



Public Safety    Sécurité publique  
Canada            Canada

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Ottawa, Canada  
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JAN 29 2018

Mr. Kevin Sorenson, M.P.  
Chair  
Standing Committee on Public Accounts  
House of Commons  
Ottawa, Ontario K1A 0A6

Dear Mr. Sorenson:

Further to Minister Goodale's letter of September 18, 2017, in which the Government of Canada committed to providing the Standing Committee on Public Accounts by January 31, 2018 with responses to the recommendations contained in its 24<sup>th</sup> Report entitled *Report 1 – The Beyond the Border Action Plan, of the Fall 2016 Reports of the Auditor General of Canada*, please find enclosed Public Safety Canada's report.

We appreciate the Committee's interest in enhancing performance measurement and reporting to Canadians on the Beyond the Border (BTB) Horizontal Initiative.

Departments and Agencies that were involved in this first-of-its-kind-broad horizontal file will continue their respective work to enhance security and facilitate the legitimate flow of trade and travel at the Canada-U.S. border. As we move forward, we remain committed to achieving results for Canadians and to articulate these results through proper performance measurement and reporting. Should the Committee require additional information Public Safety Canada would be pleased to provide it.

Sincerely,



Malcolm Brown

Enclosures: 3

## **REPORT ON PROGRESS TO THE HOUSE OF COMMONS STANDING COMMITTEE ON PUBLIC ACCOUNTS REGARDING THE “BEYOND THE BORDER ACTION PLAN” OF THE FALL 2016 REPORTS OF THE AUDITOR GENERAL OF CANADA**

**Recommendation 1:** *Public Safety Canada, the Canada Border Services Agency (CBSA), the Royal Canadian Mounted Police (RCMP) and Transport Canada need to provide the Committee with a report outlining their new performance indicators, baselines, and targets as well as the security benefits achieved. This report should also clearly explain why these performance indicators are appropriate for measuring the expected security benefits.*

**Response:** In response to the Auditor General of Canada’s fall 2016 Report on the Beyond the Border Action Plan, Public Safety Canada (PS) undertook a review of its performance indicators. This resulted in the development of a number of new and revised indicators to better demonstrate the achievement of outcomes. Outlined below are new indicators that have been developed for initiatives supporting cross-border critical resilience and infrastructure, and response and recovery from disasters and emergencies.

Public Safety Canada also led a number of time-limited initiatives in the early years of the BTB Action Plan which served to strengthen the collaboration between Canada and the United States on security issues and enhance opportunities to work together to anticipate and respond to threats. Enhanced narrative reporting in the BTB Horizontal Initiative Reports for 2015-16 and 2016-17 will provide additional context on the security benefits of these initiatives.

### **New Performance Metrics for Initiative 27 - Enhancing Cross-Border Critical Resilience and Infrastructure**

The following table identifies several updates to the performance indicators for the Regional Resilience Assessment Programs (RRAP) and the Virtual Risk Analysis Cell (VRAC), which assist infrastructure owners and operators in identifying risk mitigation actions to improve their resilience to hazards. Given the significant progress since these programs were established, it is now possible to update the performance indicators to align with available data and leverage survey results from participants.

These indicators will closely align with the outcomes, demonstrating that actions under the RRAP and VRAC have led to greater awareness of risks, and a more consistent cross-border approach to critical infrastructure resilience. In addition, these indicators will demonstrate value-for-money, showing the percentage of risk management activities that have led to investments in mitigation, along with corrective action. Ultimately, these indicators will help demonstrate how this initiative has contributed to cross-border readiness to deal with emergencies.

<b>Performance Indicator</b>	<b>Status</b>	<b>Target</b>
Percentage of risk assessment participants better informed about vulnerabilities	New indicator	Target is 90%
Percentage of risk assessment participants that found guidance provided was useful	New indicator	Target is 90%
Number of options provided to risk assessment participants per year and average per participant	New indicator	No target is available, as the number of options for consideration is dependent on the existing resiliency of the facilities assessed (if facilities are already resilient, fewer options will be provided, and vice versa – which is out of the control of the Program)
Number of information updates on the Critical Infrastructure Gateway	New indicator	Target is 500 updates, based on historical contributions to the Critical Infrastructure Gateway.
Number of new users on the Critical Infrastructure Gateway.	New indicator	Target is 50 in 2017/18, with an expected increase of at least ten percent each year.
<b>Performance Indicator</b>	<b>Status</b>	<b>Target</b>
Level of investment, in dollars, made as a result of risk assessments	New indicator	No target is available at this time, as the size of investments will vary depending on the vulnerabilities identified and the capacity of the organization to fund investments
<b>Performance Indicator</b>	<b>Status</b>	<b>Target</b>
Critical Infrastructure Protective Measures Score	New indicator	The target will be to be within 15% of US scores

