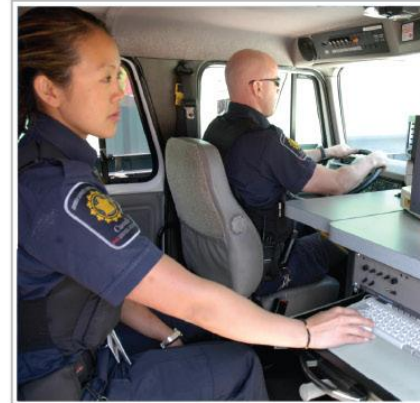


# Service Excellence at the Canada Border Services Agency

Sudbury, Ontario  
November 3, 2011



## Overview of the CBSA

- The Canada Border Services Agency (CBSA) was established in 2003 as a response to the need for increased border services in a post-9/11 society, and brought together functions from:
  - Citizenship and Immigration Canada,
  - the former Canada Customs and Revenue Agency
  - the Canadian Food Inspection Agency.
- Since December 2003, the CBSA has been an integral part of the Public Safety Portfolio, which was created to protect Canadians and maintain a peaceful and safe society.
- The President of the CBSA reports directly to the Minister of Public Safety Canada and controls and manages all matters relating to the Agency.

## Overview of the CBSA

- **Mandate:** The Agency is responsible for providing integrated border services that support national security and public safety priorities and facilitate the free flow of persons and goods, including animals and plants, that meet all requirements under the program legislation.
- **Mission:** To ensure the *security* and *prosperity* of Canada by managing the access of people and goods to and from Canada.
- **Values:** Integrity, Respect and Professionalism
- **Commitment to Service Excellence:** Respect and courtesy, bilingual service, fair application of the law, accurate information, privacy and confidentiality and review of actions and decisions

# Overview of the CBSA

- Protection • Service • Integrity •

## Protection – What we do.

- Our ultimate purpose is to protect Canada's border and contribute to the health, safety and economic well being of our country. Protecting our nation's border is a *service* that we provide to all Canadians with a high standard of *integrity*

## Service – How we do it.

- We are committed to providing service excellence in all aspects of our mandate and to everyone with whom we come into contact, no matter how challenging the situation may be. We deliver services that are fair, accurate, accessible, efficient and timely while *protecting* the security and prosperity of Canada and the *integrity* of our Agency. Our services are delivered in a professional, courteous and friendly manner because we represent Canada and that is how Canada is known internationally.

## Integrity – Who we are.

- We are respectful and honest in our relationships with each other, our stakeholders and the general public. We deliver *services* that balance our *protection* and facilitation roles and exercise our responsibility for our actions in order to build and maintain a reputation of trustworthiness and accountability.

# Overview of the CBSA

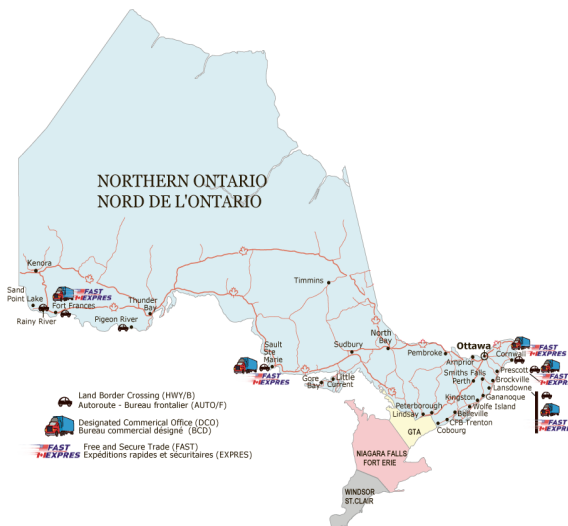
Annual Statistics (2009/2010)	
<i>Travellers processed</i>	<i>85.7 million</i>
<i>GST/HST collected (daily)</i>	<i>\$ 43.9 million</i>
Immigration Related Functions	
<i>Persons removed from Canada</i>	<i>14,775</i>
Trade Statistics	
<i>Commercial releases handled</i>	<i>11.8 million</i>
<i>Courier shipments processed</i>	<i>26.6 million</i>
<i>Courier shipments examined</i>	<i>737,000</i>
Our Missing Children Program	
<i>Missing children recovered</i>	<i>12</i>

