



Integrated Country Strategy

CANADA

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1. Chief of Mission Statement

The United States and Canada have an opportunity today to be bold and daring. Common values, shared history and geography, and extraordinary commercial and defense ties unite us. We agree on the great challenges before us, including addressing climate change, fostering democracy, promoting equal opportunity, countering extremism, and fostering inclusiveness. This alignment affords us the chance to be even better neighbors and more closely coordinated partners in the hemisphere and the world.

This Integrated Country Strategy sets forth the collective strategy of Mission Canada, embracing and activating the strategic vision and directives that President Biden and Prime Minister Trudeau set out in the *2021 Roadmap for a Renewed U.S.-Canada Partnership*.

Our goals and objectives are crafted to reflect and advance the six pillars identified in the *Roadmap*:

- Combatting the COVID-19 pandemic;
- Building back better – equitably;
- Accelerating the battle against climate change;
- Fostering diversity, equity, inclusion, and accessibility (DEIA);
- Strengthening our common defense; and
- Building global alliances.

We have the opportunity not only to make progress on every element of the pillars within our countries, but also to join forces to advance these issues around the world.

While our external mission is to deliver on significant substantive priorities for the U.S.-Canada relationship, we strive internally to create a culture that makes the entire Mission an exciting, vibrant, energetic, and diverse workplace where our teams – at the Embassy in Ottawa and in seven consulates across Canada, from Vancouver to Halifax -- collaborate to achieve extraordinary results. Our credo is that, in the workplaces that make up Mission Canada, we will respect our colleagues, honor our differences, and ensure that we collaborate

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professionally. There should also be no bar to having some fun while we do our hard work representing the interests of the United States.

This strategy reflects a particular priority that, as we build back better together from the pandemic, we will do so equitably, with a careful focus on the recovery of Small and Medium Enterprises (SMEs), especially SMEs owned by women, people of color, and Indigenous peoples. Only by building back in this way will we be able to build back better. This focus tracks the commitment of both countries to address DEIA by correcting systemic obstacles to the full participation of women, minorities, and Indigenous peoples in the economy and in society at large. DEIA thus overlays all pillars of the Roadmap -- and all objectives of the Integrated Country Strategy. We must get DEIA right to make progress on our goals.

To some extent, the enormous trade relationship between the United States and Canada defines our partnership. At over \$2 billion a day, creating and supporting millions of jobs on both sides of the border, Canada is our largest trade partner in the world (and we are Canada's largest trade partner). With that extensive a relationship and close a friendship, there are inevitable disputes, as there are within any family. Our Mission objective is to ensure that the critical economic relationship between our two countries is not defined by our disputes; rather, we focus on the overall strength of the relationship, how we manage our disputes, and on growing the economic pie. The economic relationship between the United States and Canada is not a zero-sum game. It is synergistic and can create opportunities in North America and beyond. Critical minerals are a perfect example: Canada has the natural resources, and the United States provides investment dollars and the acquisition scale that will finance their extraction and lead to their use in current and emerging technologies that will open new areas of economic growth and support our climate ambitions.

Moreover, the United States and Canada must lead the world's democracies in taking on autocratic countries like Russia and China, and ensuring that democracy triumphs over autocracy, militarily and economically, as the President said in his first State of the Union address.

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This Integrated Country Strategy also embraces the commitment in the Roadmap to ensure our collective national security, including through NATO and NORAD, so we can stand resolute in the face of 21st century threats. And we must – with Canada – determine how to protect the Arctic, which is both sovereign Canadian territory and a global public good that our adversaries seek to exploit.

Many problems know no borders; this is especially true with the United States and Canada, where our rivers, lakes, and sometimes even towns are shared. In the law enforcement and national security domain, we must ensure that our common space is safe and secure, and that reciprocal information sharing is in place to deter cross-border crime and other crimes (e.g., cybercrime) that does not respect national borders.

Through this Integrated Country Strategy, Mission Canada, with more than 1,300 employees and robust collaboration across 16 agencies, coupled with unparalleled cooperation with our Canadian friends, is well-positioned to meet and exceed our ambitious goals.

2. Mission Strategic Framework

Mission Goal 1: Canada partners with the United States bilaterally, regionally, and multilaterally to advance the climate and environmental goals of decarbonization and good governance through innovation and collaboration

- **Mission Objective 1.1:** Accelerate U.S.-Canadian implementation efforts to limit global warming to 1.5 °C and support mitigation and adaptation measures to prevent and respond to environmental degradation and disasters.

Mission Goal 2: Canada and the United States work collaboratively to build back better with a focus on small and medium-sized enterprises (SMEs), especially those owned by women, people of color, and indigenous peoples.

- **Mission Objective 2.1:** Foster connections between SMEs from underrepresented communities to increase their participation in U.S.-Canadian trade.

Mission Goal 3: Canada and the United States improve North American competitiveness by supporting resilient and integrated supply chains, reducing regulatory barriers, and cooperating on measures that improve the region's economic security and sustainability.

- **Mission Objective 3.1:** Support bilateral collaboration and stakeholder outreach to improve supply chain resiliency and security.