**New Performance Metrics for Initiative 30 -  
Mitigating the Impacts of Disruptions on Communities and the Economy**

The revised indicator will determine whether Canada and the U.S. have the measures in place to reduce the impacts of binational threats and emergencies as well as the ability to rapidly respond to and recover from them. In addition, the indicator will demonstrate that protocols were cohesive, operationalized, and better understood among stakeholders to mitigate the impacts of disruptions on Canadians, the Canadian economy and local communities.

<b>Performance Indicator</b>	<b>Status</b>	<b>Target</b>
Percentage of bi-national events for which existing interdepartmental plans/protocols were sufficient to support response coordination by the Government of Canada	Revised indicator	100%
Percentage of bi-national events for which sufficient situational awareness flowed between Canada and the U.S.	Revised indicator	100%
Percentage of bi-national incidents reviewed that indicate that the response was coordinated, as required	Revised indicator	100%

These performance indicators gauge whether Canada and the U.S. have the plans and procedures in place to manage traffic during an emergency. They also examine information sharing mechanisms for events between Canada and the U.S., and whether the coordination of bi-national incident response is successful. These new indicators will contribute to gap analyses in order for both countries to strengthen their mechanisms and be more adaptive in the event of emergency response and recovery on both sides of the border.

**Recommendation 8:** *Public Safety Canada* needs to explain how it has worked collaboratively with lead departments and agencies to update performance measurement, and reinforced the common costing framework with central agencies and in collaboration with participating departments and agencies, so that the results and the costs reported in the 2016–17 Horizontal Report are accurate, clear, and consolidated.

**Response:** In response to the Auditor General’s recommendation, Public Safety Canada, as the Department responsible for coordinating horizontal reporting on the BTB Action Plan, worked in collaboration with other departments and agencies to update the Performance Measurement Framework (PMF) as well as to develop a reinforced common financial reporting framework. The revised PMF (**TAB A**) and the Common Reporting Framework for financial reporting (**TAB B**) are enclosed.

Public Safety Canada (PS) updated the PMF in concert with the Horizontal Initiative Reporting Working Group (HIRWG), which consists of representatives of all departments involved in the BTB Action Plan. In managing the review of PMF indicators, Public Safety Canada provided general guidance and coordination. PS asked BTB organizations to review their performance measures as part of the Horizontal Reporting process and to consider, where practical and feasible, reuse or develop new performance measures that more clearly demonstrate BTB

objectives and results. Organizations were requested to place an emphasis on measuring towards the Action Plan logic model's intermediate and ultimate outcomes, in light of the Auditor General's recommendations. In addition, BTB partners were asked to address the recommendations specific to their own organization's initiatives, as a result of the audit. In collaboration with BTB organizations, PS updated the PMF in alignment with the Treasury Board Secretariat's performance measurement reporting guidelines.

With respect to costing, Public Safety Canada, as part of its Management Response and Action Plan, in collaboration with Treasury Board Secretariat and BTB departments and agencies established a common Reporting Framework. The Framework sets direction for a consistent treatment of costs across BTB organizations and provides clarity on the reporting of financial data. The Framework was agreed to by all the BTB organization, and was effective April 1, 2017.

The 2015-16 Horizontal Initiative Report will reflect a number of changes to provide clear and consolidated reporting. Notable changes include:

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

The 2015-16 Report contains stronger, clearer, and more measurable performance indicators as well as more comprehensive narrative text to communicate results. The Report will soon be published on Public Safety Canada's website as an annex to the 2015-16 Departmental Results Report.

The 2016-17 BTB Horizontal Initiative (Close-Out) Report is under development and will be released in the coming months. It will provide a whole-of-government perspective on the implementation of, and progress achieved related to the BTB Action Plan, as well as address the remaining recommendations from the Auditor General's audit of the BTB Horizontal Initiative.

Public Safety Canada, including the BTB departments and agencies, remain committed to ensuring that the performance and financial information contained in both of these reports is accurate, clear, and consolidated in order to demonstrate results to Canadians.

# **COMMON REPORTING FRAMEWORK**

## **FOR FINANCIAL REPORTING ON BEYOND THE BORDER (BTB) ACTION PLAN**

**Portfolio Financial Affairs Directorate  
Corporate Management Branch  
Department of Public Safety and Emergency Preparedness**

**March, 2017**

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## 1. Effective Date

This Common Reporting Framework (the Framework) is effective as of April 1<sup>st</sup>, 2017.

