



Canada Border Services Agency

2021–22

Departmental Results Report

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 Results Report for the 2021–22 fiscal year.

In line with its mandate, the CBSA provides integrated border services that support national security and public safety priorities, while facilitating the free flow of legitimate trade and travel. The Agency is committed to protecting the safety and security of Canada's people, as well as the stability and prosperity of our economy.



Throughout the past fiscal year, we continued to face the unique challenges posed by the COVID-19 pandemic and the CBSA was at the forefront of Canada's response. The Agency coordinated with federal and international partners to ensure that border measures and economic safeguards were in place, while delivering necessary services at ports of entry and facilitating critical supply chains. The Agency also mobilized resources to address lasting impacts of the pandemic, such as growing e-commerce volumes and changing travel patterns.

As we continue to work towards recovery from the pandemic, the CBSA is maintaining strong and adaptive border management, while advancing its vision for the border of the future. In line with its modernization agenda, the Agency is working towards a right-touch border experience that leverages innovative solutions for border processing and reduces the need for physical interactions. In particular, the Agency is laying the foundation for a wide-ranging, multi-year suite of Traveller Modernization initiatives, whereby right-touch technology and self-service tools will expedite the movement of travellers through the border clearance process. Additionally, to strengthen law enforcement accountability, transparency and public trust, the Government is working to advance its pledge to legislatively establish an independent review body for the CBSA.

Despite the challenges of the pandemic, the CBSA continued to deliver on all of its priorities across the border management and enforcement continuum. For example, to combat the trafficking of firearms and illicit drugs, the Agency continued enhancing detection capabilities and examination capacity, while advancing efforts to increase intelligence products for personnel and partnering agencies. In addition, to strengthen Canada's immigration system, the Agency advanced efforts to increase efficiency in the processing of asylum claimants and the removal of inadmissible persons, while upholding commitments under the National Immigration Detention Framework to ensure that detention is used as a measure of last resort and that alternatives to detention are always considered. In furtherance of Canada's humanitarian obligations, the Agency collaborated with federal partners to support resettlement commitments for Afghan and Ukrainian refugees.

From an economic perspective, the CBSA continued to protect Canadian industry from unfair trade practices, while administering trade requirements arising from free trade agreements such as the Canada-United States-Mexico Agreement (CUSMA), with particular focus on joint efforts with federal partners to exercise authorities for the prevention of goods produced by forced labour from being admitted into the Canadian domestic marketplace. Additionally, as part of ongoing efforts to improve relationships with Indigenous Peoples, the CBSA continued to implement its Indigenous Framework and Strategy, which guides the Agency on its Reconciliation pathway and ensures that Indigenous perspectives are considered in its policies, programs and operations.

From an organizational perspective, the CBSA continued to refine its internal practices and workplace culture by advancing an array of initiatives to build a healthy and diverse workforce reflective of Canada’s population, and to foster an inclusive and respectful workplace with a climate of equality, dignity and belonging for all employees. The Agency also took stock of organizational impacts during the pandemic, including the augmentation of remote work capabilities and the introduction of a hybrid work model, in order to capitalize on improved ways of working in the future.

Over the past year, the CBSA has remained steadfast in protecting the health, safety and security of Canadians. I invite all Canadians to read this report to better understand the Agency’s vital role in safeguarding our borders and communities.

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

Results at a glance

The CBSA operates in a complex and dynamic 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.

Throughout the 2021–22 fiscal year, the challenges posed by the COVID-19 pandemic highlighted the CBSA’s vital role in protecting national security and public safety, while maintaining strong and adaptive border management to support trade and commerce. The Agency has been instrumental in the Government’s efforts to reduce the potential for further introduction of the virus and its variants into Canada, while ensuring the continued availability of essential goods and services, protecting critical supply chains, and facilitating the importation of personal protective equipment, medicines and vaccines.

Since the onset of the pandemic, the Agency has been working closely with federal partners at the forefront of the Government’s COVID-19 response, including joint efforts with the Public Health Agency of Canada (PHAC), Health Canada, Immigration, Refugees and Citizenship Canada (IRCC), Global Affairs Canada, and Transport Canada, as well as the United States (US) and other Border Five partners. Through extensive collaboration with domestic and international partners, the Agency has swiftly implemented evolving border measures, while leveraging the ArriveCAN platform (mobile app and web version) to collect mandatory traveller information prior to and upon entry into Canada in order to support compliance with COVID-19 requirements. These efforts were underpinned by the Agency’s contribution to the development and implementation of Orders in Council and related adjustments to policies and operational procedures, along with privacy safeguards to ensure proper handling of traveller information in accordance with established legislation.

In support of Canada’s economy, the Agency has maintained necessary border services during the pandemic through the dedication of its border services officers (BSOs) at ports of entry and its liaison officers abroad, as well as joint efforts with federal partners such as Finance Canada, Global Affairs Canada, Natural Resources Canada, Health Canada, PHAC, the Canadian Food Inspection Agency (CFIA), Fisheries and Oceans Canada, Transport Canada, and Innovation, Science and Economic Development Canada to mitigate disruptions to trade chains, keep the border open for commerce, and reduce economic hardships faced by Canadian businesses. Additionally, through its continued administration of the *Special Import Measures Act* (SIMA), the Agency has conducted anti-dumping and countervailing investigations to address unfair trade practices during the pandemic, thereby defending domestic producers, protecting jobs, and

Taking swift action against COVID-19

The CBSA’s **Border Task Force** has been instrumental in coordinating the external aspects of its COVID-19 response, including operational implications of evolving border measures and changes to traveller processes, while the Agency’s **Internal Task Force** has been instrumental in coordinating the internal aspects of its COVID-19 response, including the provision of up-to-date information and resources to staff, the distribution of protocols and materials for workplace safety, and the ongoing transition to a hybrid work model.

providing market predictability in uncertain times. The Agency has also leveraged its intelligence and enforcement apparatus to mitigate border threats stemming from the pandemic, including measures to prevent the entry of substandard or counterfeit personal protective equipment into the country, as well as measures to validate COVID-19 testing and vaccination certificates from travellers.

As public health travel restrictions continue to ease, the Agency has ensured effective border management and operational agility to deal with a significant increase in traveller volumes, along with the continual rise of e-commerce volumes driven by lasting changes in consumer behaviour during the pandemic. The Agency has continued to mobilize its frontline workforce by deploying BSOs to support increased workload in high-priority areas, while developing and monitoring operational and tactical plans to minimize the impact of evolving border measures on traveller processing. The Agency has also maintained frontline precautions across the country to ensure the safety of its workforce and the public.

Providing timely and accurate information during the pandemic

The CBSA's **Border Information Service** call centre provides information on programs, services and initiatives, including enquiries related to border restrictions, through recorded messages and live agents. With record volumes of calls received during the pandemic, it extended its operating hours and resources to continue supporting travellers and the general public.

In line with the CBSA's modernization agenda, the Agency has continued to advance its vision for the border of the future geared towards a right-touch border experience that leverages innovative solutions for border processing, reduces the need for physical interactions, facilitates the cross-border flow of legitimate travel and trade, and better enables the Agency to identify and focus on cases of higher or unknown risk. The Agency has continued to leverage its partnerships through the Border Five and Migration Five forums to ensure a coordinated international approach to border modernization, and has engaged extensively with US counterparts on implications for our shared border to support business resumption plans and the gradual easing of border restrictions based on the evolving circumstances of the pandemic.

From a workforce perspective, the physical and mental wellbeing of CBSA employees has remained paramount. The Agency has implemented strategies to care for employees during the pandemic and ensure a safe return to the workplace, along with a suite of initiatives to promote resilience among employees and further strengthen workplace culture, such as offering engagement sessions with senior leaders, conducting frequent pulse checks to assess how employees are coping, and responding to employee feedback. The Agency has also taken stock of impacts to its internal practices, such as the augmentation of teleworking capabilities and the implementation of a hybrid work model, in order to capitalize on improved ways of working during the pandemic and into the future.

Despite the challenges of the pandemic, the CBSA has continued to achieve all of its objectives under its core responsibilities of Border Management and Border Enforcement, while continuing

to refine its Internal Services. A summary of the Agency’s key results in 2021–22 is provided below:

Border Management

- Contributed to the federal opioids initiative through training, intelligence, targeting and enforcement activities to interdict the movement of illicit drugs into Canada.
- Addressed the threat of African swine fever in collaboration with the CFIA, including additional detector dog teams and an ongoing public awareness campaign.
- Took action against gun and gang violence by enhancing 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.
- Advanced the Agency’s Firearms Strategy and established a Cross-Border Firearms Task Force focused on the development of a Joint Border Threat Assessment for the prevention of illicit firearms smuggling and the disruption and prosecution of organized crime.
- Continued working with federal partners to implement processing efficiencies for security screening in the immigration context, while also advancing the Security Screening Automation Project to automate the processing of low-risk cases.
- Combated human trafficking through enhanced intelligence collection and analysis, and information sharing with key partners, for the purposes of identifying vulnerable persons and leads for criminal investigations.
- Commenced the deployment of next-generation handheld devices to facilitate traveller processing and enhance the Agency’s capability to capture and risk-assess traveller and conveyance information.
- Advanced plans to deploy the CBSA Advance Declaration at Vancouver International Airport and Toronto Pearson International Airport, with implementation set to occur in 2022–23, which will allow travellers to transmit declarations in advance of arrival and reduce processing times upon arrival.
- Laid the foundation for a wide-ranging, multi-year suite of Traveller Modernization initiatives as part of the Agency’s vision for the border of the future, whereby right-touch technology and self-service tools will be introduced to expedite the movement of travellers through the border clearance process.
- Met all commitments stemming from the federal framework for the legalization and regulation of cannabis, including the implementation of a regime for cannabis-related administrative monetary penalties in the traveller stream.