Mission Goal 4: Canada and the United States work together to protect the lives and serve the interests of U.S. citizens in Canada and strengthen U.S. border security while facilitating legitimate trade and travel across the shared border.

- **Mission Objective 4.1:** Enhance U.S. citizen security and interests in Canada, while ensuring U.S. border security through secure, accurate, and efficient visa services.
- **Mission Objective 4.2:** Enhance bilateral cooperation and coordination on threat response, policy, and international security efforts impacting our borders.

Mission Goal 5: Canadian law enforcement agencies increase routine and reciprocal information sharing with the United States to enable more effective identification and responses to threats related to transnational crime, cyberspace, terrorism, and the proliferation of arms and WMDs.

- **Mission Objective 5.1:** Encourage Canada to address legal, regulatory, or cultural barriers preventing the expansion and institutionalization of security and law enforcement information sharing by Canada with the United States to enhance both countries' security.

Mission Goal 6: Canada serves as an ally in bilateral and multilateral fora to advance core democratic values, champion the freedom and dignity of individuals to flourish within a just, diverse, equitable, and inclusive society, and ensure the protection of rule of law and our collective security.

- **Mission Objective 6.1:** Align Canadian and U.S. interests bilaterally and in multilateral fora to partner on the promotion of liberal democratic systems and norms that champion human rights and rule of law.
- **Mission Objective 6.2:** Ensure Canada sustains and reinforces its defense and security capabilities and commitments, including to NORAD and NATO, as well as its readiness to support and defend shared global security interests.

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Mission Goal 7: The government of Canada views migration management through a hemispheric approach, to increase support for capacity building in source countries, and to expand legal migration pathways from the region to Canada.

- **Mission Objective 7.1:** Promote pathways for legal migration and addressing root causes of irregular migration.

Mission Goal 8: The Canadian public understands, supports, and takes action to advance U.S. policy, with a particular focus on diversity, equity, inclusion, and accessibility.

- **Mission Objective 8.1:** Increase the Canadian public's understanding and actions in support of Mission Canada ICS goals through targeted engagement with media and cultural programming that highlights shared national interests and values.

Management Objective 1: Support and strengthen a diverse, equitable, inclusive, accessible, resilient, and dynamic workforce.

Management Objective 2: Provide Mission Canada with a management platform sufficient in size to responsibly support growing requirements mission-wide.

Management Objective 3: Ensure that Mission Canada has sufficient and accessible spaces in all facilities that promotes productivity, allows for growth, and aligns with Mission Greening goals. To ensure that our Procurement procedures allow for the widest distribution to incorporate small and medium-sized enterprises (SMEs), especially those owned by women, people of color, and indigenous peoples, to be able to compete for contracts and services with the Mission.

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3. Mission Goals and Objectives

Mission Goal 1: Canada partners with the United States bilaterally, regionally, and multilaterally to advance the climate and environmental goals of decarbonization and good governance through innovation and collaboration

Description: Canada has demonstrated climate leadership by committing to ambitious climate goals. Canada heeded calls from the United States in 2021 to enhance its Nationally Determined Contribution (NDC) to cut greenhouse gas (GHG) emissions to 40-45 percent of 2005 levels by 2030 and codified its goals into the Net-Zero Emissions Accountability Act. Canada also partnered with the United States on the global stage in encouraging third countries to increase their ambitions in the lead up to the 2021 UN Climate Conference of the Parties (COP26). The United States and Canada cooperate bilaterally across numerous agencies to foster innovation and climate solutions and, trilaterally, with Mexico to increase climate commitments through high-level dialogues. Globally, Canada joined with the United States and the UAE to support the Agriculture Innovation Mission for Climate (AIM4C) to invest in climate-smart agriculture and food systems innovation. Ongoing bilateral dialogues on climate encourage close.

Objective 1.1: Accelerate U.S.-Canadian implementation efforts to limit global warming to 1.5 °C and support mitigation and adaptation measures to prevent and respond to environmental degradation and disasters.

- **Justification:** President Biden's focus on tackling climate change goes hand in hand with creating jobs. Climate plans create U.S. opportunities to support good-paying jobs, strengthen America's working communities, protect public health, and advance environmental justice. In advancing climate solutions, both President Biden and Prime Minister Trudeau agreed on the importance of collaboration with Indigenous peoples, sub-national governments, workers, and stakeholders including civil society, youth, business, and industry.

- **Linkages:** This objective support President Biden and Prime Minister Trudeau’s Roadmap for a Renewed U.S.-Canada Partnership February 23, 2021, under the climate goal and under its diversity and inclusion goal. The objective also supports U.S. climate plans and the bilateral U.S.-Canada Climate Workplan under the U.S.-Canada High-Level Ministerial Dialogue on Climate Action. The interim National Security Strategic Guidance calls for action on climate change as a matter of national security.
- **Risks:** Failure to achieve the objective will contribute to continued global warming and reduce pressure on other countries to achieve their own goals. The failure of our interconnected northern neighbor to achieve its climate goals threatens the U.S. opportunity to support good-paying jobs, strengthen America’s working communities, protect public health, and advance environmental justice.