## 2. Context

In 2011, Canada and the United States committed to working together through the *Beyond the Border: A Shared Vision for Perimeter Security and Economic Competitiveness* declaration. The *Beyond the Border (BTB) Action Plan*, released in December 2011, set out the specific initiatives that would be undertaken to secure the Canada-U.S. border and perimeter while facilitating legitimate trade and travel.

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

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

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

Public Safety Canada (PS) coordinates the development of this report, collecting updated information from all federal BTB organizations. These departments and agencies continue to work toward successful implementation of the BTB initiatives for which they are responsible.



In 2016, the Office of Auditor General (OAG) examined whether selected departments and agencies were achieving results toward the objectives of the BTB Action Plan. The audit focused on the progress made by departments and agencies in meeting the commitments set out in the Action Plan. OAG also looked at how performance and costs were reported in the Report on the BTB Action Plan Horizontal Initiative prepared by PS. OAG found that departments and agencies reported costs based on their own costing approaches, which were not consistent from Department to Department.

### **3. Purpose**

This document sets out the key elements of the financial reporting framework for the BTB Action Plan and its initiatives. It is based on cost-reporting principles, discussed and agreed upon by financial officials of departments and agencies reporting on the BTB Action Plan.

This Framework for BTB sets the direction for a consistent treatment of costs related to initiatives under the BTB Action Plan. It provides clarity on inclusion of costs related to implementation of BTB initiatives.

It requires partner departments and agencies to fully account for all spending on BTB initiatives, regardless of how they were funded. In this regard, the focus of the framework is to establish a consistent application of planned and actual spending on each initiative.

This will enable readers to understand both the size of the investment for each initiative and the total investment for the Action Plan. A failure to effectively manage these activities can result in increased program and administrative costs and can compromise BTB Action Plan outcomes.

Finally, the Framework supports the role of Public Safety Canada as the chair of the Horizontal Initiative Reporting Working Group in making effective management and expenditure decisions in the context of enhanced security and accelerated legitimate flow of people, goods, and services across the border.

The Principles outlined below were discussed and agreed upon by all BTB-reporting departments and agencies, at a meeting held February 20, 2017.

## 4. Principles

**For the remaining reporting cycle(s), organizations reporting on BTB will present financial data complying with the following Principles:**

1. BTB Initiative – name and number of BTB Sub Initiative for which Planned and Actual spending is being reported.
2. PAA Programs – name of the Program (part of organization’s Program Activity Architecture (PAA), for which Planned and Actual spending is being reported.
3. Contributing Activities/Programs – name of Contributing Activities or Programs, (e.g. sub-activity), for which Planned and Actual spending is being reported.
4. Planned Spending. All Planned Spending to be reported on cash basis.
  - New funding for BTB expenditures received through related TB Submission, and has been derived according to TBS costing guidelines. This may include operating (salary and O&M), Capital (cash basis), EBP at 20% of salary, and accommodation.
  - Internal funding is reported using the same assumptions as in the related TB Submission (include operating (Salary and O&M), Capital (cash basis), EBP and accommodation), and be related to expenditures for delivery of specific BTB initiatives.
  - Changes to previously indicated planned spending (new or internal) to be reflected in the Changes column. Changes can be applied only to future planned spending.
  - New Total will be calculated as changes are entered.
5. Actual Spending – total amount spent. All Actual Spending to be reported on cash basis. Reported cost is to be presented on one line as a total, and not as a breakdown of components (such as salary, O&M, EBP at 20% of salary, etc.)

6. Established financial tracking processes are to be followed (e.g. chart of accounts, financial system cost centers, internal orders, etc.) to accurately and consistently capture, store, and retrieve/report BTB associated expenditures.
7. Explanations of variance between Planned and Actual Spending will be required. Explanation is required for variances greater than 25% - by initiative, by organization. The variance explanations will be published in the footnotes of the Horizontal Reports.
8. CFO Attestations are required on the accuracy of the reported figures (planned and actual spending), and to certify that this Framework has been followed.

## **5. Accountabilities, Roles and Responsibilities**

### **5.1 The Privy Council Office (PCO)**

Working with cabinet and departments, PCO advises on the alignment of horizontal initiatives with government priorities and the potential scope and funding of the initiative. PCO advises the chair of the Cabinet committee on Central Agency views; maintaining regular engagement with key stakeholders; and providing advice and to the Prime Minister and support to Cabinet on border-related initiatives.

