



Canada Border  
Services Agency

Agence des services  
frontaliers du Canada

Executive Vice-President Premier vice-président

Ottawa, Canada  
K1A 0L8

April 3<sup>rd</sup>, 2024

Ms. Sophia Nickel  
Clerk of the Committee  
Standing Committee on International Trade  
131 Queen Street, 6<sup>th</sup> Floor  
House of Commons  
Ottawa, Ontario K1A 0A6

Dear Ms. Nickel:

In support of the Committee's efforts to draft an interim report on the Canada Border Services Agency (CBSA) Assessment and Revenue Management (CARM) Project, the CBSA would like to offer the Committee—in addition to the documents included as appendices to this letter—a demonstration of how CARM works. This demonstration could be provided to the Clerk of the Committee, Committee members, House of Commons research staff, or some combination of all three. I invite you to contact Mr. Mike Leahy, Director General, Commercial Projects, at [mike.leahy@cbsa-asfc.gc.ca](mailto:mike.leahy@cbsa-asfc.gc.ca) to further discuss the logistics for this demonstration.

The following documents have been included as appendices to this letter to support the drafting of the Committee's interim report:

**CARM Context:** This document provides a snapshot of key facts and figures with respect to: budget, expenditures, testing, oversight, and engagement with stakeholders.

**Disposition Sheet:** This document addresses a number of incorrect assumptions about CARM and its implementation, operation, and supporting policies.

**Major Events Timeline:** This document provides a timeline of major events from the inception of CARM in 2010 to present. The timeline speaks to: funding received, major contracts entered into, regulations, testing, and recommendations from the Office of the Auditor General.

**CARM Questions & Answers:** This document provides answers to commonly asked questions with respect to: transition, release schedule, underlying technology and support, financial policies, regulations, and the future of CARM.

Canada

**CES 2.0 Close-out Report:** The CBSA recently finished its most recent CARM Experience Simulation (CES) exercise in which trade chain partners were invited to test the interoperability of their IT systems with CARM. This document includes the final results of the CES 2.0 exercise.

**Priority Incident Definitions:** This document provides definitions for the four levels of Priority Incidents outlined on slide 7 of the CES 2.0 closeout report.

Additional information—in response to the Committee’s March 19 motion for production of documents and other written undertakings—will be provided over the coming two weeks.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Ted Gallivan', with a stylized flourish at the end.

Ted Gallivan

c.c.: The Honourable Judy Sgro, P.C., M.P.  
Mr. Kyle Seeback, M.P.  
Mr. Simon-Pierre Savard-Tremblay, M.P.  
The Honourable Mona Fortier, P.C., M.P.  
Mr. Richard Cannings, M.P.  
Mr. Chandra Arya, M.P.  
Mr. Tony Baldinelli, M.P.  
Mr. Matt Jeneroux, M.P.  
Mr. Richard Martel, M.P.  
Mr. Wilson Miao, M.P.  
Mr. Terry Sheehan, M.P.  
Mr. Maninder Sidhu, M.P.