- Continued developing proofs-of-concept for US-based Canadian preclearance operations in both the traveller and commercial streams.
- Advanced the Agency’s e-Commerce Customs Strategy, including ongoing work to mandate advance electronic data for the courier low-value shipment (CLVS) program, while also testing new technologies and analytics to enhance risk assessment capabilities.
- Facilitated commercial trade and mitigated economic stresses on Canadian businesses, with 21.8 million commercial releases and 130.4 million courier shipments processed in 2021–22.
- Continued to serve as the Government of Canada’s second-largest revenue collector behind the Canada Revenue Agency, with \$34.4 billion in duties and taxes collected by the CBSA in 2021–22, which is nearly 14 times its total expenditures of \$2.5 billion.
- Implemented Release 1 of the CBSA Assessment and Revenue Management (CARM) project, which introduced an online portal for trade chain partners to view their financial transaction history and accounting information in real time, while operationalizing the CARM Client Support Helpdesk.
- Continued to protect Canadian industry from unfair trade practices by administering the *Special Import Measures Act* (SIMA), while also administering trade requirements arising from free trade agreements such as the Canada-United States-Mexico Agreement (CUSMA), with particular focus on work with federal partners to exercise authorities for the prevention of goods produced by forced labour from being admitted into the Canadian domestic marketplace.
- Continued the Secure Corridor Pilot at the Ambassador Bridge to expedite border passage for trusted commercial entities in the highway mode.
- Supported facilitative border processes for trusted travellers and traders through the NEXUS modernization initiative and the Secure Corridor Pilot.
- Developed a three-year roadmap for the review and modernization of the Agency’s Force Generation Program, including pathways for career mapping and talent development as part of the broader strategy to ensure program sustainability in meeting long-term operational needs.
- Advanced the Gordie Howe International Bridge Project and the Land Border Crossing Project as part of ongoing efforts to improve border infrastructure.
- Continued implementing the Agency’s Indigenous Framework and Strategy as part of ongoing efforts to improve relationships with Indigenous Peoples.

Border Enforcement

- Advanced the Agency’s strategic policy agenda in the border enforcement context, including a suite of initiatives geared towards immigration facilitation and balanced enforcement through legislative, regulatory and policy work in support of public safety and program integrity objectives.
- Advanced joint work with IRCC to secure the way forward for the long-term sustainability of the in-Canada asylum system, while also supporting the Government’s resettlement commitments for Afghan and Ukrainian refugees.
- Upheld commitments under the National Strategy to Combat Human Trafficking through efforts to review and refine existing legislative and regulatory frameworks, with a view to ensuring that sufficient protections are in place for victims.
- Continued to focus inland investigative resources on high-risk cases, while also conducting investigatory activities and ongoing work with law enforcement partners to improve operational coordination with regard to irregular migration and the in-Canada refugee determination system.
- Continued 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.
- Piloted the Integrated Claims Analysis Centre in the Greater Toronto Area to support efficient processing of asylum cases and improved communication channels with federal partners.
- Enforced the removal of inadmissible persons from Canada and continued to prioritize removals with serious inadmissibility grounds such as national security, organized crime, human rights violations, and criminality, as well as failed irregular migrant asylum seekers.
- Continued building capacity to investigate and prosecute people and business entities that violate Canada’s border-related legislation, with a focus on cases of fraudulent activity 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.

Internal Services

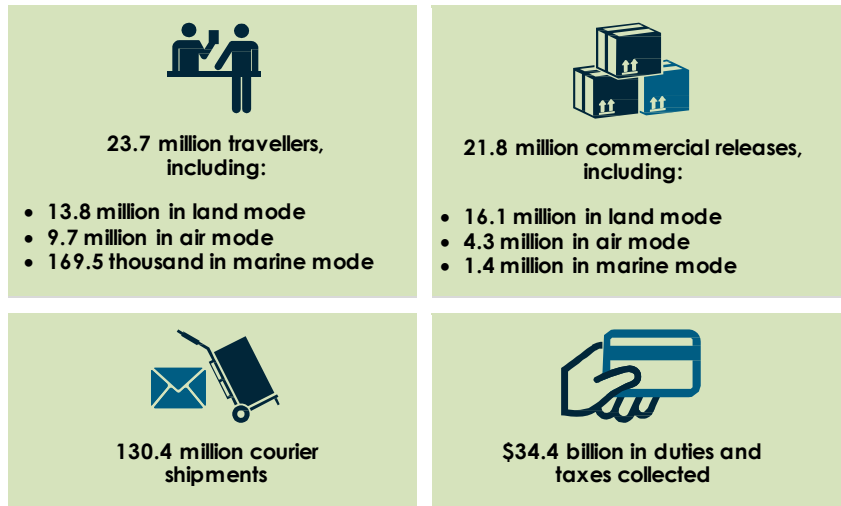
- Continued the Agency’s transition to a digital workplace, including increased bandwidth and additional collaboration tools to enhance remote working ability and security, efforts to reduce the administration of landline telephones, and systematic upgrades at key office locations to support hybrid work capability and employee productivity.
- Advanced ongoing efforts to build a healthy and respectful workforce through the Agency’s Mental Health Strategy, Physical Wellness Program, and Respectful Workplace Framework, including a wide array of resources for employees to support physical and mental wellbeing.
- Continued the Agency’s Equity, Diversity and Inclusion Action Plan, Officer Recruitment and Outreach Strategy, Indigenous Workforce Strategy, Official Languages Action Plan, Anti-Racism Strategy, and Accessibility Strategy to ensure a diverse and inclusive workforce that reflects Canada’s population.
- Launched a new Leadership and Management Induction Program to oversee a national approach with clear expectations on leadership behaviours and management accountabilities.
- Initiated the development of a Target Operating Model to provide an integrated view of the border of the future, including work to outline the desired end-state through ongoing and upcoming modernization activities.
- Continued to mature the Agency’s information technology ecosystem 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.
- Established an Enterprise Analytics and Data Committee to serve as the key decision-making body on data and analytics initiatives across the Agency, while also implementing the CBSA Data Frame to centralize guidance for all initiatives.
- Ensured effective communications to keep employees, stakeholders and the general public well-informed throughout the evolving circumstances of the COVID-19 pandemic.

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

CBSA services at a glance

The CBSA processes millions of travellers and shipments every year, while providing services at multiple points across Canada and abroad.

This diagram gives an overview of key CBSA services and volumes in 2021–22.



Results: what we achieved

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

In 2021–22, the CBSA achieved the following results under its core responsibility of Border Management:

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

The CBSA contributed to the federal opioids initiative through training, intelligence, targeting and enforcement activities to interdict the movement of illicit drugs into Canada. The Agency met its commitment to implement 70 Designated Safe Examination Areas in 2021–22, while also expanding examination capacity through detector dog teams and advancing efforts to increase intelligence products for personnel and partnering agencies, including a focus on the seizure of precursor chemicals.

To address the threat of African swine fever, the CBSA worked vigilantly with the CFIA to prevent the importation of high-risk food, plant and animal products from overseas. These efforts included an ongoing public awareness campaign aimed at travellers and stakeholders in Canada and abroad, along with the deployment of additional detector dog teams specializing in food, plant and animal products.

The CBSA took 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. To improve detector dog training capabilities, the Agency advanced the construction of an all-weather facility and canine centre of expertise at the CBSA College, Main Campus, which is expected to open in 2022–23. The Agency also deployed 60 handheld x-ray units and specialized examination vehicles at select major airports, with additional procurement efforts underway for large-scale imaging equipment, while also initiating efforts to deploy 40 handheld backscatter x-ray devices at high-risk ports of entry in the next fiscal year.

To combat the illegal importation of firearms, the CBSA advanced its Firearms Strategy and established a Cross-Border Firearms Task Force focused on the development of a Joint Border Threat Assessment for the prevention of illicit firearms smuggling and the disruption and prosecution of organized crime. The Agency also established a National Firearms Intelligence Desk to improve information sharing across all regions in order to increase firearm interdictions at ports of entry, with an increase of approximately 118% in firearms seizures in 2021–22 relative to the previous fiscal year.

The CBSA continued working with federal partners such as IRCC, the Royal Canadian Mounted Police (RCMP), and the Canadian Security Intelligence Service (CSIS) in order to implement processing efficiencies for security screening in the immigration context, including permanent residents, temporary residents and asylum claimants. Additionally, joint triaging activities were conducted with the Immigration and Refugee Board (IRB) to ensure timely screening of asylum cases. The Agency also continued to develop the Security Screening Automation Project, which aims to automate the processing of low-risk cases and better enable CBSA screening officers to focus attention on more complex immigration cases involving persons who may pose a national security risk.

To combat human trafficking, the CBSA continued to enhance intelligence collection and analysis, as well as information sharing with key partners, for the purposes of identifying vulnerable persons and leads for criminal investigations. The Agency also continued to assess immigration enforcement processes to ensure that adequate safeguards are in place for victims of human trafficking and gender-based violence. Furthermore, the Agency established a National Irregular Migration Desk in order to advance efforts to protect at-risk individuals due to human trafficking.

To maintain targeting capacity in the air mode, the CBSA continued advocating at international forums to establish the International Civil Aviation Organization's (ICAO) Standards and Recommended Practices (SARP) on Passenger Name Record (PNR) data as the benchmark for PNR data use and future bilateral agreements. To that end, the CBSA continued working towards the conclusion of a legally and operationally acceptable PNR agreement between Canada and the European Union (EU). PNR data plays a key role in combatting serious transnational crime and terrorism, and an agreement with the EU would ensure that commercial air carriers departing from or transiting through the EU to Canada continue to submit PNR data to the CBSA.