### **5.2 Department of Finance**

Finance ensures that funding available for the border-related initiatives is built into the fiscal framework and that it is consistent with other fiscal priorities. Along with the other Central Agencies, Finance provides a challenge function.

### **5.3 Treasury Board Secretariat (TBS)**

TBS provides guidance and support to departments on Memoranda to Cabinet, on the Treasury Board approval of authorities, and on management and reporting of all horizontal initiatives. This includes guidance on costing, program design and delivery, performance measurement and maintaining the Horizontal Initiative Database. Along with the other Central Agencies, TBS provides a challenge function.

### **5.4 Public Safety Canada (lead department)**

Public Safety Canada (PS) acts as the secretariat for the Beyond the Border Horizontal initiative. PS is responsible for leading and coordinating the design and delivery, and reporting of the initiative, and ensures appropriate governance and data collection mechanisms are in place.

PS issues two finance-related call letters on an annual basis, one for planned spending and one for actual spending. For the planned spending report, PS consolidates the input from participating organizations and produce the Report which is published as a Supplementary Table to the Public Safety Report on Plans and Priorities (known as the Departmental Plan as of July 1, 2016).

Actual spending is captured in the annual Horizontal Initiative Report which is published as a Supplementary Table to the Public Safety Departmental Performance Report (known as the Departmental Results Report as of July 1, 2016). In addition to seeking actual spending from participating organizations, PS also seeks explanatory footnotes for any variances between planned and actual spending that equals or exceeds 25%.

PS is not mandated to, and will not, examine the input of participating organizations for compliance with TB Costing guidelines.

## **5.5 Participating organizations**

Participating organizations contribute to the shared outcome(s) through the design, delivery and reporting on its programs in the horizontal initiative in the most efficient manner; collaborate with the lead department to ensure the appropriate financial and non-financial data is available.

Participating organizations are required to provide CFO attested financial information to PS on:

- Planned and actual expenditures for each program or activity (including top-ups and reallocated finds) that is funded as part of the horizontal initiative;
- Planned and actual expenditure of additional Internal Services for the horizontal initiative; and
- Variances between planned and actual spending.

For the 2016-17 close-out Horizontal Report, participating organizations will also be required to provide information on any planned spending for 2017-18 as well as an explanation for why funding is continuing beyond 2016-17.

Participating organizations are responsible for ensuring that their planned and actual spending complies with the Principles as outlined in the Section 4 of this document; variance explanations should also reflect the spirit of the Principles. Participating organizations are also responsible for ensuring that TB Costing guidelines have been followed.

## **6. Monitoring, Reporting and Performance Assessment**

In addition to coordinating the collection of financial information, Public Safety Canada is also responsible for the collection and reporting of performance information in the form of performance indicators and narratives. PS has a separate call letter and reporting process for the performance side of reporting that falls out of the scope of this Framework.

## Annex 1 - List of Initiatives

	Initiative	Lead and Contributing Department(s) / Agency(ies)
1	Joint Threat Assessments	Public Safety Canada
2	Information/Intelligence Sharing	Public Safety Canada <ul style="list-style-type: none"> <li>• Department of Justice</li> </ul>
3	Domain Awareness	Royal Canadian Mounted Police <ul style="list-style-type: none"> <li>• Transport Canada</li> <li>• Public Safety Canada</li> </ul>
4	Countering Violent Extremism	Public Safety Canada
5	Integrated Cargo Security	Canada Border Services Agency <ul style="list-style-type: none"> <li>• Transport Canada</li> </ul>
6	Passenger Baggage Screening	Transport Canada
7	Joint Food/Plant/Animal Assessments/Audits	Canadian Food Inspection Agency
8	Electronic Travel Authorization (eTA)	Immigration, Refugees & Citizenship Canada
9	Interactive Advance Passenger Information (IAPI) - Board/No Board	Canada Border Services Agency
10	Immigration Information Sharing	Immigration, Refugees & Citizenship Canada <ul style="list-style-type: none"> <li>• Immigration and Refugee Board of Canada</li> <li>• Royal Canadian Mounted Police</li> <li>• Shared Services Canada</li> </ul>
11	Entry/Exit Information Systems	Canada Border Services Agency <ul style="list-style-type: none"> <li>• Immigration, Refugees &amp; Citizenship Canada</li> </ul>
12	Enhancing Benefits for Trusted Trader Programs	Canada Border Services Agency
13	Increasing Harmonized Benefits to NEXUS Members	Canada Border Services Agency <ul style="list-style-type: none"> <li>• Transport Canada</li> </ul>
14	Enhancing Facilities to Support Trusted Trader and Traveller Programs	Canada Border Services Agency
15	Pre-Inspection and Pre-Clearance Initiatives	Public Safety Canada <ul style="list-style-type: none"> <li>• Transport Canada</li> <li>• Canada Border Services Agency</li> <li>• Global Affairs Canada</li> <li>• Canadian Food Inspection Agency</li> </ul>
16	Facilitating the Conduct of Cross-Border Business	Immigration, Refugees & Citizenship Canada <ul style="list-style-type: none"> <li>• Canada Border Services Agency</li> </ul>
17	Single Window	Canada Border Services Agency <ul style="list-style-type: none"> <li>• Canadian Food Inspection Agency</li> <li>• Canadian Nuclear Safety Commission</li> <li>• Global Affairs Canada</li> <li>• Environment &amp; Climate Change Canada</li> <li>• Fisheries and Oceans Canada</li> <li>• Health Canada</li> <li>• Natural Resources Canada</li> <li>• Public Health Agency of Canada</li> </ul>

