



# CANADIAN AIR TRANSPORT SECURITY AUTHORITY

**2003/04-2007/08**

**CORPORATE PLAN SUMMARY**

*and*

**2003/04 CAPITAL BUDGET**

*and*

**2003/04 OPERATING BUDGET**

*As at  
February 3, 2003*

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## Glossary

<b>AA</b>	The <i>Aeronautics Act</i>
<b>Accreditation Program</b>	A program being developed by CATSA which will set criteria that a Screening Provider must meet to be certified to provide screening services to CATSA
<b>Airport Authority</b>	An operator of an airport listed in the <i>Airport Transfer (Miscellaneous Matters) Act</i>
<b>Airport Operator</b>	A company or other entity or Airport Authority responsible for the operation of a Designated Airport
<b>APO</b>	Aircraft Protective Officer; a specially-trained police officer of the RCMP who is present on certain flights
<b>ATSC</b>	Air Travellers Security Charge
<b>CACPP</b>	The Canadian Air Carrier Protective Program
<b>CATSA</b>	The Canadian Air Transport Security Authority
<b>CATSA Act</b>	The <i>Canadian Air Transport Security Authority Act</i>
<b>CCRA</b>	The Canada Customs and Revenue Agency
<b>Crown or Government</b>	The Government of Canada
<b>CSIS</b>	The Canadian Security Intelligence Service
<b>CTX</b>	A type of EDX machine
<b>Designated Airports</b>	The 89 airports, as listed in Appendix 2, at which CATSA is responsible for the provision of screening services as designated by the regulations issued by Transport Canada
<b>EDS</b>	Explosives Detection Systems: manual or automated systems used primarily to check for explosives in carry-on baggage and checked baggage
<b>EDX</b>	Explosive Detection X-ray equipment
<b>Emergency Response Plan</b>	A plan being developed by CATSA which includes procedures on responding to security threats, such as bombs or terrorist acts and to non-security events, such as fire, labour actions and VIP visits.

<b>ERAP</b>	Enhanced Restricted Area Pass system: the national system being developed by CATSA for enhanced control of access to restricted areas of airports
<b>ETD</b>	Explosive Trace Detection systems: manually operated equipment used to detect minute traces of explosive residue on the outside of carry-on baggage and checked baggage
<b>FAA</b>	The <i>Financial Administration Act</i>
<b>FBA</b>	Federal Budget Allocation
<b>HBS</b>	Hold Bag Screening: the screening of checked baggage using EDS equipment
<b>Lead Carrier</b>	One of 14 airlines which was party to a contract with a Screening Provider for the provision of PBS services at a specified airport
<b>Minister</b>	The Minister of Transport
<b>MOU</b>	Memorandum of Understanding
<b>National Deployment Plan</b>	The plan developed by CATSA for the deployment of EDS equipment to provide HBS at the 89 Designated Airports
<b>National Training and Certification Program</b>	The program developed by CATSA for the training and certification of Screening Officers
<b>NPS</b>	Non-Passenger Screening: the screening of selected non-passengers accessing restricted areas of airports. Non-Passengers include all airport workers accessing restricted areas of airports, such as flight crews, refuelers, caterers, aircraft groomers, maintenance personnel, airport baggage handlers, concession staff, etc
<b>PBS</b>	Pre-Board Screening: includes the screening of passengers, their belongings and carry-on baggage
<b>RCMP</b>	The Royal Canadian Mounted Police
<b>Screening Provider</b>	A company which has entered into a contract with CATSA for the provision of PBS, HBS and other screening services
<b>Screening Officer</b>	An employee of a Screening provider carrying out screening services
<b>Transition Agreements</b>	Agreements signed between CATSA and various Lead Carriers providing for the assumption by CATSA of the cost of PBS screening effective April 1, 2002



# 1 Introduction

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## 1.1 CATSA's Mandate and Responsibilities

In accordance with Part X of the *Financial Administration Act*, CATSA's 2003/04 – 2007/08 Corporate Plan was approved by the Board of Directors in January 2003, submitted to the Minister of Transport on February 3, 2003, and approved by Treasury Board and the Governor in Council in March 2003. Two fundamental principles guided CATSA in the preparation of its Corporate Plan: (i) the security of air travellers in Canada; (ii) respect of CATSA's \$1.94 billion in funding as determined in the December 2001 Federal Budget Allocation ("FBA").