Additionally, in partnership with Public Safety Canada and Transport Canada, the CBSA advanced efforts to strengthen national aviation security through the implementation of an IT-enabled centralized screening compliance and reporting solution for the Passenger Protect Program.

Admissible travellers are processed in an efficient manner

To maintain safe and efficient traveller processing in the COVID-19 environment, while also supporting compliance with public health requirements and ensuring privacy safeguards for the proper handling of traveller information, the CBSA continued to leverage ArriveCAN (mobile app and web version) in collaboration with PHAC to expedite the arrival process for travellers, collect mandatory information for entry into Canada, and minimize wait times and points of contact with border services and public health officers. ArriveCAN requirements continue to evolve in accordance with border measures to support the phased re-opening of the border.

The CBSA commenced the deployment of next-generation handheld devices in 2021–22 to replace existing wireless devices for BSOs. The new handheld devices were developed in consultation with regional officers and will enable low-touch/no-touch traveller processing and enhanced capability to capture and risk-assess traveller and conveyance information in all modes.

The CBSA further expanded its digital service offerings by deploying mobile technology allowing travellers to transmit their customs and immigration declarations to the Agency in advance of arrival, thereby reducing processing times upon arrival at Canadian airports. Plans to deploy the CBSA Advance Declaration at Vancouver International Airport and Toronto Pearson International Airport were successfully advanced in 2021–22, with implementation set to occur in 2022–23.

More broadly, the CBSA laid the foundation for a wide-ranging, multi-year suite of Traveller Modernization initiatives to be undertaken in 2022–23 and beyond as part of its vision for the border of the future. The Agency will modernize infrastructure, applications and processes at Canada's ports of entry by introducing right-touch technology and self-service tools that leverage biometric verification in order to expedite the movement of travellers through the border clearance process.

Travellers and their goods are compliant with applicable legislation

The impact of COVID-19 has required the CBSA to reassess the delivery of border services in order to better align resources and volumes, allowing BSOs to maintain the flow of travel and trade while focusing on more complex and high-priority activities. The Agency's Border Task Force and Border Operations Centre have provided centralized coordination of operational activities and have engaged regularly with federal partners to ensure timely awareness of events and proactive direction to the front line. In particular, the Agency has worked closely with PHAC to support traveller compliance with COVID-19 border measures, including applicable testing, vaccination, quarantine, and enforcement requirements in the air and land modes.

Through engagement with the air industry, the CBSA continued to expand the Air Exit Program through the systematic collection of exit data on outbound air travellers. This enhances the Agency's ability to manage border security by closing the loop on an individual's travel history and focusing resources on higher-risk individuals. 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 have been built into entry and exit information sharing with federal partners and US counterparts.

The CBSA also advanced a proof-of-concept for the establishment of Canadian land border operations in a co-located facility in the US. This will provide an opportunity to test the feasibility of Canadian preclearance in the US and reduce future demands on the Agency's land border infrastructure, while supporting facilitative border processes for legitimate travellers and preventing the entry of inadmissible persons into Canada as early as possible in the travel continuum.

Under the 2017 Treasury Board Submission entitled *New Federal Framework for the Legalization and Regulation of Cannabis*, the CBSA received \$40 million to implement various policy and operational procedures to prevent and interdict prohibited cross-border movement of cannabis, while maintaining the flow of legitimate travellers and goods. The Agency met all commitments by March 31, 2022, including the implementation of a regime for cannabis-related administrative monetary penalties in the traveller stream.

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

To address rising e-commerce volumes, the CBSA continued to advance its e-Commerce Customs Strategy, including ongoing work to mandate advance electronic data for the courier low-value shipment (CLVS) program, while also testing new technologies and analytics to enhance risk assessment capabilities. For example, the Agency developed a successful proof-of-concept for a cloud-based solution called the e-Commerce Low-Value Inspection System, with prototype testing underway in preparation for a pilot in 2022–23.

Concurrently, in partnership with the Canada Post Corporation, the CBSA continued to strengthen its operations at international mail centres by managing postal volumes on a daily basis and during peak periods, while also remaining engaged on continued efforts to deliver improved results through the postal modernization initiative.

To further streamline commercial processing, the CBSA continued to implement the e-Longroom initiative across the country, minimizing in-person interactions by allowing clients to submit certain commercial documentation via email. Additionally, the Agency advanced the development of proofs-of-concept in the air and rail modes to inform the potential future

expansion of Canadian preclearance operations in the US, thereby facilitating the cross-border flow of legitimate cargo as early as possible in the trade chain.

Trade partners are compliant with applicable legislation, requirements and measures

The CBSA Assessment and Revenue Management (CARM) project aims to automate the processes required to assess, collect, manage and report on revenue, while better enabling importers to self-assess and comply with Canada’s trade requirements. In 2021–22, the Agency implemented Release 1 of the CARM project, which introduced an online portal for trade chain partners to view their financial transaction history and accounting information in real time, while operationalizing the CARM Client Support Helpdesk. In parallel, the Agency advanced business readiness activities for Release 2 (the final CARM release), which is expected to be implemented in 2023–24.

The CBSA also advanced work to formalize its Trade Culpability Framework and ensure compatibility with CARM functionality, which will guide operational efforts to encourage or enforce compliance based on the relative level of risk posed by importers and their transactions.

Return on investment for trade compliance activities

In the context of its trade compliance activities, the CBSA measures return on investment by comparing the total duties assessed versus the total expenditures for such activities. In 2021–22, the Agency achieved a return on investment ratio of 18:1, which is more than double its target of 8:1.

The CBSA continued to protect Canadian industry from unfair trade practices by administering the *Special Import Measures Act* (SIMA), while also administering trade requirements arising from free trade agreements. In particular, the Agency continued to implement the Canada-United States-Mexico Agreement (CUSMA), including collaboration with federal partners to exercise authorities for the prevention of goods produced by forced labour from being admitted into the Canadian domestic marketplace. To that end, the Agency worked closely with Employment and Social Development Canada, Global Affairs Canada, and Finance Canada to explore options to more effectively implement the forced labour import prohibition in the *Customs Tariff*, while also establishing a working group with US counterparts to exchange information and support the identification and interception of goods suspected to have been produced by forced labour.

To further improve commercial examination capacity in the marine mode, the CBSA advanced plans to equip the Tsawwassen Container Examination Facility in Vancouver with enhanced imaging technology to inspect marine containers and large conveyances targeted for examination. The Agency also worked with Transport Canada on the Marine Port Modernization initiative to further support security and facilitation priorities at Canada’s marine ports.

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

From a Trusted Traveller perspective, the CBSA continued the NEXUS modernization initiative by leveraging facial biometric technology and deploying new devices for traveller verification at nine NEXUS airports. This initiative better aligns the NEXUS program with global trends and simplifies the reporting process for trusted travellers in the air mode.

From a Trusted Trader perspective, the CBSA continued the Secure Corridor Pilot at the Ambassador Bridge to expedite border passage for trusted commercial entities in the highway mode. In particular, the Agency deployed technologies and processes to streamline passage through the Secure Corridor lane, while laying the foundation for the potential future expansion of the pilot.

Travellers and the business community have access to timely redress mechanisms

The Recourse Program provides travellers and businesses with an accessible mechanism to seek an impartial review of CBSA decisions, as well as to voice any feedback or complaints, in accordance with legislation and policies administered by the Agency. In 2021–22, the Agency continued to enhance its Recourse Program by initiating the development of a secure portal to enable more timely and effective communication with clients, while also refining service standards and key performance indicators to better reflect the program's ability to serve clients.

Additional border management initiatives

As part of ongoing efforts to strengthen its workforce, the CBSA continued taking steps to improve its Force Generation Program, which consolidates BSO recruitment, training and development, as well as specialized training for other frontline communities. In 2021–22, the Agency recommended over 93% of officer trainees for promotion to a BSO position through the Officer Induction Development Program. Additionally, the Agency developed 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 CBSA operational needs going forward.

To ensure the continued effectiveness of the Force Generation Program during the COVID-19 pandemic, the Agency shifted officer recruitment efforts onto virtual platforms, increased flexibility for candidates by harnessing virtual assessment methods, and implemented procedural efficiencies, such as extending the validity date and accepting equivalencies for certain CBSA officer trainees. Additionally, the Agency redesigned program curriculums to incorporate online self-paced learning components, and facilitated virtual distance learning while implementing safety measures in situations where in-person training was necessary.

As part of ongoing efforts to improve border infrastructure, the CBSA advanced the Gordie Howe International Bridge Project by completing a Treasury Board Submission to adjust the Agency's reference levels in order to deliver on the procurement, fit-up and staffing of the Canadian port of entry, while also supporting the Windsor-Detroit Bridge Authority with efforts to secure a vendor for Fixed-Site Large-Scale Imaging equipment.

In addition, the CBSA advanced the Land Border Crossing Project (LBCP) through the creation of a new Project Management Office, as well as optimized standards for environmental sustainability, accessibility, and flexibility in modernizing the Agency's real property portfolio. Under the LBCP, the Agency implemented a proactive approach for engaging over 250 stakeholders with interests in the project, including over 70 Indigenous communities, for which a budget of \$2.9 million has been set aside to support Indigenous cultural representation at implicated ports of entry. The Agency also signed a memorandum of understanding with the Taku River Tlingit First Nation for cultural representation at the Fraser port of entry.

