



Integrated Country Strategy

Canada

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1. Chief of Mission Priorities

Canada and the United States share a relationship that exists nowhere else in the world. We are the closest of allies, each other's most comprehensive trading partners, friends and neighbors, and staunch partners in global efforts to defend freedom, combat terrorism, and halt the proliferation of weapons of mass destruction. We share vast family ties that anchor a deep and enduring friendship spanning the world's longest undefended border. When one of us is affected by disaster, the other's first responders quickly join to provide relief. Beyond our shores, be it in distant conflicts such as Iraq or Ukraine or promoting stability, democracy, and development in Venezuela or Sub-Saharan Africa, we work closely -- bilaterally or via multilateral fora such as the North Atlantic Treaty Organization (NATO), the Organization of American States (OAS), and the United Nations (UN) -- to ensure the security and prosperity of our countries, achieve shared goals, and promote common values.

The United States and Canada enjoy the world's most comprehensive trade and investment relationship, which supports our mutual prosperity and millions of jobs on both sides of the border. Trade friction, when it occurs, attracts disproportionate concern because the overall trade relationship is so deeply integrated. All members of the Country Team at our Embassy and seven constituent posts advance the President's economic agenda through a wide range of trade and investment promotion, trade enforcement, and advocacy activities to expand bilateral trade, investment, and economic growth as well as to advance American prosperity and job creation. The United States and Canada create jobs and opportunities on both sides of the border and make both countries more globally competitive. The constant and vast two-way flow of goods, services, people, and ideas that enriches both our countries requires close cooperation.

Canada remains the United States' top foreign source of all forms of energy, including 40% of crude oil imports in 2017. We have a common interest in ensuring that the highly integrated North American energy system remains a global energy leader. We work with our Canadian partners to support initiatives that attract investment, strengthen our energy security, and safeguard the environment. We also face shared environmental challenges such as trans-boundary pollution, invasive species, and the threat of infectious diseases. The effects of climate change are noticeable in both countries, and the Mission will continue to engage with Canadian and international public and private partners to address this challenge and other environmental concerns.

Our shared border remains a critical focus of Mission Canada activities through continual efforts to modernize infrastructure and processes that facilitate legitimate trade, investment, and travel, while enhancing security. Our border is a source of prosperity and pride, but requires joint efforts to ensure security and efficiency. The United States and Canada address potential threats at the earliest point within, at, and away from our borders. Protecting our respective citizenry is at the top of our shared agenda, given efforts by actors in Canada and around the world who seek to use our proximity and openness to harm our citizens and

societies. Terrorism and transnational crime, as well as emerging threats such as malicious cyber activity, pose significant risks to the United States and Canada alike. The potentially devastating impact of natural disasters and the threat of pandemic infectious disease place a premium on bilateral preparedness and planning. Mission Canada strives to ensure that both countries respond jointly to a wide array of terrorist threats, transnational crime, natural disasters, and disease.

We share responsibility with Canada for the safety, security, and resilience of our countries' citizens, acting in a way that promotes our economic competitiveness and respects privacy and civil liberties. Programs such as passenger preclearance and NEXUS expedite the movement of low-risk travelers while allowing the U.S. Mission to focus resources on higher priorities. The 2015 Preclearance Agreement set the stage for establishing four additional land, rail, marine, and air preclearance facilities. The Regulatory Cooperation Council has responsibility to align regulations more closely, eliminate duplication in product testing, and identify sectors for mutual recognition of standards.

Since the landmark 1940 Ogdensburg Agreement establishing a framework for continental defense cooperation, the United States and Canada have protected peace and security in North America as well as in the Western Hemisphere and beyond. Our close collaboration helped to establish the United Nations, Bretton Woods institutions, North Atlantic Treaty Organization, North American Aerospace Defense Command (NORAD) – which marked its 60th anniversary in May 2018 -- and other cornerstones of the international order. The United States and Canada cooperate to defeat terrorist groups like ISIS in Iraq and elsewhere and to support the sovereignty, independence, and territorial integrity of Ukraine. Building on our shared values and strong partnership, we will continue to pursue common goals with Canadian counterparts on international security and stability, democracy promotion, the rule of law, and development in the Americas and beyond. We consult closely to ensure that our partnership translates into a shared approach at multilateral institutions such as the NATO, the OAS, and UN, and that we continue to respond to international challenges to peace and security.

