng.html>
- ix. Minister's Mandate Letter, <https://pm.gc.ca/en/mandate-letters>
- x. Departmental Results Framework, <https://www.cbsa-asfc.gc.ca/agency-agence/reports-rapports/dpr-rmr/framework-cadre-eng.html>
- xi. Supplementary Information Tables, <https://www.cbsa-asfc.gc.ca/agency-agence/reports-rapports/dpr-rmr/2018-2019/index-eng.html>
- xii. Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>
- xiii. CBSA Contact Information, <https://www.cbsa-asfc.gc.ca/contact/menu-eng.html>