As part of ongoing efforts to improve relationships with Indigenous Peoples, the CBSA continued the implementation of its Indigenous Framework and Strategy, which guides the Agency on its Reconciliation pathway. Key accomplishments in 2021–22 include:

- Facilitating the Agency's first two repatriation events, including the return of 82 sacred Indigenous cultural items for the Siksika Nation and the Six Nations of the Grand River from the Smithsonian's Museum of the American Indian.
- Leading the Government of Canada's first Border Crossing Issues Recognition of Indigenous Rights and Self-Determination Side Table with the White River First Nation, focusing on the unique challenges posed by the Beaver Creek, Yukon port of entry and its location 35 km removed from the physical border between Canada and the US.
- Leading a Public Service-wide Indigenous Training and Development Community of Practice with over 700 members, which made progress in 2021–22 by establishing terms of reference, holding the first election for executives, and supporting sub-working groups in engagement, recruitment and policy. In addition, four celebration gatherings were held to bring together Elders, Knowledge Keepers, Indigenous veterans, and Indigenous associate deputy ministers on variety of topics to advance Reconciliation.
- Planning the installation of Indigenous Reflection Spaces, including an Elder's Room, to be launched in 2022–23 at the CBSA College, Main Campus in order to increase Indigenous presence and welcoming spaces.
- Expanding the Indigenous Sacred Bundles Learning Program and adding Inuit and Métis components to be delivered at the CBSA College, Main Campus and by regional Indigenous Affairs Advisors across the country.

- Updating the Akwesasne Cultural Training Program that was co-developed and co-delivered with the Mohawk Council of Akwesasne.
- Documenting the making of a Black Ash basket and an Algonquin birch bark canoe in partnership with Knowledge Keepers from the Mohawks of Akwesasne First Nation and the Kitigan Zibi Anishinabeg Nation. These items will be part of reflection displays at the CBSA College, Main Campus, and the teaching of these traditional skills has been recorded on video and shared back to the First Nations.

Through its Buildings and Equipment Program, the CBSA continued undertaking efforts to strengthen its border management assets. In 2021–22, the Agency oversaw the delivery of 233 real property projects covering repairs, recapitalization, equipment, and environmental compliancy across its infrastructure portfolio, while also deploying its Real Property Portfolio Strategy to further strengthen governance of real property lifecycle management. In particular, the Agency opened a new port of entry facility in Fraser, British Columbia, while making significant progress on several new facilities that are expected to be completed next fiscal year, including:

- Immigration Holding Centre in Laval, Quebec.
- Irregular Migration Processing Centre in Lacolle, Quebec.
- All-Weather Facility at the CBSA College, Main Campus.

Ensuring a modern and sustainable fleet

In 2021–22, the CBSA continued to support Canada's commitment to foster greater uptake of zero-emission vehicles, and proceeded with the fourth year of its seven-year strategy to modernize its fleet. In particular, the Agency acquired 132 new vehicles, including 55 Hybrid Electric Vehicles and 16 Plug-in Hybrid Electric Vehicles.

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

In 2021–22, the CBSA advanced efforts to ensure economic, social and environmental sustainability through its Departmental Sustainable Development Strategy (DSDS), which supports the Sustainable Development Goals (SDGs) outlined in the United Nations 2030 Agenda for Sustainable Development, including the following:

- **Greening Government**, supporting SDGs such as Affordable Clean Energy; Industry, Innovation and Infrastructure; Sustainable Cities and Communities; Responsible Consumption and Procurement; and Climate Action.
- **Healthy Wildlife Populations and Sustainable Food**, supporting SDGs such as Zero Hunger; Life Below Water; and Life on Land.

- **Safe and Healthy Communities**, supporting SDGs such as Good Health and Well Being; and Responsible Consumption and Production.

Details on results achieved will be made available in the DSDS progress report to be posted on the Agency's [website](#)ⁱ in the fall of 2022.

Gender-based Analysis Plus (GBA Plus) in Border Management

The CBSA continued to refine its GBA Plus governance and data collection practices, applying the GBA Plus lens where feasible, to inform policy and program decisions impacting service delivery, along with ongoing efforts to mature organizational data literacy in order to facilitate improved GBA Plus going forward.

For example, the Agency's Chief Data Office is exploring various dimensions of disaggregated data with the objective of measuring the impact of decisions and policies, while leveraging data to be more inclusive and representative in identifying possible instances of discrimination or bias. Additionally, several initiatives were advanced in the human resources context, including the Equity, Diversity and Inclusion Action Plan, Respectful Workplace Framework, unconscious bias and anti-racism training, leadership commitments for all executives and managers, mentorship opportunities for employment-equity and equity-deserving groups, and staffing aimed at addressing representation gaps and barriers.

The Agency also continued 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, and positive space training was implemented for all border services officers.

Further details on GBA Plus activities will be made available in the supplementary information table to be posted on the Agency's [website](#).ⁱ

Innovation and Experimentation in Border Management

Under its core responsibility of Border Management, the CBSA pursued an array of solutions involving innovation and experimentation in 2021–22, including:

- **Biometrics Framework** – The CBSA established an Office of Biometrics and Identity Management to coordinate its investment in biometric capabilities and implementation of biometric technology in support of Traveller Modernization, with a focus on the

development and application of a Technical Biometrics Framework to determine the level of enterprise-wide functionality needed to realize its vision for the border of the future.

- **Chain of Trust** – The CBSA tested mobile technology in a live environment to facilitate touchless traveller experience through a Chain of Trust pilot with volunteer participants. This enabled travellers to create a digital credential replacing the need for physical exchange of documents like paper receipts and passports, thereby reducing congestion in customs processing. Lessons learned will inform Traveller Modernization initiatives.
- **Dynamic Risking** – The CBSA is pursuing a risk-based compliance model through its Dynamic Risking project, with a view to generating a compliance indicator for travellers entering Canada. This will serve as a key tool for frontline officers to strengthen the quality and consistency of selective referrals for secondary examination, thereby decreasing non-resultant referrals and increasing operational flexibility to reallocate resources to higher-return activities. In 2021–22, the CBSA implemented the first of three releases to build the IT solution that will generate the compliance indicator.
- **Blockchain Technology** – In partnership with key industry stakeholders, the CBSA is supporting an industry-led initiative that proposes to improve the efficiency and effectiveness of marine container processing by means of blockchain-enabled solutions for data records and task automation. This initiative intends to address industry feedback regarding marine examinations, with a particular focus on reducing the potential for delays in container transfers at marine terminals and the related costs to industry.
- **Firearm Detection** – The CBSA is experimenting with automated solutions coupling artificial intelligence with live x-ray images in order to assess potential application for the detection of firearms and firearm parts in the postal stream.
- **Training Simulations** – As part of the Officer Induction Training Program, the CBSA piloted border-related simulations for officer recruits at the CBSA College, Main Campus leveraging virtual reality (VR) technology. Going forward, the Agency will build upon this pilot by expanding the use of VR technology for scenario-based training in a variety of operational contexts.

Key risks in Border Management

In 2021–22, the CBSA continued to face risks brought about by the COVID-19 pandemic under its core responsibility of Border Management. In particular, the gradual easing of border restrictions following the introduction of mass vaccination against COVID-19 in early 2021, along with the reopening of the land border between Canada and the US, entailed a new set of challenges for the Agency in administering changes to entry requirements and managing the

resumption of traveller volumes. In response, the Agency deployed multiple measures to ensure effective border management, including:

- Leveraging the ArriveCAN platform to collect proof of vaccination and pre-entry test results from travellers.
- Ensuring that internal services were adjusted in line with evolving and emerging operational demands through the Agency's Internal Task Force.
- Coordinating job shadowing and refresher training for BSOs who were on leave or stationed at closed ports of entry in order to ensure operational readiness.
- Ongoing discussions with airport authorities to manage increasing traveller flows and mitigate capacity issues related to physical distancing requirements and increased border processing times due to COVID-19 measures.

On the trade front, shifting cross-border trade patterns and rising volumes of postal traffic continued to be observed in 2021–22. The Agency's Border Task Force oversaw a coordinated and sustained response to the recovery of Agency operations in order to provide national guidance, share best practices, and support regional planning. For example, a National Postal Strategy was developed to introduce efficiencies on a national basis to support operations and better manage increasing postal volumes.

Results achieved for Border Management

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 support CBSA programs in the identification and interception of high-risk people, goods, and conveyances that pose a threat to the security of Canadians	Percentage of air travellers targeted for examination that led to an intended result	At least 16%	March 2022	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 2022	N/A (introduced in 2020–21)	0.5%	0.58%
Admissible travellers are processed in an efficient manner	Percentage of time the CBSA is meeting the Highway Border Wait Times (BWT) Service Standard	At least 95%	March 2022	96.0%	99.4%	97%
	Percentage of travellers using Primary Inspection Kiosks (PIK) at PIK-enabled airports	At least 95%	March 2022	93.2%	89.4%	95.2%
	Actual availability of Primary Inspection Kiosks as a percentage of planned availability	At least 99%	March 2022	98.0%	99.1%	99.7%

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Travellers and their goods are compliant with applicable legislation	Percentage of traveller examinations that produced a result (enforcement or facilitation action)	At least 35%	March 2022	54.2%	71.2%	68.4%
	Traveller goods selective examination resultant rate is 'X' times higher than random examination resultant rate in the air mode	At least 10	March 2022	N/A (introduced in 2020–21)	6.2	12.2
Admissible commercial goods and conveyances are processed (including the collection of revenues) in an efficient manner	Percentage of time the CBSA met the commercial Highway Border Wait Time Service Standard	At least 90%	March 2022	99.7%	99.4%	97.4%
	Percentage of eligible release decisions provided within established timeframes	At least 70%	March 2022	63%	69%	69% ¹
	Actual availability of Single Windows as a percentage of planned availability	At least 99%	March 2022	99.9%	99.8%	99.7%
Trade partners are compliant with applicable legislation, requirements and measures	Percentage of random commercial examinations that produced a result	At most 1%	March 2022	0.23%	0.18%	0.19%
	Percentage of high-risk commercial goods targeted by the National Targeting Center (NTC) that are examined at the border	At least 95%	March 2022	95.2%	92.4%	91.7% ²
	Percentage of commercial examinations that produced a result against a trader	At most 1.5%	March 2022	1.43%	1.67%	1.76% ³
	Percentage of penalties applied against traders representing continued non-compliance ⁴	At most 70%	March 2022	35%	16.1%	34.4%
	Return on investment (ROI) for targeted verifications	At least 8:1	March 2022	11:1	5:1	18:1
	Percentage of Advance Rulings and National Customs Rulings issued within 120 days of receipt of full information	At least 90%	March 2022	N/A (introduced in 2020–21)	88%	90%

¹ The result slightly missed the target in 2021–22 as it was impacted by high release volumes, along with primary processing challenges due to the shifting of priorities and resources in response to the COVID-19 pandemic. It should be noted that the service standard was met 107,636 times, which is only 2,047 shy of meeting the 70% target.