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

## Annex 2 - Reporting Template

There are no major changes to the reporting template, except the addition of Variance column.

BTB #: Initiative Name										
Department / Agency										
BTB Initiative	PAA Programs	Contributing Activities/Programs	Planned Spending			Actual Spending (\$)	Variance (\$)			
			Planned Spending (\$)	Changes to Planned Spending (\$) (if required)	Planned Spending New Total (\$) (if required)					
			A	B	C = A + B	D	E = D - E			
Initiative Name and #			2012-13	New			0			
				Internal			0			
				Total		0	0			
			2013-14	New			0			
				Internal			0			
				Total		0	0			
			2014-15	New			0			
				Internal			0			
				Total		0	0			
			2015-16	New			0			
				Internal			0			
				Total		0	0			
			2016-17	New			0			
				Internal			0			
				Total		0	0			
			2017-18	New			0			
				Internal			0			
				Total		0	0			
			Ongoing:						0	
			<b>BTB Initiative Total:</b>				0	0	0	0
			Variance Explanation / Comments - If applicable:							



# Beyond the Border Action Plan: Performance Measurement Framework

## Theme 1: Addressing Threats Early

[Initiatives 1-11]

Ultimate Outcomes

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

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

**Indicator 1:** Percentage of annual national security priorities on which action has been taken **(PS)**  
**Indicator 2:** Number and percentage of no-board messages issued by the CBSA for: a) improperly documented travellers b) prescribed persons c) a Canadian travel document # match in the Lost, Stolen or Fraudulent Documents database **(CBSA)**  
**Indicator 3:** Percentage of shipments arriving compliant with joint Canada-U.S. off-shore risk mitigation programs for food, animal or plant **(CFIA)**  
**Indicator 3A:** Percentage of vessels arriving with required certification and free of AGM (Plant only) **(CFIA)**

Intermediate Outcomes

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

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

**Indicator 1:** Percentage of U.S. strategic-level operations centres connected with the Canadian Government Operations Centre (GOC) **(PS)**  
**Indicator 2:** Percentage of new plant, animal or food issues jointly identified for which joint analyses have been conducted and responses developed **(CFIA)**  
**Indicator 2A:** Percentage of non-compliant vessels arriving in North America for which information is communicated between Canada and the U.S. using the jointly established process (Plant only) **(CFIA)**

**Indicator 1:** Average passage processing time in NEXUS lanes vs. conventional lanes **(CBSA)**  
**Indicator 2:** Number of refused Electronic Travel Authorizations (eTA) **(IRCC)**  
**Indicator 3:** Number of approved eTAs **(IRCC)**

Immediate Outcomes

Intelligence and information on law enforcement, national security and CVE is shared between Canada and the United States  
*(Initiatives 1-4)*

Measures are in place to protect Canada and the United States from offshore food-, animal- and plant- health risks  
*(Initiative 7)*

**Indicator 1:** Percentage of joint threat assessments that respond to the intelligence requirements identified by the Threat Assessment Steering Group (TASG) that have been disseminated **(PS)**

**Indicator 1:** Number of bilateral and multi-lateral assessments conducted using methodologies developed starting in 2013 and percentage of methodologies developed that are implemented **(CFIA):**

- Food safety (meat & poultry)
- Animal health
- Plant protection

A bi-national coordinated approach to screening passenger baggage and cargo is in place *(Initiatives 5 and 6)*

Capacity to better screen and determine identity of travellers, track travellers, and to share information on applicants is in place  
*(Initiatives 8-11)*