The terrorist attacks of September 11, 2001 created new challenges for Canada's air transport security system. The creation of the Canadian Air Transport Security Authority was the centrepiece of the Government of Canada's response to these new challenges. In assuming responsibility for certain air transport security functions previously undertaken by the private sector, the Government of Canada made it clear that CATSA's actions were to be driven by security concerns, not economic considerations.

CATSA was established by *Canadian Air Transport Security Act* (the "CATSA Act"), which received Royal Assent on March 27, 2002. CATSA came into being on April 1, 2002 by Order in Council and was operational immediately.

The Government's objectives in the establishment of CATSA were to:

1. Enhance air transport security;
2. Improve public confidence in the air transport security system;
3. Increase Government visibility in air transport security;
4. Provide a consistent approach across the system;
5. Integrate air transport security services; and
6. Deliver services in an efficient and effective manner, having due regard to the interest of the travelling public.

CATSA's primary objective is to further the Government of Canada's objectives through the effective delivery of its mandated responsibilities. CATSA's responsibilities under the CATSA Act fall into four major areas:

**1. Pre-Board Screening ("PBS") of Passengers and their Belongings**

CATSA is responsible for PBS at the 89 airports (the "Designated Airports") listed in Appendix 2.

**2. Hold Bag Screening ("HBS")**

CATSA is responsible for screening checked baggage at the Designated Airports, including the acquisition, deployment and installation of EDS equipment.

**3. Canadian Air Carrier Protective Program ("CACPP")**

CATSA is permitted to contract with the Royal Canadian Mounted Police ("RCMP") for the provision of onboard security services, which are delivered by Aircraft Protective Officers ("APO") pursuant to the Canadian Air Carrier Protective Program ("CACPP").

**4. Contributions toward Airport Policing Costs**

CATSA may enter into agreements, subject to Treasury Board approval, with selected Airport Operators under which CATSA will make contributions to the cost of airport policing related to civil aviation security measures.

Section 6 (2) of the CATSA Act allows the Minister to assign any other air transport security functions to CATSA. On November 5, 2002, the Minister assigned the following two new responsibilities to CATSA:

**1. Non-Passenger Screening ("NPS") at major airports**

CATSA will work with Airport Authorities to develop and implement an expanded program of screening of non-passengers who access restricted areas through a non-PBS check point at major airports. Such individuals include airport and airline employees and others who work within restricted areas of airports. CATSA is working with Transport Canada and industry stakeholders, including labour groups, to develop this program. This enhanced program will expand existing security requirements for non-passengers who have access to restricted areas at these airports.



## 2. The implementation of an Enhanced Restricted Area Pass (“ERAP”) system for major airports

CATSA and Transport Canada are working in partnership with the major airports to develop an enhanced pass system for non-passengers who require access to restricted areas at airports. Currently, passes are issued by individual airports upon the approval of Transport Canada following extensive background checks conducted by the RCMP and the Canadian Security Intelligence Service (“CSIS”). The ERAP system is expected to include the use of biometrics and centralized databanks supporting the issuance, verification, cancellation and tracking of restricted area passes. The RCMP and CSIS will continue to conduct security clearances as part of ERAP.

In carrying out its responsibilities as described above, CATSA must act in the public interest, having due regard to the interest of the travelling public and ensuring consistency in the delivery of its services across Canada. CATSA will strive to minimize inconvenience for passengers but security will be its overriding priority. CATSA will also be accountable for its actions but will, if required for security reasons, protect confidential information as provided by Section 32 of the CATSA Act.

CATSA is executing its mandate working in collaboration with other government agencies and departments. In particular, Transport Canada will continue to fulfill its regulatory function in the air transport sector. Canada has always had a very strong air transport security system and CATSA seeks to build on the solid foundation this system provides.

### 1.2 CATSA’s Funding

CATSA is entirely funded by appropriations from the federal Consolidated Revenue Fund. However, in order to recover some, if not all, of the costs of the enhanced security measures set out in the Budget tabled in Parliament on December 10, 2001, the Government introduced the Air Travellers Security Charge (“ATSC”). The ATSC is levied pursuant to the terms of the *Air Travellers Security Charge Act* and is payable by every person who acquires an air transportation service from a designated air carrier. Amounts raised by the ATSC are attributed to the Consolidated Revenue Fund, not to CATSA. CATSA does not anticipate that any future change in the level of the ATSC will result in a change in the \$1.94 billion allotted to CATSA over the five-year period ending March 31, 2007.

Should the Government of Canada increase CATSA’s mandated responsibilities, CATSA would require the concomitant financial resources needed to address the resulting increase in operating and capital expenses.