² The result missed the target in 2021–22 due to the inclusion of cases in which examinations have been conducted but outstanding targets have not been finalized. The reporting methodology will be adjusted going forward to exclude such cases, and CBSA regional operations will continue working in collaboration with targeting officers to ensure that examination referrals are reviewed and risk-managed.

³ The result missed the target in 2021–22 because the rate of resultant examinations was higher than expected. It should be noted that this indicator is under review to better reflect its intended purpose of demonstrating results that can be affected by CBSA compliance outreach activities, which are a priority for the Agency in an effort to educate and reinforce compliance among traders.

⁴ It should be noted that 2021–22 is the last fiscal year using the current reporting methodology for this indicator. Currently, only administrative monetary penalties (AMPs) related to the provision of advance commercial information (ACI) are used to measure this indicator, which can lead to variances in the results depending on the reporting period. Going forward, the methodology will be adjusted to include non-ACI AMPs as well, leading to more consistent results and providing a more holistic measurement of non-compliance among traders.

	Percentage of mandated service commitments met on time for Anti-dumping and Countervailing Investigative activities	At least 90%	March 2022	N/A (introduced in 2020–21)	100%	100%
Trusted Traveller and Trader programs increase processing efficiency of low-risk, pre-approved travellers and trade partners	Percentage of time the CBSA is meeting the NEXUS Highway BWT Service Standard	At least 95%	March 2022	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 2022	N/A (introduced in 2020–21)	37%	47%
	Percentage of increase in NEXUS passages	At least 2.5%	March 2022	N/A (introduced in 2020–21)	-95.6%	241% ⁵
	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 2022	5.9:1	6.0:1	6.1:1
	Percentage of trade by value of goods imported into Canada by participants in CBSA's Trusted Trader programs	At least 25%	March 2022	28%	26%	24% ⁶
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 2022	85%	82%	76%
	Percentage of enforcement appeals received that are decided within established service standards	At least 70%	March 2022	71%	62%	74%

⁵ It should be noted that the result significantly surpassed the target in 2021–22. This is because NEXUS passages drastically decreased in 2020–21 due to COVID-19 travel restrictions and temporary closure of many NEXUS highway lanes, which was followed by a resurgence of NEXUS passages in 2021–22 due to the easing of travel restrictions and reopening of NEXUS highway lanes.

⁶ The result slightly missed the target in 2021–22 due to severe supply chain disruptions during the COVID-19 pandemic, which affected globally integrated industries and Trusted Trader membership.

Budgetary financial resources for Border Management (dollars)

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
1,381,004,637	1,381,004,637	1,907,767,645	1,665,443,159	284,438,522

*Actual spending was higher than planned spending mainly due to the reopening of borders after the COVID-19 pandemic. The CBSA received \$527 million in additional funding for border management throughout the year from carry-forward funds and supplementary estimates.

Human resources for Border Management (full-time equivalents)

2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full-time equivalents)
10,753	10,210	(543)

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

Border Enforcement

Description

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

Results

In 2021–22, the CBSA continued to improve the efficiency, effectiveness and integrity of its border enforcement activities. In response to the COVID-19 pandemic, the Agency consistently enforced border restrictions in accordance with public health requirements and the Government's direction, while continuing to investigate and proceed with inland cases throughout the immigration enforcement continuum.

As part of its strategic policy agenda, the CBSA continued to advance initiatives geared towards immigration facilitation and balanced enforcement through legislative, regulatory and policy work in support of public safety and program integrity objectives. In particular, the Agency advanced efforts to:

- Streamline inadmissibility determination for cases involving organized crime convictions in Canada.
- Expand officer authorities to issue removal orders for relatively straightforward inadmissibility cases.
- Streamline the cancellation of certain immigration documents in cases where a removal order has been issued.
- Further strengthen the application process for Ministerial Relief.
- Modernize the transborder criminal inadmissibility framework, the stay of removal framework, and the recovery of removal costs framework.

Concurrently, the CBSA advanced efforts on other key aspects of border enforcement, including joint work with IRCC to secure investments through Budget 2022 for the long-term sustainability of the in-Canada asylum system, while also 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 also continued to uphold commitments under the National Strategy to Combat Human Trafficking through efforts to review and refine 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.

In addition to the progress made on its strategic policy agenda, the CBSA achieved the following results under its core responsibility of Border Enforcement in 2021–22:

Immigration investigations identify persons inadmissible to Canada

In 2021–22, the CBSA continued to focus inland investigative resources on high-risk cases, with criminality and national security being the highest priorities, while also 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 also took steps to improve the management of immigration warrants in line with the Auditor General’s [Spring 2020 Report on Immigration Removals](#),ⁱⁱⁱ with a focus on supporting administrative removals, while also implementing an improved warrant management strategy to further immigration enforcement operations.

Investigating and identifying inadmissible persons

In 2021–22, the CBSA concluded 34,840 immigration investigations, with 84% of persons identified as inadmissible to Canada.

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

The CBSA advanced 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

Expanding alternatives to detention

In 2021–22, of the total 3,056 persons detained, the CBSA released 1,264 (41%) individuals on ATD, representing an increase of 21% in ATD releases compared to last fiscal year.

detention (ATD) are always considered. In particular, the Agency supported the continued use of ATD founded on consistent, risk-based detention decisions, enabling individuals whose risk can be appropriately mitigated to be released into the community. Additionally, the Agency advanced efforts to complete a new Immigration Holding Centre (IHC) in Laval, Quebec, in line with similar IHC investments already made in the Greater Toronto Area and Pacific Region, while also taking steps to ensure the consistent treatment of immigration detainees by providing equal access to programs and services within IHCs across Canada. The Laval IHC is expected to open in the fall of 2022.

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

The CBSA continued to improve the management of its hearings-related activities in collaboration with the IRB, including the use of remote hearings prompted by the COVID-19

pandemic, along with the implementation of updated guidelines for conducting detention reviews in respect of the *Immigration and Refugee Protection Act* and the *Canadian Charter of Rights and Freedoms*. Additionally, the Agency continued 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 persons subject to removal depart from Canada (i.e., escorted or unescorted)

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 continued taking steps to enhance its removal operations in line with the recommendations of the Auditor General’s Spring 2020 Report on Immigration Removals, while also addressing operational challenges posed by COVID-19 travel restrictions. These efforts included utilizing a national triage model, prioritizing high-priority removals, increasing travel document applications, and operating the Agency’s Removals Help Line to encourage more voluntary removals. The Agency also continued strategic activities with federal partners to address challenges in obtaining required travel documents from countries that may be uncooperative with removal operations.

Ensuring the removal of inadmissible persons

In 2021–22, the CBSA enforced the removal of 7,453 inadmissible persons. The CBSA continues to prioritize removals with serious inadmissibilities such as national security, organized crime, human rights violations, and criminality, as well as failed irregular migrant asylum seekers.

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

The CBSA continued to build capacity to investigate and prosecute people and business entities 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 fraudulent activity 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.

Prosecution for violating border legislation

In 2021–22, the CBSA supported the prosecution of multiple cases involving violations of border legislation, with convictions secured in:

- 8 cases involving human smuggling.
- 17 cases involving firearms and weapons smuggling.
- 5 cases involving trade fraud.
- 16 cases involving fraudulent activities by immigration consultants.
- 11 cases involving immigration employment fraud.

Note that a case usually entails multiple charges and may involve more than one type of offence.

In collaboration with IRCC and the College of Immigration and Citizenship Consultants, the CBSA continued 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 continued to refine its GBA Plus governance and data collection practices, applying the GBA Plus lens where feasible, to inform policy and program decisions impacting service delivery, along with ongoing efforts to mature organizational data literacy in order to facilitate improved GBA Plus going forward.

For example, the Agency’s Chief Data Office is exploring various dimensions of disaggregated data with the objective of measuring the impact of decisions and policies, while leveraging data to be more inclusive and representative in identifying possible instances of discrimination or bias. Additionally, several initiatives were advanced in the human resources context, including the Equity, Diversity and Inclusion Action Plan, Respectful Workplace Framework, unconscious bias and anti-racism training, leadership commitments for all executives and managers, mentorship opportunities for employment-equity and equity-deserving groups, and staffing aimed at addressing representation gaps and barriers.

The Agency also continued 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, and positive space training was implemented for all border services officers.

Further details on GBA Plus activities will be made available in the supplementary information table to be posted on the Agency’s [website](#).ⁱ

Innovation and Experimentation in Border Enforcement

Under its core responsibility of Border Enforcement, the CBSA pursued an array of solutions involving innovation and experimentation in 2021–22, including:

- **Facilitated Removals** – The CBSA fully implemented the Removals Help Line to support voluntary departures from Canada among persons subject to removal through an innovative approach to increase compliance with immigration legislation.

- **Alternatives to Detention** – The CBSA continued the implementation of its Electronic Monitoring Pilot and Voice Reporting Pilot to support the release of individuals in cases where detention may be mitigated through effective community support and innovative solutions for monitoring and reporting.
- **Asylum Modernization** – The CBSA continued 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 continued working 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 faced a rapidly-evolving risk landscape due to the COVID-19 pandemic and the current geopolitical environment in terms of shifting trade patterns and unexpected surges in the immigration context, compounded by challenges in attracting and retaining a skilled workforce to meet current and future operational demands in a difficult labour market.