Commentators in Canada and the United States regularly refer to our “shared North American home.” The vast network of ties between our countries ensures that our publics will always desire to travel across our borders to shop, to vacation, to work, to go to school, to visit family, and to reside. The interagency partners resident in Mission Canada work together to provide prompt, effective consular services to the U.S. and Canadian publics, while facilitating legitimate travel and upholding security. The Mission employs a variety of engagement and communication platforms to enhance understanding of our shared history, traditions, and values, in outreach to established opinion leaders and emerging audiences.

2. Mission Strategic Framework

Mission Goal 1: The United States and Canada anticipate and respond jointly to threats related to terrorism, proliferation of arms and WMD, transnational crime, cyberspace, disease, energy, the environment, and natural disasters.

Mission Objective 1.1: Jointly identify and deter terrorist, cyber, and criminal threats at the earliest point possible within, at, and away from our borders.

Mission Objective 1.2: Jointly identify and address threats related to natural disasters, the environment, and disease through continued cooperation among relevant governmental and non-governmental entities.

Mission Goal 2: Promote American prosperity and job creation in the United States by maximizing export and inward investment opportunities, and fostering cross-border R&D and innovation collaboration that makes the United States and North America more competitive in the global economy.

Mission Objective 2.1: Maximize economic growth, bilateral trade, tourism, and investment between the United States and Canada by enhancing and modernizing the full spectrum of border infrastructure and trade enforcement processes; by implementing trade and investment promotion initiatives; and by working to improve the Canadian intellectual property rights regime.

Mission Goal 3: Canada cooperates closely with the United States -- regionally and globally -- on matters related to international security, defense, democracy promotion, rule of law, space, energy, the environment, cyberspace, the Arctic, science, health.

Mission Objective 3.1: Foster greater synergy on regional and international security matters through enhanced bilateral coordination on countering terrorist recruitment and radicalization, and through regular policy coordination, institutionalized information sharing, and exchange of best practices.

Mission Objective 3.2: Develop greater synergies on energy, environmental, Arctic, science, space, and health issues through continued frequent bilateral and multilateral meetings to coordinate policies, institutionalize information sharing and regulatory cooperation, as well as exchange best practices.

Mission Goal 4: Protect the lives and serve the interests of U.S. citizens overseas and strengthen U.S. border security while facilitating legitimate travel.

Mission Objective 4.1: Enhance U.S. citizen security and better serve their interests in Canada by providing the full range of U.S. citizen services in a vigilant, accurate,

efficient, and timely manner and improve crisis management response and coordination with Canadian officials to assist American citizens during natural disasters and health emergencies.

Mission Objective 4.2: Enhance U.S. border security through secure, accurate, and efficient visa services.

Mission Goal 5: In conjunction with Mission Goals 1, 2, 3, and 4, engage, inform, and influence Canadian public in support of U.S. policy positions, and increase appreciation of the history, traditions, and values the United States and Canada share.

Management Objective 1: A management platform sufficient in size to responsibly support growing requirements mission-wide.

Management Objective 2: Support and execute Mission-wide facilities improvement projects, in particular security upgrades, space reconfigurations, and the move of Consulate General Montreal to a new building.

Management Objective 3: Enhanced communications systems and programs, through upgrades of telephone systems, an improved radio program, and updated wireless and land-line telecommunications contracts.

3. Mission Goals and Objectives

Mission Goal 1: The United States and Canada anticipate and respond jointly to threats related to terrorism, proliferation of arms and WMD, transnational crime, cyberspace, disease, energy, the environment, and natural disasters.

Description and Linkages: This goal supports Pillars 1 and 2 of the 2017 National Security Strategy. It also reflects the State-USAID 2018-2022 Joint Strategic Plan, Goal 1, Objectives 1.1 and 1.4 and Goal 3. Mission Canada will continue to partner with Canada to counter WMD, instability and transnational crime, and defeat transnational terrorist groups. Through joint efforts with Canadian counterpart government entities, Mission Canada will build on existing efforts to jointly identify and deter threats to protect our security at home and abroad.

Mission Objective 1.1: Jointly identify and deter terrorist, cyber, aviation security, and criminal threats at the earliest point possible within, at, and away from our borders.