**Indicator 1:** Percentage of checked passenger bags screened by Transportation Security Administration (TSA)-certified hold baggage screening equipment **(TC)**

**Indicator 2:** Operational availability of TSA-certified hold baggage screening equipment at the eight preclearance airports **(TC)**

**Indicator 1:** Total number of cases documented for which an administration fee was issued by the CBSA Stakeholder Engagement and Outreach Unit to a transporter who failed to meet their obligations as outlined within s.148(1)(a) of IRPA and its pursuant regulations **(CBSA)**  
**Indicator 2:** Number of known improperly documented or prescribed inbound travellers found inadmissible upon arrival to Canada by air for being improperly documented or prescribed **(CBSA)**  
**Indicator 3:** Percentage of U.S. entry records successfully reconciled against a traveller record previously acquired by the CBSA **(CBSA)**  
**Indicator 4:** Number of overstays detected **(CBSA)**  
**Indicator 5:** Number of people under removal/departure orders detected **(CBSA)**  
**Indicator 6:** Number of persons subject to an active removal order who are identified as having departed Canada **(CBSA)**  
**Indicator 7:** Number of persons subject to an active Immigration Warrant identified as having departed Canada **(CBSA)**  
**Indicator 8:** Number of permanent residents identified as having failed to satisfy established residency requirements **(CBSA)**  
**Indicator 9:** Percentage of biometrics-required applicants on which Canada queried the U.S. **(IRCC)**  
**Indicator 10:** Percentage of biometrics-required applicants whose fingerprints matched against U.S. data holdings **(IRCC)**  
**Indicator 11:** Percentage of visa applicants on which Canada queried the U.S. **(IRCC)**  
**Indicator 12:** Percentage of visa applicants whose biographic data matched against U.S. data holdings **(IRCC)**  
**Indicator 13:** Total number of fingerprint queries by Canada of U.S. data holdings of asylum claimants **(IRCC)**  
**Indicator 14:** Total number of fingerprint matches against U.S. data holdings in the context of asylum claimants **(IRCC)**  
**Indicator 15:** Percentage of fingerprints matched against U.S. data holdings in the context of asylum claimants **(IRCC)**

# Beyond the Border Action Plan: Performance Measurement Framework

## Theme 2: Trade Facilitation, Economic Growth and Jobs

[Initiatives 12-24]