Mission Goal 2: Canada and the United States work collaboratively to build back better, with a focus on small and medium-sized enterprises (SMEs), especially those owned by women, people of color, and Indigenous peoples.

Description: Over 99% of businesses in both the United States and Canada are SMEs. In Canada, they employ nearly 89 percent of the private sector’s workforce. They have been disproportionately hurt by the pandemic with a November 2021 Canadian Federation of Independent Business survey finding only 78 percent of Canadian SMEs are fully open, only 45 percent are fully staffed, and only 36 percent are back to pre-pandemic sales. Within the small business category, women-owned, people of color-owned, and Indigenous-owned SMEs have been more severely hurt by the pandemic. SMEs run by these groups were more vulnerable to the pandemic for multiple reasons, including being concentrated in the industries that were most affected by COVID-19, having insufficient financial buffers, and having less access to capital. Enhanced U.S. and Canadian SME collaboration will meet President Biden and Prime Minister Trudeau’s goal of ensuring an inclusive economic recovery from the pandemic supports minority-run, women-run, and Indigenous-run SMEs.

Objective 2.1: Foster connections between SMEs from underrepresented communities to increase their participation in U.S.-Canadian trade.

- **Justification:** SMEs, particularly those owned by women, people of color, and indigenous peoples, tend to participate in lower numbers in traditional business associations and other business support groups. Without these interactions, small businesses have limited networks to support the growth of their businesses, including troubleshooting challenges as they expand international trade. Many SMEs might not fully consider themselves exporters and thus fail to access Canadian export support services. In addition, women, people of color, and indigenous owned companies often do not receive full access to public and private procurement initiatives. Public Services and Procurement Canada has a Supply Diversity Action Plan. Still, many provinces and municipalities do not, and the private sector also lags behind making opportunities available. The Canadian Center for Diversity and Inclusion’s “Supplier Diversity in Canada” report found that only 43 percent of private sector entities with diversity and inclusion policy engage in supplier diversity. Increasing access and awareness of opportunities to companies owned or operated by women, people of color, and indigenous people provide avenues for additional connections and economic growth. A smaller business network also presents fewer opportunities for SME leaders to develop mentors as these fledgling entrepreneurs develop their businesses.
- **Linkages:** The objective supports President Biden and Prime Minister Trudeau’s Roadmap for a Renewed U.S.-Canada Partnership, created February 23, 2021, to accelerate an inclusive economic recovery of SMEs, with a focus on supporting SMEs owned by women, people of color, and indigenous peoples. It also supports State Department Joint Strategic Plan (Objectives 2.1 and 2.2) and Commerce Department Strategic Plan (Objective 2.4 and 2.5).
- **Risks:** Failing to reach this objective will limit the productivity of the U.S. and Canadian economies, hamper the development of innovation by small and medium sized enterprises, reduce trade levels for both economies, and limit the equitable

participation of women, minorities, and Indigenous populations in U.S.-Canada trade along with public and private procurement initiatives.

Mission Goal 3: Canada and the United States improve North American competitiveness by supporting resilient and integrated supply chains, reducing regulatory barriers, and cooperating on measures that improve the region's economic security and sustainability.

Description: The United States and Canada have one of the most heavily integrated trade and investment relationships in the world. Businesses depend on the cutting-edge trade agreement—the U.S.-Mexico-Canada Agreement (USMCA)—which paves the way for strong and stable trade, smooth investment flows, highly integrated supply chains, interconnected energy, and infrastructure. Canada is the number one export market for the United States (USD 310 billion) and, for Canada, the United States is the largest export market (USD 305 billion), making up a full 71 percent of all Canadian exports in 2020. Canada is the number one source of oil, gas, and electricity imports for the United States. It is also the United States' number two source of FDI (USD 570 billion), while the United States is Canada's largest source of FDI (USD 422 billion).

Objective 3.1: Support bilateral collaboration and stakeholder outreach to improve supply chain resiliency and security

- **Justification:** U.S. economic and national security depend on secure and resilient supply chains. Overreliance on a limited number of domestic suppliers, global supply chains disruption vulnerabilities, and competitor country suppliers pose dangers to the U.S. industrial base and U.S. jobs. Building resilient supply chains and ensuring the flow of goods across our borders is also essential for our manufacturing, defense, and health industries as well as climate ambitions, requiring a steady and reliable supply of materials, processing, technologies, and innovation.

- **Linkages:** The objective supports President Biden and Prime Minister Trudeau's Roadmap for a Renewed U.S.-Canada Partnership, created February 23, 2021, to strengthen Canada-U.S. supply chain security and reinforce our interconnected and mutually beneficial economic relationship. Executive Order 14017 and subsequent 100 Day Review Building Resilient Supply Chains, Revitalizing American Manufacturing, and Fostering Broad-Based Growth also links to this objective.
- **Risks:** Failure to meet this objective could weaken U.S. companies' ability to compete fairly in the global market, access resources and technologies needed for key industries, nation defense, a robust health care system, and leadership in cutting-edge technologies, including those needed to fight climate change.

Mission Goal 4: Canada and the United States work together to protect the lives and serve the interests of U.S. citizens in Canada and strengthen U.S. border security while facilitating legitimate trade and travel across the shared border.