Justification: A secure border is critical to the security of both countries as we deter, prevent, and combat terrorism and crime. Terrorist networks and transnational criminal organizations (TCOs) present significant threats to public safety in both the United States and Canada. Sharing information between our two governments is an absolute prerequisite to combating these two threat streams, and building public awareness of and support for our joint border operations is critical. We share much of the critical infrastructure that provides the physical foundation for daily life to millions of Canadians and Americans. Our mutual prosperity depends upon secure access to the internet and other global communications infrastructure. Building upon an already robust network of cooperative programs, Mission Canada will ensure that both the United States and our Canadian counterparts are optimally positioned to anticipate, respond to, and mitigate all threats.

Mission Objective 1.2: Jointly identify and address threats related to natural disasters, the environment, and disease through continued cooperation among relevant governmental and non-governmental entities.

Justification: The United States and Canada enjoy a sophisticated, highly-integrated relationship in matters of emergency preparedness and response, risk management, and protection of critical (and shared) infrastructure and natural resources. U.S. government economic and security interests are strongly linked to Canada's ability to prepare for and address environmental threats from disease, natural or man-made disasters, or climate change. Due to climate change impacts on the Arctic, our joint preparedness and ability to respond to emergencies is increasingly important.

Mission Goal 2: Promote American prosperity and job creation in the United States by maximizing export and inward investment opportunities, and fostering cross-border R&D and innovation collaboration that makes the United States and North America more competitive in the global economy.

Description and Linkages: This goal reflects Pillars 2 and 3 of the 2017 National Security Strategy. It also supports the State-USAID 2018-2022 Joint Strategic Plan, Goal 2, Objectives 2.1 and 2.3. Multiple agencies present in Mission Canada, including Department of Commerce, Department of Agriculture, and Department of Homeland Security, will contribute to accomplishing the objectives contained in the goal. Consistent with the National Security Strategy, Mission Canada will foster a more robust, reciprocal, and balanced trade and investment relationship with Canada.

Mission Objective 2.2 Maximize economic growth, bilateral trade, tourism, and investment between the United States and Canada by enhancing and modernizing the full spectrum of border infrastructure and trade enforcement processes; by implementing trade and investment promotion initiatives; and by working to improve the Canadian intellectual property rights regime.

Justification: The U.S. and Canada share the most productive and highly integrated economic relationship in the world. The Canadian market remains vital to the success of various U.S. government economic initiatives. Strong promotion of Select USA, tasteUS!, and sub-national trade delegations will drive Mission Canada's priorities. Mission Canada will continue to encourage Canada to improve its intellectual property regime through public and private outreach. New action plans for both these initiatives are designed to further increase bilateral trade, investment, and tourism. This multi-post, multi-agency effort will continue to leverage State Department, Commercial Service, Foreign Agricultural Service, and Department of Homeland Security activities to promote regulatory cooperation, innovation, intellectual property rights enforcement, access to government procurement, foreign direct investment, and cross-border tourism, study, and commerce.

Mission Goal 3: Canada cooperates closely with the United States -- regionally and globally -- on matters related to international security, defense, democracy promotion, rule of law, space, energy, the environment, cyberspace, the Arctic, science, health.

Description and Linkages: This goal supports aspects of all four pillars of the 2017 National Security Strategy. By enhancing cooperation on regional and international security matters across all agencies, Mission Canada will endeavor to protect U.S. national interests. In line with the National Security Strategy, Mission Canada will seek

to deepen cooperation with Canadian counterparts on energy, environment, Arctic, and space issues through bilateral and multilateral fora.

Mission Objective 3.1: Foster greater synergy on regional and international security matters through enhanced bilateral coordination on countering terrorist recruitment and radicalization, and through regular policy coordination, institutionalized information sharing, and exchange of best practices.

Justification: Canada and the United States share a vital interest in preventing domestic radicalization, terrorist recruitment, and foreign fighter travel, all of which are of increasing concern to American and Canadian law enforcement alike. Given the importance of addressing shared threats to hemispheric public security, Mission Canada will over the next three years make a more concerted effort to coordinate counter-terror activity with our Canadian counterparts and with community-based organizations. Closer bilateral coordination on countering domestic radicalization, terrorist recruitment, foreign fighter travel, and messaging against violent extremism will enable the United States and Canada to ensure that scarce foreign assistance dollars yield the maximum possible dividends. Furthermore, establishing a shared bilateral agenda and looking at opportunities to combine training, subject matter expertise, and promotion of best practices will increase the efficacy of CT programs and encourage capacity building. Continued partnership with Canada through policy coordination and law enforcement information sharing will remain vital to our international security interests.