## 2 CATSA's Guiding Principles and Summary of Actions to Date

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The steps CATSA has taken since its creation on April 1, 2002, as well as the strategy it is developing to execute its mandate, are an integral part of the framework for Canada's air transport security in the 21<sup>st</sup> century. The principles guiding CATSA throughout this process are as follows:

### **Security**

CATSA's fundamental priority is to focus on meeting domestic and, where appropriate, international requirements in the exercise of its air security mandate.

### **Consultation and Coordination**

CATSA recognizes the importance of consulting and coordinating with relevant stakeholders and security partners so that their respective interests and objectives are taken into account when making strategic and operational decisions. This includes airline passengers, Screening Providers, airlines, the RCMP and other Canadian law enforcement agencies, Airport Operators, Transport Canada, CCRA, CSIS, and air transport security authorities in other countries.

### **Continuous Improvement**

Conditions in the commercial aviation sector are not static. Changes in passenger traffic, airport expansion projects, developments in technology and possible future changes in the nature of threats to the commercial aviation system all represent challenges for CATSA. Today's best practices are unlikely to be acceptable in the future. CATSA is instilling in its employees and security partners a spirit of continuous improvement.

### **Effective Deployment**

CATSA strives to implement new practices and technology as rapidly as feasible, within the confines of the FBA.

### **Contracting Out**

To remain flexible and responsive, CATSA is limiting its staff to a core group of highly-skilled professionals. With the goal of maintaining a lean and flexible organization, specific activities have been contracted out to the extent feasible, provided that this approach is the most cost effective, public confidence is maintained, and security is not compromised. As organizational and operational needs have evolved, however, CATSA has found that, in some instances, it is more cost-effective to hire employees to address on-going needs rather than contracting out.

### **Efficiency**

CATSA carries out its activities as efficiently as possible, with the objective of obtaining value for money in all of its spending.

## Risk Management

CATSA has undertaken a number of steps to prudently manage the risks associated with its mandated responsibilities, and set in motion a process of timely review and management of risks.

### 2.1 Creation of a Fully Operational Crown Corporation

At the time of its creation on April 1, 2002, CATSA had no established offices, minimal personnel, no administrative policies and no information technology systems. Since that date, CATSA's management team has created a corporate structure and developed and implemented policies and procedures in a number of key areas.

### 2.2 Pre-Board Screening

The primary objective of Pre-Board Screening is to prevent any person or persons from transporting a threat item onto an aircraft by carrying such item on their person, in their carry-on luggage or in their checked baggage.

Effective December 31, 2002, CATSA assumed direct responsibility for the delivery of PBS at the Designated Airports. In exercising its responsibility for PBS, CATSA is mandated under the CATSA Act to:

1. Establish criteria respecting the qualifications, training and performance of Screening Providers and Screening Officers that are at least as stringent as the standards established in the aviation security regulations made under the Aeronautics Act ("AA");
2. Accredite all Screening Providers and certify all Screening Officers against the criteria established under (1) above;
3. Deliver PBS services at each of the Designated Airports by:
  - a) Entering into an agreement with a Screening Provider for the provision of PBS services; and/or
  - b) Entering into an agreement with an Airport Operator for the provision of PBS services at a particular airport, either directly or through the services of a Screening Provider; and/or
  - c) Hiring Screening Officers as direct employees of CATSA; and
4. Acquire, deploy and maintain EDS and conventional PBS equipment at the Designated Airports.

CATSA has developed a strategy for carrying out its PBS services at the Designated Airports within the FBA.

### **2.2.1 Rollover of Existing Contracts with Screening Providers**

Prior to the establishment of CATSA, airlines were responsible for PBS in Canada. Generally speaking, at each airport, an airline was designated as the “Lead Carrier” and the Lead Carrier, on behalf of all airlines operating at that airport, then entered into a contract with a Screening Provider for the provision of PBS services at that airport.

Lead Carriers conducted PBS according to the regulations and measures issued by Transport Canada. The PBS equipment used by Screening Providers was owned, operated and managed by the Air Transport Security Corporation, a company owned by a group of Canadian airlines which collaborated on matters related to air transport security. This equipment has since been acquired by CATSA.

CATSA has assumed operational control of PBS activities by adopting an initial strategy of “rolling over” the contracts which had been in place between Lead Carriers and Screening Providers. CATSA is now the party with the direct contractual link to each Screening Provider.