Description: The Department has no greater priority than the protection of U.S. citizens and their interests abroad. Consular officers are the U.S. government's first provider of services for U.S. citizens abroad, whether it be registering the birth or death of a U.S. citizen, repatriating remains, assisting with voting in U.S. elections, or helping citizens return to the United States, when needed. Consular officers also provide assistance to incarcerated and missing persons, abducted children and their families, travelers threatened by natural disasters, public health crises, or civil unrest.

Objective 4.1: Enhance U.S. citizen security and interests in Canada, while ensuring U.S. border security through secure, accurate, and efficient visa services.

- **Justification:** Consular officers register the birth or death of a U.S. citizen, repatriate remains, provide assistance voting in U.S. elections, and help citizens return to the United States, when needed. Consular officers also provide assistance to incarcerated and missing persons, abducted children and their families, travelers threatened by natural disasters, public health crises, or civil unrest. Consular personnel

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serve U.S. citizens intending international travel through passport issuance, while protecting the integrity of the U.S. passport as proof of U.S. citizenship.

- **Linkages:** Joint Regional Strategy (JRS) – WHA Objective 3.1 (Protect U.S. citizens, ensure secure borders, promote safe, humane, and orderly immigration and asylum systems, enhance protections for refugees and displaced persons, and promote stability in areas impacted by migration). JRS – WHA Objective 3.4 (Counter transnational criminal organizations and illicit networks). JRS – WHA Objective 4.1 (Foster fair trade and investment and a more economically competitive region). JRS – WHA Objective 4.3 (Support inclusive and sustainable economic growth). JRS – WHA Objective 6.1 (Engage publics and influence opinion to build support for American Values). JRS – WHA Objective 6.3 (Expand connections between U.S. and foreign institutions, organizations, businesses, and people, leveraging spheres of influence to achieve foreign policy goals). FY 2022 – 2026 Department of State and USAID Joint Strategic Plan (JSP) - Strategic Objective 1.3 (Humanitarian Leadership). JSP - Strategic Objective 2.2 (Inclusive and Sustainable Economic Growth). JSP - Strategic Objective 3.4 (Manage Migration). JSP - Strategic Objective 5.1 (Information and Services). JSP - Strategic Objective 5.2 (Facilitate Legitimate Travel).
- **Risks:** Should this objective not be achieved, we risk the safety and security of U.S. citizens in Canada and in the United States. Passport and visa adjudication is both a service and a border security decision. By protecting the interests and security of U.S. citizens abroad and facilitating legitimate travel for those who require visas, we promote the safety, security, and economic well-being of the United States of America.

Objective 4.2: Enhance bilateral cooperation and coordination on threat response, policy and international security efforts impacting our borders.

- **Justification:** The integrity of each country's immigration system and border enforcement capabilities is interrelated. The Electronic Travel Authorization (eTA) required for visa free travel lacks many of the vetting elements done for the visa-required travelers, including querying against certain U.S. government holdings. For example, cases of immigration violations by Mexican nationals have increased significantly since Canada included Mexico in its visa exempt travel program in 2016, including hundreds of Mexican nationals who used Canada as a pathway for illegal entry into the United States. Also, cooperation on research and development on emerging technologies (e.g., pervasive internet, artificial intelligence, etc.) provides a pathway to expand both countries' capabilities to secure the mutual border. Enhancing existing cooperation in aviation security better protects the U.S. homeland directly, as well as indirectly by strengthening the effectiveness of the security underlying the global transportation network.
- **Linkages:** Joint Regional Strategy (JRS) – WHA Objective 3.1 (Protect U.S. citizens, ensure secure borders, promote safe, humane, and orderly immigration and asylum systems, enhance protections for refugees and displaced persons, and promote stability in areas impacted by migration). JRS – WHA Objective 3.4 (Counter transnational criminal organizations and illicit networks). JRS – WHA Objective 4.1 (Foster fair trade and investment and a more economically competitive region). JRS – WHA Objective 4.3 (Support inclusive and sustainable economic growth). JRS – WHA Objective 6.1 (Engage publics and influence opinion to build support for American Values). JRS – WHA Objective 6.3 (Expand connections between U.S. and foreign institutions, organizations, businesses, and people, leveraging spheres of influence to achieve foreign policy goals). FY 2022 – 2026 Department of State and USAID Joint Strategic Plan (JSP) - Strategic Objective 1.3 (Humanitarian Leadership). JSP - Strategic Objective 2.2 (Inclusive and Sustainable Economic Growth). JSP - Strategic Objective 3.4 (Manage

Migration). JSP - Strategic Objective 5.1 (Information and Services). JSP - Strategic Objective 5.2 (Facilitate Legitimate Travel).

- **Risks:** Budget may lack sufficient resources for implementation or research and development efforts due to competing domestic priorities and economic benefits Canada gets from allowing visa free travel to compete with security concerns. Unlike the U.S. Visa Waiver Program, the absence of statutory requirements for countries to be eligible for visa free travel benefits makes offering the benefits a political rather than a security decision. Technical challenges in automating eTA vetting. Lack of quality of responses to calls for research and development proposals. Strengthening cooperation in aviation security depends on the availability of funding and resources and effective coordination among multiple government and private sector stakeholders in the airport environment.