Ultimate Outcomes	<p><b>Legitimate travel and cargo is stimulated and expedited</b> <i>(Initiatives 8, 10, 12 – 15 and 20-24)</i></p>	<p><b>Indicator 1:</b> Value for Duty (VFD) of Trusted Trader (TT) members (CSA/PIP) as a percentage of total commercial VFD (CBSA) <b>Indicator 2:</b> NEXUS passages as a percentage of total passages (CBSA) <b>Indicator 3:</b> FAST passages as a percentage of total passages (CBSA)</p>	<p><b>Criminals are prevented from leveraging the Canada-US border to commit transnational crimes</b> <i>(Initiatives 24-26)</i></p>	
Intermediate Outcomes	<p><b>Processes, incentives and infrastructure facilitate cross-border trade</b> <i>(Initiatives 12-24)</i></p>	<p><b>Indicator 1 :</b> Number of FAST lanes at Canadian Ports of Entry (CBSA) <b>Indicator 2:</b> Trusted Trader (CSA/PIP) imports as a percentage of total commercial imports (i.e. commercial releases) (CBSA) <b>Indicator 3:</b> Number of passages in NEXUS lanes vs conventional lanes at each expanded location (CBSA)</p>		
<p><b>Ports-of-entry focus on high-risk goods and individuals by expediting low-risk cargo, passenger baggage and individuals entering either country</b> <i>(Initiatives 5, 6, 8-16 and 20, 22, 24)</i></p>	<p><b>Indicator 1:</b> Time savings for NEXUS members to clear CBSA upon return to Canada (via Special Service Counter) (CBSA) <b>Indicator 2:</b> Time savings for NEXUS members to clear CBSA upon return to Canada (via kiosk) (CBSA) <b>Indicator 3:</b> Ratio of regular commercial (non-Trusted Trader) examination rate compared to Trusted Trader examination rate (CBSA) <b>Indicator 4:</b> Inspection/clearance times (CBSA) <b>Indicator 5:</b> Time savings for FAST passages into Canada (CBSA)</p>			
<p><b>Canada and the US cooperate on national security and transnational criminal investigations</b> <i>(Initiatives 24-26)</i></p>				
Immediate Outcomes	<p><b>Low-risk traders and travellers become members in trusted trade / travel programs</b> <i>(Initiatives 12-14)</i></p>	<p><b>Indicator 1:</b> Number of new applications and percentage change in the number of members for Commercial Driver Registration Program (CDRP) and Free and Secure Trade (FAST) drivers (CBSA) <b>Indicator 2:</b> Percentage change in the number of members for NEXUS (CBSA) <b>Indicator 3:</b> Total number of NEXUS members (CBSA) <b>Indicator 4:</b> Number of new NEXUS applications (CBSA) <b>Indicator 5:</b> Number of FAST members of new Trusted Trader (CSA/PIP) memberships (CBSA) <b>Indicator 6:</b> Percentage growth of Trusted Trader memberships (CSA/PIP) (CBSA) <b>Indicator 7:</b> Number of new PIP and/or C-TPAT members as a result of PIP/C-TPAT harmonization (CBSA)</p>	<p><b>Investments in border infrastructure support expedited trade and travel</b> <i>(Initiatives 14 and 20-23)</i></p>	<p><b>Indicator 1:</b> Develop a joint action plan for all small and remote ports of entry identified by the Small Ports Working Group (CBSA) <b>Indicator 2:</b> Number and percentage of travellers remotely processed at Morses Line (CBSA) <b>Indicator 3:</b> Average traveller processing time for those using traditional document types vs. those using RFID-enabled documents (CBSA) <b>Indicator 4:</b> Completion rate for installation of RFID technology at selected crossings (CBSA) <b>Indicator 5:</b> Percentage of the total number of travellers presenting a RFID document for entry into Canada, by type of document (i.e., NEXUS card, EDL, U.S. Passport) and by POE vs. the total # of travellers at RFID-enabled POEs (excluding NEXUS lanes) (CBSA) <b>Indicator 6:</b> Percentage of RFID passages with retrieval of complete tombstone information as a % of total RFID cards scanned (CBSA)</p>
<p><b>Burden on travellers and commercial traders is lessened, thus facilitating travelling and commercial trade</b> <i>(Initiatives 12 and 15-19)</i></p>	<p><b>Indicator 1:</b> Number of participating government agencies conducting business electronically (CBSA) <b>Indicator 2:</b> Number of licenses, permits and certificates and imports documentation that are converted from paper to electronic form (CBSA) <b>Indicator 3:</b> Performance in processing low-value shipments on the same day they arrive in Canada (CBSA) <b>Indicator 4:</b> Adoption rate percentage of eligible PIP migrated members in the Trusted Trader Portal (CBSA) <b>Indicator 5:</b> Time savings in PIP application processing (CBSA)</p>	<p><b>Canada and the US collaborate on operational matters such as emergency response, construction, service improvements, law enforcement investigations, and trade and travel flows</b> <i>(Initiative 24)</i></p>		

# Beyond the Border Action Plan: Performance Measurement Framework

## Theme 3: Cross-Border Law Enforcement [Initiatives 25-26]

Ultimate Outcomes	<p><b>Criminals are prevented from leveraging the Canada-US border to commit transnational crimes</b> <i>(Initiatives 24-26)</i></p>	<p><b>Indicator 1:</b> Number of instances Canadian and US law enforcement use interoperable radio connections for operational purposes <b>(RCMP)</b></p> <p><b>Indicator 2:</b> Percentage of Shiprider units occurrences cleared (divided by category: a) Cleared by Charge/Charge Recommended; b) Cleared other (all statutes) ; c) Unfounded/Unsubstantiated; d) Complete – solved (non-criminal) <b>(RCMP)</b></p> <p><b>Indicator 3:</b> Number, quantity and value of seizures as a result of all Shiprider units (includes , but not limited to quantity, drug type, street value) <b>(RCMP)</b></p>
Intermediate Outcomes	<p><b>Canada and the US cooperate on national security and transnational criminal investigations</b> <i>(Initiatives 24-26)</i></p>	<p><b>Indicator 1:</b> Duration of use by channel <b>(RCMP)</b></p> <p><b>Indicator 2:</b> Number of times a Shiprider unit provided assistance to investigations in Canada or in the US <b>(RCMP)</b></p>
Immediate Outcomes	<p><b>Specially trained and designated teams of Canadian and US officers working jointly to enforce the laws on both sides of the border to enhance our collective ability to identify, target, interdict and investigate transnational crime / national security cases</b> <i>(Initiatives 25)</i></p>	<p><b>Indicator 1:</b> Number of vessel boardings by Canadian Shiprider teams <b>(RCMP)</b></p> <p><b>Indicator 2:</b> Number and percentage of Shiprider candidates who passed the training <b>(RCMP)</b></p> <p><b>Indicator 3 :</b> Total number of Canadian and US officers who were cross-designated for Shiprider <b>(RCMP)</b></p>
	<p><b>Law enforcement agencies on both sides of the border can communicate via interoperable radio systems / frequencies</b> <i>(Initiatives 26)</i></p>	<p><b>Indicator 1:</b> Number and percentage of cross border interoperability connection tests (provided at the end of each month) that demonstrated reliable and secure access to RCMP members <b>(RCMP)</b></p> <p><b>Indicator 2:</b> Number of law enforcement agencies in both countries with the ability to communicate via the interoperability system between ports of entry <b>(RCMP)</b></p>