A standard screening contract has been entered into with all Screening Providers. The standard screening contract includes the following key terms:

- The Screening Provider agrees to provide security screening of passengers and carry-on baggage and/or security screening of checked baggage, where specified.
- The services are to be performed by persons who, as of December 31, 2002, and thereafter, are certified as a “Screening Officer” by Transport Canada and/or CATSA.

CATSA is reviewing service delivery options and is consulting its stakeholders with the objective of bringing forward a timely proposal to its Board of Directors prior to the termination of the current contracts with Screening Providers.

### **2.2.2 Delivery of a National Training and Certification Program**

CATSA has initiated a progressive program for selecting, training and certifying new candidates becoming Screening Officers:

1. Before hiring any new candidates, the Screening Provider recruits and puts the potential candidate through a pre-selection process to determine the suitability of the candidate.

2. Each potential candidate must meet the minimum standards outlined within the Transport Canada Designation Standards for Screening Officers.
3. Once the candidate has met all the minimum standards, they will participate in a multi-level training and certification program. A Level 1 Screening Officer is responsible for reviewing boarding passes and instructing passengers before they pass through screening points. They cannot perform searches, hand wandings, or operate any equipment. A Level 2 Screening Officer is responsible for guiding passengers through metal detectors, performing hand wandings and searching carry-on baggage. They cannot operate X-ray machines or EDS equipment. A Level 3 Screening Officer is responsible for operating carry-on baggage X-ray machines and the ETD equipment. Candidates at each level of the program will be required to complete a comprehensive on-the-job training program.
4. The working level of Screening Officers will be Level 3. All Screening Officers will be expected to move from Level 1 to Level 3 in a timely manner. There is advanced training for Screening Officers who are required to work on more advanced equipment such as ETD, VDS/VIS, and CTX.
5. There are two supervisory positions (Point Leader and PBS Manager) that require additional training and certification.
6. All individuals certified through the National Training Program will be required to complete ongoing testing and refresher training to maintain their certification.
7. All individuals in the National Training Program will undergo a process for re-certification.

In calendar year 2003, CATSA will be developing a certification and quality assurance program as part of its security management system in cooperation with Transport Canada. This will help CATSA identify and focus on areas requiring improvement.

### **2.2.3 Development of an Accreditation Program for Service Providers**

CATSA is in the process of developing criteria for the Accreditation Program for Service Providers.

When the Accreditation Program has been fully implemented, only those Screening Providers which have become Accredited Screening Providers will be eligible to enter into contracts with CATSA, and only those Accredited Screening Providers which continue to meet specified performance standards will be eligible to maintain their standing as Accredited Screening Providers. The failure to maintain such performance standards will result in the revocation of the Screening Provider's accredited status and the termination of the contract between CATSA and the Screening Provider.

#### **2.2.4 Development of an Emergency Response Plan**

CATSA is developing an Emergency Response Plan, which outlines CATSA's responsibilities and procedures within the overall aerodrome security environment. CATSA is working to ensure it can respond to any emergency. All reporting must be integrated into CATSA's Emergency Response Plan.

#### **2.2.5 Implementation of the Common Look and Feel Program**

As part of its assumption of operational responsibility for PBS at the Designated Airports, one of CATSA's objectives is that travellers experience a "common look and feel" at screening checkpoints across Canada. The common look and feel program will result in a consistent presentation at screening points at all Designated Airports and will include such features as signage, accessories (such as containers for small items to pass through screening equipment) and layout. The program will also include a uniform for all Screening Officers.

#### **2.2.6 Equipment Deployment**

A variety of security techniques are deployed at PBS screening points including, X-Ray, EDT equipment, hand searches and walk-through or handheld metal detectors.

#### **2.2.7 Customer Service**

CATSA will work with airlines, airports and other stakeholders in addressing areas of common interest, such as, passenger flow levels through screening points, airline scheduling, and other operational matters.

To enhance the level of service, CATSA is pursuing several initiatives including accurate traffic (passenger and baggage) statistics collection and forecasting as well as a PBS scheduling model. Accurate forecasting is critical for planning equipment and resource levels for security screening for both the short and long term, and accurately establishing the cost of screening operations. The scheduling model would use airline flight schedules and other

criteria to optimize resource planning. CATSA would develop the model with the active participation of Airport Operators.