Mission Goal 5: Canadian law enforcement agencies increase routine and reciprocal information sharing with the United States to enable more effective identification and responses to threats related to transnational crime, cyberspace, terrorism, and the proliferation of arms and WMDs.

Description: Canada's 5,525-mile land border with the United States is the longest in the world. The extensive economic, security, political, and familial relationship between the two countries makes fully integrated cross-border law enforcement operations and information sharing a consistent challenge among the two countries' local, state (provincial), and federal agencies. Canada's privacy laws, justice system, and internal bureaucracy between the federal and provincial governments lead to generally one-sided information sharing between United States federal law enforcement agencies and the Royal Canadian Mounted Police (RCMP) as the lead Canadian federal law enforcement agency. The same lack of information sharing extends across provinces within Canadian law enforcement agencies at the local, provincial, and federal levels. The confederation structure of Canada's national government leads to significant divisions between provinces, even within the RCMP officers assigned to different

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provinces. These challenges are particularly evident during bilateral investigations related to cross-border trafficking in weapons, drugs, and persons involved in sexual exploitation.

The Mission's law enforcement working group is composed of federal agents from the Bureau of Alcohol, Tobacco, Firearms, and Explosives; U.S. Customs and Border Protection; Diplomatic Security Service; Drug Enforcement Administration; Federal Bureau of Investigation; U.S. Immigration and Customs Enforcement's Homeland Security Investigations; Internal Revenue Service; U.S. Marshals Service; U.S. Coast Guard; and the U.S. Secret Service. The group meets monthly to coordinate investigations, training, and liaison activity with Canadian partners to ensure unified, synchronized action across the broad expanse of United States law enforcement operations in Canada.

Objective 5.1: Encourage Canada to address legal, regulatory, or cultural barriers preventing the expansion and institutionalization of security and law enforcement information sharing by Canada with the United States to enhance both countries' security.

- **Justification:** Since October 2020, the U.S. Secret Service and Canadian Anti-Fraud Centre seized or recovered over \$7.1 million in fraudulent funds relating to cybercrime involving U.S. and Canadian victims. Between 2019-2021, the U.S. Coast Guard conducted 364 joint maritime patrol missions with the RCMP for a total of 1,216 hours underway and over 500 vessels boarded. In FY2021, the Bureau of Alcohol, Tobacco, Firearms, and Explosives conducted 7,500 firearms traces, opened 118 investigations, and trained 660 Canadian law enforcement officers. In 2021, Homeland Security Investigations (HSI) initiated 234 cases resulting in 136 arrests and supported the seizure of 35,200 kilograms of narcotics, seven weapons, and over \$1 million. HSI also identified 87 victims of child exploitation and rescued eight victims. In 2021, the Federal Bureau of Investigation supported 2,707 Canadian requests for assistance, shared 12,947 intelligence reports, initiated 100 joint investigations, and conducted 50 training courses for Canadian partners. In FY2020-2021, Customs and Border Protection facilitated the armed travel of over 1,300 U.S. law enforcement officers through Canada enroute to remote areas of the United States. In FY2021, the Internal Revenue Service

conducted 38 investigations resulting in 14 arrests, 48 violations, and the seizure of over \$13 million. Since 2019, DEA assisted with the seizure of approximately 5,500 kilograms of opium, 1,000 kilograms of cocaine, 3,000 kilograms of methamphetamines, and 200 kilograms of heroin in Canada or destined for Canada.

- **Linkages:** This objective supports the President's 2021 Interim National Security Strategic Guidance, the State Department's Bureau of Western Hemisphere Affairs 2020 Joint Regional Strategy (Goal 1 – A Secure Hemisphere, Objectives 1.1-1.4), the State Department's Bureau of Diplomatic Security 2020 Functional Bureau Strategy (Goal 2 – Protect the Homeland and the Integrity of U.S. Travel Documents, Objectives 2.1-2.3), and the Justice Department's 2018 Strategic Plan (Goals 1 – Enhance National Security and Counter the Threat of Terrorism, Goal 2 – Secure the Borders and Enhance Immigration Enforcement and Adjudication, and Goal 3 – Reduce Violent Crime and Promote Public Safety).
- **Risks:** Unlawful elements in Canada would pose a significant criminal and terrorist threat to the U.S. Homeland without open and active law enforcement cooperation and information sharing at all levels of United States and Canadian local, state (provincial), and federal governments. Cross-border smuggling of illicit personnel and material represents the most immediate risk of catastrophic harm to the United States while cybercrime and other economic crimes represent a long-term threat to American citizens and United States economic prosperity.

Mission Goal 6: Canada serves as an ally in bilateral and multilateral fora to advance core democratic values, champion the freedom and dignity of individuals to flourish within a just, diverse, equitable, and inclusive society, and ensure the protection of rule of law and our collective security.