To mitigate risks associated with increased volumes of asylum and refugee applications (especially Afghan and Ukrainian refugees), the Agency collaborated with federal partners and implemented a Surge Contingency Plan, learning from previous experience with similar events (such as Syrian refugees), while also prioritizing essential positions to maintain immigration processing operations and remaining vigilant in identifying and interdicting inadmissible persons at the border. Furthermore, workforce capacity risks were mitigated through updated recruitment tools and training programs, along with the updated collective agreement for the Border Services (FB) group that was signed in December 2021.

Results achieved for Border Enforcement

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 2022	69%	89%	84%
CBSA detention decisions are risk-based and detention is used as a measure of last resort	Percentage of individuals detained in appropriate facilities based on their assessed risk profile	At least 85%	March 2022	N/A (introduced in 2020–21)	75%	89%
	Persons released from detention on Alternatives to Detention as a percentage of all persons detained	At least 10%	March 2022	29.6%	65%	31%
CBSA admissibility recommendations and appeals are upheld at the Immigration and Refugee Board of Canada	Percentage of admissibility hearings, detention reviews and appeals where the Minister's position is upheld by the Immigration Division and the Immigration Appeal Division	At least 70%	March 2022	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 2022	75%	69%	77%
Inadmissible persons subject to removal depart from Canada (i.e., escorted or unescorted)	Percentage of removals with no known impediments (e.g., awaiting a travel document from a country of origin or appeal procedures not having been exhausted)	At least 80%	March 2022	N/A (introduced in 2020–21)	96%	54% ⁷
	Percentage of high-priority foreign nationals removed (i.e., on grounds of serious inadmissibility such as criminality, war crimes, security)	At least 80%	March 2022	93%	100%	83%
People and businesses that are referred to Crown counsel for prosecution are convicted	Percentage of prosecutions concluded that result in a conviction	At least 80%	March 2022	90%	85%	84%

⁷ The result missed the target in 2021–22 primarily due to pandemic-related challenges in removal operations, including a volatile air travel environment as well as variable country restrictions and entry/exit requirements. Although the number of removals improved moderately throughout most of the year, the Omicron variant caused a significant setback in December 2021. It should also be noted that the working inventory of removal cases has grown significantly (in both volume and complexity of cases) due to an increased number of asylum decisions rendered, which impacted the result as it compares the number of removals to the number of actionable cases in the inventory. Efforts are underway to improve program performance.

Budgetary financial resources for Border Enforcement (dollars)

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
290,882,166	290,882,166	384,211,139	303,098,988	12,216,822

Human resources for Border Enforcement (full-time equivalents)

2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full-time equivalents)
1,841	1,735	(106)

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

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 refer to the activities and resources of the 10 distinct service categories that support program delivery in the organization, regardless of the delivery model in the organization. The 10 service categories are:

- ▶ Acquisition Management Services
- ▶ Communication Services
- ▶ Financial Management Services
- ▶ Human Resources Management Services
- ▶ Information Management Services
- ▶ Information Technology Services
- ▶ Legal Services
- ▶ Material Management Services
- ▶ Management and Oversight Services
- ▶ Real Property Management Services

Results

Supporting a healthy, diverse and inclusive workforce

To ensure the health and productivity of its workforce during the COVID-19 pandemic, the CBSA continued to leverage its Internal Task Force to coordinate all internal matters related to the pandemic response, including the distribution of information capsules to employees and the implementation of safety measures for on-site work areas, while also managing the Agency's inventory and distribution of personal protective equipment and self-testing kits. Concurrently, the Internal Task Force ensured regular upward reporting to CBSA governance committees in order to maintain oversight of workforce capacity and enable the realignment of resources as needed to support high-priority work across the Agency.

To steer the CBSA's transition to new ways of working that will outlast the pandemic, the Agency implemented a strategy for gradually and safely returning to the workplace in accordance with public health guidelines, along with a hybrid work model to establish a long-term framework for the Agency's workforce to achieve an effective balance of on-site and off-site work. Additionally, to promote resilience among its workforce and further strengthen its workplace culture, the Agency continued its *Caring for Employees during COVID-19 Strategy*, including employee pulse checks on a regular basis, engagement sessions with senior leaders,

and frequent opportunities for employee feedback to ensure a well-supported and high-performing workforce.

Alongside the COVID-19 response, the CBSA advanced ongoing efforts to build a healthy and respectful workforce through its Mental Health Strategy, Physical Wellness Program, and Respectful Workplace Framework, including a wide array of resources for employees to support physical and mental wellbeing. The Agency continued to offer virtual counselling services through its Employee Assistance Program, as well as virtual training sessions on various topics such as mental wellness, stress management, grief, work-life balance, resiliency, and coping techniques. Additionally, in March 2022, a town hall was held for all executives on the topic of *Healthy Leaders: Taking Action to Safeguard our Wellbeing* with a strong emphasis on exploring leader character and wellbeing at the individual, team and organizational levels.

To ensure a diverse and inclusive workforce that reflects Canada's population, the CBSA advanced its Equity, Diversity and Inclusion Action Plan, Officer Recruitment and Outreach Strategy, Indigenous Workforce Strategy, Official Languages Action Plan, Anti-Racism Strategy, and Accessibility Strategy, while also ensuring guidelines to support transgender, non-binary, and two-spirit employees. These efforts serve to foster a climate of equality and inclusion in which all employees can reach their full potential. The Agency further prioritized diversity and inclusion by making leaders accountable for their individual and team efforts by establishing a set of mandatory leadership commitments to complement and reinforce government-wide priorities in the coming fiscal year.

Moreover, the CBSA launched its new 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 positive culture and respectful workplace.

Advancing the CBSA's modernization agenda

In 2021–22, the CBSA continued to advance its modernization 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 modernization 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.

To that end, the Agency is seeking to implement a new risk-based approach to compliance and admissibility in order to effectively manage increasing volumes and evolving threats, while improving services and management practices. In particular, the CBSA initiated the development of a Target Operating Model to provide an integrated view of the border of the future, including

work to outline the desired end-state through ongoing and upcoming modernization activities, along with efforts to integrate the model within the business fabric of the Agency. In addition, recognizing that organizational culture is the lynchpin of modernization, Culture Ambassadors were established in every branch and region of the Agency.

From an information, science and technology perspective, the Agency continued its transition to a digital workplace, including increased bandwidth and additional collaboration tools to enhance remote working ability and security, efforts to reduce the administration of landline telephones, and systematic upgrades at key office locations to support hybrid work capability and employee productivity. Additionally, the Agency continued to mature its information technology ecosystem through ongoing efforts to optimize systems and applications, strengthen cyber security defence mechanisms, and advance the Agency's Cloud Strategy to modernize the handling of information assets.

The CBSA also advanced its Enterprise Data and Analytics Strategy by further integrating analytics within business intelligence functions, developing tools and techniques, and promoting data fluency and evidence-based decision-making at all levels of the organization. In particular, the Enterprise Analytics and Data Committee was established in 2021–22 to serve as the key decision-making body regarding data and analytics initiatives across the Agency, and the CBSA Data Frame was implemented to centralize guidance for all initiatives. The Agency also supported data literacy by promoting available training courses for staff across the organization, embedding data literacy into BSO training curriculums, and developing learning paths for various data user personas.

Ensuring effective communications to support CBSA activities

The CBSA's communications activities have been essential in keeping employees, stakeholders, and the travelling public well-informed throughout the pandemic, particularly as border measures began to ease in 2022. For example, in 2021–22, the Agency responded in a timely manner to over 1,000 media calls on COVID-19 border measures, organized many proactive media interviews, and leveraged its social media platforms to provide up-to-date information to the public. The Agency issued over 60 news releases to announce key CBSA initiatives and highlight significant enforcement activities, including a year-in-review campaign. The Agency also worked closely with PHAC and Global Affairs Canada to ensure that information on the [Canada.ca](https://www.canada.ca) website remained up to date and easy to find.

The CBSA's communications activities have also been essential in celebrating its work ethic and team spirit. For example, the *People of the CBSA* social media campaign featured video testimonials of employees on the job and showcased the various roles and responsibilities of its diverse workforce. Moreover, the Agency's communications activities have continually helped

employees adjust to changing work conditions, remain connected with one another, and deal with other professional and personal challenges resulting from the pandemic.

Budgetary financial resources for Internal Services (dollars)

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
377,589,738	377,589,738	557,546,457	510,175,844	132,586,106

*Actual spending exceeded planned spending mainly due to \$180 million in additional funding received throughout the year from carry-forward funds and supplementary estimates.