## **2.3 Hold Bag Screening**

### **2.3.1 National Deployment Plan**

The primary objective of Hold Bag Screening is to prevent the transportation of a threat item onto an aircraft. Until now, for most flights, checked baggage was not screened or systematically searched before being placed in the cargo hold of an aircraft. Security measures were limited to the questioning of passengers by the airline, at the time of their registration, regarding who packed and had control over the luggage. Airlines also ensured that passengers on board the aircraft were matched with all checked baggage before a flight commenced. These procedures, although useful security measures, were based on the now outdated assumption that no passenger would place an explosive in checked baggage if they intended to board that flight. CATSA is implementing much stricter security measures for checked baggage.

### **2.3.2 HBS Planning Guidelines**

A variety of technologies exist for detecting the presence of threat objects in baggage; from conventional methods, such as hand searches and explosive-sniffing dogs, to sophisticated equipment, which can more rapidly perform baggage inspection. The three major categories of EDS equipment are:

Type of Equipment	Functionality
X-ray machine	Produces a two-dimensional image of what is inside a bag. Can be automated or used by an operator who looks at each image on a computer monitor. Used for checked and carry-on baggage.
Explosive Trace Detection system ("ETD") machine	Detects minute traces of explosive residue which may be found on the baggage. Analyzes a sample taken from a bag using a swab. Used on checked and carry-on baggage.
CAT-scan X-ray machine ("CTX")	Using Computed Axial Tomography ("CAT"), these machines take hundreds of X-ray pictures to produce a three-dimensional image of what is inside a bag. A trained operator looks at these images on a computer monitor to try to spot threat objects. These are very large machines, approximately the size of a minivan.

The most effective HBS system is the internationally accepted practice of a multi-level, integrated system for screening checked baggage, which incorporates both conventional methods and modern equipment. In this process, all bags start by going through basic screening and, should the presence of an explosive be suspected, then go through additional levels of screening until the baggage is either cleared as being free of explosives (in which case it is sent for loading onto the aircraft) or removed from the screening process and handed over to the Airport Authority.

### **2.3.3 Opening of Checked Baggage**

EDS equipment is typically integrated into the automated baggage conveyor system, out of the view of the public. This means that passengers and their baggage are separated at check-in. CATSA has decided, on an interim basis, to reconcile the passenger with the bag before opening. However, under this policy, CATSA reserves the right to open bags without the presence of the passenger, if necessary for operational reasons.

## **2.4 Policing Programs**

### **2.4.1 Execution of an Agreement with the RCMP to Implement the Canadian Air Carrier Protective Program**

Under Section 28 of the CATSA Act, CATSA is authorized to enter into agreements with the RCMP for the provision of specially-trained officers on board aircraft and to make payments in respect of those services. This program is known as the Canadian Air Carrier Protective Program (CACPP).

The primary objective of the CACPP is to reduce the possibility of any unauthorized person assuming control of a Canadian commercial aircraft.

CATSA has negotiated and signed a Memorandum of Understanding (“MOU”) with Transport Canada and the RCMP, which sets out the broad roles of the parties, and an agreement (the “CACPP Agreement”) with the RCMP, which sets out the program details. Both the MOU and the CACPP Agreement are effective as of April 1, 2002.

Aircraft Protective Officers (APOs) are on all flights “Designated” by the Minister of Transport. For example, every flight into and from the Reagan National Airport in Washington, D.C. (“Washington National”) is a Designated Flight as required by the Government of the United States. APOs are also on selected domestic, transborder and international flights.



## 2.4.2 Aviation Security-Related Policing Program

Following the terrorist attacks of September 11, 2001, it was expected that resulting regulatory amendments would increase aviation security-related policing costs at Canadian airports. Also, as a result of enhanced PBS and HBS practices, it is expected that there will be an increase in the number of events of detection requiring a police response.

In order to offset a part of these costs, CATSA is authorized under Section 29 of the CATSA Act, subject to Treasury Board approval, to enter into agreements with certain airports, pursuant to which CATSA will make contributions towards the costs of aviation security-related policing functions at those airports. This funding is for aviation security policing only and cannot be applied towards the costs associated with security guards or special constables.

Agreements are in place with 8 of Canada's largest airports. Regulatory changes, which are expected in the Summer of 2003, will allow CATSA to enter into additional agreements.

## 2.5 CATSA's New Responsibilities

On November 5, 2002, the Minister of Transport announced the following two new responsibilities for CATSA at the major airports:

1. Screening of non-passengers entering restricted areas at airports through non-PBS checkpoints; and
2. The implementation of an enhanced restricted area pass system.

These major airports account for over 94% of the passenger traffic in Canada.