Description: Canada is our closest Ally and partner. We work closely with the Canadian government at all levels bilaterally and in multilateral fora to advance shared priorities, including promoting democratic values regionally and globally --- from Haiti to Afghanistan to Ukraine. The February 23, 2021, Roadmap for a Renewed U.S.-Canada Partnership announced by President Biden and Prime Minister Trudeau highlights the depth and breadth of our unique relationship. The Roadmap, now in its second year, is a blueprint to bolster defense and national security, renew global alliances, combat the opioid crisis, and foster diversity, equity, inclusion, and justice. In addition to extensive bilateral cooperation, we also coordinate multilaterally with Canada in multiple fora, including the G7, UN, NATO, the OAS and through the North American Leadership Summit (NALS), to name a few. Canada is a force multiplier and leads on initiatives including the Declaration Against Arbitrary Detention in State-to-State Relations and media freedom. As the threat environment changes, the United States and Canada must adapt to confront these new challenges.

Objective 6.1: Align Canadian and U.S. interests bilaterally and in multilateral fora to partner on the promotion of liberal democratic systems and norms that champion human rights and rule of law.

- **Justification:** Democratic values are under threat across the globe in the face of rising authoritarianism. As our closest Ally and an established and credible democracy, Canada is a force multiplier on the world stage. It is imperative that the United States coordinate closely with Canada, our like-minded partners, and allies across the world to promote democratic norms and human rights. The Roadmap for a Renewed U.S.-Canada Partnership offers a blueprint for this cooperation, especially the pillars of Building Global Alliances, Bolstering Security and Defense, and Advancing Diversity, Equity, and Inclusion.

- **Linkages:** This objective supports the President’s 2021 Interim National Security Strategic Guidance, the State Department’s Bureau of Western Hemisphere Affairs 2022-2026 Joint Regional Strategy (Goal 1 – A Democratic Hemisphere and Goal 2 – An Inclusive Hemisphere). Performance Goal Statement 3.2.3—By 2026, increase U.S. government actions to advance the accessibility, equity, and inclusion of marginalized populations in decision-making space, government service delivery, and at multilateral/regional forums and Performance Goal Statement 3.2.6 – Advance equity and support for underserved and underrepresented communities in the formulation and conduct of foreign policy.
- **Risks:** Democracy and human rights are under siege from regimes in the PRC, Russia, Burma, Afghanistan, North Korea and elsewhere. Canada is a middle power and credible voice on the world stage in support of human rights and democratic norms. Insufficient cooperation between like-minded democracies such as the United States and Canada would allow an opening for further democratic backsliding globally. The Mission will work to mitigate this risk by deepening regional and global cooperation with Canada in support of democratic norms.

Objective 6.2: Ensure Canada sustains and reinforces its defense and security capabilities and commitments, including to NORAD and NATO, as well as its readiness to support and defend shared global security interests.

- **Justification:** As the United States’ partner in NORAD, the world’s only binational command, and a NATO ally, Canada’s cooperation on security and defense issues is a critical component of the bilateral relationship. To ensure our national and collective security, both countries must appropriately fund their armed forces, and invest in security and defense-related research and development, and new technologies/capabilities.
- **Linkages:** This objective supports the 2021 Interim National Security Strategic Guidance and the 2021 Roadmap for a Renewed U.S.-Canada Partnership. This objective also supports the State-USAID Joint Strategic Plan 2022-2026 Strategic

Objective 1.4 Peace and Security and WHA JRS Bureau Objective 6.2. Building support for U.S. positions and leadership in multilateral and regional institutions.

- **Risks:** Failure to properly fund and support militaries, national defense, and security architectures undermines national and collective security, putting the United States and Canada at risk of attack by malign state and non-state actors.

Mission Goal 7: The government of Canada views migration management through a hemispheric approach, to increase support for capacity building in source countries, and to expand legal migration pathways from the region to Canada.

Description : The complex factors causing the extraordinary increase in irregular migration throughout the hemisphere underscore the need for bold regional commitment. We recognize the social, health, economic, human rights, and security challenges facing countries of origin, refuge, transit, destination, and return. We believe this requires a regional response, as well as global resources, with respect for law, rooted in solidarity with migrants and among States, prioritizing access to protection, expanded labor migration pathways, and humane border enforcement measures as essential aspects of migration management. During the North American Leaders' Summit, the United States and Canada, along with Mexico affirmed, a commitment, based on shared responsibility to adopt an ambitious and comprehensive approach to safe orderly and humane migration management.

Objective 7.1: Promote pathways for legal migration and address root causes of irregular migration.

- **Justification:** The United States and Canada have a shared interest in building a fair, orderly, and humane immigration system. The United States is responding to a historically high number of migrants reaching our southern land border, not from any single, discrete point of origin, but from varied nations suffering a diverse collection of hardships. There is a humanitarian imperative to create options for vulnerable

individuals, so they do not feel the need to undertake the perilous journey to try to enter the United States or Canada outside legal channels. This includes paths that refer them to local protection options, integration programs, and support for the most at-risk groups, including internally displaced persons (IDPs) and human trafficking victims. We can help people find safety and sustainable livelihoods within their own countries and prevent their exploitation. We also commit to expanding and strengthening legal pathways for migrants to enter our respective countries, whether for seasonal and temporary work, family reunification, or humanitarian protection, including through resettlement.