# Overview of the CBSA

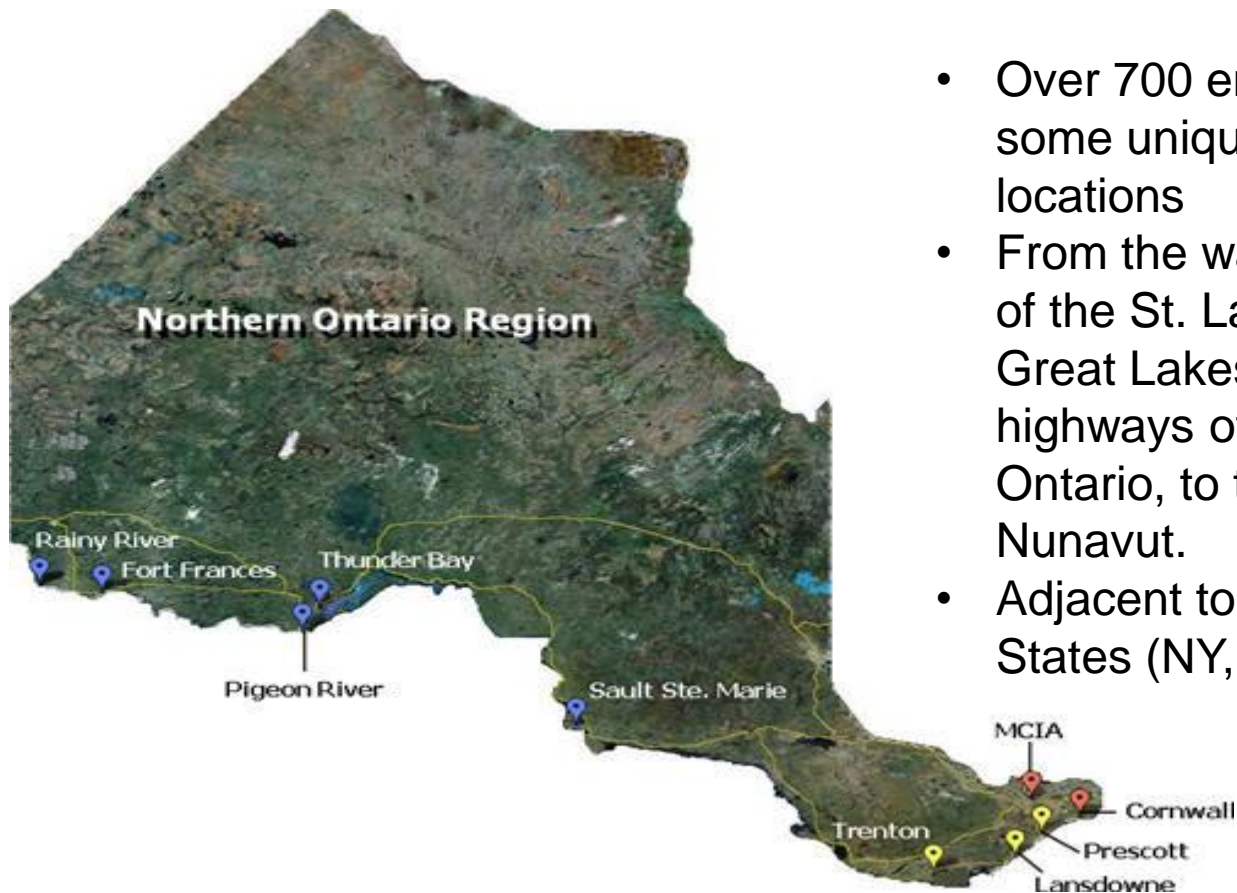
Seizures	
<i>Total number of drug seizures</i>	11,580
<i>Weapons seizures – including firearms</i>	9,251
<i>Other seizures</i>	229
<i>Currency seizures – dollar value</i>	45.1 million
<i>Total tobacco seizures</i>	3,343
<i>Items of child pornography, hate propaganda and obscenities (travellers and goods)</i>	2,056
Agricultural Inspections	
<i>Interceptions of Plant Products</i>	10,712
<i>Interceptions of Meat and Animal Products</i>	17,671