These two new responsibilities are closely linked. Until now, CATSA has focused on preventing passengers from bringing a threat object on board an aircraft, either on their person, in their carry-on baggage or in their checked baggage. With these new responsibilities, CATSA's mandate now extends to non-passengers accessing restricted areas of airports, such as the tarmac area surrounding aircraft. These increased responsibilities are to be carried out within the FBA.

### 2.5.1 Non-Passenger Screening (NPS)

#### Current Situation

At present, all persons entering into a restricted area of an airport through a security screening checkpoint are required to be screened. This requirement applies equally to passengers and non-passengers, with limited exemptions, such as on-duty peace officers. Non-passengers include all airport workers such as flight crews, refuelers, caterers, aircraft groomers,

maintenance personnel, airport baggage handlers, concession staff, etc. Non-passengers entering a restricted area through other access points must be either a holder of a restricted area pass, or be subject to other security controls.

**New Responsibility**

With respect to Non-Passenger Screening, CATSA is responsible for:

1. Conducting selected NPS at restricted areas at all major airports;
2. Training and certification of Screening Officers to carry-out NPS; and
3. Purchasing, deploying and maintaining the necessary NPS-related equipment.

**Implementation Plan**

Transport Canada will establish the regulatory framework and develop the designation and performance standards specific to the NPS program. CATSA intends to work closely with Transport Canada, Airport Authorities and other stakeholders on the design and implementation of the program and will implement NPS when the regulatory framework is in place.

**2.5.2 Enhanced Restricted Area Pass System (ERAP)****Current Situation**

Airport Authorities are currently responsible for issuing passes to permit access to restricted areas at airports. This is done in collaboration with Transport Canada, the RCMP and CSIS.

**New Responsibility**

ERAP will provide a standardized system, using a centralized database, for the issuance, verification, cancellation and tracking of restricted area passes. The restricted area pass will incorporate biometric technology. Transport Canada, the RCMP and CSIS will continue to be involved in the issuance of clearances for ERAP, specifically for the conduct of background checks.

**Implementation Plan**

The scope of the program will be influenced by the regulatory requirements set by Transport Canada in the Summer of 2003. CATSA will take advantage of the significant research which Transport Canada has already completed on the application of biometrics and the operational concepts of such a pass system. The implementation of the enhanced system will require significant consultation with Transport Canada, industry and the major airports.

It is anticipated that the program will incorporate a phased approach designed to establish the appropriate identification features of the pass, including a trial program to test the pass and the pass system.

### 3 Performance Measurement Standards and Risk Assessment

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#### 3.1 Evaluation Framework and Logic Model

CATSA is committed to developing an evaluation framework that will provide an objective evaluation of its progress in executing its mandate. The proposed framework follows the guidelines established by the Treasury Board Secretariat. In preparing its evaluation framework, CATSA has consulted with Transport Canada as part of its reporting requirements to the Public Security and Anti-Terrorism Cabinet Committee.

CATSA has identified the following key programs for formal evaluation:

1. Pre-Board Screening and Hold Bag Screening;
2. Canadian Air Carrier Protective Program;
3. Enhanced security at airport restricted areas; and
4. Corporate communication and visibility.

The evaluation strategy for each program is focused on three key issues:

- Relevance - Does the program continue to be consistent with corporate and government-wide priorities, and does it realistically address an actual need?
- Success - Is the program effective in meeting its intended outcomes, within budget and without unwanted negative outcomes? If not, is the program making progress toward the achievement of the intended outcomes?
- Cost-Effectiveness - Are the most appropriate and efficient means being used to achieve outcomes, relative to alternative design and delivery approaches?

CATSA is considering formative and summative evaluations of its key programs as appropriate. These evaluations will occur at two points:

- the first is relatively early (e.g., normally within the first two years), in which case the focus of the questions is on examining management issues of how the program is being implemented, whether adjustments are necessary and whether progress toward the achievement of the outcomes is occurring (often called formative or mid-term evaluations);
- the second is after the program has been in place long enough to realistically expect that some outcomes may have been achieved (e.g., normally within five years), and the focus of the questions is on the degree to which these outcomes have been achieved as well as to determine the contribution of the program to these achieved outcomes (often called summative evaluations).

CATSA's has also developed a logic model outlining CATSA's objectives and explaining the link between the objectives, the activities (or "outputs") which will be undertaken to reach these objectives and the results (or "outcomes") of these activities which show whether or not the objectives have been met.

## **4 2004 Capital Budget and Operating Budget**

CATSA is accountable to Parliament, through the Minister of Transport, and must fully disclose its financial statements in its Corporate Plan.