Human resources for Internal Services (full-time equivalents)

2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full-time equivalents)
2,338	3,112	774

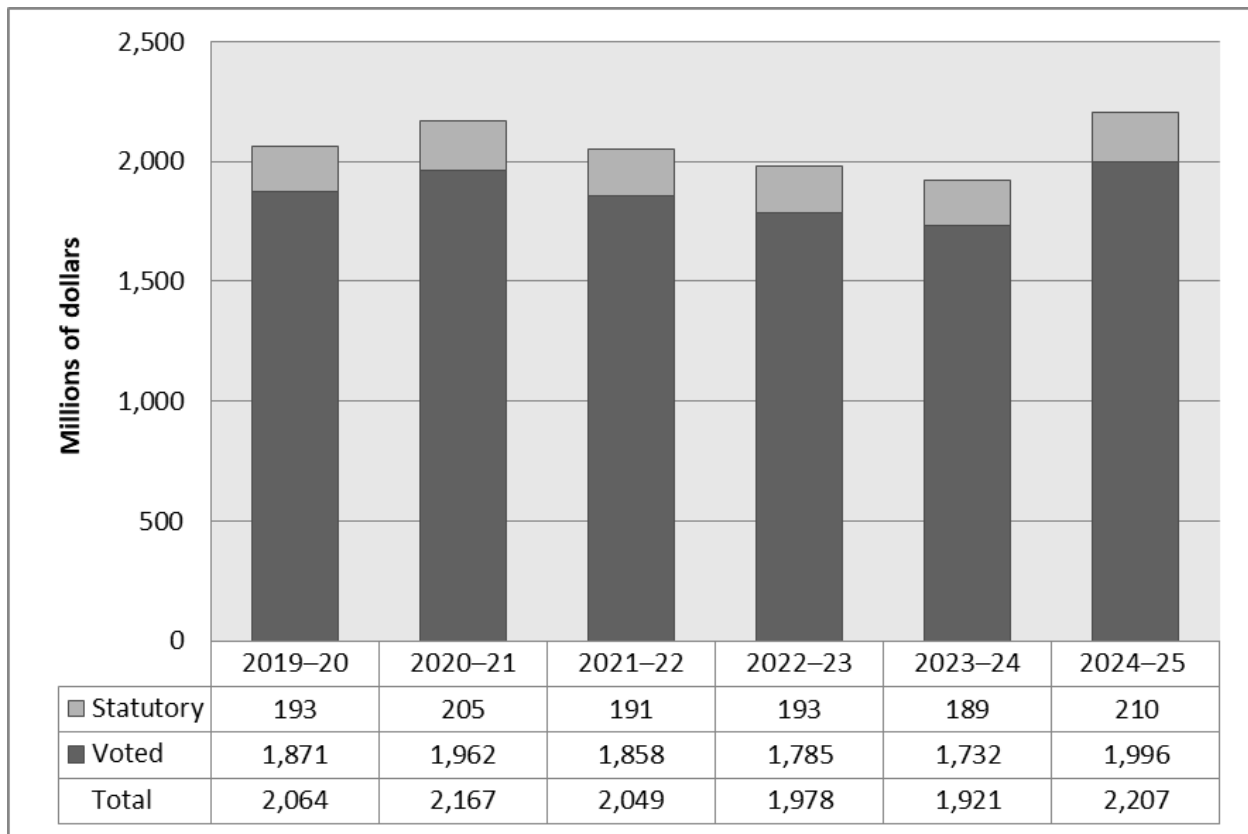
*Actual full-time equivalents (FTEs) exceeded planned FTEs mainly due to additional funding received throughout the year from supplementary estimates for projects and initiatives.

Analysis of trends in spending and human resources

Actual expenditures

Departmental spending trend graph

The following graph shows trends in the CBSA's actual spending (2019–20 through 2021–22) and planned spending (2022–23 through 2024–25).⁸



⁸ Note that amounts may not exactly add up due to rounding.

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

Core responsibilities and internal services	2021–22 Main Estimates	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending	2021–22 total authorities available for use	2019–20 actual spending (authorities used)	2020–21 actual spending (authorities used)	2021–22 actual spending (authorities used)
Border Management	1,381,004,637	1,381,004,637	1,332,410,825	1,301,205,156	1,907,767,645	1,436,288,374	1,452,822,132	1,665,443,159
Border Enforcement	290,882,166	290,882,166	284,895,839	272,488,346	384,211,139	244,335,415	251,133,356	303,098,988
Subtotal	1,671,886,803	1,671,886,803	1,617,306,664	1,573,693,502	2,291,978,784	1,680,623,789	1,703,955,488	1,968,542,147
Internal Services	377,589,738	377,589,738	360,881,747	347,722,395	557,546,457	383,716,218	463,482,360	510,175,844
Total	2,049,476,541	2,049,476,541	1,978,188,411	1,921,415,897	2,849,525,241	2,064,340,007	2,167,437,848	2,478,717,991

Budgetary actual gross spending summary (dollars)

Core responsibilities and internal services	2021–22 actual gross spending	2021–22 actual revenues netted against expenditures	2021–22 actual net spending (authorities used)
Border Management	1,647,653,447	17,789,712	1,665,443,159
Border Enforcement	303,098,988	0	303,098,988
Subtotal	1,950,752,435	17,789,712	1,968,542,147
Internal Services	510,175,844	0	510,175,844
Total	2,460,928,279	17,789,712	2,478,717,991

In 2021–22, the Agency’s appropriation throughout the fiscal year increased by \$785 million. Of this amount, \$208.7 million increased by way of the Supplementary Estimates, which is mainly attributable to the following initiatives:

- Funding for critical operating requirements
- Vaccination credentials
- 2021-2023 Immigration Levels Plan
- Resettlement of Afghan nationals
- Temporary resident visas for workers, students and visitors
- Canada’s firearm control framework
- Gordie Howe International Bridge Project
- Land Border Crossing Project

In addition to this increase, the Agency received transfers of \$227.6 million from TBS central votes for the reimbursement of costs related to severance payments, parental benefits, vacation credits and collective agreements. The Agency also received \$345.5 million of the previous year's unused authorities for projects 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 2021–22, the Agency's actual spending was \$370.7 million less than the total authorities available, of which \$192.1 million is deemed lapsed and the remaining balance of \$178.5 million is available for use in 2022–23:

- Of the \$192.1 million lapsed amount:
 - \$182.5 million has been re-profiled into future fiscal years.
- Of the \$178.5 million carry-forward amount:
 - \$119.5 million is encumbered for projects, initiatives and controlled funds as a result of revisions to their implementation timelines.
 - \$36.6 million has been provisioned in 2022–23 through the Agency's financial management governance for in-year priorities.
 - \$22.4 million is frozen pending conditions for release.
- The vote breakdown of the \$178.5 million carry-forward amount is:
 - \$134.8 million in operating expenditures (Vote 1).
 - \$43.7 million in capital expenditures (Vote 5).

Actual human resources

Human resources summary for core responsibilities and internal services (full-time equivalents)

Core responsibilities and internal services	2019–20 actual full-time equivalents	2020–21 actual full-time equivalents	2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
Border Management	10,455	10,023	10,753	10,210	10,663	11,508
Border Enforcement	1,665	1,647	1,841	1,735	1,869	1,827
Subtotal	12,120	11,670	12,594	11,945	12,532	13,335
Internal services	2,355	2,726	2,338	3,112	2,334	2,353
Total	14,475	14,396	14,932	15,057	14,866	15,688

In 2019–20, through the Supplementary Estimates and Budget 2019 process, the Agency was directed to take on new initiatives, which led to an increase in the Agency’s actual and planned FTEs for 2019–20 due to staffing requirements in support of following initiatives:

- Helping travellers visit Canada.
- Addressing the challenges of African swine fever.
- Implementation and ongoing management of the CARM project.
- Enhancing the Passenger Protect Program.
- Enhancing the Duties Relief Program and Duty Drawback Program.
- Supporting the National Strategy to Combat Human Trafficking.
- Supporting the 2019-2021 Immigration Levels Plan.
- Enhancing the integrity of Canada’s borders and asylum system.

In 2020–21, through the Supplementary Estimates and Budget 2020 process, the Agency expected to continue increasing its FTEs over the next few years to support initiatives such as:

- Enhancing the integrity of Canada’s borders and asylum system (IT Systems Interoperability and Security Screening Automation).
- Protecting people from unscrupulous or fraudulent immigration and citizenship consultants.
- Supporting the 2020-2022 Immigration Levels Plan.

However, actual FTEs decreased in 2020–21 due to the shifting of priorities and resources in response to the COVID-19 pandemic.

In 2021–22, through the Supplementary Estimates and Budget 2020 process, the Agency expects to continue increasing its FTEs over the next few years to support initiatives such as:

- Funding for critical operating requirements
- Vaccination credentials
- 2021-2023 Immigration Levels Plan
- Resettlement of Afghan nationals
- Temporary resident visas for workers, students and visitors
- Canada’s firearm control framework
- Gordie Howe International Bridge Project
- Land Border Crossing Project

Expenditures by vote

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

Financial statements and financial statements highlights

Financial statements

The CBSA's financial statements (unaudited) for the year ended March 31, 2022 are available on the Agency's [website](#).ⁱ For financial reporting purposes, the Agency's activities are 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.
- **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 CBSA's administrative efficiency in delivering on 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, 2022 (dollars)

Financial information	2021–22 planned results	2021–22 actual results	2020–21 actual results	Difference (2021–22 actual results minus 2021–22 planned results)	Difference (2021–22 actual results minus 2020–21 actual results)
Total expenses	2,381,052,000	2,636,054,000	2,410,657,000	255,002,000	225,397,000
Total revenues	24,030,000	17,790,000	15,653,000	(6,240,000)	2,137,000
Net cost of operations before government funding and transfers	2,357,022,000	2,618,264,000	2,395,004,000	261,242,000	223,260,000

Total expenses in 2021–22 were \$225.4 million (9.4%) more than in 2020–21 as salaries and employee future benefits increased by \$237.6 million. Indeterminate salaries increased mainly as a result of payments due to new collective agreements as well as general wage increases.

Total revenues in 2021–22 were \$2.1 million (44.0%) greater than in 2020–21 mainly due to a \$1.7 million increase in NEXUS program revenue, but were \$6.2 million (26.0%) lower than planned due to COVID-19 impacts.

Agency Activities: Condensed Statement of Financial Position (unaudited) as of March 31, 2022 (dollars)

Financial information	2021–22	2020–21	Difference (2021–22 minus 2020–21)
Total net liabilities	451,235,000	400,086,000	51,149,000
Total net financial assets	265,427,000	182,461,000	82,966,000
Departmental net debt	185,808,000	217,625,000	(31,817,000)
Total non-financial assets	1,075,645,000	1,036,491,000	39,154,000
Departmental net financial position	889,837,000	818,866,000	70,971,000

The increase of \$51.1 million (12.8%) in total net liabilities is mainly attributable to an increase of \$82.1 million in accounts payable and accrued liabilities, along with a decrease of \$17.9 million in provision for claims and litigation.