# Overview of the Northern Ontario Region

- Northern Ontario Region is the second largest in the CBSA
  - Approx. 3 million square kilometres
  - Representing close to 28% of Canada’s land mass



# Overview of the Northern Ontario Region



- Over 700 employees oversees some unique situations and locations
- From the waterways and bridges of the St. Lawrence and the Great Lakes, to the remote highways of Northwestern Ontario, to the cruise ships in Nunavut.
- Adjacent to three (3) different States (NY, MI and MN)

# Northern Ontario Region Port of Entry Overview

	Landsowne		Cornwall(1)		Sault Ste Marie		Fort Frances	
	2010/2011	2011/2012*	2010/2011	2011/2012*	2010/2011	2011/2012*	2010/2011	2011/2012*
Cars	661,366	373,925	1,161,478	535,092	889,355	429,088	443,589	214,321
	var. 2.5%	var 1.7%	var. 25%	var. 7.5%	var 10.4%	var. 9.3%	var. 8.4%	var. -2.1%
Trucks	170,179	64,373	13,574	6,824	48,579	20,159	9,668	4,166
	var. -0.6%	var. -14.7%	var. 51.4%	var. 18.1%	var 1.3%	var. -2.7%	var. 1.2%	var. -6.5%
Buses	1,620	793	2,153	644	4,090	1,555	226	148
	var. 0.7%	var. -5.5%	var. 30.5%	var. -21%	var.12.1%	var. -14.2%	var. -18%	var. 22.3%
Travelers	1,747,743		2,064,940		1,987,784		818,911	
Returning Residents	1,225,891	635,573	1,685,338	792,407	1,589,817	588,466	525,074	238,130
	var. 6.1%		var. 27.5%		var. -4.2%		var 5.8%	
Visitors	521,852	335,020	379,602	194,139	397,967	173,329	293,837	211,397
	var -4.9%		var. 11%		var. -10.3%		var. -0.8%	

(1) Exclude some data due to PoE closure in 2009

\* From April 1st to August 31st.

# Northern Ontario Region Port of Entry Overview

	Prescott		Pigeon River		Rainy River	
	2010/2011	2011/2012*	2010/2011	2011/2012*	2010/2011	2011/2012*
Cars	273,477	168,662	245,772	133,407	170,272	79,232
	var. 2.5%	var 24.5%	var. 8.3%	var. 10%	var 5.4%	var. -2.7%
Trucks	28,579	11,505	8,580	4,136	7,108	2,713
	var. -0.6%	var. -2.1%	var. -2.2%	var. 8.1%	var -13.7%	var. -15.2%
Buses	143	80	1,760	778	107	41
	var. 0.7%	var. 1.3%	var. -16.5%	var. 8%	var.29%	var. -26.8%
Travelers	550,335	303,429	579,454	294,555	309,385	143,556
Returning Residents	430,394	231,879	484,795	226,402	249,159	108,504
	var. 14.3%		var. 9.1%		var. 5.6%	
Visitors	119,941	71,550	94,659	68,153	60,226	35,052
	var -9.7%		var. -8%		var. 3.3%	

# Change Agenda

In 2011, our objective is to strengthen service excellence.