Mission Objective 3.2: Develop greater synergies on energy, environmental, Arctic, science, space, and health issues through continued frequent bilateral and multilateral meetings to coordinate policies, institutionalize information sharing and regulatory cooperation, as well as exchange best practices.

Justification: Although the United States and Canada have a long history of successful cooperation and collaboration in environmental matters, we continue to face important challenges related to anthropogenic climate change, our 5,500 miles of shared border, and a global economy that presents health, pollution, and sustainability related risks. Leveraging our shared human, financial, and natural resources will bring a more effective, and continental, approach to tackling environmental challenges and projecting global leadership on the key environmental challenges of the 21st Century, while creating economic and political opportunities that will sustain our economies and prosperity for future generations.

Mission Goal 4: Protect the lives and serve the interests of U.S. citizens overseas and strengthen U.S. border security while facilitating legitimate travel.

Description and Linkages: Pillars 1 and 4 of the 2017 National Security Strategy align with this goal. The goal also corresponds to State-USAID 2018-2022 Joint Strategic Plan, Goal 1 and Objective 1.5. Mission Canada will continue to protect the security of U.S. citizens in Canada and enhance the security of our border.

Mission Objective 4.1: Enhance U.S. citizen security and better serve their interests in Canada by providing the full range of U.S. citizen services in a vigilant, accurate, efficient, and timely manner and improve crisis management response and coordination with Canadian officials to assist American citizens during natural disasters, emergencies, and health crises.

Justification: More Americans can be found in Canada on any given day than in almost any other country in the world. Ensuring the welfare of Americans abroad is a core responsibility for the Department and posts abroad. For Mission Canada, this priority includes ensuring that Americans have the best access to U.S. information and resources available in even the most remote regions of this large country. Consular services in Mission Canada will complement traditional outreach and communications with American residents through 21st century tools such as blogs, Twitter, Facebook, videos, web chats, and other platforms. Mission Canada will continue to partner with Canada on increasingly complex matters such as The Hague Convention on the Civil Aspects of International Child Abduction, as well as forced marriage cases, artificial reproductive technology (ART), and other issues that impact citizenship claims. This successful collaboration will encourage other countries that have large dual-national populations in Canada to meet their obligations under these conventions, and thus ensure fair and impartial treatment of all parties involved in these complex consular cases. Our outreach to American citizens in the farthest corners of our consular districts will bring the public face of America into the communities we serve. The seven consular posts serve the five million American residents and visitors by documenting citizenship, facilitating passport renewals, processing citizenship applications, providing notarial services, and preparing for and providing emergency services in times of disasters and health emergencies. Canada is subject to earthquakes, landslides, avalanches, forest fires, flooding, and hurricanes in areas that tourists frequent. With the entry of visitors and new immigrants to Canada each year from all over the world, the country is subject to health emergencies such as outbreaks of H1N1, West Nile virus, Ebola, and epidemics of other communicable diseases. Increasing numbers of American citizens are visiting the Arctic region each year. Emergency response and rescue in these remote locations remains challenging for Canadian authorities and their U.S government partners. Although Canadian authorities are well-prepared to manage crises, our posts will continue to reach out to and assist Americans residing in Canada when crises occur.

Mission Objective 4.2: Enhance U.S. border security through secure, accurate, and efficient visa services.