However, CATSA must, under subsection 32(2) of the CATSA Act, keep confidential any information the publication of which, in the opinion of the Minister of Transport, would be detrimental to air transport security or to public security, including financial and other data that might reveal such information.

For that reason, financial data below is limited to CATSA's overall allocation, PBS expenditures, and EDS purchases. Other line items are listed but amounts are not provided.

### **2004 CAPITAL BUDGET**

*(in thousands of Canadian dollars)*

	<b>Fiscal year ending March 31, 2004 Budget</b>
<b>1) Acquisition of new equipment:</b>	
EDS equipment	\$ 78,987
<b>2) Other includes:</b>	
Non-passenger screening assets, Enhanced restricted area pass system assets, EDS installation and construction, CBT equipment and software, Leasehold improvements, Office furniture and equipment, computer equipment and software	
Total Other	\$ 127,425
<b>TOTAL CAPITAL EXPENSES</b>	<b>\$ 206,412</b>

The details of the Operating Budget for the year ending March 31, 2004 are presented in the table below.

**2004 OPERATING BUDGET***(in thousands of Canadian dollars)*

	<b>Fiscal year ending March 31, 2004</b>
	<b><i>Budget</i></b>
<b>1) PBS operating expenses</b>	
Payments to screening providers	<u>\$ 125,245</u>
<b>2) Other includes:</b>	
CATSA administration, Security programs, Non-passenger screening, Enhanced restricted area pass system, and EDS operating expenses	
Total Other	<u>\$ 152,540</u>
<b>TOTAL OPERATING BUDGET</b>	<u><b>\$ 277,785</b></u>

**Appendix 1**

**Canadian Air Transport Security Authority Board of Directors**

*Brian Flemming* Chairman

*Ghislaine Richard* Vice-Chair

*Steve J. Baker*

*Pierre Beaudry*

*Ronald K. Clark*

*Gordon F. Cheesbrough*

*Mary Martin*

*Murray Sigler*

*Darrel Smith*

*Lecia Stewart*

*Anil Wirasekara*



**Appendix 2**

**Airports at which CATSA is Responsible for Pre-Board Screening**

Region	Airport
<b>Atlantic</b> <b>Total: 18</b>	Halifax Charlottetown Fredericton Gander Moncton St. John's Saint John Bathurst Charlo Churchill Falls Deer Lake Goose Bay St. Anthony St. Leonard Stephenville Sydney Wabush Yarmouth
<b>Quebec</b> <b>Total: 20</b>	Dorval Mirabel Quebec City Alma Bagotville Baie-Comeau Chibougamau/Chapais Gaspé Iles-de-la-Madeleine Kuujuaq Kuujuarapik La Grande Rivière La Grande – 3 La Grande – 4 Lourdes-de-Blanc-Sablon Mont-Joli Roberval Rouyn-Noranda Sept-Iles Val d'Or

Region	Airport
<b>Ontario</b> <b>Total: 15</b>	Ottawa Toronto (Pearson) London Sudbury Thunder Bay Toronto (City Centre) Windsor Hamilton Kingston Kitchener-Waterloo North Bay Sarnia Sault Ste-Marie Timmins Toronto/Buttonville
<b>Prairie and Northern</b> <b>Total: 16</b>	Calgary Edmonton Winnipeg Iqaluit Regina Saskatoon Whitehorse Yellowknife Brandon Fort McMurray Grande Prairie Lethbridge Lloydminster Medicine Hat Prince Albert Thompson
<b>Pacific</b> <b>Total: 20</b>	Vancouver Kelowna Prince George Victoria Abbotsford Campbell River Castlegar Comox Cranbrook Dawson Creek Fort St. John Kamloops Nanaimo Penticton Prince Rupert