- **Linkages:** This objective supports the Interim National Security Strategy and the State-USAID Joint Strategic Plan strategic objective 3.4., managing migration and strategic objective 1.3., humanitarian leadership. This objective also supports the WHA JRS bureau objective 3.1. – protect U.S. citizens, ensure secure borders, promote safe, humane, and orderly immigration and asylum systems, enhance protections for refugees and displaced persons, and promote stability in areas impacted by migration.
- **Risks:** Risks include failure to request sufficient funding in budget, requested budget levels are not approved, capacity is overwhelmed by external events, unfavorable judicial rulings that restrain capacity, attitude of Canadian public shifts against assisting immigrants, or United States delays or fails to implement agreed to changes in the U.S.-Canada Safe Country Agreement.

Mission Goal 8: The Canadian public understands, supports, and takes action to advance shared policies as defined in the Roadmap for a Renewed U.S. Canada Partnership, with a particular focus on diversity, equity, inclusion, and accessibility.

Description: Mission Canada public outreach will target specific audiences to achieve policy objectives in ICS Goals 1-7, the Roadmap, the North American Leaders Summit, the Presidential Initiative for Democratic Renewal, the National Strategy on Gender Equity and Equality, and other high-level strategic and policy documents. **Objective 8.1:** Increase the Canadian public's understanding and actions in support of Mission Canada ICS goals through targeted engagement with media and cultural programming that highlights shared national interests and values.

- **Justification:** The United States shares close bonds socially, economically, and culturally with Canada. While recent polling indicates Canadian public opinion toward the United States has improved since 2020, it also indicates Canadians perceive of the United States as a less trusted partner than before 2016 following U.S. withdrawal from international fora. A Pew poll on U.S. soft power influence released on November 1, 2021, found 69% of Canadians believe the United States “used to be a good example” of democracy, “but has not been in recent years.” On trade, polling commissioned by Mission Canada in April 2021 showed 90% of respondents agreed a stronger North American economy will ultimately benefit both Canada and the United States but current trade irritants, like a proposed electric vehicle policy, feed negative narrative that the U.S. has a protectionist economic agenda. Overall, audience research suggests Canadians are open to positive messaging that highlights how U.S. policy work is in alignment with their strongly held democratic values, and Canadians want to hear how U.S. economic policies can strengthen the Canadian economy.
- **Linkages:** 2020 Public Diplomacy Strategic Plan; Draft FY 2022-2026 Joint Strategic Plan - Goal 1 (Renew U.S. leadership and mobilize coalitions to address the global challenges that have the greatest impact on Americans' security and well-being)

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Objective 1.5 (Build Support for American Values), Goal 3 (Strengthen democratic institutions, uphold universal values, and promote human dignity); Draft FY 2022-2026 WHA-LAC Joint Regional Strategy Goal 6 (A Hemisphere Receptive to U.S. Leadership and Values) Objectives 6.1, 6.2, and 6.3; 2021 North American Leadership Summit (Fostering Competitiveness and Creating the Conditions for Equitable Growth); Presidential Initiative for Democratic Renewal (Empowering Historically Marginalized Groups and Ensuring All Have a Say in Democracy); National Strategy for Gender Equity and Equality; Interim National Security Strategy; Roadmap for a Renewed U.S.-Canada Partnership.

- **Risks:** 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. Public perception of weak U.S. credibility on key issues—including democracy, inclusion, equity, and tolerance—remains a risk. Our outreach will resonate best when it focuses on how our policy successes improve the lives of ordinary citizens. U.S. Department of State Public Diplomacy practitioners are also undergoing a global restructuring process to pivot to audience-focused strategic programming, but currently lack the practical skills needed to fully realize strategic programming goals. We will address this challenge by focusing on fundamental skill development and encouraging the adoption of technical tools appropriate for the modern Public Diplomacy environment.

4. Management Objectives

Management Objective 1: Support and strengthen a diverse, equitable, inclusive, accessible, resilient, and dynamic workforce.

- **Justification:** Mission Canada recognizes and highlights that a diverse workforce is stronger, smarter, and more effective in executing U.S. policy objectives. A growing body of evidence demonstrates that diverse, equitable, inclusive, and accessible workplaces yield higher-performing organizations. Incorporating diversity, equity, inclusion, and accessibility holistically throughout Mission Canada is paramount to having a well-trained, well-versed workforce to advance our foreign policy and Mission goals. Mission Canada must be a model for diversity, equity, inclusion, and accessibility, where all employees are treated with dignity and respect. The Mission must strengthen its ability to recruit, hire, develop, promote, and retain talent and remove barriers to equal opportunity. It must also provide resources and opportunities to strengthen and advance diversity, equity, inclusion, and accessibility.
- **Linkages:** [Executive Order \(E.O.\) 14035](#) on *Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce*, published in June 2021, established a U.S. government policy to cultivate a federal workforce that draws from the full diversity of the United States. It reaffirmed support for and builds upon E.O. 13583 (Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce); E.O. 13988 (Preventing and Combating Discrimination on the Basis of Gender Identity or Sexual Orientation); E.O. 13985 (Advancing Racial Equity and Support for Underserved Communities Through the Federal Government); E.O. 14020 (Establishment of the White House Gender Policy Council); the Presidential Memorandum on Promoting Diversity and Inclusion in the National Security Workforce; and the National Security Memorandum on Revitalizing America's Foreign Policy and National Security Workforce, Institutions, and Partnerships. WHA JRS Bureau Objective 2.1 Promote social inclusion and respect for the human dignity and rights of all persons,