- **1. Front-line Service Delivery** better understand client expectations and needs.
- **2. People Management** making sure we have the right people with the right skills
- **3. Management Excellence** - consistency across the Agency.

## Front Line Service Delivery

- Promote CBSA community outreach for a better understanding among clients of processes and procedures.
- Ensuring the quality and consistency of our front-line services based on our organizational values of professionalism, integrity and respect.
- Maximize resource utilization at the busiest ports of entry to improve service delivery (includes Fort Frances and Sault Ste. Marie).
- Establish service standards and expectations for the processing of people and goods.
- Improve how border services officers interact with clients – courtesy and professional standards are emphasized.
- Continue to roll-out Branding initiatives across the Agency.

# Summer Action Plan

- Support CBSA's vision of service excellence by minimizing the operational impact of high traffic volumes throughout the peak summer months.
- Focuses on medium and high volume ports (i.e Fort Frances and Sault Ste. Marie)

## Summer Action Plan - Focus

- Increasing staffing levels and pro-actively opening Primary Inspection Lines (PIL) when an increase in volume was expected;
- Monitoring special events and other activities to determine periods when there may be spikes in volume (e.g. sporting events, concerts, festivals, etc.);
- Ensuring the required level of bilingual capacity was maintained at all times;
- Ensuring Land Border Operational Wait Times were updated;
- Limiting annual leave in the summer months;
- Rescheduling non essential training;
- Proactive Media releases indentifying anticipated peak traffic volume periods (usually long weekends);
- Proactive, statistical trend analysis on anticipated traffic volumes to ensure effective shift scheduling to ensure appropriate number of PILS were opened to meet the anticipated demand;
- Increasing the number of available PIL booths where possible (i.e. additional booth in SSM was opened).

## Ports of Entry: LAND

- St. Stephen
- Woodstock Road
- Stanstead
- St-Armand/Philipsburg
- St-Bernard-de-Lacolle
- **Cornwall**
- **Thousand Island Bridge**
- **Sault Ste. Marie**
- **Fort Frances Bridge**
- Queenston-Lewiston Bridge
- Rainbow Bridge
- Peace Bridge
- Blue Water Bridge
- Windsor and Detroit Tunnel
- Ambassador Bridge
- Emerson
- Abbotsford-Huntingdon
- Pacific Highway
- Douglas (Peace Arch)
- Boundary Bay
- North Portal
- Coutts

## Ports of Entry: AIR

- Halifax International Airport
- Pierre Elliott Trudeau International Airport
- **MacDonald-Cartier International Airport**
- Pearson International Airport - Terminal 1&2
- Winnipeg International Airport
- Edmonton International Airport
- Calgary International Airport
- Vancouver International Airport

## Summer Action Plan - Results

- Border wait times were reduced across the board and waits in excess of 60 minutes were reduced approximately 70%;
- Traveler complaints were limited;
- Clients adjusted their travel patterns to avoid peak demand periods, when they were provided with information in advance (long weekends).

# Joint NOTO and CBSA - Initiatives

## NOTO/CBSA Meetings – November 2010 and May 2011

- CBSA managers met with NOTO Executives to better understand each other challenges and come up with joint initiatives to provide improved client service in the Northwestern Ontario including :
  - developing a self assessment document;
  - establishment of a 24 hour number that clients could contact to discuss potential issues or gather additional information;
  - an agreement to regularly communicate to clarify outstanding issues and exchange information on an ongoing basis.

# Joint NOTO and CBSA - Initiatives

## Ongoing contact between NOTO Executive Director and CBSA District Management

- Regular on-going communication occurred during the summer months to share information, clarify issues, address and attempt to resolve issues or specific complaints.

## Joint NOTO and CBSA - Results

- Improved relationship/communication between NOTO and CBSA with a common goal of improved client service;
- Reduced numbers of traveler complaints over the Spring/Summer of 2011.

## Questions?

Denis R. Vinette  
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Northern Ontario Region

James Cameron  
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Sault-Ste-Marie, ON