**CANADIAN AIR TRANSPORT SECURITY AUTHORITY**

**2003/04-2007/08 CORPORATE PLAN SUMMARY – 2003/04 CAPITAL BUDGET – 2003/04 OPERATING BUDGET**

Region	Airport
	Quesnel Sandspit Smithers Terrace Williams Lake
<b>Total: 89</b>	

**Appendix 3**

**Screening Providers by Designated Airport**

<b>Airport</b>	<b>Screening Contractor</b>	<b>Airport</b>	<b>Screening Contractor</b>
<b>Atlantic</b>			
Halifax Charlottetown Fredericton Gander Moncton St. John's Saint John Bathurst Charlo	Shannahan's Investigation Judson Security Company Ltd. Shannahan's Investigation Shannahan's Investigation Shannahan's Investigation Shannahan's Investigation Shannahan's Investigation Shannahan's Investigation	Churchill Falls Deer Lake Goose Bay St. Anthony St. Leonard Stephenville Sydney Wabush Yarmouth	Provincial Airways Ltd. Shannahan's Investigation Shannahan's Investigation Provincial Airways Ltd. Shannahan's Investigation Shannahan's Investigation Aeroguard Inc. Shannahan's Investigation Shannahan's Investigation
<b>Quebec</b>			
Dorval Mirabel Quebec City Alma Bagotville Baie-Comeau Chibougamau/Chapais Gaspé Iles-de-la-Madeleine Kuujuaq Kuujuarapik	Sécurité Kolossal Inc. Sécurité Kolossal Inc. Sécurité Kolossal Inc. Corps Can. des Comm. Corps Can. des Comm. Sécurité Kolossal Inc. Air Creebec Inc. Sécurité Kolossal Inc. Sécurité Kolossal Inc. Intelicom Inc. Air Inuit Ltd.	La Grande Rivière La Grande – 3 La Grande – 4 Lourdes-de-Blanc-Sablon Mont-Joli Roberval Rouyn-Noranda Sept-Iles Val d'Or	Air Inuit Ltd. Corps Can. des Comm. Corps Can. des Comm. Provincial Airways Ltd. Sécurité Kolossal Inc. Air Bellevue Inc. Sécurité Kolossal Inc. Sécurité Kolossal Inc. Sécurité Kolossal Inc.
<b>Ontario</b>			
Ottawa Toronto (Pearson) London Sudbury Thunder Bay Toronto (City Centre) Windsor Hamilton	Aeroguard Inc. Group 4 Falck (Canada) Ltd. East Aeroguard Eastern Ltd. Aeroguard Eastern Ltd. Paragon Protection Ltd. Aeroguard Eastern Ltd. Aeroguard Eastern Ltd. Aeroguard Inc.	Kingston Kitchener-Waterloo North Bay Sarnia Sault Ste-Marie Timmins Toronto/Buttonville	Central Aviation Security Ltd. Group 4 Falck (Canada) Ltd. East Aeroguard Eastern Ltd. Aeroguard Eastern Ltd. Aeroguard Eastern Ltd. Aeroguard Eastern Ltd. Group 4 Falck (Canada) Ltd. East
<b>Prairies and Northern</b>			
Calgary Edmonton Winnipeg Iqaluit Regina Saskatoon Whitehorse Yellowknife	Group 4 Falck (Canada) Ltd. West Group 4 Falck (Canada) Ltd. West Aeroguard Inc. Intelicom Inc. Aeroguard Inc. Aeroguard Inc. Group 4 Falck (Canada) Ltd. West Intelicom Inc.	Brandon Fort McMurray Grande Prairie Lethbridge Lloydminster Medicine Hat Prince Albert Thompson	Aeroguard Inc. Aeroguard Inc. Aeroguard Inc. Aeroguard Inc. City of Lloydminster Group 4 Falck (Canada) Ltd. West Group 4 Falck (Canada) Ltd. West Aeroguard Inc.
<b>Pacific</b>			
Vancouver Vancouver South Terminal Kelowna Prince George Victoria Abbotsford Campbell River Castlegar Comox Cranbrook Dawson Creek	Aeroguard Company Ltd. Group 4 Falck (Canada) Ltd. West Aeroguard Company Ltd. Aeroguard Company Ltd. Aeroguard Company Ltd. BC Corps of Comm. Group 4 Falck (Canada) Ltd. West Group 4 Falck (Canada) Ltd. West Aeroguard Company Ltd. Aeroguard Company Ltd. Group 4 Falck (Canada) Ltd. West	Fort St. John Kamloops Nanaimo Penticton Prince Rupert Quesnel Sandspit Smithers Terrace Williams Lake	Group 4 Falck (Canada) Ltd. West Aeroguard Company Ltd. Group 4 Falck (Canada) Ltd. West Group 4 Falck (Canada) Ltd. West Group 4 Falck (Canada) Ltd. West Group 4 Falck (Canada) Ltd. West Group 4 Falck (Canada) Ltd. West Group 4 Falck (Canada) Ltd. West Group 4 Falck (Canada) Ltd. West Group 4 Falck (Canada) Ltd. West Group 4 Falck (Canada) Ltd. West