



**United States Department of State
and the Broadcasting Board of Governors
Office of Inspector General**



The Ambassador makes the unwieldy command and coordination structure of the U.S. Mission to Canada function effectively through sheer diligence and perseverance. Drawing upon his excellent rapport with Canadian government decision makers and his highly effective public diplomacy activities, the Ambassador has improved the image of the United States held by Canadians.

Interagency coordination, while complicated by the proliferation of U.S. federal agencies represented in Canada, remains robust and collegial, with one exception, the Department of Homeland Security's (DHS) Customs and Border Protection (CBP) preclearance. The DHS CBP preclearance sites across Canada, while under chief of mission control, continue to operate as virtually autonomous entities, raising questions as to Embassy Ottawa's responsibility for security and internal control measures at these sites.

Funding for public diplomacy activities in Canada is so low that many opportunities to influence attitudes of key constituencies go unutilized. Public affairs officers make excellent use of target of opportunity speakers/events to fill funding gaps.

Consular sections across Canada have experienced growth in demand for visitor visa services. The facilities in both Vancouver and Toronto will require physical alterations to adapt to this increased workload. Demand for citizenship services will increase as the requirement for all U.S. citizens residing in Canada to present a valid citizenship document in order to cross the border comes into force.

The hundreds of new American direct-hire positions, primarily in the law enforcement and security areas, approved for the mission over the last five years have not been properly factored into the administrative support system. As a result, the platform for provision of administrative support services as well as some security services is inadequate to meet mandatory requirements.