The increase of \$83.0 million (45.5%) in total net financial assets is attributable to an increase of \$85.1 million due from the Consolidated Revenue Fund (CRF) which, in turn, is attributable to timing differences between the charging of authorities and the actual cash payments for employee salaries and other payables.

The decrease of \$31.8 million (14.6%) in departmental net debt is mainly due to a decrease of \$44.8 million in amortization of tangible capital assets.

The increase of \$39.2 million (3.8%) in total non-financial assets is mainly due to an increase of \$65.6 million in assets under construction and a decrease of \$17.9 million in net book value of buildings.

The increase of \$71.0 million (8.7%) in net financial position reflects the changes in assets and liabilities.

Administered Activities: Condensed Statement of Administered Revenues (unaudited) for the year ended March 31, 2022 (dollars)

Financial information	2021–22	2020–21	Difference (2021–22 minus 2020–21)
Tax revenues	34,231,224,000	28,266,181,000	5,965,043,000
Non-tax revenues	103,605,000	81,239,000	22,366,000
Bad debt expense	226,705,000	124,881,000	101,824,000
Net results	34,108,124,000	28,222,539,000	5,885,585,000

It should be noted that, unlike the Condensed Statement of Operations for Agency Activities, the Condensed Statement of Administered Revenues for Administered Activities does not include planned results 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 \$34.1 billion for 2021–22, which represents an increase of \$5.9 billion (20.9%) over the total revenues of \$28.2 billion for 2020–21. This increase is aligned with the overall increase in all revenue types due to post-pandemic economic recovery compared to last fiscal year.

Non-tax revenues in 2021–22 showed an increase of \$22.4 million (27.5%) relative to 2020–21. This is mainly attributable to an overall increase in interest due to collection activities, as well as in penalties, seizures and fines due to a higher volume of activities at the border in 2021–22 compared to the early stages of the pandemic in 2020–21.

**Administered Activities: Condensed Statement of Administered Assets and Liabilities
(unaudited) as at March 31, 2022 (dollars)**

Financial information	2021–22	2020–21	Difference (2021–22 minus 2020–21)
Total administered assets	4,169,708,000	3,554,488,000	615,220,000
Total administered liabilities	469,997,000	370,128,000	99,869,000
Net amount due to the CRF	3,699,711,000	3,184,360,000	515,351,000
Total administered liabilities and net amount due to the CRF	4,169,708,000	3,554,488,000	615,220,000

Total administered assets in 2021–22 increased by 17.3% compared to 2020–21, 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 in 2021–22 increased by 26.9% compared to 2020–21, which is attributable to an increase in the accounts payable to other government departments and agencies.

Corporate information

Organizational profile

Appropriate minister:	The Honourable Marco E. L. Mendicino, P.C., M.P.
Institutional head:	John Ossowski (succeeded by Erin O’Gorman in 2022–23)
Ministerial portfolio:	Public Safety
Enabling instruments:	<i>Canada Border Services Agency Act</i> ^v <i>Department of Public Safety and Emergency Preparedness Act</i> ^{vi}
Year of incorporation/commencement:	2003

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

The CBSA’s raison d’être, mandate and role are available on its [website](#).^{vii} For more information on the Agency’s organizational mandate letter commitments, see the [Minister’s mandate letter](#).^{viii}

Operating context

For details on the CBSA’s operating context, see the “[Results at a glance](#)” section of this report.

Reporting framework

The CBSA’s Departmental Results Framework and Program Inventory of record for 2021–22 are shown below.

	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 air travellers targeted for examination that led to an intended result Percentage of marine and air cargo 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
	Admissible travellers are processed in an efficient manner	Percentage of time the CBSA is meeting the Highway Border Wait Times (BWT) Service Standard	CBSA detention decisions are risk-based and detention is used as a measure of last resort	Percentage of individuals detained in appropriate facilities based on their assessed risk profile Persons released from detention on Alternative to Detentions as a percentage of all persons detained
		Percentage of travellers using Primary Inspection Kiosks (PIK) at PIK-enabled airports		
		Actual availability of Primary Inspection Kiosks as a percentage of planned availability		
	Travellers and their goods are compliant with applicable legislation	Percentage of traveller 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 admissibility hearings, detention reviews and appeals where the Minister’s position is upheld by the Immigration Division and Immigration Appeal Division Percentage of refugee hearings where the Minister’s position is upheld by the Refugee Protection Division and the Refugee Appeal Division
		Traveller goods selective examination resultant rate is X times higher than random examination resultant rate in the air mode		
				Percentage of removals with no known impediments (e.g., awaiting a travel document from a country of origin or appeal procedures not having been exhausted) Percentage of high priority foreign nationals removed (i.e., on grounds of serious inadmissibility such as criminality, war crimes, security)

	Admissible commercial goods and conveyances are processed (including the collection of revenues) in an efficient manner	Percentage of time the CBSA met the commercial Highway Border Wait Time Service Standard	People and businesses that are referred to Crown counsel for prosecution are convicted	Percentage of prosecutions concluded that result in a conviction	
		Percentage of eligible release decisions provided within established timeframes			
		Actual availability of Single Windows as a percentage of planned availability			
	Trade partners are compliant with applicable legislation, requirements and measures	Percentage of random commercial examinations that produced a result			
		Percentage of high-risk commercial goods targeted by the National Targeting Center (NTC) that are examined at the border			
		Percentage of commercial examinations that produced a result against a trader			
		Percentage of penalties applied against traders representing continued non-compliance			
		Return on investment (ROI) for targeted verifications			
		Percentage of Advance Rulings and National Customs Rulings issued within 120 days of receipt of full information			
		Percentage of mandated service commitments met on time for Anti-dumping and Countervailing Investigative activities			
	Trusted Traveller and Trader programs increase processing efficiency of low-risk, pre-approved travellers and trade partners	Percentage of time the CBSA is meeting the NEXUS Highway BWT Service Standard			
		Percentage of kiosk processing time saving per trusted traveller passage at NEXUS air ports of entry			
		Percentage of increase in NEXUS passages			
		Ratio of conventional traders and their goods that are examined at the border compared to Trusted Traders and their goods			
		Percentage of trade by value of goods imported into Canada by participants in CBSA's Trusted Trader programs			
	Travellers and the business community have access to timely redress mechanisms	Percentage of trade appeals received that are decided within established service standards			
		Percentage of enforcement appeals received that are decided within established service standards			
	PROGRAM INVENTORY	Targeting			Immigration Investigations
		Intelligence Collection and Analysis			Detentions
		Security Screening			Hearings
Traveller Facilitation and Compliance		Removals			
Commercial-Trade Facilitation and Compliance		Criminal Investigations			
Trusted Traveller					
Trusted Trader					
Anti-dumping and Countervailing					
Recourse					
Force Generation					
Buildings and Equipment					
Field Technology Support					

Supporting information on the program inventory

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

Supplementary information tables

The following supplementary information tables are available on the CBSA's [website](#):ⁱ

- ▶ Gender-based Analysis Plus
- ▶ Response to parliamentary committees and external audits

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](#).^{ix} This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs, as well as evaluations and GBA Plus of tax expenditures.

Organizational contact information

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

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 3-year period. Departmental Plans are usually tabled in Parliament each spring.

departmental priority (*priorité*)

A plan or project that a department 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 departmental results.

departmental result (*résultat ministériel*)

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

departmental result indicator (*indicateur de résultat ministériel*)

A quantitative measure of progress on a departmental result.

departmental results framework (*cadre ministériel des résultats*)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

Departmental Results Report (*rapport sur les résultats ministériels*)

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

experimentation (*expérimentation*)

The conducting of activities that seek to first explore, then test and compare the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works, for whom and in what circumstances. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

full-time equivalent (*équivalent temps plein*)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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; and to understand how factors (such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture, and disability) impact experiences and outcomes, and can affect access to and experience of government programs.

government-wide priorities (*priorités pangouvernementales*)

For the purpose of the 2021–22 Departmental Results Report, these are the high-level themes outlining the Government's agenda in the 2020 Speech from the Throne, namely: Protecting Canadians from COVID-19; Helping Canadians through the Pandemic; Building Back Better – A Resiliency Agenda for the Middle Class; The Canada We're Fighting For.

horizontal initiative (*initiative horizontale*)

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

non-budgetary expenditures (*dépenses non budgétaires*)

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

performance (*rendement*)

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

performance indicator (*indicateur de rendement*)

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

performance reporting (*production de rapports sur le rendement*)

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

plan (*plan*)

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

program (*programme*)

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

program inventory (*répertoire des programmes*)

Identifies all the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (*résultat*)

A 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. CBSA 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. Auditor General’s Spring 2020 Report on Immigration Removals, https://www.oag-bvg.gc.ca/internet/English/parl_oag_202007_01_e_43572.html
- iv. Public Accounts of Canada, <https://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- v. *Canada Border Services Agency Act*, <https://laws-lois.justice.gc.ca/eng/acts/C-1.4/index.html>
- vi. *Department of Public Safety and Emergency Preparedness Act*, <https://laws-lois.justice.gc.ca/eng/acts/P-31.55/index.html>
- vii. Raison d’être, Mandate and Role, <https://www.cbsa-asfc.gc.ca/agency-agence/menu-eng.html>
- viii. Minister’s Mandate Letter, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-public-safety-mandate-letter>
- ix. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>
- x. Contact Information, <https://www.cbsa-asfc.gc.ca/contact/menu-eng.html>