Justification: Facilitation of cross-border travel promotes tourism, economic growth, and job creation in the United States. Preventing mala fide travelers from entering the United States or using fraudulent U.S. travel documents helps to secure our borders, prevents unlawful employment in the United States, and protects the American population from those who may intend harm. We will strengthen our efforts to combat visa fraud in the H (temporary worker) and L (intra-company transferee) visa categories. We will provide the most efficient service to applicants possible, which creates a positive image of the United States, maximizes productive use of limited resources, and contributes to other Mission goals such as facilitating travel, promoting the U.S. economy, and reinforcing the theme of partnership and shared opportunity. Consular officers and staff across Mission Canada have the first opportunity to shape a positive image of U.S. society and culture for the tens of thousands of people we serve each year. By building responsive, flexible teams, and using cutting-edge technology, we will improve the efficiency of our consular operations and meet our obligation to secure U.S. borders while welcoming a growing number of foreign visitors. In addition to providing efficient service to those who visit our consular sections, we are committed to reaching out to clients throughout our vast consular districts. We will continue to develop our contacts with Canadian business, educational institutions, government, and law enforcement agencies, and inform them of changes in consular policies and procedures. By reaching out to educate applicants about the U.S. visa process, we will enhance the efficiency of our visa services.

Mission Goal 5: Public Diplomacy (PD): In conjunction with Mission Goals 1, 2, 3, and 4, engage, inform, and influence Canadian public in support of U.S. policy positions, and increase appreciation of the history, traditions, and values the United States and Canada share.

Description and Linkages: This goal supports all aspects of the National Security Strategy by advancing our interests in all areas through increased understanding of U.S. policy priorities.

Mission Objective 5.1: Inform Canadian public of U.S. policies and of progress on bilateral initiatives and global cooperation.

Justification: Bilateral issues tap almost every sector, with particular focus on homeland and economic security, environment, education, science and technology, health, energy, and the military partnership. Expanded partnerships in these areas open new opportunities for deepening U.S.-Canada relations. Outreach to a wide audience of Canadians, by the entire Mission community, is a priority channel for engaging, informing, and influencing Canadian publics about U.S. policies with the aim of generating support that opinion leaders will convey to policy-makers. Embassy leadership is fully engaged in this outreach, as are our constituent posts. Canada experiences continuing growth of an already complex media environment that operates

in the same time zones as the United States. Cable and satellite television penetration exceeds 60%, and all of those subscribers receive U.S. broadcast networks and a wide range of American specialty channels. Social media expansion continues in Canada, with almost three-quarters of the population on Facebook, growing popularity of Twitter, and rapid adoption of new platforms. Widespread exposure to U.S. media results in a Canadian public that has easy access to U.S. news and information but lacks full comprehension of nuances. Our outreach will resonate best when it focuses on how our policy successes positively affect the lives of ordinary citizens.

4. Management Objectives

Management Objective 1: A management platform sufficient in size to responsibly support growing requirements mission-wide.

Justification: Numerous studies, including the most recent Rightsizing Report, have pointed to the lean ICASS footprint throughout Mission Canada. What was not projected in these reports was growth in certain areas and functions, to include that in Consular Affairs and the likely expansion of DHS/CBP PreClearance operations in Canada in the years ahead. Addressing staffing challenges with the appropriate response has been given careful consideration by the Mission's ICASS Council the past few years, and positions requested through the MRR process have generally been approved. Continued attention to the careful addition of ICASS resources, to include staffing and training to meet increasing demand realized through the addition of internal controls or new processes will be required throughout the Mission in the next number of years.

Management Objective 2: Support and execute Mission-wide facilities improvement projects, in particular security upgrades, space reconfigurations, and the move of Consulate General Montreal to a new building.

Justification: Over the past number of years, a continuation of program expansion in limited/finite space in Mission Canada facilities, both owned and leased, have put pressure on programs and staff in Mission posts. A Post security upgrade project is on-line for Vancouver. We anticipate further office configuration plans in Vancouver, Calgary and Halifax to accommodate, additional staff to meet program demands. We also anticipate leasing additional space in Halifax for a Consular screening area to provide a much needed improvement to security there. Increased use of green technology and supporting efficiencies will also be incorporated in project development. Working with OBO as the lead office, the continuing challenges of the move of the U.S. Consulate General Montreal to new leased space will need to be addressed and fully executed. Additionally, working with OBO as the lead office, a major renovation of the Ambassador's residence is in the initial planning stages and will be undertaken.

Management Objective 3: Enhanced communications systems and programs, through upgrades of telephone systems, satellite systems and improved radio programs.

Justification: The Information Management infrastructure in Mission Canada continues to be analyzed and improved through initiatives regarding upgrades mandated from Washington as well as from within the Mission. Upgraded emergency radio and satellite program assets will increase Mission readiness to respond in case of emergencies.