especially members of marginalized communities, including African-Descendant, Indigenous, LGBTQI+, persons with disabilities, women, and girls, through diplomatic engagement and public diplomacy. Bureau Objective 2.2: Advance racial and gender equity. Bureau Sub-objective 4.2.1: Encourage market-friendly, transparent, inclusive, and environmentally sustainable business practices that promote investment and broaden economic opportunity. WHA JRS Bureau Sub-objective 4.3.3: Promote labor standards and policies that combat racial and gender discrimination in hiring practices, pay, and career advancement, particularly for women, LGBTQI+ persons, African Descendant and Indigenous communities, persons with disabilities, and persons otherwise adversely affected by persistent poverty or inequality. WHA JRS Bureau Cross-Cutting Management Sub-objective 5.1.3: Manage growth, professional development, and alignment of staffing levels, including LE Staff, that promotes a diverse and dynamic workforce, to include increased recruitment from underserved and marginalized communities. WHA JRS Bureau Goal 2, - An inclusive hemisphere, JRS Bureau Sub-objective 2.3.3-Advance recruitment, retention, and professional growth for women and members of racial, ethnic, and other marginalized communities. State-USAID JSP and Performance Goal Statement 4.1.3 Diversity, Equity, Inclusion, and Accountability—Expand inclusive and equitable recruitment, hiring, and retention practices that result in diverse Department of State and USAID workforces.

- **Risks:** Perception that the Mission is not an employer of choice (within Canada and among U.S. government personnel seeking foreign assignments) because it does not prioritize and support a diverse, inclusive, accessible, resilient, and dynamic workforce would hurt the Mission’s institutional knowledge, reputation, and local experience. We diminish our ability to achieve the goals of the Roadmap for a Renewed U.S.-Canada Partnership by not fully incorporating and supporting DEIA measures throughout the Mission.

Management Objective 2: Provide Mission Canada with a management platform sufficient in size to responsibly support growing requirements mission-wide.

- **Justification:** The demand for ICASS services has only increased without a corresponding increase in ICASS personnel. As mentioned in the previous ICS, numerous studies, including the most recent Rightsizing Report, have pointed to the very lean ICASS footprint throughout Mission Canada; a footprint that is not sustainable with the growth in certain areas and functions, to include that in Consular Affairs and the expansion of DHS/CBP Pre-Clearance operations in Canada. Addressing staffing shortfalls with the appropriate response has been given careful consideration by the Mission's ICASS Council the past few years, and locally employed 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.
- **Linkages:** WHA JRS Bureau Goal 2, - An inclusive hemisphere, JRS Bureau Sub-objective 2.3.3-Advance recruitment, retention, and professional growth for women and members of racial, ethnic, and other marginalized communities. WHA JRS 5.1.3 Manage growth, professional development, and alignment of staffing levels, including LE Staff, that promotes a diverse and dynamic workforce, to include increased recruitment from underserved and marginalized communities. State-USAID JSP and Performance Goal Statement 4.1.3 Diversity, Equity, Inclusion, and Accountability—Expand inclusive and equitable recruitment, hiring, and retention practices that result in diverse Department of State and USAID workforces.
- **Risks:** Rightsizing ICASS personnel as it pertains to efficient customer support is paramount to Mission Canada and the expected growth of the Mission. A historically lean ICASS platform will limit the level of service for ICASS customers and result in overtime costs, lack of service, inefficiencies, and diminished morale.

Management Objective 3: Ensure that Mission Canada has sufficient and accessible spaces in all facilities that promotes productivity, allows for growth, and aligns with Mission Greening goals. To ensure that our Procurement procedures allow for the widest distribution to incorporate small- to medium-sized enterprises, particularly those owned by women, people of color, and indigenous peoples, to be able to compete for contracts and services with the Mission.

- **Justification:** Justification: As mentioned in the 2018 ICS, 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 over the past several years. A Post security upgrade project has been scheduled since 2018 in Vancouver, but work has not yet commenced. A much-needed new Consulate building is scheduled for Toronto, but the site search for land is still ongoing. The COVID-19 pandemic has delayed the renovation of the Ambassador's residence in Ottawa and other much-needed improvement projects. Increased use of green technology and supporting efficiencies will be incorporated in project development and to partner Management initiatives with Mission greening goals.
- **Linkages:** WHA JRS -5.1.2 – Provide modern, safe, accessible, and secure infrastructure, facilities, and management services. State-USAID JSP Strategic Objective 1.2 on Climate Change – secure ambitious climate mitigation and adaption outcomes and State-USAID Strategic Objective 4.3—Personal, Information, and Infrastructure—Protecting our personnel, information, and physical infrastructure from 21st century threats.
- **Risks:** Mission Canada's consulates and official residences-- especially in Toronto and Vancouver-- have serious infrastructure problems and, if not addressed, will further deteriorate.