# Beyond the Border Action Plan: Performance Measurement Framework

## Theme 4: Critical Infrastructure and Cyber Security

[Initiatives 27-32]

Ultimate Outcomes	<p>Canada and the United States are prepared for and can respond to threats and emergencies <i>(Initiatives 27-32)</i></p>	<p><b>Indicator 1:</b> Critical Infrastructure Resilience Score (PS)</p> <p><b>Indicator 2:</b> Critical Infrastructure Protective Measures Score (PS)</p>		
Intermediate Outcomes	<p>Canada and the US share a common approach to protect Critical Infrastructure and Cyberspace <i>(Initiatives 27-29)</i></p>	<p><b>Indicator 1:</b> Percentage of stakeholders that have taken risk management action following site assessment (PS)</p> <p><b>Indicator 2:</b> Number of training sessions conducted through <i>Initiative 27 - Enhancing Cross-Border Critical Infrastructure and Resilience</i> (PS)</p> <p><b>Indicator 3:</b> Joint (Canada/U.S.) communication products developed (cyber security) (PS)</p> <p><b>Indicator 4:</b> Number of joint or coordinated engagements with the private sector and external stakeholders, including joint briefings and presentations (cyber security) (PS)</p> <p><b>Indicator 5:</b> Level of investment, in dollars, made as a result of risk assessments (PS)</p>		
	<p>Canada and the US can rapidly respond to and recover from disasters and emergencies on either side of the border <i>(Initiatives 30-32)</i></p>	<p><b>Indicator 1:</b> Number of Health Security Working Group (HSWG) meetings during the fiscal year (PHAC)</p> <p><b>Indicator 2:</b> Number of projects under HSWG which involved formal information exchange (PHAC)</p> <p><b>Indicator 3:</b> Percentage of exercises under the HSWG which include Canada-US Participation (PHAC)</p> <p><b>Indicator 4:</b> Percentage of bi-national incidents reviewed that indicate that the response was coordinated, as required (PS)</p>		
Immediate Outcomes	<p>Canada and the US are aware of threats to critical infrastructure of bi-national importance <i>(Initiatives 27 and 28)</i></p>	<p><b>Indicator 1:</b> Percentage of risk assessment participants better informed about vulnerabilities (PS)</p> <p><b>Indicator 2:</b> Percentage of risk assessment participants that found guidance provided was useful (PS)</p> <p><b>Indicator 3:</b> Number of options provided to risk assessment participants per year and average per participant (PS)</p> <p><b>Indicator 4:</b> Number of information updates on the Critical Infrastructure Gateway (PS)</p> <p><b>Indicator 5:</b> Number of new users on the Critical Infrastructure Gateway (PS)</p>	<p><b>Plans and procedures are in place to manage traffic (land and marine) during emergency and recovery situations</b> <i>(Initiative 30)</i></p>	<p><b>Indicator 1:</b> Percentage of priority border crossings that are covered by a regional plan and validated through an exercise (PS)</p> <p><b>Indicator 2:</b> Development of planning guides, communications and information-sharing protocols, and delivery of a table-top exercise to validate concepts and mechanisms (TC)</p>
	<p>A joint Canada-US perspective on cybersecurity is developed and promoted internationally <i>(Initiative 29)</i></p>		<p><b>Measures are in place to reduce the impacts of shared bi-national disasters and humanitarian events (CBRNE, health security risks, etc.)</b> <i>(Initiatives 31 and 32)</i></p>	<p><b>Indicator 1:</b> Percentage of bi-national events for which existing interdepartmental plans/protocols were sufficient to support response coordination by the GOC (PS)</p> <p><b>Indicator 2:</b> Percentage of bi-national events for which sufficient situational awareness flowed between Canada and the US (PS)</p>